PACE INSTITUTE OF TECHNOLOGY & SCIENCES

(NH-5, Near Valluramma Temple, Ongole-523 272, Prakasam Dist. A.P.)

(AUTONOMOUS)

www.pace.ac.in

MASTER OF BUSINESS ADMINISTRATION

ACADEMIC REGULATIONS

AND

COURSE STRUCTURE & SYLLABUS

(For the students admitted to

MBA Regular Two Years Programme from the Academic Year 2024-25)

ACADEMIC REGULATIONS

For the students admitted to

MBA Regular Two Years Programme from the Academic Year 2024-25

ACADEMIC REGULATIONS (R24) FOR MBA (REGULAR)

Applicable for students of Master of Business Administration (Regular) from Academic Year 2024-25 onwards

Pace Institute of Technology and Sciences, Ongole, 2024 Regulations (R24 Regulations) applicable for all the students admitted into first year of Master of Business Administration programme from the academic year 2024-25.

1. Duration of the Program:

The duration of the program is two academic years consisting of four semesters. However, a student is permitted to complete the course work of MBA program in the stipulated time frame of **FOUR** years from the date of joining.

2. Minimum Instruction Days:

Each semester consists of a minimum of ninety instruction days.

3. Program Credits:

MBA program is designed to have a total of 104 credits and the student shall have to complete the two year course work and earn all 104 credits for the award of MBA Degree.

4. Programme Pattern:

- i) Total duration of the MBA (Regular) Programme is two academic years.
- ii) Each Academic year of study is divided in to two semesters.
- iii) Minimum number of instruction days in each semester is 90.
- iv) Grade points, based on percentage of marks awarded for each course will form the basis for calculation of SGPA (Semester Grade Point Average) and CGPA (Cumulative Grade Point Average).
- v) The total credits for the Programme are 104.
- vi) Student is introduced to "Choice Based Credit System (CBCS)".
- vii) A student has to register for all courses in a semester.
- viii) All the registered credits will be considered for the calculation of final CGPA.
- ix) Each semester has – "Continuous Internal Evaluation" (CIE) and "Semester End Examination" (SEE). Choice Based Credit System (CBCS) and Credit Based Semester System (CBSS) as indicated by UGC and course structure as suggested by AICTE are followed.
- x) The department shall assign a faculty advisor/mentor after admission to each student or group of students to provide guidance in courses registration/career growth/placements/opportunities for higher studies.

5. Attendance Requirements

- i) A student shall be eligible to write Semester End Examinations if he acquires a minimum of 75% of attendance in aggregate of all the subjects/courses, and with minimum 50% in each and every course including practicals.
- ii) Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) in each semester shall be granted by the College Academic Committee.
- iii) Shortage of Attendance below 65% in aggregate shall not be condoned and not eligible to write their end semester examination of that class.
- iv) Students whose shortage of attendance is not condoned in any semester are not eligible to write their semester end examination of that class.
- v) A prescribed fee shall be payable towards condonation of shortage of attendance.
- vi) A student shall not be promoted to the next semester unless, he satisfies the attendance requirement of the present semester, as applicable. They may seek re-admission into that

semester when offered next. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for re-admission into the same class.

6. Examinations and Scheme of Evaluation

1. Theory Courses

Each theory course shall be evaluated for a total of 100 marks, consisting of 30 marks for internal assessment and 70 marks for semester end examination.

a) Internal Assessment

i) There shall be two mid term descriptive examinations of 90 minutes each. Each mid term examination consists of i) Descriptive examination for 20 marks ii) Seminar/Presentationfor 10 marks.

ii) The first mid examination is set with 3 questions for 8, 8 and 4 marks each from the first, second and first half part of third unit (50% of the syllabus), the student has to answer all questions. 1 0 marks for seminar / presentation (5 marks are for report content and 5 marks are for presentation.

iii) In the similar lines, the second descriptive examination and Seminar/Presentation shall be conducted on the rest of the syllabus.

iv) The final marks can be calculated with average of two mid term examinations and they shall be considered for marks of 30.

b) External Assessment

The semester end examination shall be conducted for a duration of three hours with 5 questions and one case study which is compulsory. All questions are to be answered and for each question has “either or” option except case study. All 5 questions carry 12 marks each and case study carries 10 marks, total becomes 70 marks.

2. Laboratory Course

a) For practical subjects the distribution shall be 20 marks for Internal Evaluation and 30 marks for the semester end examinations. There shall be continuous evaluation by the internal subject teacher during the semester for 20 internal marks. Out of 20 marks for internal, 10 marks shall be for day- to-day performance (5 marks for day-to-day evaluation and 5 marks for Record) and 10 marks shall be evaluated by conducting an internal test conducted at the end of semester.

b) Semester End laboratory examination shall be conducted for 30 marks with two Examiners, one of them being the Laboratory Class Teacher or teacher of the respective college and the second examiner shall be appointed by the Chief Controller of Examinations from the panel of examiners submitted by the department, with a break-up marks of Procedure-5, Experimentation-15, Results-5, Viva-voce-5.

3. Skill course:

The job-oriented skill courses may be registered at the department. A student shall submit a record/ report on the on the list skills learned. The course will be evaluated at the end of the semester for 50 marks (record: 15 marks and viva-voce: 35 marks) along with laboratory end examinations in the presence of external (appointed by the Chief Controller of Examinations) and internal examiner (course instructor or mentor). There are no internal marks for the job-oriented skill courses.

4. Project Work

The final project work shall be carried out during the 3rd semester and will be evaluated for 100 marks.

Out of 100 marks, 50 marks shall be for dissertation and 50 marks for the project Viva-Voce. Both are evaluated by the Board of Evaluators (BOE). BOE, which comprises of External Examiner appointed/nominated by the Chief Controller of Examinations from the panel of examiners submitted by the department, Head of the Department and Internal project guide.

Each student shall give one internal seminar (pre talk) on the topic of his/her project as a prerequisite for submission of the final project report.

5. Eligibility for Award of MBA Degree

A student will be declared eligible for the award of the MBA Degree if he fulfills the following academic regulations.

- Pursued a course of study for not less than two academic years and not more than four academic years.
- Registered for **104** credits and secured **104** credits
- Students, who fail to complete their Two years Course of study within Four years or fail to acquire the **104** Credits for the award of the degree within four academic years from the year of their admission shall **forfeit** their seat in MBA course and their admission shall stands cancelled.

6. Criteria for Passing a Course and Award of Grades

A. Criteria for Passing a Course

i) A candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40% of marks in the Semester End Examination and a minimum aggregate of 50% of the total marks in the Semester End Examination and Internal Evaluation taken together.

ii) A candidate shall be declared to have passed in comprehensive viva- voce, if he secures a minimum of 50% marks.

iii) In case the candidate does not secure the minimum academic requirement in any subject (as specified in i & ii above) he has to re-appear for the Semester End Examination in that subject. A candidate shall be given one chance to re-register for each subject provided the internal marks secured by a candidate are less than 50% and has failed in the end examination. In such a case, the candidate must re-register for the subject(s) and secure the required minimum attendance. The candidate's attendance in the re-registered subject(s) shall be calculated separately to decide upon his eligibility for writing the end examination in those subject(s). In the event of the student taking another chance, his internal marks and end examination marks obtained in the previous attempt shall stands cancelled. For re- registration the candidates have to apply to the Chief Controller of Examinations through the Head of the Department by paying the requisite fees and get approval from the Chief Controller of Examinations before the start of the semester in which the re-registration is required.

B. Method of Awarding Letter Grade and Grade Points for a Course

A letter grade and grade points will be awarded to a student in each course based on hisperformance as per the grading system given below.

Marks Range Theory / Project Work (Max – 100)	Marks Range Laboratory/ Comprehensive Viva-Voce (Max – 50)	Letter Grade	Level	Grade Point
≥ 90	≥ 45	O	Outstanding	10
80 to <90	$\geq$40 to <45	S	Excellent	9
70 to <80	$\geq$35 to <40	A	Very Good	8
60 to <70	$\geq$30 to <35	B	Good	7
50 to <60	$\geq$25 to <30	C	Satisfactory	6
<50	<25	F	Fail	0
			Absent	0

7. A Computation of SGPA

a) The following procedure is to be adopted to compute the Semester Grade Point Average(SGPA) and Cumulative Grade Point Average(CGPA).

b) The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of creditsof all the courses undergone by a student, i.e

SGPA (S_i) =$\sum$ (C_i X G_i) / $\sum$ C_i

Where C_i is the number of credits of the i^{th} course and G_i is the grade point scored by thestudent in the ith course.

Computation of CGPA

i) The **CGPA** is also calculated in the same manner taking into account all the courses undergone by a student over all the semester of a Programme, i.e.

CGPA = $\sum$ (C_i X S_i) / $\sum$ C_i

Where S_i is the SGPA of the i^{th} semester and C_i is the total number of credits in thatsemester

The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

Equivalent Percentage = (CGPA – 0.75) x 10

8. AWARD OF DEGREE AND CLASS

A. After a student has satisfied the requirements prescribed for the completion of the program and iseligible for the award of MBA Degree he shall be placed in one of the following four classes:

Class Awarded	**CGPA to be secured**	
First Class with Distinction	$\geq$ 7.75	**From the CGPA secured**
First Class	$\geq$ 6.75	

Second Class	≥ 5.75 to < 6.75	**From 104 Credits.**

The Grades secured, Grade points and Credits obtained will be shown separately in the memorandum of marks.

B. WITHHOLDING OF RESULTS

If the student is involved in indiscipline/malpractices/court cases, the result of the student will be withheld.

9. TRANSITORY REGULATIONS (for R24)

Discontinued or detained candidates are eligible for re-admission into same or equivalent subjects at a time as and when offered.

The candidate who fails in any subject will be given two chances to pass the same subject; otherwise, he has to identify an equivalent subject as per R21 academic regulations.

10. GENERAL

Wherever the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”, “hers”. The academic regulation should be read as a whole for the purpose of any interpretation.

In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Principal is final.

The college may change or amend academic regulations or syllabi at any time subject to approval of the competent authority and the changes or may apply the amendments made to all students with effect from the dates notified.

MALPRACTICES RULES

DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS

Sl. No.	Nature of Malpractices/Improper conduct	Punishment
	If the candidate:	
1. a.	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
b.	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the subjects of the examination (including practical's and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all semester end examinations. The continuation of the course by the candidate is subject to the academic regulations in

		connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all semester end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6.	Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in- charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.

7.	Leaves the exam hall taking away answer script or intentionally tears the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all Semester End Examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.
9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.

11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the Chief Controller of Examinations for further action and impose suitable punishment.	

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JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY KAKINADA
KAKINADA - 533 003, Andhra Pradesh, India
For Constituent Colleges and Affiliated Colleges of JNTUK

Ragging

Prohibition of ragging in educational institutions Act 26 of 1997

Salient Features

- Ragging within or outside any educational institution is prohibited.
- Ragging means doing an act which causes or is likely to cause Insult or Annoyance of Fear or Apprehension or Threat or Intimidation or outrage of modesty or Injury to a student.

	Imprisonment upto		Fine Upto
Teasing, Embarrassing and Humiliation	6 Months	+	Rs. 1,000/-
Assaulting or Using Criminal force or Criminal intimidation	1 Year	+	Rs. 2,000/-
Wrongfully restraining or confining or causing	2 Years	+	Rs. 5,000/-
Causing grievous hurt, kidnapping or Abducts or rape or committing unnatural offence	5 Years	+	Rs. 10,000/-
Causing death or abetting suicide	10 Months	+	Rs. 50,000/-

In Case of Emergency CALL TOLL FREE NO. : 1800 - 425 - 1288

LET US MAKE JNTUK A RAGGING FREE UNIVERSITY

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY: KAKINADA
KAKINADA - 533 003, Andhra Pradesh, India
For Constituent Colleges and Affiliated Colleges of JNTUK

Ragging

ABSOLUTELY
NO TO RAGGING

1. Ragging is prohibited as per Act 26 of A.P. Legislative Assembly, 1997.
2. Ragging entails heavy fines and/or imprisonment.
3. Ragging invokes suspension and dismissal from the College.
4. Outsiders are prohibited from entering the College and Hostel without permission.
5. Girl students must be in their hostel rooms by 7.00 p.m.
6. All the students must carry their Identity Cards and show them when demanded
7. The Principal and the Wardens may visit the Hostels and inspect the rooms any time.

Jawaharlal Nehru Technological University Kakinada
For Constituent Colleges and Affiliated Colleges of JNTUK

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LET US MAKE JNTUK A RAGGING FREE UNIVERSITY

COURSE STRUCTURE AND SYLLABUS
(R24)
For
MASTER OF BUSINESS ADMINISTRATION
Two Year Degree Programme
(Applicable for the batches admitted from the **A.Y. 2024-25**)

PACE INSTITUTE OF TECHNOLOGY AND SCIENCES
NH-16, Near Valluramma Temple, ONGOLE-523272 ANDHRA PRADESH, INDIA

COURSE STRUCTURE FOR I SEMESTER

S.No	Code	Course	L	T	P	C	M
1	PP24MBT01	Management and Organizational Behavior.	4	0	0	4	100
2	PP24MBT02	Managerial Economics	4	0	0	4	100
3	PP24MBT03	Accounting for Management	4	0	0	4	100
4	PP24MBT04	Quantitative Analysis for Business Decisions	4	0	0	4	100
5	PP24MBT05	Entrepreneurship Development	4	0	0	4	100
6	PP24MBT06	Business Environment	4	0	0	4	100
7	PPMB24O01 Open Elective	a. Rural Development b. Information Technology for Business c. IPR & Patents d. MOOCs : SWAYAM/NPTEL (Related to Management Courses other than listed courses in the syllabus)	3	0	0	3	100
8	PPMB24S01	PACE-UP(Personal Assessment Centre, Enhancement and Upgradation Processes	0	0	2	1	50
9	PPMB24L01	Tally Lab	0	0	2	1	50
10	PPMB24P01	Entrepreneur Project - I Identifying the area of interest, interacting with successful business and submission of ground report.	0	0	2	1	50
TOTAL			**27**	**0**	**6**	**30**	**850**

MBA I Year I Semester **Course Structure**

L	**T**	**P**	**C**
4	**0**	**0**	**4**

MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

Internal Marks: 30

Course Code: PP24MBT01 **External Marks: 70**

Course Objective: Objective of the course is to give a basic perspective of Management.

This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organizational Behavior.

Course Outcomes:

1. Understand the concept of management and its functions.
2. Apply the managerial actions of planning, organizing and controlling.
3. Implement the implications of organizational behavior on the process of management.
4. Analyze the methods of motivating and leading people in organizations
5. Assessing the causes and consequences of organizational conflicts.

(11 Lectures)

UNIT -1. Definition, Nature, Functions and Importance of Management – Evolution of Management thought – Scientific management, administrative management, Hawthorne experiments – systems approach - Levels of Management – Managerial Skills – Planning – Steps in Planning Process – importance and Limitations – Types of Plans - Characteristics of a sound Plan - Management By Objectives (MBO) - Techniques and Processes of Decision Making-Social Responsibilities of Business

(11 Lectures)

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

(11 Lectures)

UNIT –III Organizational behavior: Nature and scope – Linkages with other social sciences – Individual roles and organizational goals – perspectives of human behavior – Perception – perceptual process – Learning – Learning Process – Theories – Personality and Individual Differences – Determinants of Personality - thinking.

(11 Lectures)

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

(11 Lectures)

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

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

Text Books:

1. Harold Koontz, Heinz Weihrich, A.R. Aryasri, Principles of Management, TMH, 2010.
2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
3. Kumar, Rao, Chhaalill "Introduction to Management Science" Cengage Publications, New Delhi.

Reference Books:

1. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
2. K.Anbuvelan, Principles of Management, University Science Press, 2013.
3. K. Aswathappa "Organisational Behaviour - Text, Cases and Games", Himalaya Publishing House, New Delhi, 2008.
4. Steven L Mc Shane, Mary AnnVon Glinow, Radha R Sharma: "Organisational Behaviour", TMH Education, New Delhi, 2008.

Web References:

1. https://www.scribd.com/doc/36514320/Meaning-Nature-of-Management
2. nptel.ac.in/courses/122106031/Pdfs/1_1.pdf
3. nptel.ac.in/Clarify_doubts.php?subjectId=110105034
4. nptel.ac.in/courses/110105034/38

5.https://www.emeraldinsight.com/doi/10.1108/02621710910985504

MBA I Year I Semester **Course Structure**

L	**T**	**P**	**C**
4	**0**	**0**	**4**

MANAGERIAL ECONOMICS

Internal Marks: 30

Course Code: PP24MBT02 **External Marks: 70**

Course Objective:

1. The objective of the course is to introduce basic concepts and techniques of Managerial Economics and comprehend students with vital decisions of business.
2. Assimilate and apply the laws of economics in business.
3. Acquire knowledge about the various types of market structure for strategizing and wise decision making.
4. Practice pricing strategies in business management policies.
5. Achieve the knowledge about macroeconomics to foresee the external effective decisions in organisation.

Course Outcomes:

1. Students can be able to use supply and demand to explain various economic phenomena and principles.
2. Students can be able to explain the economic meaning of price, elasticity, and production costs. cause and describes the effect of changes in all these variables.
3. Students can be able to draw and analyze cost and revenue curves that maximize profit.
4. Students can be able to discuss differences and critically analyze the pros and cons of different market structures, including competitive, monopolistic and oligopolistic markets. Pricing strategies to achieve and applicability in the market conditions
5. Students can gain knowledge about macroeconomics conditions and learn to applicable in the present context.

(10 Lectures)

UNIT 1: Introduction to Managerial Economics: Nature and Scope- of managerial Economics: Incremental reasoning, Concept of Time Perspective, Discounting Principle, Opportunity Cost Principle, Equi – Marginal Concept – Theory of Firm – profit measurement – social responsibility of business.

(9 Lectures)

UNIT 2: Demand Analysis and Forecasting: Concepts of Demand, Supply, Determinants of Demand and Supply, Elasticities of Demand and Supply – Methods of demand forecasting for established and new products.

(10 Lectures)

UNIT 3: Cost and Production Analysis: Cost: Concept and types, Cost – Output Relationships, Cost Estimation, Reduction and Control - Economies and Diseconomies of Scale - Law of Variable Proportions – Returns to Scale – Isoquants - Cobb-Douglas and CES Production functions.

(9 Lectures)

UNIT 4: Theory of Pricing: Price determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competitions – Methods of Pricing. Market structures: Perfect and Imperfect Market Structures. Price discrimination – degrees of price discrimination.

(10 Lectures)

UNIT 5: Macro Economics and Business: Concept, Nature and Measurement of National Income – Fiscal and Monetary Policies. Inflation and Deflation: Inflation – Meaning and kinds, Types, Causes and measurement of inflation measures to control Inflation, Deflation – Philips curve – Stagflation – Theory of Employment – Business Cycles: Policies to counter business cycles.

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

Text Books:

1. D.M. Mithani, Managerial Economics, Himalaya Publishing House
2. Hirschey-Managerial economics, 12th ed-cengage
3. Gupta G.S., Managerial Economics, TMH, 1988

Reference Books:

1. P.L.Mehta, Managerial Economics, PHI, 2001.
2. K.KDawett, Modern Economic Theory, Sultan Chand & Sons.
3. D.N.Dwivedi, Managerial Economics,7th Ed,Vikas Publishing.
4. H. Craig Peterson, W.Cris Lewis, managerial economics, Pearson, 2005.

Web Reference:

1. https://www.free-ebooks.net/ebook/Managerial-Economics
2. https://examupdates.in/managerial-economics-notes/
3. www.sxccal.edu/twinningprogramme/.../mba-managerialeconomics-1styear.pdf
4. https://www.docsity.com/en/lecture-notes/subjects/managerial-economics/
5. https://books.google.co.in/books/about/Managerial_Economics.html?id=95xjd7

MBA I Year I Semester **Course Structure**

L	T	P	C
4	0	0	4

ACCOUNTING FOR MANAGERS

Internal Marks: 30

Course Code: PP24MBT03 **External Marks: 70**

Course Objectives:

The objective of this course is to acquaint the students regarding various accounting concepts and its application in managerial decision making.

Course Outcomes:

1. Procure the ability to comprehend accounting concepts, principles, and frameworks to analyze and effectively communicate information to a variety of stake holders.
2. Apply Generally Accepted Accounting Principles to prepare financial statements.
3. Analyze financial statement through ratio analysis to find out financial strength of business.
4. Analyze Funds from operations in the financial year.
5. Apply cost accounting methods to evaluate and project business performance

(10 Lectures)

UNIT- I: Financial Accounting - concept, Importance and scope, accounting principles, accounting cycle, journal ledger, trial balance, Preparation of final accounts with adjustments.

(9Lectures)

UNIT- II: Analysis and interpretation of financial statements –meaning, importance and techniques, ratio analysis, Fund flow analysis, cash flow analysis (AS–3).

(10 Lectures)

UNIT-III: Cost accounting–meaning, importance, methods, techniques; classification of costs and cost sheet; Inventory valuation methods- LIFO, FIFO, HIFO and weighted average method.

(9 Lectures)

UNIT-IV: Management accounting – concept, need, importance and scope; budgetary control -meaning, need, objectives, essentials of budgeting, different types of budgets and their preparation.

(10 Lectures)

UNIT V: Standard costing and variance analysis (materials, labour)-Marginal costing and its application in managerial decision making.

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

Textbooks:

1. S.N.Maheswari, S.K. Maheshwari, Financial Accounting, 5e, Vikas Publishing House, 2013.
2. Pandey, I.M. Management Accounting, Vikas Publishing House, New Delhi.
3. Vijaya Kumar. P, Ravindra P.S., Kiran Kumar V: "Accounting for Managers", Himalaya Publishing House, New Delhi, 2013.
4. Horngen, Sundem & Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.

Reference Books:

1. Hansen & Mowen, Cost Management, Thomson Learning.
2. Jain S.P. and Narang K. Advanced Cost Accounting, Kalyani Publishers Ludhiana
3. Khan M.Y. and Jain, P. K. Management Accounting, TMH, N. Delhi
4. R.V.R. Palanivelu: "Accounting for Management". University Science Press, New Delhi, 2009.
5. Ashok Banerjee: "Financial Accounting", a managerial Emphasis, Excel books, New Delhi, 2012.
6. S.P. Jain and K.L. Narang: "Financial Accounting", Kalyani Publishers, 2014.

Web References:

1. http://www.accaglobal.com/publications/accountingandbusiness/
2. http://www.blackwellpublishing.com/journal.asp?ref=0810-5391
3. http://www.tandf.co.uk/journals/routledge/09585206.html
4. http://www.academicpress.com/cpa
5. http://www.tandf.co.uk/journals/routledge/09638180.html

MBA I Year I Semester **Course Structure**

L	**T**	**P**	**C**
4	**0**	**0**	**4**

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Internal Marks: 30

Course Code: PP24MBT04 **External Marks: 70**

Course Objective: To develop a deeper understanding of meaning and importance of quantitative technique and its applications in managerial decisions.

Course Outcomes:

1. Basic importance and applications of quantitative techniques.
2. Study the various measures and applicability of probability related to the statistics.
3. Justify the several decisions in decision theory.
4. Use and understand the different sampling distribution techniques.
5. Test the hypothesis for choosing best conclusion and inference.

(9 Lectures)

Unit–I

Quantitative Techniques: Introduction – Meaning and Definition – Classification of QT – QT and other disciplines – Application of QT in business – Limitations.

(10 Lectures)

Unit –II

Measures of Central Tendency and Dispersions – Arithmetic Mean; Geometric Mean; Harmonic Mean; Median: Mode, Standard Deviation. Simple correlation- Karl Pearson's Coefficient of correlation, Rank correlation .Simple Regression Analysis –Concept of Probability-Probability Rules-Joint and Marginal probability - Baye's Theorem-Probability Distributions - Binominal, Poisson, Normal & Exponential Probability Distributions.

(10 Lectures)

Unit–III

Introduction of Decision Theory: Steps involved in decision making, different environments in which decisions are made, Criteria for decision making, Decision making under uncertainty, Decision making under conditions of Risk – Utility as a decision criterion, Decision trees, Graphic displays of the decision-making process, Decision making with an active opponent.

(9 Lectures)

Unit –IV

Concept of Estimation and Sampling: Inferential Analysis – Point Estimates and Interval Estimates of Averages and Proportions of small and large samples. Sampling – Meaning, Steps in Sampling Process – Sample Size – Probability and non –probability sampling techniques, Errors in sampling. Tests of significance – Types – Hypothesis – Types – Hypothesis testing and Confidence Intervals. Parametric Tests for means, Proportions, Variance and Paired Observations.

(9 Lectures)

Unit- V

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

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

Text Books:

1. N.D. Vohra "Quantitative Techniques in Management", Tata – Mc Graw Hill Private Limited, New Delhi, 2011.
2. Gupta S.P "Statistical Methods'', S. Chand and Sons, New Delhi.
3. Anand Sharma "Quantitative Techniques for Business decision Making Himalaya Publishers, New Delhi, 2012.

Reference Books:

1. D.P. Apte "Operation Research and Quantitative Techniques", Excel Publications, New Delhi, 2013.
2. Hamdy, A.Taha "Operation Research. An Introduction", Prentice-Hall of India, New Delhi, 2003.
3. Anderson "Quantitative Methods for Business", Cengage Learning, New Delhi, 2013.

Web References:

1. www.nptel.ac.in/syllabus/110102018/
2. https://examupdates.in/mba-quantitative-techniques-notes/
3. https://examupdates.in/mba-quantitative-techniques-notes/
4. https://www.youtube.com/watch?v=siI_ncRPHKY
5. bookpdf.co.in/mba-quantitative-techniques-books-pdf/

MBA I Year I Semester **Course Structure**

L	T	P	C
4	0	0	4

ENTREPRENEURSHIP DEVELOPMENT

Internal Marks: 30

Course Code: PP24MBT05 **External Marks: 70**

Course Objective: To develop a deeper understanding of meaning and importance of entrepreneurship in the economic development of the country.

Course Outcomes:

1. Student will gain insights about entrepreneurship and its importance.
2. Understand the problems and challenges for entrepreneurship and the support given by various institutions to face them.
3. Understand the support of BIFR in case of sickness of industries.
4. Understand and develop the projects for entrepreneurship.
5. Learn the development of enterprises.

UNIT I (9 Lectures)

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

UNIT II (9 Lectures)

Problems & Support: Incubation and Take-off, problems encountered Structural, financial and Managerial Problems, Types of Uncertainty. Institutional support for new ventures: supporting organizations Incentives and facilities, Financial Institutions and small-scale Industries, Govt. Policies for SSIs - Role of SIDBI in Project Management.

UNIT III (9 Lectures)

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

UNIT IV (9 Lectures)

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

UNIT V (9 Lectures)

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

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

Text Books:

1. Couger, C-Creativity and Innovation (IPP, 1999)
2. Nina Jacob, -Creativity in Organisations (Wheeler, 1998)
3. Jonne & Ceserani-Innovation & Creativity(Crest) 2001.
4. Bridge Setal-Understanding Enterprise: Entrepreneurship and Small Business
5. (Palgrave,2003).

References:

1. Holt-Entrepreneurship: New Venture Creation (Prentice -Hall) 1998.
2. Singh P&B handerkar A-Winning the Corporate Olympiad: The Renaissance paradigm (Vikas)
3. Dollinger M J-Entrepreneurship (Prentice-Hall, 1999.
4. Tushman, M.L. & Lawrence, P.R. (1997) - Managing Strategic Innovation & Change Oxford.
5. Jones T. (2003)-Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability. Butterwork Heinemann, U. K.
6. Amidon, D. M.(1997) - Innovation Strategy for the Knowledge Economy: The Kan awakening. Butter work - Heinemann, New Delhi, India.

Web References:

1) Ministry of Micro, Small & Medium Enterprises(msme.gov.in)

2) Interaction Design Foundation (IxDF) (interaction-design.org)

MBA I Year I Semester **Course Structure**

L	T	P	C
4	0	0	4

BUSINESS ENVIRONMENT

Internal Marks: 30

Course Code: PP24MBT06 **External Marks: 70**

COURSE OBJECTIVE:

The objective of this course is to make the students more clear about the importance of business organisation wants to achieve, to earn profit for its growth and development, to provide quality goods to its customers, to protect the environment, etc.

COURSE OUTCOMES:

1. The student understands the concept of business environment.
2. Gains the impact of social culture on the business organizations.
3. The student learns the effect of economic environment on business.
4. Student learns about the political environment.
5. Student understands the role of technological environment on the success of business.

UNIT – I: (9 Lectures)

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

UNIT – II: (9 Lectures)

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

UNIT – III: (9 Lectures)

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

UNIT – IV: (9 Lectures)

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

UNIT – V: (9 Lectures)

Technological and Natural Environment: Features of Technological Environment - Factors and Impact of Technological Environment - Technological Environment in India –Elements of Natural Environment - Environmental Pollution.

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

TEXT BOOKS:

1. Shaikh Saleem: “Business Environment”, Pearsons, New Delhi,
2. Veena Keshav Pailwar: “Economic Environment of Business”, PHI Learning, New Delhi, 2012
3. Rosy Joshi, Sangam Kapoor: “Business Environment”, Kalyani Publishers, New Delhi, 2011.

REFERENCES:

1. Aswathappa K: “Essentials of Business Environment”, Himalaya Publishing House, New Delhi, 2011.
2. Vivek Mittal: “Business Environment Text and Cases”, Excel Books New Delhi, 2011.

WEB REFERENCES :

1. cde.annauniv.edu/mbaqp/pdf/First%20Semester/DBA1607/MBA%201607.pdf
2. http://gurukpo.com/legal-aspects-of-indian-business/
3. https://examupdates.in › Study Material
4. http://164.100.133.129:81/econtent/Uploads/Business_Environment.pdf
5. v5.books.elsevier.com/bookscat/samples/9780750680264/9780750680264.pdf
6. http://www.eiilmuniversity.co.in/downloads/Business-Environment.pdf

MBA I Year I Semester **Course Structure**

L	T	P	C
3	0	0	3

RURAL DEVELOPMENT

Internal Marks: 30

Course Code: PP24MBO01 **External Marks: 70**

Course Objectives:

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

COURSE OUTCOMES:

1. Describe the key aspects of rural society in India
2. Describe the rural local administration
3. Analyse the dynamics of local rural population and local rural economy
4. Explain the processes and challenges of agriculture in India
5. Summarise the components and implications of land tenure systems and land reforms in India.

Unit-I: (9 Lectures)

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

Unit – II: (9 Lectures)

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

Unit – III: (9 Lectures)

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

Unit – IV: (9 Lectures)

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

Unit – V: (9 Lectures)

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

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

TEXT BOOKS:

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

REFERENCES:

1. Sagar Mondal, G.L. Ray, "Texbook of Rural Development", Kalyani Publication.
2. Katar Singh, "Rural Development: Principles, Policies and Management", SAGE Publications India Pvt. Ltd.
3. "Education for Rural Development: Towards New Policy Responses", A Joint Study conducted by FAO and UNESCO.

WEB REFERENCES:

1. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://egyankosh.ac.in/bitstream/123456789/59475/1/Unit1.pdf.

2. https://www.studocu.com/in/document/babu-banarasi-das-university/rural-management/rural-management-notes/49427037.
3. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.aau.in/sites/default/files/Unit%204%20RURAL%20DEVELOPMENT.pdf.

MBA I Year I Semester **Course Structure**

L	T	P	C
3	0	0	3

INFORMATION TECHNOLOGY FOR BUSINESS

Internal Marks: 30

Course Code: PP24MBO02 **External Marks: 70**

Course Objectives:

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

Course Objectives: At the end of this course students will be able to:

1: Clear understanding of Information Technology in business scenarios.

2: Importance of Technology in business processes.

3: Significance of intelligent systems in business.

4: Usage of various digital platforms across the business.

5: exploring e-commerce and ERP scenario.

UNIT-I (9 Lectures)

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

UNIT-II (9 Lectures)

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

UNIT-III (9 Lectures)

Information Technology for Competitive advantage – Inter Organisational Information Systems, Global Information Systems, Electronic Data Interchange (EDI) and Electroni funds Transfer (EFT). Enterprise Resource Planning, Data Knowledge, and Decision

Support.

UNIT-IV (9 Lectures)

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

UNIT-V (9 Lectures)

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

TEXT BOOKS:

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

REFERENCES:

1. Manjunatha K.B., R.G. Saha, T. Jayanna**,** “Information Technology in Business”, Himalaya Publishing house.
2. Ramesh Behl, “Information Technology for Management”, 2nd Edition, McGraw Hill Education.

WEB REFERENCES:

1. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/General/3InformationTechnology&EBusiness.pdf
2. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://mu.ac.in/wp-content/uploads/2022/06/Information-Technology-for-Management-1.pdf
3. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://umeschandracollege.ac.in/pdf/study-material/it/uccnaac_IT_studymaterials.pdf

MBA I Year I Semester **Course Structure**

L	T	P	C
3	0	0	3

INTELLECTUAL PROPERTY RIGHTS & PATENTS

Internal Marks: 30

Course Code: PP24MBO03 **External Marks: 70**

Course Objective:

1. The main objective of the IPR is to make the students aware of their rights for the protection of their invention done in their project work.
2. To get registration in our country and foreign countries of their invention, designs and thesis or theory written by the students during their project work and for this they must have knowledge of patents, copy right, trademarks, designs and information Technology Act.
3. Further the teacher will have to demonstrate with products and ask the student to identify the different types of IPR's.

Course outcomes:

- The students once they complete their academic projects, they get awareness of acquiring the patent.
- They also learn to have copyright for their innovative works.
- They also get the knowledge of plagiarism in their innovations which can be legally.

UNIT-1 (9 Lectures)

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

UNIT-2 : (9 Lectures)

Patent Rights and Copy Rights - — Origin, Meaning of Patent, Types, Inventions which are not patentable, Registration Procedure, Rights and Duties of Patentee, Assignment and license, Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies & Penalties. **Copy Right**—Origin, Definition &Types of Copy Right, Registration procedure, Assignment & license, Terms of Copy Right, Piracy, Infringement, Remedies, Copy rights with special reference to software.

UNIT-3 (9 Lectures)

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

UNIT-4 (9 Lectures)

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

UNIT-5 (9 Lectures)

Basic Tenants of Information Technology Act 2000 – IT Act Introduction to E-Commerce and legal provisions – E-governance and legal provisions – digital Signature and electronic signature. Cyber crimes.

TEXTBOOKS:

1. Intellectual Property Rights and the Law, Gogia Law Agency, by Dr. G.B. Reddy
2. Law relating to Intellectual Property, Universal Law Publishing Co, by Dr.B.L.Wadehra

REFERENCES:

1. IPR by P. Narayanan
2. Law of Intellectual Property, Asian Law House, Dr.S.R. Myneni.
3. Ramakrishna B & Anil Kumar H.S (Author) "Fundamentals of Intellectual Property Rights : For Students, Industrialist and Patent Lawyers", Notion Press.

WEB REFERENCES:

1. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.wipo.int/edocs/pubdocs/en/wipo_pub_450_2020.pdf.

2. chrome-

extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.nitap.ac.in/storage/pdf/f63d0ea9127821f83a5a4ad9f1531be8-10-04-11of%20IPR.pdf.

3. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.rgmcet.edu.in/assets/img/departments/CIVIL/materials/R15/3-2/PESS/unit-6.pdf.

MBA I Year I Semester **Course Structure**

L	T	P	C
0	0	2	1

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

Internal Marks: 20
Course Code: PP24MBS01 **External Marks: 30**

COURSE OBJECTIVES:

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

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

b) To understand the etiquettes for making business correspondence effective

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

d) Develop awareness of dining and multicultural etiquettes

Unit: 1

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

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

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

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

Unit – II

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

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

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

Unit – III

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

Emotional intelligence: Importance, concept, theory and measurements.

Stress Management: Strategies for preventing and relieving stress.

Time management: Meaning; Techniques and styles.

Unit – IV

Interview Skills: Interview Skills: in- depth perspectives, Interviewer and Interviewee; Before, During and After the Interview, Tips for Success.

Meeting Etiquette: Managing a Meeting-Meeting agenda, Minute taking,; Duties of the chairperson and secretary; Effective Meeting Strategies- Preparing for the meeting, Conducting the meeting, evaluating the meeting

Presentation Etiquettes: Importance of Preparation and Practice; Effective Delivery Techniques, Audience Analysis, Handling Stage Fright.

Unit- V

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

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

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

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

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

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

Case Study Analysis

Suggested Readings:

- Barbara Pachter, Marjorie Brody. Complete Business Etiquette Handbook. Prentice Hall, 2015.
- Dhanavel, S.P. English and Soft Skills. Hyderabad: Orient BlackSwan, 2021.
- Koneru, Aruna. Professional Communication. Delhi: McGraw, 2008.
- Mahanand, Anand. English for Academic and Professional Skills. Delhi: McGraw, 2013, Print.
- Nancy Mitchell. Etiquette Rules: A Field Guide to Modern Manners. Wellfleet Press, 2015.

MBA I Year I Semester **Course Structure**

L	**T**	**P**	**C**
0	**0**	**2**	**1**

TALLY LAB

Internal Marks: 20

Course Code: PP24MBL01 **External Marks: 30**

Course Objective:

To coordinate the students' basics of the Computers Knowledge with Financial Software Knowledge.

Course Outcomes:

1. To understand the basics of accounts using Tally.
2. To set up the account heads.
3. To learn to maintain the inventory.

UNIT-I

Basic of Accounting: Type of Accounts, Rules of Accounting, Principles of concepts and conventions, double entry system, book keeping Mode of Accounting, Financial Statements, Transaction, Recording Transactions. Getting the functional with Tally, Creation and setting up of company in Tally.

UNIT- II

Accounting Masters in Tally- Features - Configurations- Setting up Account Heads.

UNIT- III

Inventory in Tally- Stock – groups - Stock Categories - Godowns / Location Units of Measure - Stock Items - Creating Inventory Masters for National Trader.

Reference Books:

1. Shelly, Cashman: "Microsoft copies 2007", Cengage Learning, New Delhi. 2012
2. Shraddha Singh & Navneet Mehra; " Tally. ERP9", 2010.

Web References ;

1. https://financesonline.com/accounting-software-analysis-features-types-benefits- pricing/
2. https://study.com/.../what-is-application-software-definition-examples-types.html

COURSE STRUCTURE FOR II SEMESTER

S.No	Code	Course	L	T	P	C	M
1	PP24MBT07	Financial Management	4	0	0	4	100
2	PP24MBT08	Human Resource Management	4	0	0	4	100
3	PP24MBT09	Operations Management	4	0	0	4	100
4	PP24MBT10	Marketing Management	4	0	0	4	100
5	PP24MBT11	Research Methods for Business Decisions	4	0	0	4	100
6	PP24MBT12	Business Analytics	4	0	0	4	100
7	PPMB24O04 Open Elective	a. Cross Cultural management b. Project Management c. Lean Management d. Database Management System	3	0	0	3	100
8	PPMB24L02	R-Programming Lab	0	0	2	1	50
9	PPMB24L03	IT Lab (Spread sheets and SQL)	0	0	2	1	50
10	PPMB24P02	Entrepreneur Project II Study on different loan approaches of State and Central Govt. Prepare the Business development plan.	0	0	2	1	50
TOTAL			**27**	**0**	**6**	**30**	**850**

MBA I Year II Semester **Course Structure**

L T P C

4 0 0 4

FINANCIAL MANAGEMENT

Internal Marks: 30

Course Code: PP24MBT07 **External Marks: 70**

Course Objectives:

1. The objective of this course is to inform the students about the basic concepts of financial management and contemporary theory and policy in order to master the concepts, theories and technique of financial management
2. The purpose of the course is to offer the students relevant, systematic, efficient and actual knowledge of financial management that can be applied in practice with making financial decisions and resolving financial problems.

Course Out comes:

1. Ability to understand Roles and Responsibilities of Financial Manager in an organization.
2. Apply measures of cost of capital and value of firm form long-term financial policies for business
3. Calculate common investment criteria and project cash flows associated with corporate project evaluation
4. Describe the common factors influencing dividend policy
5. Analyses the needs of working capital requirements and credit policy to operate business

(10 Lectures)

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

(10 Lectures)

UNIT 2 Financing Decision: Sources of finance- Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital Structure.

(9 Lectures)

UNIT 3 Investment Decision: Concept and Techniques of Time Value of Money - Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process - Techniques of Investment Appraisal– Discounting and Non Discounting Methods.

(9 Lectures)

UNIT-4 Dividend Decision: Meaning and Significance – Major forms of dividends- Theories of Dividends – Determinants of Dividend - Dividends Policy and Dividend valuation – Bonus Shares –Stock Splits – Dividend policies of Indian Corporate.

(10 Lectures)

UNIT-5 Liquidity Decision: Meaning - Classification and Significance of Working Capital - Components of Working Capital – Factors determining the Working Capital- – Estimating Working Capital requirement – Cash Management Models – Accounts Receivables –Credit Policies – Inventory Management.

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

Text Books:

1. I. M. Pandey: "Financial Management", Vikas Publishers, New Delhi, 2013.
2. P.Vijaya Kumar, P.S. Ravindra, Kiran Kumar, "Financial Management", HimalayaPublishing House PVT Ltd, 2014.

Reference Books :

1. Berk, J., DeMarzo, P. and Thampy, A., Financial Management, Pearson, 2010.
2. Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 12th Edition, Cengage Learning India, 2011.
3. Chandra, P., Financial Management: Theory and Practice, 8th Edition, Tata McGraw-Hill Education Pvt. LTd., 2012.
4. Chandra, P., Fundamentals of Financial Management, 5th Edition, Tata Mc. Graw

Hill Education Pvt. Ltd., 2011.

5. L M Bhole, "Financial Institutions and Markets", 6th Edition, Mc Graw Hill, 2017.

Web References :

1 www.cfp-board.org

2 www.finra.org

3 www.sipc.org

MBA I Year II Semester **Course Structure**

L T P C

4 0 0 4

HUMAN RESOURCE MANAGEMENT

Internal Marks: 30

Course Code: PP24MBT08 **External Marks: 70**

Course Objective:

The objective of the course is to teach the basic principles of strategic human resource management—how an organization acquires, rewards, motivates, uses, and generally manages its people effectively.

Course Outcomes:

1. Understands the functions of HR, HR policies and role of HR department in organization.
2. Assess the HR planning in demand and supply forecasting, recruitment and selection and methods of training and job analysis.
3. Evaluation of employee performance through different methods.
4. Understand wage and salary policies and wage differentials.
5. Assess the concept of Trade unions, collective bargaining and grievances resolution mechanisms.

(10 Lectures)

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

(10 Lectures)

UNIT -II Investment perspectives of HRM: HR Planning– Demand and Supply forecasting

- Job Analysis-Job Design-Job Evaluation. Recruitment and Selection - Sources of recruitment – e-recruitment. Steps in Selection Procedures Techniques - Induction- Training and Development Need and Importance methods and of Training. Concept of HRD.

(10 Lectures)

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

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(9 Lectures)

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

(9 Lectures)

UNIT V: Managing Industrial Relations: Nature - Importance -Trade Unions - Employee Participation Schemes-Collective Bargaining – Grievances and disputes resolution mechanisms – Managing employee safety and health.

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

Text Books :

1. K Aswathappa: "Human Resource and Personnel Management", Tata McGraw Hill, New Delhi, 2013.
2. N.Sambasiva Rao and Dr. Nirmal Kumar: "Human Resource Management and Industrial Relations", Himalaya Publishing House, Mumbai

Reference Books:

1. Mathis, Jackson,Tripathy:"Human Resource Management: A south-Asin Perspective",Cengage Learning, New Delhi, 2013
2. Subba Rao P: "Personnel and Human Resource Management-Text and Cases",

HimalayaPublications, Mumbai, 2013.

Web References:

1. https://drive.google.com/file/d/1-CiBFFQ1hx7Ml1madtFeTkke0fneCTx/view
2. http://gurukpo.com/human-resource-management/
3. https://examupdates.in/mba-human-resource-management/
4. http://www.BookGanga.com

MBA I Year II Semester **Course Structure**

L	T	P	C
4	0	0	4

OPERATIONS MANAGEMENT

Internal Marks: 30

Course Code: PP24MBT09 **External Marks: 70**

Course Objective: This Course is designed to make student understand the strategic significance of Operation management, to acquaint them with application of discipline to deal with problem.

Course Outcomes:

1. Identify core concepts of marketing and the role of marketing in business and society.
2. Understand the segmentation of customers and the strategies to position the products.
3. Ability to create an integrated marketing communications plan which includespromotional strategies and measures of effectiveness.
4. Develop a pricing strategy.
5. Demonstrate the ability to justify marketing strategies and advocate a strategicallyinformed position when considering marketing plan implementation.

(10 Lectures)

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

(10 Lectures)

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

(9 Lectures)

UNIT III: Forecasting & Capacity Planning: Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity

Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

(9 Lectures)

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

(10 Lectures)

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

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

Text Books :

1. Upendra Kachuru : "Production and operations Management" Excel Books, New Delhi,2013
2. Kaushal : "Case Studies solutions in Productions Management", MacMillan, New Delhi,2012.

Reference Books :

1. Panner Selvem: "Production and Operation Management", Prentice Hall of India,NewDelhi, 2012.
2. K.Aswathappa, K. Shridhara: "Production & Operation Management", Himalaya Publishing House, New Delhi, 2012
3. Ajay K Garg: "Production and Operation Management", TMH, New Delhi,2012

Web References:

1. http://iso14000.com
2. http://www.epa.gov/p2
3. http://quality.nist.gov

MBA I Year II Semester **Course Structure**

L	T	P	C
4	0	0	4

MARKETING MANAGEMENT

Internal Marks: 30

Course Code: PP24MBT10 **External Marks: 70**

Course Objective: Objectives: The Course is designed for the students to understand the Marketing concepts and to identify, enrich and fulfill the needs of customers and markets.

Course Outcomes:

1. Understand the Importance of production & manufacturing system.
2. Apply Product Planning and Design
3. Apply forecasting and capacity planning
4. Assess the methods to improve productivity
5. Understand about total quality management

(9 Lectures)

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

(9 Lectures)

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

(9 Lectures)

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

(10 Lectures)

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

(10 Lectures)

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

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

Textbooks:

1.Phillip Kotler: "Marketing Management ", Pearson Publishers, New Delhi, 2013.

2.Rajan Sexena: "Marketing Management", Tata McGraw Hill, New Delhi, 2012.

Reference Books:

1.Lamb, Hair, Sharma: "MKTG" Cengage Learning , New Delhi, 2013

2.R.Srinivasan: "Case Studies in Marketing", PHI Learning, New Delhi, 2012

3.Tapan K Pand: "Marketing Management", Excel Books, New Delhi, 2012

4.Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: "Marketing", Oxford University Press, Chenni, 2013.

Web References :

1.https://marketingexpert.cim.co.uk/.../practical-guide-introduction-to-marketing-v3.pdf

2.https://www.smartinsights.com/...marketing.../customer-segmentationtargeting/segme..

3. nptel.ac.in/courses/110104070/25

4. nptel.ac.in/courses/110104070/42

MBA I Year II Semester **Course Structure**

L	**T**	**P**	**C**
4	**0**	**0**	**4**

RESEARCH METHODS FOR BUSINESS DECISIONS

Internal Marks: 30

Course Code: PP24MBT11 **External Marks: 70**

Course Objectives:

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

Course Outcomes:

1. Understand advanced design, methodologies and analysis in business research methods, including key terms, classifications and systematic applications to the research data and design of a research project
2. Apply knowledge in collecting data from various sources.
3. Demonstrate knowledge in data analysis and interpretation.
4. Applying appropriate statistical techniques in the analysis of data
5. Demonstrate the abilities in preparing research reports.

(10 Lectures)

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

(9 Lectures)

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

(10 Lectures)

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

(10 Lectures)

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

(9 Lectures)

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

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

Text Books:

1. Business Research Methods, Naval Bajpai, Pearson Education
2. Business Research Methods, William G. Zikmund, Barry J. Babin, Cengage Learning.
3. Research Methodology, Deepak Chawla, NeenaSondhi, Vikas Publication

Reference Books:

1. Research Methodology, C R Kothari, New Age International.
2. Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.
3. Business Research Methods by Alan Bryman& Emma Bell, Oxford University Press,Second Edition.
4. Business Research Methods by T N Srivastava & Shailaja Rao, TMH Publication, 2nd Edition.

Web References :

1. https://onlinecourses.nptel.ac.in/noc17_mg17/course
2. nptel.ac.in/courses/106105161/6
3. nptel.ac.in/courses/111104031/lectures.pdf
4. www.inpa.net.in/2013/25663/pdf_lecture_reinforced_concrete_design
5. https://www.lbrce.ac.in/mba_II%20SEM%20TIME%20TABLE%202017-18.pdf

MBA I Year II Semester **Course Structure**

L	T	P	C
4	0	0	4

BUSINESS ANALYTICS

Internal Marks: 30

Course Code: PP24MBT12 **External Marks: 70**

Course Objectives : The course is designed to understand the importance of analytics in the present scenario for corporate.

Course Outcomes:

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

(10 Lectures)

UNIT 1: **Introduction to Data Analytics:** Introduction to Data analytics - Role of Data in Organization, Data lifecycle. (Data source, data changes, processes, usage) –Various Data Types - Significance of Analytics - Role of Data Analyst - Difference between Data analytics and Business Analytics – real-world data analytics examples.

(10 Lectures)

UNIT 2: Tools & Techniques: Typical Data Analysis Process - Data analytics techniques: Regression analysis, Factor analysis, Cohort analysis, Cluster analysis - Time-series analysis. Data analytics tools -Microsoft Excel, Tableau, SAS, Rapid Miner, Power BI.

(10 Lectures)

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

(10 Lectures)

UNIT 4: Descriptive Analytics: Concept of Descriptive Analytics –Measures of central Tendency –Measuring and calculation of Arithmetic Mean, Mode, Median - Calculation of application of Weighted Arithmetic Mean, Geometric and Harmonic mean using MS Excel Measures of Variability-Range, Variance, Standard Deviation, Coefficient of Variation using MS Excel.

(8 Lectures)

UNIT 5: Predictive Analytics: Karl Pearson Correlation Techniques - Spearman's Rank correlation -Simple and Multiple regression - Regression by the method of least squares - Building good regression models - Regression with categorical independent variables.

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

Text Books:

1. R for Data Science: Import, Tidy, Transform, Visualize, and Model Data, Hadley Wickham & Garrett Grolemund.O'REILLY.
2. Mohiuddin Ahmed, Al-Sakib Khan Pathan, Data Analytics: Concepts, Techniques, and Applications, Taylor & Francis Group, 2020.

References:

1. James Evans, Business Analytics, 2e, Pearson, 2017.
2. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning, 2020.
3. Thomas Eri, Wajid Khattack & Paul Buhler: Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015.
4. Akil Maheswari, Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 2016.

Web References :

1. https://searchbusinessanalytics.techtarget.com/definition/business-analytics-BA
2. https://www.youtube.com/watch?v=GgR6qkryg-U
3. https://www.yumpu.com/en/document/read/63924063/pdf-

download-essentials-of-business-analytics-full-format.

MBA I Year II Semester **Course Structure**

L	T	P	C
3	0	0	3

CROSS CULTURAL MANAGEMENT

Internal Marks: 30

Course Code: PP24MBO04 **External Marks: 70**

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

Course Outcomes:

1. To understand the concept of culture.
2. To analyse how the multi national corporations manage culture.
3. To identify the impact of cross culture.
4. To understand the cultural impact on global human resource management.
5. To develop the organizational culture.

(10 Lectures)

UNIT 1: **Introduction** – Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others] - An Analytical framework.

(10 Lectures)

UNIT 2: Culture and Global Management Global Business Scenario and Role of Culture - Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High Performance Winning Teams and Cultures; Culture Implications for Team Building.

(10 Lectures)

UNIT 3: Cross Culture – Negotiation & Decision Making - Process of Negotiation and

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

(10 Lectures)

UNIT 4: Global Human Resources Management - Staffing and Training for Global Operations - Expatriate – Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviours necessary to build high -performance organization personnel [individuals and teams included] Retention strategies.

(8 Lectures)

UNIT 5: Corporate Culture – The Nature of Organizational Cultures Diagnosing the As is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

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

Text Books:

1. Cashby Franklin, Revitalize your corporate culture: PHI, Delhi.
2. Deresky Helen, International Management: Managing Across Borders and Cultures, PHI, Delhi
3. Esenn Drlarry, Rchildress John, The Secret of a Winning Culture: PHI, Delhi.

References:

1. “Cross-Cultural Management : Text And Cases”, Bhattacharyya, Dipak Kumar.
2. David C. Thomas (Author), Mark F. Peterson, “Cross-Cultural Management: Essential Concepts”.

Web References :

1. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://mrcet.com/downloads/MBA/Cross%20Culture%20Management.pdf
2. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.fh-mittelstand.com/fileadmin/fhm-corporate/f_e/publikationen/an_overview_of_international_cross_cultural_management.pdf

MBA I Year II Semester **Course Structure**

L	**T**	**P**	**C**
3	**0**	**0**	**3**

PROJECT MANAGEMENT

Internal Marks: 30

Course Code: PP24MBO05 **External Marks: 70**

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

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

Course Outcomes:

1. Best practice for increase profit and cost advantage
2. Enhance ability to planed implement and control the projects.
3. It s a technical toll for managing project completion
4. To provide investment strategies the project proposals.
5. Strength and relevant behavioral and leadership capabilities

(10 Lectures)

UNIT 1: Basics of Project Management – Concept– Project environment – Types of Projects – Project life cycle – Project proposals – Monitoring project progress - Project appraisal and Project selection – Causes of delay in Project commissioning Remedies to avoid overruns. Identification of Investment opportunities - Sources of new project ideas, preliminary screening of projects – Components for project feasibility studies.

(10 Lectures)

UNIT 2: Market feasibility -Market survey - Categories of Market survey – steps involved in conducting market survey – Demand forecasting techniques, sales projections. ,business environment for project management.

(10 Lectures)

UNIT 3: Technical and Legal feasibility: Production technology, materials and inputs, plant capacity, site selection, plant layout, Managerial Feasibility Project organization and responsibilities. Legalities – Basic legal provisions. Development of Programme Evaluation & Review Technique (PERT) –Construction of PERT (Project duration and valuation, slack and critical activities, critical path interpretation) - Critical Path Method (CPM).

(10 Lectures)

UNIT 4: Financial feasibility – Capital Expenditure - Criteria and Investment strategies - Capital Investment Appraisal Techniques (Non DCF and DCF) Risk analysis – Cost and financial feasibility – Cost of project and means of financing - Estimation of cash flows - – Estimation of Capital costs and operating costs; Revenue estimation – Income – Determinants - Forecasting income –Operational feasibility - Forecasting income – Operational feasibility - Breakeven point – Economics of working.

(8 Lectures)

UNIT 5: Project Implementation and Review: Forms of project organization - project planning - project control – human aspects of project management – prerequisites for successful project implementation – project review - performance evaluation – abandonment analysis.

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

Text Books:

1. Prasanna Chandra, "Projects, Planning, Analysis, Selection, Financing, Implementation and Review", Tata McGraw Hill Company Pvt. Ltd., New Delhi 1998.
2. Gido: Effective Project Management, 2e, Thomson, 2007.
3. Singh M.K, "Project Evaluation and Ma

References:

1. Vasanth Desai, Project Management, 4th edition, Himalaya Publications 2018.
2. Clifford F. Gray, Erik W. Larson, "Project Management, the Managerial Emphasis", McGraw Hill, 2000.

Web References :

1. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.edo.ca/downloads/project-management.pdf.
2. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA3Semester/Finance/4ProjectManagement.pdf
3. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.nesacenter.org/uploaded/conferences/SEC/2014/handouts/Rick_Detwiler/15_Detwiler_Resources.pdf

MBA I Year II Semester **Course Structure**

L	T	P	C
3	0	0	3

LEAN MANAGEMENT

Internal Marks: 30

Course Code: PP24MBO06 **External Marks: 70**

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

Course Outcomes:

- To understand the Lean management of production system
- To understand the importance of JIT and other important techniques.
- To analyse the role of KAIZEN in lean system.
- To understand the Total Productive Maintenance
- To understand the Hoshin Planning & Lean Culture

(10 Lectures)

UNIT 1: Introduction: Mass production system, Craft Production, Origin of Lean production system , Why Lean production , Lean revolution in Toyota , Systems and systems thinking , Basic image of lean production , Customer focus , Waste Management.

(10 Lectures)

UNIT 2: Just In Time: Why JIT , Basic Principles of JIT, JIT system, Kanban, Six Kanban rules, Expanded role of conveyance, Production leveling, Three types of Pull systems, Value stream mapping. JIDOKA, Development of Jidoka concept, Why Jidoka, Poka, Yoke systems, Inspection systems and zone control - Types and use of Poka-Yoke systems, Implementation of Jidoka.

(10 Lectures)

UNIT 3: Kaizen: Six – Sigma philosophy and Methodologies ,QFD, FMEA Robust Design concepts; SPC, QC circles standardized work in lean system , Standards in the lean system, 5S system.

(10 Lectures)

UNIT 4: Total Productive Maintenance: Why Standardized work, Elements of standardized work, Charts to define standardized work, Kaizen and Standardized work Common layouts.

(8 Lectures)

UNIT 5: Hoshin Planning & Lean Culture: Involvement, Activities supporting involvement, Quality circle activity, Kaizen training, Key factors of PKT success, Hoshin Planning System, Four Phases of Hoshin Planning, Why Lean culture - How lean culture feels.

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

Text Books:

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

References:

1. William M Feld “Lean Manufacturing”.
2. Jorge Luis García-Alcaraz, Aidé Aracely Maldonado-Macías, et al. “Lean Manufacturing in the Developing World: Methodology, Case Studies and Trends from Latin America

Web References :

1. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.jica.go.jp/Resource/activ

ities/issues/health/5S-KAIZEN-TQM-02/ku57pq00001pi3y4-att/KAIZEN_01.pdf.

2. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA7030.pdf.

3. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.engr.psu.edu/cim/ie450/ie450ho1.pdf

MBA I Year II Semester **Course Structure**

L	T	P	C
3	0	0	3

DATA BASE MANAGEMENT SYSTEM

Internal Marks: 30

Course Code: PP24MBO07 **External Marks: 70**

<u>Course Objectives</u> : The course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve efficiently, and effectively - information from a DBMS.

Course Outcomes:

1. Acquire knowledge in fundamentals of DBMS.
2. Understand various DBMS models and how queries are being processed and executed in RDBMS.
3. Understand the data definition and querying knowledge.
4. Discuss the various transaction and concurrency management techniques
5. Discuss various files indexing techniques.

(10 Lectures)

UNIT 1: **Introduction to Database Systems:** Data - Database Applications - Evolution of Database - Need for Database Management - Data models - Database Architecture - Key Issues and Challenges in Database Systems.

(10 Lectures)

UNIT 2: ER and Relational Models: ER Models - ER to Relational Mapping –Object Relational Mapping - Relational Model Constraints - Keys - Dependencies - Relational Algebra - Normalization - First, Second, Third & Fourth Normal Forms - BCNF – Join Dependencies.

(10 Lectures)

UNIT 3: Data Definition and Querying: Basic DDL - Introduction to SQL - Data

Constraints - Advanced SQL - Views – Triggers - Database Security – Embedded & Dynamic SQL.

(10 Lectures)

UNIT 4: Transactions and Concurrency: Introduction to Transactions - Transaction Systems – ACID Properties - System & Media Recovery - Need for Concurrency – - Locking Protocols – SQL for Concurrency - Log Based Recovery - Two Phase Commit Protocol - Recovery with SQL - Deadlocks & Managing Deadlocks.

(8 Lectures)

UNIT 5: Advanced Topics in Databases: Indexing & Hashing Techniques - Query Processing & Optimization - Sorting & Joins –D atabase Tuning - Introduction to Special Topics – Spatial & Temporal Databases – Data Mining and Warehousing.

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

Text Books:

1. Abraham Silberschatz, Henry F. Korth, S. Sudharshan, ―Database System Concepts, Sixth Edition, Tata McGraw Hill, 2010.
2. 2. Ramez Elmasri, Shamkant B. Navathe, ―Fundamentals of Database Systems, Sixth Edition, Pearson/Addison - Wesley, 2010.
3. 3. C.J. Date, A. Kannan and S. Swamynathan, ―An Introduction to Database Systems, Pearson Education, Eighth Edition, 2006.
4. 4. Raghu Ramakrishnan, ―Database Management Systems, Fourth Edition, McGraw Hill, 2015.

Reference Books:

1. Database System Concepts Abraham Silberschatz, Henry F. Korth, S. Sudarshan, 2006.

2. An Introduction to Database Systems, 8/e C J Date, PEA,2006.

3. The Database Book Principles & Practice: Using the Oracle Database, Narain Gehani,

Melliyal Annamalai, 2011.

Web References:

1. www.academy.vertabelo.com

2. www.w3schools.com

3. www.codecademy.com

MBA I Year I Semester **Course Structure**

L	**T**	**P**	**C**
0	**0**	**2**	**2**

R-PROGRAMMING LAB

Internal Marks: 20

Course Code: PP24MBL02 **External Marks: 30**

Course Objective: After taking the course, students will be able to

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

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

- List motivation for learning a programming language
- Access online resources for R and import new function packages into the R workspace
- Import, review, manipulate and summarize data -sets in R
- Explore data-sets to create testable hypotheses and identify appropriate statistical tests
- Perform appropriate statistical tests using R Create and edit visualizations with

(7 Lectures)

UNIT-I: All the theory content here below shall be executed with examples.

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

(7 Lectures)

UNIT-II: All the theory content here below shall be executed with examples.

R Programming Structures, Control Statements, Loops, Looping Over Non vector Sets – If-Else, Arithmetic and Boolean Operators and values, Default Values for Argument, Return Values, Deciding Whether to explicitly call return Returning Complex Objects, Functions are

Objective, No Pointers in R, Recursion, A Quicksort Implementation Extended Example: A Binary Search Tree.

(7 Lectures)

UNIT-III: All the theory content here below shall be executed with examples.

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

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

(7 Lectures)

UNIT-IV:All the theory content here below shall be executed with examples.

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

(7 Lectures)

UNIT-V: **All the theory content here below shall be executed with examples.**

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

References:

1) The Art of R Programming, Norman Matloff, Cengage Learning
2) R for Everyone, Lander, Pearson
3) R Cookbook, PaulTeetor, Oreilly
4) R in Action,Rob Kabacoff, Manning.
5) Garrett Grolemund, Hands on Programming with R, Oreilly

MBA I Year I Semester **Course Structure**

L	T	P	C
0	0	2	2

IT LAB (SPREAD SHEETS AND SQL)

Internal Marks: 20

Course Code: PP24MBL04 **External Marks: 30**

Course Objective: After taking the course, students will be able to

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

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

- List motivation for learning a programming language
- Access online resources for R and import new function packages into the R workspace
- Import, review, manipulate and summarize data -sets in R
- Explore data-sets to create testable hypotheses and identify appropriate statistical tests
- Perform appropriate statistical tests using R Create and edit visualizations with

(7 Lectures)

UNIT- 1 Introduction to Information Technology, Classification of Software - Basics of MS Word and - Basics of MS PowerPoint.

(7 Lectures)

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

(7 Lectures)

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

(7 Lectures)

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

(7 Lectures)

UNIT- V Introduction to SQL – SQL commands, Data types, Cr eating Tables. SQL constraints. Functional queries.

References:

1. Excel: Quick Start Guide from Beginner to Expert (Excel, Microsoft Office) by William Fischer
2. Peeking into computer science - Excel Lab Manual- Jalal Kawash
3. SQL Tutorial (w3schools.com)

COURSE STRUCTURE AND SYLLABUS (R24)

For

MASTER OF BUSINESS ADMINISTRATION

Two Year Degree Programme

(Applicable for the batches admitted from the **A.Y. 2024-25**)

PACE INSTITUTE OF TECHNOLOGY AND SCIENCES

NH-16, Near Valluramma Temple, ONGOLE-523272 ANDHRA PRADESH, INDIA

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S.No	Contents
1	III and IV Semester Course Structure
2	List of courses offered
3	Specialization wise subjects (3 and 4 semesters)

III SEMESTER							
S.No	**Course Code**	**Courses**	**Marks**	**L**	**T**	**P**	**C**
1	PP24MBT13	Strategic Management	100	4	0	0	4
2	PP24MBT14	Operations Research	100	4	0	0	4
3		Elective–1	100	3	0	0	3
4		Elective–2	100	3	0	0	3
5		Elective–3	100	3	0	0	3
6		Elective–4	100	3	0	0	3
7	PPMB24P03	Entrepreneur Project-III Submission of project proposal report to Govt. bodies and applying the proposal to Govt. agencies like (START-UPS / MSME / NABARD / IDBI / SISI) and the same may be submitted to the University with the acknowledgement.	30	0	0	2	1
Total			**630**	**24**	**0**	**2**	**21**

IV SEMESTER							
S.No	**Course Code**	**Courses**	**Marks**	**L**	**T**	**P**	**C**
1	PP24MBT15	Corporate Legal Framework	100	4	0	0	4
2	PP24MBT16	Supply Chain Management	100	4	0	0	4
3		Elective – 5	100	3	0	0	3
4		Elective – 6	100	3	0	0	3
5		Elective –7	100	3	0	0	3
6		Elective –8	100	3	0	0	3
7	PPMB24P03	Main project Submission and Viva - Voce	100	0	0	8	4
Total Marks /Credits			**700**	**20**	**0**	**8**	**24**
			3030				105

- ✓ Note: The students opting for dual specialization must select Elective 1 and 2 from first specialization and 3 and 4 from second specialization in III semester.
- ✓ The students opting for dual specialization must select Elective 5 and 6 from first specialization and 7and 8 from second specialization in IV semester.

*The project work documentation shall be checked with anti – plagiarism software (Turnitin). The permissible similarity shall be less than 30%.

The project shall be done in a chosen specialization (or) He/she can start his own business by showing the proofs such as GST certificate, owner of the firm etc...

COURSES OFFERED (Specializations)

S. No	Name of the Specialisation
1	Finance
2	Human Resource Management
3	Marketing
4	Systems
5	Logistics and Supply Chain Management
6	Entrepreneurship and Small Enterprise Management
7	Business Analytics
8	Artificial Intelligence
9	Banking and Insurance Management
10	Digital Marketing

1. FINANCE

FINANCE	III Sem	PP24MBE01	Investment and Portfolio Management
		PP24MBE02	Financial Markets and Services
		PP24MBE03	Taxation Management
		PP24MBE04	Banking institutions and financial reforms
	IV Sem	PP24MBE05	Corporate Strategic Finance
		PP24MBE06	International Trade and Finance
		PP24MBE07	Global Financial Management
		PP24MBE08	Financial Derivatives

2. HUMAN RESOURCE MANAGEMENT

HRM	III Sem	PP24MBE09	Learning and Development
		PP24MBE10	Performance and Compensation Management
		PP24MBE11	Strategic Human Resource Management
		PP24MBE12	Talent Acquisition and Management
	IV Sem	PP24MBE13	Labor Welfare and Employment laws
		PP24MBE14	International HRM
		PP24MBE15	Employee Relations and Work place Culture
		PP24MBE16	Human Capital Management

3. MARKETING

MARKETING	III Sem	PP24MBE17	Consumer Behavior
		PP24MBE18	Retail Management
		PP24MBE19	Customer Relationship Management
		PP24MBE20	Advertising and Brand Management
	IV Sem	PP24MBE21	Green Marketing
		PP24MBE22	Marketing Research
		PP24MBE23	Services Marketing
		PP24MBE24	Sales and Distribution Management

4. SYSTEMS

SYSTEMS	III Sem	PP24MBE25	Data Mining & Data Warehousing
		PP24MBE26	Software Project Management
		PP24MBE27	Managing Digital Innovation and Transformation
		PP24MBE28	Block chain in Business and Management
	IV Sem	PP24MBE29	Introduction to Artificial Intelligence
		PP24MBE30	Enterprise Resource Planning
		PP24MBE31	Internet of Things (IOT)
		PP24MBE32	Data Analytics

5. LOGISTICS AND SUPPLY CHAIN MANAGEMENT

LOGISTICS AND SUPPLY CHAIN MANAGEMENT	III Sem	PP24MBE33	Store keeping and Warehousing management
		PP24MBE34	Supply Chain Risk Management
		PP24MBE35	Purchasing and Material Management
		PP24MBE36	Reverse Logistics
	IV Sem	PP24MBE37	Enterprise Resource Planning
		PP24MBE38	Shipping and Maritime law
		PP24MBE39	International Logistics Management
		PP24MBE40	Green Supply Chain Management

6. ENTREPRENEURSHIP AND SMALL ENTERPRISE MANAGEMENT

ENTREPRENEU-RSHIP AND SMALL ENTERPRISE MANAGEMENT	III Sem	PP24MBE41	Indian Models in Entrepreneurship
		PP24MBE42	Planning, Structuring and Financing Small Business
		PP24MBE43	Social Entrepreneurship
		PP24MBE44	Business Plan Preparation for Small Business
	IV Sem	PP24MBE45	Venture Valuation and Accounting
		PP24MBE46	Finance and Accounting for Small Business
		PP24MBE47	Technology Appreciation and Intellectual Property Rights
		PP24MBE48	Marketing for Small Business

7. BUSINESS ANALYTICS

BUSINESS ANALYTICS	**III Sem**	PP24MBE49	Predictive Analytics
		PP24MBE50	Text, Social Media & Web Analytics
		PP24MBE51	Essentials of Business Analytics
		PP24MBE52	Marketing Analytics
	IV Sem	PP24MBE53	Business Intelligence and Data Visualization
		PP24MBE54	Artificial Intelligence in Business
		PP24MBE55	Financial Analytics
		PP24MBE56	HR Analytics

8. ARTIFICIAL INTELLIGENCE

ARTIFICIAL INTELLIGEN -CE	**III Sem**	PP24MBE57	Introduction to Artificial Intelligence
		PP24MBE58	Python Programming
		PP24MBE59	Block chain Technology
		PP24MBE60	Machine Learning
	IV Sem	PP24MBE61	Natural Language Processing
		PP24MBE62	Augmented Reality & Virtual Reality
		PP24MBE63	Deep Learning
		PP24MBE64	Data Visualization

9. BANKING AND INSURANCE MANAGEMENT

BANKING AND INSURANCE MANAGEMENT	**III Sem**	PP24MBE65	Principles and practices of Indian Banking system
		PP24MBE66	Fundamentals of insurance
		PP24MBE67	Treasury management
		PP24MBE68	Business finance
	IV Sem	PP24MBE69	International finance
		PP24MBE70	Retail banking
		PP24MBE71	Management and Regulation of Banking and insurance companies
		PP24MBE72	Information Technology in Banking and Insurance Business

10. DIGITAL MARKETING

DIGITAL MARKETING	**III Sem**	PP24MBE73	Fundamentals of Digital Marketing
		PP24MBE74	Integrated Marketing Communication
		PP24MBE75	Search Engine Marketing
		PP24MBE76	Social Media Marketing
	IV Sem	PP24MBE77	E–Business Management
		PP24MBE78	System Analysis and Design
		PP24MBE79	Content Marketing
		PP24MBE80	AI in Digital Marketing

III Semester

L	T	P	C
4	0	0	4

STRATEGIC MANAGEMENT

Internal Marks: 30

Course Code: PP24MBT13 **External Marks: 70**

Course Objectives:

1. To Review the basic concepts of Business Strategy.
2. To formulate the process of strategic analysis.
3. To study the process of strategy implementation.
4. To study the importance of strategic Evaluation and control.

Course outcomes: At the end of the course the student should be able to

1. Understand the strategic management importance, process and prepare the Business policies.
2. Study the internal and external environment to prepare the company strategies.
3. Articulate the process of strategic formulation.
4. Identify the implementation of strategies and allocation of resources in functional areas.
5. Analyze the strategic evaluation and control of the strategies.

(10 Lectures)

UNIT-I

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

(10 Lectures)

UNIT-II

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

(10 Lectures)

UNIT-III

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

(9 Lectures)

UNIT-IV

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

(9 Lectures)

UNIT-V

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

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

Text Books :

1. Vijaya Kumar P,. Hitt A : Strategic Management, Cengage learning, New Delhi,2010
2. John A PearceII, Amita Mital: "Strategic Management", TMH, New Delhi, 2012.
3. Sanjay Mohapatra: "Cases Studies in Strategic Management", Pearson, New Delhi,2012

Reference Books

1. Adrian Haberberg &Alison: Strategic Management, Oxford University Press, NewDelhi, 2010
2. P.Subba Rao: "Business Policy and Strategic Management" Text and Cases, Himalaya Publishing House, New Delhi, 2011
3. Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: "Strategic Management andBusiness Policy**"**, Excel Books, New Delhi, 2012
4. P.Subba Rao: Business Policy and Strategic Management, Himalaya Publishing House, New Delhi, 2010
5. Kazmi: Strategic Management and Business Policy, Tata Mc Graw Hill, 2009
6. R.Srinivasn: Strategic Management, PHI Learning, New Delhi, 2009
7. Adrian Haberberg & Alison: Strategic Management, Oxford University Press, New Delhi, 2009

Web References :

1. https://www.studocu.com/en/document/university-of-leeds/strategic-management/lecture-notes/strategic-management-notes-lecture-notes-lectures-1- 20/575327/view
2. https://www.sigc.edu/department/mba/studymet/StrategicManagement.pdf
3. https://www.scribd.com/document/77527656/Strategic-Management-complete-Notes
4. http://www.rjspm.com/PDF/Strategic-Management-Notes-PDF.pdf
5. https://drive.google.com/file/d/1eZ24SKSyf0ijuA9cZCN8uGYsgNGklAmD/view

III Semester

L	T	P	C
4	0	0	4

OPERATIONS RESEARCH

Internal Marks: 30

Course Code: PP24MBT14 **External Marks: 70**

Course Objectives:

To equip students with the fundamental concepts, mathematical modeling skills, and solution techniques of Operations Research for effective decision-making and optimization in real-world problems.

Course Outcomes

1. Formulate and solve linear programming problems using graphical, simplex, and artificial variable methods to optimize resource allocation.
2. Apply transportation and assignment models, including the Traveling Salesman Problem, to determine optimal logistics and scheduling solutions.
3. Utilize dynamic programming and integer programming techniques, including branch and bound, to solve complex decision-making problems.
4. Analyze two-person zero-sum games using game theory concepts such as pure and mixed strategies to find optimal strategies.
5. Construct and analyze project networks using CPM and PERT for scheduling and use replacement models for optimal asset management.

(9 Lectures)

Unit–I:

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

(9 Lectures)

UNIT II:

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

(9 Lectures)

Unit–III:

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

(9 Lectures)

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

(9 Lectures)

Unit–V:

CPM & PERT and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time – project crashing – optimum cost and optimum duration. Replacement models comprising single replacement and group replacement.

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

Text Books:

1. Winston, Operations Research, Cengage, ND
2. Anand Sharma, Operations Research, Himalaya Publishing House,
3. Kalavarthy, S. Operations Research, Vikas Publishers House Pvt Ltd.,

References:

1. Mcleavey & Mojena, Principles of Operations Research for Management, AITBS publishers,
2. V.K. Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons,
3. Richard Bronson & Govindasami Naadimuthu, Schaum‘S Outline of Theory & Problems Of Operations Research, 2nd Ed., Tata Mc Graw-Hill Edition,
4. JK Sharma Operation Research – Theory and Applications, Mac Millan.

Web References

1. https://nptel.ac.in/courses/111/107/111107107/.
2. https://www.tutorialspoint.com/operations_research/index.htm.
3. https://www.geeksforgeeks.org/operations-research/.
4. https://developers.google.com/optimization.
5. https://ocw.mit.edu/courses/15-053-optimization-methods-in-management-science-spring-2013/.

III SEMESTER FINANCE

S.No	Course Code	SUBJECT TITLE
1	PP24MBE01	Investment and Portfolio Management
2	PP24MBE02	Financial Markets and Services
3	PP24MBE03	Taxation Management
4	PP24MBE04	Banking institutions and financial reforms

L	T	P	C
3	0	0	3

III Semester

INVESTMENT AND PORTFOLIO MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE01 **External Marks: 70**

Course Objective:

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

Course Outcomes:

At the end of this course students should be able to:

1. To provide a theoretical and practical background in the field of investments.
2. Designing and managing the bond as well as equity portfolios in the real world.
3. Students will be able to analyze and compare fundamental and technical analysis approaches to evaluate investment opportunities, including the concept of market efficiency.
4. Students will be able to apply modern portfolio theories and models such as the Markowitz Model, CAPM, and APT to construct and manage an optimal investment portfolio.
5. Measuring the portfolio performances

(9 Lectures)

Unit-I:

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

(9 Lectures)

Unit-II:

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

(9 Lectures)

Unit-III:

Fundamental Analysis:– Economy, Industry and Company Analysis, Technical Analysis– Concept and

Tools and Techniques Analysis – Technical Analysis Vs Fundamental Analysis -Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

(9 Lectures)

Unit-IV:

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

(9 Lectures)

Unit-V:

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

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

Text Books:

1. Fisher D E and Jordon R J, Security Analysis and Portfolio Management, PHI, New Delhi.
2. Ambika Prasad Dash, Security Analysis and Portfolio Management, IK Int Pub House, New Delhi.
3. Satyanarayana, Security Analysis and Portfolio Management, Discovery Publishing House, New Delhi
4. Hirt and Block, Fundamentals of Investment Management, Tata McGraw Hill, New Delhi
5. Reily Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi

Reference Books:

1. Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill, New Delhi
2. Peter Lynch, One Upon Wall Street, Simon & Schuster Paper backs, New York
3. Sharpe W, Alexander, GJ., & Baily JV., Investments, TMH, New Delhi
4. Avadhani,VA, SAPM, Himalaya Publishers.
5. Bhalla, VK Investment Management, S. Chand., New Delhi
6. Preeti Singh, Investment Management, Himalaya Publishers.
7. Timothy Vick, How to Pick Stocks like Warren Buffett, TMH, New Delhi

Web References:

1. https://www.iitg.ac.in/nselvaraju/ma476_2016/syllabus.html
2. https://www2.tesu.edu/syllabus/current/FIN-321/syllabus_FIN-321.html
3. https://v-euniversity.in/syllabus-of-portfolio-management/
4. https://apps.ep.jhu.edu/syllabus/spring-2024/555.647.82
5. https://christuniversity.in/School%20of%20Business%20and%20Management/SCHOOL%20OF%20BUSINESS%20AND%20MANAGEMENT%20MBA/Bachelor%20of%20Business%20Administration%20(BBA)/syllabus/23/2021.

III Semester

L	T	P	C
3	0	0	3

FINANCIAL MARKETS AND SERVICES

Internal Marks: 30

Course Code: PP24MBE02 **External Marks: 70**

Course Objectives:

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

Course Outcomes:

1. To familiarize with the Indian financial system through knowing the types of various financial institutions, instruments and financial markets.
2. To understand the various constituents of capital markets, functioning of capital markets and regulatory mechanisms associated with capital markets.
3. To understand the various types of Financial Services and to appreciate the role of financial services in economic development.
4. To understand the various types of Non – Banking Financial Companies (NBFCs) and to appreciate the role of financial services in economic development.
5. To know various legislations relating with financial sector and the recommendations of various committees suggesting finical reforms.

(9 Lectures)

UNIT 1

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

(9 Lectures)

UNIT 2

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning- Types – Responsibilities of

Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

(9 Lectures)

UNIT3

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

(9 Lectures)

UNIT4

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

(9 Lectures)

UNIT5

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

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

Text Books:

1) Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2) Satyanarayana, Financial Markets and Services Discovery Publishing House, New Delhi
3) V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
4) D K Murthy, and Venugopal, Indian Financial System, IK Int Pub House.

Reference Books:

1. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH,
2. Edminister R.D., Financial Institution, Markets and Management.
3. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
4. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai

Web References:

1. https://www.bankofengland.co.uk/explainers/what-are-financial-markets-and-why-are-they-important

2. https://en.wikipedia.org/wiki/Financial_market.
3. https://www.investopedia.com/terms/f/financial-market.asp.
4. https://corporatefinanceinstitute.com/resources/capital-markets/financial-markets/.
5. https://faculty.sites.iastate.edu/tesfatsi/finintro.htm.

L	T	P	C
3	0	0	3

III Semester

TAXATION MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE03 **External Marks: 70**

Course Objective:

1) This course aims at teaching Indian tax system, various heads of income and tax planning with reference to salaried persons.

2) Students will also get an overview of income tax department's website and how to file a return.

3) Students will learn legal ways of minimizing tax liability by making use of various tax exemptions and deductions.

Course Outcomes:

1. Understand basics of taxation, types of taxes, and key provisions of the Income Tax Act, 1961.
2. Calculate taxable income, apply deductions, and file income tax returns.
3. Plan taxes for firms, HUFs, and AOPs using relevant laws and provisions.
4. Compute corporate tax and understand tax rules for mergers, demergers, and MAT.
5. Perform tax audits, prepare reports, and show tax details in financial statements.

(9 Lectures)

Unit–I:

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

(9 Lectures)

Unit-II:

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

(9 Lectures)

Unit III:

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

(9 Lectures)

Unit IV:

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

(9 Lectures)

Unit V:

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

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

Textbooks

1. **Singhania, V.K. & Singhania, M.** – *Students' Guide to Income Tax* (Latest Edition), Taxmann Publications.
2. **Mehrotra, H.C. & Goyal, S.P.** – *Income Tax Law and Accounts*, Sahitya Bhawan Publications.
3. **Ahuja, G. & Gupta, R.** – *Systematic Approach to Income Tax*, Bharat Law House.
4. **Dr. Girish Ahuja & Dr. Ravi Gupta** – *Direct Taxes – Law and Practice*, Bharat Law House.
5. **Lakhotia, R.N.** – *Corporate Tax Planning and Management*, Vision Books.
6. **ICAI Study Material** – *Direct Taxes*, Institute of Chartered Accountants of India.

Suggested Readings:

1. Dr.V.K. Singhania & Dr. Kapil Singhania, Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.
2. Bhagavati Prasad, Direct Taxes Law and Practice, Wishwa Prakashan, New Delhi.
3. Dinkar Pagare, Income Tax and Practice, Sultan Chand and Sons, New Delhi.

Web References:

1. https://prsindia.org/theprsblog/explainer-how-taxes-are-levied-in-india
2. https://incometaxindia.gov.in/pages/tax-information-services/income-tax-slabs.aspx
3. https://incometaxindia.gov.in/pages/tax-information-services/set-off-carry-forward-losses.aspx
4. https://incometaxindia.gov.in/pages/tax-information-services/amalgamation-demerger.aspx
5. https://incometaxindia.gov.in/pages/forms/income-tax-rules.aspx

III Semester

L	T	P	C
3	0	0	3

BANKING INSTITUTIONS AND FINANCIAL REFORMS

Internal Marks: 30

Course Code: PP24MBE04 **External Marks: 70**

Course Objectives:

1) To introduce students to the Indian financial system & Banking system

2) To enrich student's understanding of the fundamental concepts and banking reforms

3) To equip students with the knowledge and skills necessary to become employable in the Banking sector.

Course outcome:

1. Students will be able to explain the structure and evolution of the Indian financial system, including the role of the RBI, key banking reforms, and prudential guidelines.
2. Students will be able to analyze the organization, functions, and regulatory framework of the RBI, commercial banks, and NBFCs, and evaluate their roles in the Indian economy.
3. Students will be able to examine the role and functioning of major financial institutions such as IDBI, IFCI, SIDBI, LIC, and UTI, and assess their impact on development and capital markets.
4. Students will be able to identify and describe the features of modern financial institutions and instruments, including private and foreign banks, NSE, depositories, and new equity/debt products.
5. Students will be able to critically evaluate recent reforms in banking, debt, and foreign exchange markets, and understand the implications of emerging trends like cryptocurrency regulations.

(9 Lectures)

Unit – I: **Financial System in India**: Introduction - Evolution of Banking - Phases of development - RBI and the Financial System - Committees on Banking Sector Reforms - Prudential Banking -- RBI Guidelines and directions- financial sector reforms.

(9 Lectures)

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

(9 Lectures)

Unit – III: **Financial Institutions and Development Banking** : Introduction - Origin, Growth and Lending Policies of Terms lending Institutions - Working of IDBI - IFCI - STCs - SIDBI -LIC - GIC - UTI - Role of Financial Institutions in Capital Market.

(9 Lectures)

Unit – IV: **New Financial Instruments and Institutions**: Private Banks - Old generation and New generation private banks - Foreign Banks - NSE - Depositories - DFHI - New Equity and Debt Instruments - SEBI and RBI guidelines.

(9 Lectures)

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

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

Textbooks:

1. **Bhole, L.M. & Mahakud, J.** – *Financial Institutions and Markets: Structure, Growth and Innovations*, McGraw Hill Education.
2. **Khan, M.Y.** – *Indian Financial System*, McGraw Hill Education.
3. **Pathak, Bharati V.** – *The Indian Financial System: Markets, Institutions and Services*, Pearson.
4. **Machiraju, H.R.** – *Indian Financial System*, Vikas Publishing House.
5. **Gupta, S.B.** – *Monetary Economics: Institutions, Theory and Policy*, S. Chand & Co.

Suggested Readings:

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

Web References:

- https://www.rbi.org.in/scripts/FS_Overview.aspx
- https://www.rbi.org.in/Scripts/BS_ViewNBFCNotifications.aspx
- https://licindia.in/
- https://www.nseindia.com/

THIRD SEMESTER

HUMAN RESOURCE MANAGEMENT

S.No	Course Code	SUBJECT TITLE
1	PP24MBE09	Learning and Development
2	PP24MBE10	Performance and Compensation Management
3	PP24MBE11	Strategic Human Resource Management
4	PP24MBE12	Talent Acquisition and Management

III SEMESTER

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LEARNING AND DEVELOPMENT

Internal Marks: 30

Course Code: PP24MBE09 **External Marks: 70**

Course Objective:

To equip learners with the knowledge and skills to design, implement, and evaluate effective learning and development strategies that enhance individual and organizational performance

Course Outcomes:

1. Explain the scope, evolution, and strategic importance of Learning and Development in organizational growth, including key learning styles and learning organization concepts.
2. Apply adult learning theories and instructional design models (such as ADDIE and SAM) to design effective learning programs using appropriate delivery methods and learning objectives.
3. Conduct training needs assessments through organizational, task, and person analysis, and align training interventions with identified skill gaps and business objectives.
4. Design and develop training content, set objectives, select methods, and evaluate training effectiveness using various tools and feedback mechanisms.
5. Analyze and propose strategies for career and leadership development, including succession planning, mentoring, and adapting to modern L&D trends like gamification, digital learning, and inclusion.

(9 Lectures)

Unit I: Introduction to Learning and Development

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

(9 Lectures)

Unit II: Theories of Learning and Instructional Design

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

(9 Lectures)

Unit III: Training Needs Assessment (TNA)

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

(9 Lectures)

UNIT IV: Designing training and Evaluation of Training Effectiveness

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

(9 Lectures)

UNIT V: Career and Leadership Development

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

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

Textbooks

1. Rao, P.L. – *Training and Development*, Excel Books.
2. Mankin, D. – *Human Resource Development*, Oxford University Press.
3. Lynton, R.P. & Pareek, U. – *Training for Development*, Sage Publications.
4. Noe, R.A. – *Employee Training and Development*, McGraw Hill Education.
5. Blanchard, P.N. & Thacker, J.W. – *Effective Training: Systems, Strategies, and Practices*, Pearson.

Reference Books:

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

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

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

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

Web References:

- https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/
- https://cft.vanderbilt.edu/guides-sub-pages/blooms-taxonomy/
- https://www.td.org/insights/how-to-conduct-a-training-needs-analysis
- https://trainingindustry.com/articles/measurement-and-analytics/
- https://www.ccl.org/articles/leading-effectively-articles/what-is-leadership-development/

III Semester

L	T	P	C
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PERFORMANCE AND COMPENSATION MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE10 **External Marks: 70**

Course Objective:

"To equip learners with the knowledge and skills to design, implement, and evaluate effective performance and compensation management systems that align employee contributions with organizational goals and foster employee development and retention."

Course Outcomes:

- Explain the fundamentals of performance management, including its objectives, significance, key concepts such as KPAs and KRAs, and differentiate it from performance appraisal.
- Analyze the stages of the performance management cycle and apply tools and techniques for effective planning, monitoring, and evaluation of individual and organizational performance.
- Demonstrate an understanding of performance monitoring, coaching, and counseling techniques that promote trust, role efficiency, and problem-solving.
- Understand the components, objectives, and strategic role of compensation management, and evaluate how compensation influences motivation, retention, and organizational alignment.
- Design effective compensation structures and incentive plans that ensure internal equity, external competitiveness, and support long-term employee engagement and retention.

(9 Lectures)

Unit - I:

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

(9 Lectures)

Unit-II:

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

(9 Lectures)

Unit-III:

Performance Monitoring and Counseling: Supervision- Objectives and Principles of Monitoring- Monitoring

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

(9 Lectures)

UNIT - IV:

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

(9 Lectures)

UNIT V:

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

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

Textbooks:

1. Aguinis, H. – *Performance Management*, Pearson Education.
2. Herman Aguinis & Harry Joo – *Performance Management for Dummies*, Wiley.
3. Henderson, R.I**.** – *Compensation Management in a Knowledge-Based World*, Pearson.
4. Milkovich, G.T., Newman, J.M., & Gerhart, B. – *Compensation*, McGraw Hill Education.
5. Gary Dessler – *Human Resource Management*, Pearson Education.

References:

1. Prem Chadha:Performance Management, Macmillan India, New Delhi, 2008.
2. Michael Arm strong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T. V. Rao, Appraising and Developing Managerial Performance, Excel Books, 2003.
4. David Wade and Ronad Recardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
5. Dewakar Goel: Performance Appraisal and Compensation Management‖, PHI Leaarning, New Delhi, 2009
6. A.M. Sarma ―Performance Management Systems‖ Himalaya Publishing House, New Delhi, 2010.

Web References:

1. https://www.cipd.org/uk/knowledge/factsheets/performance-management-factsheet/

2. https://www.valamis.com/hub/performance-appraisal

3. https://www.mbaknol.com/human-resource-management/performance-monitoring/
4. https://www.managementstudyguide.com/theories-of-compensation.htm
5. https://www.payscale.com/hr/compensation/salary-structure

III Semester

L	T	P	C
3	0	0	3

STRATEGIC HUMAN RESOURCE MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE11 **External Marks: 70**

Course Objective:

The objective of this course is to provide students with a strategic perspective on the role of human resource management in achieving organizational effectiveness. It focuses on aligning HR strategies with business goals, understanding strategic HR planning and implementation, and evaluating the strategic contribution of HR practices.

Course Outcomes:

1. Explain the concept, objectives, and theoretical foundations of Strategic Human Resource Management (SHRM) and analyze how HR strategies contribute to overall business strategies.
2. Apply strategic HR planning models and processes to align HR activities with organizational goals, and understand the components and benefits of effective HR planning.
3. Evaluate the role of HR in strategy implementation, including practices related to workforce utilization, retention, performance management, and reward systems.
4. Design strategic HR development plans by integrating training and development initiatives with long-term organizational needs and measuring HRD effectiveness.
5. Assess the strategic contribution of HR through evaluation approaches, and analyze emerging trends such as HR outsourcing and positioning HR as a profit center.

(9 Lectures)

UNIT-I

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

(9 Lectures)

UNIT-II

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

(9 Lectures)

UNIT-III

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

(9 Lectures)

UNIT-IV

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

(9 Lectures)

UNIT-V

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

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

Textbooks

1. Michael Armstrong – *Strategic Human Resource Management: A Guide to Action*, Kogan Page.
2. Charles R. Greer – *Strategic Human Resource Management: A General Managerial Approach*, Pearson Education.
3. Jeffrey A. Mello – *Strategic Human Resource Management*, Cengage Learning.
4. Gary Dessler – *Human Resource Management*, Pearson Education.
5. Pankaj M. Madhani – *Strategic Human Resource Management*, Himalaya Publishing House.

Reference Books:

1. Charles R. Greer :“Strategic Human Resource Management”- A General Manager Approach - Pearson Education, Asia.
2. Fombrum Charles & Tichy: “Strategic Human Resource Management” – John Wiley Sons,1984.
3. Dr.Anjali Ghanekar “Strategic Human Resource Management” Everest Publishing House, Pune 2009.
4. Tanuja Agarwala “Strategic Human Resource Management” Oxford University Press, New Delhi 2014.
5. Srinivas R Kandula “Strategic Human Resource Development” PHI Learning PVT Limited, New Delhi 2009.
6. Dreher, Dougherty “Human Resource Strategy” Tata Mc Graw Hill Publishing Company Limited, New Delhi 2008.

Web References:

- https://smlr.rutgers.edu/sites/default/files/Documents/Faculty-Staff-Docs/Jackson_StrategicHumanResourceManagement.pdf
- https://www.mheducation.com/highered/product/human-resource-management-gaining-competitive-advantage-noe.html
- https://www.hrzone.com/hr-glossary/what-is-strategic-human-resource-management-shrm
- https://uniathena.com/short-courses/basics-of-strategic-human-resource-management

III Semester

L	T	P	C
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TALENT ACQUISITION AND MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE11 **External Marks: 70**

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

Course Outcomes:

1. Explain the scope, significance, and evolution of talent management, and analyze workforce planning and forecasting in the context of globalization and the gig economy.
2. Demonstrate the ability to conduct job analysis, develop job descriptions/specifications, and apply employer branding strategies to attract the right talent.
3. Evaluate various sourcing and recruitment strategies, including the use of social media, AI, and talent pipelines, and differentiate between internal and external recruitment methods.
4. Assess selection tools and onboarding strategies while addressing legal, ethical, and diversity considerations in the talent acquisition process.
5. Apply key recruitment metrics and analytics to evaluate the effectiveness of talent acquisition processes and explore future trends such as AI, automation, and DEI in hiring.

(9 Lectures)

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

(9 Lectures)

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

(9 Lectures)

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

(9 Lectures)

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

(9 Lectures)

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

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

Text Books:

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

Reference Books:

1. Phillips, Jean M., and Gully, Stanley M, **"***Human Resource Management: Talent Acquisition and Talent Management",* Cengage Learning.
2. Snell, Scott, and Bohlander, George, **"***Managing Human Resources",* Cengage Learning.
3. Michael Armstrong**, "***Armstrong's Handbook of Human Resource Management Practice",* Kogan Page Publishers.

Web References:

- https://www.shrm.org
- https://hbr.org/topic/talent-management
- https://business.linkedin.com/talent-solutions/blog
- https://www.hrzone.com/tags/talent-acquisition
- https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights

III SEMESTER

MARKETING

S.No	Course Code	SUBJECT TITLE
1	PP24MBE17	Consumer Behavior
2	PP24MBE18	Retail Management
3	PP24MBE19	Customer Relationship Management
4	PP24MBE20	Advertising and Brand Management

III Semester

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CONSUMER BEHAVIOR

Internal Marks: 30

Course Code: PP24MBE17 **External Marks: 70**

Course Objective:

To provide learners with a comprehensive understanding of the psychological, social, cultural, and legal dimensions that influence consumer behavior, and equip them to analyze, predict, and respond to consumer decision-making processes in dynamic market environments.

Course Outcomes (COs):

- Explain the evolution, importance, and models of consumer behavior, including the Black Box, Howard-Sheth, and Webster & Wind models.
- Analyze individual-level psychological factors such as motivation, perception, learning, memory, and attitudes that influence consumer decisions.
- Evaluate how social, cultural, demographic, and economic environments influence consumer behavior and buying decisions.
- Understand the consumer decision-making process, including pre- and post-purchase behavior, brand loyalty, innovation adoption, and the role of persuasive communication.
- Discuss the concept of consumerism, consumer rights, protection mechanisms, and relevant legal frameworks such as the Consumer Protection Act, 1986.

(9 Lectures)

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

(9 Lectures)

UNIT II – Consumer as an individual – Psychological Foundations of Consumer Behavior: Consumer Motivation, Perception, Personality and Behavior, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change.

(9 Lectures)

UNIT III – Consumer in social context: Social and Cultural Environment, Economic, Demographic, Cross Cultural and Socio–Cultural Influences, Social Stratification, Reference Groups and Family influences.

(9 Lectures)

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

(9 Lectures)

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

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

Text Books:

1. Leon G. Schiffman, Joseph Wisenblit,S. Ramesh Kumar, Pearson India, 2016.
2. Ramneek Kapoor, Nnamdi Omadichie: "Consumer Behavior" Text and Cases", TMH, New Delhi, 2012.
3. Ramanuj Majumdar:"Consumer Behavior insight from Indian Market", PHI Learning, New Delhi, 2011
4. David L Loudon and Albert J Della Bitta, "Consumer Behavior" 4/e, TMH, New Delhi,2002
5. M.S.Raju: "Consumer Behavior Concepts, applications and Cases", Vikas Publishing House, New Delhi, 2013.

Reference Books:

1. Schiffman LG, Kanuk LL. *Consumer Behavior*. 11th ed. Pearson Education; 2014.
2. Solomon MR. *Consumer Behavior: Buying, Having, and Being*. 13th ed. Pearson; 2020.
3. Loudon DL, Della Bitta AJ. *Consumer Behavior: Concepts and Applications*. 4th ed. McGraw-Hill; 1993.

Web References:

- https://www.ama.org
- https://hbr.org
- https://www.statista.com
- https://www.business-standard.com
- https://economictimes.indiatimes.com
- https://consumeraffairs.nic.in

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III Semester

RETAIL MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE18 **External Marks: 70**

Course Objectives:

- To equip learners with a comprehensive understanding of retailing concepts, strategies, operations, and emerging trends, enabling them to analyze and manage modern retail environments both domestically and globally.

Course Outcomes:

1. Explain the fundamentals of retailing, including types, strategies, and environmental factors affecting the Indian retail industry.
2. Analyze the process of retail location selection, store design, and the role of visual merchandising in enhancing customer experience.
3. Plan and manage merchandise mix, budgeting, pricing strategies, and vendor relations effectively within a retail environment.
4. Design and implement retail communication strategies using advertising, promotions, selling techniques, and customer service tools.
5. Evaluate global retail trends and formats, and assess opportunities and challenges in international and online retailing.

(9 Lectures)

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

(9 Lectures)

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

(9 Lectures)

UNIT-III : Planning merchandise needs and merchandise budgets – Methods for determining inventory evaluation- Assortment planning, buying and vendor relations- Merchandise pricing – Price strategies- Psychological pricing- Mark-up and mark down strategies.

(9 Lectures)

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

(9 Lectures)

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

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

Text Books:

1. Berman B, Evans JR. *Retail Management: A Strategic Approach*. 12th ed. Pearson Education; 2017.
2. Levy M, Weitz BA. *Retailing Management*. 10th ed. McGraw-Hill Education; 2019.
3. Pradhan S. *Retailing Management: Text and Cases*. 5th ed. McGraw Hill; 2021.
4. Newman AJ, Cullen P. *Retailing: Environment and Operations*. 3rd ed. Cengage Learning; 2017.
5. Bajaj C, Tuli R, Srivastava N. *Retail Management*. 2nd ed. Oxford University Press; 2010.
6. Gilbert D. *Retail Marketing Management*. 2nd ed. Pearson Education; 2003.
7. Dunne PM, Lusch RF, Carver JR. *Retailing*. 9th ed. Cengage Learning; 2013.

Reference Books:

1. Chetan Bajaj, Tuli &Srivastava, Retail management, Oxford University Press, New Delhi.2010
2. Giridhar Joshi, Information Technology For Retail, Oxford University Press, NewDelhi.2009
3. RonHasty and James Reardon, Retail Management. McGraw- Hill Publication, International Edition. Fernie,
4. Principles of Retailing, Elsevier Publishing, 2010.

Web References:

1. https://www.ibef.org/industry/retail-india
2. https://www.retaildive.com
3. https://www.business-standard.com
4. https://hbr.org

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III Semester

CUSTOMER RELATIONSHIP MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE19 **External Marks: 70**

Course Objective: The objective of this course is to provide students with a comprehensive understanding of Customer Relationship Management (CRM) as a strategic tool to enhance customer satisfaction, loyalty, and long- term profitability. The course aims to equip learners with knowledge of CRM principles, technologies, and practices that help businesses acquire, retain, and grow their customer base.

Course Outcomes:

1. Explain the fundamentals of CRM, its strategic importance, relationship lifecycle, and key success factors for implementing CRM programs.
2. Analyze customer acquisition and retention strategies, and evaluate the CRM implementation process using models and organizational frameworks.
3. Demonstrate understanding of CRM's functional components including database management, data warehousing, data mining, and multimedia contact centers.
4. Evaluate the role of Sales Force Automation (SFA) in CRM, its technological and strategic aspects, and its impact on marketing channels and customer relationships.
5. Examine the emerging trends in CRM, including e-CRM, digital transformation, privacy, ethics, and performance measurement in CRM practices.

(9 Lectures)

Unit–I Customer Relationship Management Fundamentals: Definition and Significance of CRM – Critical success factors for a winning CRM program – Emergence of CRM practice – CRM Strategy, Stages of relationship–Issues of relationship–CRM cycle–Customer Life Time Value – 7 C's of CRM – Application areas.

(9 Lectures)

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

(9 Lectures)

Unit – III Functional Components of CRM: Database Management in CRM – Relationship data management-Database Construction – Data Warehousing – architecture of Data Warehousing – Data Mining

Characteristics – Data Mining tools and techniques – Meaning of Call Centre – Significance and Advantages of Call Centre – Multimedia Contact Centre – Important CRM software for Multimedia Contact Centre

(9 Lectures)

Unit – IV Sales Force Automations (SFA): Definition and need of Sales Force Automation – Barriers to successful Sales Force Automation – functionality and technological aspect of Sales Force Automation – data synchronization – flexibility and performance – Impact of CRM on MarketingChannels–Meaning–Howdoesthetraditionaldistributionchannelstructure support customer relationship – Influence of the channels on pricing and the formation of relationships–The relationship policy to improve size, quality and relationship with the customer base – emerging channel trends that impact CRM.

(9 Lectures)

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

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

Text Books:

1. Buttle F, Maklan S. *Customer Relationship Management: Concepts and Technologies*. 4th ed. Routledge; 2019.
2. Peppers D, Rogers M. *Managing Customer Relationships: A Strategic Framework*. 2nd ed. Wiley; 2011.
3. Shanmugasundaram S. *Customer Relationship Management*. 1st ed. Prentice-Hall of India; 2008.
4. Dyche J. *The CRM Handbook: A Business Guide to Customer Relationship Management*. Addison-Wesley; 2002.
5. Greenberg P. *CRM at the Speed of Light: Social CRM Strategies, Tools, and Techniques for Engaging Your Customers*. 4th ed. McGraw-Hill; 2010.
6. Kumar V, Reinartz W. *Customer Relationship Management: Concept, Strategy, and Tools*. 3rd ed. Springer; 2018.

Reference Books:

1. V. Kumar Werner Reinartz– Customer Relationship Management- Concept, Strategy, and Tools Third Edition – springer
2. EdPeelen : “Customer Relationship Management” Pearson, Education
3. Roger J Baran, Robert J Galka and Daniel P Strunk: “Customer Relationship Management” Cengage learning
4. S.Shanmugasundaram: “Customer Relationship Management” Prentice Hall of India.

5. Alok Kumar, ChabbiSinha & Rakesh Kumar – Customer Relationship Management: Concepts and application – Biztantra, Delhi,2007

6. H.Peeru Mohammad, A/ Sagadevan – Customer Relationship Management – A step by step approach, Vikas publishing house Pvt. Ltd, Delhi, 2008.

Web References:

- https://www.salesforce.com/crm
- https://www.gartner.com/en/topics/crm
- https://hbr.org
- https://www.zendesk.com/resources

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III Semester

ADVERTISEMENT AND BRAND MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE20 **External Marks: 70**

Course Objective: Expose the students to the dynamism of advertising and brand management and equip them to be able to manage the advertising and branding activities in the business scenario.

Course Outcomes:

- Explain the fundamentals of advertising, its communication process, and the key factors influencing advertising decisions and budgeting.
- Develop effective advertising campaigns by creating messages, selecting media, and scheduling strategies.
- Evaluate advertising efforts, understand agency management, and analyze branding concepts such as brand equity, image, and loyalty.
- Design strategies for brand naming, positioning, extension, and use of communication tools like sponsorship and events.
- Manage brand equity across sectors and geographies, and formulate strategies for building and sustaining international brands.

(9 Lectures)

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

(9 Lectures)

Unit II – Developing Advertising Campaign: Determining advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; Media planning – media selection and scheduling.

(9 Lectures)

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

(9 Lectures)

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

(9 Lectures)

Unit V – Managing Brand Equity and Loyalty: Brand Building in Different Sectors - Customers, industrial, retail and service brands. Building brands through Internet. Developing International Brands: Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

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

Text Books:

1. Belch GE, Belch MA. *Advertising and Promotion: An Integrated Marketing Communications Perspective*. 12th ed. McGraw-Hill Education; 2023.
2. Keller KL. *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. 5th ed. Pearson Education; 2020.
3. Kapferer JN. *The New Strategic Brand Management: Advanced Insights and Strategic Thinking*. 6th ed. Kogan Page; 2016.

Reference Books:

1. S.H.H Kazmi and Satish K.Batra : Advertising and sales promotion, Excel books Cowley. D: Understanding Brands, ,Kogan Page Ltd

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

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

Web References:

1. https://www.ama.org/topics/branding
2. https://www.nielsen.com.
3. https://hbr.org/topic/marketing
4. https://www.warc.com
5. https://www.brandingstrategyinsider.com.

III SEMESTER

SYSTEMS

S.No	Course Code	SUBJECT TITLE
1	PP24MBE25	Data Mining & Data Warehousing
2	PP24MBE26	Software Project Management
3	PP24MBE27	Managing Digital Innovation and Transformation
4	PP24MBE28	Block chain in Business and Management

III Semester

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DATA MINING & DATA WAREHOUSING

Internal Marks: 30

Course Code: PP24MBE25 **External Marks: 70**

Pre-requisites: Data Structures, Algorithms, Probability & Statistics, Data Base Management Systems

Course Outcomes: To enable students to understand, design, and implement data warehousing and data mining techniques for extracting meaningful patterns from large data sets and making informed decisions in business and technology domains.

Course Outcomes (COs):

- Understand the fundamental concepts of data warehousing, OLAP, and data visualization, and evaluate data similarity measures.
- Apply data preprocessing techniques such as cleaning, integration, reduction, and transformation to prepare data for mining.
- Implement classification models using decision trees, Bayesian classifiers, and evaluate model performance.
- Analyze data using association rule mining algorithms like Apriori and FP-Growth for market basket analysis.
- Apply clustering techniques such as K-means, hierarchical clustering, and DBSCAN for unsupervised learning tasks.

(9 Lectures)

UNIT–I: Data Warehousing and Online Analytical Processing: Basic concepts, Data Warehouse Modeling: Data Cube and OLAP, Data Warehouse Design and Usage, Data Warehouse Implementation, Cloud Data Warehouse, Data Mining and Patten Mining, Technologies, Applications, Major issues, Data Objects & Attribute Types, Basic Statistical Descriptions of Data, Data Visualization, Measuring Data Similarity and Dissimilarity. (Text Book- 1)

(9 Lectures)

UNIT II: Data Preprocessing: An Overview, Data Cleaning, Data Integration, Data Reduction, Data Transformation and Data Discretization.

(9 Lectures)

UNIT–III: Classification: Basic Concepts, General Approach to solving a classification problem, Decision Tree Induction: Attribute Selection Measures, Tree Pruning, Scalability and Decision Tree Induction, Visual Mining for Decision Tree Induction, Bayesian Classification Methods: Bayes Theorem, Naïve Bayes Classification, Rule-Based Classification, Model Evaluation and Selection.

(9 Lectures)

UNIT–IV: Association Analysis: Problem Definition, Frequent Item set Generation, Rule Generation: Confident Based Pruning, Rule Generation in Apriori Algorithm, Compact Representation of frequent item sets, FP-Growth Algorithm. (Text Book- 2)

(9 Lectures)

UNIT–V:ClusterAnalysis: Overview, Basics and Importance of Cluster Analysis, Clustering techniques, Different Types of Clusters; K-means: The Basic K-means Algorithm, K-means Additional Issues, Bi-secting K Means, Agglomerative Hierarchical Clustering: Basic Agglomerative Hierarchical Clustering Algorithm DBSCAN: Traditional Density Center-Based Approach, DBSCAN Algorithm, Strengths and Weaknesses. (Text Book- 2)

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

Text Books:

1. Data Mining concepts and Techniques, 3rd edition, JiaweiHan, Michel Kamber, Elsevier, 2011.
2. Introduction to Data Mining: Pang-Ning Tan & Michael Steinbach, Vipin Kumar, Pearson, 2012.

Reference Books:

1. Data Mining: Vikram Pudiand P. Radha Krishna, Oxford Publisher.
2. Data Mining Techniques, Arun K Pujari, 3rd edition, Universities Press, 2013.

Web References:

1. http://onlinecourses.nptel.ac.in/noc17_mg24/preview
2. http://www.saedsayad.com/data_mining_map.htm
3. https://ocw.mit.edu
4. https://towardsdatascience.com
5. https://www.kdnuggets.com
6. https://docs.oracle.com

III Semester

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SOFTWARE PROJECT MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE26 **External Marks: 70**

Course Objectives:

To develop knowledge and skills for managing software projects effectively by understanding traditional and modern project management approaches, life cycle phases, software architectures, metrics, and agile methodologies.

Course Outcomes:

- Explain conventional software management practices, software economics, and strategies for improving software economics and quality.
- Describe the software development life cycle phases and various types of artifacts generated throughout the software process.
- Analyze model-based software architectures and the structure of workflows and checkpoints within software development.
- Understand project organizations, roles, responsibilities, and utilize software metrics and process instrumentation to control projects.
- Apply agile methodologies, particularly Scrum, and assess organizational readiness for agile adoption.

(9 Lectures)

UNIT-I:

Conventional Software Management: The waterfall model, conventional software Management performance.

Evolution of Software Economics: Software Economics, pragmatic software cost estimation.

Improving Software Economics: Reducing Software product size, improving software processes, improving team effectiveness, improving automation, Achieving required quality, peer inspections.

(9 Lectures)

UNIT-II:

Life cycle phases: Engineering and production stages, inception, Elaboration, construction, transition phases.

Artifacts of the process: The artifact sets, Management artifacts, Engineering artifacts, programmatic artifacts.

(9 Lectures)

UNIT-III:

Model based software architectures: A Management perspective and technical perspective.

Work Flows of the process: Software process work flows, Iteration work flows.

Check points of the process: Major milestones, Minor Milestones, Periodic status assessments.

(9 Lectures)

UNIT-IV:

Project Organizations and Responsibilities: Line-of-Business Organizations, Project Organizations, evolution of Organizations.

Project Control and Process instrumentation: The seven core Metrics, Management indicators, quality indicators, life cycle expectations, pragmatic Software Metrics, Metrics automation.

(9 Lectures)

UNIT-V:

Agile Methodology, Adapting to Scrum, Patterns for Adopting Scrum, Iterating towards Agility.

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

Text Books:

1. Software Project Management, Walker Royce, PEA, 2005.
2. Succeeding with Agile: Software Development Using Scrum, Mike Cohn, Addison Wesley.
3. The DevOps Handbook: How to Create World-Class Agility, Reliability, and Security in Technology Organizations, Gene Kim , John Willis , Patrick Debois , Jez Humb,1stEdition, O'Reilly publications, 2016.

Reference Books:

1. Software Project Management, Bob Hughes,3/e, Mike Cotterell, TMH
2. Software Project Management, Joel Henry, PEA
3. Software Project Management in practice, Pankaj Jalote, PEA,2005,
4. Effective Software Project Management, Robert K.Wysocki, Wiley,2006.

Web References:

- www.scrum.org
- https://www.agilealliance.org
- https://www.pmi.org
- https://ieeexplore.ieee.org

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III Semester

Managing Digital Innovation and Transformation

Internal Marks: 30

Course Code: PP24MBE27 **External Marks: 70**

Course Objectives: To equip students with the knowledge of digital transformation domains, strategies, organizational impact, and IT management challenges, enabling them to lead and manage digital initiatives effectively in modern enterprises.

Course Outcomes:

- To understand digital transformations and information in the globalization world
- To explore social media transformation in the business world
- To develop on building digital capabilities
- To understand the challenges on using digital platform for business
- To learn digital transformations in the space of cloud computing

(9 Lectures)

UNIT -I : Introduction to Digital Transformations: The five domains of digital transformations — customer, competition, data, innovation, and value, 1-farness customer networks, turn data into assets, adapt value proposition

(9 Lectures)

UNIT-II : Classification of Digital Transformations: Business Model, product development, data, processes, knowledge, self—service, and organizational culture; Social Media Transformation: understand requirements, document goals, objective and social media tactics, establish potential future state operating model, gap analysis and recommendations.

(9 Lectures)

UNIT-III : Building digital capabilities: challenges ongoing digital, handling employee during digital transformations, developing companywide strategy; Digital transformations in the space of cloud computing: prepare and drive digital transformations.

(9 Lectures)

UNIT –IV: Re-Organisation in Order to Bridge the Gap to Digital Customers - Digitalization of Professional Services: Value Creation in Virtual Law Firms - Digital Transformation Supporting. Public Service Innovation: Business Model Challenges and Sustainable – Development Opportunities.

(9 Lectures)

UNIT – V Areas of IT management and its challenges, IT services, IT organisation - Enterprise Innovation and the Digital Transformation - Industry, development trends, business competitiveness due to Technology - Using Technology as Innovation, Integration and Interconnection of business - IT strategy, IT governance, IT sourcing and controlling

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

Text Books:

1. Westerman G, Bonnet D, McAfee A. *Leading Digital: Turning Technology into Business Transformation*. Harvard Business Review Press; 2014.
2. Fitzgerald M, Kruschwitz N, Bonnet D, Welch M. *Embracing Digital Technology: A New Strategic Imperative*. MIT Sloan Management Review; 2013.
3. Kane GC, Palmer D, Phillips A, Kiron D, Buckley N. *Strategy, Not Technology, Drives Digital Transformation*. MIT Sloan Management Review; 2015.
4. Luftman J, Kempaiah R, Nash E. *Key Issues for IT Executives 2019: Digital Transformation and IT Governance*. MIS Quarterly Executive; 2019.

Reference Books:

- Herbert, Lindsay; Digital Transformation: Build your organization's Future for the Innovation Age, Bloomsbury Publication, 2017
- Venkatraman, V; The Digital Matrix: New rules for business transformation through technology; Lifetree Media Ltd, 2017
- Velte, A. T; Velte, T. J; and Elsenpeter, R; Cloud Computing: A Practical Approach, Mcgraw Hill Education (India) Private Limited,2017 (23rd reprint)
- Rogers, David, The Digital Transformation Playbook — Rethink your Business for the Digital Age (Columbia Business School Publishing),2016.
- Srinivasan. J, and Suresh. J, Cloud Computing: A Practical Approach for learning and implementation, Pearson Publication, 2014.

Web References:

- https://www.mckinsey.com/business-functions/digital-mckinsey
- https://www.gartner.com/en/information-technology/insights/digital-transformation
- https://www2.deloitte.com/us/en/insights.html
- https://hbr.org/topic/digital-transformation
- https://www.forbes.com/digital-transformation

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III Semester

BLOCK CHAIN IN BUSINESS AND MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE28 **External Marks: 70**

Course Objectives:

To provide students with a comprehensive understanding of blockchain technology, its frameworks, and practical applications across various industries, equipping them to design and implement blockchain-based solutions.

Course Outcomes

1. Reflect on the underlying technology that drive block chain in business.
2. Explain the underlying technology that drive block chain in business with examples.
3. Apply the learnt tools and techniques to share information and assets.
4. Analyse business case for use of Block chain technology
5. Use open-source tools to create a block chain use case.

(9 Lectures)

UNIT-1 • **Introduction to block chain**: Importance in the business, Evolution of Block chain Technology, Elements of a Block chain, Types of Block chain, Introduction to cryptography & cryptocurrencies Money, Block Structure and real world applications.

(9 Lectures)

UNIT-2• Block chain Technology and frameworks: Introduction to popular Block chain technologies, Smart Contracts & DApps, Identity and Anonymity on Block chain, Governance and Consensus

(9 Lectures)

UNIT-3 • Use cases of block chain in business applications: Blockchain and Cryptocurrency (Bitcoin, Ethereum), Block chain and NFT, Block chain in Supply Chain and Manufacturing, Block chain in Fintech, Block chain in Health care, Block chain in Government and Public Service.

(9 Lectures)

UNIT-4 _Block chain Applications: Block chain Consensus: network models, corruption tolerance, sybil resistance- Nakamoto Consensus: security, attacks and incentives - Scalability in Block chain – Introduction to IoT.

(9 Lectures)

UNIT-5 Practical block chain: Hyperledger and Ethereum – concepts and application, Hyperledger Composer.

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

Text Books:

- Narayanan A, Bonneau J, Felten E, Miller A, Goldfeder S. *Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction*. Princeton University Press; 2016.
- Mougayar W. *The Business Blockchain: Promise, Practice, and Application of the Next Internet Technology*. Wiley; 2016.
- Drescher D. *Blockchain Basics: A Non-Technical Introduction in 25 Steps*. Apress; 2017.
- Wood G. *Ethereum: A Secure Decentralised Generalised Transaction Ledger* (Ethereum Yellow Paper). Ethereum Foundation; 2014.

Reference Books:

1. DonTap scott and Alex Tapscott; Block chain Revolution; Portfolio Penguin,1st Edition, 2016; ISBN: 0241237858
2. Mohsen Attaran and Angappa Gunasekaran; Applications of Block chain Technology in Business; Springer; 1st Edition; 2019; ISBN – 9783030277987.
3. Hyper ledger Tutorials-https://www.hyperledger.org/use/tutorials
4. Ethereum Development Resources-https://ethereum.org/en/developers

Web References:

- https://www.ibm.com/blockchain/what-is-blockchain.
- https://ethereum.org/en/developers/docs/
- https://www.hyperledger.org
- https://www.coindesk.com/
- https://consensys.net/blockchain-use-cases/.

III SEMESTER

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

S.No	Course Code	SUBJECT TITLE
1	PP24MBE33	Store keeping and Warehousing management
2	PP24MBE34	Supply Chain Risk Management
3	PP24MBE35	Purchasing and Material Management
4	PP24MBE36	Reverse Logistics

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III Semester

STORE KEEPING AND WAREHOUSING MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE33 **External Marks: 70**

Course Objectives: To familiarize the students with Store keeping and Warehousing their importance, methods of valuation of stock to provide adequate knowledge to minimize the cost and improve the overall efficiency of the storekeeping and warehousing operations.

Course Outcomes:

- Explain the functions, objectives, location planning, layout design, and documentation processes involved in warehouse management.
- Evaluate different stock valuation methods and describe the process and importance of stock verification and material storage systems.
- Analyze causes of obsolescence and scrap, and describe strategies for managing and disposing of obsolete and surplus stock.
- Understand risk management through insurance in warehousing and effective spare parts management including cost and maintenance relevance.
- Apply IT tools such as ERP, WMS, barcodes, and RFID for effective warehouse documentation, data flow management, and warehouse structuring.

(9 Lectures)

UNIT I: Warehousing Management – Warehouse Functions – Objectives of Stores – Location and Layout – Prevention – Management of Receipts – Issue Control – Stores Documentation

(9 Lectures)

UNIT II: Stock Valuation and Verification: Need for Valuation – Methods of Valuation – FIFO – LIFO – Average Price – Weighted Average – Standard Cost – Replacement Price – Stock Verification –Process of Verification –Material Storage Systems – benefits – methods.

(9 Lectures)

UNIT III: Disposal of Obsolete and Scrap items - Management of SOS – Categorization of Obsolete/Surplus – Reasons for Obsolescence – Control of Obsolescence – Control of Scrap – Responsibility for Disposal – Disposal Methods.

(9 Lectures)

UNIT IV: Insurance: Risk Management **-** Buyer's Interest – Marine Insurance – Inland Transit Insurance – Stores Insurance – Contractors All Risk Insurance – Miscellaneous Insurance – A to Z Claims Procedure – Loss Minimization – Spare Parts Management – Salient Features of Spares – Inventory Control of Spares – Categorization of Spares – Provisioning of Spares –Pricing of Spares – Relevance of Maintenance – Maintenance Costs

(9 Lectures)

UNIT V: IT for Warehouse Management (WM): Warehouse documentation – Information flows in the warehouse – ERP – WMS – Bar code – RFID – Organization Data – Warehouse Structure – Warehouse Master Data – WM Material master view – Organization Data – Define Warehouse structure Warehouse number - Storage type- Storage section - Storage Bin - Picking Area-Storage unit–Quantity-Creating Transfer requirement automatically / manually - Creating Transfer requirement for storage – Data mining and warehousing.

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

Text Books:

- Gopalakrishnan P, Sundaresan M. *Materials Management: An Integrated Approach*. 4th ed. PHI Learning; 2015.
- Gupta SK. *Inventory and Materials Management*. 3rd ed. Himalaya Publishing House; 2017.
- Barthwal R. *Inventory Management: Principles and Techniques*. 3rd ed. PHI Learning; 2016.
- Bhattacharya A. *Principles of Inventory and Materials Management*. 2nd ed. Pearson; 2013.
- Chopra S, Meindl P. *Supply Chain Management: Strategy, Planning, and Operation*. 7th ed. Pearson; 2016

Reference Books:

1. Gudehus and Kotzab – Comprehensive logistics – Springer – second edition – 2012 Dr. K.C Jain, Patidar, Purchasing and Material Management, S. Chandandco, 2011.
2. Gopala Krishnan P.– Purchasing and Materials management – Tata McGraw Hill–23rd Edition, 2008.
3. Alan Rushton, John Oxley, Phil Croucher – The hand book of logistics and distribution management, Kogan page limited, 2000
4. David Blythe Foster – Automatic warehouse – London Lliffe –1970.

Web References:

- https://www.apics.org/apics-for-individuals/apics-magazine-home
- https://www.logisticsbureau.com/warehouse-layout-design
- https://www.oracle.com/scm/warehouse-management/
- https://www.rfidjournal.com/warehouse-management
- https://www.investopedia.com/terms/i/inventory-valuation.asp

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III Semester

SUPPLY CHAIN RISK MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE34 **External Marks: 70**

Course Objectives:

To equip students with an understanding of risk concepts, identification, analysis, and mitigation strategies within supply chains, fostering the ability to design resilient and responsive supply chain systems

Course Outcomes:

- Define risk and its features, differentiate between certainty, uncertainty, risk, and ignorance, and explain basic risk management principles.
- Identify risks specific to supply chains driven by globalization, outsourcing, e-business, and agile logistics, and describe approaches to supply chain risk management.
- Analyze various types of risks using appropriate tools, measure likelihood and consequences, and evaluate alternative risk response strategies.
- Design resilient supply chains by applying principles and physical features that support business continuity and risk compensation.
- Integrate risk identification and analysis methods with business continuity management to effectively respond to emergencies and crises.

(9 Lectures)

UNIT I

Basics of Risk Management: Risk and Management – Growth of risk Management – defining Risk – Features of Risk. Decisions and Risk- Decisions with Certainity – Uncertainity – risk – ignorance - Managing risk.

(9 Lectures)

UNIT II

Risks in Supply Chain: Risks arising out of Trends affecting Supply Chain-Integration-Cost Reduction-Agile Logistics-E Business- Globalization, Outsourcing-Supply chain risk management-Aims steps and Principles. Trends in Supply Chain Management. Integration of supply Chains, Cost Reduction, Agile logistics, E – Business, Globalization, Outsourcing, Changing practices in Logistics. Approaches to Risk Management.

(9 Lectures)

UNIT III

Identifying and Analysing Risks: Types of Risks - Identifying Risks - Tools for analyzing past events -

Collecting opinions—analyzing operations—Measuring Risk—Likelihood of a risky event - Consequences of risk—Responding to Risks—Alternative Responses—Defining the options and choosing the best response—Network view of risk—Shared risks.

(9 Lectures)

UNIT IV

Creating Resilient Supply Chains: Designing of a Resilient Supply Chain—Principles of designing resilient Supply Chain—Physical features of a resilient supply chain—Relationship within a resilient supply chain—Risk compensation and Business Continuity. Risk and Management - Risk in the Supply Chain, Features of Risk, Decisions &Risk, Structure of Decisions, Decisions with uncertainty, Risk, ignorance, Managing Risk Structure of a Supply Chain, Increasing Risk.

(9 Lectures)

UNIT V

Identifying Risks – Types of Risks, Tools for analyzing past events, Operations, Problems with Risk Identification, Measuring Risk, Consequences of Risk, Responding to Risk – Alternative responses, Defining Options, Choosing the best response, Implementation & Activation, A Network view of Risk – Shared Risks, Achieving an Integrated approach, Analyzing & responding to risks. Business Continuity Management: Emergencies and Crisis — Views of BCM and steps in BCM

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

Text Books:

1. Supply Chain Risk Management by Donald Walters, Kogan Page First Edition
2. The New Supply Chain Challenge Risk Management in a Global Economy by Bosman R, F M Global, Johnson RI 2006
3. Gregory L. Schlegel, Robert J. Trent Supply Chain Risk Management: An Emerging Discipline (Resource Management) Hardcover – Import, 3 Nov 2014.
4. Donald Waters – Supply Chain Risk Management, Published by the Chartered Institute of Logistics & Transport, U.K
5. Jeremy F. Shapiro, Modelling the Supply Chain, Duxbury.

Reference Books:

- Chopra S, Sodhi MS. Managing Risk to Avoid Supply-Chain Breakdown. *Harvard Business Review*. 2004;82(9):101-109.
- Jüttner U. Supply Chain Risk Management: Understanding the Business Requirements from a Practitioner Perspective. *International Journal of Logistics Management*. 2005;16(1):120-141.

- Christopher M, Peck H. Building the Resilient Supply Chain. *International Journal of Logistics Management*. 2004;15(2):1-14.
- Tang CS. Perspectives in Supply Chain Risk Management. *International Journal of Production Economics*. 2006;103(2):451-488.
- Wallace ML, Webber LK. *The Disaster Recovery Handbook: A Step-by-Step Plan to Ensure Business Continuity and Protect Vital Operations, Facilities, and Assets*. 2nd ed. AMACOM; 2017.

Web References:

- https://www.supplychainquarterly.com/topics/Strategy/20200501-supply-chain-risk-management-best-practices/
- https://www2.deloitte.com/us/en/pages/risk/articles/supply-chain-resilience-managing-risk.html.
- https://www.rmmagazine.com/2021/03/15/understanding-risk-in-supply-chains/
- https://www.fema.gov/emergency-managers/risk-management/business-continuity-planning-suite.
- https://www.apics.org/apics-for-individuals/apics-magazine-home.

III Semester

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PURCHASING AND MATERIAL MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE35 **External Marks: 70**

Course Objective:

To gain the insights into purchasing and materials management for efficient utilization and optimization of resources and to gain practical knowledge in application of the same to enhance the firm's overall efficiency.

Course Outcomes:

- Explain various purchasing policies and contracts, along with the purchase cycle activities including inspection, transportation, and documentation.
- Analyze factors influencing pricing decisions, price forecasting, purchase budgeting, and strategies for lead time and cost reduction.
- Evaluate the importance of supplier relationships, vendor evaluation, rating parameters, and the roles of buyers and vendors.
- Describe material management concepts including material planning, MRP, profit centers, and material information systems.
- Demonstrate knowledge of material codification, classification, EOQ calculations, and ethical considerations in purchasing.

(9 Lectures)

UNIT I:

Purchase and pricing policies: Purchase policy- Rate and Running Contract – Subcontracting – Systems Contract – Stockless purchase –Buying seasonal items – Forward Buying – Hedging – Purchasing Activities – Indent Status – A to Z of Purchase Order –Transportation – Incoming Inspection – Bill settlement – Documentation.

(9 Lectures)

UNIT II:

Meaning of Right Price – Price Analysis – Determination of Right Price – Influencing Factors on Pricing – Classification of Pricing – Price Forecasting - Right Place – Purchase Budgets – Budgetary control – Need Identification Problems – Definition of lead time Elements- Cost Reduction and Lead time.

(9 Lectures)

UNIT III:

Relevance of Good Supplier - Advantages of Good Relations –Prerequisites – Evaluation of Suppliers – The

Buyers Role – Role of the Vendor –Relevance of Good Suppliers – Need for vendor evaluation – Goals of Vendor Rating – Advantages of Vendor Rating – Parameters of Vendor Rating.

(9 Lectures)

UNIT IV:

Role of Material Management – Classes of Material – Materials and Profitability – Profit Center Concept – Material Objective –Centralized Purchasing- Decentralizing – Delegation of Powers – Definition of Material Planning– Bill of Material–Material Requirement Planning– Importance of Material Research- Definition – Advantages of Materials Information System .

(9 Lectures)

UNIT V:

Codification – Classification – Methodology–Requirement of codes – Coding Structure and Design – Advantages - International Codification – Cost and Consequences – Right Quantity – Economic Ordering Quantity– Derivations of EOQ- Ethics In Materials Management –Ethics in Buying – Code of Ethics – Problems in Ethics – Backdoor Selling – A to Z Tips for Ethical Purchasing – Professionalization.

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

Text Books:

1. Gopalakrishnan P, Sundaresan M. *Materials Management: An Integrated Approach*. New Delhi: PHI Learning Pvt. Ltd; 2010.
2. Dobler DW, Lee LA, Burt DN. *Purchasing and Supply Management*. 12th ed. McGraw-Hill; 2004.
3. Monczka RM, Handfield RB, Giunipero LC, Patterson JW. *Purchasing and Supply Chain Management*. 6th ed. Cengage Learning; 2015.
4. Jhamb D. *Materials Management: Text and Cases*. 2nd ed. Everest Publishing House; 2015.
5. Burt DN, Dobler DW, Starling SL. *World Class Supply Management: The Key to Supply Chain Management*. 5th ed. McGraw-Hill; 2003.

Reference Books:

1. Rajendra Mishra, Materials Management, Excel books, 2009
2. A.K. Datta, Materials Management: Procedures, text and cases–PHI, 2008.
3. Michiel R.Leenders, Harold E.Fearon, Wilbur B.England, Purchasing and Materials management, Irwin, 1989.

Web References:

- https://www.investopedia.com/terms/p/purchase-order.asp.
- https://www.cips.org/knowledge/procurement-topics-and-skills/supplier-evaluation/
- https://www.scmworld.com/material-requirement-planning-mrp/

- https://www.ismworld.org/education-and-resources/ethics/
- https://hbr.org/2016/01/a-refresher-on-pricing-strategy.

III Semester

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REVERSE LOGISTICS

Internal Marks: 30

Course Code: PP24MBE36 **External Marks: 70**

Course Objective: To equip students with a comprehensive understanding of reverse logistics networks, the role of various stakeholders, and emerging trends for sustainable supply chain management.

Course Outcomes:

- Describe the structure, benefits, and activities of reverse logistics networks and understand their relationship with forward supply chains.
- Explain the role of private industries in designing sustainable products and operating green supply chains.
- Analyze the roles of government and customers in reverse supply chain participation and regulatory frameworks.
- Evaluate reverse logistics network design, outsourcing practices, and the importance of IT in reverse supply chains.
- Discuss future trends in reverse logistics including recycling growth, joint ventures, quality management, and industry practices.

(9 Lectures)

UNIT I

Introduction: Description of reverse supply chain networks – benefits of reverse logistics –barriers to reverse logistics – continuation of forward supply chains –history of reverse logistics–principal drivers of the movement – activities in reverse logistics - services, returns, relocation, restoration – modification and repair - remanufacturing, recycling, disposal.

(9 Lectures)

UNIT II

Role of private industry: new paradigms in product design (design for sustainability) – design and operate green supply chains – develop systems to manage reverse logistics– participate in job ventures to seek social objectives

(9 Lectures)

UNIT III

Role of government and customers: Government - research – to identify threats and opportunities –

legislation for standardizing business requirements – regulation – participation. Role of customers – participant in RSC – educated customer – supporter of green supply chain

(9 Lectures)

UNIT IV

Reverse logistics networks: Continuation of the forward supply chain, operate in an open system environment– heavily outsourced by major businesses– support and service –need for a life cycle system approach – need for IT – other considerations in designing reverse supply chains

(9 Lectures)

UNIT V

Future of Reverse logistics : Growth in amount of materials recycled – increase in number of companies performing reverse logistics activities – joint venture between private business and governments– increased emphasis on preventing not just reusing- increasing focus on TQM and six sigma –prominent companies practicing Reverse SCM – recent trends

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

Text Books:

- Rogers DS, Tibben-Lembke R. *Going Backwards: Reverse Logistics Trends and Practices*. Reverse Logistics Executive Council; 2001.
- Srivastava SK. *Green Supply-Chain Management: A State-of-the-Art Literature Review*. Int J Management Reviews. 2007;9(1):53-80.
- Fleischmann M, Bloemhof-Ruwaard JM, Dekker R, et al. *Quantitative Models for Reverse Logistics: A Review*. Eur J Operational Res. 1997;103(1):1-17.
- Guide VDR Jr, Van Wassenhove LN. *The Evolution of Closed-Loop Supply Chain Research*. Operations Research. 2009;57(1):10-18.
- Srivastava SK. *Environmental Technology and Competitive Advantage in the Textile Industry*. J Cleaner Production. 2008;16(14):1571-1579.

Reference Books:

1. Harald Dyckhoff, Richard Lackes, Joachim Reese – supply chain management and Reverse logistics, springer, 2004
2. Hamed Fazlollahtabar, Supply chain management models , CRC Press, Richard E. Crandall, William R.Crandall, Charlie C.Chen, Principles of Supply Chain Management, CRCPress, 2009
3. Rossi Setchi, Robert J. Howlett, Ying Liu, Peter Theobald, Sustainable Design and Manufacturing, springer 2016
4. Srivathsan Narayanan, Optimizing Reverse Logistics with SAPERP, Galileo Press,2010.

Web References:

- https://www.reverselogisticstrends.com/what-is-reverse-logistics.
- https://www.epa.gov/smm.
- https://cscmp.org/green-supply-chain-management
- https://www.unep.org/resources/report/circular-economy-and-reverse-logistics
- https://www2.deloitte.com/us/en/insights/focus/supply-chain-trends/future-of-reverse-logistics.html.

III SEMESTER

ENTREPRENEURSHIP AND SMALL ENTERPRISE MANAGEMENT

S. No	Course Code	Subject Title
1	PP24MBE41	Indian Models in Entrepreneurship
2	PP24MBE42	Planning, Structuring and Financing Small Business
3	PP24MBE43	Social Entrepreneurship
4	PP24MBE44	Business Plan Preparation for Small Business

III Semester

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3	0	0	3

INDIAN MODELS IN ENTREPRENEURSHIP

Internal Marks: 30

Course Code: PP24MBE41 **External Marks: 70**

Course Objectives: To develop a comprehensive understanding of entrepreneurship, its environment, and processes; to familiarize students with entrepreneurial development programs, new venture creation, and project management techniques essential for successful entrepreneurial ventures.

Course Outcomes:

- Explain key concepts, theories, and environment of entrepreneurship, including its role in economic development and innovation.
- Describe the characteristics, types, and roles of entrepreneurs, including their ethical and social responsibilities.
- Analyze the significance of Entrepreneurship Development Programs (EDP), government policies, and institutional support for MSMEs.
- Evaluate the process of new venture creation including business opportunity identification, organization form, location, technology, and capital sources.
- Understand project management fundamentals, stages, and the project life cycle relevant to entrepreneurial projects.

(9 Lectures)

UNIT-I:

Introduction: Concept and Characteristics of Entrepreneurship. Theories of Entrepreneurship. Process of Entrepreneurship. Entrepreneurship Environment. Barriers to Entrepreneurship. Entrepreneurship and Innovation – Innovation and Creativity - Innovation in Current Environment – Types of Innovation - Entrepreneurship and Economic Development. Corporate Entrepreneurship – Concept and Types.

(9 Lectures)

UNIT-II:

Entrepreneur: Concept, Characteristics Types, Roles and Functions of Entrepreneurs. Qualities of a Successful Entrepreneur, Ethical and Social Responsibilities of Entrepreneurs. Entrepreneur Vs. Manager. Entrepreneur Vs. Entrepreneurship. Entrepreneurial Mobility. Entrepreneurial Culture. Entrepreneurial Motivation.

(9 Lectures)

UNIT-III:

Entrepreneurship Development Programmes (EDP) : Need for and Significance of EDP. Objectives of EDP.

Phases of EDP. Course Contents of and Curriculum for EDP. EDP at International Levels. EDP Programmes in India. Small and Medium Enterprises – Government Policies for Micro, Small and Medium Enterprises (MSMEs), InstitutionalSupport System for MSMEs in India. Role of DICs, SFCs, SIDBI, EDI etc. Women Entrepreneurship - Rural Entrepreneurship.

(9 Lectures)

UNIT-IV : New Venture Promotion : Identification of Business Opportunities- Choice of Appropriate Form of Business Organization. Step by step approach for starting a new venture- Determining the Size of Operation. Plant Location Decision- Choice of Technology- Sources of Raising Capital.

(9 Lectures)

UNIT-V : Project Management : Concept, Characteristics, Components and Significance of Project Management-Role of Project Managers –Stages of Project Management- Components of Project Management. Project Life Cycle. Project Identification and Selection. Project Formulation and Appraisal.

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

Text Books:

1. Hisrich RD, Peters MP, Shepherd DA. *Entrepreneurship*. 10th ed. McGraw-Hill Education; 2017.
2. Kuratko DF. *Entrepreneurship: Theory, Process, and Practice*. 11th ed. Cengage Learning; 2016.
3. Taneja S, Gupta S. *Entrepreneurship Development: New Venture Creation*. 4th ed. Galgotia Publishing Company; 2015.
4. Dollinger MJ. *Entrepreneurship: Strategies and Resources*. 5th ed. Pearson; 2016.
5. Vasant Desai. *Dynamics of Entrepreneurial Development and Management*. Himalaya Publishing House; 2019.

Reference Books:

1. David H. Holt: Entrepreneurship– New Venture Creation (Prentice Hall of India, New Delhi)
2. Marc. J. Dollinger: Entrepreneurship – Strategies & Resources (Pearson Education, New Delhi)
3. Peter F. Drucker: Innovation and Entrepreneurship (William Heinemann Ltd., Landon)
4. M.B. Shukla : Entrepreneurship and Small Business Management (Kitab Mahal, Allahabad)
5. S.S. Khanaka: Entrepreneurial Development (S.Chand & Company Ltd., New Delhi)
6. B.K. Singh: Entrepreneurship (Wisdom Books).

Web References:

- https://www.sidbi.in/entrepreneurship-development-programs.
- https://msme.gov.in.
- https://www.entrepreneurindia.com/entrepreneurship.
- https://hbr.org/entrepreneurship.
- https://www.sba.gov/business-guide/plan-your-business/write-your-business-plan.

III Semester

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3	0	0	3

PLANNING, STRUCTURING AND FINANCING SMALL BUSINESS

Internal Marks: 30

Course Code: PP24MBE42 **External Marks: 70**

Course Objectives:

To provide students with a foundational understanding of small business enterprises, their role in economic development, challenges, institutional support, and management practices, along with exposure to global opportunities and emerging sectors.

Course Outcomes:

- Understand the basic concepts, roles, characteristics, and challenges of small business enterprises including crisis management and family business dynamics.
- Analyze the dynamics, government policies, performance, and challenges faced by Small Scale Industries (SSIs) in India.
- Identify the key institutions providing support, technological upgrades, and incentives to SSIs.
- Apply management principles in production, finance, marketing, strategy, personnel, and office operations within small business enterprises.
- Evaluate global business opportunities, export procedures, e-commerce implications, and the role of women SHGs in micro enterprises.

(9 Lectures)

Unit I: Basics of Small Business Enterprise: – Definition – Features – Role of Small Business in Economic Development – Reasons for Establishing Small Business – Quality of Small Businessmen – Advantages and Disadvantages of Small Business – Reasons for Failures of Small Business – Characteristics of Successful Small Businessmen – Different Stages of Small business – Steps in Setting up a Small Business – Crisis Management in Business – Relationships between Small and Large Units – Small Sector in India – A note on Family Business.

(9 Lectures)

Unit II: Dynamics of Small Business Concepts and Definitions of Small Scale Industries (SSIs) – Role of SSIs – Government Policy and Development of SSIs – Growth and Performance – SSI Sector and Committee Report – Reservation of items for SSI – Problems of SSI – Sickness of SSI: Causes, Symptoms and Cures – Prospects of SSI in free Economy.

(9 Lectures)

Unit III: Institutions Supporting Small Business Central, State and Other Institutional Support for SSI – Technological Upgradation and Institutional facility for SSI – Incentives and Subsidies for SSI.

(9 Lectures)

Unit IV: Management of Small Business Production Management – Financial Management – Marketing Management – Strategic Management – Personal Management – and Office Management in Small Business Enterprises.

(9 Lectures)

Unit V: Global Opportunities for Small Business Small Enterprises in International Business – Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises – Exposure and Observation Visit: Poultry, Sericulture, Courier, Cell Phone Sales and Service, Dairy, Mushroom Cultivation, Ornamental Pottery, Dying Unit, Power loom and Handloom, Blood Bank, Rice Mill and Food and Fruit Processing Unit – Role of Women SHGs in Micro Enterprises.

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

Text Books:

- Bedi KS. *Management of Small Scale Industries*. 2nd ed. Himalaya Publishing House; 2019.
- Vasant Desai. *Dynamics of Small Business and Entrepreneurship Development*. Himalaya Publishing House; 2018.
- Khanka SS. *Entrepreneurial Development*. 4th ed. S. Chand Publishing; 2020.
- Dollinger MJ. *Entrepreneurship: Strategies and Resources*. 5th ed. Pearson Education; 2016.
- Thomas W. Zimmerer, Norman M. Scarborough. *Essentials of Entrepreneurship and Small Business Management*. 7th ed. Pearson; 2014.

Suggested Readings:

1. Barrow C. The Essence of Small Business, Prentice Hall of India, New Delhi, 1997.
2. Bedapatai Mohanty, Economics of Small Scale Industries, Ashish, New Delhi, 1986
3. Charantimath P.M., Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi, 2006.
4. Cormon J and Lussier R.N., Small Business Management: A Planning Approach, IRWIN, London, 1996
5. Datt, Ruddar and Sundharam K.P.M., Indian Economy, S.Chand, New Delhi, 2006.

Web References:

- https://msme.gov.in/ssi.
- https://www.nimsme.org.
- https://epcmsme.gov.in.
- https://www.investopedia.com/terms/s/smallbusiness.asp.
- https://www.worldbank.org/en/topic/smefinance

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3	0	0	3

III Semester

SOCIAL ENTREPRENEURSHIP

Internal Marks: 30

Course Code: PP24MBE43 **External Marks: 70**

Course Objectives:

To provide students with an in-depth understanding of the third sector, social entrepreneurship, and social enterprises, and to equip them with knowledge and skills to develop, manage, and promote social ventures that aim at sustainable social change.

Course Outcomes:

- Understand the concept, typologies, and significance of the third sector, including its relationship with the state and civil society.
- Explain the role, characteristics, and evolution of social entrepreneurship and differentiate it from business entrepreneurship.
- Identify and analyze various forms of social enterprises, including their principles, innovations, and CSR implications.
- Evaluate the national and global support ecosystems for social enterprises and understand financial mechanisms supporting them.
- Apply marketing principles to social services and analyze case studies in areas like health, education, environment, and human rights.

(9 Lectures)

UNIT I

Need and importance of Third Sector in development. Typologies of third sector - Voluntary, NGO, NPO, CBO, CSO, Growth of third sector in India – Performance and environment of third sector. Third sector relationship to state and civil society

(9 Lectures)

UNIT II

Concept, Definition, Importance – Role of a social entrepreneurship –History of Social Entrepreneurship-Social Entrepreneurship Vs business entrepreneurship –Shift to Social Entrepreneurship- social entrepreneurs and social change –qualities and traits of social entrepreneurs.

(9 Lectures)

UNIT III

Concept, Definition, Importance of social enterprises – Social Business-Principles and Social Innovation-similarities and differences between social enterprises and non profits – types of social enterprises – concept of Triple Bottom Line, Bottom of the Pyramid, Sustainopreneurship – Corporate Social Responsibility– Boundaries of Social Entrepreneurship. Select case studies of Indian Social Enterprises.

(9 Lectures)

UNIT IV

Global & National environment to promote social enterprises and social entrepreneurship. Financial Management of social enterprises– venture capital for social enterprises– Corporate, Community and government support for social enterprises

(9 Lectures)

UNIT V

Application of marketing principles in welfare and development field – social marketing. Marketing of Social Services –Case studies related to Social and service marketing in the field of Health, Education, Environment protection, Energy consumption and Human rights.

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

Text Books:

- Bornstein D, Davis S. *Social Entrepreneurship: What Everyone Needs to Know*. Oxford University Press; 2010.
- Martin RL, Osberg S. *Getting Beyond Better: How Social Entrepreneurship Works*. Harvard Business Review Press; 2015.
- Nicholls A. *Social Entrepreneurship: New Models of Sustainable Social Change*. Oxford University Press; 2008.
- Dees JG, Emerson J, Economy P. *Enterprising Nonprofits: A Toolkit for Social Entrepreneurs*. Wiley; 2001.
- Rathi N, Bhowmick B. *Social Entrepreneurship and Social Enterprises: Cases and Concepts*. Sage Publications India; 2021.

Reference Books:

1. Alex Nicholls, (2006), Social Entrepreneurship: New Models of Sustainable Social Change, New York: Oxford University Press.
2. Fred Setterberg, Kary Schulman(1985), Beyond Profit: Complete Guide to Managing the Non Profit Organizations, New York: Harper & Row.
3. GregoryDees, JedEmerson, Peter Economy(2002), Enterprising NonProfits – A Toolkit for Social Entrepreneurs, New York: John Wiley and Sons.
4. Peter Drucker (1990), Managing the Non Profits Organizations: Practices and Principles, New York: Harper Collins.

Web References:

- https://www.ashoka.org/en/focus/social-entrepreneurship.
- https://skoll.org.
- https://niti.gov.in/planningcommission.gov.in/docs/reports/genrep/rep_vol.pdf
- https://www.schwabfound.org.
- https://ssir.org.

III Semester

L	T	P	C
3	0	0	3

BUSINESS PLAN PREPARATION FOR SMALL BUSINESS

Internal Marks: 30

Course Code: PP24MBE44 **External Marks: 70**

Course Objective: To explain relevance of business plans while taking business decisions for small business.

Course Outcomes:

1. Explain the importance of business plans, key project parameters, and factors contributing to business success.
2. Identify and evaluate various sources of information essential for market research and business planning.
3. Develop comprehensive business plan components covering executive summary, market analysis, and organizational strategy.
4. Demonstrate the process of generating business ideas and the steps required to start a small business enterprise.
5. Conduct project appraisals including environmental scanning, feasibility studies, and preparation of functional plans.

(9 Lectures)

UNIT-I

Business Plan - Meaning- The why of business plan - Basic parameters - Timing of decision undertaken Project parameters - the common considerations - Factors of successful business - capital management-financial control -anticipating change and adaptability.

(9 Lectures)

UNIT–II

Business plan process - sources of information - Internet, government sources and statistics - offline research resources - library - SBDC'S -Trade and industries associations - sources of market research - evaluating data-benefits of market study -coverage of market study - information sources.

(9 Lectures)

UNIT-III

Business plan components – The Executive summary – company description - Industry analysis and trends - Target market - Competition - strategic position and risk assessment - Marketing plan and sales strategy - operations - Technology plan -management and organization.

(9 Lectures)

UNIT–IV

Starting the Venture – Generating business idea – Source of new ideas – Methods of generating ideas - Steps in setting up a small business enterprise,

(9 Lectures)

UNIT V:

Concept of Project Appraisal - Environmental scanning - Competitor and industry analysis - Feasibility study – Market feasibility, Technical / operational feasibility - Financial Feasibility - Managerial competence. Functional plans - Marketing plan – Financial plan.

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

Text Books:

1. Barringer BR, Ireland RD. *Entrepreneurship: Successfully Launching New Ventures*. 6th ed. Pearson; 2018.
2. Abrams RH. *The Successful Business Plan: Secrets & Strategies*. 5th ed. The Planning Shop; 2013.
3. Hisrich RD, Peters MP, Shepherd DA. *Entrepreneurship*. 10th ed. McGraw-Hill Education; 2017.
4. Schaper M, Volery T, Weber P. *Entrepreneurship and Small Business*. 4th ed. Wiley; 2014.
5. Pinson L. *Anatomy of a Business Plan: A Step-by-Step Guide to Building a Business and Securing Your Company's Future*. 5th ed. Out of Your Mind...and Into the Marketplace; 2014.

Reference Books:

1. Entrepreneurship: A Contemporary Approach – Kuratko, Thomson Learning Books
2. Small Scale Industries and Entrepreneurship (2003) – Vasant Desai, Himalaya Publishing House
3. Entrepreneurship Management (2018) – Satyanarayana – Discovery Publishing House, New Delhi
4. Entrepreneurial Development–S.S. Khanka, S. Chand & Co

Web References:

- https://www.sba.gov/business-guide/plan-your-business/write-your-business-plan.
- https://www.score.org/resource/business-plan-template-startups.
- https://www.investopedia.com/articles/pf/08/business-plan.asp.
- https://www.bplans.com/business-plan-basics.
- https://hbr.org/2020/07/how-to-write-a-great-business-plan.

III SEMESTER

BUSINESS ANALYTICS

S. No	Course Code	Subject Title
1	PP24MBE49	Predictive Analytics
2	PP24MBE50	Text, Social Media & Web Analytics
3	PP24MBE51	Essentials of Business Analytics
4	PP24MBE52	Marketing Analytics

III Semester

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PREDICTIVE ANALYTICS

Internal Marks: 30

Course Code: PP24MBE49 **External Marks: 70**

Course Objective: This course will enable students to apply specific statistical and regression analysis methods applicable to predictive analytics to identify new trends and patterns, uncover relationships, create forecasts and to develop and use various quantitative and classification predictive models based on various regression and models.

Course Outcomes:

- Interpret the coefficient of determination, conduct significance tests, analyze residuals, and understand confidence and prediction intervals in linear regression.
- Build and evaluate multiple linear regression models, addressing issues like multicollinearity, heteroscedasticity, and categorical predictors.
- Apply logistic and multinomial regression to estimate probabilities and assess model fit using statistical tests like Wald and Hosmer-Lemeshow.
- Implement forecasting techniques including moving averages, exponential smoothing, causal models, and ARIMA for time series analysis.
- Construct various index numbers, understand weighting methods, and grasp fundamental probability laws and sampling techniques.

(9 Lectures)

Unit I Linear Regression: Coefficient of determination-- Significance test, Residual analysis – Standard Error-Ratio of variance- Galton Graph– Ratio of Regression –Interpretation of Galton‘s Graph - Confidence and Prediction intervals.

(9 Lectures)

Unit II Multiple Linear Regression: Coefficient of determination--Interpretation of regression coefficients--Categorical variables— heteroscedasticity - Multi-co linearity outliers-- Auto regression and Transformation of variables— Regression--Model Building.

(9 Lectures)

Unit III Logistic and Multinomial Regression: Logistic function-- Estimation of probability using Logistic regression, Variance-- Wald Test-- Hosmer Lemshow Test-- Classification Table-- GiniCo-efficient.

(9 Lectures)

Unit IV Forecasting: Moving average-- Exponential Smoothing-- Casual Models. Time Series Analysis-- Moving Average Models-- ARIMA models-- Multivariate Models.

(9 Lectures)

Unit V Index numbers: construction of Index numbers – selection of items- selection of base – selection of average and system of weighting – construction of various types of index numbers. Theory of probability ad sampling: statistical probability – the Laws of probability – permutations and combinations.

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

Text Books:

- Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012). *Introduction to Linear Regression Analysis* (5th ed.). Wiley.
- Hosmer, D. W., Lemeshow, S., & Sturdivant, R. X. (2013). *Applied Logistic Regression* (3rd ed.). Wiley.
- Makridakis, S., Wheelwright, S. C., & Hyndman, R. J. (1998). *Forecasting: Methods and Applications* (3rd ed.). Wiley.
- Gupta, S. C., & Kapoor, V. K. (2014). *Fundamentals of Mathematical Statistics* (11th ed.). Sultan Chand & Sons.
- Chatfield, C. (2004). *The Analysis of Time Series: An Introduction* (6th ed.). Chapman and Hall/CRC.

Reference Books:

1. Anderson, Sweeney and Williams ―Statistics for business and economics‖, Cengage Learning,2011.
2. Richard I. Levin. David S. Rubin,―Statistics for Management‖, Pearson Education, 2012.
3. Richard A. Johnson, Irwin Miller and John Freund, ―Probability and Statistics for Engineers, Pearson Education, 2014.
4. Ronald E. Walpole, Raymond H. Meyers, Sharon L. Meyers,―Probability and Statistics for Engineers and Scientists, Pearson Education.
5. Asthana B.N.,―Elements of Statistics, Chaitanya publishing house, Allahabad.

Web References:

- https://stats.idre.ucla.edu/stata/seminars/regression-diagnostics/.
- https://online.stat.psu.edu/stat462/node/203/.
- https://otexts.com/fpp3/.
- https://www.statisticshowto.com/probability-and-statistics/index-numbers/
- https://www.khanacademy.org/math/statistics-probability/probability-library

III Semester

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TEXT, SOCIAL MEDIA & WEB ANALYTICS

Internal Marks: 30

Course Code: PP24MBE50 **External Marks: 70**

Course Objectives:

To equip students with comprehensive knowledge and practical skills in text analytics, social media analysis, semantic web technologies, and web analytics tools to effectively analyze, interpret, and leverage unstructured data for informed decision-making.

Course outcomes:

- Explain the principles of text analytics, text mining techniques, and compare popular analytical tools.
- Describe the evolution of the semantic web, social web, and conduct social network analysis with various electronic sources.
- Demonstrate knowledge of ontology languages, semantic web knowledge representation, and social network data modeling.
- Apply web analytics techniques, data collection methods, and develop strategies for measuring web performance and user behavior.
- Use leading web analytics tools for content organization, visitor segmentation, campaign analysis, and understand privacy implications.

(9 Lectures)

UNIT I: Text Analytics: Text Analytical Approach and Tools to Analyze Data: Analytical Approaches- History of Analytical Tools-- Introducing Popular Analytical Tools-- Comparing Various Analytical Tools. Text mining – unstructured text, episode rule discovery for texts, hierarchy of categories, text clustering.

(9 Lectures)

UNIT II: Social Media Analytics: Introduction to Semantic Web: Limitations of current Web- Development of Semantic Web-- Emergence of the Social Web. Social Network analysis: Development of Social Network Analysis -Key concepts and measures in network analysis. Electronic sources for network analysis: Electronic discussion networks- Blogs and online communities - Web-based networks.

(9 Lectures)

UNIT III Knowledge representation on the Semantic web: Ontology and their role in the Semantic Web: Ontology-based knowledge Representation – Ontology languages for the Semantic Web: Resource Description Framework - Web Ontology Language. Modeling and aggregating social network data: State-of-the-art in network data representation - Ontological representation of social individuals - Ontological representation of social relationships - Aggregating and reasoning with social network data. Social-semantic applications: Generic Architecture- Sesame- Elmo – Graph util, Flink-Open academia. Social network extraction: Survey method-electronic data extraction- Data collection Optimization prediction- Evaluation.

(9 Lectures)

UNIT IV: Understanding web analytics: The foundations of Web analytics: Techniques and Technologies– Present and Future of Web analytics.--- Data Collection: Importance and Options –Web server log files: Click stream data – User submitted information – Web server performance data – Page tags –First and third party tracking - Web Analytics Strategy: Key performance indicators– Web analytics process– Heuristics evaluations– Site visits–Surveys – Measuring reach – Measuring acquisition – Measuring conversion – Measuring retention – Security and privacy implications of Web analytics.

(9 Lectures)

UNIT V: Web Analytics Tools: Content organization tools – Process measurement tools –Visitor segmentation tools–Campaign analysis tools–Commerce measurement tools– Google analytics – Omniture – Web trends – Yahoo! Web analytics. Google Analytics: Key features and capabilities – Quantitative and qualitative data - Working of Google analytics – Privacy - Tracking visitor clicks, Outbound links and Non HTML files.

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

Text Books:

1. Hotho, A., Nürnberger, A., & Paaß, G. (2005). *A Brief Survey of Text Mining*. LDV Forum, 20(1), 19-62.
2. Wasserman, S., & Faust, K. (1994). *Social Network Analysis: Methods and Applications*. Cambridge University Press.
3. Antoniou, G., & van Harmelen, F. (2008). *A Semantic Web Primer* (2nd ed.). MIT Press.
4. Chaffey, D., & Patron, M. (2012). *Digital Marketing Excellence: Planning, Optimizing and Integrating Online Marketing*. Routledge.

Reference Books:

1. Bernard J. Jansen, ―Understanding User-Web Interactions via Web analytics, Morgan and Claypool, 2009.
2. Avinash Kaushik,―WebAnalytics2.0, John Wiley and Sons, 2010.
3. Brian Clifton,―AdvancedwebmetricswithGoogleanalytics, JohnWileyandSons, 2012.
4. Justin Cutroni, ―Google Analytics‖, O' Reilly, 2015.
5. Jerri L. Ledford, Joe Teixeira and Mary E. Tyler, ―Google Analytics‖, John Wiley and Sons, 2013.

Web References:

- https://support.google.com/analytics/

- https://jena.apache.org/
- https://gephi.org/
- https://flink.apache.org/
- https://www.w3.org/2001/sw/

III Semester

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ESSENTIALS OF BUSINESS ANALYTICS

Internal Marks: 30

Course Code: PP24MBE51 **External Marks: 70**

Course Objectives This course helps the students to understand and analyze basic essentials of business analytics business framework. They shall be exposed to fundamental statistical techniques to solve real life problems and enable them to take better decisions.

Course Outcomes:

1. Understand the basics of business analytics.
2. Examine the measures of Central Tendency and dispersion
3. Assess the Probability distributions
4. Examine estimation of sampling.
5. Apply testing of hypothesis.

(9 Lectures)

Unit I: Introduction to Business Analytics, Types of data, Integrating Analytics with business, Business Analytics for Competitive Advantage, Descriptive, Predictive, and Prescriptive Analytics, Dashboards History; Subdivisions within Statistics; Data collection, Editing, Classification, Tabulation, Diagrammatic and Graphical representation of data.

(9 Lectures)

Unit II: Measures of Central tendency and Dispersion: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median, Mode, Mean Deviation, Quartile Deviation, Standard Deviation, Skewness, Kurtosis and Moments.

(9 Lectures)

Unit III: Probability and Probability Distributions: Introduction to Probability, Probability Rules, Probabilities under Conditions of Statistical Independence, Probabilities under Conditions of Statistical Dependence, Revising Prior Estimates of Probabilities, Bayes' Theorem, Random Variables, Use of Expected Value in Decision Making, Binomial Distribution, Poisson Distribution, Normal Distribution.

(9 Lectures)

Unit IV: Sampling and Estimation: Random Sampling, Introduction to Sampling Distributions, Relationship Between Sample Size and Standard Error, Point Estimates, Interval Estimates, Confidence Intervals, Calculating Interval Estimates of the Mean from Large Samples.

(9 Lectures)

Unit V: Testing of Hypotheses: Hypothesis, Steps in Hypothesis Testing, Measuring the Power of a Hypothesis

Test, Hypothesis Testing of Means and Proportions, Analysis of Variance, One way ANOVA and Two way ANOVA, Non-parametric tests: Chi-Square Test, The Sign Test for Paired Data, The MannWhitney U Test, Kruskal-Wallis Test, The Kolmogorov-Smirnov test. Correlation, Regression and Time Series: Correlation, Product moment correlation, Rank correlation, Bi-variate correlation, Regression, Simple linear Regression, Line of best fit, Time Series, Trend Analysis, Cyclical Variation, Seasonal Variation, Irregular Variation, Time Series Analysis in Forecasting.

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

Text Books:

1. Richard I.Levin & David S.Rubin, Statistics for Management, PHI. 1999, New Delhi.
2. Kishor S.Trivedi, Probability and Statistics with Reliability, Queuing and Computer Science Applications, John Wiley & Sons, Singapore, 2002.
3. John E.Freund & Ronald E.Walpole, Mathematical statistics, PH, New Jersey,1980.
4. E.L.Lehmann, Testing Statistical Hypotheses, John Wiley & Sons, New York,1986.
5. S.P. Gupta, Statistical Methods, Sultan Chand & Sons, New Delhi 1998.
6. Sundar Rao P.S.S, Richard J, Introduction to biostatistics – A manual for students in Health Sciences, PHI Learning Pvt. Ltd. 1996, New Delhi.
7. Susan Miltan, Statistical methods in the Biological and Health Sciences, 1999, McGraw- Hill

Reference Books:

1. Richard I. Levin & David S.Rubin, Statistics for Management, PHI.1999, New Delhi.
2. Kishor S. Trivedi, Probability and Statistics with Reliability, Queuing and Computer Science Applications, John Wiley & Sons, Singapore, 2002.
3. John E.Freund & Ronald E. Walpole, Mathematical statistics, PH, New Jersey, 1980.
4. E.L.Lehmann, Testing Statistical Hypotheses, John Wiley & Sons, New York, 1986.
5. S.P. Gupta, Statistical Methods, Sultan Chand &Sons, New Delhi 1998.
6. Sundar Rao P.S.S, Richard J, Introduction to biostatistics – A manual for students in Health Sciences, PHI Learning Pvt. Ltd. 1996, New Delhi.
7. Susan Miltan , Statistical methods in the Biological and Health Sciences,1999,McGraw-Hill

Web References:

1. https://searchbusinessanalytics.techtarget.com/definition/business-analytics-BA
2. https://www.youtube.com/watch?v=GgR6qkryg-U
3. https://www.yumpu.com/en/document/read/63924063/pdf-download-essentials-of-business-analytics-full-format.

L	T	P	C
3	0	0	3

III Semester

MARKETING ANALYTICS

Internal Marks: 30

Course Code: PP24MBE52 **External Marks: 70**

Course Objective: This course aims to provide knowledge on elements of market analysis and to use marketing analytics to predict outcomes and systematically allocate resources.

Course Outcomes:

- Understand market insights by applying data sources, PESTLE, and Porter's Five Forces for market segmentation and positioning.
- Analyze competitors and formulate business strategies using analytics-driven forecasting and performance measurement tools.
- Apply quantitative models like conjoint analysis and decision trees for effective product, service, and pricing decisions.
- Evaluate and optimize distribution channels and promotion budgets through analytics in both traditional and social media.
- Utilize market basket analysis, text analytics, and spreadsheet modeling to enhance e-commerce sales and profitability metrics.

(9 Lectures)

Unit I: Introduction: Marketing Analytics, Models and metrics- Market Insight – Market data sources, sizing, PESTLE trend analysis, and Porter five forces analysis – Market segment identification and positioning.

(9 Lectures)

Unit II: Competitive Analysis and Business Strategy: Competitor identification, Intelligence gathering, analysis and strategy- Analytics based strategy selection, with strategic models and metrics, Forecasting, balanced scorecard, and critical success factors.

(9 Lectures)

Unit III: Product, Service and Price Analytics: Conjoint analysis model, decision tree model, portfolio resource allocation, pricing techniques, pricing assessment, pricing for business markets, price discrimination.

(9 Lectures)

Unit IV: Distribution And Promotion Analytics: Retail location selection, distribution channel evaluation, and multi-channel distribution, Promotion budget estimation and allocation, promotion metrics for traditional media and social media.

(9 Lectures)

Unit V: Market basket Analysis, Text Analytics, Spread sheet Modelling - Sales Analytics: E Commerce sales mode, sales metrics, profitability metrics and support metrics.

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

Text Books:

1. Marketing Analytics: A Practical Guide to Real Marketing Science **by Mike Grigsby**
2. Marketing Analytics: Strategic Models and Metrics **by Stephan Sorger**
3. Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know **by Mark Jeffery**

Reference Books

- Winston WL. *Marketing Analytics: Data-Driven Techniques with Microsoft Excel*. 2nd ed. Wiley; 2014.
- Farris PW, Bendle NT, Pfeifer PE, Reibstein DJ. *Marketing Metrics: The Definitive Guide to Measuring Marketing Performance*. 3rd ed. Pearson Education; 2010.
- Artun O, Levin D. *Predictive Marketing: Easy Ways Every Marketer Can Use Customer Analytics and Big Data*. Wiley; 2015.
- Miller TW. *Marketing Data Science: Modeling Techniques in Predictive Analytics with R and Python*. Pearson; 2015.
- Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein ―Marketing Metrics: The Definitive Guide to Measuring Marketing Performance‖, Pearson FT press, 2012.

Web References:

- https://online.hbs.edu/blog/post/what-is-marketing-analytics
- https://www.salesforce.com/marketing/analytics/guide
- https://www.sas.com/en_us/insights/marketing/marketing-analytics.html
- https://amplitude.com/blog/marketing-analytics

III SEMESTER

ARTIFICIAL INTELLIGENCE

S. No	Course Code	Subject Title
1	PP24MBE57	Introduction to Artificial Intelligence
2	PP24MBE58	Python Programming
3	PP24MBE59	Blockchain Technology
4	PP24MBE60	Machine Learning

III Semester

L	T	P	C
3	0	0	3

INTRODUCTION TO ARTIFICIAL INTELLIGENCE

Internal Marks: 30

Course Code: PP24MBE57 **External Marks: 70**

Course Objectives:

This course introduces students to the basic knowledge representation, problem solving, and learning methods of artificial intelligence.

Course Outcomes:

- Define AI problems and implement basic agent models and problem-solving techniques.
- Apply and compare various uninformed and heuristic search algorithms for problem solving.
- Formulate and solve constraint satisfaction and adversarial search problems.
- Represent knowledge logically and implement reasoning using predicate logic and rule-based systems.
- Utilize probabilistic reasoning and develop planning and expert systems.

(9 Lectures)

UNIT–I

Introduction, Overview of Artificial intelligence: Problems of AI, AI technique, Tic - Tac - Toe problem. Intelligent Agents, Agents & environment, nature of environment, structure of agents, goal based agents, utility based agents, learning agents.

Problem Solving, Problems, Problem Space & search: Defining the problem as state space search, production system, problem characteristics, issues in the design of search programs.

(9 Lectures)

UNIT–II

Search techniques: Problem solving agents, searching for solutions; uniform search strategies: breadth first search, depth first search, depth limited search, bidirectional search, comparing uniform search strategies. Heuristic search strategies Greedy best-first search, A* search, AO* search, memory bounded heuristic search: local search algorithms & optimization problems: Hill climbing search, simulated annealing search, local beam search

(9 Lectures)

UNIT-III

Constraint satisfaction problems: Local search for constraint satisfaction problems. Adversarial search, Games, optimal decisions & strategies in games, the minimax search procedure, alpha- beta pruning, additional refinements, iterative deepening.

(9 Lectures)

UNIT–IV

Knowledge & reasoning: Knowledge representation issues, representation & mapping, approaches to knowledge representation. Using predicate logic, representing simple fact in logic, representing instant & ISA relationship, computable functions & predicates, resolution, natural deduction. Representing knowledge using rules, Procedural verses declarative knowledge, logic programming, forward verses backward reasoning, matching, control knowledge.

(9 Lectures)

UNIT–V

Probabilistic reasoning: Representing knowledge in an uncertain domain, the semantics of Bayesian networks, Dempster- Shafer theory, Planning Overview, components of a planning system, Goal stack planning, Hierarchical planning, other planning techniques

Expert Systems: Representing and using domain knowledge, expert system shells, and knowledge acquisition.

Home Assignments:

Assignments should include problems related to the topics covered in lectures, like heuristics, optimal search, and graph heuristics. Constraint satisfaction problems, k- nearest neighbors, Decision trees, etc. can be included in home assignments.

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

Text Books:

1. Stuart Russell and Peter Norvig, Artificial Intelligence: A Modern Approach
2. Artificial Intelligence, Russel, Pearson

Reference Books:

1. Artificial Intelligence, Ritch & Knight, TMH
2. Introduction to Artificial Intelligence & Expert Systems, Patterson, PHI
3. Logic & Prolog Programming, Saroj Kaushik, New Age International
4. Expert Systems, Giarranto, VIKAS

Web References:

- https://ai.stanford.edu/
- https://ocw.mit.edu/courses/electrical-engineering-and-computer-science/6-034-artificial-intelligence-fall-2020/
- https://developer.ibm.com/technologies/artificial-intelligence/

III Semester

L	T	P	C
0	1	2	3

PYTHON PROGRAMMING

Internal Marks: 30

Course Code: PP24MBE58 **External Marks: 70**

Course Objectives:

The main objectives of the course are to

- Introduce core programming concepts of Python programming language.
- Demonstrate about Python data structures like Lists, Tuples, Sets and dictionaries
- Implement Functions, Modules and Regular Expressions in Python Programming and to create practical and contemporary applications using these

Course Outcomes:

1. Understand Python basics including syntax, data types, control flow, and basic operators with practical coding examples.
2. Develop skills in Python functions, string manipulation, and list operations with hands-on experiments.
3. Gain proficiency in dictionary, tuple, and set data structures along with practical applications.
4. Implement file handling and object-oriented programming concepts in Python with real-world examples.
5. Explore Python libraries for data science such as NumPy and Pandas, and understand JSON and XML data handling.

(9 Lectures)

UNIT-I:

History of Python Programming Language, Thrust Areas of Python, Installing Anaconda Python Distribution, Installing and Using Jupyter Notebook.

Parts of Python Programming Language: Identifiers, Keywords, Statements and Expressions, Variables, Operators, Precedence and Associativity, Data Types, Indentation, Comments, Reading Input, Print Output, Type Conversions, the type() Function and Is Operator, Dynamic and Strongly Typed Language.

Control Flow Statements: if statement, if-else statement, if...elif…else, Nested if statement, while Loop, for Loop, continue and break Statements, Catching Exceptions Using try and except Statement.

Sample Experiments:

1. Write a program to find the largest element among three Numbers.
2. Write a Program to display all prime numbers with in an interval
3. Write a program to swap two numbers without using a temporary variable.
4. Demonstrate the following Operators in Python with suitable examples.

i) Arithmetic Operators ii) Relational Operators iii) Assignment Operators iv) Logical Operators v) Bit wise Operators vi) Ternary Operator vii) Membership Operators viii) Identity Operators

5. Write a program to add and multiply complex numbers
6. Write a program to print multiplication table of a given number.

(9 Lectures)

UNIT-II:

Functions: Built-In Functions, Commonly Used Modules, Function Definition and Calling the function, return Statement and void Function, Scope and Lifetime of Variables, Default Parameters, Keyword Arguments, *args and **kwargs, Command Line Arguments.

Strings: Creating and Storing Strings, Basic String Operations, Accessing Characters in String by Index Number, String Slicing and Joining, String Methods, Formatting Strings.

Lists: Creating Lists, Basic List Operations, Indexing and Slicing in Lists, Built-In Functions Used on Lists, List Methods, del Statement.

Sample Experiments:

7. Write a program to define a function with multiple return values.
8. Write a program to define a function using default arguments.
9. Write a program to find the length of the string without using any library functions.
10. Write a program to check if the substring is present in a given string or not.
11. Write a program to perform the given operationsonalist:

    i. addition ii. insertion iii. slicing

12. Write a program to perform any 5 built – in functions by taking any list.

(9 Lectures)

UNIT-III:

Dictionaries: Creating Dictionary, Accessing and Modifying key: value Pairs in Dictionaries, Built-In Functions Used on Dictionaries, Dictionary Methods, del Statement.

Tuples and Sets: Creating Tuples, Basic Tuple Operations, tuple() Function, Indexing and Slicing In Tuples, Built – In Functions Usedon Tuples, Relation between Tuples and Lists, Relation between Tuples and Dictionaries, Using zip() Function, Sets, Set Methods, Frozen set.

Sample Experiments:

13. Write a program to create tuples (name, age, address, college) for at least two members and concatenate the tuples and print the concatenated tuples.
14. Write a program to count the number of vowels in a string (No control flow allowed).
15. Write a program to check if a given key exists in a dictionary or not.
16. Write a program to add a new key – value pair to an existing dictionary.

17. Write a program to sum all the items in a given dictionary.

(9 Lectures)

UNIT-IV:

Files: Types of Files, Creating and Reading Text Data, File Methods to Read and Write Data, Reading and Writing Binary Files, Pickle Module, Reading and Writing CSV Files, Python os and os. path Modules.

Object-Oriented Programming: Classes and Objects, Creating Classes in Python, Creating Objects in Python, Constructor Method, Classes with Multiple Objects, Class Attributes Vs Data Attributes, Encapsulation, Inheritance, Polymorphism.

Sample Experiments:

18. Write a program to sort words in a file and put them in another file. The output file should have only lower-case words, so any upper-case words from source must be lowered.
19. Python program to print each line of a file in reverse order.
20. Python program to compute the number of characters, words and lines in a file.
21. Write a program to create, display, append, insert and reverse the order of the items in the array.
22. Write a program to add, transpose and multiply two matrices.
23. Write a Python program to create a class that represents a shape. Include methods to calculate its area and perimeter. Implement subclasses for different shapes like circle, triangle, and square.

(9 Lectures)

UNIT-V:

Introduction to Data Science: Functional Programming, JSON and XML in Python, NumPy with Python, Pandas.

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

Text Books:

1. Lutz M. *Learning Python*. 5th ed. O'Reilly Media; 2013.
2. Sweigart A. *Automate the Boring Stuff with Python*. 2nd ed. No Starch Press; 2019.
3. McKinney W. *Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython*. 2nd ed. O'Reilly Media; 2017.
4. Hetland M. *Beginning Python: From Novice to Professional*. 3rd ed. Apress; 2009.
5. VanderPlas J. *Python Data Science Handbook: Essential Tools for Working with Data*. O'Reilly Media; 2016

Reference Books:

1. Python with Machine Learning by Dr. A. Krishna Mohanetal.S Chand publications.
2. Introduction to Programming Using Python, Y. Daniel Liang, Pearson.
3. Gowrishankar S, Veena A., Introduction to Python Programming, CRC Press.
4. Python Programming, S Sridhar, J Indumathi, V M Hariharan, 2nd Edition, Pearson, 2024.

Web References:

a. https://docs.python.org/3/
b. https://jupyter.org/
c. https://numpy.org/doc/
d. https://pandas.pydata.org/pandas-docs/stable/
e. https://realpython.com/

L	T	P	C
3	0	0	3

III Semester

BLOCK CHAIN TECHNOLOGY

Internal Marks: 30

Course Code: PP24MBE59 **External Marks: 70**

Course Objectives:

- To provide foundational and applied knowledge of blockchain technology, its components, types, applications, and development platforms.

Course Outcomes:

1. Understand the fundamentals of blockchain, its evolution, consensus mechanisms, and cryptocurrencies.
2. Explore public blockchains like Bitcoin and Ethereum, and implement smart contracts.
3. Analyze private and consortium blockchain systems, their use cases, and fundraising via ICOs.
4. Evaluate blockchain security issues, privacy challenges, and its real-world applications across industries.
5. Study industry case studies and gain practical experience using blockchain development platforms like Python and Hyperledger Fabric.

(9 Lectures)

UNIT– I

Fundamentals of Block chain: Introduction, Origin of Block chain, Block chain Solution, Components of Block chain, Block in a Block chain, The Technology and the Future. Block chain Types and Consensus Mechanism: Introduction, Decentralization and Distribution, Types of Block chain, Consensus Protocol. Cryptocurrency: Bitcoin, Altcoin and Token: Introduction, Bitcoin and the Cryptocurrency, Cryptocurrency Basics, Types of Cryptocurrencies, Cryptocurrency Usage.

(9 Lectures)

UNIT–II

Public Block chain System: Introduction, Public Block chain, Popular Public Block chains, The Bitcoin Block chain, Ethereum Block chain. Smart Contracts: Introduction, Smart Contract, Characteristics of a Smart Contract, Types of Smart Contracts, Types of Oracles, Smart Contracts in Ethereum, Smart Contracts in Industry.

(9 Lectures)

UNIT–III

Private Block chain System: Introduction, Key Characteristics of Private Block chain, Private Block chain, Private Block chain Examples, Private Block chain and Open Source, E-commerce Site Example, Various Commands (Instructions) in E-commerce Block chain, Smart Contract in Private Environment, State Machine, Different Algorithms of Permissioned Block chain, Byzantine Fault, Multichain.

Consortium Block chain: Introduction, Key Characteristics of Consortium Block chain, Need of Consortium Block chain, Hyperledger Platform, Overview of Ripple, Overview of Corda.

Initial Coin Offering: Introduction, Block chain Fundraising Methods, Launching an ICO, Investing in an ICO, Pros and Cons of Initial Coin Offering, Successful Initial Coin Offerings, Evolution of ICO, ICO Platforms.

(9 Lectures)

UNIT–IV

Security in Block chain: Introduction, Security Aspects in Bitcoin, Security and Privacy Challenges of Block chain in General, Performance and Scalability, Identity Management and Authentication, Regulatory Compliance and Assurance, Safeguarding Block chain Smart Contract (DApp), Security Aspects in Hyperledger Fabric.

Applications of Block chain: Introduction, Block chain in Banking and Finance, Block chain in Education, Block chain in Energy, Block chain in Health care, Block chain in Real-estate, Block chain in Supply Chain, The Block chain and IoT. Limitations and Challenges of Block chain.

(9 Lectures)

UNIT–V

Block chain Case Studies:

Case Study 1– Retail,

Case Study 2 – Banking and Financial Services,

Case Study 3 – Healthcare,

Case Study 4 – Energy and Utilities.

Block chain Platform using Python: Introduction, Learn How to Use Python Online Editor, Basic Programming Using Python, Python Packages for Block chain.

Block chain platform using Hyperledger Fabric: Introduction, Components of Hyperledger Fabric Network, Chain codes from Developer.ibm.com, Block chain Application Using Fabric Java SDK.

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

Text book:

1. "Block chain Technology", Chandramouli Subramanian, Asha A.George, Abhilasj K A and Meena Karthikeyan , Universities Press.
2. Nakamoto S. *Bitcoin: A Peer-to-Peer Electronic Cash System*. 2008.
3. Mougayar W. *The Business Blockchain: Promise, Practice, and Application of the Next Internet Technology*. Wiley; 2016.
4. Bashir I. *Mastering Blockchain: Unlocking the Power of Cryptocurrencies, Smart Contracts, and Decentralized Applications*. 3rd ed. Packt Publishing; 2020.

5. Dannen C. *Introducing Ethereum and Solidity: Foundations of Cryptocurrency and Blockchain Programming for Beginners*. Apress; 2017.
6. Drescher D. *Blockchain Basics: A Non-Technical Introduction in 25 Steps*. Apress; 2017.
7. Bahga A, Madisetti V. *Blockchain Applications: A Hands-On Approach*. VPT; 2017.

Reference Books:

1. Block chain Blueprint for Economy, MelanieSwan, SPD Oreilly.
2. Block chain for Business, Jai Singh Arun, Jerry Cuomo, Nitin Gauar, Pearson Addition Wesley

Web References:

- https://ethereum.org.
- https://bitcoin.org.
- https://hyperledger.org.
- https://soliditylang.org.
- https://developer.ibm.com/components/hyperledger-fabric.
- https://blockgeeks.com.
- https://pypi.org,
- https://www.investopedia.com/blockchain-4689743.

III SEMESTER

BANKING AND INSURANCE MANAGEMENT

S. No	Course Code	Subject Title
1	PP24MBE65	Principles and practices of Indian Banking System
2	PP24MBE66	Fundamentals of Insurance
3	PP24MBE67	Treasury Management
4	PP24MBE68	Business Finance

III Semester

L	T	P	C
3	0	0	3

PRINCIPLES AND PRACTICES OF INDIAN BANKING SYSTEM

Internal Marks: 30

Course Code: PP24MBE65 **External Marks: 70**

Course Objective: To impart comprehensive knowledge on the structure, functions, policies, and financial management practices of the banking system in India.

Course Outcomes:

1. Understand the nature, scope, functions, and regulatory framework of the Indian banking system.
2. Analyze the impact of nationalization and reforms on public sector banks and their regulatory environment.
3. Evaluate internal banking policies, credit management practices, and the management of deposits and loans.
4. Interpret bank investments, statutory liquidity requirements, and financial reporting through balance sheets and P&L accounts.
5. Assess financial and liquidity management, lending types, loan evaluation, and efficiency of banking operations.

(9 Lectures)

Chapter -1:

Nature –concept of Banking –Functions of Banking – Scope – Fundamentals of Banking – Banking Regulations – RBI Guidelines.

(9 Lectures)

Chapter-2:

Framework of Nationalization of Banks – Role of Public sector banks – Rules and regulations of public sector banks – Banking sector reforms – committees reviews on banking.

(9 Lectures)

Chapter-3:

Management of Banking policy– Banks internal policies – Different loan policies – Credit Management of Banks – Management of Deposits – Loans and advances.

(9 Lectures)

Chapter - 4:

Bank Investment– SLR requirement investment in nature – significance – financial security of investment – profit & Loss account – Balance sheet Report.

(9 Lectures)

Chapter-5:

Management of Finance - Liquidity – Banking Loans and advances – cash credit – overdraft – domestic lending–global lending–secured advances–financial efficiency–evaluation of loans – Loan administration – Lending Rates.

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

Text Books:

1. Varshney NP, Mittal DK. *Banking Law and Practice*. 19th ed. Sultan Chand & Sons; 2021.
2. Sayers RS. *Modern Banking*. Oxford University Press; 1976.
3. Gurusamy S. *Banking Theory: Law and Practice*. 4th ed. McGraw Hill Education; 2018.
4. Indian Institute of Banking and Finance. *Principles and Practices of Banking*. Macmillan; 2015.
5. Srivastava RM. *Management of Indian Financial Institutions*. Himalaya Publishing House; 2012.

References:

1. OP Agarwal – Banking and insurance, Himalaya publications
2. E Gordan & P.K. Gupta – Principles of Banking, Himalaya Publications
3. Modern Banking– D. Muralidharan, EEE

Web References:

- https://www.rbi.org.in
- https://www.nabard.org
- https://www.pib.gov.in
- https://www.bankbazaar.com
- https://www.iibf.org.in

III Semester

L	T	P	C
3	0	0	3

FUNDAMENTALS OF INSURANCE

Internal Marks: 30

Course Code: PP24MBE66 **External Marks: 70**

Course Objectives: To provide foundational understanding of insurance principles, products, regulations, and their socio-economic impact.

Course Outcomes:

1. Understand the scope, nature, and importance of insurance and the role of IRDA in the Indian insurance sector.
2. Identify and differentiate between various types of insurance policies and understand fundamental principles of insurance.
3. Analyze the development of insurance products in India and understand the functions of agents and the process of underwriting and claims.
4. Examine the structure and marketing of LIC and General Insurance in India, and evaluate the regulatory norms and reforms affecting the industry.
5. Understand the legal framework and contractual requirements of LIC products and various life insurance plans.

(9 Lectures)

Unit-1

Introduction to insurance – Nature and scope of insurance – significance – Insurance contracts – IRDA Role in insurance sector – Policies of Insurance – Growth of Indian insurance sector - Insurance as a social security tool; insurance and economic development.

(9 Lectures)

Unit–2

Types of insurance – life insurance – General insurance – Health insurance – Different types of policies – Functions of General Insurance product – Business insurance – Use of Insurance in business - Fundamental/Principles of life Insurance/Marine/Fire/Medical/General Insurance: Contract of various kinds; Insurance Interest

(9 Lectures)

Unit–3:

Growth and development of Indian insurance industry – Life insurance products – Health insurance products–

Types of Health insurance policies –Types of Agricultural insurance policies – Personal insurance policies - Functions of the Agent: Proposal form and other forms for grant of cover; Financial and medical underwriting; Material information; Nomination and assignment; Procedure regarding settlement of policy claims.

(9 Lectures)

Unit-4:

LIC of India – Origin – Growth – Development – Objectives of LIC – Marketing of LIC – Growth of General Insurance – Functions – Scope of General Insurance in Indian context – Impact of Economic reforms on insurance industry - Pre-requisite for obtaining a license: Duration of license; Cancellation of license; Revocation or suspension /termination of agent appointment; Code of conduct; Unfair practices

(9 Lectures)

Unit-5:

Legal Aspect of LIC – Different Products – General and legal requirements of contracts – LIC Products – Term insurance – Permanent insurance – Money back and endowment policies.

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

Text Books:

1. Mishra MN, Mishra SB. *Insurance Principles and Practice*. 22nd ed. S. Chand Publishing; 2022.
2. Gupta OS. *Life Insurance*. Frank Brothers; 2020.
3. Tripathi PH. *Insurance Theory and Practice*. Prentice Hall India; 2021.
4. Karam Pal. *Fundamentals of Life Insurance: Theories and Applications*. PHI Learning; 2019.
5. Srivastava DK, Srivastava B. *Indian Insurance Industry: Transition and Prospects*. New Century Publications; 2018.

References:

1. K.Mishra– Fundamentals of LIC, PHI
2. OP Agarwal– Banking and insurance, Himalaya publications
3. E Gordan & P.K.Gupta – Banking and Insurance, Himalaya Publications
4. K.Mishra – Fundamentals of LIC, PHI

Web References:

- https://www.irda.gov.in
- https://licindia.in
- https://www.policybazaar.com
- https://www.gicre.in
- https://www.irdai.gov.in/ADMINCMS/cms

L	T	P	C
3	0	0	3

III Semester

TREASURY MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE67 **External Marks: 70**

Course Objectives:

To provide students with a comprehensive understanding of treasury management concepts, tools, and techniques used in financial risk management, funding strategies, and treasury operations, enabling them to effectively manage corporate liquidity, investments, and financial risks.

Course Outcomes:

1. Understand the structure and control mechanisms of treasury management, including compliance frameworks like Sarbanes-Oxley, to ensure effective financial governance.
2. Analyze treasury data using yield curves, basis point values, and risk measurement tools such as Value-at-Risk to assess and manage financial risk.
3. Apply interest rate risk management techniques using derivatives including futures, options, and forwards to hedge interest rate exposures.
4. Evaluate short-term and long-term financing options and their impact on the working capital cycle and corporate funding strategy.
5. Implement treasury management systems and develop treasury policies to optimize treasury operations and performance.

(9 Lectures)

Unit-1

Treasury Management – Scope and Importance – Structure of Treasury Management – Functions of Treasurer and Controller – Treasury Control – Introduction – Importance of – Treasury Control - Framework of Treasury Control - Treasury Audit -Sarbanes Oxley - Impact on Treasury Control

(9 Lectures)

Unit – 2

Treasury Analytics – Yield Curve Analysis – Risk Management – Basis Point Value (BPV) - Concept of Convexity and its Properties- Concept of Value-at-Risk

(9 Lectures)

Unit-3

Interest Rate Risk Management - forward Rate Agreement (FRA) -T-bill Futures – Eurodollar futures - T-bond futures - Over-the-Counter Options -Calls and Puts on LIBOR -Caps, Floors and Collars -Exchange Traded Options - Embedded Options

(9 Lectures)

Unit-4

Funding and Investments – Short – term Financing – Aggressive and Conservative Approach- Sources of Short – Term Financing – Working Capital Cycle – Long – Term Financing - Money Markets -Capital Markets

(9 Lectures)

Unit–5

Implementation –Treasury Management – Treasury Management Systems - Software Applications :The description of several different Treasury Management Systems , their functions and features -Treasury Policy - Developing a Treasury Framework - Elements of Policies in Specific Areas -Treasury Performance

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

Text Books:

1. Brigham EF, Ehrhardt MC. *Financial Management: Theory & Practice*. 15th ed. Cengage Learning; 2019.
2. Van Deventer DH, Imai K, Mesler M. *Advanced Financial Risk Management: Tools and Techniques for Integrated Credit Risk and Interest Rate Risk Management*. Wiley; 2012.
3. Fabozzi FJ. *Bond Markets, Analysis and Strategies*. 9th ed. Pearson; 2017.
4. Tchankova L. *Treasury Management: The Practitioner's Guide*. Kogan Page; 2010.

Reference Books:

1. Banking and Insurance–OP Agarwal–Himalaya
2. Risk management in Insurance–S. Arunajatesan, TR Viswanathan

Web References:

- https://www.afponline.org/
- https://www.investopedia.com/terms/t/treasury-management.asp
- https://corporatefinanceinstitute.com/resources/knowledge/finance/interest-rate-risk/
- https://www.sec.gov/spotlight/sarbanes-oxley.htm
- https://www.moodysanalytics.com/

III Semester

L	T	P	C
3	0	0	3

BUSINESS FINANCE

Internal Marks: 30

Course Code: PP24MBE68 **External Marks: 70**

Course Objectives:

To equip students with foundational knowledge of business finance, including financial planning, capitalisation, capital structure, and various sources of finance, enabling informed financial decision-making and effective capital management.

Course Outcomes:

1. Explain the meaning, scope, and evolution of business finance, distinguishing between traditional and modern financial functions.
2. Develop an understanding of financial planning by analyzing its objectives, types, steps, and significance in business management.
3. Analyze capitalisation theories, identify symptoms and causes of over and under capitalisation, and differentiate watered stock from over capitalisation.
4. Apply principles of capital structure, understand the concept of trading on equity, and calculate both individual and composite costs of capital.
5. Evaluate various sources and forms of finance, including equity, preference shares, bonds, debentures, fixed deposits, and lease financing with their features, advantages, and disadvantages.

(9 Lectures)

Unit: 1

Business Finance: Introduction – Meaning – Concepts - Scope–Function of Finance Traditional and Modern Concepts – Contents of Modern Finance Functions

(9 Lectures)

Unit: 2

Financial Plan: Meaning- Concept– Objectives– Types– Steps –Significance– Fundamentals.

(9 Lectures)

Unit:3

Capitalisation - Bases of Capitalisation – Cost Theory – Earning Theory – Over Capitalisation – Under Capitalisation: Symptoms– Causes – Remedies – Watered Stock– Watered Stock Vs. Over Capitalisation

(9 Lectures)

Unit: 4

Capital Structure – Cardinal Principles of Capital structure – Trading on Equity – Cost of Capital – Concept – Importance – Calculation of Individual and Composite Cost of Capital.

(9 Lectures)

Unit:5

Sources and Forms of Finance: Equity Shares, Preference Shares, Bonds, Debentures and Fixed Deposits – Features – Advantages and Disadvantages- Lease Financing: Meaning – Features –Forms – Merits and Demerits

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

Text Books:

1. Khan MY, Jain PK. *Financial Management: Text, Problems and Cases*. 7th ed. Tata McGraw Hill Education; 2018.
2. Pandey IM. *Financial Management*. 12th ed. Vikas Publishing House; 2015.
3. Prasanna Chandra. *Financial Management: Theory and Practice*. 9th ed. McGraw Hill Education; 2017.
4. Hampton JA. *Financial Decision Making*. 3rd ed. Prentice Hall; 2010.

Reference Books:

1. Essentials of Business Finance - R.M. SriVatsava
2. Financial Management – Saravanavel
3. E Gordan & P.K.Gupta – Principles of Banking, Himalaya Publications
4. Modern Banking – D.Muralidharan, EEE

Web References:

- https://corporatefinanceinstitute.com/resources/knowledge/finance/financial-planning-and-analysis-fpa/
- https://www.investopedia.com/terms/c/capitalization.asp
- https://www.accountingtools.com/articles/what-is-cost-of-capital.html
- https://financial-dictionary.thefreedictionary.com/trading+on+equity
- https://www.leaseq.com/lease-financing-basics/

III SEMESTER

DIGITAL MARKETING

S.no	Course Code	Subject Title
1	PP24MBE73	Fundamentals of Digital Marketing
2	PP24MBE74	Integrated Marketing Communication
3	PP24MBE75	Search Engine Marketing
4	PP24MBE76	Social Media Marketing

III Semester

L	T	P	C
3	0	0	3

FUNDAMENTALS OF DIGITAL MARKETING

Internal Marks: 30

Course Code: PP24MBE73 **External Marks: 70**

Course Objectives: To equip students with comprehensive knowledge of digital marketing concepts, tools, and strategies, enabling them to design, implement, and evaluate effective digital marketing campaigns that align with evolving consumer behaviors and technological advancements.

Course Outcomes:

1. Understand the shift from traditional to digital marketing, recognize current digital marketing trends, and analyze the digital consumer's journey to create relevant marketing strategies.
2. Develop skills in social media marketing by creating and managing blog content and campaigns across major social media platforms such as Facebook, Twitter, LinkedIn, Instagram, and YouTube.
3. Apply digital channels for acquiring and engaging users through content marketing, search engine marketing, mobile marketing, gamification, and basic SEO principles.
4. Examine organizational design for digital success, including digital leadership, online reputation management, and methods for evaluating the ROI and cost-effectiveness of digital marketing strategies.
5. Analyze emerging digital innovations and trends globally and in India, understand security and privacy concerns in digital marketing, and explore the role of online communities and co-creation.

(9 Lectures)

Unit 1: Introduction to Digital Marketing: The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey. Marketing strategies for the digital world – latest practices.

(9 Lectures)

Unit 2 :Social Media Marketing -Introduction to Blogging, Create a blog post for your project. Include headline, imagery, links and post, Content Planning and writing. Introduction to Face book, Twitter, Google+, LinkedIn, YouTube, Instagram and Pinterest; their channel advertising and campaigns.

(9 Lectures)

Unit 3 "Acquiring & Engaging Users through Digital Channels: Understanding the relationship between content and branding and its impact on sales, search engine marketing, mobile marketing, video marketing, and social- media marketing. Marketing gamification, Online campaign management; using marketing analytic tools to segment, target and position; overview of search engine optimization (SEO).

(9 Lectures)

Unit 4: Designing Organization for Digital Success: Digital transformation, digital leadership principles, online P.R. and reputation management. ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies

(9 Lectures)

Unit 5: Digital Innovation and Trends: The contemporary digital revolution, digital transformation framework; security and privatization issues with digital marketing Understanding trends in digital marketing – Indian and global context, online communities and co-creation,

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

Text Books:

1- Vandana, Ahuja; Digital Marketing, Oxford University Press India (November,2015)

2- Moutsy Maiti: Internet Marketing, Oxford University Press India

3- Puneet Bhatia: Fundamental of Digital Marketing, 2e, 2019, Pearson Education India

4- Liana Li Evans; Social Media Marketing,1/e,2011, Pearson Education India.

Reference Books:

1. Chaffey D, Ellis-Chadwick F. *Digital Marketing: Strategy, Implementation and Practice*. 7th ed. Pearson; 2020.
2. Ryan D. *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*. 4th ed. Kogan Page; 2016.
3. Kingsnorth S. *Digital Marketing Strategy: An Integrated Approach to Online Marketing*. 2nd ed. Kogan Page; 2019.
4. Tuten TL, Solomon MR. *Social Media Marketing*. 3rd ed. Sage Publications; 2017.

Web References:

- https://blog.hubspot.com/marketing/what-is-digital-marketing
- https://moz.com/beginners-guide-to-seo
- https://learndigital.withgoogle.com/digitalgarage/course/digital-marketing
- https://www.socialmediaexaminer.com/social-media-marketing-industry-report-2024/
- https://digitalmarketinginstitute.com/blog/digital-marketing-trends-in-india

L	T	P	C
3	0	0	3

III Semester

INTEGRATED MARKETING COMMUNICATION

Internal Marks: 30

Course Code: PP24MBE74 **External Marks: 70**

Course Objectives: To develop a comprehensive understanding of Integrated Marketing Communication (IMC), enabling students to design, plan, implement, and evaluate effective promotional strategies across traditional and digital media platforms for cohesive brand communication.

Course Outcomes:

- Explain the concept and significance of IMC, differentiate it from traditional one-voice communication, and identify the roles of various IMC tools and agencies in influencing consumer behavior.
- Analyze the communication process models, including AIDA, Hierarchy of Effects, and ELM, to understand consumer involvement and message processing.
- Formulate marketing communication objectives and budget plans using approaches like DAGMAR and sales response curve to align promotional activities with organizational goals.
- Design and develop creative marketing communication programs, including media planning and evaluation of promotional tool effectiveness.
- Understand the impact of digital media on advertising, examine laws and ethics governing advertising, and explore digital advertising channels such as social media, mobile advertising, and e-commerce.

(9 Lectures)

UNIT I: An Introduction to Integrated Marketing Communication (IMC)

An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour

(9 Lectures)

UNIT II: Understanding Communication Process

Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model,The standard learning Hierarchy, Attribution Hierarchy, and low 20% involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model

(9 Lectures)

UNIT III: Planning For Marketing Communication (MARCOM) Establishing Marcom Objectives and

Budgeting for Promotional Programmes –Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget

(9 Lectures)

UNIT IV: Developing The Integrated Marketing Communication Programme

Planning and development of creative marcom, Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning, Measuring the effectiveness of all Promotional tools and IMC.

(9 Lectures)

UNIT V Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Adverting, E-PR Advertising Laws & Ethics: Adverting & Law, Advertising & Ethics

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

Text Books:

1. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch &Keyoor Purani, TATA McGraw Hill 8th edition
2. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 7th Edition, 2007.
3. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 3rd Edition, 2006.
4. Terence A. Shimp and J.Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, CENGAGE Learning, 9th edition, 2016.

Reference Books:

1. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 3rd Revised edition edition, 2008.
2. Julian Cummings, Sales Promotion: How to Create, Implement and Integrate Campaigns that Really Work, Kogan Page, London, Fifth Edition Edition ,2010.
3. Jaishri Jefhwaney, Advertising Management, Oxford University Press, 2nd Edition, 2013.
4. Dr Niraj Kumar, Integrated Marketing Communication, Himalaya Publishing House 2015.

Web References:

- https://www.ama.org/topics/integrated-marketing-communications/
- https://blog.hubspot.com/marketing/integrated-marketing-communications
- https://www.nielsen.com/us/en/insights/article/2020/how-to-measure-ad-effectiveness/
- https://digitalmarketinginstitute.com/resources/topics/ethics-in-digital-marketing
- https://www.iab.com/guidelines/digital-advertising-best-practices/

III Semester

L	T	P	C
3	0	0	3

SEARCH ENGINE MARKETING

Internal Marks: 30

Course Code: PP24MBE75 **External Marks: 70**

Course **Objectives:** To provide students with in-depth knowledge and practical skills in Search Engine Marketing (SEM) and Search Engine Optimization (SEO), enabling them to optimize digital marketing strategies, utilize key tools, and analyze web performance to enhance online visibility and lead generation.

Course Outcomes:

1. Define the key concepts in Search Engine Marketing.
2. Explain the key SEO Tools and techniques
3. Experiment with various techniques and tools for SEO.
4. Discover Inbound Marketing Strategy as a tool for SEM
5. Measure the effectiveness of website optimization by using website analytics.

(9 Lectures)

UNIT I: Introduction to SEM/Fundamentals of SEM: Search Engine Marketing (SEM), Understanding Google Search, Comparison between SEO and SEM, Terminologies associated to SEM, Search Engine Results Page(SERP),Organic Reach, Google Display Network(GDN).Understanding Web and Mobile Marketing perspective, Key Terms. (4+2) 2.

(9 Lectures)

UNIT II: Search Engine Optimization: Introduction to SEO concept and role in digital marketing: Understanding Search Engine Optimization: Search Engine Optimization(SEO), Featuresof SEO, Significance of SEO. Model used in Digital Marketing, The Five Stage AACRO POEM model, Inverted Pyramid in SEOS, Content Drilldown, E3model, Understanding Web and Mobile Marketing perspective, Key Terms. (4+2)

(9 Lectures)

UNIT III: Search Engine Optimization Tools/Analysis: Key SEO tools, Application and Functions Google Domain, Google my business, Google Search Console, Google Trends, Google Tag manager, SEM Rush, Domain Authority Score, Google Ads, Google Analytics, Google Marketing Platform, Word stream advisor. (4+2)

(9 Lectures)

UNIT IV: Inbound Marketing: Essentials of an Effective Inbound Strategy, Optimizing Your Website for Search Engines, Convert Visitors in Leads, Creating Content with a Purpose, Lead & its generation online, Relevant Lead and Converting Visitors into Lead, Converting Leads into Sales, Key Terms. (4+2)

(9 Lectures)

UNIT V: Application of Web Analytics: Different types of Web Analytics, Social Media Web Analytics, Mobile Web Analytics, Conversion Web Analytics, Key Performance Indicators, Website Traffic Measurement Metrics, Key Terms. (4+2)

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

Text Books:

1. Enge E, Spencer S, Fishkin R, Stricchiola J. *The Art of SEO: Mastering Search Engine Optimization*. 3rd ed. O'Reilly Media; 2015.
2. Ryan D. *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*. 4th ed. Kogan Page; 2016.
3. Ledford J. *SEO: Search Engine Optimization Bible*. 3rd ed. Wiley; 2015.
4. Kaushik A. *Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity*. Sybex; 2009.

Reference Books:

1. Digital Marketing Prof. Seema Gupta, 2nd Edition, Mcgraw Hill Publications.
2. Search Engine Marketing by Andreas Ramos & Steaphanie Cota, 1stEdition,McGraw-Hill Education.

Web References:

- https://developers.google.com/search/docs/beginner/seo-starter-guide
- https://www.semrush.com/blog/what-is-sem/
- https://moz.com/beginners-guide-to-seo
- https://blog.hubspot.com/marketing/what-is-inbound-marketing
- https://support.google.com/analytics/answer/1008015?hl=en

III Semester

L	T	P	C
3	0	0	3

SOCIAL MEDIA MARKETING

Internal Marks: 30

Course Code: PP24MBE76 **External Marks: 70**

Course Objective:

To provide students with a thorough understanding of social media marketing concepts, content creation techniques, platform-specific advertising strategies, and performance metrics, enabling effective use of social media for brand building and customer engagement.

Course Outcomes:

- Define social media and social media marketing, recognize major platforms, and evaluate their importance, advantages, and limitations in marketing strategies.
- Design compelling social media content tailored to different platforms and audiences using relevant tools and techniques for enhanced user engagement.
- Execute Facebook and Instagram marketing campaigns, including page setup, audience targeting, content posting, and competitor analysis.
- Utilize Twitter, LinkedIn, YouTube, and Pinterest as marketing platforms by building profiles, creating content, using hashtags, and applying best practices through case studies.
- Measure and analyze social media marketing effectiveness using key metrics like reach, engagement, influence, share of voice, referrals, and conversions.

(9 Lectures)

UNIT I: Introduction to social media marketing: Introduction to the concept of social Media-Definition, Characteristics and Scope, History. Social media marketing- Definition, Uses and Scope, Social media platforms- Facebook, YouTube, LinkedIn, Instagram, Twitter, Pinterest, Blogs. Importance of Social Media Marketing. Social Media Marketing advantages and limitations. Introduction to social media marketing strategies. (7+1)

(9 Lectures)

UNIT II: Content designing for social media platforms: Terminologies- basics of content creation, process, Identification of target audience and social media platform, defining content mix using sales posts, interactive posts and informative posts, Impact of colors, images on the customer, tools used for content creation like canva, GIFs, Instagram stories, pin templates, tall pins, image cut outs, YouTube video Thumbnail, etc. (10+2)

(9 Lectures)

UNIT III: Facebook and Instagram advertising and marketing Introduction to Facebook and Instagram platform as advertising and marketing media, characteristics of Facebook and Instagram marketing. Target audience, page set up, Post types and its dimensions, competitor analysis, case studies.(8+1)

(9 Lectures)

UNIT IV: Twitter, LinkedIn, YouTube, Pinterest advertising and marketing: Introduction and overview of platforms, Characteristics, how to use these platforms, target audience, profile / account building, how to pin. Crafting summary for marketing, creating and uploading videos, use of hashtags, Case studies. (8+2)

(9 Lectures)

UNIT V: Metrics of social media marketing: What is to be measured- Parameters to measure impact- volume, reach and Engagement (engagementrates, engagement metrics). Influence, share of voice (volume and sentiment), referrals and conversions, response rate and time. Case studies. (5+1)

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

Text books:

1. Tuten TL, Solomon MR. *Social Media Marketing*. 3rd ed. Sage Publications; 2017.
2. Barker ME, Barker DD, Bormann NL, Neher KL. *Social Media Marketing: A Strategic Approach*. 2nd ed. Cengage Learning; 2017.
3. Charlesworth A. *Digital Marketing: A Practical Approach*. 3rd ed. Routledge; 2018.
4. Stelzner M. *Social Media Marketing Industry Report*. Social Media Examiner; 2023.

Reference Books:

1. Internet age – Marketing with social media, Dr Apoorva Palkar, Amit Jadhav, Himalaya publication
2. Social Media Marketing – A Strategic Approach 1st Edition, Nicholas Bormann, Donald Barker, Krista Neher, Melissa Barker - Cengage.

Web References:

- https://blog.hubspot.com/marketing/social-media-marketing
- https://sproutsocial.com/insights/social-media-metrics/
- https://www.facebook.com/business/ads-guide
- https://business.instagram.com/advertising/
- https://blog.hootsuite.com/social-media-marketing-strategy/

IV SEMESTER

IV SEMESTER

L	T	P	C
4	0	0	4

CORPORATE LEGAL FRAMEWORK

Internal Marks: 30

Course Code: PP24MBT15 **External Marks: 70**

Course Objective: To familiarize students with the fundamental principles and provisions of key business laws in India, enabling them to understand legal aspects of contracts, sale of goods, partnerships, consumer protection, and company law for effective business decision-making and compliance.

Course Outcomes:

1. Understand the essentials, performance, discharge, and breach of contracts under the Indian Contract Act, 1872, and identify remedies available for breach.
2. Explain the provisions of the Sale of Goods Act, 1930, including sale agreements, conditions, warranties, unpaid seller rights, and overview of related laws like Negotiable Instruments Act and Foreign Exchange Management Act.
3. Describe the Indian Partnership Act, 1932, including formation, types, rights, duties, and dissolution of partnerships, as well as the Limited Liability Partnership Act, 2008.
4. Discuss the Consumer Protection Act, 1986, including consumer rights, definitions, grievance redressal mechanisms, and related laws such as the Information Technology Act and Essential Commodities Act.
5. Analyze the Companies Act, 1956 focusing on types of companies, incorporation process, share capital, powers and duties of directors, and procedures for winding up.

(9 Lectures)

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

(9 Lectures)

UNIT-II: The Sale of Goods Act, 1930: Meaning and Essentials of contract of sale— Sale and Agreement to sell—Conditions and Warranties—Transfer of property Performance of a contract of sale—Unpaid seller – Negotiable instrument act1881 – Foreign exchange management Act 1999 – Environment Protection Act 1986

(9 Lectures)

UNIT-III: The Indian Partnership Act,1932: Meaning and Essentials of partnership-- Registration of partnership—Kinds of partners—Rights and Liabilities of Partners—Relations of parties to third parties—Dissolution – Elements of Partnership –Types of Partner – Position of Minor as a -Partner -Types of

Partnerships - Formation and Registration of Partnership – Relation of Partners to One another - Duties of Partners - Dissolution - Limited Liability Partnership Act, 2008

(9 Lectures)

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

(9 Lectures)

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

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

Textbooks:

1. Kuchhal MC. *Business Law*. 4th ed. Vikas Publishing House; 2017.
2. Singh Avtar. *Business Laws*. 11th ed. Eastern Book Company; 2020.
3. Tulsian PC. *Business Law*. 3rd ed. McGraw Hill Education; 2019.
4. Kapoor ND. *Mercantile Law*. 15th ed. Sultan Chand & Sons; 2021.

Reference Books:

1. SN Maheswaru & Suneed Maheswari — Commercial Laws — Mayoor Paper Backs — NOIDA

2. Satyanarayana – Corporate Company Law Discovery Publishing House, New Delhi.

Web References:

- https://www.mca.gov.in/
- https://indiacode.nic.in/bitstream/123456789/1506/1/indian_contract_act_1872.pdf
- https://consumeraffairs.nic.in/consumer-protection-act-1986
- https://legislative.gov.in/actsofparliamentfromtheyear/negotiable-instruments-act-1881
- https://www.rbi.org.in/scripts/NotificationUser.aspx?Id=11135&Mode=0

IV SEMESTER

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3	0	0	3

SUPPLY CHAIN MANAGEMENT

Internal Marks: 30

Course Code: PP24MBT16 **External Marks: 70**

Course Objective: To equip students with a thorough understanding of supply chain management concepts, strategic planning, analytical tools, and recent technological advancements for effective design, operation, and optimization of supply chains across industries.

Course Outcomes:

- Explain the evolution, strategies, drivers, and strategic fit of supply chain management and understand the role of analytics in SCM.
- Analyze different types of supply chains and advanced planning systems including demand, production, and distribution planning with emphasis on coordination and collaboration.
- Apply mathematical and heuristic algorithms such as set covering, traveling salesman, vehicle routing, and scheduling algorithms to solve supply chain optimization problems.
- Understand the application of fuzzy logic in SCM, the impact of IT, differences between CRM and SCM, and concepts such as benchmarking and outsourcing.
- Manage inventory and network design decisions, evaluate distribution channels and location decisions, and comprehend the implementation process of advanced planning systems through industry case studies.

(9 Lectures)

UNIT-I

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

(9 Lectures)

UNIT – II

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

(9 Lectures)

UNIT–III

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

(9 Lectures)

UNIT-IV

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

(9 Lectures)

UNIT-V

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

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

Textbooks (AMA Style):

1. Simchi-Levi D, Kaminsky P, Simchi-Levi E. *Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies*. 4th ed. McGraw-Hill Education; 2008.
2. Stadtler H. *Supply Chain Management and Advanced Planning: Concepts, Models, Software, and Case Studies*. Springer; 2015.
3. Christopher M. *Logistics and Supply Chain Management*. 5th ed. Pearson; 2016.
4. Sunil Chopra & Peter Meindl – Supply Chain Management: Strategy, Planning and Operation - Pearson Education, India
5. Mohanty R.P, S.G Deshmuki ―Supply Chain Management‖ Biztantra, New Delhi
6. Janat Shah – Supply Chain Management: Text and Cases (Pearson Education) (Indian context with good case studies)

Suggested Readings:

1. Mohanty R.P,S.G Deshmuki― Supply Chain Management Biztantra, New Delhi

2. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson Education, India.

Web References:

- https://www.apics.org/apics-for-individuals/apics-magazine-home/2016/09/supply-chain-management-basics
- https://www.supplychainquarterly.com/topics/Planning/
- https://www.informs.org/Explore/Vehicle-Routing-Problems
- https://www2.deloitte.com/us/en/pages/operations/articles/supply-chain-technology.html
- https://www.supplychaindigital.com/technology/benchmarking-best-practices

IV SEMESTER

FINANCE

S.no	Course Code	Subject Title
1	PP24MBE05	Corporate Strategic Finance
2	PP24MBE06	International Trade and Finance
3	PP24MBE07	Global Financial Management
4	PP24MBE08	Financial Derivatives

IV SEMESTER

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3	0	0	3

CORPORATE STRATEGIC FINANCE

Internal Marks: 30

Course Code: PP24MBE05 **External Marks: 70**

Course Objective: To develop a robust understanding of corporate finance principles focusing on shareholder value creation, capital structure, investment appraisal under uncertainty, corporate mergers and takeovers, and strategic financial decision-making in a regulatory framework.

Course Outcome:

- Understand concepts of shareholder value creation including Market Value Added (MVA), Market-to-Book Value (M/BV), and Economic Value Added (EVA) and their managerial implications.
- Identify sources of corporate funding, comprehend regulatory frameworks, and evaluate capital structure and dividend policies on firm value.
- Apply techniques for investment appraisal under risk and uncertainty, including Risk Adjusted NPV, IRR, capital rationing, decision trees, and lease vs borrowing evaluations.
- Explain theories, procedures, valuation, and financial impacts of corporate mergers including effects on earnings per share and business control.
- Describe different types of takeovers, takeover procedures and defenses, SEBI regulations, and strategies related to distress restructuring such as sell-offs, spin-offs, and leveraged buyouts.

(9 Lectures)

Unit-1: Introduction of corporate finance – Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation.

(9 Lectures)

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

(9 Lectures)

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

(9 Lectures)

Unit-IV: Corporate Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers –

Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control.

(9 Lectures)

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

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

Textbooks:

1. Brealey RA, Myers SC, Allen F. *Principles of Corporate Finance*. 13th ed. McGraw-Hill Education; 2020.
2. Ross SA, Westerfield RW, Jaffe J. *Corporate Finance*. 12th ed. McGraw-Hill/Irwin; 2019.
3. Damodaran A. *Corporate Finance: Theory and Practice*. 3rd ed. Wiley; 2014.
4. Trigeorgis L. *Real Options and Investment under Uncertainty*. MIT Press; 1996.

Suggested Readings:

1. Van Horn, JC, Financial Management and Policy, Prentice Hall, New Delhi
2. PG Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas, New Delhi
3. Weaver, Strategic Corporate Finance, Cengage, ND
4. Weston JF, Chung KS & Heag SE., Mergers, Restructuring & Corporate Control, Prentice Hall.
5. Satyanarayana, Strategic Financial Management Discovery Publishing House, New Delhi
6. GP Jakarthiya, Strategic Financial Management, Vikas, New Delhi
7. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
8. Robicheck, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc.
9. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.

Web References:

- https://www.investopedia.com/terms/m/mva.asp
- https://www.sebi.gov.in/sebi_data/attachdocs/1337027970637.pdf
- https://corporatefinanceinstitute.com/resources/knowledge/finance/capital-structure/
- https://hbr.org/2016/03/the-right-way-to-manage-mergers
- https://www.cfainstitute.org/en/research/foundation/2019/decision-analysis-and-real-options

IV SEMESTER

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3	0	0	3

INTERNATIONAL TRADE AND FINANCE

Internal Marks: 30

Course Code: PP24MBE06 **External Marks: 70**

Course Objectives: To provide students with a comprehensive understanding of international trade principles, foreign exchange mechanisms, export-import financing, documentation, and export promotion policies, with a specific focus on India's global trade practices and policies.

Course Outcomes:

1. Understand the benefits, basis, and barriers of international trade, analyze the impact of foreign trade on economic growth, and evaluate India's EXIM policy and current trade trends.
2. Explain the financial requirements in international trade, including payment terms, INCOTERMS, pre- and post-shipment finance, and the role of institutions like EXIM Bank and ECGC.
3. Analyze the functioning of foreign exchange markets, understand exchange rate determination, and apply tools like forwards, futures, and options to hedge exchange rate risks.
4. Identify and classify export trade documents including commercial, transport, insurance, and official documents, and understand their role in international trade compliance.
5. Evaluate various export promotion schemes and incentives offered by the Indian government, including the roles of SEZs, EPZs, and export-oriented institutions.

(9 Lectures)

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

(9 Lectures)

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

(9 Lectures)

UNIT-III Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates

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

(9 Lectures)

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

(9 Lectures)

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

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

Textbooks:

1. Cherunilam F. *International Trade and Export Management*. 21st ed. Himalaya Publishing House; 2022.
2. Aswathappa K. *International Business*. 7th ed. McGraw-Hill Education; 2020.
3. Paul J. *International Business*. 6th ed. PHI Learning; 2021.
4. Jeevanandam C. *Foreign Exchange: Practice, Concepts and Control*. 6th ed. Sultan Chand & Sons; 2020.

Reference Books:

1. Jeevanandam. C, International Business, M/s Sultan & Chand, Delhi, 2008
2. Sumathi Varma, International Business, Ane, Delhi, 2010.

Web References:

- https://www.dgft.gov.in
- https://www.rbi.org.in/scripts/FAQView.aspx?Id=63
- https://www.eximbankindia.in
- https://www.ecgc.in
- https://www.wto.org

IV SEMESTER

L	T	P	C
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GLOBAL FINANCIAL MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE07 **External Marks: 70**

Courses Objectives

To equip students with the knowledge and analytical skills required to manage financial operations in an international business environment, including foreign exchange management, international financial markets, investment decisions, and accounting practices.

Course Outcomes

1. Understand the evolution and structure of the international monetary system and analyze major global financial developments.
2. Identify and manage different types of foreign exchange exposures using appropriate hedging techniques and derivatives.
3. Evaluate international financial instruments and markets, including Eurocurrency markets, bonds, and global depository receipts.
4. Apply multinational capital budgeting and valuation techniques to assess foreign investment decisions and risks.
5. Interpret international accounting standards and practices, including foreign currency transactions, transfer pricing, and consolidated reporting.

(9 Lectures)

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

(9 Lectures)

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

(9 Lectures)

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

(9 Lectures)

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

(9 Lectures)

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

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

Text Books:

1. Buckley Adrin, Multinational Finance, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India.
2. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India, New Delhi.
3. Clark, International Financial Management, Cengage, ND
4. V.Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.

Reference Books:

1. A.K.Seth, International Financial Management, Galgothia Publishing Company.
2. Satyanarayana,Global Financial Management, Discovery Publishing House, New Delhi
3. P.G. Apte, International Financial Management, Tata McGraw Hill, 3rd Edition.
4. Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol ,2001.
5. V.A. Avadhani, International Financial Management, Himalaya Publishing House.

Web References:

- https://www.imf.org
- https://www.bis.org
- https://www.rbi.org.in
- https://www.worldbank.org
- https://www.oecd.org/tax/

IV SEMESTER

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FINANCIAL DERIVATIVES

Internal Marks: 30

Course Code: PP24MBE08 **External Marks: 70**

Course Objectives: To provide students with conceptual and analytical tools necessary to understand and manage financial operations in an international environment, covering foreign exchange markets, global capital budgeting, risk management, and international financing strategies.

Course Outcomes:

1. Understand the fundamentals, types, market structure, participants, and the regulatory environment of derivative markets in India.
2. Explain the functioning, valuation, and pricing of forward contracts including currency forwards and differentiate between forwards and futures.
3. Evaluate futures contracts, pricing, and hedging strategies and understand how futures are traded and regulated in Indian markets.
4. Analyze call and put option strategies and apply pricing models such as Binomial and Black-Scholes to determine option values.
5. Understand the structure, types, and uses of swaps and related instruments for managing interest rate and currency risks.

(9 Lectures)

Unit-I:

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

(9 Lectures)

Unit–II:

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

(9 Lectures)

Unit-III:

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

(9 Lectures)

Unit-IV:

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

(9 Lectures)

Unit–V:

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

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

Textbooks (AMA Style):

1. Hull JC. *Options, Futures and Other Derivatives*. 10th ed. Pearson; 2022.
2. Redhead K. *Financial Derivatives: An Introduction to Futures, Forwards, Options and Swaps*. Prentice Hall; 2008.
3. Srivastav RM, Mishra A. *Financial Derivatives*. 2nd ed. Oxford University Press; 2016.
4. Kumar SSS. *Financial Derivatives*. PHI Learning Pvt Ltd; 2014.

Suggested Readings:

1. David Thomas. W & Dubofsky Miller. Jr. Derivatives valuation and Risk Management, Oxford University, Indian Edition.
2. ND Vohra & BR Baghi, Futures and Options,Tata Mc Graw- Hill Publishing Company Ltd.
3. David A. Dubofsky, Thomas W. Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
4. Sunil K. Parameswaran,― Futures Markets: Theory and Practice‖ Tata-Mc Graw Hill Publishing Company Ltd.
5. D.C. Patwari, Financial Futures and Options, Jaico Publishing House.
6. T.V. Somanathan, Derivatives, Tata Mc Graw-Hill Publishing Company Ltd.

7. NSE Manual of Indian Futures & Options & www.Sebi.com
8. S.C. Gupta, Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India.

Web References:

1. https://www.sebi.gov.in
2. https://www.nseindia.com
3. https://www.bseindia.com
4. https://www.investopedia.com
5. https://www.rbi.org.in

IV SEMESTER

HUMAN RESOURCE MANAGEMENT

S.no	Course Code	SUBJECT TITLE
1	PP24MBE13	Labor Welfare and Employment laws
2	PP24MBE14	International HRM
3	PP24MBE15	Employee Relations and Workplace Culture
4	PP24MBE16	Human Capital Management

IV SEMESTER

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LABOR WELFARE AND EMPLOYMENT LAWS

Internal Marks: 30

Course Code: PP24MBE13 **External Marks: 70**

Course Objective: To provide a comprehensive understanding of labour welfare, labour legislation, wage and social security provisions, industrial relations, and the latest labour codes to ensure effective workforce management and compliance.

Course Outcomes

1. Understand the concept, scope, principles, and evolution of labour welfare, and analyze the role of welfare officers in ensuring employee well-being.
2. Interpret key provisions of the Factories Act, 1948, and evaluate measures for health, safety, and welfare of workers.
3. Explain major wage and social security legislations and their implications for employers and employees.
4. Analyze the Industrial Disputes Act, 1947, including dispute resolution mechanisms, strikes, and lockouts.
5. Evaluate provisions of the Industrial Employment (Standing Orders) Act, 1946, Trade Unions Act, 1926, and the new Labour Codes for effective industrial relations.

(9 Lectures)

UNIT I:

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

(9 Lectures)

UNIT II:

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

(9 Lectures)

UNIT III:

Wage and Social Security Legislations: Payment of wages Act 1936 - Minimum wages Act1948 –Payment of Bonus Act 1966 - Employees’ State Insurance Act, 1948, Employees’ Provident Funds and Miscellaneous

Provisions Act, 1952, Payment of Gratuity Act, 1972, Workmen's Compensation Act 1923 - Maternity Benefit Act 1961.

(9 Lectures)

UNIT IV:

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

(9 Lectures)

UNIT V: Industrial Employment (standing orders) Act 1946: Certification of Draft Standing Orders– Appeals– Date of Operation of Standing Orders– Posting of Standing Orders– Payment of Subsistence Allowance. Trade Unions Act 1926.The New Labor Codes: Code on Wages 2019, industrial relations code 2020, code on social security 2020, occupational safety, health and working conditions code 2020.

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

Textbooks:

1. S.N. Mishra – *Labour and Industrial Laws* (Central Law Publications)
2. P.L. Malik – *Industrial Law* (Eastern Book Company)
3. S.P. Jain & C.L. Bansal – *Labour Laws* (Ashoka Law House)
4. Taxmann Publications – *Bare Acts of Labour Laws* (Updated with New Labor Codes)

Reference Books:

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

Web References:

1. https://labour.gov.in
2. https://www.ilo.org
3. https://www.indiacode.nic.in
4. https://www.legalserviceindia.com
5. https://prsindia.org

IV SEMESTER

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INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE14 **External Marks: 70**

Course Objectives:

To enable students to understand the strategic and operational aspects of managing human resources in international business environments, focusing on cross-cultural challenges, global HR practices, and the impact of globalization on HRM functions.

Course Outcomes:

1. Analyze the implications of globalization on HRM and differentiate between domestic and international HR practices.
2. Evaluate strategies for managing international assignments including expatriation, repatriation, and legal considerations in global HR planning.
3. Apply cross-cultural management theories to effectively manage workforce diversity and cross-cultural teams in international contexts.
4. Understand global compensation strategies and their implications on performance and reward systems, particularly in Indian MNCs.
5. Assess how HRD contributes to global strategic advantage and analyze challenges in improving work quality and job creation in a globalized economy.

(9 Lectures)

UNIT I

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

(9 Lectures)

UNIT II

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

(9 Lectures)

UNIT III

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

(9 Lectures)

UNIT IV

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

(9 Lectures)

UNIT V

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

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

Textbooks:

1. K. Aswathappa & Sadhna Dash – *International Human Resource Management* (McGraw Hill)
2. Peter J. Dowling, Marion Festing & Allen D. Engle – *International Human Resource Management* (Cengage Learning)
3. Tony Edwards & Chris Rees – *International Human Resource Management* (Pearson)
4. Anne-Wil Harzing & Ashly Pinnington – *International Human Resource Management* (SAGE Publications)

Reference Books:

1. Subba Rao P:―International Human Resource Management‖, Himalaya Publishing House, Hyderabad, 2011
2. Nilanjan Sen Gupta:― International Human Resource Management Text and cases‖ Excel Books, New Delhi.
3. Tony Edwards :―International Human Resource Management‖, Pearson Education, New Delhi, 2012
4. Aswathappa K, Sadhana Dash:―International Human Resource Management, TMH, New Delhi,
5. Monir H Tayeb:―International Human Resource Management‖, Oxford Universities Press, Hyderabad, 2012.

Web References:

1. https://www.shrm.org
2. https://www.ilo.org
3. https://www.worldatwork.org
4. https://www.mckinsey.com
5. https://hbr.org

IV SEMESTER

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EMPLOYEE RELATIONS AND WORK PLACE CULTURE

Internal Marks: 30

Course Code: PP24MBE15 **External Marks: 70**

Course Objective: To equip students with a comprehensive understanding of industrial relations systems, including trade unions, grievance redressal, dispute resolution, and the integration of ethics, diversity, and inclusion in workplace culture.

Course Outcomes:

1. Understand the concept and framework of industrial relations, its evolution in India, and analyze how globalization influences IR trends and practices.
2. Evaluate the role of trade unions and collective bargaining in promoting employee representation and resolving workplace issues.
3. Identify the causes of employee grievances and understand disciplinary procedures, grievance redressal mechanisms, and codes of conduct.
4. Analyze the causes, nature, and effects of industrial disputes and the legal and organizational measures for their prevention and settlement.
5. Understand the importance of ethics, diversity, equity, and inclusion (DEI) in building a positive and sustainable workplace culture.

(9 Lectures)

UNIT I:

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

(9 Lectures)

UNIT II:

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

(9 Lectures)

UNIT III:

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

(9 Lectures)

UNIT IV:

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

(9 Lectures)

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

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

Textbooks:

1. C.S. Venkata Ratnam – *Industrial Relations* (Oxford University Press)
2. Arun Monappa, Ranjeet Nambudiri, and Patturaja Selvaraj – *Industrial Relations and Labour Laws* (McGraw Hill)
3. P.R.N. Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar – *Industrial Relations, Trade Unions, and Labour Legislation* (Pearson)
4. Michael Armstrong – *Armstrong's Handbook of Strategic Human Resource Management* (Kogan Page) – For ethics and DEI.

Reference Books

1. C.S.Venkataratnam:―Industrial Relations‖, Oxford University Press, New Delhi, 2011
2. Sinha:―Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi, 2013
3. Mamoria:―Dynamics of Industrial Relations‖, Himalaya Publishing House, New Delhi, 2010
4. B.D.Singh:― Industrial Relations ‖ Excel Books, New Delhi, 2010
5. Arun Monappa: ― Industrial Relations ‖, TMH, New Delhi. 2012
6. Prof. N. Sambasiva Rao and Dr. Nirmal Kumar:― Human Resource Management and Industrial Relations, Himalaya Publishing House, Mumbai
7. Ratna Sen:― Industrial Relations ‖, Mac Millon Publishers, New Delhi, 2011.

Web References:

- https://labour.gov.in
- https://www.ilo.org
- https://www.ilo.org/newdelhi
- https://www.shrm.org
- https://hbr.org
- https://www.linkedin.com/business/talent/blog

IV SEMESTER

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HUMAN CAPITAL MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE16 **External Marks: 70**

Course Objective: To develop an in-depth understanding of human capital theories, human resource accounting models, quality of work life, industrial safety, and social security measures for enhancing organizational effectiveness.

Course Outcomes

1. Explain the economic theories of human capital, its role in labour market development, and the socio-economic relevance of labour issues in a globalized context.
2. Apply cost-based human resource accounting models to evaluate the investment in and returns from human capital.
3. Analyze and compare value-based human resource accounting models for assessing human capital valuation.
4. Evaluate strategies for improving quality of work life, employee engagement, and empowerment in organizations.
5. Assess industrial safety practices, accident prevention measures, and social security systems to promote workplace well-being.

(9 Lectures)

Unit I

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

(9 Lectures)

Unit II

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

(9 Lectures)

Unit III

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

(9 Lectures)

Unit IV

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

(9 Lectures)

Unit V

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

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

Text Books:

1. I.L.O., Social & Labour aspects of Economic Development, Geneva
2. Report of the National Commission on Labour
3. Patterson & Schol., Economic Problems of Modern Life. Mc-Graw Hill Book Company.
4. Walter Hageabuch, Social Economics, Cambridge University Press.
5. S.Howard Patterson, Social Aspects of Industry.
6. Millis and Montgonery, Labours Progress and some Basic Labour Problems. Mc-Graw Hill Book Company.
7. Flamholtz, Eric, Human Resource Accounting, Dickenson Publishing Co., Califf.

Reference Books:

1. Hermanson, Roger H. Accounting for Human Assets, Occasionals Paper No.14, Graduate School of Business Administration, Michigan State University.

2. Flamholtz, Eric G., Human Resource Accounting: Advances in Concepts, Methods and Applications, Jossey Eass Publishers, San Francisco, London.
3. Likert, Rensis, The Human Organisation: Its Management and Value, McGraw Hill Book Co., New York, N.Y.
4. Ganguli, Prabuddha, Intellectual Property Rights: Unleashing the Knowledge Economy, Tata Mc Graw-Hill Publishing Co. Ltd., New Delhi.
5. Chakraborty, S.K., Human Asset Accounting: The Indian Context in Topics in Accounting and Finance, Oxford University Press. Note: Latest edition of the readings may be used.

Web References

1. https://www.ilo.org/global/lang--en/index.htm
2. https://labour.gov.in
3. https://www.oecd.org/humancapital
4. https://prsindia.org

IV SEMESTER

MARKETING

S. No	Course Code	Subject Title
1	PP24MBE17	Green Marketing
2	PP24MBE18	Marketing Research
3	PP24MBE19	Services Marketing
4	PP24MBE20	Sales and Distribution Management

IV SEMESTER

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GREEN MARKETING

Internal Marks: 30

Course Code: PP24MBE17 **External Marks: 70**

Course Objective

To equip students with knowledge and skills to understand, design, and implement sustainable green marketing strategies that align with environmental, consumer, and business needs.

Course Outcomes

1. Analyze green marketing strategies, consumer segmentation, and eco-innovation for sustainable product development.
2. Differentiate between various green marketing concepts and evaluate their application in contemporary markets.
3. Examine the factors and models influencing consumer purchase decisions in a green marketing context.
4. Assess environmental consciousness, e-waste management guidelines, and the role of environmentalism in sustainable development.
5. Evaluate real-world green marketing initiatives and their impact on business performance and environmental sustainability.

(9 Lectures)

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

(9 Lectures)

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

(9 Lectures)

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

(9 Lectures)

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

(9 Lectures)

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

Textbook References:

1. Green Marketing and Environmental Responsibility in Modern Corporations, Esakki and Thangasamy, IGI Global, 2017
2. Green Marketing Management, Robert Dahlstrom, Cengage Learning, 2010.
3. Peattie K. *Green Marketing*. 1st ed. London: Pitman Publishing; 1992.
4. Dahlstrom R. *Green Marketing Management*. 2nd ed. Boston: Cengage Learning; 2021.
5. Ottman JA. *The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding*. 2nd ed. Sheffield: Greenleaf Publishing; 2011.

Reference Books:

1. Green Marketing: Challenges and Opportunities for the New Marketing Age, Jacquelyn A.Ottman, NTC Business Books, 1993
2. The New Rules of Green Marketing, Jacquelyn A. Ottman, Berrett-Koehler Publishers, 2011.

Web References

1. https://www.iisd.org
2. https://cpcb.nic.in/e-waste
3. https://www.greenbiz.com
4. https://www.unep.org

IV SEMESTER

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MARKETING RESEARCH

Internal Marks: 30

Course Code: PP24MBE18 **External Marks: 70**

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

Course Outcomes

1. Explain the scope, importance, and ethical considerations of marketing research in business decision-making.
2. Design appropriate research strategies, select suitable data collection methods, and determine sample size for marketing studies.
3. Apply measurement scales, ensure reliability and validity, and perform statistical analysis for data interpretation.
4. Utilize analytical tools such as SPSS, Excel, AI, and big data for various marketing research applications.
5. Prepare and present structured, data-driven marketing research reports using effective visualization and storytelling techniques.

(9 Lectures)

UNIT 1 - Introduction to Marketing Research: Definition and Scope of Marketing Research, Importance of marketing research in, Business Decision-Making, Marketing Research vs. Market Research, Ethical Issues in Marketing Research

(9 Lectures)

UNIT 2 - Research Design and data collection methods: Steps in the Marketing research Process, Types of Research: Exploratory, Descriptive, and Causal, Primary vs. Secondary Data, Qualitative Research Methods (Focus Groups, In-depth Interviews, Ethnography), Quantitative Research Methods (Surveys, Experiments, Observations) application and sample size determination.

(9 Lectures)

UNIT 3 - Measurement Analysis and interpretation: Types of Scales (Nominal, Ordinal, Interval, Ratio), Reliability and Validity in Measurement, Descriptive and Inferential Statistics, Factor and Cluster Analysis

(9 Lectures)

Unit 4- Marketing Research Tools and application: SPSS, Excel, and Other Analytical Tools, Data Visualization and Dashboarding, AI and Big Data in Marketing Research

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

(9 Lectures)

Unit 5- Reporting and Presentation of Research Findings: Structuring a Research Report, Effective Data Presentation Techniques, Story telling with Data.

Textbooks:

1. Malhotra NK, Dash S. *Marketing Research: An Applied Orientation*. 7th ed. Noida: Pearson Education; 2020.
2. Burns AC, Bush RF, Veeck A. *Marketing Research*. 9th ed. Harlow: Pearson Education; 2023.
3. Hair JF, Wolfinbarger M, Ortinau DJ, Bush RP. *Essentials of Marketing Research*. 5th ed. New York: McGraw Hill Education; 2021.

Reference Books:

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

Web References

1. https://www.ama.org
2. https://www.qualtrics.com
3. https://nielseniq.com
4. https://esomar.org

IV SEMESTER

L	T	P	C
3	0	0	3

SERVICES MARKETING

Internal Marks: 30

Course Code: PP24MBE19 **External Marks: 70**

Course Objective

To equip students with the concepts, strategies, and practices for effectively marketing services across diverse sectors, focusing on service quality, customer relationships, and delivery processes.

Course Outcomes

1. Explain the nature of services, differences from goods, and apply segmentation, targeting, and positioning strategies to service markets.
2. Develop pricing and communication strategies tailored to the unique characteristics of services.
3. Apply service quality measurement tools, recovery strategies, and relationship marketing techniques to enhance customer satisfaction.
4. Manage service delivery processes, physical evidence, and human resources for competitive service advantage.
5. Analyze and design marketing strategies for services across financial, healthcare, hospitality, professional, public utility, and educational sectors.

(9 Lectures)

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

(9 Lectures)

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

(9 Lectures)

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

(9 Lectures)

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

(9 Lectures)

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

Text Books:

1. Valarie A.Zeithaml & Mary JoBitner- Services Marketing: Integrating Customer Focus Across The Firm, Third Edition, 2004; Tata McGraw-Hill Publishing Company Ltd, 2008.
2. Christopher H.Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing: People, Technology, Strategy (A South Asian Perspective) Fifth Edition 2011; Pearson Education

Reference Books:

1. Cengiz Haksever, Barry Render, Roberta S.Russel,and Robert G.Murdic: Service Management and Operations(Second Edition); Pearson Education (Singapore) Pte., Ltd., 2003.
2. Kenneth E.Clow & David L.Kurtz: Services Marketing, Biztantra Publication, 2003.
3. Nimit Chowdhary & Monika Chowdhary, Textbook of Marketing of Services The Indian Experience, Macmillan India Ltd., 2005

Web References

1. https://www.ama.org
2. https://www.customer-service.com
3. https://hbr.org
4. https://www.unwto.org

IV SEMESTER

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SALES AND DISTRIBUTION MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE20 **External Marks: 70**

Course Objective:

To develop students' understanding of sales and distribution strategies, structures, processes, and evaluation methods for effective market coverage and customer satisfaction.

Course Outcomes

1. Explain the concepts, evolution, and organizational structures of sales management, along with the roles and responsibilities of sales managers.
2. Apply personal selling theories, processes, and budgeting methods to plan and implement effective sales strategies.
3. Utilize sales forecasting, quota setting, compensation planning, and evaluation methods to assess and improve sales force performance.
4. Design, integrate, and manage marketing channels, including strategies for selecting, evaluating, and maintaining channel relationships.
5. Analyze wholesaling and retailing strategies, trends, and ethical considerations in sales and distribution management.

(9 Lectures)

UNIT 1 - Introduction to Sales Management: Meaning of sales - Evolution of Sales Concept – Nature and Role of Selling – Objectives of Sales Management - Integrating Sales and Marketing Management - Environmental Changes Affecting Sales Management – The Sales Organization – Role of a Sales Organization – Basis for Designing a Sales Organization –Types of Sales Force Structure-Sales Culture–Sales Functions & Policies–Role of a sales manager– responsibilities of sales manager

(9 Lectures)

UNIT2- Personal selling: Buyer Seller Dyads– Types of Selling Jobs- Sales Force Objectives and strategies – Theories of Personal Selling – Personal Selling Process -The sales planning process and its importance - Types of Budgets - Methods of Budgeting for Sales Force

(9 Lectures)

UNIT 3 – Assessing Market Potential: Importance of Assessing Market Potential - Analyzing Market Potential – Sales Forecasting Methods – Selecting a Forecasting Methods – definition of sales quota – types of sales quotas – methods of setting sales quotas – sales analysis and audit – compensating sales force – types of compensation plans – designing compensation plans - Determinants of sales force performance - Methods of sales force evaluation

(9 Lectures)

UNIT 4- Marketing Channels, integration and management: Channel members and their functions - Designing marketing channels - Channel flows and costs –Importance of channel integration – Vertical marketing systems – Types of vertical marketing systems – Horizontal marketingsystems-Hybridchannelsystems–criteriaforselectingchannelmembers– evaluation of channel members – modifying channel arrangements – managing channel relationships - Managing Channel Conflicts

(9 Lectures)

UNIT 5 - Wholesaling & Retailing: Wholesaling and its importance – Types of wholesalers – Strategic issues in wholesaling – Trends shaping wholesale distribution- Challenges in wholesaling - Wholesaling in India – Retailing and its Importance – Evolution of retailing – Classification of retailers - Strategic issues in retailing - Trends in retailing – channel Information system - Ethical and Social Issues in Sales and Distribution Management

Textbooks:

1. Still RW, Cundiff EW, Govoni NA, Puri S. *Sales and Distribution Management*. 8th ed. New Delhi: Pearson Education; 2017.
2. Panda TK, Sahadev S. *Sales and Distribution Management*. 3rd ed. New Delhi: Oxford University Press; 2019.
3. Kotler P, Keller KL, Koshy A, Jha M. *Marketing Management: A South Asian Perspective*. 16th ed. Noida: Pearson Education; 2022.

Reference books

1. Sales and distribution management – Krishna K Havaldar and Vasant Calvale – Mc Graw hill – 3rd edition.
2. Sales and distribution management– Tapan K. Panda, Sunil Sahadev – Oxford Higher Education.
3. Sales and distribution management – K.Shridhara Bhat – Himalaya Publishing House.

Web References

1. https://www.ama.org
2. https://www.hubspot.com
3. https://www.mckinsey.com
4. https://rai.net.in

IV SEMESTER

SYSTEMS

S.no	Course Code	Subject Title
1	PP24MBE29	Introduction to Artificial Intelligence
2	PP24MBE30	Enterprise Resource Planning
3	PP24MBE31	Internet of Things(IOT)
4	PP24MBE32	Data Analytics

IV SEMESTER

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INTRODUCTION TO ARTIFICIAL INTELLIGENCE

Internal Marks: 30

Course Code: PP24MBE29 **External Marks: 70**

Course Objective:

To provide students with foundational knowledge and practical skills in artificial intelligence, focusing on intelligent agents, problem solving, search strategies, knowledge representation, reasoning, and expert systems.

Course Outcomes:

1. Explain the fundamentals of artificial intelligence, intelligent agents, and problem-solving approaches using state-space search.
2. Apply uninformed and heuristic search strategies, including local search and optimization techniques, to solve AI problems.
3. Implement constraint satisfaction methods and adversarial search strategies for competitive game scenarios.
4. Utilize various knowledge representation techniques and reasoning methods, including predicate logic, rules, and logic programming.
5. Apply probabilistic reasoning, planning methods, and expert systems for decision-making in uncertain environments.

(9 Lectures)

UNIT–I

Introduction, Overview of Artificial Intelligence: Problems of AI, AI technique, Tic - Tac - Toe problem. Intelligent Agents, Agents & environment, nature of environment, structure of agents, goal based agents, utility based agents, learning agents.

Problem Solving, Problems, Problem Space & search: Defining the problem as state space search, production system, problem characteristics, and issues in the design of search programs.

(9 Lectures)

UNIT–II

Search techniques: Problem solving agents, searching for solutions; uniform search strategies: breadth first search, depth first search, depth limited search, bidirectional search, comparing uniform search strategies. Heuristic search strategies Greedy best-first search, A* search, AO* search, memory bounded heuristic search: local search algorithms & optimization problems: Hill climbing search, simulated annealing search, local beam search

(9 Lectures)

UNIT-III

Constraint satisfaction problems: Local search for constraint satisfaction problems. Adversarial search, Games, optimal decisions &strategies in games, the minimax search procedure, alpha- beta pruning, additional refinements, iterative deepening.

(9 Lectures)

UNIT–IV

Knowledge & reasoning: Knowledge representation issues, representation & mapping, approaches to knowledge representation. Using predicate logic, representing simple fact in logic, representing instant & ISA relationship, computable functions & predicates, resolution, natural deduction. Representing knowledge using rules, Procedural verses declarative knowledge, logic programming, forward verses backward reasoning, matching, control knowledge.

(9 Lectures)

UNIT–V

Probabilistic reasoning: Representing knowledge in an uncertain domain, the semantics of Bayesian networks, Dempster- Shafer theory, Planning Overview, components of a planning system, Goal stack planning, Hierarchical planning, other planning techniques

Expert Systems: Representing and using domain knowledge, expert system shells, and knowledge acquisition.

Textbooks:

1. Russell SJ, Norvig P. *Artificial Intelligence: A Modern Approach*. 4th ed. Noida: Pearson Education; 2021.
2. Rich E, Knight K, Nair SB. *Artificial Intelligence*. 3rd ed. New Delhi: McGraw Hill Education; 2019.
3. Patterson DW. *Introduction to Artificial Intelligence and Expert Systems*. 1st ed. New Delhi: Pearson Education; 2015.

Reference Books:

1. Artificial Intelligence, Ritch & Knight, TMH
2. Introduction to Artificial Intelligence & Expert Systems, Patterson, PHI
3. Logic & Prolog Programming, Saroj Kaushik, New Age International
4. Expert Systems, Giarranto, VIKAS

Web References

1. https://ai.stanford.edu
2. https://ocw.mit.edu

3. https://aaai.org
4. https://towardsdatascience.com

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IV SEMESTER

ENTERPRISE RESOURCE PLANNING

Internal Marks: 30

Course Code: PP24MBE30 **External Marks: 70**

Course Objective

To provide students with comprehensive knowledge of ERP concepts, implementation strategies, post-deployment management, selection methods, and emerging trends for effective enterprise integration.

Course Outcomes

1. Explain the fundamentals, evolution, and life cycle of ERP systems, including integration with SCM and CRM.
2. Evaluate ERP implementation methodologies, address challenges such as employee resistance, and identify success and failure factors.
3. Manage post-implementation activities including change management, system support, maintenance, and security.
4. Apply selection methods, project evaluation techniques, and impact measurement tools for ERP projects.
5. Analyze future trends in ERP systems, including new markets, technologies, and faster implementation methodologies.

(9 Lectures)

UNIT-I:

Introduction to ERP: Overview of ERP – Introduction and Evolution –advanced ERP-SCM and CRM systems and related technologies –ERP life cycle ERP implementation Life cycle-SDLC and ERP lifecycle.

(9 Lectures)

UNIT-II:

ERP Implementation: reasons for ERP failure. Pre – implementation Tasks – Implementation methodologies – Process definition - Dealing with employee resistance Training and Education – Project management and monitoring Success and failure factors of an ERP implementation.

(9 Lectures)

UNIT-III:

Post ERP implementation: Change Management – post implementation review, support, maintenance and security of ERP. Different business modules of an ERP package. ERP marketplace and market place dynamics.

(9 Lectures)

UNIT-IV:

ERP System Options and Selection Methods: Optimal Means of Developing an ERP, Measurement of Project Impact, IT Selection and Project Approval, ERP proposal Evaluation, Project Evaluation Techniques.

(9 Lectures)

UNIT--V:

ERP present and future: Turbo charge the ERP system- EAI – ERP. Internet and WWW- Future Directions and trends in ERP – Future Directions in ERP: New Markets, New Technologies, Faster Implementation Methodologies, New Business Segments, Trends in Security.

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

Textbooks:

1. Garg VK, Venkitakrishnan N. *Enterprise Resource Planning: Concepts and Practice*. 3rd ed. New Delhi: PHI Learning; 2017.
2. Monk EF, Wagner BJ. *Concepts in Enterprise Resource Planning*. 4th ed. Boston: Cengage Learning; 2013.
3. Alexis L. *ERP Demystified*. 2nd ed. New Delhi: Tata McGraw Hill Education; 2011.

References:

1. Singla:―Enterprise Resource Planning‖, Cengage Learning, New Delhi, 2013.

2. Alexleon:― Enterprise Resource Planning‖, TMH, New Delhi, 2011.

3. Mahadeo Jaiswal, Ganesh Vanapalli:― Enterprise Resource Planning ‖,Mac Millon, New Delhi, 2013.

4. N. Venkateswaran:― Enterprise Resource Planning, SCITECH Publication, New Delhi, 2009.

5. S. Kesharwani, S Bodduluri, M Ashok Kumar: ―Enterprise Resource Planning, Paramount Publishing House, New Delhi, 2012.

Web References

1. https://www.cio.com
2. https://www.techtarget.com/searcherp
3. https://www.oracle.com/erp
4. https://www.sap.com

IV SEMESTER

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INTERNET OF THINGS

Internal Marks: 30

Course Code: PP24MBE31 **External Marks: 70**

Course Objective

To provide students with foundational knowledge and practical understanding of IoT concepts, architectures, industrial applications, networking, data processing, and security considerations.

Course Outcomes

1. Explain IoT concepts, differentiate between Consumer IoT and Industrial IoT, and analyze use cases across various industry domains.
2. Describe IoT reference architectures, edge computing, gateways, and data processing pipelines.
3. Demonstrate knowledge of sensors, transducers, and industrial data acquisition and control systems.
4. Apply networking and communication protocols for IoT, including proximity technologies, industrial protocols, and cloud communication methods.
5. Analyze IoT data processing, storage, visualization, security issues, and evaluate IoT applications in various domains.

(9 Lectures)

UNIT–I

Introduction to IoT and Use cases: Understanding basic concepts of IoT, Consumer IoT vs Industrial Internet, Fundamental building blocks, Use Cases of IoT in various industry domains.

(9 Lectures)

UNIT-II

Architecture: IoT reference architectures, Industrial Internet Reference Architecture, Edge Computing, IoT Gateways, Data Ingestion and Data Processing Pipelines, Data Stream Processing.

(9 Lectures)

UNIT-III

Sensors and Industrial Systems: Introduction to sensors and transducers, integrating sensors to sensor processing boards, introduction to industrial data acquisition systems, industrial control systems and their functions.

(9 Lectures)

UNIT–IV

Networking and Communication for IoT: Recap of OSI 7 layer architecture and mapping to IoT architecture, Introduction to proximity networking technologies (ZigBee, Bluetooth, Serial Communication), Industrial network protocols (Modbus, CANbus), Communicating with cloud applications (web services, REST,TCP/IP and UDP/IP sockets, MQTT, WebSockets, protocols. Message encoding (JSON, Protocol Buffers).

(9 Lectures)

UNIT–V

IoT Data Processing and Storage: Time Series Data and their characteristics, time series databases, basic time series analytics, data summarization and sketching, dealing with noisy and missing data, anomaly and outlier detection.

a) IoT Applications
   - Smart Cities
   - Connected Vehicles and Telematics
   - Smart Grids
   - Smart Homes

b) IoT data visualization
c) Survey of cloud based IoT platforms
d) Low power wide are a networks for IoT
e) IoT device management
f) Survey of chips, embedded modules and development boards for IoT devices
g) Embedded and real-time operating systems for IoT
h) IoT Security
   - Security risks in IoT
   - Securing IoT end point devices and secure communication protocols for IoT
   - Security and Privacy of IoT data

Textbook References (AMA Style)

1. Bahga A, Madisetti VK. *Internet of Things: A Hands-On Approach*. 1st ed. New Delhi: Universities Press; 2015.
2. Raj P, Raman A. *The Internet of Things: Enabling Technologies, Platforms, and Use Cases*. 1st ed. Boca Raton: CRC Press; 2017.
3. Holler J, Tsiatsis V, Mulligan C, et al. *From Machine-to-Machine to the Internet of Things: Introduction to a New Age of Intelligence*. 2nd ed. Amsterdam: Elsevier; 2022.

Reference Books:

1. The Internet of Things, Samuel Greengard, MIT Press Essential Knowledge Series,

Web References

1. https://internetofthingsagenda.techtarget.com
2. https://www.iotworldtoday.com
3. https://ieee-iotj.org
4. https://www.cisco.com

IV SEMESTER

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DATA ANALYTICS

Internal Marks: 30

Course Code: PP24MBE32 **External Marks: 70**

Course Objective

To equip students with the knowledge and skills to manage, analyze, model, and visualize data for informed business decision-making across various domains.

Course Outcomes

- Design data architectures, manage diverse data sources, and ensure data quality for analysis.
- Apply data analytics concepts, tools, and modeling techniques for business applications.
- Implement regression and logistic regression models to analyze and interpret business data.
- Differentiate between regression and segmentation techniques, apply supervised/unsupervised learning, and use time series forecasting methods.
- Utilize advanced data visualization techniques to represent complex datasets and relationships effectively.

(9 Lectures)

UNIT-I

Data Management: Design Data Architecture and manage the data for analysis, understand various sources of Data like Sensors/Signals/GPS etc. Data Management, Data Quality (noise, outliers, missing values, duplicate data) and Data Processing & Processing.

(9 Lectures)

UNIT-II

Data Analytics: Introduction to Analytics, Introduction to Tools and Environment, Application of Modeling in Business, Databases & Types of Data and variables, Data Modeling Techniques, Missing Imputations etc. Need for Business Modeling.

(9 Lectures)

UNIT-III

Regression – Concepts, Blue property assumptions, Least Square Estimation, Variable Rationalization, and Model Building etc. Logistic Regression: Model Theory, Model fit Statistics, Model Construction, Analytics applications to various Business Domains etc.

(9 Lectures)

UNIT-IV

Object Segmentation: Regression Vs Segmentation– Supervised and Unsupervised Learning, Tree Building– Regression, Classification, Overfitting, Pruning and Complexity, Multiple Decision Trees etc. Time Series

Methods: Arima, Measures of Forecast Accuracy, STL approach, Extract features from generated model as Height, Average Energy etc. and Analyse for prediction.

(9 Lectures)

UNIT-V

Data Visualization: Pixel-Oriented Visualization Techniques, Geometric Projection Visualization Techniques, Icon-Based Visualization Techniques, Hierarchical Visualization Techniques, Visualizing Complex Data and Relations.

Textbooks:

1. Student's Handbook for Associate Analytics– II,III.
2. Data Mining Concepts and Techniques, Han, Kamber, 3rd Edition, Morgan Kaufmann Publishers.

Reference Books:

1. Introduction to Data Mining,Tan, Steinbachand Kumar, AddisionWisley,2006.
2. Data Mining Analysis and Concepts, M.Zaki and W.Meira
3. Mining of Massive Datasets, Jure Leskovec Stanford

Web References

1. https://www.kaggle.com
2. https://towardsdatascience.com
3. https://www.ibm.com/analytics
4. https://www.tableau.com

IV SEMESTER

LOGISTICS AND SUPPLY CHAINMANAGEMENT

S.no	Course Code	Subject Title
1	PP24MBE37	Enterprise Resource Planning
2	PP24MBE38	Shipping and Maritime law
3	PP24MBE39	International Logistics Management
4	PP24MBE40	Green Supply Chain Management

IV SEMESTER

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ENTERPRISE RESOURCE PLANNING

Internal Marks: 30

Course Code: PP24MBE37 **External Marks: 70**

Course Objective

To provide students with comprehensive knowledge of enterprise systems, their planning, implementation, maintenance, and future trends, enabling effective integration of business processes.

Course Outcomes

1. Explain the evolution, benefits, risks, and technological foundations of cross-functional ERP systems.
2. Evaluate ERP software solutions, business process reengineering, and core ERP modules across business functions.
3. Apply ERP planning, evaluation, and selection methodologies, including implementation life cycle and data migration strategies.
4. Assess organizational impacts, success factors, and challenges in ERP maintenance through case studies.
5. Analyze extended ERP systems, bolt-on solutions, and emerging trends such as web-enabled and wireless ERP technologies.

(9 Lectures)

UNIT I:

Overview of enterprise systems: Evolution - Risks and benefits - Fundamental technology – Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

(9 Lectures)

UNIT II:

Overview of ERP software solutions: Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP modules -sales and Marketing, Accounting, Finance, Materials and Production management etc

(9 Lectures)

UNIT III:

Planning Evaluation and selection of ERP systems: Implementation life cycle – ERP implementation, Methodology and Framework-Training–Data Migration. People Organization in implementation – Consultants, Vendors and Employees-Case studies.

(9 Lectures)

UNIT IV:

Maintenance of ERP: Organizational and Industrial impact – Success and Failure factors of and ERP Implementation -case studies.

(9 Lectures)

UNITV:

Extended ERP systems and ERP bolt –on -CRM, SCM, Business analytics etc-Future trends in ERP systems-web enabled, Wireless technologies so on-Case studies.

Outcome: Students gaining knowledge of concepts of ERP and its application in Logistics and Supply Chain Management.

Textbook References (AMA Style)

1. Monk E, Wagner B. *Concepts in Enterprise Resource Planning*. 4th ed. Boston: Cengage Learning; 2012.
2. Jacobs FR, Weston F, Whybark DC. *Manufacturing Planning and Control for Supply Chain Management*. 7th ed. New York: McGraw-Hill Education; 2018.
3. Garg VK, Venkitakrishnan N. *Enterprise Resource Planning: Concepts and Practice*. 2nd ed. New Delhi: PHI Learning; 2006.

Reference Books:

1. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw - Hill, 2008.
2. Summer, ERP, Pearson Education, 2008.
3. Jagan NathanVaman, ERP in Practice, Tata Mc Graw-Hill, 2008
4. Alexis Leon, ERP demystified, second Edition Tata Mc Graw-Hill, 2006.
5. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2006.

Web References

1. https://www.sap.com/erp
2. https://www.oracle.com/erp
3. https://www.cio.com
4. https://www.panorama-consulting.com

IV SEMESTER

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SHIPPING AND MARITIME LAW

Internal Marks: 30

Course Code: PP24MBE38 **External Marks: 70**

Course Objective

To equip students with legal knowledge of contracts, sales, carriage of goods, consumer protection, and liability limitations in maritime operations for effective shipping management.

Course Outcomes

1. Explain the essentials of a valid contract, special maritime contracts, and the rights and duties of parties in agency and bailment.
2. Interpret the provisions of the Sale of Goods Act, including international maritime sales, charter parties, and related obligations.
3. Analyze the laws governing carriage of goods by sea and the legal implications of bills of lading.
4. Evaluate carrier liabilities under various carriage acts and the consumer protection framework relevant to maritime services.
5. Assess liability limitations, contractual and tort actions against carriers, and jurisdictional considerations in maritime claims.

(9 Lectures)

UNIT I

Introduction: Indian Contract Act, 1872 - Contract – Meaning – Essential Elements – Offer and Acceptance–Consideration–Capacity–Consent–Legalityofobject–Quasicontract– Discharge of Contract – Breach of Contract – Remedies. Contract of Indemnity and Guarantee - Bailment: Rights and Duties of Bailor and Bailee – Contract of Agency: – Creation of Agency – Rights and Duties of Agent and Principal – Termination of Agency

(9 Lectures)

UNIT II

Indian Sale of Goods Act - Contract of Sale: Essentials – Sale and Agreement to Sell – Conditions and Warranties: Caveat Emptor – Sale by non-owners – Delivery of Goods – Rights and Duties of the Buyer and Seller. International Sales of Goods - Contracting Parties - Charter Parties – The Types Of Charter - Ship-Owners Obligations In Getting To The Load Port - Express &Implied Contract On Loading – Payment Of Freight- Special Clauses - Remedies For Non-Payment

(9 Lectures)

UNIT III

Laws on Carriage of Goods: The Bills Of Lading Act 1855 And The Carriage Of Goods By Sea Act 1992 - Non-Contractual Actions - Functions Of The Bill Of Lading – Contracts Of Carriage - Modifications To The Traditional Carriage Contract Model- Third-Party Rights Under The Initial Carriage Contract At Common Law And In Equity - Statutory Transfers.

(9 Lectures)

UNIT IV

The Cargo Claim Enquiry - Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage By Road Act, 2007 (iv) The CarriagebyAirAct,1972– IndianConsumerProtectionAct,1986:Objects–Rightsof Consumers – Consumer Dispute – Procedure of Filing Complaint – Procedure for redressal of Complaints.

(9 Lectures)

UNIT V

Proving Loss Or Damage In Transit—The Evidential Hierarchy Of Lading Statements—Bill Of Lading Statements And Contractual Actions Against The Carrier—Tort Actions Against The Carrier - Actions Against The Person Who Actually Signed The Bill Of Lading. Limitation Of Liability -- Claims Subject To Limitation -- The Right To Limit–Jurisdiction -- Other Limitation Regimes.

Outcome: Students knowledge of maritime laws will help shipping organizations in gaining profitability and sustenance

Textbooks:

1. Paul T. *Maritime Law*. 4th ed. London: Routledge; 2018.
2. Wilson JF. *Carriage of Goods by Sea*. 8th ed. Harlow: Pearson Education; 2020.
3. Chuah JCT. *Law of International Trade: Cross-Border Commercial Transactions*. 6th ed. London: Sweet & Maxwell; 2019.
4. Ramberg J, Herre J. *International Commercial Transactions*. 4th ed. Stockholm: Norstedts Juridik; 2016.

Reference Books:

1. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi, 2011.
2. M.S.Pandit and Shobha Pandit, Business Law, HPH, Mumbai, 2010.
3. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi, 2010.
4. Relevant Bare Acts.

Web References

1. https://www.imo.org
2. https://unctad.org/topic/transport-and-trade-logistics
3. https://www.bimco.org
4. https://shipmin.gov.in

IV SEMESTER

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INTERNATIONAL LOGISTICS MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE39 **External Marks: 70**

Course Objective

To provide students with comprehensive knowledge of international trade operations, logistics systems, transportation modes, containerization, and inventory management for effective global supply chain management.

Course Outcomes

1. Explain the structure and trends of world trade, India's trade profile, and the role of logistics documents in international trade.
2. Analyze the relationship between marketing and logistics, international marketing channels, and transport mode selection.
3. Describe the principles and legal aspects of transportation, multimodal systems, and freight structure in international trade.
4. Evaluate the processes and benefits of containerization, inland container depots, chartering, and arbitration in global logistics.
5. Apply inventory management techniques and packaging practices for efficient transportation and safe delivery of goods.

(9 Lectures)

UNIT-1 International Trade: Need and Importance – Recent Trends in World Trade – Leading players – India's Foreign Trade – Commodity Composition and Destination - Overview of International Logistics- Components, Importance, Objectives; Logistic Subsystem;- Integrated Logistics; - Barrier to Internal Integration – Logistics Documents for International Trade.

(9 Lectures)

UNIT-2 Marketing and Logistics Customer Focused Marketing; International Marketing: International Marketing Channel :Role of Clearing Agent, Various Modes of Transport, Choice and Issues for Each Mode, Transport Cost Characteristics

(9 Lectures)

UNIT-3 Basics of Transportation - Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice

(9 Lectures)

UNIT-4 Containerization and Chartering Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export ClearanceatICD;CONCOR;ICDsunderCONCOR;Chartering:KindsofCharter,Charter Party, and Arbitration.

(9 Lectures)

UNIT-5 inventory Management and Packaging Inventory Management: Introduction, Characteristics, Functionality, Components, Planning; Packaging and Packing: Labels, Functions of Packaging, Designs, Kinds of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, and Features of Marking -Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned

Textbooks:

1. Ballou RH. *Business Logistics/Supply Chain Management: Planning, Organizing, and Controlling the Supply Chain*. 5th ed. Upper Saddle River, NJ: Pearson Education; 2007.
2. Coyle JJ, Langley CJ, Novack RA, Gibson BJ. *Supply Chain Management: A Logistics Perspective*. 11th ed. Boston, MA: Cengage Learning; 2021.
3. Branch AE. *Global Supply Chain Management and International Logistics*. 2nd ed. London: Routledge; 2009.
4. Rodrigue JP, Comtois C, Slack B. *The Geography of Transport Systems*. 5th ed. New York, NY: Routledge; 2020.

Reference Books:

1. International Marketing by SakOnkvisit & John J. Shaw, Publisher: Prentice Hall of India
2. International Marketing by Gupta and Varshing, Publisher: Sultan Chand and Sons
3. Logistic Management and World Sea Borne Trade by Multiah Krishnaveni, Publisher: Himalaya Publication
4. Logistic and Supply Chain Management by Donald J. Bowerson, Publisher: Prentice Hall of India

Web References

1. https://intracen.org
2. https://www.wto.org
3. https://concorindia.co.in
4. https://www.iata.org

IV SEMESTER

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GREEN SUPPLY CHAIN MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE40 **External Marks: 70**

Course Objective:

To equip students with the knowledge and skills to design, implement, and evaluate environmentally sustainable supply chain systems integrating eco-design, green purchasing, green manufacturing, and green logistics practices.

Course Outcomes:

1. Explain the concepts, evolution, and practices of green supply chain management in addressing environmental concerns.
2. Apply eco-design principles and supplier collaboration strategies for sustainable product development.
3. Evaluate green purchasing drivers, strategies, and performance measures to improve supplier sustainability.
4. Analyze green manufacturing methods, life cycle analysis, and ISO 14000 standards for sustainable production.
5. Assess green logistics, transportation practices, and reverse logistics for minimizing environmental impact.

(9 Lectures)

UNIT I

Introduction – Traditional Supply Chain and Green Supply Chain – Environmental Concern and Supply Chain– Closed- loop Supply Chain– Corporate Environmental Management –Green Supply Chain (GSCM): Definition, Basic Concepts – GSCM Practices

(9 Lectures)

UNIT II

Eco-Design: Design for the Environment (DFE) or Eco-Design –Eco-Design and Supplier Relationships – Definitions of Eco-Design – Tools of Product Eco-Design –Involving suppliers in product ecodesign: Drivers, Challenges and Successful factors

(9 Lectures)

UNIT III

Green Purchasing: Green Procurement and Purchasing – Definitions of green purchasing– Drivers of green purchasing – Green purchasing strategies – Green purchasing performance measurement –Green Supplier Development and Collaboration.

(9 Lectures)

UNIT IV

Green Manufacturing: Green Manufacturing or Production: Evolution, Definitions – 4Re‘s: recycling, remanufacturing, reuse and reduction– Closed – loop Manufacturing – ISO14000 systems – Life Cycle Analysis (LCA) – Lean Manufacturing for Green Manufacturing or Production.

(9 Lectures)

UNIT V

Green Logistics and Transportation: Green Logistics and Transportation – Definitions of Green Logistics– Critical drivers of Green Logistics – Green transportation and logistics practices– Environmental impacts of transportation and logistics – Closing the Loop: Reverse Logistics.

Textbooks:

1. Joseph Sarkis, Yijie Dou. Green Supply Chain Management: A Concise Introduction, Routledge, 2017.

2. Charisios Achillas, Dionysis D. Bochtis, Dimitrios Aidonis, Dimitris Folinas. Green Supply Chain Management, Routledge, 2018.

Reference books:

1. Hsiao-Fan Wang, Surendra M. Gupta. Green Supply Chain Management: Product Life Cycle Approach, McGraw Hill publishing, 2011

2. Stuart Emmett, Vivek Sood. Green Supply Chains: An Action Manifes by Stuart Emmett, Wiley publications, 2010

IV SEMESTER

ENTREPRENEURSHIP AND SMALL ENTERPRISE MANAGEMENT

S.no	Course Code	Subject Title
1	PP24MBE45	Venture Valuation and Accounting
2	PP24MBE46	Finance and Accounting for Small Business
3	PP24MBE47	Technology Appreciation and Intellectual Property Rights
4	PP24MBE48	Marketing for Small Business

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IV SEMESTER

VENTURE VALUATION AND ACCOUNTING

Internal Marks: 30

Course Code: PP24MBE45 **External Marks: 70**

Course Objective:

To develop the ability to analyze, evaluate, and apply concepts, strategies, and legal aspects of joint ventures, mergers, acquisitions, and related accounting practices in domestic and cross-border business contexts.

Course Outcomes:

1. Analyze the concepts, structures, processes, advantages, and challenges of joint ventures and strategic alliances with reference to case studies.
2. Evaluate different types of mergers, acquisitions, takeovers, and related legal and strategic considerations in both domestic and international contexts.
3. Apply valuation methods and financial analysis tools to assess business deals and determine fair swap ratios.
4. Assess post-merger performance, financing decisions, and compliance with Indian merger and acquisition regulations.
5. Prepare and interpret accounting records for consignment, joint ventures, branch accounts, and partnership firm reconstitution or dissolution.

(9 Lectures)

Unit I

Joint Ventures: Concept and Meaning of Joint Ventures, Features, Need, growth and Types of Joint Ventures, Structures, process and Legal aspects – Advantages and Problems faced in Joint Ventures, Prospects of Joint Ventures and Strategic Alliance- Relevant case study of successful and failed joint ventures.

(9 Lectures)

Unit II

Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-border M&A. Analysis of Post-Merger Performance. Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts.

(9 Lectures)

Unit III

Deal Valuation and Evaluation: Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination

(9 Lectures)

Unit IV

Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Impact on shareholders Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition and Competition law 2002, SEBI (Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover.

(9 Lectures)

Unit V

Consignment Accounts: Important terms; Accounting records; Valuation of unsold stock; Conversion of consignment into branch Joint Venture Accounts: Meaning of joint venture; Joint venture and partnership; Accounting records Branch Accounts: Partnership Accounts Essential characteristics of partnership; Partnership Deed; Final Accounts; Adjustment after closing the accounts; Fixed and fluctuating capital; Goodwill; Joint Life Policy; Change in Profit Sharing Ratio Reconstitution of a partnership firm- Admission of a partner, Retirement of a partner‘ Death of a partner; Amalgamation of partnership firms; Dissolution of a partnership firm;- Modes of dissolution of a firm; Accounting entries; Insolvency of Partners;

Textbooks:

1. Gaughan PA. *Mergers, Acquisitions, and Corporate Restructurings*. 7th ed. Hoboken, NJ: Wiley; 2018.
2. DePamphilis DM. *Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions*. 11th ed. London: Academic Press; 2022.
3. Gupta RL, Radhaswamy M. *Advanced Accountancy*. 19th ed. New Delhi: Sultan Chand & Sons; 2020.
4. Weston JF, Weaver S. *Mergers and Acquisitions*. New York: McGraw Hill; 2004.

References

1. Monga J.R., Ahuja Girish, and Sehgal Ashok: Financial Accounting; Mayur Paper Nokia.
2. Shukla. M.C., Grewal T.S., and Gupta, S.C.: Advanced Accounts: S.Chand & Co. New Delhi.
3. Gupta, Manju (2010): Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing House.
4. Sundarsanam (2006); Creating Value from Mergers and Acquisitions, (1st ed.) Pearson Education.
5. Ramanujan.S. (1999); Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill
6. Narayankar, Ravi, (2013): Merger and Acquisitions Corporate Restructuring, Strategy

Web References

1. https://www.sebi.gov.in
2. https://www.mca.gov.in
3. https://www.oecd.org
4. https://www.investopedia.com

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IV SEMESTER

FINANCE AND ACCOUNTING FOR SMALL BUSINESS

Internal Marks: 30

Course Code: PP24MBE46 **External Marks: 70**

Course Objective:

To equip students with foundational knowledge and practical skills in accounting, finance, costing, and taxation, enabling informed decision-making in business and compliance with statutory requirements.

Course Outcomes:

1. Demonstrate an understanding of the accounting process, prepare basic financial statements, and interpret the balance sheet.
2. Analyze financial statements using ratio, cash flow, and working capital analysis to assess business performance and financing needs.
3. Apply marginal costing techniques and cost-volume-profit analysis to support managerial decision-making.
4. Compute taxable income, understand business tax liabilities, and interpret key provisions of Central Sales Tax and Central Excise Acts.
5. Explain the structure, features, and implementation of GST, including registration, codes, and tax rate application.

(9 Lectures)

Unit–I

Accounts - Accounting Process - Accounting Concepts & Conventions - Accounting equation - Basic Accounting Procedure - Single Entry System : an admixture - Double Entry System - Accounting Elements - Classification of Accounts - Golden Rules - Journal - Classification of Journal - Ledger : Principal Books of Accounts - Cash Book - Vouchers-The documents to the transactions - Trial Balance - Depreciation - Preparation of Final Accounts and Balance Sheet - Techniques of Preparation of Final Accounts -The Balance Sheet

(9 Lectures)

Unit–II

Finance: Understanding Balance Sheet – It‘s Use - Profit and Loss Account (P/L A/c) - Understanding Financial Statement - Ratio Analysis - Cash Flow Statements - Cash Budget - Working Capital : Determination & Calculation - Operating Cycle - Computation of Working Capital - Framework for

Regulation of Bank Credit - Long-Term Source of Finance - Retained Earnings - Equity Capital / Equity Share - Debenture - Preference Shares.

(9 Lectures)

Unit III

Costing: Introduction - Classification Cost - Use of Cost Data - Marginal Costing - Cost-Volume Profit Relationship - Mathematical Relationship between Cost-Volume Profit - Margin of Safety -BEP Analysis: Graphical Analysis- Use of Marginal costing in decision making- pricing decision, make or buy etc.

(9 Lectures)

Unit IV

Taxation: Income Tax - Definitions - Residential Status - How to Compute Total Income – Profit and Gains of Business or Profession- Deduction Under Chapter VIA- Central Sales Tax Act, 1956 - Preliminary - Formulation of Principles for Determining when a Sale or Purchase of Goods Taken Place in the Course of Inter-state Trade or Commerce or Outside a State or in the Course of Import or Export - Inter-State Sales Tax - Goods of Special Importance in Inter-State Trade or Commerce - Liability in Special Cases - Central Excises Act, 1944 - Preliminary - Levy and Collection of Duty -Powers and Duties of Officers and Landholders - Transport by Sea - Adjudication of Confiscations and Penalties - Appeals - Presumption as to Documents - Supplemental Provisions.

(9 Lectures)

Unit V

Goods and Services Tax (GST): – concept and status – Genesis - GST and Centre-State Financial Relations- Constitution (One Hundred and First) Amendment Act, 2016- Goods and Services Tax Council (GSTC) - Salient Features of GST - Benefits of GST - Goods and Services Tax Network–GST Registration process of business enterprises– GST HSN– SAC Cods and tax rates.

Textbooks:

1. Gupta RL, Radhaswamy M. *Advanced Accountancy*. 19th ed. New Delhi: Sultan Chand & Sons; 2020.
2. Maheshwari SN, Maheshwari SK. *Principles of Management Accounting*. 19th ed. New Delhi: Sultan Chand & Sons; 2018.
3. Tulsian PC. *Financial Accounting*. 3rd ed. New Delhi: Pearson Education India; 2019.
4. Singhania VK, Singhania M. *Students Guide to Income Tax*. 67th ed. New Delhi: Taxmann Publications; 2024.
5. Jain SP, Narang KL. *Cost Accounting: Principles and Practice*. 27th ed. New Delhi: Kalyani Publishers; 2022.

Reference Books:

1. Dhanesh K Khatri, Financial Accounting, Mc Graw Hill.
2. Asish K. Bhattacharyya, Financial Accounting for Business Managers, 3rd Edition, PHI, Eastern Economy

Edition.
3. Dr.VK Goyal, Financial Accounting, 3rd Edition, EB (ExcelBooks).
4. Horngren, Sundem, Stratton, Burgstahler and Schatzberg, Introduction to Management Accounting, 14th Edition, Pearson Hall.
5. Charities An Exhaustive Treatise for Tax and Other........... by S Rajaratnam, M. Natarajan, C.P. Thangaraj
6. Laws of Trade Tax Central Sales Tax and Tax on Ent. By OSVatsa
7. Trade Tax, Central Sales Tax & Tax on Entry of Goo. By Arvind Agarwal, Adarsh K Gupta

Web References

1. https://www.gst.gov.in
2. https://www.cbic.gov.in
3. https://www.rbi.org.in
4. https://www.incometax.gov.in
5. https://www.investopedia.com

IV SEMESTER

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TECHNOLOGY APPLICATION AND INTELLECTUAL PROPERTY RIGHTS

Internal Marks: 30

Course Code: PP24MBE47 **External Marks: 70**

Course Objective

To develop a comprehensive understanding of technology management, technology transfer, innovation, intellectual property (IP) strategies, and IP valuation, enabling students to apply strategic approaches in managing technological change and intangible assets.

Course Outcomes

1. Explain the concepts, importance, and implications of technology management, technological change, life cycles, and policy planning.
2. Analyze models, modes, and processes of technology transfer, including pricing, absorption, and government initiatives.
3. Evaluate technology cycles, innovation streams, and commercialization of intellectual property with appropriate protection and branding strategies.
4. Formulate defensive and offensive strategies for managing intellectual property and intangible assets to maximize value.
5. Apply various approaches and methods for IP valuation and understand its role in business decision-making.

(9 Lectures)

UNIT I

Introduction , Definitions, Role and importance , Technology developments, implications of Technology Management, Technology change, TLC, Diffusion and Growth of Technologies - Technological Transformation alternatives, Technology Policy and Planning, Technology development-Options & Strategies, Socio-Economic planning, production functions & Technological Change, Macro effects of Technology change.

(9 Lectures)

UNIT II

Technology Transfer - Models, Modes, Technology search strategy, Dimensions of Technology Transfer, Features & Routes of Technology Transfer, Technology absorption capabilities, Pricing of Technology Transfer agreements, Code of conduct for Technology transfer , Government initiative, Technology transfer and absorption process at unit level.

(9 Lectures)

Unit III

Technology cycles, innovation streams, Managing through cycles of technological change- Planned innovation, planned innovation systems, Market driven innovation: Commercialization of Intellectual Property: Traditional IP and Evolving IP - Assignment – Licensing – Cross License – Patent Pool – Negotiations – Defensive Publications – Technical Disclosures – Patent Pooling – Patent Trolling - Brand Management- Brand and Pricing Strategies – Patent Mining – Patent Landscaping and Patent Mapping

(9 Lectures)

Unit IV

Strategic Management of Intellectual Property: Defensive & Offensive Strategies – Intellectual Asset Management - Intellectual Property Audit – Identification & Grouping of Intangible Assets into Bundles - Intangible Asset Management Plan – Value Maximization Strategies – Value Extraction Strategies – Licensing Process and Management

(9 Lectures)

Unit V

Valuation of Intellectual Property: Need for IP Valuation – Approaches of IP Valuation – Cost Approach – Income Approach – Market Approach – Methods of IP Valuation – "25% Rule" Method - Industry Standards Methods - Ranking Method - Surrogate Methods - Disaggregation Methods - Monte Carlo Method - Real Options Methods - The CAV Method - Market Value Method -Collateralization of IPA.

Text Books:

1. Sunita K.Sreedhararn, An Introduction to Intellectual Asset Management.
2. Patrick H.Sullivan, Profiting from Intellectual Capital: Extracting Value from Innovation
3. Tulika Rastogi, IP Audit: Your Way to Healthy Organisation
4. Gordon V. Smith and Russell L.Parr, Valuation of Intellectual Property and Intangible Assets, 3rd Edition
5. Bruce Berman, From Assets to Profits: Competing for IP Value and Return (Intellectual Property - General, Law, Accounting & Finance, Management, Licensing, Special Topics).
6. Loganathan, E.T.―IPR‖(IPRS), TPIPS Agreement and Indian Laws.
7. Dasgupta.S: Technology and Creativity & Creativity, Oxford University Press, New York, 1996.

Reference Books:

1. Proctor.T: The Essence of Management Creativity, Prentice-Hall, New Delhi, 1997.
2. Richards.T: Creativity and Problem Solving Network, Gower, Hampshire, 1997.
3. Ceserani. J & Greatwood.P: Innovation & Creativity, Kogan Page, London,1995.
4. Ziman.J: Technological Innovation as an Evolutionary Process, Cambridge University Press, Cambridge, 2000

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2. https://www.worldbank.org
3. https://www.oecd.org/innovation
4. https://www.nif.org.in
5. https://ipindia.gov.in

IV SEMESTER

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MARKETING FOR SMALL BUSINESS

Internal Marks: 30

Course Code: PP24MBE48 **External Marks: 70**

Course Objective:

To equip students with the knowledge and skills to understand, analyze, and apply marketing concepts, strategies, and practices tailored for small businesses in domestic and global contexts.

Course Outcomes:

- Explain the nature, characteristics, and scope of small business marketing, including market attractiveness, challenges, and crisis management.
- Analyze the small business market environment and evaluate the role, policies, and growth of small-scale industries.
- Identify and assess marketing channels for small business products, including traditional and emerging distribution approaches.
- Formulate marketing and promotional strategies, segmentation, positioning, and explore global opportunities for small enterprises.
- Evaluate marketing mechanisms for small business inputs and outputs, and address opportunities and challenges in agricultural and industrial product marketing.

(9 Lectures)

Unit I

Introduction to Marketing for small business – Nature and Characteristics – Distinction between corporate marketing and marketing for small business – small business Marketing: Concept and Scope – Nature – Characteristics, Taxonomy – Composition of Small Business Market – small business Requirements – Consumer Durables and Non-Durables – Problems of Small Business Marketing – Attractiveness of Market – Factors affecting for Small business Marketing – Value Addition to Small Business Marketing - Characteristics of Successful Small Businessmen –Different Stages of Small business – Crisis Management in Business.

(9 Lectures)

Unit II

Small Business Market Environment: Factors in Small Business Market Environment: Social, Economic, Ethical, Political, Physical, Technological, and Demographic – Occupational Pattern – Income Generation – Expenditure Pattern – Small Business Market Infrastructure - Dynamics of Small Business Concepts and Definitions of Small Scale Industries (SSIs) – Role of SSIs – Government Policy and Development of SSIs –

Growth and Performance – SSI Sector and Committee Report – Reservation of items for SSI.

(9 Lectures)

Unit III

Small Business Marketing Channels Small Business Marketing Channels – Old Set-up – New Players – New Approaches – Marketing and Distribution Trends, New Dynamics – Marketing Channels for Food grains: Oil Seeds – Egg – Live Poultry – Social Marketing - Opportunity for Retail Trading.

(9 Lectures)

Unit IV

Small Business Marketing Promotional Strategies: Small Business Market Segmentation –Targeting – Selection of Segments – Coverage of Segments – Positioning – Product, Pricing, Distribution and Promotional Strategies - Global Opportunities for Small Business Small Enterprises in International Business – Export Documents and Procedures for Small Enterprises –E-commerce and Small Enterprises.

(9 Lectures)

Unit V

Marketing of Small Business Inputs and Outputs: Small Business Inputs: Market Mechanism of inputs for agriculture and Allied industries - Small Business Outputs: Marketing of agricultural produces – concepts of marketable and marketed surplus – market mechanism: unregulated and regulated – Marketing of Small Business industrial products – Mechanism, opportunities and challenges.

Text Books:

1. Shukla M.B. Entrepreneurship and Small Business Management, Kitab Mahal, 2003, Agra.
2. Ashis Gupta Indian Entrepreneurial Culture, Wishwa Prakashan Ltd., Surrey, UK., 1994.
3. Colombo Plan Entrepreneurship Development, Staff College Tata Mc Graw-Hill, New Delhi, 1998 for Technician Education.
4. MalliD. D.Training for Entrepreneurship and Self-Employment. Mittal, New Delhi,1999
5. Khanka S.S.Entrepreneurial Development, S Chand & Co., New Delhi
6. Bedi R.V. and Bedi N.V., Rural Marketing, Himalaya, Mumbai, 2006
7. Datt, Ruddar and Sundharam K.P.M., Indian Economy, S.Chand, New Delhi, 2006.

Reference Books:

1. Krishnamacharyulu C.S.G. and Lalitha Ramakrishnan, Rural Marketing : Texts and Cases, Pearson Education, New Delhi, 2006.
2. Barrow C. The Essence of Small Business, Prentice Hall of India, New Delhi, 1997.
3. Bedapatai Mohanty, Economics of Small Scale Industries, Ashish,NewDelhi,1986
4. Charantimath. P.M., Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi, 2006.

5. Cormon J and Lussier R.N., Small Business Management: A Planning Approach, IRWIN, London, 1996

IV SEMESTER

BUSINESS ANALYTICS

S. No	Course Code	Subject Title
1	PP24MBE53	Business Intelligence and Data Visualization
2	PP24MBE54	Artificial Intelligence in Business
3	PP24MBE55	Financial Analytics
4	PP24MBE56	HR Analytics

IV SEMESTER

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BUSINESS INTELLIGENCE AND DATA VISUALIZATION

Internal Marks: 30

Course Code: PP24MBE53 **External Marks: 70**

Course Objective

To equip students with the knowledge and skills to design, implement, and utilize business intelligence systems for data-driven decision-making.

Course Outcomes

1. Explain the framework, architecture, and governance of Business Intelligence systems, including benefits, implementation strategies, and tools.
2. Describe database system concepts, architectures, models, and normalization techniques relevant to BI environments.
3. Apply SQL and PL/SQL operations for data manipulation, querying, and advanced database functions in BI contexts.
4. Implement dashboards, data models, and analytics using Power BI, integrating multiple data sources for insights.
5. Develop interactive visualizations and analytical dashboards using Tableau for real-time and historical data interpretation.

(9 Lectures)

Unit 1 Business Intelligence – Introduction, Framework of Business Intelligence- Definition, History, Architecture of BI, benefits of BI, Intelligence creation and use of BI governance, Transaction processing versus analytic processing, BI implementation – Developing or acquiring BI, Justification and Cost-benefit analysis, Security and protection of privacy, Integration of systems and applications, BI tools and techniques, Major vendors.

(9 Lectures)

Unit 2 Introduction Database system concept and architecture, data model schema and instances, data independence and database language and interfaces, DDL, DML, Overall Database Structure. ER model concepts, notation for ER diagram, mapping constraints Relational data Model and Language: keys, Concepts of Super Key, candidate key, primary key, Relational data model concepts, integrity constraints, entity integrity, referential integrity, Keys constraints, Domain constraints,. Normalization

(9 Lectures)

Unit III Introduction on SQL: Characteristics of SQL, advantage of SQL. SQL data type and literals. Types of SQL commands. SQL operators and their procedure. Tables, views and indexes. Queries and sub queries. Aggregate functions. Insert, update and delete operations, Joins, Unions, Intersection, Minus, Cursors, Triggers, and Procedures in SQL/PL SQL

(9 Lectures)

UNIT-IV Introduction to PowerBI – Working with data – Importing from flat files, excel files, other sources – PowerPivot data types – Column operations - Table relationship – PowerPivot data analysis – PivotTable and PivotChart – Slicers – Dashboard Implementation – Dates, hierarchies, and perspectives – Data Analysis Expressions – Introduction to Power Query – Introduction to Power View – Power View visualizations – Power View filtering options – Introduction to Power Map – Preparing geospatial data – Publish from Power BI desktop – Publish Dashboard to Web

(9 Lectures)

UNIT V Introduction to Tableau – Installation – Tableau Interface – Data Importing (live vs extract) – Continuous and discrete data – Different kinds of plots and their usage (bar chart, line chart, scatter plot, histogram, dual axis) – Parameters – Functions and calculated field – Row and aggregate calculations – Time series analysis – Bin & group – Forecast & clusters – Joins and blends – Dashboard and interactive plots – Data interpretation – Connecting to real time database.

Textbook References (AMA Style)

1. Sharda R, Delen D, Turban E. *Business Intelligence and Analytics: Systems for Decision Support*. 10th ed. Boston, MA: Pearson; 2017.
2. Coronel C, Morris S. *Database Systems: Design, Implementation, and Management*. 13th ed. Boston, MA: Cengage Learning; 2019.
3. Lachev S. *Applied Microsoft Power BI: Bring Your Data to Life!* 2nd ed. Prologika Press; 2016.
4. Murray D. *Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software*. 2nd ed. Indianapolis, IN: Wiley; 2016.

Web References

- https://learn.microsoft.com/en-us/power-bi/.
- https://www.tableau.com/learn/training.
- https://docs.oracle.com/en/database/.
- https://www.ibm.com/analytics/business-intelligence.

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IV SEMESTER

ARTIFICIAL INTELLIGENCE IN BUSINESS

Internal Marks: 30

Course Code: PP24MBE54 **External Marks: 70**

Course Objective:

To enable students to understand the principles, applications, challenges, and future prospects of Artificial Intelligence in business decision-making, marketing, customer engagement, and strategic management.

Course Outcomes:

1. Explain the evolution of AI, core drivers of machine intelligence, and its potential impact on human society and industries.
2. Apply AI tools and techniques to attract, engage, and retain customers across various channels and business contexts.
3. Analyze AI applications in diverse sectors and utilize AI-based models for marketing, branding, and customer value measurement.
4. Evaluate ethical, managerial, and operational challenges in AI implementation and propose strategies for human–AI collaboration.
5. Assess emerging AI trends, consciousness debates, and the strategic implications of future AI advancements for businesses.

(9 Lectures)

Unit I: Human Versus Machine: What matters to a machine; What makes a mind; Looking into the Future; Programs that Write Programs; Four Basic Drives; The Intelligence Explosion; The Point of No Return; The Law of Accelerating Returns; The Singularitarian; The End of Human Era; The Cyber Ecosystem; Telemigration, Automation and the Transformation; Digitech Impulse.

(9 Lectures)

Unit II: Using AI To Attract, Persuade, And Retain Customer Market Research; Marketplace Segmentation; Raising Awareness; Social Media Engagement; In Real Life; The B2B World; The In-Store Experience; On the Phone; The Onsite Experience—Web Analytics; Merchandising; Closing the Deal; Back to the Beginning: Attribution; Growing Customer Expectations; Retention and Churn; Many Unhappy Returns; Customer Sentiment; Customer Service; Predictive Customer Service; The AI Business Platform

(9 Lectures)

Unit III: Solving The Business Problems: Application of AI: Finance, Manufacturing, Transportation, Energy, Healthcare, Communication, Law, and Defence. One-to-One Marketing; One-to Many Advertising; the Four Ps; The Customer Journey; Branding; Your Bot Is Your Brand; Marketing Mix Modelling;

Econometrics; Customer Lifetime Value

(9 Lectures)

Unit IV: The Challenges: Machine Mistakes; Human Mistakes; The Ethics of AI; What Machines Haven't Learned Yet; How to Train a Dragon; The Human Advantage; AI to Leverage Humans; Collaboration at Work; Your Role as Manager; AI for Best Practices.

(9 Lectures)

Unit V: The Future: The Path to the Future; Machine-Train Thyself; Intellectual Capacity as a Service; Data as a Competitive Advantage; How Far Will Machines Go; Computing Tomorrow; Consciousness and AI: What is Consciousness; is Consciousness beyond Science; Experimental clues about Consciousness; Theories of Consciousness.

Textbooks:

- Garry James Barrat (2015) Our Final Invention; Pan Macmillan India, 1st Edition.
- K &Mig G. (2017) Deep Thinking: Where Machine Intelligence Ends and Human Creativity Begins;
- John Jim Kamal Y. (2020) Marketing Management; NRBC, 1st Edition.
- Murray Publications, 1st Edition. Sterne, G.A. Poe &Gildan M. (2018)
- Artificial Intelligence for Marketing; Gildan Media- Audible Book, Max Tegmark (2017) Life 3.0: Being Human in the Age of AI; Knopf, 1st Edition

Suggested Readings:

1. Kaplan J, Haenlein M, Tan C. *Artificial Intelligence, Machine Learning, and Deep Learning: A Guide for Executives and Managers*. New York, NY: Business Expert Press; 2020.
2. Marr B. *Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems*. Hoboken, NJ: Wiley; 2019.
3. Russell S, Norvig P. *Artificial Intelligence: A Modern Approach*. 4th ed. Upper Saddle River, NJ: Pearson; 2021.

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IV SEMESTER

FINANCIAL ANALYTICS

Internal Marks: 30

Course Code: PP24MBE55 **External Marks: 70**

Course Objective

To equip students with analytical, statistical, and computational techniques for financial data analysis, portfolio optimization, risk assessment, and predictive modeling.

Course Outcomes

1. Apply fundamental statistical measures, probability concepts, and the Capital Asset Pricing Model (CAPM) using R for financial data analysis.
2. Analyze financial securities, visualize datasets, and evaluate investment performance using time series methods and Sharpe ratios.
3. Construct and optimize investment portfolios using Markowitz mean–variance theory, clustering techniques, and regression analysis.
4. Implement market sentiment analysis, develop trading strategies using Bayesian models, and apply the Black–Scholes model for option pricing.
5. Predict financial outcomes using classification trees, apply binomial option models, and assess pricing strategies under no-arbitrage conditions.

(9 Lectures)

UNIT -I

Financial analytics: Concept and Practices- Data science - What is R and its application - Language features: functions-- Assignment-- Arguments and types. Financial Statistics: Concept and mathematical expectation - Probability - Mean; SD and Variance - Skewness and Kurtosis - Covariance and correlation - Capital Asset Pricing model.

(9 Lectures)

UNIT–II

Financial Securities: Bond and Stock investments-Housing and Eurocrisis- Securities Datasets and Visualization - Plotting multiple series. Time Series and Sharpe ratio: Examining and Stationary - Auto Regressive and integrated moving average Processes-- Time periods and Annualizing - Ranking investment candidates - Sharpe Ratio for Income Statement growth.

(9 Lectures)

UNIT–III

Markowitz means – variance optimization – Optimal Portfolio of two risky assets- Data mining with Portfolio optimization- Cluster Analysis - K -means Clustering and Algorithm - Covariance and Precision matrices -

Usage of Regression.

(9 Lectures)

UNIT-IV

Ganging the market Sentiment: Markov Regime Switching model - Bayesian reasoning - Beta distribution. Stimulating Trading Strategies: Foreign exchange markets - Chart analytics - Initialization and finalization - Bayesian Reasoning within Positions. Black - Scholes model and option-Implied volatility: Black- Scholes model: Concept and applications- Derivation - Algorithm for - Implied volatility.

(9 Lectures)

UNIT -V

Prediction using fundamentals and binomial model for options: Best income statement Portfolio - obtaining Price Statistics - combining the income statement with Price statistics - Prediction using classification trees and Recursive Partitioning. Applying Computational finance - risk Neutral Pricing and No Arbitrage - High Risk - Free Rate Environment.

Textbooks:

1. Ruppert D, Matteson DS. *Statistics and Data Analysis for Financial Engineering*. 2nd ed. New York, NY: Springer; 2015.
2. Tsay RS. *Analysis of Financial Time Series*. 4th ed. Hoboken, NJ: Wiley; 2020.
3. Luenberger DG. *Investment Science*. 2nd ed. New York, NY: Oxford University Press; 2013.
4. Hull JC. *Options, Futures, and Other Derivatives*. 11th ed. Boston, MA: Pearson; 2023.

Reference Books:

1. Financial Analytics with R_Mark J.Bennets, Cambridge University Press.

Web References

1. https://www.investopedia.com/terms/c/capm.asp.
2. https://www.r-project.org/.
3. https://blog.quantinsti.com/financial-time-series-analysis/.
4. https://www.cfainstitute.org/en/research/foundation/portfolio-optimization.

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IV SEMESTER

HR ANALYTICS

Internal Marks: 30

Course Code: PP24MBE56 **External Marks: 70**

Course Objective:

To develop the ability to apply analytical frameworks, metrics, and visualization tools for strategic HR decision-making and organizational value creation.

Course Outcomes:

1. Analyze the role, evolution, and value of HR analytics in aligning HR challenges with organizational systems.
2. Differentiate between HR metrics, benchmarking, and analytics, and apply established HR analytics frameworks.
3. Apply the analytical value chain to HR data, address data quality issues, and connect analytics outcomes to business benefits.
4. Develop and interpret HR metrics and dashboards using statistical software and data visualization tools.
5. Design and implement HR scorecards to link HR initiatives to operational and financial performance.

(9 Lectures)

Unit I

HR Analytics in Perspective: Role of Analytics, Defining HR Analytics, The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system(Lean), Locating the HR challenge in the system, Valuing HR Analytics in the organizational system, Typical problems. Case Studies

(9 Lectures)

Unit II

HRA Frameworks: Current approaches to measuring HR and reporting value from HR contributions,StrategicHRMetricsversusBenchmarking,HRScorecards&Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM: 21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics framework.

(9 Lectures)

Unit III

Basics of HR Analytics: Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics. Insight into Data Driven HRA: Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.

(9 Lectures)

Unit IV

HR Matrics: Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum. HR Dashboards: Statistical software used for HR analytics:MS-Excel,IBM-SPSS,IBMAMOS,SAS,andRprogramminganddatavisualizationtoolssuch as Tableau, Ploty, Click view and Fusion Charts.

(9 Lectures)

Unit V

HR Scorecard: Assessing HR Program, engagement and Turnover, Finding money in Analytics, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.

Textbooks:

1. Fitz-enz J, Mattox J II. *Predictive Analytics for Human Resources*. 2nd ed. Hoboken, NJ: Wiley; 2014.
2. Bassi L, McMurrer D. *HR Analytics Handbook: Understanding and Implementing HR Analytics*. Washington, DC: McBassi & Co; 2016.
3. Marr B. *Data-Driven HR: How to Use Analytics and Metrics to Drive Performance*. 1st ed. London, UK: Kogan Page; 2018.
4. Edwards M, Edwards K. *Predictive HR Analytics: Mastering the HR Metric*. 2nd ed. London, UK: Kogan Page; 2019.

Reference Books:

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, 2001.

5. HR Analytics: The What, Why and How, by Tracey Smith

Web References

1. https://www.hrtechnologist.com/articles/hr-analytics/what-is-hr-analytics/.

2. https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/hrmetricsandanalytics.aspx.
3. https://www.aihr.com/blog/hr-analytics-frameworks/.
4. https://www.cipd.org/knowledge/factsheets/human-capital-analytics.

IV SEMESTER

ARTIFICIAL INTELLIGENCE

S.no	Course Code	Subject Title
1	PP24MBE61	Natural Language Processing
2	PP24MBE62	Augmented Reality & Virtual Reality
3	PP24MBE63	Deep Learning
4	PP24MBE64	Data Visualization

IV SEMESTER

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NATURAL LANGUAGE PROCESSING

Internal Marks: 30

Course Code: PP24MBE61 **External Marks: 70**

Course Objective:

To equip students with theoretical knowledge and practical skills in Natural Language Processing for analyzing, modeling, and understanding human language computationally.

Course Outcomes

1. Explain the origins, challenges, and foundational concepts of NLP including language modeling, tokenization, and spelling correction.
2. Apply statistical models for word-level analysis including N-grams, smoothing, and part-of-speech tagging techniques.
3. Implement syntactic analysis using context-free grammars, dependency parsing, and probabilistic parsing methods.
4. Perform semantic and pragmatic analysis using logic-based approaches, word sense disambiguation, and similarity measures.
5. Analyze discourse structures and utilize lexical resources for advanced NLP applications.

(9 Lectures)

UNIT I:

Introduction: Origins and challenges of NLP – Language Modeling: Grammar-based LM, Statistical LM – Regular Expressions, Finite-State Automata – English Morphology, Transducers for lexicon and rules, Tokenization, Detecting and Correcting Spelling Errors, Minimum Edit Distance.

(9 Lectures)

UNIT II:

Word Level Analysis: Unsmoothed N-grams, Evaluating N-grams, Smoothing, Interpolation and Backoff – Word Classes, Part- of-Speech Tagging, Rule-based, Stochastic and Transformation-based tagging, Issues in PoS tagging – Hidden Markov and Maximum Entropy models.

(9 Lectures)

UNIT III:

Syntactic Analysis: Context-Free Grammars, Grammar rules for English, Treebanks, Normal Forms for grammar – Dependency Grammar – Syntactic Parsing, Ambiguity, Dynamic Programming parsing – Shallow parsing Probabilistic CFG, Probabilistic CYK, Probabilistic Lexicalized CFGs – Feature structures, Unification of feature structures

(9 Lectures)

UNIT IV:

Semantics And Pragmatics: Requirements for representation, First-Order Logic, Description Logics – Syntax-Driven Semantic analysis, Semantic attachments – Word Senses, Relations between Senses, Thematic Roles, selectional restrictions – Word Sense Disambiguation, WSD using Supervised, Dictionary & Thesaurus, Bootstrapping methods – Word Similarity using Thesaurus and Distributional methods.

(9 Lectures)

UNIT V:

Discourse Analysis And Lexical Resources: Discourse segmentation, Coherence – Reference Phenomena, Anaphora Resolution using Hobbs and Centering Algorithm– Coreference Resolution– Resources: Porter Stemmer, Lemmatizer, PennTreebank, Brill's Tagger, WordNet, PropBank, FrameNet, Brown Corpus, British National Corpus (BNC).

Text Books:

1. Speech and Language Processing: An Introduction to Natural Language Processing, Computational Linguistics and Speech, 2nd Edition, Daniel Jurafsky, James H. Martin - Pearson Publication, 2014.
2. Natural Language Processing with Python, First Edition, Steven Bird, Ewan Klein and Edward Loper, OReilly Media,2009.

Reference Books:

1. Language Processing with Java and Ling Pipe Cook book,1st Edition, Breck Baldwin, Atlantic Publisher, 2015.
2. Natural Language Processing with Java, 2nd Edition, Richard M Reese, O Reilly Media, 2015.
3. Handbook of Natural Language Processing, Second, Nitin Indurkhya and Fred J. Damerau, Chapman and Hall/CRC Press, 2010.Edition
4. Natural Language Processing and Information Retrieval, 3rd Edition, Tanveer Siddiqui, U.S.Tiwary, Oxford University Press, 2008.

Web References

1. https://web.stanford.edu/~jurafsky/slp3/.
2. https://www.nltk.org/.
3. https://aclanthology.org/.
4. https://huggingface.co/docs.

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IVSEMESTER

AUGMENTED REALITY & VIRTUAL REALITY

Internal Marks: 30

Course Code: PP24MBE62 **External Marks: 70**

Course Objective:

To introduce the principles, technologies, and human factors of Augmented and Virtual Reality, enabling students to design and analyze immersive systems.

Course Outcomes:

1. Explain the fundamentals of Augmented Reality, its history, display technologies, and tracking methods.
2. Apply computer vision techniques, interaction methods, and software architectures for AR applications.
3. Describe the principles, history, and underlying physics of Virtual Reality systems.
4. Analyze human visual perception and rendering techniques for immersive VR experiences.
5. Evaluate motion, interaction, and audio aspects in real and virtual worlds for improved immersion.

(9 Lectures)

UNIT-I

Introduction to Augmented Reality: Augmented Reality- Defining augmented reality, history of augmented reality, Examples, Related fields Displays: Multimodal Displays, Visual Perception, Requirements and Characteristics, Spatial Display Model, Visual Displays Tracking: Tracking, Calibration, and Registration, Coordinate Systems, Characteristics of Tracking Technology, Stationary Tracking Systems, Mobile Sensors

(9 Lectures)

UNIT-II

Computer Vision for Augmented Reality: Marker Tracking, Multiple – Camera Infrared Tracking, Natural Feature Tracking by Detection, Outdoor Tracking. Interaction: Output Modalities, Input Modalities, Tangible Interfaces, Virtual User Interfaces on Real Surfaces, Augmented Paper, Multi-view Interfaces, Haptic Interaction Software Architectures: AR Application Requirements, Software Engineering Requirements, Distributed Object Systems, Dataflow, Scene Graphs

(9 Lectures)

UNIT-III

Introduction to Virtual Reality: Defining Virtual Reality, History of VR, Human Physiology and Perception - The Geometry of Virtual Worlds: Geometric Models, Axis – Angle Representations of Rotation, Viewing Transformations - Light and Optics: Basic Behavior of Light, Lenses, Optical Aberrations, The Human Eye, Cameras, Displays

(9 Lectures)

UNIT-IV

The Physiology of Human Vision: From the Corneato Photoreceptors, From Photoreceptors to the Visual Cortex, Eye Movements, Implications for VR.

Visual Perception: Visual Perception - Perception of Depth, Perception of Motion, Perception of Color Visual Rendering: Visual Rendering -Ray Tracing and Shading Models, Rasterization, Correcting Optical Distortions, Improving Latency and Frame Rates, Immersive Photos and Videos

(9 Lectures)

UNIT-V

Motion in Real and Virtual Worlds: Velocities and Accelerations, The Vestibular System, Physics in the Virtual World, Mismatched Motion and Vection

Interaction: Motor Programs and Remapping, Locomotion, Social Interaction

Audio: The Physics of Sound, The Physiology of Human Hearing, Auditory Perception, Auditory Rendering

Text Books:

1. Augmented Reality: Principles & Practice byS chmalstieg /Hollerer, Pearson Education India; First edition (12 October 2016), ISBN-10: 9332578494
2. Virtual Reality, Steven M.LaValle, Cambridge University Press, 2016

Reference Books:

1. Allan Fowler- AR Game Development‖,1st Edition, A press Publications, 2018, ISBN 978-1484236178
2. Understanding Virtual Reality: Interface, Application and Design, William R Sherman and Alan B Craig, (The Morgan Kaufmann Series in Computer Graphics)". Morgan Kaufmann Publishers, San Francisco, CA, 2002
3. Developing Virtual Reality Applications: Foundations of Effective Design, Alan B Craig, William R Sherman and Jeffrey D Will, Morgan Kaufmann, 2009
4. Designing for Mixed Reality, Kharis O'Connell Published by O'Reilly Media, Inc., 2016, ISBN:9781491962381
5. Sanni Siltanen- Theory and applications of marker-based augmented reality. Julkaisija – Utgivare Publisher. 2012. ISBN 978-951-38-7449-0
6. Gerard Jounghyun Kim, "Designing Virtual Systems: The Structured Approach", 2005

Web References

1. https://www.augment.com/what-is-augmented-reality/.
2. https://www.khronos.org/openxr/.
3. https://ieeevr.org/.
4. https://docs.unity3d.com/.

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IV SEMESTER

DEEP LEARNING

Internal Marks: 30

Course Code: PP24MBE63 **External Marks: 70**

Course Objective:

To provide a comprehensive understanding of deep learning principles, architectures, and applications, enabling students to develop and evaluate intelligent systems.

Course Outcomes:

1. Explain the history, core concepts, and evaluation metrics of machine learning, identifying issues like overfitting and underfitting.
2. Describe the relationship between biological and machine learning processes and methods to train and improve deep networks.
3. Implement neural networks using Keras and related frameworks for classification tasks.
4. Apply convolutional and recurrent neural network architectures using PyTorch for various data types.
5. Analyze advanced applications and research trends in deep learning, including GANs, reinforcement learning, and autoencoders.

(9 Lectures)

UNIT I:

Fundamentals of Deep Learning: Artificial Intelligence, History of Machine learning: Probabilistic Modeling, Early Neural Networks, Kernel Methods, Decision Trees, Random forests and Gradient Boosting Machines, Fundamentals of Machine Learning: Four Branches of Machine Learning, Evaluating Machine learning Models, Overfitting and Underfitting. [Text Book 2]

(9 Lectures)

UNIT II: Introducing Deep Learning: Biological and Machine Vision, Human and Machine Language, Artificial Neural Networks, Training Deep Networks, Improving Deep Networks. [Text Book3]

(9 Lectures)

UNIT III: Neural Networks: Anatomy of Neural Network, Introduction to Keras: Keras, Tensor Flow, Theano and CNTK, Setting up Deep Learning Workstation, Classifying Movie Reviews: Binary Classification, Classifying newswires: Multiclass Classification.[Text Book 2]

(9 Lectures)

UNIT IV:

Convolutional Neural Networks: Nerual Network and Representation Learing, Convolutional Layers, Multichannel Convolution Operation, Recurrent Neural Networks: Introduction to RNN, RNN Code, PyTorch Tensors: Deep Learning with PyTorch, CNN in PyTorch.[Text Book 3]

(9 Lectures)

UNIT V:

Interactive Applications of Deep Learning: Machine Vision, Natural Language processing, Generative Adversial Networks, Deep Reinforcement Learning. [Text Book 1]

Deep Learning Research: Autoencoders, Deep Generative Models: Boltzmann Machines Restricted Boltzmann Machines, Deep Belief Networks. [Text Book 1]

Text Books:

1. Deep Learning- Ian Good fellow, Yoshua Bengio and Aaron Courvile, MIT Press, 2016
2. Deep Learning with Python – Francois Chollet, Released December 2017, Publisher(s): Manning Publications, ISBN: 9781617294433
3. Deep Learning Illustrated: A Visual, Interactive Guide to Artificial Intelligence – Jon Krohn, Grant Beylevel d, Aglaé Bassens, Released September 2019, Publisher(s): Addison-Wesley Professional, ISBN: 9780135116821
4. Deep Learning from Scratch- Seth Weidman, Released September 2019, Publisher(s): O'Reilly Media, Inc., ISBN: 9781492041412

Reference Books:

1. Artificial Neural Networks, Yegnanarayana, B.,PHI Learning Pvt. Ltd, 2009.
2. Matrix Computations, Golub, G.,H., and Van Loan, C.,F,JHU Press, 2013.
3. Neural Networks: A Classroom Approach, Satish Kumar, Tata Mc Graw- Hill Education, 2004.

Web Link:

Swayam NPTEL: Deep Learning: https://onlinecourses.nptel.ac.in/noc22_cs22/preview

IV SESMETER

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DATA VISUALIZATION

Internal Marks: 30

Course Code: PP24MBE64 **External Marks: 70**

Course Objectives:

- To understand the fundamentals of data visualization.
- To know the working principles of various information visualization depth tools.
- To acquire knowledge about the issues in data representation.
- To visualize the Data using tools Tableau
- To gain skill in designing real time interactive information visualization system.

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

- Apply mathematics and basic science knowledge for designing information visualizing System.
- Collect data ethically and solve engineering problem in visualizing the information.
- Implement algorithms and techniques for interactive information visualization.
- Conduct experiments by applying various modern visualization tool and solve the space layout problem.
- Analyze and design system to visualize multidisciplinary multivariate Data individually or in teams.

(9 Lectures)

UNIT-1

Context of data visualization – Definition, Methodology, Visualization design objectives. Key Factors – Purpose, visualization function and tone, visualization design options – Data representation, Data Presentation, Seven stages of data visualization, widgets, data visualization tools. Mapping - Time Series - Connections and Correlations - Scatterplot Maps - Trees, Hierarchies, and Recursion - Networks and Graphs

(9 Lectures)

Unit II Visualization Techniques for Time-Series, Trees & Graphs Mapping - Time series - Connections and correlations – Indicator-Area chart-Pivot table- Scatter charts, Scattermaps - Treemaps, Space filling and non-space filling methods Hierarchies and Recursion - Networks and Graphs-Displaying Arbitrary Graphs-node link graph-Matrix representation for graphs- Info graphics

(9 Lectures)

Unit III Text And Document Visualization: Acquiring data, - Where to Find Data, Tools for Acquiring Data from the Internet, Locating Files for Use with Processing, Loading Text Data, Dealing with Files and

Folders, Listing Files in a Folder, Asynchronous Image Downloads, Web Techniques, Parsing data - Levels of Effort, Tools for Gathering Clues, Text Markup Languages, Regular Expressions, Grammars and BNF Notation, Compressed Data, Vectors and Geometry, Binary Data Formats, Advanced Detective Work.

(9 Lectures)

Unit IV Interactive Data Visualization: Drawing with data–Scales–Axes– Updates, Transition and Motion–Interactivity –Layouts –Geomapping –Exporting, Framework – D3.js, Tableau Dashboards

(9 Lectures)

Unit V Security In Data Visualization: Port scan visualization - Vulnerability assessment and exploitation - Firewall log visualization - Intrusion detection log visualization - Attacking and defending visualization systems – Creating secured visualization system..

Textbook References (AMA Style)

1. Kirk A. *Data Visualization: A Handbook for Data Driven Design*. 2nd ed. Thousand Oaks, CA: SAGE Publications; 2019.
2. Yau N. *Data Points: Visualization That Means Something*. Indianapolis, IN: Wiley; 2013.
3. Murray S. *Interactive Data Visualization for the Web*. 2nd ed. Sebastopol, CA: O'Reilly Media; 2017.

REFERENCE BOOKS:

1) Colin Ware, "Information Visualization Perception for Design", Third edition, Margon Kaufmann Publishers, 2012.
2) Robert Spence, "Information Visualization Design for Interaction", Second Edition, Pearson Education.
3) Matthew O.Ward, George Grinstein, Daniel Keim, "Interactive Data Visualization: Foundation, Techniques and Applications

Web References

1. https://public.tableau.com/en-us/s/resources.
2. https://d3js.org/.
3. https://www.visualisingdata.com/
4. https://flowingdata.com/

IV SEMESTER

BANKING AND INSURNACE MANAGEMENT

S.no	Course Code	SUBJECT TITLE
1	PP24MBE69	International finance
2	PP24MBE70	Retail banking
3	PP24MBE71	Management and Regulation of Banking And Insurance companies
4	PP24MBE72	Information technology in banking and insurance Business

IV SEMESTER

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INTERNATIONAL FINANCE

Internal Marks: 30

Course Code: PP24MBE69 **External Marks: 70**

Course Objective: The course focuses to provide an understanding of both the key features of foreign exchange markets and the actual problems of Multinational Corporation within an environment of free flows of foreign capital and floating exchange rates.

Course Outcomes: On successful completion of this course, the students will be able:

1. To revise the Concept of International Financial Management
2. To discuss the Concept of International Financial Markets
3. To identify with the Concept of International Financial Institutions
4. To recognize the concept of International Financial Instruments and FDI
5. To assess multinational corporate decisions in Global Markets

(9 Lectures)

Unit I: Introduction to International Finance International Financial Environment: Overview, Nature and Scope of International Finance Evolution of international financial system–gold standard, Breton woods standard, floating exchange rate; International Finance Management VS Domestic Financial Management.

(9 Lectures)

Unit II: International Financial Markets Eurocurrency market, international bond market, international equity market, international money market.

(9 Lectures)

Unit III: International Financial Institutions IMF, Bank for International Settlements; international banking-euro bank, types of banking offices- correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank.

(9 Lectures)

Unit IV :-International Financial Instruments Introduction to International Financial Instruments Types of International Financial -Euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs.

(9 Lectures)

Unit V: Multinational Corporate Decisions in Global Market Foreign investment decision- Foreign direct investment (FDI)–motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India. FII's Definition, role of FII's, Different Between FDI &FII.

TextBooks:

1. OP Agarwal International Financial Management, 3rd Edition 2014 HPH
2. Gupta Shashi K., Rangi Praneet International Finance 2nd Edition 2017, Kalyani Publishers

Reference Books:

1. Eun C.S., Resnick B.G., “International Financial Management”, 2010, Tata McGraw Hill Education Pvt. Ltd., 4th Ed. Special Indian Edition

2. Shailaja G, “International Finance”, 2010, 2nd Ed. Orient Black’swan.

3. Hendrik Van den Berg, “International Finance and Open Economy Macro Economics”, 2009, 1st Ed. Cambridge.

4. Sharan V., “International Financial Management”, 2009, 5th Ed. PHI, EEE.

5. Madura J., “International Financial Management”, 2010, 4th Ed. Cengage Learning.

6. Apte P.G., “International Finance”, 2008, 2nd Ed. McGraw Hill.

7. Madhu Vij, “International Financial Management”, 2010, 3rd Ed. ExcelBooks.

8. Vyuptakesh Sharan, International Financial Management, , 4th Ed, 2006, PHI Learning Pvt. Ltd.

IV SEMESTER

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RETAIL BANKING

Internal Marks: 30

Course Code: PP24MBE70 **External Marks: 70**

Course Objective:

To provide students with comprehensive knowledge of retail banking products, strategies, delivery channels, trends, and loan recovery mechanisms.

Course Outcomes:

1. Differentiate between retail and corporate banking and explain retail product development and credit approval processes.
2. Analyze the features, eligibility, and processes of major retail asset products and payment card services.
3. Apply retail banking strategies, delivery channels, and CRM processes for enhancing customer relationships.
4. Evaluate emerging trends and new product offerings in retail banking, including e-banking and cross-selling.
5. Explain loan recovery mechanisms, legal frameworks, and RBI guidelines for retail banking defaults.

(9 Lectures)

Unit-1: Concept of Retail Banking-Distinction between Retail and Corporate wholesale Banking; Retail Products Overview: Customer requirements, products development process. Liabilities and Assets Products, Approval process for retail loans, credit scoring.

(9 Lectures)

Unit-II Important Retail asset' products: Home loans, Auto/vehicle loans, Personal loans. Educational loans - Study of these products in terms of Eligibility, Purpose, Amounts, Margin. Security, Disbursement, Moratorium, Prepayment issues, Repayments/Collection; Credit/Debit Cards- Eligibility, Purpose, Amounts, Margin, Security, Process of using the cards, Billing Cycle, Credit Points; Other products/Remittances/Funds Transfer

(9 Lectures)

Unit-III: Retail Strategies: Tie-up with institutions for retail loans; Delivery Channels-Branch. Extension counters, ATMs, POS, Internet Banking, M-Banking; Selling process in retail products; Customer

Relationship Management – Role and impact of customer relationship management stages in CRM process; Technology for retail banking

(9 Lectures)

Unit-IV: Trends in Retailing – New products like insurance, Demat services, online/ phone banking, property services, investment advisory/ wealth management, Reverse Mortgage - Growth of e- banking, Cross selling opportunities

(9 Lectures)

Unit-V: Recovery of Retail Loans-Defaults, Rescheduling, recovery process-SARAFAESI Act. ORT Act, use of Lok Adalat forum, Recovery Agents – RBI guidelines (Case Studies are compulsory)

Textbooks:

1. Rose PS, Hudgins SC. *Bank Management & Financial Services*. 9th ed. New York, NY: McGraw-Hill Education; 2013.
2. Suresh N, Paul J. *Management of Banking and Financial Services*. 3rd ed. New Delhi, India: Pearson Education; 2018.
3. Khan MY. *Indian Financial System*. 11th ed. New Delhi, India: McGraw-Hill Education; 2023.

Reference Books:

I. Agarwal, O.P., Fundamentals of Retail Banking, Himalaya Publishing House, Mumbai.

2. Jha, SM, Banking Marketing, Himalaya Publishing House, Mumbai

3. Khan, MY, Indian Financial System,; Tata Mc Graw Hill Publishing Company Ltd., New Delhi

4. Uppal;, RK, & Bishnupriya N, Modern Banking in India, New Century Publications, New Delhi

5. Uppal, R K, Banking Services and IT, New Century Publications, New Delhi

6. Guruswamy, S.,Banking in the New Millenium, New Century Publications, New Delhi

7. Indian Institute of Banking & Finance, Retail Banking, Mumbai

Web References

1. https://www.rbi.org.in.
2. https://www.iba.org.in.
3. https://www.investopedia.com/terms/r/retailbanking.asp.
4. https://www.worldbank.org/en/topic/financialinclusion.

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IV SEMESTER

MANAGEMENT AND REGULATIONS OF BANKING AND INSURANCE COMPANIES

Internal Marks: 30

Course Code: PP24MBE71 **External Marks: 70**

Course Objective:

To equip students with an in-depth understanding of banking structures, management practices, legal frameworks, insurance operations, and regulatory mechanisms.

Course Outcomes:

1. Explain the organizational structures of banks, types of banking systems, and fundamentals of underwriting and claim management in insurance.
2. Apply concepts of bank asset management, customer relationship management, account operations, and insurance pricing and marketing strategies.
3. Analyze banking legislations, prudential regulations, and the processes of establishment, expansion, mergers, and acquisitions in banks.
4. Evaluate the regulatory role of the Reserve Bank of India and the functioning of the Bank Ombudsman within changing supervisory frameworks.
5. Describe the roles of insurance intermediaries, reinsurance practices, and regulatory provisions governing the insurance sector in India.

(9 Lectures)

UNIT-I Organization and structure of Banks – Branch banking & Unit Banking; Investment banking & Mixed Banking; Universal Banking & virtual banking; Mobile Banking & Tele-Banking; Public Sector and Private Sector Banks; Nationalization of Commercial Banks – Objectives – Progress.-Underwriting & claim management: Meaning, definition, objectives and principles of underwriting; underwriting in life & non-life insurance; Claim management in life and non-life insurance.

(9 Lectures)

UNIT-II Management of Bank: Structure & role; Asset classification &Management; customer management-Typesofcustomers;Relationshipwithcustomer;Managementofaccounts;Types of accounts; NPA; Pass Book; Cheque; Features, Crossing, Endorsements.-Insurance pricing & Insurance marketing: Fundamental of insurance pricing, pricing objectives, rating, life Vs non-life insurance pricing; marketing of insurance products, distribution channels, marketing strategies of Indian insurance products

(9 Lectures)

UNIT-III Banking Legislation and supervision: Banking Laws and Reforms- Banking Regulation Acts-1949; CRR, Bank rate, SLR; economic and prudential regulation; Establishment of banking institutions; expansion of branches; merger and acquisition in banks.

(9 Lectures)

UNIT-IV Regulatory authority of bank- Reserve Bank India-Evolution; RBI Act - 1935- main features; regulatory methods; Bank Ombudsman-Function and role; Changing Dimensions of Regulatory and Supervisory Framework.

(9 Lectures)

UNIT V: Insurance Intermediaries & Reinsurance: Insurance intermediaries and their functioning; Survey or sandloss assessors; third party administrators; Meaning of Reinsurance; role of reinsurer; techniques of reinsurance; reinsurance in Indian perspective. -Regulation of Insurance Business: Legislative & Regulative matters - Aim, Objective & Areas of regulation; Main features of-Insurance Act- 1938, IRDA Act 1999, LIC Act 1956, Consumer Protection Act 1986; Insurance Ombudsman; Malhotra Committee; Insurance Advisory Committee.

Text Books:

1. Basu : Theory and Practice of Development Banking
2. Muranjan S.K. : Modern Banking in India
3. Reddy &Appanniah : Banking Theory and Practice
4. Natarajan&Gordon:BankingTheoryandPractice
5.Shekar&Shekar:Bankingtheoryand practice, Vikas publishing house Pvt. Ltd..

Reference Books:

1.Insurance and Risk Management- P.K. Gupta
2. Risk Management-G.Kotreshwar
3.PrincipleandPracticesofInsurance:PPeriaswamy
4.Principles of Risk Management & Insurance– George E. Rejda.
5. Risk Management &Insurance- Scott Harington
6. Risk Management & Insurance- C. Arthur Williams

Web References:

1. Reserve Bank of India. https://www.rbi.org.in. Accessed August 9, 2025.
2. Insurance Regulatory and Development Authority of India. https://www.irdai.gov.in. Accessed August 9, 2025.
3. Ministry of Finance, Government of India. https://financialservices.gov.in. Accessed August 9, 2025.
4. Investopedia. Banking and Insurance Overview. https://www.investopedia.com. Accessed August 9, 202

IV SEMESTER

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INFORMATION TECHNOLOGY IN BANKING AND INSURANCE BUSINESS

Internal Marks: 30

Course Code: PP24MBE72 **External Marks: 70**

Course Objective

To develop knowledge of information technology applications, e-banking, e-commerce, cyber laws, and accounting practices in banking and insurance sectors.

Course Outcomes:

1. Describe the role of IT in business, basic internet concepts, and the scope, benefits, and challenges of e-commerce.
2. Explain e-banking and retail banking operations, their advantages, limitations, and associated risks.
3. Analyze the significance of IT in the insurance sector, including online insurance processes and growth trends.
4. Interpret key provisions of cyber laws in India, including the IT Act 2000, IT Amendment Act 2008, and related legislations.
5. Apply basic accounting principles in banking and insurance, including preparation of financial statements and computation of sector-specific ratios.

(9 Lectures)

Unit – I: Information Technology: Meaning; Role of IT in business; Limitations; Internet Meaning, Basic Internet Terminology; Search Engines, Usage of Internet to society, E– Commerce –meaning, Characteristics, Advantages and limitations, Types, Difference between traditional commerce and e-commerce.

(9 Lectures)

Unit–II: E-BankingandRetailBanking:E-banking–Definition;ServicesProvided;Facetsof E-banking; Types; Benefits; Drawbacks; Banking Services through Internet. Retail Banking; Difference between Core banking and Retail banking; Advantages and disadvantages of retail banking; Services Offered in Retail Banks; Opportunities and Challenges for Retail Banking; Types of Internet Banking Risk.

(9 Lectures)

Unit – III: IT in Insurance Sector: Importance of IT in Insurance Sector in India; Companies offering insurance through internet in India; Apply insurance online-process; Growth of online insurance services in India.

(9 Lectures)

Unit – IV: Cyber Law in India: Genesis of IT Legislation in India, Objectives of IT Legislation in India, IT Amendment Act 2008, ITA vs. ITAA, Other Acts amended by the IT Ac

(9 Lectures)

Unit –V : Accounting in Banking: An Introduction to Books, Ledgers and Registers of Banking Companies; Calculation – Rebateon Bills Discounted, NPAs and Capital Adequacy Ratio; Format of Financial Statements of Banking Companies.- Accounting in Insurance Companies: Accounting for Insurance Companies Introduction; Classes of Insurance Business; Insurance Terminologies; Format of financial statement of Insurance Companies.

Reference:

1. Corporate Accounting: S.N. Maheshawari & S.K.Maheshawari, Vikas Publishing.
2. Corporate Accounting: Tulsian, Tata Mcgraw Hills Education.
3. Financial statement Analysis: Debananda Baruah, Balaji Publication, New Delhi - 110093
4. Corporate Finance – Satyanrayana, Discovery Publishing House, new Delhi
5. 5.E-Banking Management: Issues, Solutions, and Strategies – Mahmood Shah & Steve Clarke- Information Science Reference (an imprint of IGI Global)
6. Banking and Finance on the Internet – Mary J Cronin
7. E–Banking – Brian Vixon and MaryDixon.
8. .For e-resources and books-http://bookboon.com/

Web References

1. https://www.rbi.org.in.
2. https://www.irdai.gov.in.
3. https://www.meity.gov.in.
4. https://www.investopedia.com.

IV SEMESTER

DIGITAL MARKETING

S.no	Course Code	Subject Title
1	PP24MBE77	E–Business Management
2	PP24MBE78	System Analysis And Design
3	PP24MBE79	Content Marketing
4	PP24MBE80	AI In Digital Marketing

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IV SEMESTER

E–BUSINESS MANAGEMENT

Internal Marks: 30

Course Code: PP24MBE77 **External Marks: 70**

Course Objective:

To provide a comprehensive understanding of e-business concepts, technology infrastructure, applications, payment systems, and legal frameworks.

Course Outcomes:

1. Explain e-business concepts, compare e-business with e-commerce, and discuss models, benefits, and Web 2.0 trends.
2. Describe the internet, web technologies, and protocols essential for e-business infrastructure.
3. Analyze consumer- and business-oriented e-business applications, including e-tailing, e-CRM, e-governance, and social media marketing.
4. Examine e-payment systems, security protocols, and cryptographic methods for secure online transactions.
5. Interpret legal, ethical, and privacy issues in e-business, including consumer protection and cyber laws.

(9 Lectures)

UNIT I Introduction To E-Business: e-business, e-business vs e-commerce, Economic forces– advantages – myths– e-business models, design, develop and managee- business, Web 2.0 and Social Networking, Mobile Commerce, S- commerce

(9 Lectures)

UNIT II Technology Infrastructure: Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.

(9 Lectures)

UNIT III Business Applications: Consumer oriented e-business – e-tailing and models Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing

(9 Lectures)

UNIT IV e-Business Payments And Security: E-payments- Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.

(9 Lectures)

UNIT V Legal And Privacy Issues: Legal, Ethics and privacy issues– Protection needs and methodology –

consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.

Text Books:

1. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce A managerial perspective, Pearson Education Asia, 2010.
2. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, Oxford University Press, 2012.
3. Hentry Chan & el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.
4. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007
5. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition. Tata McGraw Hill Publications, 2009
6. 7.Kamlesh K. Bajaj and Debjani Nag, Ecommerce – the cutting edge of Business, Tata McGraw Hill Publications, 7th reprint, 2009.

Reference Books:

1. Chaffey D. *Digital Business and E-Commerce Management*. 8th ed. Harlow, England: Pearson Education; 2022.
2. Turban E, King D, Lee J, Liang TP, Turban DC. *Electronic Commerce: A Managerial and Social Networks Perspective*. 10th ed. Cham, Switzerland: Springer; 2021.
3. Laudon KC, Traver CG. *E-Commerce 2024: Business, Technology, Society*. 18th ed. Harlow, England: Pearson Education; 2024.

Web References

1. https://www.meity.gov.in.
2. https://www.rbi.org.in.
3. https://www.investopedia.com.
4. https://www.w3.org.

IV SEMESTER

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SYSTEM ANALYSIS AND DESIGN

Internal Marks: 30

Course Code: PP24MBE78 **External Marks: 70**

Course Objective:

To equip students with the principles, tools, and methodologies for effective system analysis, design, development, and quality assurance.

Course Outcomes:

1. Describe the fundamentals of system analysis and design, roles of a system analyst, and system development strategies.
2. Explain the benefits, categories, and components of CASE tools, and analyze organizations as systems.
3. Apply fact-finding techniques, develop data flow diagrams, and utilize data dictionaries for system specifications.
4. Design effective outputs, inputs, user interfaces, and data-entry procedures to ensure accurate and quality data handling.
5. Implement quality assurance in software engineering, manage testing, and evaluate post-implementation case studies of information systems.

(9 Lectures)

Unit – I System Analysis Fundamentals: Introduction to System, System Analysis and Design, Need for System Analysis and Design, Role of the System Analyst System Development Strategies: SDLC, Structured Analysis Development Method, System Prototype Method.

(9 Lectures)

Unit – II Case Tools: Benefits of Computer-Assisted Tools, Categories of Automated Tools, Case Components Organizations as System: Interrelatedness and Interdependence of System, System Process, Boundaries, System Feedback, Managing Project 29

(9 Lectures)

Unit – III Review and Selection Fact-Finding Techniques: Interview, Questionnaire, Record Review, Observation Data Flow Diagram: Advantages, Notations, Rules, Leveling, Logical and Physical DFD. Data Dictionary: Importance, Data Elements, Describing Process Specification Structured Decisions: Decision Tree, Decision Tables, Structured English.

(9 Lectures)

Unit– IV The Essentials of Design Designing Effective Output: Objectives, Types of Output, Method, Factors to consider - Designing Effective Input: Objectives, Guideline for Form design, Screen and Web

Forms, Designing User Interface: Objectives, Types of user interface, Designing Accurate Data – Entry Procedures: Objectives, Effective coding, Data – Entry Method, Ensuring data quality through input validation

(9 Lectures)

Unit – V Quality Assurance through Software Engineering - Design of Software, Software design and documentation: Structured Flowcharts, HIPO, Warnier /Orr Diagrams Managing Quality Assurance: Level of Assurance, Level of Test Implementation of Information System: Training Strategies, Conversion, Post Implementation Review – Case Studies- Financial Accounting System - Payroll System - Library System - Inventory System - Online Banking System - Railway Reservation system (Input, Output, DFD)

Text Books:

1. Goyal, Systems Analysis and Design, PHI Learning, 2011.

2. Hoffner, J., Modern System Analysis and Design, 6^{th} Edition, Pearson, 2009.

3. Kendall and Kendall, System Analysis and Design, 4^{th} Edition, PHI Private Learning Ltd., 2011.

4. Langer, Analysis and Design of Information Systems, 3^{rd} Edition, Springer India, 2008.

5. Satzinger, J.W., System Analysis and Design, Cengage Learning India, 2007.

6. Senn, J.A., Analysis and Design of Information Systems, 2^{nd} Edition, Tata Mc Graw-Hill, 2008.

Reference Books:

1. Shelly GB, Rosenblatt HP. *Systems Analysis and Design*. 12th ed. Boston, MA: Cengage Learning; 2020.
2. Kendall KE, Kendall JE. *Systems Analysis and Design*. 11th ed. Harlow, England: Pearson Education; 2019.
3. Whitten JL, Bentley LD, Dittman KC. *Systems Analysis and Design Methods*. 7th ed. New York, NY: McGraw-Hill Education; 2007.

Web References

1. Tutorials Point. Systems Analysis and Design Tutorial. https://www.tutorialspoint.com/sad/index.htm. Accessed August 9, 2025.
2. GeeksforGeeks. Systems Analysis and Design. https://www.geeksforgeeks.org. Accessed August 9, 2025.
3. International Institute of Business Analysis (IIBA). https://www.iiba.org. Accessed August 9, 2025.
4. Lucidchart. Data Flow Diagram (DFD) Guide. https://www.lucidchart.com. Accessed August 9, 2025.

IV SEMESTER

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CONTENT MARKETING

Internal Marks: 30

Course Code: PP24MBE79 **External Marks: 70**

Course Objective:

To develop the knowledge and skills for creating, managing, and optimizing digital content strategies that align with business goals and engage target audiences.

Course Outcomes:

- Explain the importance of content in business, develop content strategies, and identify niche markets.
- Define business goals for websites, and apply CMS concepts with WordPress design, navigation, and structure.
- Manage website content and functionality, apply brand guidelines, and use HTML/CSS basics for CMS integration.
- Conduct competitive analysis, generate content ideas, and utilize social media for content distribution.
- Apply social media management tools, establish performance metrics, and evaluate data for continuous improvement.

(9 Lectures)

UNIT I: Introduction to Content Marketing and Management: Why and how content is important to business – use of content marketing, Content strategy and planning, Forming mission statement and its importance, selection of Niche Markets.

(9 Lectures)

UNIT II: Business goals and planning for websites- Naming primary and lover level goals-CMS overview and concepts, Intro to Word Press **-** Word Press design, navigation and site structure,

(9 Lectures)

UNIT III: Adding and managing content- Adding and managing functionality on the site. Writing for the Web- Refining content –design, brand guidelines- Tools for developing visual content -HTML and CSS, overview for CMS

(9 Lectures)

UNIT IV: Competitive analysis- Collecting content ideas, Tools and resources for creating and managing content **-**Social media channels – community and communication, distributing content.

(9 Lectures)

UNIT V: Tools for social media management – Establishing metrics – Evaluating data - Capstone Project

Note: Capstone projects are designed to apply the skills and knowledge learned in the course and will include the following elements as projects are shared:

1. Explain the criteria that guided your content development.
2. Present your website and other media channels that highlight that content.
3. Give a summary of your plan for developing, managing, and distributing future content.

Textbooks:

1. Rose R, Pulizzi J. *Managing Content Marketing: The Real-World Guide for Creating Passionate Subscribers to Your Brand*. Cleveland, OH: Content Marketing Institute; 2011.
2. Handley A, Chapman C. *Content Rules: How to Create Killer Blogs, Podcasts, Videos, Ebooks, Webinars (and More) That Engage Customers and Ignite Your Business*. Hoboken, NJ: Wiley; 2010.
3. Saberi M. *WordPress 5 Complete: Build Beautiful and Feature-Rich Websites from Scratch*. 8th ed. Birmingham, UK: Packt Publishing; 2020.

Web References:

1. https://contentmarketinginstitute.com.
2. https://blog.hubspot.com/marketing.
3. https://wordpress.org.
4. https://moz.com.

IV SEMESTER

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AI IN DIGITAL MARKETING

Internal Marks: 30

Course Code: PP24MBE80 **External Marks: 70**

Course Objective:

To equip students with the knowledge and skills to apply Artificial Intelligence tools and techniques effectively in various aspects of digital marketing.

Course Outcomes:

- Describe AI concepts, types, history, and explain its role and significance in transforming digital marketing and advertising.
- Identify and evaluate major AI applications across industries, including search engines, recommendation systems, speech recognition, autonomous systems, and generative tools.
- Analyze leading AI platforms and solutions used in marketing for customer engagement, personalization, and advertising.
- Apply AI techniques in digital marketing tasks such as content creation, recommendation systems, chatbot marketing, predictive analytics, and targeted advertising.
- Integrate AI-powered SEO, machine learning, and NLP tools to enhance keyword research, content optimization, and user experience in digital marketing.

(9 Lectures)

Unit-1 An Introduction to Artificial Intelligence: Definition of AI, Features of AI, Scope of AI, types of AI, History of Artificial Intelligence, How is Artificial Intelligence Changing the face of Digital Marketing? , Importance of AI in DM, AI in Advertising.

(9 Lectures)

Unit-2: AI applications: AI applications include advanced web search engines (e.g., Google Search), recommendation systems (used by YouTube, Amazon, and Netflix), understanding human speech (such as Siri and Alexa), self-driving cars (e.g.,Waymo), generative or creative tools (Chat GPT and AI art), automated decision-making, and competing at the highest level in strategic game systems (such as chess and Go).

(9 Lectures)

Unit-3: AI in Marketing: Publica, Affectiva, EliseAI, Google Ads, IBM, RTB House, Salesforce, Yext, Conversica, Mutiny.

(9 Lectures)

Unit-4: AI applications in DM: Generating Content, Product Recommendation and Content Curation, Use of AI Chatbots, Chatbot Marketing, Predictive Analysis, Digital Advertising, Online Searches, Email Marketing.

(9 Lectures)

Unit-5: AI and SEO, ML,NLP: Improved Keyword Research, Content Optimization, Enhanced User Experience, Predictive SEO, Voice Search Optimization, Visual Search Optimization; Machine Learning-Definition, Importance; how Natural Language Processing (NLP) Influencing Digital Marketing?

Textbooks:

1. Melanie Mitchell, Artificial Intelligence: A Guide for Thinking Humans.
2. Stuart Russell & Peter Norvig, Artificial Intelligence: A Modern Approach ,Third Edition, By Pearson.
3. Mosim Khan(2020), Artificial Intelligence In Digital Marketing.
4. Alex Ferreirado Prado, Artificial Intelligence allied to Digital Marketing.
5. Parth Dixit (2023) "Digital Marketing in the Age of Artificial Intelligence".

Reference Books:

1. Russell S, Norvig P. *Artificial Intelligence: A Modern Approach*. 4th ed. Hoboken, NJ: Pearson; 2020.
2. Marr B. *Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems*. Hoboken, NJ: Wiley; 2019.
3. Kietzmann JH, Paschen J, Treen E. *Artificial Intelligence in Marketing*. New York, NY: Routledge; 2022.

Web References

1. Content Marketing Institute. AI in Marketing. https://contentmarketinginstitute.com. Accessed August 9, 2025.
2. HubSpot. How AI is Changing Marketing. https://blog.hubspot.com. Accessed August 9, 2025.
3. Google AI. https://ai.google. Accessed August 9, 2025.
4. IBM Watson Marketing. https://www.ibm.com/watson/marketing. Accessed August 9, 2025.