

Academic Program: PG

Academic Year 2025-26

Scheme & Syllabus

III & IV Semester MBA

Master of Business Administration

Department of Management Studies



**SHRIDHARMASTHALAMANJUNATHESHWARACOLLEGE OF ENGINEERING
& TECHNOLOGY,**

DHARWAD – 580 002

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SDM College of Engineering & Technology, Dharwad

It is certified that the scheme and syllabus for III & IV semester M.B.A is recommended by the Board of Studies of the Department of Management studies and approved by the Academic Council, SDM College of Engineering & Technology, Dharwad. This scheme and syllabus will be in force from the academic year 2025-26 till further revision.

Chairman BoS& Director-MBA**Principal**

SDM College of Engineering & Technology, Dharwad**Department of Management Studies****College Vision and Mission****Vision:**

- To develop competent professionals with human values.

Mission:

1. To have contextually relevant Curricula.
2. To promote effective Teaching Learning Practices supported by Modern Educational Tools and Techniques.
3. To enhance Research Culture.
4. To involve Industrial Expertise for connecting classroom content to real life situations.
5. To inculcate Ethics and impart soft-skills leading to overall Personality Development.

SDMCET- Quality Policy

- In its quest to be a role model institution, committed to meet or exceed the utmost interest of all the stake holders.

SDMCET- Core Values

- Competency
- Commitment
- Equity
- Team work and
- Trust

Department Vision and Mission**Vision**

- To develop competent management professionals with human values.

Mission

- To provide quality education in management with contextually relevant curricula.
- To promote management education, adopting contemporary practices for effective teaching and learning.
- To foster research culture.
- To involve industrial expertise for connecting classroom content to relevant business.
- To inculcate ethics, soft skills and entrepreneurial culture for all-round personality development.

Program Educational Objectives:

- To build managerial competence by providing the necessary background and foundations in business management domain so that students are acceptable globally to industry, government, academia, research and entrepreneurial pursuit.
- To develop analytical and critical thinking ability by enhancing research culture to solve business problems.
- To prepare students to be committed citizens with social concern.
- To prepare students to be ethical and value-based competent business leaders and good team players.
- To encourage students towards continuous learning.

Program Outcomes:

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision-making.
3. Ability to understand, analyze and communicate global, economic, legal and ethical aspects.
4. Ability to develop value-based leadership.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Program-specific outcomes:

6. Demonstrate the knowledge of business management to provide effective solutions across finance, human resource, and marketing domains in a given organization context.
7. Assess business opportunities and develop effective business solutions to establish new entities.
8. Develop effective oral and written communication especially in business applications, with the use of technology

III Semester MBA

Course Code	Course Title	Teaching		Examination				
		L-T-P (Hrs/ Week)	Credits	CIE	Theory (SEE)		Practical (SEE)	
				Max. Marks	Max. Marks	Duration in hours	Max. Marks	Duration In hours
24PMBAC300	Technology and Operational Strategy	3-0-0	3	50	100	3		
24PMBAXXXX	Elective - I	3-0-0	3	50	100	3	-	-
24PMBAXXXX	Elective - II	3-0-0	3	50	100	3	-	-
24PMBAXXXX	Elective - III	3-0-0	3	50	100	3	-	-
24PMBAXXXX	Elective - IV	3-0-0	3	50	100	3	-	-
24PMBAXXXX	Elective - V	3-0-0	3	50	100	3	-	-
24PMBAXXXX	Elective - VI	3-0-0	3	50	100	3	-	-
24PMBAL300	Internship	4 Weeks	4	50	-	-		-
Total		21-00-00	25	400	700			

CIE: Continuous Internal Evaluation

SEE: Semester End Examination

L: Lecture

T: Tutorials

P: Practical

S: Self-study

*Internship will be carried out between II Semester and III Semester

Dual Specializations

Marketing & Finance (Dual) Electives		Finance & Human Resource (Dual) Electives		Human Resource & Marketing (Dual) Electives	
24PMBAM301	Consumer Behavior	24PMBAF301	Investment Analysis and Portfolio Management	24PMBAH301	Talent Acquisition
24PMBAM302	Retailing Management	24PMBAF302	Banking and Financial Services	24PMBAH302	Employee Relations and Legislations
24PMBAM303	Services Marketing	24PMBAF303	Mergers, Acquisitions and Corporate Restructuring	24PMBAH303	Compensation Management
24PMBAF301	Investment Analysis and Portfolio Management	24PMBAH301	Talent Acquisition	24PMBAM301	Consumer Behavior
24PMBAF302	Banking and Financial Services	24PMBAH302	Employee Relations and Legislations	24PMBAM302	Retailing Management
24PMBAF303	Mergers, Acquisitions and Corporate Restructuring	24PMBAH303	Compensation Management	24PMBAM303	Services Marketing

IV Semester MBA

Course Code	Course Title	Teaching		Examination				
		L-T-P (Hrs/Week)	Credits	CIE	Theory (SEE)		Practical (SEE)	
				Max. Marks	*Max. Marks	Duration in hours	Max. Marks	Duration In hours
24PMBAC400	Data Science and emerging technologies for Managers	3-0-0	3	50	100	3	-	-
24PMBAXXXX	Elective - I	3-0-0	3	50	100	3	-	-
24PMBAXXXX	Elective - II	3-0-0	3	50	100	3	-	-
24PMBAXXXX	Elective - III	3-0-0	3	50	100	3	-	-
24PMBAXXXX	Elective - IV	3-0-0	3	50	100	3	-	-
24PMBAXXXX	Elective - V	3-0-0	3	50	100	3	-	-
24PMBAXXXX	Elective - VI	3-0-0	3	50	100	3	-	-
24PMBAL400	*Project	6 Weeks	6	50		-	50	-
Total		21-00-00	27	400	700		50	

CIE: Continuous Internal Evaluation

SEE: Semester End Examination

L: Lecture

T: Tutorials

P: Practical

S: Self-study

*Project will be carried out between III Semester and IV Semester

Dual Specializations

Marketing & Finance (Dual) Electives		Finance & Human Resource(Dual) Electives		Human Resource& Marketing (Dual) Electives	
24PMBAM401	Digital Marketing	24PMBAF401	International Financial Management	24PMBAH401	Training and Development
24PMBAM402	International Marketing Management	24PMBAF402	Tax Management	24PMBAH402	Organization Development and Change
24PMBAM403	Integrated Marketing Communications	24PMBAF403	Risk Management and Insurance	24PMBAH403	International Human Resource Management
24PMBAF401	International Financial Management	24PMBAH401	Training and Development	24PMBAM401	Digital Marketing
24PMBAF402	Tax Management	24PMBAH402	Organization Development and Change	24PMBAM402	International Marketing Management
24PMBAF403	Risk Management and Insurance	24PMBAH403	International Human Resource Management	24PMBAM403	Integrated Marketing Communications

SEMESTER-III

24PMBAC300

Technology and Operational Strategy

(3-0-0)3

Contact Hours: 39

Course Learning Objectives (CLOs):

1. To impart exposure towards the various concepts of operations management.
2. To enable the students to obtain an overview of various functions and activities carried out under operations management.
3. To familiar the students with decision making skills and gain the ability to design the activities related to operations management in an organization.

Course Outcomes(COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the fundamental operations concepts, key principles, role of technology and relevant analysis approaches.	1		3,8
CO-2	Apply qualitative and quantitative analysis techniques to obtain meaningful solutions and fundamental principles to real time situations.	1	6	
CO-3	Analyze the elements of technology and operations and different transformation processes to enhance the competitiveness.		2,3,8	6
CO-4	Evaluate the role of technology in operations and assess the productivity in the operations.	1	2,8	

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	2	1.5			1.5		1.6

Contents:

1. Introduction to Operations Management

Introduction, Concepts, Scope, Production systems, Transformation process, difference between products and services, current issues in operations management, role of operations manager. **5 Hrs**

2. Facility location & layout planning

Facilities location decisions: factors affecting facility location decisions, Facility location models.

Facility layout planning: Layout and its objectives for manufacturing operations, principles, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts. **7Hrs**

3. Project management:

Introduction, Phases, Work breakdown structure, network components and precedence relationships, critical path analysis, CPM, Probability in PERT analysis, (Problems on CPM Only) Job shop scheduling, sequencing and applications. scheduling, and controlling projects. **8 Hrs**

4. Lean Manufacturing and Inventory Management

Concept of Lean Manufacturing; meaning of lean manufacturing; History of Lean Operations, Types of Waste, “5S” Technique of Eliminating the Waste, Lean Operations in the service sector, Lean Operations and Just In Time(JIT)

Inventory Management: Concepts of inventory, types, Classification – ABC, VED, and FSN analysis. Inventory costs, Inventory models – EOQ,(Problems on Inventory Models. **7Hrs**

5. Quality Management

Understanding quality, the GAP model, ISO 9000:2000 series, implementing Six Sigma, cost-of-quality measurement, seven QC tool – root cause analysis, quality improvement strategies – Kaizen, Poka-Yoke. Quality control system, Concept, Meaning and features of TQM **6Hrs**

6. Supply chain management and logistics

Introduction, managing supply chain – the SCOR model, sourcing and purchasing, managing supplier relationships, supply and value chain integration. Logistics – transportation, inventory management. Risk management in SCM, supply chain in E-commerce, measuring supply chain performance, sustainability in supply chains. **6 Hrs**

Reference Books:

1. David A Collier & James Evan, “Operations + Supply Chain Management”, Cengage Learning, reprint.
2. K. Aswathappa, K. ShridharaBhat, “Production and Operations Management”, Himalaya Publishing House.
3. Norman Gaither, Greg Frazier, “Operations Management” Cengage learning.
4. Terry Hill, “Operations Management” Palgrave Macmilan
5. Kaniska Bedi, “Production and Operations Management”, McGraw Hill.

24PMBAM301

Consumer Behavior

(3-0-0)3

Contact Hours: 39

Course Learning Objectives:

- To introduce the students to the concepts of consumer behavior,
- To make students aware of the external and internal influences to consumer decision making, behavioral variables and its influences on consumer behavior.
- To comprehend the social and cultural dimensions of consumer behavior.

- To arm the budding marketers with an insight of the psychological and behavioral concepts of consumers thus enabling them to achieve their objectives and excel.

Course Outcomes:

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level(1)
CO-1	Define and describe the various concepts, situations, theories, processes and models to understanding consumer behavior.		3	1
CO-2	Examine the marketing strategies adopted by organizations to influence and induce consumer behavior and decision-making.		6	2
CO-3	Analyze the impact of individual, social and cultural variables on consumer behavior and decision-making of consumers.	2		1,3
CO-4	Evaluate marketing practices, strategies for consumer acquisition, consumer responses and adoption and suggest alternatives for the same.	1,6,7		5

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8
Mapping Level	1.67	2	1.5		1	2.5	3	

Contents:

- 1. Introduction to the study of Consumer Behavior:** Meaning & Definition of CB, the Marketing concept, The Marketing Concept, The Marketing Mix, Socially responsible marketing, Technology and consumer behavior, Consumers and Marketers, Customer Value, Satisfaction and Retention. **3 Hrs**
- 2. Consumer Decision Making:** Consumer Buying Decision Process, Complex Decision Making or Extensive Problem Solving Model, Low Involvement Decision Making or Limited Problem Solving Model, Routinised Response Behavior, Four views of consumer decision making.
Situational Influences: Nature of Situational Influence (The communication Situation, The Purchase Situation, The usage situation, The disposition situation) Situational Characteristics and consumption behavior (Physical features, Social Surroundings, Temporal Perspectives, Task Definition, Antecedent States.) **6 Hrs.**

3. Individual Influences on Consumer Behavior:

Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, and Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals. Motivation theories and Marketing Strategy - Maslow's Hierarchy of Needs, Marketing Applications of Maslow's hierarchy.

Personality: Basics of Personality, Theories of Personality and Marketing Strategy, Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Consumer Innovativeness and related personality traits, Cognitive personality factors, Consumer Materialism, Consumer Ethnocentrism, Brand Personality.

Perception: Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Perceptual Selection, Perceptual Interpretation, Perceptual Organization, perceived price, perceived quality, price/quality relationship, Perceived Risk, Types of risk, How consumers' handle risk?

9 Hrs**4. Individual Influences on Consumer Behavior:**

Learning: Elements of Consumer Learning, Motivation, Cues, Response, Reinforcement, Marketing Applications of Behavioral Learning Theories, Classical Conditioning (Pavlovian Model, Neo-Pavlovian Model), Instrumental Conditioning.

Attitude: Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, Elaboration Likelihood Model, Cognitive dissonance and Resolving conflicting attitudes.

6Hrs**5. External Influences on Consumer Behavior:**

Social Class: Social Class Basics, What is Social Class? Social class & Social status, the dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India.

Family: The changing structure of family, Family decision making and consumption related roles, Dynamics of husband-wife decision making. The expanding role of children in family decision making. The family life cycle & Marketing strategy.

Reference Groups: Understanding the power & benefits of reference groups, a broadened perspective on reference groups, Factors that affect reference group influence, Types of reference groups, Reference group appeals, Celebrities. **9Hrs**

6. Opinion Leadership: Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders.

Diffusion of Innovations: Diffusion Process, Adoption Process: Stages, categories of adopters.

Post Purchase Processes: Post Purchase Processes, Customer Satisfaction, and customer commitment: Post purchase dissonance, Product use and non-use, Disposition, Product disposition. **6 Hrs**

Reference Books:

1. Schiff man, Wisenbilt and Kumar, Consumer Behavior, Pearson.
2. Hawkins, Kumar & Moethsberg, Consumer Behavior: Building Marketing Strategy.
3. Suja Nair, Consumer Behavior in Indian Perspective , Himalaya Publications.
4. Batra and Kazmi, Consumer Behaviour: Text and Cases, Excel Books.

24PMBAM302

Retailing Management

(3-0-0) 3

Contact Hours: 39

Course Learning Objectives (CLOs):

- To acquaint the students with basic concepts of retailing management.
- To expose the students to marketing strategies of organized retailers.
- To enable students to apply and analyze the concepts and strategies through case studies and field assignments.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the role of retailing in the distribution channel and its impact on the economy. Compare different retail formats.	1	6	3
CO-2	Apply retail strategies such as pricing, promotion, and store layout in real-world scenarios.	1	2	6
CO-3	Analyze consumer buying behavior and its influence on retail marketing decisions and retail business models.	2	5	7
CO-4	Assess the effectiveness of retail marketing campaigns using key performance indicators (KPIs). Critique emerging trends and their impact on the industry.	7	3	5
CO-5	Develop a comprehensive retail business plan incorporating merchandising, pricing, and customer engagement strategies.	7	2	4

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	2.3	1.5	1	1.5	1	2.3	

Contents:

- 1. Introduction to Retailing:** Definition, characteristics, and significance of retailing. Evolution and growth of retailing, with a focus on the Indian context . Emerging trends and challenges in the retail sector. Understanding the retail consumer: factors influencing buying decisions and the consumer decision-making process. **8Hrs**
- 2. Retail Formats and Location Strategies:** Classification of retail formats: store-based (department stores, supermarkets) and non-store-based (online retailing, direct selling). Criteria for selecting retail locations and site analysis techniques. Application of retail location theories in strategic planning. **4Hrs**
- 3. Merchandising and Store Management:** Principles of merchandising: planning, sourcing, and managing assortments. Store layout and design: optimizing space for customer flow and product display. Visual merchandising techniques to enhance in-store experience. Inventory control methods and the role of technology in inventory management. **6Hrs**
- 4. Retail Marketing and Communication:** Development of retail marketing mix: product, price, place, promotion, people, process, and physical evidence. Strategies for effective advertising and sales promotions in retail. Building and managing brand equity in a retail context. Implementing customer relationship management (CRM) to foster loyalty. **5Hrs**
- 5. E-Retailing and Technology Integration:** Overview of e-commerce and its evolution in the retail industry. Strategies for integrating online and offline retail channels (Omni channel retailing). Utilizing digital marketing tools and social media platforms for retail promotion. Understanding consumer behavior in online retail environments. Addressing challenges related to cybersecurity and data privacy in e-retailing. **8Hrs**
- 6. Global Retailing and Future Trends:** Exploring international retail markets and strategies for global expansion. Adapting to cultural differences and local consumer preferences in global retailing. Emerging trends such as sustainable retailing, experiential retail, and the use of artificial intelligence. Case studies on successful international retail brands and their market entry strategies. **8Hrs**

Recommended Textbooks:

1. Berman, B., Evans, J. R., & Chakraborty, P. *Retail Management: A Strategic Approach*. Pearson Education Limited.
2. Vedamani, G. G. *Retail Management: Functional Principles & Practices*. Jaico Publishing House.
3. Levy, Weitz & Pandit, *Retailing Management*, Tata McGraw Hill Education
4. Swapna Pradhan, *Retailing Management*, Tata McGraw Hill.
5. Dravid & Gilbert, *Retail Marketing Management*, 2/e Pearson Education.
6. Gibson G. Vedamani, *Retailing Management*, 5th Edition, Pearson Education.
7. *Retail Management-A Global Perspective: Text and Cases*, Dr. Harjit Singh, S.Chand.

24PMBAM303

Services Marketing

(3-0-0)3

Contact Hours: 39

Course Learning Objectives (CLOs):

- To acquaint the students with the characteristics of services and their marketing implications.
- To discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment.
- To understand consumer behavior in services, Characteristics of services, align service design and standards, delivering service and managing services promises.
- To familiarize the students with the GAPS model and strategizing towards closing the GAPS for effective services marketing.

Course Outcomes (COs):

Description of the Course Outcome At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Describe the various concepts, and importance of services marketing and emerging issues and trends in the service sector.	1	3, 7	
CO-2	Apply the service strategies to meet new challenges of service sectors.	1		
CO-3	Analyze customer expectations, service quality gaps, and the impact of employee, customer, and intermediary roles in service delivery.		2,3	7
CO-4	Evaluate the effectiveness of service standards, pricing, communication strategies, and leadership in enhancing customer satisfaction and service performance.		2,3	7
CO-5	Develop strategies for aligning service design and standards to implement.	2, 6	6	5

PO/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	3.5	2		1	2.5	1.3	

Contents:

- 1. Introduction to services:** Reasons for the growth of services sector and its contribution; difference in goods and service marketing; characteristics of services; concept of service marketing triangle; service marketing mix; GAP models of service quality

Consumer behavior in services: Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services.

Customer perception of services-Factors influencing customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception. **7Hrs**
- 2. Market Research for Customer Expectation :**SERVQUAL Model. Key reasons for Gap-1using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies, Relationship marketing, Evaluation Of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation, Basis & targeting in services. **6 Hrs**
- 3. Customer defined service standards:** “Hard” & “Soft” standards, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand. Yield management, balancing capacity utilization, pricing. Waiting line strategies, four basic Waiting line strategies.

Leadership &Measurement system for market driven service performance-key reasons for GAP-2 service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality In offensive and defensive marketing. **7 Hrs**
- 4. Employee role in service designing and Delivery:** Boundary spanning roles, Emotional labor, Source of conflict, Quality, productivity trade off, Strategies for closing GAP-3. **Customer’s role in service delivery**, Importance of customer & customer’s role in service delivery, Strategies for enhancing, Customer participation, Delivery through intermediaries-Key intermediaries for service delivery, Intermediary control strategies. **7 Hrs**
- 5. Role of services marketing communication:** Role of services marketing communication- Key reasons for GAP-4 involving communication, four categories of strategies to match service promises with delivery.

Pricing of services- Role of price and value in provider GAP-4, Role of non-monitory cost, Price as an indicator of service quality, Approaches to pricing services, pricing strategies, **6 Hrs**
- 6. Physical evidence in services:** Importance of Physical Evidence, Elements of Physical Evidence, Physical Evidence Strategies, Guidelines for Physical Evidence.

Service scapes: Role, Types, Objectives, Goals of service scapes, Approaches for understanding service scapes effects, Guidance for physical evidence strategies.

6Hrs

Reference Books:

1. Valarie A Zeithmal & Mary Jo Bitner, Services Marketing, TMH
2. Christopher Lovelock, Services Marketing- Pearson Education
3. Kenneth E Clow & David L. Kurtz, Services Marketing, Biztantra
4. Ravi Shankar, Services Marketing - Excel Books

24PMBAF301 Investment Analysis and Portfolio Management (3-0-0)3

Contact Hours: 39

Course Learning Objectives (CLOs):

- To enable the students to have a thorough understanding of the process of investments.
- To acquaint the students with the functioning of stock markets.
- To enable the students to undertake valuation of securities
- To provide students with insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors.
- To orient the students with the analysis tools like fundamental and technical analysis of investment avenues.
- To acclimatize the students with theories of Portfolio management and also the tools and techniques for efficient portfolio management.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the process and avenues of investments, functioning of stock markets, concepts of risk and return, valuation of securities, fundamental and technical analysis, portfolio management		1	3
CO-2	Evaluate the Portfolio Management		1	3
CO-3	Design optimum portfolio construction	1	2,6	
CO-4	Evaluate the Portfolio Management		1	3

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO- 8
Mapping Level	2.66	2	1			2		

Contents:

- 1. Introduction to Investments:** Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives, Mutual Funds, Ethical issues in Investment Management. **7 Hrs**
- 2. Securities Markets:**
Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Stock Markets, Secondary Market- Major Players in the secondary market, Leading Stock Exchanges in India. Stock Market Indicators, Types of stock market Indices, and Indices of Indian Stock Exchanges. **6 Hrs**
- 3. Risk and Return concept**
Concept of Risk, Types of Risk, Systematic risk, Unsystematic risk, Calculation of Risk and returns of individual security, Portfolio Risk and Return **6 Hrs**
- 4. Valuation of Securities**
Bond- Bond features, Types of Bonds, Bond Risk, Bond Valuation, Bond Management Strategies, Equity shares- Concept, and Valuation. Preference Shares- Concept, Valuation **6 Hrs**
- 5. Securities Analysis and Modern Portfolio Theory**
Fundamental analysis-EIC Frame Work, Industry Analysis, and Company Analysis: Technical Analysis: Concept, Theories- Dow Theory, Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI. Modern Portfolio Theory: Markowitz Model- Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier, Sharpe's Single Index Model **8Hrs**
- 6. Portfolio Management**
Capital Asset pricing model: Basic Assumptions, Security Market line, Capital market line, SML VS CML. Portfolio Evaluation: Measures of portfolio performance. Sharpe's, Treynor's and Jensen's measures. Portfolio Revision: Portfolio Revision Strategies. **6 Hrs**

Practical Components:

- Students should study the trading in online stock market and functioning of stock exchange.
- Students can do:-
 - Macro Economic Analysis for the Indian economy.
 - Industry Analysis for Specific Sectors.
 - Company Analysis for select companies.
 - Practice Technical Analysis.
- Students can study the mutual funds schemes available in the market and do their Performance evaluation.

Reference books:

1. Punithavathy Pandian, Security Analysis & Portfolio Management, Vikas.
2. Prasanna Chandra, Investment Analysis and Portfolio Management- TMH
3. Ranganatham- Security Analysis and Portfolio Management- Pearson Publications.

24PMBAF302**Banking and Financial Services****(3-0-0) 3****Contact Hours: 39****Course Learning Objectives (CLOs):**

- To provide students with a valuable overview of the main concepts of our banks and financial system.
- To know the application and to provide ample exposure to students with market reforms, new banking policies and regulations.
- To expose the students to operations and management in Banking and finance industry.
- To enable learners to know basics of International Banking and foreign exchange.
- To give an adequate exposure to technologies used in the field of Banking & financial services.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the foundational concepts, structures, and reforms in the Indian financial and banking system.	1,6	3	
CO-2	Demonstrate and apply core banking procedures, customer relationships, legal compliance, and technology enabled and other financial services in real-world financial scenarios.	1,6	2	
CO-3	Analyze various financial instruments and services including commercial banking, international finance, leasing, securitization, and venture capital, and interpret their significance in financial decision-making.	1,6	3	
CO-4	Evaluate the impact of financial	1,3		6

	reforms, policies like demonetization, credit rating, and global financial practices on the Indian financial ecosystem			
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POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	2	1.6			2.5		

Contents:

- 1. The Indian financial system:** Functions of Indian financial system, Reforms in Indian Financial System. Structure of the Banking System in India: Concept of bank, History of banking in India, Reforms and its Post Liberalization Era, Commercial Banking in India, Functions of Commercial Banks: Primary Functions, Secondary Functions, General Utility Services. Structure of Commercial Banks. **8 Hrs**
- 2. Banker–Customer Relationship,** Rights and Obligations of the Banker, Credit creation, clearing Procedure. **Regulatory and legal environment-** RBI & Banking regulation act, Banking Ombudsman committee, Insolvency and Bankruptcy Code. Recent development in the banking system. Demonetization and its effects, Merger of nationalized banks. **7 Hrs**
- 3. International Banking:** Concept, Types of accounts, financial institutions which offer export finance- EXIM: Role and facilities provided, ECGC: Role and facilities provided, FOREX: Importance and working, Technologies in banking. **5 Hrs**
- 4. Financial Services in India:** Concept, types of financial services, regulations of financial services in India
Leasing concept, types, documents required for leasing, Advantages, and disadvantages,
Hire purchase: concept, features, types **6 Hrs**
- 5. Securitization:** concept, need, features of securitization, process and advantage of securitization.
Factoring: Concept and types of factoring, Mechanics of factoring. **Forfeiting:** concept and benefits **6 Hrs**
- 6. Venture capital:** concepts and mechanics venture capital industry in India, The venture investment process, stages in venture capital funding, Regulatory issues with the venture capital industry in India, K.B. Chandrasekhar committee on venture capital, advantages of venture capital.
Credit rating: Concept and procedure of rating, Credit rating methodology, Rating process, various rating symbols **7 Hrs**

Reference books:

- Sharma, Mukund, Banking and Financial services, Himalaya Publishing House, Mumbai.
- Rajesh Khotari, Financial services in India Concepts and applications Sage Publications

3. Muraleedharan D, Modern Banking: Theory and Practice, PHI.
4. K.C. Shekhar and LekshmyShekhar, Banking Theory and Practice, Vikas Publishing House.
5. S. Natarajan, Dr. R. Parameswaran, Indian banking, S. Chand and Company Ltd.
6. Khan M Y, "Financial services", McGraw Hill

24PMBAF303 Mergers, Acquisitions and Corporate Restructuring (3-0-0) 3

Contact Hours: 39

Course Learning Objectives (CLOs):

- To facilitate understanding of corporate merger and acquisition activity and restructurings
- To examine the role that M & A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, enhance competitive position, transform a company or industry, and create shareholder value.
- To compare and contrast the various forms of corporate restructuring.
- To provide the student a framework for analyzing transactions including understanding strategic rationale, deal structures, bidding strategies, and the need for a value proposition.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the fundamental concepts, types, theories, and processes involved in mergers, acquisitions, and corporate restructuring.	1		
CO-2	Apply valuation techniques, synergy analysis, and merger financing methods to evaluate the viability and impact of merger and acquisition decisions.	1	2	
CO-3	Analyze the strategic, financial, and legal dimensions of M&A using tools such as SWOT, BCG matrix, and Porter's five forces model.	2	5	7
CO-4	Evaluate the implications of restructuring strategies, stakeholder interests, due diligence, and integration processes on organizational performance.		2,3	
CO-5	Formulate merger or acquisition strategies aligned with legal		3,5	6,7

	frameworks, competitive positioning, and industry dynamics to achieve long-term value creation.			
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POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	1.6	2		2	1	1	

Contents:

- 1. Mergers-** types of merger: Theories of mergers, operating, financial and managerial synergy of mergers, value creation in horizontal, vertical and conglomerate mergers. internal and external change forces contributing to Mergers & Acquisition (M & A) activities, Impact of M & A on stakeholders. **6 Hrs.**
- 2. Mergers & Acquisition:** A strategic perspective, industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A, SWOT analysis, BCG matrix, Porter's five forces model. **5 Hrs**
- 3. Restructuring:** Meaning, significance and forms of restructuring—sell-off, spin-off, divestitures, demerger, Equity Carve out (ECO), Leveraged Buy Outs (LBO), Management Buyout (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) and joint ventures. (Theory). **6 Hrs**
- 4. Merger Process:** Dynamics of M&A process, identification of targets, negotiation, closing the deal. Five-stage model, Due diligence, Types of due diligence strategy and process, due diligence challenges. Process of merger integration, organizational and human aspects, managerial challenges of M & A. **7 Hrs**
- 5. Methods of financing mergers:** Cash offer, share exchange ratio, mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy.
Accounting for amalgamation: Amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method, procedure laid down under Indian companies act of 1956 (Problems). **8 Hrs**
- 6. Legal Aspects of M & A:** Types of acquisition/takeovers (Friendly and Hostile takeovers), Anti-takeover strategies, Anti-takeover amendments, Legal aspects of M & A-Combination and Competition Act-2002 Competition Commission of India (CCI)- The SEBI Substantial Acquisition of Shares and Takeover (Takeover code-2011). (Theory). **7 Hrs**

Reference Books:

1. Fred Weston, Kwang S Chung, Susan E Hoag, "Mergers, Restructuring And Corporate Control", Pearson Education.
2. Aswath Damodaran, "Corporate Finance-Theory And Practice", John Wiley & Sons.
3. Weston, Mitchell And Mulherin, "Takeovers, Restructuring And Corporate Governance" Pearson Education.
4. Shukla & Grewal, "Advanced Accounts" Vol. 4 – S.Chand & Sons.

5. Rajinder S. Aurora, Kavita Shetty and Sharad R.Kale, "Mergers and Acquisitions", Oxford University Press.

24PMBAH301

Talent Acquisition

(3-0-0) 3

Contact Hours: 39

Course Learning Objectives (CLOs):

- To provide knowledge of theories and steps involved in Talent acquisition.
- To develop knowledge of the relevance of Talent acquisition in organizations.
- To classify and compare the methods of recruitment and selection to be adopted in organizations.
- To gain practical knowledge in developing a framework for Talent acquisition.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Define and explain key concepts of talent acquisition, recruitment, selection, job analysis, sourcing strategies, and hiring processes.	1,6	3	
CO-2	Apply techniques and tools used in job analysis, screening, interviewing, and selection through practical exercises and case studies.	6		5
CO-3	Analyze various sourcing and selection strategies, differentiating between traditional and modern methods, and evaluating their effectiveness in diverse organizational contexts.		2,6	
CO-4	Evaluate the effectiveness and ethical implications of pre-employment tests, interview processes, and final hiring decisions.	6	2,7	
CO-5	Design and propose a comprehensive talent acquisition plan including job descriptions, sourcing strategy, selection tools, and hiring decisions using current industry trends and technology.	6	2,7	

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	2	2		1	2.8	2	

Contents:

1. **Introduction to Talent acquisition:** Meaning of terms like talent acquisition ,recruitment, selection, talent pipeline, and sourcing. Importance of talent acquisition: Strategic importance, impact on organizational performance.
Trends and challenges in talent acquisition: Changing workforce demographics, and globalization, Overview of the talent acquisition process and its components. **6 Hrs**
2. **Job Analysis& Human resource Planning:** Phases of Job analysis, Role of job analysis in recruitment and selection, Methods of data collection for job analysis: Interviews, observation, questionnaires etc. Creating effective job descriptions and specifications: Writing clear, concise, and accurate job descriptions and specifications, including key responsibilities and qualification. Human Resource planning (HRP)-Meaning, methods and Factors influencing HRP **8 Hrs**
3. **Sourcing Strategies:** Factors Affecting Recruitment.
Internal vs. external sources recruitment: Merits and demerits.
Traditional and modern recruitment methods: Promotions, Demotions, Transfers, Job postings, Employee referral, Walk-in, Consultancy, Contract, Campus placements, employment exchange Newspaper advertising, job boards.
Utilizing online platforms: social media, and professional networks. **5 Hrs**
4. **Selection strategy: Applicant Screening, Pre-employment testing and assessments**
Applicant Screening: Screening resumes and applications - Developing screening criteria, matching candidate qualifications to job requirements. Applicant tracking systems (ATS): Utilizing technology for resume screening, tracking applicant data
Pre-employment testing and assessments: Aptitude tests, physical tests, Assessment of Knowledge/ Skills and Abilities, Personality Assessment, Honesty and Integrity Assessment, Administration of Tests and Assessments, Test Score Interpretation for Selection Decision Making, Use of technology in testing **8 Hrs**
5. **Selections: Interviews, Assessment centers and simulations:-**
Interviews: Process, Structured vs. unstructured interviews: Pros and cons, Behavioral and situational interviewing, Competency-based interviewing. Developing Effective Interviewers, Common Interviewer Errors, Interview Rating, and Evaluation Form, Legal and Ethical Considerations in the Interview Process, Online assessments through video interviews: Conducting interviews remotely using video conferencing tools and online platforms.
Assessment centers and simulations: Role-playing exercises, group activities, and simulations to assess candidates' skills and behaviors. **7Hrs**
6. **Making a hire: Pre-employment Testing-**Reference checks and background investigations: Verifying candidates' qualifications, work history, and reputation.
Making job offers and negotiating compensation: Preparing and extending job offers, negotiating salary and benefits.

Rejecting candidates and providing feedback: Delivering rejection letters, offering constructive feedback to candidates.

5 Hrs

Reference books:

1. Carrie A. Picardi, Recruitment and Selection: Strategies for Workforce Planning and Assessment, Sage Texts
2. R K Sahu, Managing recruitment function, Excel Books
3. Lilly M. Berry, Employee selection, Cengage learning
4. Sharma, Dheeraj, How to Recruit, Incentivize and Retain Millennials Sage Texts
5. Douglas H. Reynolds, John A. Weiner, Online Recruiting and Selection: Innovations in Talent Acquisition John Wiley and sons Pvt Ltd

24PMBAH302

Employee Relations and Legislations

(3-0-0)3

Contact Hours: 39

Course Learning Objectives:

- To enable students to grasp and apply the principles of IR and develop an awareness of the significance of industrial peace.
- To provide a conceptual basis of Industrial Relations.
- To introduce the students to the components and meaning of sustaining Industrial peace anchored on harmonious Employee-Management relations.

Course Outcomes:

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the key concepts, actors, institutions and legislative provisions making up the industrial relations environment.			1
CO-2	Examine relevant approaches, concepts, provisions, legislations and institutions and their role in shaping Industrial relations.	2	6	3
CO-3	Analyze relevant concepts, legislative provisions and their roles in identifying reasons for and mitigating conflicts.	1	6	2,3,5
CO-4	Evaluate various approaches, concepts and legislations incorporated to address issues		6,8	1,3

	related to Industrial relations and employee welfare.			
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POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8
Mapping level	1.67	2	1		1	2		2

Contents:

- 1. Industrial Relations: Evolution and Growth:** The evolution of Industrial relations- Definitions and Scope of Industrial relations-Objectives and Essential features of Industrial relations- Participants of Industrial Relations Ecosystems and Dynamics of their Participation- Industrial Relations: Perspective and Approach. The system of Industrial Relations in India-Trends in Industrial Relations Management.

The changing characteristics of Industry and Workforce in India: the Changing characteristics of the Industrial Workforce, The Demand for Labor, The Challenges to Industrial Relations. **5 Hrs**

- 2. Trade Unionism in India:** Politics and Trade Unions- Rights of Trade Unions- Roles, Functions, and Objectives of Trade Unions- Features of an Effective trade Union- The Classification of Trade Unions- Strategies for Achievement of Trade Union Objectives.

Trade Unions in India-The Problems of Trade Unions in India-The Recognition of Unions- the Rights of Recognized Unions- Unfair Labor Practices with regards to Trade Unions. **5 Hrs**

- 3. Industrial Conflict:**

Industrial dispute concept-Forms of Industrial action-Types of Dispute-Severity of Effect-Causes for industrial dispute-Measures to improve Industrial Relations- Machinery to deal with Industrial Disputes.

Discipline: The process of holding a domestic inquiry in Industries- Issue of the Charge sheet, Consideration of explanation, Principles of Natural Justice, Hot Stove rule, Notice of Enquiry, Suspension with or without pay pending inquiry, Conduct of Enquiry, Findings of inquiry, Awarding of Punishment, Communication of Punishment.

Negotiation essential for Employee Relations:

Conflict and Negotiations-Negotiations-Employee Relations and Negotiations- Integrative and Distributive Negotiation Strategies- The Basic Negotiation Process- Essential Skills. **5 Hrs**

- 4. Legislations:**

Factories Act, 1948: Introduction, Scope, Definitions, Provisions under the factories act.

The Industrial Disputes Act, 1947: Introduction, Objectives, Scope and Important Definitions, Procedure for Settlement of Industrial Disputes and Authorities under the Act. **8 Hrs**

- 5. Social Security Acts:**

The Employees' State Insurance Act, 1948: Introduction, Scope, Definitions, Provisions under the Employee state Insurance Act.

The Employees' Provident Funds and Miscellaneous Provisions Act, 1952: Introduction, Scope, Definitions, Provisions under the EPF and Miscellaneous Provisions Act.

The Payment of Gratuity Act, 1972: Introduction, Scope, Definitions, Provisions under the Payment of Gratuity Act. **8Hrs**

6. Wages Act:

The Employees' Compensation Act, 1923: Introduction, Scope, Definitions, Provisions under the Employees Compensation Act.

The Payment of Bonus Act, 1965: Introduction, Scope, Definitions, Provisions under the Payment of Bonus Act. **8 Hrs**

Reference Books:

1. P.N.Singh, Neeraj Kumar, Employee Relations Management, Pearson Publications.
2. B.D.Singh, Labor Laws for Managers, Excel Publications.
3. P.R.N. Sinha, Indubala Sinha and Shekar Sinha, Industrial Relations, Trade Unions and Labour Relations, 2 edition, Pearson Publications.
4. C.B. Mamoria, Dynamics of Industrial Relations, Himalaya Publications

24PMBAH303 Compensation Management (3-0-0) 3

Contact Hours: 39

Course Learning Objectives (CLOs):

- To orient the students with basic concepts of Compensation Management.
- To expose the students to the relation between business strategy and compensation system
- To enable students to apply and analyze complex issues of compensation into real-life situations through project assignments and case studies.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Describe the basic concepts of Compensation Management	1,3	2,6	8
CO-2	Apply the concepts & processes of corporate compensation systems	5,3	1,2	8
CO-3	Analyze the issues & strategies of corporate Compensation	1,2,3,6	4,5	8
CO-4	Evaluate complex problems in Compensation into parts and identify relationships between them	1,6	2,3	8

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
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Mapping Level	2.8	2.3	2.8	2	2.5	2.6		1
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Contents:

1. Introduction

Compensation: Compensation, Meaning of compensation, Total Compensation/Reward and Its Components and Types, Importance of the Total Compensation Approach, Wages/Salaries, Some Other Terms, Theories of Wages, Compensation & Motivate Behaviour, Compensation Philosophy, Compensation Strategy

The Pay Model: Compensation definition, Forms of Pay, A Pay Model

Strategy: The Totality of Decisions: Strategic Choices, Support Business Strategy, The Pay Model Guides Strategic Pay Decisions, Developing a Total Compensation Strategy: Four Steps **10 Hrs**

2. Internal alignment: Determining the structure

Defining Internal Alignment: Compensation Strategy - Internal Alignment, Structures Vary Among Organizations, What Shapes Internal Structures? Strategic Choices in Designing Internal Structures **5 Hrs**

3. External competitiveness: Determining the pay level

Designing Pay Levels, Mix, and Pay Structures: Major Decisions, Specify Competitive Pay Policy, The Purpose of a Survey, Select Relevant, Market Competitors, Design the Survey, Interpret Survey Results and Construct a Market line, Balancing Internal and External Pressures: Adjusting the Pay Structure, Market Pricing **5 Hrs**

4. Employee contributions: Determining individual pay

Pay-for-Performance Plans: Pay-for-performance Plans, Specific Pay-for-performance Plans: Short Term - Merit Pay, Lump-Sum Bonuses, Individual Spot Awards, Individual Incentive Plans **5 Hrs**

5. Employee benefits

The Benefit Determination Process: Employee Benefits, Benefit planning & design issues, Benefit administration issues, Factors influencing benefit choice from the employer's perspective **4 Hrs**

6. Extending the system

International Pay Systems: Managing Variations: The Global Guide, The Social Contract, Culture, Comparing Costs, General compensation strategies (Strategic Market Mind-Set), Expatriate Pay

Government and Legal Issues in Compensation: Key considerations in public policy concerning wages/salaries in India, The Code on Wages, 2019, Payment of Wages Act 1936, Minimum Wages Act 1948, Wage policy at company level **10 Hrs**

Reference books:

1. Milkovich, Newman & Ratnam, Compensation, Irwin/McGraw-Hill.
2. B D Singh, Compensation & Reward Management, Excel books.

3. R. C. Sharma & Sulabh Sharma, Compensation Management, Sage Publications
4. Mousumi S. Bhattacharya, and Nilanjan Sengupta, Compensation Management, Excel Books
5. Dipak Kumar Bhattacharyya, Compensation Management, Oxford University Press

22PMBAL300

Internship

(0-0-25) 4

Contact Hours: 25/Week

Course Learning Objectives (CLOs) :

- To enable students to obtain hands-on job experience in an organization in different functional areas.
- To provide an opportunity for students to apply knowledge and skills acquired in the classroom to the activities of an organization.
- To enable the student's development of employer-valued skills.
- To develop critical-thinking and problem solving skills among students.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Describe the industry and corporate functions.	6	3	
CO-2	Exhibit effective oral and written communication skills.	8		
CO-3	Apply the knowledge and skills at workplace	1		
CO-4	Demonstrate critical-thinking and problem solving skills	1,2		

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	3	2			3		3

Description:

The internship consists of 4 credits for 4 weeks after semester II.

- The students are required to obtain permission for internship from an organization before the end of semester – II.
- Duration of the internship will be for a period of 4 weeks after semester – II and before the beginning of semester – III.
- During the internship the students are required to obtain jobs/work assignments in the functional or general areas of management and complete such job/work assignments within the stipulated period and submit a report on the same.

- The student shall seek guidance of the internal guide on continuous basis and the guide should ensure that the student has worked satisfactorily.

Submission of the report:

Student shall submit one hard copy of the report and a soft copy in PDF form to the department.

Report format guidelines: Report shall be prepared in word processor -MS Word, Times new roman, font of main headings 16, fonts of sub headings 14, text font 12, page layout of A4 size, margin of 1 inch on all sides except right margin of 1.5 inch for binding, Line spacing of 1.5.

Suggested Contents of the Report

1. Cover page
2. Certificate from the organization
3. Certificate of internal guide
4. Declaration of the student.
5. Acknowledgement
6. Table of contents
7. List of tables and graphs
8. Executive summary

PART-A

1. About the industry and Porters five force model
2. About the organization: Nature of business, Ownership pattern products/services, financial information (revenue, net profit for latest year), competitors, area of operation, awards/achievements, HR Policies and future plans.
3. Company analysis based on BCG Matrix
4. Mckensy's 7 S framework
5. SWOT analysis

PART-B

1. Details of reporting authority
2. Nature of work assigned/job responsibilities
3. Strategy/method adopted to do the job.
4. Performance/achievements on the job [if any]
5. Learning experience

Annexure:

1. References
2. Internship offer letter (if received)
3. Certificate/Appreciation letter (if any)
4. Details of incentives or stipend received (if any)

Evaluation pattern:

Report evaluation will be done by Internal Guide for 50 Marks

Presentation will be conducted jointly by Internal guide and joint examiner for 50 marks

The above 100 marks will be scaled down to 50 marks.

Report Evaluation scheme:

SI No	Report	Marks
1.	Introduction	5
2.	Understanding of industry, Porters five force model	5
3.	Company profile	5
4.	Application of BCG Matrix, McKensy's 7S framework	5
5.	Financial Statement Analysis	5
6.	Nature of work assigned/job responsibilities	5
7.	Strategy/method adopted to do the job.	5
8.	Performance/achievements on the job [if any]	5
9.	Learning experience	5
10.	Completeness of the report.	5
	TOTAL	50

Presentation Evaluation scheme:

SI No	Details	Marks
1.	Presentation & Communication [Style, Organization, time management]	10
2.	PART -A Content [Depth coverage]	10
3.	PART -B Content	10
4.	Visual Aids [Design and simplicity]	5
5.	Learning experience	5
6.	Question and Answer [Understanding of questions, clear answers]	10
	TOTAL	50

Semester IV

24PMBAC401 Data Science and emerging technologies for Managers (3-0-0) 3

Contact Hours: 39

Course Learning Objectives (CLOs):

- To understand the emerging technologies applicable in field of Management.
- To study data science as a tool for decision making in Management
- To understand the concept of AI, IOT and AR.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	To describe the different concepts of emerging technologies including Data Science		1,2	
CO-2	To Apply the concept of Artificial Intelligence and Internet of Things	1,2	6	
CO-3	To Analyze the concept of Augmented Reality/Virtual Reality, other technologies & ethical aspects.		1,2	6
CO-4	To Evaluate the concept of block chain technology and cloud computing			

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.33	2.33				1.5		

Contents:

- 1. Introduction to Emerging Technologies:** Evolution of technologies; Introduction to Industrial revolution; Historical background of the Industrial Revolution; Introduction to Fourth industrial revolution (IR 4.0); Role of data for Emerging technologies; Enabling devices and networks for emerging technologies (programmable devices); Human to Machine Interaction; Future trends in emerging technologies. **7 Hrs.**
- 2. Data Science**
Overview for Data Science; Definition of data and information; Data types and representation; Data Value Chain; Data Acquisition; Data Analysis; Data Curating; Data Storage; Data Usage; Basic concepts of Big Data. **7 Hrs.**
- 3. Artificial Intelligence(AI):**
Concept of AI, meaning of AI, History of AI, Levels of AI, Types of AI, Applications of AI in Agriculture, Health, Business (Emerging market), Education, platforms (eg: scratch/object tracking). **7 Hrs.**

4. Internet of Things (IoT):

Overview of IOT; meaning of IOT; History of IOT; Advantages of IOT; Challenges of IOT; IOT working process; Architecture of IOT; Devices and network; Applications of IOT at Smart home; Smart grid; Smart city; Wearable devices; Smart farming; IOT tools and platforms; Sample application **6Hrs.**

5. Augmented Reality (AR) and Virtual Reality (VR):

Introduction to AR, Virtual reality (VR), Augmented Reality (AR) vs mixed reality (MR), Architecture of AR systems. Application of AR systems (education, medical, entertainment etc,) **6Hrs.**

6. Ethics, Professionalism and Other Emerging Technologies

Technology and ethics, Digital privacy, Accountability and trust, Threats and challenges.

Other Technologies: Block chain technology, Cloud and quantum computing, Autonomic computing, Computer vision, Cyber security, Additive manufacturing (3D Printing) **6 Hrs.**

Reference Books:

1. Designing for Emerging Technologies :UX for Genomics, Robotics, and the Internet of Things, Follett,J .O'Reilly Media, 2014
2. Emerging Technologies for emerging market: Vong,J&Song,I, Springer Singapore, 2014
3. Emerging Exponential Technologies- A Management Perspective, Dr.DeepakG.Kulkarni&Dr.Prayag Gokhale, Himalaya Publishing House, 2021
4. Emerging Internet-Based Technologies, Sadiku,M. N.O, CRCPress, 2019

24PMBAM401

Digital Marketing

(3-0-0) 3

Contact Hours: 39

Course Learning Objectives (CLOs):

- To orient the students with basic concepts of Digital Marketing.
- To expose the students to field of digital marketing and its significance.
- To enable students to apply, analyze, evaluate and create digital marketing strategies and test them into real-life situations through project, assignments and case studies.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the foundational concepts, environment, and strategic significance of digital marketing in the	1		

	contemporary business landscape.			
CO-2	Apply digital marketing tools and techniques such as SEO, social media marketing, and content marketing to real-world scenarios.	1,2	7	
CO-3	Analyze the dynamics of the digital marketing environment, consumer behavior, and platform-specific marketing strategies.		2,7	
CO-4	Develop a digital marketing plan by integrating strategic planning, targeting, positioning, and platform optimization techniques.	6,8	2	

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	2.3				3	2	3

Contents:

- 1. Introduction to digital marketing:** Concept of Digital Marketing, evolution, importance, benefits, traditional versus Digital Marketing. Types, Strategy- The P-O-E-M Framework, Digital Landscape, Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Plan. **7Hrs**
- 2. Digital Marketing Environment:** Digital marketing environment, global markets for digital marketing, emerging economics and technology, privacy and security concern, electric payment modes, e-security. Digital micro and macro environment. Transitioning business to the web, strategic objectives of digital marketing, competitors' performance benchmarking, online market place analysis. **6Hrs**
- 3. Online consumer behavior:** online consumer behavior, social and cultural context, role of social media, motivation for online shopping, attributes of online shopping. Segmentation & Targeting online customers – business, government and customer market, geographic, demographic, Psychographic and behavioral segment, targeting online customers. Differentiation and positioning strategies. Building digital marketing plan – five stages, impact, and write an online digital marketing plan. **6Hrs**
- 4. Social Media Marketing**
Introduction, rise and dominance, users profile, social media optimization, social bookmarking, Blogging, basics, types, benefits, pitfalls. Wikies, RSS, Mashups. Web and Brand building, e-commerce social networking (Facebook, LinkedIn, Twitter, and Instagram marketing), online promotion techniques. Content marketing, affiliate marketing. **7Hrs**

5. Search Engine Optimization (SEO)

Search Engine Optimization: what are search engines, how search engines work, fundamental concepts of search engine optimization (SEO), understanding SERP, key words and types, On Page Optimization, Off Page optimization, social media reach, maintenance- SEO tactics, Google search engine, Web analytics, key metrics – concepts only. **7Hrs**

6. Emerging issues in digital marketing:

Introduction, online governance, frauds, consumer loyalty of website services, role of technology readiness in developing trust, loyalty for e-service, digital divide ethical and legal issues, cyber crime and cyber security. **6 Hrs.**

Reference books:

1. Seema Gupta, "Digital Marketing", McGraw Hill Education.
2. Kotler, Kartajaya & Iwan, "Marketing 4.0: moving traditional to digital, Wiley.
3. Swaminathan TN and Karthik Kumar, "Digital Marketing" Cengage Learning India Pvt Ltd.
4. Arijit, Karthik & Guddad, "Digital Marketing" HPH.
5. Nitin&Chinmay, "Digital Marketing", HPH, second revised edition.

24PMBAM402

International Marketing Management

(3-0-0)3

Contact Hours: 39

Course Learning Objectives:

1. To introduce the students to the international marketing management process, design and theories.
2. To develop skills relating to the design on international marketing strategy.
3. To familiarize the essential ingredients of developing international marketing strategy.
4. To provide basic knowledge about advertising, channels of distribution and pricing strategies in the international markets.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Describe the different international marketing management processes, comprehend theories associated with international marketing	1,2		
CO-2	Apply international marketing research through the global marketing management.	1	3	
CO-3	Analyze and identify heterogeneous		6	

	characteristics of international markets.			
CO-4	Demonstrate skills in designing strategies for international marketing.	1		3
CO-5	Evaluate different channels of marketing, pricing and promotional strategies applicable to different kinds of markets		2	8

Pos/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	2.5	1.5			1		1

Contents:

- 1. Introduction to International Marketing:** Definition, scope and challenges, Difference between international marketing and domestic marketing, the dynamic environment of international trade, transition from domestic to International markets, orientation of management and companies. **6 Hrs**
- 2. Global e-marketing:** The Death of Distance, communications, targeting the individual customers. Relationship marketing, interactivity, Speed to market, living in an age of technical discontinuities.
Developing a global vision through market research: Breadth and scope of International Marketing Research, Problems in availability and use of secondary data, Problems in gathering primary data, Multicultural Research, Research on the internet, A new opportunity, Estimating market demand, Problems in analyzing and interpreting research information, Responsibility for conducting marketing research, Communicating with decision makers, Identifying foreign markets, classification based on demand, based on the stage of development, other, bases for division of world markets. **7 Hrs**
- 3. Global marketing management:** Global Perspective, Global Gateways, Global Marketing Management, An old debate and a new view, Benefits of global Marketing, Planning for global markets, Company objectives and Resources, Alternative market entry strategies, organizing for global competition, Locus of decision, Centralized Vs Decentralized organizations. **6 Hrs**
- 4. Products and services for Consumers:** Global Perspective, Physical or Mandatory requirements and adaptation, Green marketing and product development, Innovative products and adaptation, Diffusion of innovations, Production of innovations. Analyzing product Components for adaptation, marketing consumer services globally. **6 Hrs**
- 5. Marketing Channels:** Global perspective, Channels of distribution structures, Distribution patterns, Alternative Middleman choices, Factors affecting choice of channels, Costs, Locating, Selecting and motivating channel members, The Internet.

Integrated Marketing Communications and international Advertising: Sales promotion in international markets, International Public Relations, Advertising strategy and goals, Global advertising and the communication process. Media planning and Analysis, Campaign execution and advertising agencies, International control and advertising: Broader issues. **7 Hrs**

6. Pricing for International Markets: The price wars, Pricing policies, Approaches to international pricing, Price escalation, Sample effects of price escalation, Leasing in International Markets, Countertrading as a pricing tool, Transfer Pricing strategy, Price Quotations, Drug pricing in India, Price fixation procedures, Administered pricing, Cartels, Government influenced pricing, Low costs of production. **7 Hrs**

Practical Components:

- Students need to develop a comprehensive international Marketing plan in a group. The group needs to pick a company-product combination of their choice, decide on the country where the combination will be marketed, the country selection will involve making a comparison of the international marketing opportunities in at least two countries of the world where the chosen company does not have operations.
- Students need to select country for international expansion and an appropriate method of entry into that country as per permitted laws of that country.
- Students need to analyze international marketing environment to understand opportunities and threats to a company underlying the behavior of international consumers and business associates.

Reference Books:

1. Philip.Cateora and John Graham, International Marketing, Tata McGraw Hill, New Delhi E.
2. Varshney and Bhattacharya, International Marketing Management – An Indian perspective, Sultan Chand & Sons, New Delhi.
3. Rajagopal, International Marketing, Vikas Publishing.
4. Mukesh Trehan ,RanjuTrehan , International Marketing, Global Publishing.
5. Dr.Shalini Agrwal , International Marketing, Sahity Bhawan Publication.

24PMBAM403

Integrated Marketing Communication

(3-0-0) 3

Contact Hours: 39

Course Learning Objectives (CLOs):

- To make the students to understand the importance of the Integrated Marketing Communication (IMC).
- To enhance the students' level of understanding of all the components of IMC.
- To make the students to understand the application part of IMC in real world.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Describe the meaning and concepts, types, techniques of integrated marketing communications	3	1	8
CO-2	Apply knowledge of various aspects of Managerial decision making related to marketing communication strategy	1, 2	5	3
CO-3	Analyze an integrated marketing communication plan which includes promotional strategies	8	6	5
CO-4	Evaluate IMC strategies, role of IMC in the overall marketing and Use in effectiveness promotions	3	6	7
CO-5	Create an advertising copy and design other basic IMC tools	7	2	8

Pos/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.5	2.5	2.3		1.5	2	2	1.6

Contents:

- 1. Introduction to IMC**-Concepts, Promotional mix, Role of IMC, IMC planning model, Marketing and promotion process model, Steps involved in developing IMC programme, Effectiveness of IMC **6 Hrs**
- 2. Advertising** - Concept, importance, objectives, types, role of advertising, advertising Copy, Ad agencies, working and services, Advertising budget, methods, Media and media selection, scheduling, types of ad appeals, Evaluation of advertising effectiveness, AIDA Model, DAGMAR, advertising ethics.
International Advertising: Global environment in advertising, Decision areas in international advertising **10 Hrs**
- 3. Public relations** - Concepts, objectives, importance of public relations, Methods of public relations, issuing of News and Information, Issuing press releases, integration of public relation into the marketing mix, power of publicity, corporate publicity. **5 Hrs**
- 4. Sales promotion** - concepts and importance, promotion budget, methods and types,new developments in sales promotion, push and pull strategies, Kiosk marketing, Guerrilla Marketing **5 Hrs**
- 5. Direct Marketing**- Features, Functions, Growth, Advantages/Disadvantages, Direct Marketing Strategies, direct-response advertising, personnel selling planning,

personal selling process, recruitment, selection and training territory management.
Sales compensation, Evaluation of sales forces performance. **7Hrs**

- 6. Monitoring, Evaluation and Control:** introduction, meaning, reasons for measuring effectiveness, conducting research to measure advertising effectiveness, testing process, measuring the effectiveness of other IMC elements, social ethical and economic aspects of promotions. Advertising & Law, Advertising & Ethics, Intellectual Property Rights, ASCI **6Hrs**

Reference Books:

1. Eugene M. Johnson, David L Kurtz, Eberland K Scheving –Sales Management, Concepts, practices& Cases- Mc Grow-Hill
2. U.C.Mathur- Advertising Management - New Age International Publications.
3. Belch MA and Belch GE - Advertising and Promotion- An Integrated Marketing Communication Perspective -Tata McGraw Hill. 2012
4. Batra Myers and Aker - Advertising Management -Pearson/ Prentice Hall.
5. S.A.Chunawala and K.C. Sethia- Advertising -Himalaya publication House. 2007
6. Kenneth.E.Clow, &Donald Baack – Integrated Advertising, Promotion and marketing Communication- Pearson Education.
7. Ruchi Gupata - Advertising Principles and Practices, S. Chand & Company Publisher, 2008

24PMBAF401

International Financial Management

(3-0-0)3

Contact Hours: 39

Course Learning Objectives(CLOs) :

- To orient the students with the international economic and financial environment.
- To acclimatize students with the financial management aspects of the MNC.
- Orient students with the functioning of world financial markets and institutions.
- To provide students a comprehensive understanding of the foreign exchange rate determination, including the foreign exchange and derivatives markets.
- Enable students to undertake foreign exchange exposure measurement and management.

Course Outcomes (CO):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the concepts of International Financial Management (IFM), like international financial environment, monetary system, FOREX markets, instruments, forecasting of exchange rates and FOREX exposure.	1		3

CO-2	Apply concepts of foreign exchange management and financial instruments to solve problems related to international transactions and financial risk.	1	2,6	3
CO-3	Analyze international financial systems, instruments, markets, and exchange rate mechanisms to assess their impact on cross-border business decisions.	2	1, 6	3
CO-4	Evaluate the implications of international financial policies, flows of funds, and exposure management techniques for multinational corporations.		2,6,7	3

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO- 8
Mapping Level	2.6	2.33	1			2	2	

Contents:

1. International Financial Environment:

International Business and its modes, Multinational corporations-the key participant in international financial functions, Nature and scope of IFM, Factors leading to fast strides in international financial functions. IFM and domestic financial management. Ethics in International Financial Management **5 Hrs**

2. International flow of funds and International Monetary system:

International Flow of Funds: Balance of Payments (BoP), Structure of Balance of Payments.

International Monetary System: Specie commodity standard, Gold Standard, Bretton Woods system, modern exchange rate regime, International Monetary Fund **5 Hrs**

3. Foreign Exchange Market:

Function and Structure of the Forex markets, Foreign exchange market participants, Exchange rate quotations, Nominal, Real and Effective exchange rates, and Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior Cross Rates. **6 Hrs**

4. International Financial Markets and Instruments:

Foreign Portfolio Investment, International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets. **6 Hrs**

5. International Parity Relationships & Forecasting Foreign Exchange rate:

Measuring exchange rate movements, Exchange rate equilibrium, Factors affecting foreign exchange rate.

Forecasting foreign exchange rates .Interest Rate Parity, Purchasing Power Parity & International Fisher effect. Covered Interest Arbitrage **8 Hrs**

6. Foreign Exchange exposure:

Management of Transaction exposure, Management of Translation exposure, Management of Economic exposure

Foreign exchange risk Management: Hedging against foreign exchange exposure, forwardMarket, Futures Market, Options Market, Currency Swaps, Interest Rate Swap, Hedging through currency of invoicing, Hedging through mixed currency invoicing. **9Hrs**

Reference books:

1. Vyuptakesh Sharan, International Financial Management, PHI
2. Apte P. G , International Financial Management, TMH
3. MadhuVij International Financial Management, Excel BOOKS.
4. Alan C. Shapiro, Paul Hanouna, Jayanta Seal,International Financial Management(An Indian Adaptation) Wiley Publication

24PMBAF402

Tax Management

(3-0-0)3

Contact Hours: 39

Course Learning Objectives (CLOs):

- Provide the students with a comprehensive understanding of taxation in India.
- Acclimatize the students with process of computing tax liability of individuals.
- Acquaint students about deductions and exemptions available in the tax laws.
- Provide an overview of GST in India.
- Provide an understanding of levy and collection of GST.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the concepts of taxation system, direct taxation and indirect taxation in India		1	3
CO-2	Apply the taxation concepts to arrive at Income of Individuals from all the heads of Income including allowable deductions and exemptions	1	6	
CO-3	Analyze the concepts to calculate taxable value of supply and analyze the indirect taxation system of GST in India	1	6	
CO-4	Evaluate the concepts of New Tax Regime	1	6	

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO- 8
Mapping Level	2.66		1			2		

Contents:

1. Income Tax Act, 1961, Basic Concepts and definitions, Capital and revenue – receipts, expenditures, Basis of charge and scope of total income , Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), Ethics in Tax Management, Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee). **7 Hrs**
2. Explanation under various heads of income. Meaning of Salary, Leave Salary, HRA, Gratuity, Rent Free Accommodation, PF, Pension, Allowances and Perquisites, Death cum Retirement benefits, Deductions against Salary. Income from salary (Basic problems) , Income from House Property (Only theory). **8 Hrs**
3. Income under the head Profit and Gains of Business or Profession and its computation, (Problems on computation of income from business/ profession of Individual assessee). Residential Status of a Company and Computation of taxable income with special reference to MAT.(Problems on MAT). **8 Hrs**
4. Income from Capital Gains (Only theory), Income from Other Sources (Theory Only), Permissible deductions under section 80C to 80U. Problems on computation of taxable income and taxliability under both old and new regime.(Only Deductions u/s 80C, 80CCC, 80CCD, 80D, 80DD, 80E,80U to be covered) **6 Hrs**
5. Introduction to Goods and Services Tax (GST): Introduction to Goods and Services Tax Act, Need for GST in India, Dual GST Model - Central Goods and Services Tax Act, 2017 (CGST) State Goods and Services Tax Act, 2017 (SGST) Union Territory Goods and Services Tax Act, 2017 (UTGST), Integrated Goods and Services Tax Act, 2017 (IGST) Goods and Services Tax Network (GSTN), GST Council Guiding principle and Functions of the GST Council. Registration under GST (Theory). **5 Hrs**
6. Levy and Collection of Tax: Scope of Supply, Composite and Mixed Supplies , Levy and Collection, Composition Levy , Exemptions Person Liable to pay GST, Exemption from tax. (Simple problems on calculation of value of taxable supply and GST Levy). (Theory and Problems). Input Tax Credit: Introduction and Eligibility to avail Input Tax Credit (ITC) **5 Hrs**

Reference Books:

1. Vinod Singhania and Kapil Singhania, Direct Taxes Law and practice ,Taxman Publications
2. Lal &Vashisht ,Direct Tax, Pearson Ed. 28E.
3. Vinod Singhania and Kapil Singhania Students Guide to Income Tax, Taxman Publications
4. V S Datey, Indirect Taxes, Taxman Publications.
5. Mehrotra, Direct Tax, Sahitya Bhavan
6. K.M Bansal, Taxmanns, GST& Customs Law (University Edition)

7. B. Viswanathan UBS Publisher, Goods & Services Tax (GST) in India
8. V.S. Datey and Dr. Krishnan Sachdeva, Taxmanns Principles of GST& Customs L

24PMBAF403

Risk Management and Insurance

(3-0-0) 3

Contact Hours: 39

Course Learning Objectives (CLOs):

- To know the different types of risk and risk identification and measurement
- To give an overview of role of Insurance in risk management.
- To comprehend insurance contracts such as Life Insurance, general insurance and marine insurance.
- To provide an understanding of the management of insurance companies

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the fundamental principles of risk, insurance, and risk management, including types of risk, insurance contracts, and industry frameworks.	1		
CO-2	Apply risk management techniques, insurance planning, and underwriting principles to practical scenarios involving personal and organizational risk.		1,2	3
CO-3	Analyze risk exposures, insurance markets, policy types, and regulatory mechanisms in both life and general insurance sectors.		2,3	5,6
CO-4	Evaluate risk financing methods, insurance policies, and claim settlement practices to determine their effectiveness in different risk situations.	6	5, 7	

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO- 8
Mapping Level	2.5	2	1.5		1.5	2	2	

Contents:

1. Introduction to Risk Management and Risk Identification:

Risk-Risk and Uncertainty, Types of Risk, Burden of Risk-Sources of Risk, Methods of handling Risk-Degree of Risk-Management of Risk Risk Management, Risk Management Process, Identification Loss exposures, Analyzing Loss exposures,

Objectives of Risk Management, Select the Appropriate Risk Management Technique Implement and Monitor the Risk Management Program, Risk Management by Individuals and Corporations, Risk Management objectives, Need for a Rationale for Risk Management in Organizations. **6 Hrs**

2. Risk Measurement

Evaluating the Frequency and Severity of Losses, Risk Control, Risk Financing Techniques, Risk Management Decision Methods, Pooling Arrangements and Diversification of Risk. Advanced Issues in Risk Management: The Changing Scope of Risk Management, Insurance Market Dynamics, Loss Forecasting, Financial Analysis in Risk Management, Decision Making other Risk Management Tools. **5 Hrs**

3. Introduction to Insurance

Risk and Insurance, Definition and Basic Characteristics of Insurance, Requirements of an Insurable Risk, Adverse Selection and Insurance, Insurance vs. Gambling Insurance vs. Hedging Types of Insurance-Essentials of Insurance Contracts. Indian Insurance Industry, Historical Framework of Insurance, Insurance sector Reforms in India, Liberalization of Insurance Markets, Major players of Insurance. Regulation of Insurance, Insurance Act 1938, eligibility, Registration and Capital requirement Investment of assets, Approved investments, Licensing of insurance agents. IRDA-Duties and powers of IRDA-IRDA Act. **7 Hrs**

4. Life Insurance Basics of Life Insurance

Growth of Actuarial Science-Features of Life Insurance, Life Insurance Contract-Life Insurance Documents, Life Insurance Classification, Classification on the Basis, Duration, Premium Payment Participation in Profit, Number of Persons Assured, Payment of Policy Amount-Money Back Policies, Unit Linked Plans. Annuities, Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities. **6 Hrs**

5. General Insurance

Laws Related to General Insurance, General Insurance Contract, General Insurance Corporation(GIC), Performance Private and Public General insurance companies. Health Insurance-Individual Medical Expense Insurance, Long Term Care Coverage, Disability Income Insurance, Medi-claim Policy, Group Medi-claim Policy, Personal Accident Policy, Child Welfare Policy, Employee Group Insurance, Features of Group Health Insurance, Group Availability Plan.

Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage. Marine Insurance, Types of Marine Insurance, Marine Insurance principles Important Clauses in Marine Insurance- Marine Insurance Policies, Marine Risks, Clauses in Marine Policy. Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing. **8 Hrs**

6. Management of Insurance Companies Functions and Organization of Insurers

Types of Insurance Organization, Organizational Structure of Insurance Companies- Functions of Insurers. Underwriting-Principles of Underwriting, Underwriting in Life

Insurance, Underwriting in nonlife Insurance. Claims Management-Claim Settlement in General Insurance-Claim Settlement in Life Insurance. Insurance Pricing-Insurance Cost and Fair Premiums, Expected Claim Costs, Investment. **7 Hrs**

Reference Books:

1. Scott E Harrington, Gregon R Niehaus, Risk Management and Insurance, McGraw Hill Publication Company.
2. Dorfman, Mark s., Introduction to Risk Management and Insurance, Prentice Hall India- Delhi,
3. George E Rejda, Principals of Risk Management and Insurance, Person, Delhi
4. PK Gupta, Insurance and Risk Management, Himalaya Publishing, Bombay.

24PMBAH401**Training and Development****(3-0-0)3****Contact Hours: 39****Course Learning Objectives (CLOs):**

- Enable students to be aware of the field of training and development and its role in optimizing performance.
- Make students to understand the process of analyzing training needs and evaluating training programs.
- Provide the students an overview of the various training and development methods.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Define and explain the concepts, theories, and approaches related to training, adult learning, training needs analysis, and career development.		1,3,6	
CO-2	Apply relevant models and tools to design and implement effective training programs, including job-based, e-learning, and blended approaches.	1, 2, 6	5,8	
CO-3	Analyze the effectiveness of training needs, methods, evaluation models, and policies in real organizational contexts.	1, 3		8
CO-4	Evaluate the efficiency, benefits, and challenges of training evaluation	1, 2, 6		7

	techniques, competency-based training systems, and career development strategies.			
CO-5	Design and develop a complete training and development strategy including training needs analysis, instructional design, competency frameworks, and career planning systems tailored to organizational goals.	1, 2, 6	8	

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.8	3	2.5		2	2.75	1	1.6

Contents:

- 1. Introduction to Training and Development:** Meaning and significance, theories of adult learning, pedagogy and andragogy, classification of learning capabilities, Bloom's taxonomy, Learning enhancement factors, facilitation theory, nine events of instruction, different approaches to adult learning
Training Needs Analysis(TNA): Introduction, Sources for Identifying Training Needs, Benefits of Needs Assessment, TNA at Different Levels, Process, Purpose, Steps in a TNA process, Importance of Focus Groups in TNA, Developing the Training Plan, Framework for Training Needs Identification, TNA Survey. **7 Hrs**
- 2. Designing a Training Program:** Steps in Training Design, Advantages of Training Design, Models of Training or Instructional Design, Training Design and Work Environment, Work Environment Factors for Training Design.
Implementation: Traditional Training Methods: off-the Job: Lectures and demonstrations, Games and simulations, Remove Blocking and Block Busting, Sources of Blocking. Induction, Employee Socialization Process, Models of Employee Socialization. Placement, Importance of Induction and Placement. Training Aids, Advantages and Disadvantages of Training Methods, Training alternatives. On-the-Job training. Electronic Training: Electronic Training Program Sophistication Levels, Learning Management Systems, Strengths and Limitations of E-Training Blended Training **7 Hrs.**
- 3. Training Evaluation:** Introduction Sample Evaluation Matrix, Important Considerations for Designing Training-evaluation Models, Problems of Training Evaluation, Overcoming the Problems of Training Evaluation, Requirements for Effective Training evaluation, Types of Training Evaluation, Training Benchmark Metrics, Calculation of Cost-benefits of Training, Steps for Calculating the Cost and Benefits, Training Evaluation Models. **4 Hrs**
- 4. Training Policy, Plans and Resources:** Introduction, Training Policy, Need for a Training Policy, Structure of a Training Policy, Checklist for an Effective Training Policy, General Information, Template of a Training Policy, Benefits of Training

Policies, Training Plan, Benefits of a Training Plan, Steps for Designing a Training Plan, Template of a Training Plan, Budgeting for Training, Template of a Training Budget, Training Process, Framework of a Training Process, Model Role of a Training Manager, Training Transfer. **3 Hrs**

5. Competency-based Training and Development: Introduction, Definitions and Concepts, Skills and Competencies, Competencies and knowledge Management, Type of Competencies, Competency Characteristics, Competency Mapping, Steps of a Competency Identification Process, Steps to introduce a Competency-based System, Advantages of a Competency-based Approach. Developing a Competency Model, Approaches to Competency Development Models, and Examples of HR Competencies. Competency based Performance Management Systems, Essential Elements, Monitor Performance and Feedback, Complete Employee Profile and Development Plan. **10Hrs**

6.Training for Career planning and development: Meaning and definition of a career, Meaning and overview of career development, types of career development programs, Interrelation of career development with other HRD functions, different stages of career development process, Issues in career development process, Career Anchors, Career development and employee empowerment, Career planning and career development process, integration of career development process with career stage and family issues, steps for career planning process, succession planning. **8 Hrs**

Reference Books:

1. Dipak Bhattacharya, Training and Development, Theories and Applications, Sage Publications.
2. P.Nick Blanchard and James Thacker, Effective Training, 6 edition, Pearson.
3. PanduNaik G, Training and Development, Excel Books.
4. Rolf Lynton &UdaiPareek, Training for development, Sage Publications.
5. Ratan Reddy, Effective HR Training Development Strategy, HPH.

24PMBAH402**Organization Development and Change****(3-0-0) 3****Contact Hours: 39**

Course Learning Objectives (CLOs):

- To Gain conceptual insight of change models, OD process and interventions.
- To Explain and apply the Organization development aspects in organizations.
- Describe and explain in his/ her own words the relevance and importance of OD interventions to be adopted in organizations.
- Analyze the tools and techniques available to implement changes in the organizations.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Substantial Level (3)
CO-1	Define and explain the key concepts, models, processes, and interventions in organizational change and development, including change forces and types.	1		
CO-2	Apply various change management models, OD diagnostic tools, and interventions to manage resistance and facilitate transformation within organizations.	1, 6	2	
CO-3	Analyze organizational needs and contexts to diagnose issues and select suitable OD interventions, while understanding forces of change and resistance.	7	6	
CO-4	Evaluate the effectiveness of different models of change, intervention strategies, and the role of communication, ethics, and OD practitioners in managing transformation.	2		5
CO-5	Develop effective plans and propose innovative solutions by applying organizational development principles to demonstrate practical application.	6	7	

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	2.5			1	2.7	2.5	

Contents:

- 1. Organizational Change:** An Overview, Aim of Organizational Change, meaning of organization development and history and evolution of OD, the importance of Managing Change, The Present Business Environment, Change Levers: Forces Pressurizing for Change, Types of Changes. **6 Hrs**
- 2. Models of Change:** Kurt Lewin's Three-step Model (1950–1952), Six-box Model of Marvin Weisbord, Action Research Model, Managing Change with ADKAR Model, Integrated Model of Change, Comparison and Critical Analysis of Change Models

Resistance to Change: Resistance to Change, Reason for Resistance at Individual Level, Reason for Resistance at Organizational Level, Resistance Due to Emotional Reasons, Ways of Managing Resistance to Change, Role of Communication in Managing Change. Core Values and Ethics of Organization Development. **OD Practitioner:** Definition and competencies, Defining Values, Importance of them to the OD Practitioner. **8 Hrs**

- 3. Process of Organizational Development** – Entering and contracting- entering into an OD relationship, developing a contract Diagnosing - organization level, group level, individual level. Collecting, analyzing and feeding back diagnostic information Designing interventions- Overview of interventions, effective interventions. Evaluating and institutionalizing OD interventions
Leading and Managing of Change **8 Hrs**
- 4. Human process interventions:** Process consultation, third party intervention, team building, confrontation meeting. **Human resource management intervention:** performance management, reward systems, talent management, workforce diversity, employee stress and wellness **5 Hrs**
- 5. Techno-structural intervention:** Redesigning Organizational Structure, Boundary less Organization, Learning Organizations, Change Through Quality Management Techniques. **Strategic intervention:** Organizational Growth Through Merger and Acquisition, Organizational Culture, Knowledge Management **7 Hrs**
- 6. Latest trends in organizational development:** Role of Organizational Development in future business environment, Impact of Covid-19 on organizations **5 Hrs**

Reference books:

1. Thomas G Cummings & Christopher G. Worley, Theory of Organization Development and Change, 10th edition, Cengage Learning.
2. Ratan Raina, Change management and organizational development, Sage Texts
3. Richard L Draft, Understanding the theory and design of organization, Cengage Learning.
4. S. Ramnarayan & T. V. Rao, Organization Development: Accelerating Learning and Transformation, Sage Texts
5. Wendell French, Cecil H. Bell, Jr, Organization Development, behavioral science interventions for Organization Improvement“, Pearson, PHI.

24PMBAH403	International Human Resource Management	(3-0-0)3
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Contact Hours: 39

Course Learning Objectives (CLOs):

- Explain students about the impact of contemporary issues and global imperatives on Human Resource concepts.
- Explain students about the policies and practices in multinational organizations.
- Compare, contrast and explain to students on variety of strategic approaches to the management of human resources in multinational organizations.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the key concepts, theories factors, approaches, Trends, practices prevalent in International Human Resource Management.	1,6	1	
CO-2	Examine and comprehend the impact of culture, regulations, global immigration policies, and sustainability practices on International HR Management.		1,6	3,4
CO-3	Analyze IHRM concepts, theories, and practices to comprehend concepts and improvise decision making.	1,2	6	5
CO-4	Evaluate emerging issues in Work life balance, diversity management and equal opportunity practices of companies in managing global HR and provide suitable solutions.	6	2	8

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.5	1.5	1	1	1	2.3		1

Contents:

1. Introduction to IHRM:

Meaning and Definition of IHRM, Evolution, Challenges, Objectives, IHRM Versus Single Nation-centric HRM IHRM: Approaches Emergence of Global HR Manager.

Approaches to International Human Resource Management:

Review of IHRM approaches, the concept of HRM, Applications of IHRM models to other contexts, factors affecting HRM approaches internationally, implications of change for IHRM approaches.

7 Hrs

2. International Staffing Management:

International Assignments: Introduction, Staffing policies, motives for international transfer, alternative forms of international assignments, assignment process, dimensions of assignment success.

Multinational Companies and the Host Country Environment: Introduction, Varieties of host country environments, Sustainability of divergent employment arrangements, Understanding how MNCs act in diverse host

country environments, Host country effects on IHRM practices of MNC subsidiaries. **7 Hrs**

3. International Training Management:

Introduction, Training and development in the international context, Global leaders, development of global leaders, Expatriate development.

Managing Knowledge in Multinational Firms:

Introduction, Different types of knowledge, Factors influencing knowledge sharing, stimulating knowledge sharing, Gaining access to external knowledge, Knowledge retention, the management of knowledge to innovation. **6 Hrs**

4. Global Performance Management: Introduction, Key components of PMS, Factors affecting PMS Culture and PMSs. PMSs in six leading economies: China, India,

Japan, South Korea, UK and USA, PMS for expatriates, Summary and conclusions.

Total Rewards in the International Context:

Differentiating between PCNs, TCNs and HCNs Introduction: the current state of total rewards Complexities faced by IHR managers. International total rewards objectives for the MNC Newer forms of international assignments, Key components of global total rewards programmes Approaches to international compensation Repatriation issues, International trends in global total rewards. **7 Hrs**

5. Regulation and Multinational Corporations: The Changing Context of Global Employment Relations: Introduction, importance of regulation and its need in the political context, understanding political agendas to de-regulate, the political and institutional drivers of de-regulation. **5 Hrs**

6. Equal Opportunity and Diversity Management in the Global Context: Introduction, Equal opportunities, Diversity management, Work–life balance: practices and discourses.

7 Hrs

Reference Books:

1. Anne-WilHarzing, Ashly H. Pinnington, International Human Resource Management. Sage Publications India Pvt Ltd.
2. Srinivas Kandula, International Human Resource Management. Sage Publications India Pvt Ltd.
3. Peter J. Dowling, Mavin Festing, Allen D Englesr, "International Human Resource Management", Cengage Learning.
4. Monir H. Tayeb, "International Human Resource Management", Oxford University Press.

22PMBAL400

Project

6 Credits

Contact Hours: 6 weeks

Course Learning Objectives (CLOs) :

- To expose the students to understand the working of the organization / company/ industry and take an in-depth study of an issue / problem in their respective area of specialization and suggest possible solutions.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level(1)
CO-1	Gain exposure to the industry and company	3		
CO-2	Analyze relevant data and Information in order to identify problems.	1	2,6	
CO-3	Demonstrate possible solutions to the identified problems using qualitative and quantitative analytical tools.	2,7	6	
CO-4	Prepare a report and deliver an effective presentation	8		

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	2.5	3			2	3	3

General Guidelines:

- The project work shall be for a period of 6 weeks immediately after the completion of 3rd SEE but before the commencement of the 4th semester classes.
- The permission from the company has to be taken from the company during the semester III and synopsis has to be finalized before a student goes for the 6 week project.
- The Course code of the project report shall be 20PMBAL400 and shall be compulsory for all the students opting for all specializations.
- The college shall receive 2 copies of project reports with Royal Blue cover prior to the commencement of the 4th semester examination.
- By keeping the business trend in the present scenario, college/university has given an option to the students to select the research problem either from business organization or they can carry out the project on freelance basis subject to the approval and decision of department committee.
- It is the total responsibility of the internal guide to monitor the freelance project.

- In case, business problem selected from a Company, no two students of an institute shall work on the same problem in the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- On completion of the project work, student shall prepare a report with the following format.
- The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 16 font for main headings, 14 font for sub headings and 12 font size for regular text. All the reports shall be printed in the A4 size 1" margin on all the sides except right margin with 1.5" for binding with justified alignment.
- A certificate by the guide, HOD and Head of the institution indicating the bonafide performance of the project by the student to be enclosed.
- A declaration by the student to the effect that the work is independently carried out by him/her has to be attached.
- The certificate from the organization if applicable (if its Freelance project, certificate is not required and Internal guide can issue a certificate for successful completion).

Schedule to be followed before the commencement of Project during Semester -III:

Activity	Time	Details
Identifying the Organization Problem identification	First Week	Student individually identifies an organization OR identifies problem for his/her study, according to his/her interest.
Problem statement Research Design	Second Week	His/ Her interests are discussed with project guides. Discussion with Internal Guide to decide on suitable design for the research.
Synopsis Preparation	Third week	Preparation of synopsis and formulating the objectives The student will present the synopsis with the detailed execution plan to the Internal Guide who will review and may: a. Approve b. Approve with modification or c. Suggest for fresh synopsis
Approval Status	Fourth Week	The approval status is submitted to HOD who will officially give concurrence for the execution of the Project

Schedule to be followed during Project work:

Time	Activity Details
First week of Project	Understanding Structure, Culture and functions of the organization /identifying of the business problem from the industry from the literature study. Student should understand products/services and the problems of the organization
2nd week of Project	Finalization of Research design and Research instrument for data collection. Discussion with the guide for finalization of research design and instrument in his/her domain and present the same to the guide.
3rd week of Project	Data collection, Data collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis.
4th & 5th week of project	Analysis and finalization of the report. Students must use appropriate and latest statistical tools and techniques for analyzing the data. (It is a must to use of Statistical Package whose result should be shown in the report).
6th week of Project	Final Report should be submitted to the Institute before the commencement of theory examination.

Contents of the Project Report:

1. Cover page
2. Certificate from the Organization (scanned copy if applicable)
3. Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonafide performance of Project by the student
4. Declaration by the student (scanned copy)
5. Acknowledgement
6. Table of contents
7. List of tables and graphs
8. Executive summary
9. Chapter 1: Introduction, Industry profile and company profile: Promoters, vision, Mission & Quality Policy. Products / services profile areas of operation, infrastructure facilities, competitor's information, SWOT Analysis, Future growth and prospects and Financial Statement
10. Chapter 2: Conceptual background and Literature review Theoretical background of the study, Literature review with research gap (with minimum 20 literature reviews).
11. Chapter 3: Research Design Statement of the problem, Need for the study, Objectives, Scope of the study, Research methodology, Hypotheses, Limitations, Chapter scheme.
12. Chapter 4: Analysis and Interpretation Analysis and interpretation of the data-collected with relevant tables and graphs. Results obtained by the using statistical tools must be included.
13. Chapter 5: Findings, Conclusion and Suggestions Summary of findings, Conclusion and Suggestions / Recommendations

14. Bibliography: Books, Articles names, etc. to be mentioned as per APA style.
15. Annexure: Relevant to the project such as figures, graphs, photographs etc.,
16. Plagiarism Report

Submission of Report:

1. Project reports have to be submitted by students before the commencement of semester IV semester end examinations.
2. Students should submit 2 copies of hard copy of the Project Report with Royal blue color hard bound to the Institute.
3. Students should also submit the Project Report in electronic data form, in PDF file (Un-editable Format) to the Institute written in a CD.
4. Plagiarism: Plagiarism is considered as academically fraudulent, and an offence against Institute/University academic discipline. The University considers plagiarism to be a major offence, and subject to corrective procedures. It is compulsory for the student to get the plagiarism check done before submission of the project report. Plagiarism of up to 25% is allowed in the project work and the report should consist 75% of original content/work.
5. Publication of Research Findings: Students are expected to present their research findings in Seminars/ Conferences/ Technical/ Management Fests or publish their research work in Journals in association with their Internal Guide. Appropriate Weightage should be given to this in the internal evaluation as well as in the viva voce examination of the project report.

Project Evaluation Scheme:

- Internal evaluation will be done by the internal guide for 50 marks.
- External valuation shall be done by a faculty member of other institute drawn from university affiliated institutes.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective Institution where a student is expected to give a presentation of his/ her work.
- The viva –voce examination will be conducted by the respective HOD / Senior Professor/ Internal guide of the department and an expert drawn from the university affiliated institutes .
- Project work carries 100 marks consisting of 50 marks for internal marks by the internal guide, average of 25 marks from both internal and external examiner for report evaluation and average of 25 marks from both internal and external examiner for viva-voce examination. Minimum passing marks of the Project work is 50% in each of the components such as Internal Marks, report evaluation and viva-voce examination.

Evaluation Scheme of Project:

SI No.	Aspects	Marks Allotted
A	Internal Assessment by the Guide- Based on Presentation by Students	50
B	Report Evaluation by the Guide & External Examiner. The average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.	25
C	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute (Joint Evaluation)	25
	Total Marks	100

A. Internal Assessment by the Guide- Based on Presentation by Students:

SI No.	Aspects	Marks Allotted
1.	Introduction, Literature review, Research Design	10
2.	Industry and Company Profile	05
3.	The theoretical background of study	10
4.	Data analysis & Interpretation	10
5.	Summary of findings, suggestions and conclusion	10
6.	Presentation and communication skills	05
	Total Marks	50

B. Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.

SI No.	Aspects	Marks Allotted
1.	Introduction, Relevance of the project, Conceptual background and literature review	5
2.	Research design	5
3.	Analysis and interpretation	5
4.	Summary of findings, suggestions and conclusion	5
5.	Accuracy and completeness of the report	5
	Total Marks	25

C. Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute(Joint Evaluation)

SI No.	Aspects	Marks Allotted
1.	Presentation and Communication skills	5
2.	Subject knowledge	5
3.	Objectives of the study and Methodology	5
4.	Analysis using statistical tools	5
5.	Findings and appropriate Suggestions/ Recommendations	5
	Total Marks	25

