



EXCEL ENGINEERING COLLEGE

(Autonomous)

Approved by AICTE, New Delhi & Affiliated to Anna University, Chennai
Accredited by NBA and NAAC with “A+” and Recognized by UGC (2f&12B)

KOMARAPALAYAM – 637303

Master of Business Administration

Choice based credit system

I to IV Semesters (Full Time)

Curriculum

SEMESTER - I									
Code No.	Course	Category	Periods / Week			C	Maximum Marks		
			L	T	P		IA	FE	Total
Theory Course(s)									
23PBA101	Management Principles and Organizational Behavior	PC	3	0	0	3	40	60	100
23PBA102	Accounting and Financial Management	PC	3	1	0	4	40	60	100
23PBA103	Economic Principles for Managerial Decision	PC	3	1	0	4	40	60	100
23PBA104	IT for Business Decision	PC	3	0	0	3	40	60	100
23PBA105	Business Statistics	PC	3	1	0	4	40	60	100
23PBA106	Business Law	PC	3	1	0	4	40	60	100
	Non – Functional Electives	NFE	3	0	0	3	40	60	100
Practical Course(s)									
23PBA107	Campus to Corporate Readiness	EEC	0	0	4	2	60	40	100
23PBA108	Computer Skills	EEC	0	0	4	2	60	40	100
23PBA109	Social Entrepreneurship*	EEC	0	0	4	2	60	40	100
	TOTAL		21	4	12	31	460	540	1000

*Social Entrepreneurship: (1 Week)

Must be a business that is entrepreneurial in nature. Provide significant work that will enhance the intern's professional and educational development. Provide the intern the opportunity to work a minimum of 30 hours. Must be approved by the Faculty supervisor. At the end of the 1st semester they need to submit a report and it will be evaluated by external examiner.

NON - FUNCTIONAL ELECTIVES

23PBANF01 - Entrepreneurship and Startup

23PBANF02 - Corporate Social Responsibility and Governance

23PBANF03 - Family Business Management

NOTE: In the first semester students need to choose **1** elective from the Non-Functional stream

SEMESTER - II										
Code No.	Course	Category	Periods / Week			C	Maximum Marks			
			L	T	P		IA	FE	Total	
Theory Course(s)										
23PBA201	Production and Operations Management	PC	3	1	0	4	40	60	100	
23PBA202	Marketing Management	PC	3	1	0	4	40	60	100	
23PBA203	Human Resource Management	PC	3	0	0	3	40	60	100	
23PBA204	Research Methodology	PC	3	0	0	3	40	60	100	
23PBA205	Strategic Management	PC	3	1	0	4	40	60	100	
23PBA206	Quantitative Techniques for Decision Making	PC	3	1	0	4	40	60	100	
	Non – Functional Electives	NFE	3	0	0	3	40	60	100	
Practical Course(s)										
23PBA207	Data Analysis and Report Preparation	EEC	0	0	4	2	60	40	100	
23PBA208	Community Immersion Project#	EEC	0	0	4	2	60	40	100	
23PBA209	Case study*	EEC	0	0	2	1	100	-	100	
	TOTAL		21	4	10	30	500	500	1000	

NON - FUNCTIONAL ELECTIVES

23PBANF04 - International Business

23PBANF05 – Creative and Innovation

23PBANF06 – Intellectual Property Rights

NOTE: In the Second semester students need to choose **1** elective from the Non-Functional stream**#Community Immersion Project: (1 Week)**

The students must form a team with the prior approval from the department, they need to identify communal issues (Eg: Road Safety Programme, Importance of tree plantation, Child Abuse, etc.) and they need to address through conducting various awareness programmes. At the end of the 2nd semester they need to submit a report and it will be evaluated by internal & external examiners.

Corporate internship: (4 weeks)

Corporate Internship – The training report along with the company certificate should be submitted within the four weeks of the reopening date of 3rd semester. The training report should be around 40 pages containing the details of training undergone, the departments wherein he/she was trained with duration (chronological diary), along with the type of managerial skills developed during training. The training report will be evaluated by internal & external examiners and it should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd Semester.

***Case study:** Student shall be permitted to present a case study related to business during the regular classes and it will be evaluated internally by the faculty members.

SEMESTER - III									
Code No.	Course	Category	Periods / Week			C	Maximum Marks		
			L	T	P		CA	FE	Total
Theory Course(s)									
23PBA301	Emerging Technologies in Global Business Environment	PC	3	1	0	4	40	60	100
PE1	Professional Elective 1	PE	3	0	0	3	40	60	100
PE2	Professional Elective 2	PE	3	0	0	3	40	60	100
PE3	Professional Elective 3	PE	3	0	0	3	40	60	100
PE4	Professional Elective 4	PE	3	0	0	3	40	60	100
PE5	Professional Elective 5	PE	3	0	0	3	40	60	100
PE6	Professional Elective 6	PE	3	0	0	3	40	60	100
Practical Course(s)									
23PBA302	Corporate Internship	EEC	0	0	4	2	60	40	100
23PBA303	Share Trading	EEC	0	0	4	2	60	40	100
23PBA304	Skill Certification Course#	EEC	0	0	2	1	100	-	100
	TOTAL		21	1	10	27	500	500	1000

PROFESSIONAL ELECTIVES (PE) Students can take **THREE** electives courses from any **TWO** **FUNCTIONAL SPECIALIZATIONS** or **SIX** courses from any **ONE** **SECTORAL SPECIALIZATION**

Skill Certifications Duration 2 Week (During III Semester): Students must get prior approval from the department to participate in activities beyond classroom learning and attend skill development workshops, seminars and training offered by the institute or other institutions or agencies and must receive certifications related to Research Publications.

SEMESTER - IV										
Code No.	Course	Category	Periods / Week			C	Maximum Marks			
			L	T	P		CA	FE		Total
								R	VV	
Practical Course(s)										
23PBA401	Project Work#	EEC	3	0	28	14	40	15	45	100
	TOTAL		3	0	28	14	40	15	45	100

#Project Work (16 Weeks): A student shall be permitted to work on projects individually in an Industrial/Research Organization in India / Abroad. Each student must have independent project on the recommendations of the Faculty Supervisor. The student shall be instructed to meet the supervisor periodically and attend the review committee meetings for evaluating the progress. At the time of report submission, the student must publish his/her research work in UGC listed/ WoS / Peer Reviewed Journals and Present the same in National/International Conferences.

TOTAL NUMBER OF CREDITS = 31+30+27+14=102

23PBA101 - MANAGEMENT PRINCIPLES AND ORGANIZATIONAL BEHAVIOR				
		L	T	P
		3	0	0
COURSE OBJECTIVES AND OUTCOMES:				
On successful completion of the course the students will be able to				
Course Objectives		Course Outcomes		
CO1.	To expose the students to the basic concepts of management and Organization.	CO1.	Understanding of various management concepts and skills required in the business world.	
CO2.	To aid in understanding how an organization functions	CO2.	In-depth knowledge of various functions of management in a real time management context.	
CO3.	To understand individual behavior at work place.	CO3.	Understanding of the complexities associated with management of individual behavior in the organizations.	
CO4.	To understand group behavior at work place.	CO4.	Develop the skill set to have managed group behavior in Organizations.	
CO5.	To understand individual and group behavior at work place so as to improve the effectiveness of an organization.	CO5.	Insights about the current trends in managing organizational behavior.	

UNIT - I INTRODUCTION TO MANAGEMENT AND ORGANIZATIONS 9

Definition of Management — Science or Art — Manager Vs Entrepreneur — types of managers - managerial roles and skills — Evolution of Management. Definition, need and importance of organizational behavior – Nature and scope – Frame work – Organizational behavior models.

UNIT - II PLANNING AND ORGANISING 9

Planning - Steps in Planning Process - types of Planning - Management by Objectives (MBO) Decision Making - Types, Techniques and Processes. Organization Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralization - Organization. Control: meaning, function, Process and types of Control.

UNIT - III INDIVIDUAL BEHAVIOUR 9

Meaning of Organizational behavior, contributing disciplines, importance of organizational behavior, Perception and Learning - Personality and Individual Differences - Motivation theories and Job Performance - Values, Attitudes and Beliefs - Communication Types-Process - Barriers - Making Communication Effective.

UNIT - IV GROUP BEHAVIOUR 9

Groups and Teams: Definition, Difference between groups and teams, Stages of Group Development, Group Cohesiveness, Types of teams, Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organizational Structure - Organizational Climate and Culture, Conflict: concept, sources, Types, Stages of conflict, Management of conflict Organizational Change and Development.

UNIT - V EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR 9

Comparative Management Styles and approaches - Japanese Management Practices Organizational Creativity and Innovation - Organizational behavior across cultures - Conditions affecting cross cultural organizational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication, Management of Diversity.

Total: 45 Hours**REFERENCES:**

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 10th edition, 2016.
2. Samuel C. Certo and S. Trevis Certo, Modern Management: Concepts and Skills, Pearson education, 15th edition, 2018.
3. Charles W.L Hill and Steven L McShane, Principles of Management, McGraw Hill Education, Special Indian Edition, 2017.
4. Robert Konopaske, John M Ivancevich, Michael T Matteson, Organizational Behavior and Management, 11th edition, Tata McGraw Hill, 2017.

23PBA102 - ACCOUNTING AND FINANCIAL MANAGEMENT					
		L	T	P	C
		3	1	0	4
COURSE OBJECTIVES AND OUTCOMES:					
On successful completion of the course the students will be able to					
Course Objectives		Course Outcomes			
CO1.	To maintain full and systematic records of business transactions and ascertain profit or loss of the business	CO1.	A thorough grounding of financial accounting concepts		
CO2.	To examine the impact of past decision of the management on financial aspect.	CO2.	Preparation of financial statement analysis		
CO3.	To Provide an in-depth view of the process in financial management of the firm.	CO3.	Apply financial management concepts and tools to the decisions faced by a manager in investment decisions.		
CO4.	To Know the longer-term dealing, which involves major capital investment decisions and raising long-term finance.	CO4.	Can able to know the longer-term dealing, which involves major capital investment decisions and raising long-term finance.		
CO5.	To identify in dealing short-term dealing with day-to-day working capital decision	CO5.	Enhancing student's ability in dealing short-term dealing with day-to-day working capital decision		

UNIT - I INTRODUCTION TO ACCOUNTING 12

Introduction to Financial, Cost and Management Accounting – Generally accepted accounting principles- Final Accounts: Trading, Profit and Loss Account and Balance Sheet.

UNIT - II ANALYSIS OF FINANCIAL STATEMENTS & BUDGETARY CONTROL 12

Financial ratio analysis, cash flow (as per Accounting Standard3) and funds flow statement analysis. Cost volume profit analysis-Budgetary Control.

UNIT - FINANCIAL MANAGEMENT AND INVESTMENT DECISION 12**III**

Introduction to Financial Management – Time Value of Money- Risk and Return Concepts. Capital Budgeting: Principles and techniques: PBP, NPV, IRR, ARR- Concept and measurement of cost of capital - Specific cost and overall cost of capital.

UNIT - IV FINANCING AND DIVIDEND DECISION 12

Leverages - Operating and Financial leverage- Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure. Dividend decision- Dividend decision.

UNIT - V WORKING CAPITAL MANAGEMENT 12

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

Total: 60 Hours**REFERENCES:**

1. R. Narayanaswamy, Financial Accounting, PHI, sixth edition, 2017.
2. M.Y. Khan & P.K. Jain, Management Accounting, Tata McGraw Hill, 8 th edition, 2018.
3. N.M. Singhvi, Ruzbeh J.Bodhanwala, Management Accounting – Text and cases,3 rd edition PHI Learning, 2018
4. I M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.
5. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 8th edition, 2017.

23PBA103 - ECONOMIC PRINCIPLES FOR MANAGERIAL DECISION				
		L	T	P
		3	1	0
C				
4				
COURSE OBJECTIVES AND OUTCOMES:				
On successful completion of the course the students will be able to				
Course Objectives		Course Outcomes		
CO1.	Choose the concept of scarcity to explain economic trade-offs.	CO1.	Know the concepts of scarcity and efficiency	
CO2.	Interpret measures of demand and supply by investigates the production and costs of the firm.	CO2.	Identify the determinants of supply and demand	
CO3.	Demonstrate how markets function and reasons market failures.	CO3.	Calculate and graph the short-run and long-run costs of production.	
CO4.	Analyze the different types of market structures.	CO4.	Describe governmental efforts to address market failure.	
CO5.	Determine how economic growth, unemployment and inflation affect the economy.	CO5.	Examine and interpret a nation's economic performance indicators.	

UNIT - I INTRODUCTION**12**

An Overview of Economic Systems, Choice in a World of Scarcity - Production possibility frontiers (PPF) -Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.

UNIT - II CONSUMER AND PRODUCER BEHAVIOUR**12**

Demand and Supply Concepts – elasticity of demand and supply – consumer behavior – consumer equilibrium – Approaches to consumer behavior – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function..

UNIT - III PRODUCT AND FACTOR MARKET**12**

Product market – perfect and imperfect market – different market structures – Firm's equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labor and capital – determination of factor price – General equilibrium and efficiency of competitive markets.

UNIT - IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS**12**

Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory.

UNIT - V AGGREGATE SUPPLY AND THE ROLE OF MONEY**12**

Short-run and Long-run supply curve – Unemployment and its impact – Okun's law – Inflation and Deflation impact – reasons –Inflation Vs Unemployment tradeoff – Phillips curve –short- run and long-run –Supply side Policy and management- Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy.

Total: 60 Hours**REFERENCES:**

1. N. Gregory Mankiw, Principles of Economics, 8 th edition, Thomson learning, New Delhi,2017.
2. Karl E. Case and Ray C. Fair, Principles of Economics, 12th edition, Pearson, Education Asia, New Delhi, 2017.
3. Richard Lipsey and Alec Chrystal, Economics, 13th edition, Oxford, University Press, New Delhi, 2015.
4. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 9th edition 2018.

23PBA104 - IT FOR BUSINESS DECISION							
				L	T	P	C
				3	0	0	3
COURSE OBJECTIVES AND OUTCOMES: On successful completion of the course the students will be able to							
Course Objectives				Course Outcomes			
CO1.	To understand the basic concepts related to data and information system.			CO1.	Learn the basics of data and information system.		
CO2.	To know how to do system development methodologies.			CO2.	Understand the system development methodologies.		
CO3.	To study and understand database management system and its types			CO3.	Understand database management system and its types.		
CO4.	To know the various technologies in information system and its security			CO4.	Learn the various technologies in information system and its security		
CO5.	To know about the recent information systems and technologies.			CO5.	Gains knowledge on effective applications of information systems in business.		

UNIT - I INTRODUCTION**9**

Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems

UNIT - II SYSTEM ANALYSIS AND DESIGN**9**

System development methodologies, Systems Analysis and Design, Data flow Diagram (DFD), Decision table, Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML diagram.

UNIT - III DATABASE MANAGEMENT SYSTEMS**9**

DBMS – types and evolution, RDBMS, OODBMS, RODBMS, Data warehousing, Data Mart, Data mining.

UNIT - IV INTEGRATED SYSTEMS, SECURITY AND CONTROL**9**

Knowledge based decision support systems, Integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web.

UNIT - V NEW IT INITIATIVES**9**

Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Block chain, Crypto currency, Quantum computing

Total: 45 Hours**REFERENCES:**

1. Robert Schultheis and Mary Sumner, Management Information Systems – The Manager's View, Tata McGraw Hill, 2017.
2. Kenneth C. Laudon and Jane P Laudon, Management Information Systems – Managing the Digital Firm, 15th edition, 2018.
3. Panneerselvam. R, Database Management Systems, 3rd Edition, PHI Learning, 2018.

23PBA105 - BUSINESS STATISTICS							
				L	T	P	C
				3	1	0	4
COURSE OBJECTIVES AND OUTCOMES:							
On successful completion of the course the students will be able to							
Course Objectives				Course Outcomes			
CO1.	To assess the validity of statistical conclusions.			CO1.	Have a fundamental knowledge of the basic statistical concepts.		
CO2.	Determine the outcomes and probabilities for experiments.			CO2.	Understand the probability and learn how to apply the distributions in business decision making.		
CO3.	To estimate the relationships among variables.			CO3.	Find the application of correlation, regression and time series analysis in various aspects.		
CO4.	Understand how to develop null and alternative hypotheses.			CO4.	Perform test of hypothesis as well as calculate confidence interval for a		
CO5.	To compare the means of three or more independent samples.			CO5.	Compare more than two population means using analysis of variance		

UNIT - I INTRODUCTION TO STATISTICS 12

Statistics – Definition, Types. Types of variables – Organizing data – Descriptive Measures: Mean Median, Mode, Standard Deviation, and Mean Deviation.

UNIT - II INTRODUCTION TO PROBABILITY 12

Basic definitions and rules for probability - conditional probability –Independence of events – Baye's theorem -Probability distributions: Binomial, Poisson and Normal distributions

UNIT - III CORRELATION, REGRESSION AND TIME SERIES ANALYSIS 12

Correlation – Simple correlation. Regression – Simple Regression. Time Series -Trend analysis, Seasonal variations- Cyclical variations and Irregular variations (Only Theory).

UNIT - IV TESTING OF HYPOTHESIS 12

Introduction - one sample and two sample tests for means of large samples(z-test) - one sample and two sample tests for means of small samples (t-test) - F-test for two sample standard deviations - Chi-square test – Goodness of fit and Independence of Attributes.

UNIT - V DESIGN OF EXPERIMENTS 12

Analysis of variance – One way classification – Completely Randomized design – Two way classifications - Randomized Block Design – Latin square design- Emerging trends in statistics

Total: 60 Hours**REFERENCES:**

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2016.
2. Aczel A.D. and Sounderpandian J., —Complete Business Statistics, 6th edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2015.
3. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2014. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2015.
4. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012

23PBA106 – BUSINESS LAW					
		L	T	P	C
		3	1	0	4
COURSE OBJECTIVES AND OUTCOMES:					
On successful completion of the course the students will be able to					
Course Objectives		Course Outcomes			
CO1.	To provide an overview of important laws that have a bearing on the conduct of business in India	CO1.	Understand the fundamental legal principles in developing various contracts.		
CO2.	To examine the various legal forms that a business entity.	CO2.	Identify the common forms of business associations.		
CO3.	To understand various modes of dispute resolution in business transactions.	CO3.	Develop insights regarding the laws related to industrial environment		
CO4.	To have a nationwide surveillance system under GST.	CO4.	Ability to understand the fundamentals of corporate tax and GST		
CO5.	To help orderly development and maintenance of foreign exchange market in India.	CO5.	It defines the procedures, formalities, dealings of all foreign exchange transactions in India.		

UNIT - I INDIAN CONTRACT ACT 1872**12**

Indian Contract Act 1872- Definitions, Nature of Contract, Offer & Acceptance, Capacity of Parties to Contract, Free Consent and Consideration, Expressly declared void agreement, Performance of contracts.

UNIT - II BREACH OF CONTRACT & CONSUMER PROTECTION ACT 1986**12**

Breach of Contract, Remedies for breach of Contract, Indemnity and Guarantee Contracts. Special Contracts Bailment, Pledge and Agency. Consumer Protection Act 1986- Main Provisions. Consumer Disputes, Redressal Machinery

UNIT - III NEGOTIABLE INSTRUMENT ACT**12**

Negotiable Instrument Act, 1881- Definition, Features, Promissory note, Bill of Exchange and Cheques, Holder and Holder in Due Course. Crossing of Cheque, Types of Crossing, Dishonor and Discharge of Negotiable Instruments.

UNIT - IV CORPORATE TAX & GST**12**

Corporate Tax Planning, Corporate Taxes and Overview of Latest Developments in Indirect tax Laws relating to GST: An introduction including constitutional aspects, Levy and collection of CGST & IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, Credit & Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge.

UNIT - V FOREIGN EXCHANGE MANAGEMENT ACT 2000**12**

Foreign Exchange Management Act 2000 (FEMA) - Objective and Main Provisions, Introduction to Intellectual Property Right Act- Copyright, Patent and Trademark

Total: 60 Hours**REFERENCES:**

- 1.N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2017.
- 2.P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2017.
- 3.Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill,, 6th Edition 2018.
- 4.Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 15th edition 2017.

NON – FUNCTIONAL ELECTIVES

23PBANF01 – ENTREPRENEURSHIP AND STARTUP							
				L	T	P	C
				3	0	0	3
COURSE OBJECTIVES AND OUTCOMES:							
On successful completion of the course the students will be able							
Course Objectives				Course Outcomes			
CO1.	Understanding entrepreneurship and how expert entrepreneurs think about creating new value.			CO1.	Identify potential market opportunities for an early stage venture.		
CO2.	Learn to anticipate common early stage problems and proactively manage risk.			CO2.	Utilize screening and feasibility tools to effectively conduct a feasibility analysis.		
CO3.	Understand how opportunities and entrepreneurs fit together.			CO3.	Improve risk taking ability while minimizing the risks in a start-up.		
CO4.	Connect the entrepreneurial principles for creating new value.			CO4.	To prepare and build to various fact of business development of the lean startup.		
CO5.	To advocate the importance of innovation and technology in entrepreneurship.			CO5.	Improve risk taking ability while minimizing the risks in a start-up.		

UNIT - I INTRODUCTION TO LEAN STARTUP**9**

Nature of Lean Startup, Changes created by Lean Startup, Limitations of the Lean Startup method, Role of entrepreneurship in economic development. Entrepreneurship - Corporate versus Entrepreneurial culture, Climate for Entrepreneurship, Establishment of Entrepreneurship in organizations.

UNIT - II ENTREPRENEURIAL THINKING**9**

Principles of effectuation, reasoning, effectuation process. Opportunity Identification- Generating business idea, sources of new ideas, environmental scanning, competitor and industry analysis.

UNIT - III CHALLENGES FACED BY ENTREPRENEURS**9**

Challenges faced from individuals, from family, from groups, from community, from society. Women Entrepreneurs, Entrepreneurial ethical dilemmas.

UNIT - IV SUSTAINABLE ENTREPRENEURSHIP & INDIAN PERSPECTIVE**9**

Linking business to society, Innovation and Entrepreneurship, Challenges for the Future. MSME, Startup India Action Plan, Eligibility & Scheme Details, Entrepreneurial development in India, Licensing systems, GST, etc.

UNIT - V SOCIAL ENTREPRENEURSHIP & INTERNATIONAL PERSPECTIVE**9**

Social Entrepreneurship in the Developing World, Ideas, Opportunities, and Innovations in Social Entrepreneurship. International Entrepreneurship - International versus Domestic Entrepreneurship, Entrepreneurial entry into International Business, Barriers to enter international trade, Entrepreneurial partnering.

Total: 45 Hours**REFERENCES:**

1. Technology Entrepreneurship: Taking Innovation to the Marketplace by Thomas N. Duening, Robert A. Hisrich, Michael A. Lechter. 2018.
2. Ries, E. (2018). The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radical Changes.
3. Create Radically Successful Businesses. Random House Digital, Inc.
4. Osterwalder, A & Pigneur, Y. (2010) Business Model Generation: A Handbook for Visionaries.

23PBANF02 – CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE				
		L	T	P
		3	0	0
COURSE OBJECTIVES AND OUTCOMES:				
On successful completion of the course the students will be able				
Course Objectives		Course Outcomes		
CO1.	To familiarize students with basics of corporate social responsibility.	CO1.	Explain the concept of CSR and models of CSR in India.	
CO2.	To study the basic introduction to CSR and contemporary CSR.	CO2.	Describe role of public sector in corporate and government programs.	
CO3.	To study the trends and opportunities in CSR.	CO3.	Able to analyses case studies related to CSR initiatives.	
CO4.	To present the main questions and answers related to CG.	CO4.	Understand the global best practice knowledge in corporate governance environment.	
CO5.	To study the theories and describing regulatory framework of CG.	CO5.	The regulatory relationship between CG, corporate finance, investments and shareholder wealth maximization.	

UNIT - I INTRODUCTION TO CSR**9**

Meaning and definition of CSR, history and evolution of CSR, relationship between CSR and corporate governance, drivers of CSR, concept of charity, models of CSR in India, Carroll's model.

UNIT - II CONTEMPORARY CSR**9**

NGO and public service, CSR and marketing, CSR as organization brand building identifying key stakeholders of CSR and their roles – role of public sector in corporate-government programs that encourage voluntary responsible action of corporations, contemporary issues of CSR.

UNIT - III TRENDS AND OPPORTUNITIES IN CSR**9**

CSR as a strategic business tool for sustainable development, review of successful corporate initiatives and challenges of CSR. Case studies of major CSR initiatives.

UNIT - IV EVOLUTION OF CORPORATE GOVERNANCE**9**

Evolution of Corporate Governance-Ancient and Modern Concept of Corporate Governance, Generation of Value from Performance-Principles of Corporate Governance-Beneficiaries of Corporate Governance; Shareholder Activism and changing role of Institutional Investors-Business Ethics vis-à-vis Corporate Governance- Corporate Governance in various organizations.

UNIT - V REGULATORY FRAMEWORK OF CORPORATE GOVERNANCE**9**

Need for Legislation of Corporate Governance-Legislative Provisions of Corporate Governance in Companies Act 1956, Securities (Contracts and Regulations) Act, 1956 (SCRA), Depositories Act 1996, Securities and Exchange Board of India Act 1992, Listing Agreement, Banking Regulation Act, 1949 and Other Corporate Laws.

Total: 45 Hours**REFERENCES:**

1. Pigors, M., & Rockenbach, B. (2016). Consumer social responsibility. *Management Science*, 62(11), 3123-3137.
2. Hingley, M., Lindgreen, A., Reast, J., & Manning, L. (2018). Corporate and consumer social responsibility in the food supply chain. *British Food Journal*.
3. Arora, Ramesh K and Tanjul Saxena (eds.) (2017). *Corporate Governance: Issues and Perspectives*. Janur: Mangaldeep.
4. Bajaj, P. S. and Raj Agarwal (2018). *Business Ethics: An Indian Perspective*. New Delhi: Biztantra.

23PBANF03 – FAMILY BUSINESS MANAGEMENT							
				L	T	P	C
				3	0	0	3
COURSE OBJECTIVES AND OUTCOMES:							
On successful completion of the course the students will be able							
Course Objectives				Course Outcomes			
CO1.	To get an insight into the working of the family business system in India			CO1.	To understand the dynamics of Indian family business system.		
CO2.	To face the challenges and governance of family business in India.			CO2.	Analyze and examine the next generation personalities.		
CO3.	To be possessed by the successor of the organization on the improvement of those qualities.			CO3.	To familiarize students with the reforms in the family business system		
CO4.	Business cycle stages and its influence on family business.			CO4.	Summarize the concepts relating to trans generational entrepreneurship.		
CO5.	The change strategies for changing the business according to the dynamic environment.			CO5.	Determine the important points in changing culture in family business in India.		

UNIT - I INTRODUCTION TO FAMILY BUSINESS**9**

Family Business as a unique synthesis, Succession and Continuity: The three generation rule, Building Family business that last, The systems theory model of Family Business, Agency Theory of Family business, Competitive Challenges and Competitive advantages of family businesses, Family emotional intelligence

UNIT - II OWNERSHIP CHALLENGES AND FAMILY GOVERNANCE**9**

Shareholder Priorities – Managers vs. Owners - Responsibilities of shareholders to the company - Effective Governance of the shareholder - firm relationship – Family Governance: Structure, Challenges to family governance, managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family Firms.

UNIT - III SUCCESSOR DEVELOPMENT**9**

Characteristics of next-generation leaders - Next-generation attribute interests and abilities for responsible leadership Next-generation personalities-managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power

UNIT - IV TRANSGENERATIONAL ENTREPRENEURSHIP**9**

Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage. The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix – Entrepreneurship.

UNIT - V THE FUTURE OF FAMILY BUSINESS**9**

New Leaders of the Evolution - Three states of evolution-Continuity and culture - change the culture - The change formula - Organization Development approaches to change - Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change

Total : 45 Hours**REFERENCES:**

1. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 5th Edition, 2018.
2. M. Nordqvist, T. Zellweger, Trans generational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations, Edward and Elgar Publishing Limited, 6th Edition, 2019.

PRACTICAL COURSES

23PBA107 - CAMPUS TO CORPORATE READINESS					
		L	T	P	C
		0	0	4	2
COURSE OBJECTIVES AND OUTCOMES:					
On successful completion of the course the students will be able					
Course Objectives		Course Outcomes			
CO1.	To build self-confidence	CO1.	Can able to write resume		
CO2.	To build enhance self-esteem	CO2.	Learn to groom corporate habits		
CO3.	To improve overall personality of the participants.	CO3.	Face frequently asked interview questions		
CO4.	To establish the mutual understanding between the organization.	CO4.	Understand the importance of respect as a critical corporate value		
CO5.	To communicate company expectations, working style, culture to the candidate.	CO5.	Create the right impression in interviews		

Introduction	Introducing the connect with work programme	What is in it for me? Understanding the objective of the CWW programme
	Online Image	Building a strong impression online and sustaining online credibility
	Self-Awareness	To Know your personality through an MBTI
	Grooming	To study corporate grooming habits (The right attire)
	Body Language	To imbibe the right body language for a professional environment
Interview Skills	Confidence	To increase self-belief and faith in one's own abilities
	Interview FAQs	Learn to face frequently asked interview questions
	Resume	To build a strong profiles through effective resume writing
	Rejections	To understand how to handle interview rejections and come back from set-backs
	Values	An introduction to values in a corporate environment
Corporate Readiness	Ownership	To learn how to be accountable and own tasks, projects etc.
	Respect	To understand the importance of respect as a critical corporate value
	Teamwork	To understand collaboration and its importance in the corporate world
	Autodidacticism	To leverage self-learning and self-directed education
	Flexibility	To learn how to be flexible while playing multiple roles
Mock Interviews & GD	Time Management	To improve effectiveness at work and achieve a balance
	Stress Management	To understand how stress can be managed and to lower depression
	Positive Attitude	To take the step towards positive success by adapting the right approach
	LinkedIn (Profile Management)	To gain knowledge on LinkedIn account management and tips to enhance a profile
	SWOT Analysis	To Self evaluate and analyze strengths and areas of improvement
Mock Interviews & GD	In basket simulation	Group Discussion rules and enhance Public Speaking skills
	(Learning Application)	Tips to handle Interviews and be able to create the right impression (Mock Interviews)

Total : 30 Hours

23PBA108 – COMPUTER SKILLS				
		L	T	P
		0	0	4
C				
2				
COURSE OBJECTIVES AND OUTCOMES:				
On successful completion of the course the students will be able				
Course Objectives		Course Outcomes		
CO1.	To aim at imparting a basic level programme for the individual	CO1.	Can able to do a variety of calculations, produce graphs and charts, and for sorting data	
CO2.	To the use the computer for basic purposes of preparing his personnel/business letters	CO2.	MS word in daily life and business to create professional-looking documents	
CO3.	To translate complex ideas, facts, or figures into easily digestible visuals	CO3.	Making presentation more interesting through the use of multimedia.	
CO4.	To maintain their small account using the computers and enjoy in the world of Information Technology	CO4.	It makes the work easy with less clutter and is environment-friendly.	
CO5.	To be a part of computer users list by making them digitally literate	CO5.	Present conclusions effectively, orally, and in writing.	

EXPERIMENTS**PRACTICALS ON SPREADSHEET**

Creating new worksheet, Selecting cells, navigating with mouse and keyboard , Entering, editing text and checking spelling, Saving the worksheet, Open the existing worksheet, Moving cells, copying cells, sorting cell data, referencing cells, Inserting columns, inserting rows and inserting cells, Filtering cell data Deleting parts of a worksheet, Parts of a function, Basic functions – sum, average, percentage, creating charts using chart wizard, creating charts on separate worksheets

PRACTICALS ON WORD PROCESSORS

Creating new document, Typing text, selecting text, deleting text and checking spelling, Inserting text, replacing text, formatting text, open the existing document, Cut, copy, paste, saving and printing document, Auto format, Line and paragraph spacing, Margins, Borders and Shading, Definition of headers and footers, creating basic headers and footers, Creating different headers, Creating Resume, Creating Business Letters.

PRACTICALS ON PRESENTATIONS

Creating Presentations: Using blank presentation option, Creating Presentations: Using template option, Adding Slides, Deleting a slide, numbering a Slide, Saving and Printing Presentation, Creating Company Profile Presentation, creating Project Presentation.

PRACTICALS ON E-MAIL

Basics of E-mail, What is an Electronic Mail, Email Addressing, Using E-mails, Opening Email account, Mailbox: Inbox and Outbox, Creating and Sending a new E-mail, Replying to an E-mail message, Forwarding an E-mail message, Sorting and Searching emails

Total: 30 Hours

23PBA109 – SOCIAL ENTREPRENEURSHIP								
					L	T	P	C
					0	0	4	2
COURSE OBJECTIVES AND OUTCOMES:								
On successful completion of the course the students will be able								
Course Objectives				Course Outcomes				
CO1.	To develop individuals as entrepreneurs with a focus on social entrepreneurship			CO1.	Can able to develop entrepreneurial skills with the focus on social entrepreneurship.			
CO2.	To enable budding and practicing social entrepreneurs to solve social problems.			CO2.	Can able to measure and solve social problems related to social entrepreneurship.			
CO3.	To create an environment for dialogue, discussion and creation of research base.			CO3.	Stimulate future research oriented to social entrepreneurship.			
CO4.	To enable budding entrepreneur in enhancing effectiveness of their ideas.			CO4.	Execute their ideas into business.			
CO5.	To initiate social ventures and become social entrepreneurs, and find employment in a range of organizations			CO5.	Can become an ethically responsible social entrepreneur.			

Employing Entrepreneurship venture Criteria

It must be a business that is entrepreneurial in nature. Provide significant work that will enhance the intern's professional and educational development. Provide the intern the opportunity to work a minimum of 30 hours. It must be approved by the Faculty supervisor. It will be evaluated by internally through progress report and by External Examiner appointed by CoE.

Contents of Report

Company Profile & Literature - Promotional/information brochures, etc. from the employing entrepreneur
 Industry profile - a study on the industry within which the entrepreneur operates.
 Entrepreneur Interview - Interview with the entrepreneur on the business plan and strategies.
 Daily Journal - Daily journal entries of internship activities and hours worked. Journal entries can be used to compose the reflective Paper.
 Reflective Paper - written as a retrospective of the internship experience.

Total: 30 Hours

23PBA201 – PRODUCTION AND OPERATIONS MANAGEMENT								
					L	T	P	C
					3	1	0	4
COURSE OBJECTIVES AND OUTCOMES:								
On successful completion of the course the students will be able								
Course Objectives				Course Outcomes				
CO1.	To know the role of operations management in achieving organizational competitiveness.			CO1.	Understand the role of operations management in achieving organizational competitiveness.			
CO2.	To gain knowledge about capacity planning, strategic sourcing and procurement in organizations.			CO2.	Knowledge about capacity planning, strategic sourcing and procurement in organizations			
CO3.	To understand of product development and design process			CO3.	Enhances the understanding of product development and design process			
CO4.	to identify the forecast demand and overcome bottlenecks			CO4.	Ability to forecast demand and overcome bottlenecks			
CO5.	To provide insight to Quality management tools and practices.			CO5.	Provides insight to Quality management tools and practices.			

UNIT - I INTRODUCTION TO PRODUCTION AND OPERATIONS 12

Production & Operations Management – Meaning, Scope, Functions, Relationship between POM & other Functional areas of Management.

UNIT - II OPERATIONS AND THE VALUE CHAIN 12

Capacity Planning – Long range, Types, Developing capacity alternatives, tools for capacity planning. Facility Location – Theories, Steps in Selection, Location Models. Sourcing and procurement - Strategic sourcing, make or buy decision, procurement process, managing vendors.

UNIT - III DESIGNING OPERATIONS 12

Product Design - Criteria, Approaches. Product development process - stage-gate approach - tools for efficient development. Process - design, strategy, types, analysis. Facility Layout – Principles, Types, Planning tools and techniques.

UNIT - IV PLANNING AND CONTROL OF OPERATIONS 12

Demand Forecasting – Need, Types, Objectives and Steps - Overview of Qualitative and Quantitative methods. Operations planning - Resource planning - Inventory Planning and Control. Operations Scheduling - Theory of constraints - bottlenecks, capacity constrained resources, synchronous manufacturing

UNIT - V QUALITY MANAGEMENT 12

Definitions of quality, The Quality revolution, quality gurus; TQM philosophies; Quality management tools, certification and awards. Lean Management - philosophy, elements of JIT manufacturing, continuous improvement. Six sigma.

Total : 60 Hours**REFERENCES:**

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations and Supply Chain Management, McGraw Hill Education (India) Pvt. Ltd, 14th Edition, 2014.
2. Mahadevan B, Operations management: Theory and practice. Pearson Education India; 2015
3. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 9th edition, 2015.
4. Cecil C. Bozarth, Robert B. Handfield, Introduction to Operations and Supply Chain Management, Pearson, 4th Edition, 2016.

23PBA202 – MARKETING MANAGEMENT								
					L	T	P	C
					3	1	0	4
COURSE OBJECTIVES AND OUTCOMES:								
On successful completion of the course the students will be able								
Course Objectives				Course Outcomes				
CO1.	To outline key marketing concepts and its application to different markets			CO1.	Students will be able to identify the scope and significance of marketing in domain industry			
CO2.	To identify factors and processes essential for designing marketing strategy			CO2.	Students will be able to examine marketing concepts and phenomenon to current business events.			
CO3.	To analyze and examine the implementation of marketing concepts.			CO3.	Students will be able to coordinate the various marketing environment variables.			
CO4.	To illustrate market research skills for designing innovative marketing strategies.			CO4.	Students will be able to illustrate market research skills for designing innovative marketing strategies.			
CO5.	To enhance your knowledge about marketing theories, principles, strategies.			CO5.	Students will be able to practice marketing communication skills relevant to the corporate world.			

UNIT - I INTRODUCTION**12**

Defining Marketing – Core concepts in Marketing – Evolution of Marketing – Marketing Planning Process – Scanning Business environment: Internal and External – PESTEL – SWOT Analysis, International Marketing – Rural Marketing – Prospects and Challenges.

UNIT - II MARKETING STRATEGY**12**

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing – Services marketing – Competition Analysis – Analysis of consumer and industrial markets – Influence of Economic and Behavioral Factors – Strategic Marketing Mix components.

UNIT - III MARKETING MIX DECISIONS**12**

Product planning and development – Product life cycle – New product Development and Management – Defining Market Segmentation – Targeting and Positioning – Channel Management – Managing Integrated Marketing Channels – Managing Retailing, Wholesaling and Logistics – Advertising and Sales Promotions – Pricing Objectives, Policies and Methods

UNIT - IV BUYER BEHAVIOUR**12**

Understanding Industrial and Consumer Buyer Behavior – Influencing factors – Buyer Behavior Models – Online buyer behavior – Building and measuring customer satisfaction – CRM – Customer acquisition, Retaining, Defection.

UNIT - V MARKETING RESEARCH & TRENDS IN MARKETING**12**

Marketing Information System – Marketing Research Process – Concepts and applications: Retail research – Customer driven organizations - Cause related marketing – Online marketing trends - social media and digital marketing

Total : 60 Hours**REFERENCES:**

1. Philip T. Kotler and Kevin Lane Keller, Marketing Management, Prentice Hall India, 15th edition, 2017
2. Paul Baines, Chris Fill, Kelly Page, Marketing, Asian edition, Oxford University Press, 5th edition, 2019.
3. Philip Kotler, Gay Armstrong, Prafulla Agnihotri, Principles of marketing, 7th edition, 2018.

23PBA203 – HUMAN RESOURCE MANAGEMENT								
					L	T	P	C
					3	0	0	3
COURSE OBJECTIVES AND OUTCOMES:								
On successful completion of the course the students will be able								
Course Objectives				Course Outcomes				
CO1.	To enable the students to understand the HR management and system at various levels.			CO1.	Students would have gained knowledge on the various aspects of HRM			
CO2.	To help the students focus on and analyze the issues and strategies.			CO2.	Students will gain knowledge needed for success as a human resources professional.			
CO3.	To develop relevant skills necessary for application in HR related issues			CO3.	Students will develop the skills needed for a successful HR manager			
CO4.	To integrate the understanding of various HR concepts			CO4.	Students would be prepared to implement the concepts learned in the workplace.			
CO5.	To analyze the strategic issues and strategies required to select and develop manpower resources.			CO5.	Students would be aware of the emerging concepts in the field of HRM			

UNIT - I PERSPECTIVES IN HUMAN RESOURCE MANAGEMEN**9**

Evolution of human resource management – The importance of the human capital – Role of human resource manager –Challenges for human resource managers - trends in Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

UNIT - II HUMAN RESOURCE PLANNING AND RECRUITMENT**9**

Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources- Organizational Attraction-. Recruitment, Selection, Induction and Socialization- Theories, Methods and Process.

UNIT - III TRAINING AND DEVELOPMENT**9**

Types of training methods –purpose- benefits- resistance. Executive development programme – Common practices - Benefits – Self development – Knowledge management.

UNIT - IV EMPLOYEE ENGAGEMENT**9**

Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Mentoring - Development of mentor – Protégé relationships- Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior: Theories, Models.

UNIT - V PERFORMANCE EVALUATION AND CONTROL**9**

Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods

Total : 45 Hours**REFERENCES:**

1. Wayne Cascio, Managing Human Resource, McGraw Hill, 2018.
2. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2019.
3. Ivancevich, Human Resource Management, McGraw Hill 2017.
4. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2016

23PBA204 – RESEARCH METHODOLOGY								
					L	T	P	C
					3	0	0	3
COURSE OBJECTIVES AND OUTCOMES:								
On successful completion of the course the students will be able								
Course Objectives				Course Outcomes				
CO1.	To understand the principles of scientific methodology in business enquiry.			CO1.	Students will understand and appreciate scientific inquiry			
CO2.	To discover answers to questions through the application of scientific procedures			CO2.	Students would know to write research proposals			
CO3.	To find answers to questions through the application of scientific procedures			CO3.	The students would be able to undertake a systematic outlook towards business situations			
CO4.	To drive the research project, including data collection, analysis and conclusions			CO4.	Students would be able to analyze data and find solutions to the problems			
CO5.	To develop analytical skills of business research and to prepare scientific business reports.			CO5.	Students could prepare research reports			

UNIT - I INTRODUCTION**9**

Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

UNIT - II RESEARCH DESIGN AND MEASUREMENT**9**

Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

UNIT - III DATA COLLECTION**9**

Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Types of Validity – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Sampling methods.

UNIT - IV DATA PREPARATION AND ANALYSIS**9**

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminate analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis.

UNIT - V REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH**9**

Research report –Types – Contents of report – need for executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – Ethics in research – Subjectivity and Objectivity in research.

Total : 45 Hours**REFERENCES:**

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Panneerselvam. R, Research Methodology, 2nd Edition, PHI Learning, 2014.
3. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.

23PBA205 – STRATEGIC MANAGEMENT							
						L	T
						P	C
						3	1
						0	4
COURSE OBJECTIVES AND OUTCOMES:							
On successful completion of the course the students will be able							
Course Objectives				Course Outcomes			
CO1.	To learn the major initiatives taken by a company's top management.			CO1.	Ability to understand the strategic management process.		
CO2.	To equip with skills required to manage business.			CO2.	In-depth understanding about the need for developing competitive advantage.		
CO3.	To understand the analysis and implementation of strategic management.			CO3.	Provides insights into various corporate and business level strategies.		
CO4.	To expose various perspectives and concepts in the field of strategic management.			CO4.	Facilitates to identify the various control systems required for organizational strategy implementation process.		
CO5.	To achieve business goals require a lot of patience and careful planning.			CO5.	Enhances the cognitive knowledge about various strategic issues and development of new business models.		

UNIT - I STRATEGY AND PROCESS**12**

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - case study.

UNIT - II COMPETITIVE ADVANTAGE**12**

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution- Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- -Case study.

UNIT - III STRATEGIES**12**

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration Diversification and Strategic Alliances- – Managing Growth - Environmental Threat and Opportunity Profile (ETOP) - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Balance Score Card-case study.

UNIT - IV STRATEGY IMPLEMENTATION & EVALUATION**12**

The implementation process, Resource allocation, Designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT - V OTHER STRATEGIC ISSUES**12**

Managing Technology and Innovation - Strategic issues for Non Profit organizations. New Business Models and strategies for Internet Economy- Case Study

Total : 60 Hours**REFERENCES:**

1. Hill. Strategic Management: An Integrated approach, 2009 Edition Wiley (2012)
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2nd edition, 2013.
4. Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.

23PBA206 – QUANTITATIVE TECHNIQUES FOR DECISION MAKING								
					L	T	P	C
					3	1	0	4
COURSE OBJECTIVES AND OUTCOMES:								
On successful completion of the course the students will be able								
Course Objectives				Course Outcomes				
CO1.	To introduce the students to the basic concepts of operations research.			CO1.	Evaluate the context for taking operations research in planning, organizing and controlling.			
CO2.	To understand the fundamentals of operations research			CO2.	Assess situation, including opportunities and threats that will impact operations research of an organization.			
CO3.	To understand fundamentals of operations research to applied in business decision making			CO3.	Understanding of operations research philosophies and practices and how to apply them in an organization			
CO4.	To create the knowledge of legal perspective and its practices to improvise the business.			CO4.	Expected to comprehend the applicability of operations research principles to manage the situations in business world			
CO5.	To understand various procedures followed in operations research for business decision making			CO5.	Good grasp of operations research procedures followed in corporate world			

UNIT - I LINEAR PROGRAMMING (LP) II 12

Introduction to principles of Duality, Solution by Dual Simplex method and Revised Simplex method. Sensitivity Analysis.

UNIT - II INTEGER PROGRAMMING 12

Integer Programming – Branch and Bound (Graphical method), Gomory' cutting plane methods - pure and mixed IPP.

UNIT - III DECISION MODELS 12

Decision Theory - Decision making under risk and uncertainty - Decision trees.

UNIT - IV QUEUING MODELS 12

Queuing Models - Single (M/M/1): (α /FIFO), (M/M/1): (N/FIFO) and multi Channel Models (M/M/C):(α /FIFO), (M/M/C): (N/FIFO)

UNIT - V REPLACEMENT MODELS 12

Replacement Models - Replacement of capital items, Individual and group replacement of items.

Total : 60 Hours

REFERENCES:

1. Paneerselvam R., Operations Research, Prentice Hall of India, Sixth Print, 2018.
2. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2014.
3. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata Mcgraw Hill, 2015.
4. G. Srinivasan, Operations Research – Principles and Applications, PHI, 2017.
5. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2018.

NON – FUNCTIONAL ELECTIVES**23PBANF04 - INTERNATIONAL BUSINESS**

		L	T	P	C
		3	0	0	3
COURSE OBJECTIVES AND OUTCOMES:					
On successful completion of the course the students will be able					
Course Objectives		Course Outcomes			
CO1.	Understand the nature of international business.	CO1.	In depth knowledge of driving factors of international Business		
CO2.	To identify the major trends in the international trade and investment patterns between and among the major groups.	CO2.	Understanding of theories of trade and investment practiced in the global world		
CO3.	To know the major financial, economic/socioeconomic, political, labor, competitive and distributive forces affecting international business.	CO3.	Deep Insights in to various market entry strategies followed by global organizations		
CO4.	To Learn the relationship between IB and other functional areas.	CO4.	Ability to identify the various global productions and supply chain issues.		
CO5.	To know the recent trends of IB related to HR	CO5.	Enhance the cognitive knowledge of managing business across the cultures		

UNIT - I AN OVERVIEW OF INTERNATIONAL BUSINESS**9**

Definition and drivers of International Business- Changing Environment of International Business Country attractiveness- Trends in Globalization- Effect and Benefit of Globalization-International Institution: UNCTAD Basic Principles and Major Achievements, Role of IMF, Features of IBRD, Role of WTO.

UNIT - II THEORIES OF INTERNATIONAL TRADE AND INVESTMENT**9**

Theories of International Trade: Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher-Ohlin Theory-Theories of Foreign Direct Investment : Product Life Cycle, Eclectic, Market Power, Internationalization-Instruments of Trade Policy : Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy, Balance of Payment.

UNIT - III GLOBAL ENTRY**9**

Strategic compulsions— Strategic options – Global portfolio management- Global entry strategy, different forms of international business, advantages - Organizational issues of international business – Organizational structures – Controlling of international business, approaches to control.

UNIT - IV PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS**9**

Global production: Location, scale of operations- cost of production- Standardization Vs Differentiation Make or Buy decisions- global supply chain issues- Quality considerations. Globalization of markets: Marketing strategy- Challenges in product development- pricing- production and channel management.

UNIT - V HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS**9**

Selection of expatriate managers- Managing across cultures -Training and development Compensation- Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation –Ethical issues in international business – Ethical decision-making.

Total : 45 Hours**REFERENCES:**

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2018.
2. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2017.
3. K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2015.

23PBANF05 - CREATIVE AND INNOVATION							
				L	T	P	C
				3	0	0	3
COURSE OBJECTIVES AND OUTCOMES:							
On successful completion of the course the students will be able							
Course Objectives				Course Outcomes			
CO1.	To instill the use of creativity among participants			CO1.	Understand different perspectives on why creativity matters.		
CO2.	To enable participants to acquire creativity skills as an individual and in groups			CO2.	Consider cognitive aspects of creativity and how personality and individual differences might contribute.		
CO3.	To educate participants to use assessment tools while evaluating creative business ideas			CO3.	Explore ways in which individuals can enhance their own creative potential		
CO4.	Explore different techniques for managing creative organizations			CO4.	Appreciate how organizational factors such as culture, leadership, diversity and structure		
CO5.	Contribute to the development of an environment of creativity and innovation in the organization			CO5.	Appreciate how technology can be more strategic in their approach to creativity and innovation		

UNIT - I SCHUMPETERIAN THEORY OF INNOVATION 9

Creative destruction –Exploring innovations along with the technologies –HRM framework for innovation– design thinking, dynamic capabilities, adaptive innovation and uncertainty reducing strategies.

UNIT - II EXECUTING INNOVATIONS 9

Break through innovation –Reverse innovation – the structures and incentives for motivating and executing innovations

UNIT - III EXPLOITING INNOVATIONS 9

Firm's strategies for valuing innovations – Innovation platforms for multiple options of products/ services/ both.

UNIT - IV RENEWING INNOVATIONS 9

Processes to renew innovations so as to combat potential disruptive innovations in future.

UNIT - V TECHNOLOGICAL INNOVATION 9

Digital technology based entrepreneurship– Digital innovation ecosystem – Commercialization of an idea– innovation issues from a management or entrepreneurial

Total : 45 Hours**REFERENCES:**

1. Govindarajan, V., & Trimble, C. (2010). The other side of innovation: Solving the execution challenge. Harvard Business Press.
2. DeGraff, J., & DeGraff, S. (2020). The Creative Mindset: Mastering the Six Skills that Empower Innovation. Berrett-Koehler Publishers.
3. Soni, P. (2020). Design Your Thinking: The Mindsets, Toolsets and Skill Sets for Creative Problem-solving. Penguin Random House India Private Limited.
4. Singh, A. K. (2021). Creativity & Innovation (1st edition). Notion Press.
5. David O' Dell. (2006). Creative Problem - Solving - A Guide To Creativity & Innovation In Decision – Making.

23PBANF06 - INTELLECTUAL PROPERTY RIGHTS							
				L	T	P	C
				3	0	0	3
COURSE OBJECTIVES AND OUTCOMES:							
On successful completion of the course the students will be able							
Course Objectives				Course Outcomes			
CO1.	To introduce fundamental aspects of intellectual property rights			CO1.	Recognize the importance of IP and to educate the basic concepts of IPR.		
CO2.	To disseminate knowledge on patents copyrights in India and abroad.			CO2.	Identify the significance of practice and procedure of Patents.		
CO3.	To disseminate knowledge on design, geographical indication (GI), plant variety and layout design protection and their registration aspects			CO3.	Make the students to understand the statutory provisions of different forms of IPRs in simple forms.		
CO4.	To disseminate knowledge on trademarks and registration aspects			CO4.	Learn the procedure of obtaining patents, copyrights, trademarks & industrial design		
CO5.	To aware about current trends in IPR and Govt. steps in fostering IPR			CO5.	Enable the students to keep their IP rights alive.		

UNIT - I INTRODUCTION TO INTELLECTUAL PROPERTY**9**

Introduction, types of intellectual property, international organizations, agencies and treaties, importance of intellectual property rights.

UNIT - II TRADE MARKS**9**

Purpose and function of trademarks, acquisition of trade mark rights, protectable matter, selecting, and evaluating trade mark, trade mark registration processes.

UNIT - III LAW OF COPY RIGHTS**10**

Fundamental of copy right law, originality of material, rights of reproduction, rights to perform the work publicly, copy right ownership issues, copy right registration, notice of copy right, international copy right law.

UNIT - IV TRADE SECRETS**9**

Trade secretes law, determination of trade secretes status, liability for misappropriations of trade secrets, and protection for submission, trade secretes litigation.

UNIT - V NEW DEVELOPMENT OF INTELLECTUAL PROPERTY**8**

New developments in trade mark law; copy right law, patent law, intellectual property audits.

Total : 45 Hours**REFERENCES:**

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

PRACTICAL COURSES

23PBA207 - DATA ANALYSIS AND REPORT PREPARATION							
				L	T	P	C
				0	0	4	2
COURSE OBJECTIVES AND OUTCOMES:							
On successful completion of the course the students will be able							
Course Objectives				Course Outcomes			
CO1.	To have hands-on experience on data analysis for business modeling.			CO1.	Deep knowledge about the nature of data and conducting hypothesis testing using various data analysis techniques		
CO2.	Understanding the business problem along with the institutional context and decision timeframe .			CO2.	Facilitates to identify the relationship between variables using data analytical tools		
CO3.	Defining business objectives in an analytics project			CO3.	Provides understanding about forecasting in real time business world using analytical tools		
CO4.	Translating the business problem into an appropriate analytics problem			CO4.	Ability to conduct Risk and sensitivity analysis and portfolio selection based on business data		
CO5.	Specifying the budget consistent with the project plan and the Statement of Work			CO5.	Enhances knowledge about networking, inventory models and queuing theory using data analytical tools		

Exp. No.	Name of the Experiments
1	Descriptive Statistics
2	Parametric Tests
3	Non-parametric Tests
4	Correlation & Regression
5	Forecasting
6	Portfolio Selection
7	Risk Analysis & Sensitivity Analysis
8	Revenue Management
9	Transportation & Assignment
10	Networking Models
11	Queuing Theory
12	Inventory Models

Total: 30 Hours

23PBA208 - COMMUNITY IMMERSION PROJECT				
		L	T	P
		0	0	4
COURSE OBJECTIVES AND OUTCOMES:				
On successful completion of the course the students will be able				
Course Objectives		Course Outcomes		
CO1.	To sensitize students on civic and community issues, to enhance their interpersonal skills and work as a team.	CO1.	This gives them the opportunity to reflect on their assumptions, attitudes, and the knowledge base of their responsibility and to gain cultural competence.	
CO2.	To sensitize students on civic and community issues, to enhance their interpersonal skills and work as a team	CO2.	Community immersion allows individuals who are not familiar with the people and communities where they will work immerse themselves	

Leadership development with service-learning

30

Assist you in applying these leadership skills within school and community settings, including taking on roles of social change within the community Hands-on experience working with various community issues such as hunger, homelessness, violence prevention, environmental issues, education, health, and youth issues, social justice, etc. Provide opportunities for you to work together toward creative solutions for community problems.

Contents of Report

Select the service required communities and plan for service strategy. Implement the service strategy. Write a brief report and attach the live photographs with all its benefits and scopes.

Total: 30 Hours

23PBA209 – CASE STUDY							
				L	T	P	C
				0	0	2	1
COURSE OBJECTIVES AND OUTCOMES:							
On successful completion of the course the students will be able							
Course Objectives				Course Outcomes			
CO1.	To expose the students to the basics of business etiquette			CO1.	The students will be equipped to conduct themselves professionally.		
CO2.	To introduce the students to the relevant economics topics			CO2.	The students will be able to appreciate pluralism in economics.		
CO3.	To introduce the students to the organization behavior topics.			CO3.	The students will be able to understand their own and others behavior in organization.		
CO4.	To introduce the students to research practices and tools in Management			CO4.	The students will have an awareness of the practical challenges of data analysis in business research.		
CO5.	To introduce the students to Corporate Social Responsibility Practices.			CO5.	The students will gain knowledge about Corporate Social Responsibility Practices in Business Organizations.		

S.No Name of the Experiments

- 1 Business Communication Etiquette
- 2 Professional Image
- 3 Body language and Gestures
- 4 Impression management
- 5 Networking
- 6 Restaurant Etiquette
- 7 Business travel planning
- 8 Hosting and attending Events
- 9 Business meetings
- 10 Time Management
- 11 Group Discussion
- 12 Preparation for an Interview
- 13 Facing Interviews
- 14 Stress interview
- 15 Multitasking
- 16 Time management
- 17 Work-life balance
- 18 Lifelong learning
- 19 Speed reading skills
- 20 Organizing events

Total: 30 Hours