

DHANALAKSHMI SRINIVASAN INSTITUTE OF RESEARCH AND TECHNOLOGY

(Deemed to be University under section 3 of UGC Act, 1956.)

PERAMBALUR – 621 212, TAMIL NADU, INDIA.

SCHOOL OF ARTS AND SCIENCE

CURRICULUM AND SYLLABUS

MASTER OF BUSINESS ADMINISTRATION

REGULATION 2026

PROGRAMME:

Vision:

To emerge as a premier global hub for management studies, translating academic excellence and advanced research into impactful business leadership.

Mission:

- To study real-world business trends and use that knowledge in our classrooms.
- To work closely with companies so students get real work experience and good jobs.
- To build strong leaders and help students start their own businesses.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

PEO	PROGRAM EDUCATIONAL OBJECTIVES
PEO1	Graduates will establish successful professional career by utilizing their core functional business knowledge.
PEO2	Graduates will exhibit impactful leadership skills, ethical decision-making, and an entrepreneurial mindset while adapting to changing global trends.

PROGRAM SPECIFIC OUTCOMES(PSOs)

PEO	PROGRAM EDUCATIONAL OBJECTIVES
PEO1	Ability to evaluate real-world business scenarios by using research data, financial tools, and contemporary management strategies to make data-driven decisions.
PEO2	Competency to design, implement, and lead strategic operational plans across distinct industry verticals including Human Resources, Finance, Systems, and Operations.

PROGRAM OUTCOMES (Pos)

PO	PROGRAM OUTCOMES
PO1	Apply principles of management theory and practice to solve diverse corporate and organizational challenges.
PO2	Analyze complex business situations using qualitative, quantitative, and data-driven methods.
PO3	Design innovative and cost-effective solutions for dynamic marketing, financial, and operational constraints.
PO4	Conduct investigative studies on current market trends and translate insights into actionable business strategies.
PO5	Utilize advanced digital technologies, business analytics software, hospital information systems, and production tracking tools effectively.
PO6	Understand international business environments and lead teams successfully across multicultural settings.
PO7	Demonstrate high professional standards, corporate social responsibility, and sustainable business practices.
PO8	Function efficiently as an individual contributor, an collaborative team member, or an adaptive project leader.
PO9	Communicate complex managerial perspectives clearly through professional reports, and interactions.
PO10	Apply budgeting, risk assessment, and financial management skills to execute corporate projects successfully.
PO11	Identify market opportunities, drive innovation, and manage independent business ventures with agility.

SEMESTER-I

Semester	Course Category	Title of the Course	Course Code	L	T	P	Credits	Marks		
								CAT	ESE	Total
I	Core	Management concept	PBA26101	3	1	0	4	40	60	100
	Core	Accounting for Managerial Decision	PBA26102	3	0	0	3	40	60	100
	SEC	Business Etiquette	PBA26S01	3	0	0	3	40	60	100
		Creativity and Innovation	PBA26S02	3	0	0	3	40	60	100
	MDC	Multi Disciplinary course 1		3	0	0	3	40	60	100
	DEC	Entrepreneurship Development	PBA26001	3	0	0	3	40	60	100
		Managing HR in the digital age	PBA26002							
		Talent Management	PBA26003							
	DEC	Knowledge Management	PBA26004	3	0	0	3	40	60	100
		Principles of Management	PBA26005							
		Product and Brand Management	PBA26006							
							22			700

SEMESTER-II

Semester	Course Category	Title of the Course	Course Code	L	T	P	Credits	Marks		
								CAT	ESE	Total
II	Core	Financial Management	PBA26203	3	1	0	4	40	60	100
	Core	Legal Aspects of Business	PBA26204	3	0	0	3	40	60	100
	Core	Operation management	PBA26205	3	0	0	3	40	60	100
	SEC	Managerial Skills	PBA26S03	3	0	0	3	40	60	100
		Personal Effectiveness and Leadership	PBA26S04	3	0	0	3	40	60	100
	MDC	Multi Disciplinary course 2		3	0	0	3	40	60	100
	DEC	International Business Environment	PBA26007	3	0	0	3	40	60	100
		Management Information System	PBA26008							
		Total Quality Management	PBA26009							
	DEC	Event management	PBA26010	3	0	0	3	40	60	100
		Information Management	PBA26011							
		Services Marketing	PBA26012							
							25			800

SEMESTER-III

Semester	Course Category	Title of the Course	Course Code	L	T	P	Credits	Marks		
								CAT	ESE	Total
III	Core	Managerial communication	PBA26306	3	1	0	4	40	60	100
	Core	Business Research Methods	PBA26307	3	1	0	4	40	60	100
	Core	Marketing management	PBA26308	3	0	0	3	40	60	100
	Core	Economic Analysis In Business	PBA26309	3	1	0	4	40	60	100
	Core	Organizational Behavior	PBA26310	3	1	0	4	40	60	100
	DEC	Disciplinary Elective Course - VII	PBA26013	3	1	0	3	40	60	100
		Disciplinary Elective Course - VIII	PBA26014	3	1	0	3	40	60	100
	EE	Internship	BA26				2	*	*	100
							27			900

SEMESTER-IV

Semester	Course Category	Title of the Course	Course Code	L	T	P	Credit	Marks		
								CAT	ESE	Total
III	Core	Strategic Management	PBA264011	3	1	0	4	40	60	100
	Core	EXIM management	PBA264012	3	1	0	4	40	60	100
	DEC	Disciplinary Elective Course - X	PBA26015	3	1	0	3	40	60	100
		Disciplinary Elective Course - XI	PBA26016	3	1	0	3	40	60	100
	Core	Project	PBA261013	0	0	18	9	40	60	100
							23			500

List of Electives for MBA Program

Each student has to opt for two elective from the following functional areas:

- a) Financial Management
- b) Marketing Management
- c) Systems
- d) Operations Management
- e) Banking Management
- f) Hospital Administration
- g) Apparel Management
- h) Logistics Management
- i) Aviation Management
- j) Human resource management

The student has to choose 2 elective from each of the functional areas in third and fourth semester as per the following list.

YEAR/ SEM	COURSE	COURSE TITLE	COURSE CODE	INSTR PERIODS / WEEK	CHRCREDITS	EXAM HRS	MARKS		TOTAL
							INT	EXT	
A : FINANCE									
II YEAR	Elective Course – I	Security Analysis and Portfolio Management	PBA26017	4	4	3	40	60	100
III SEM	Elective Course – II	Financial Modeling using Excel	PBA26018	4	4	3	40	60	100
	Elective Course – III	Strategic Financial Management	PBA26019	4	4	3	40	60	100
II YEAR	Elective Course – IV	Merger & Acquisition	PBA26020	4	4	3	40	60	100
	Elective Course – V	Investment Management	PBA26021	4	4	3	40	60	100
IV SEM	Elective Course –VI	International Financial Management	PBA26022	4	4	3	40	60	100

B : MARKETING									
II YEAR	Elective Course – I	Digital Marketing	PBA26023	4	4	3	40	60	100
III SEM	Elective Course – II	Promotional Management	PBA26024	4	4	3	40	60	100
	Elective Course – III	Consumer Behavior	PBA26025	4	4	3	40	60	100
II YEAR	Elective Course –IV	Marketing Analytics	PBA26026	4	4	3	40	60	100
	Elective Course – V	Leading Social Enterprise	PBA26027	4	4	3	40	60	100
IV SEM	Elective Course VI	Brand Management	PBA26028	4	4	3	40	60	100
C : SYSTEM									
II YEAR	Elective Course – I	Software Engineering	PBA26029	4	4	3	40	60	100
III SEM	Elective Course – II	Business Analytics and Business Intelligence	PBA26030	4	4	3	40	60	100
	Elective Course – III	Software Project Management	PBA26031	4	4	3	40	60	100
II	Elective Course –	Relational Database Management	PBA26032	4	4	3	40	60	100

		Principles of Deep Learning		4	4	3	40	60	100
YEAR IV SEM	Elective Course – V		PBA26033						
	Elective Course –	Data Mining & Data Warehousing	PBA26034	4	4	3	40	60	100
D : OPERATIONS									
II YEAR III SEM	Elective Course – I	Logistics And Supply Chain Management	PBA26035	4	4	3	40	60	100
	Elective	Advanced Operation Research	PBA26036	4	4	3	40	60	100
	Elective Course – III	Operation and Production Management	PBA26037	4	4	3	40	60	100
II YEAR IV SEM	Elective Course – IV	Material Management	PBA26038	4	4	3	40	60	100
	Elective Course – V	Lean Manufacturing	PBA26039	4	4	3	40	60	100
	Elective Course – VI	World Class Manufacturing	PBA26040	4	4	3	40	60	100
E: BANKING MANAGEMENT									
II YEAR III SEM	Elective Course – I	Banking Principles and Practices	PBA26041	4	4	3	40	60	100
	Elective Course – II	Banking Operations and Management	PBA26042	4	4	3	40	60	100
	Elective Course –III	Banking and Financial Services	PBA26043	4	4	3	40	60	100
II YEAR IV SEM	Elective Course – IV	Smart Banking Technologies	PBA26044	4	4	3	40	60	100
	Elective Course – V	Central Banking and Monetary Policies	PBA26045	4	4	3	40	60	100
	Elective Course – VI	Digital Payment Systems	PBA26046	4	4	3	40	60	100
F: HOSPITAL ADMINISTRATION									
II YEAR III SEM	Elective Course – I	Healthcare Environment & Management	PBA26047	4	4	3	40	60	100
	Elective Course – II	Hospital Architecture, Planning and Maintenance	PBA26048	4	4	3	40	60	100
	Elective Course – III	Hospital Operations Management	PBA26049	4	4	3	40	60	100
II	Elective Course – IV	Hospital Information System	PBA26050	4	4	3	40	60	100

	YEAR		Health care Laws, Ethics and	PBA26051	4	4	3	40	60	100
	IV SEM	Elective Course – V	Medical Terminology							
		Elective Course – VI	Purchase Management & Inventory Control for Hospitals	PBA26052	4	4	3	40	60	100
G: APPAREL MANAGEMENT										
	II YEAR	Elective Course – I	Concept of Apparel Manufacturing	PBA26053	4	4	3	40	60	100
		III SEM	Elective Course – II	Apparel Merchandising Management	PBA26054	4	4	3	40	60
	Elective Course –III		Technical Textile Products	PBA26055	4	4	3	40	60	100
	II YEAR	Elective Course – IV	Apparel Quality Management	PBA26056	4	4	3	40	60	100
		Elective Course – V	Functional Clothing	PBA26057	4	4	3	40	60	100
	IV SEM	Elective Course – VI	Fashion Management	PBA26058	4	4	3	40	60	100
H: LOGISTICS MANAGEMENT										
	II YEAR	Elective Course – I	Inventory Management	PBA26059	4	4	3	40	60	100
		III SEM	Elective Course – II	Warehouse & Distribution Management	PBA26060	4	4	3	40	60
	Elective Course –III		Supply Chain Risk Management	PBA26061	4	4	3	40	60	100
	II YEAR	Elective Course – IV	International Logistics & Trade	PBA26062	4	4	3	40	60	100
		Elective Course – V	Transportation Management	PBA26063	4	4	3	40	60	100
	IV SEM	Elective Course – VI	E-Commerce Logistics	PBA26064	4	4	3	40	60	100

I: AVIATION MANAGEMENT										
II YEAR III SEM	Elective Course – I	Aviation Safety & Security Management	PBA26065	4	4	3	40	60	100	
	Elective Course – II	Aviation Human Resource Management	PBA26066	4	4	3	40	60	100	
	Elective Course –III	Airline & Airport Marketing Management	PBA26067	4	4	3	40	60	100	
II YEAR IV SEM	Elective Course – IV	Airport Management & Administration	PBA26068	4	4	3	40	60	100	
	Elective Course – V	Ground Handling & Cabin Crew Management	PBA26069	4	4	3	40	60	100	
	Elective Course – VI	Aviation Customer Relationship Management	PBA26070	4	4	3	40	60	100	
J.HUMAN RESOURCE MANAGEMENT										
II YEAR III SEM	Elective Course-I	Human resource development	PBA26071	4	4	3	40	60	100	
	Elective Course-II	Organizational change and development	PBA26072	4	4	3	40	60	100	
	Elective Course-III	Negotiation and Conflict Management	PBA26073	4	4	3	40	60	100	
II YEAR IV SEM	Elective Course – IV	Compensation management	PBA26074	4	4	3	40	60	100	
	Elective Course – V	Performance management	PBA26075	4	4	3	40	60	100	
	Elective Course – VI	Employee empowerment and engagement	PBA26076	4	4	3	40	60	100	

Semester-wise Categorization of Courses

COURSE CATEGORY	Semester				No of Courses	Total Credits
	I	II	III	IV		
Core Courses	2	3	5	3	13	53
SEC–Skill Enhancement Course	2	2	-	-	4	12
MDC–Multi Disciplinary Course	1	1	-	-	2	6
DEC–Disciplinary Elective Course	2	2	2	2	8	24
EE–Experiential Elective	-	-	1	-	1	2
Total Courses Per Semester					27(Courses)	
Total Credits					97(Credits)	

MDC COURESED OFFERED TO THE OTHER DEPARTMENT

Semes ter	Course Category	Title of the Course	Course Code	L	T	P	Credit	Marks		
								CAT	ESE	Total
I	MDC	Human Resource Management	PBA26901	3	0	0	3	40	60	100
II	MDC	Event Management	PBA26902	3	0	0	3	40	60	100

Text Book(s):

1. Koontz, H., Weihrich, H., and Cannice, M. V. (2020). Essentials of Management: An International, Innovation, and Leadership Perspective. 11th Edition. McGraw Hill Education.
2. Gupta, C. B. (2021). Principles and Practice of Management. Sultan Chand & Sons.
3. Tripathi, P. C., and Reddy, P. N. (2017). Principles of Management. 6th Edition. McGraw Hill Education.
4. Prasad, L. M. (2021). Principles and Practice of Management. 9th Edition. Sultan Chand & Sons.
5. Robbins, S. P., Coulter, M., and DeCenzo, D. A. (2021). Fundamentals of Management. 11th Edition. Pearson Education

Reference Book(s):

1. Koontz, H., and Weihrich, H. (2015). Management: A Global and Entrepreneurial Perspective. 14th Edition. McGraw Hill Education.
2. Robbins, S. P., and Coulter, M. (2022). Management. 15th Edition. Pearson Education.
3. Stoner, J. A. F., Freeman, R. E., and Gilbert, D. R. (2018). Management. Pearson Education.
4. Griffin, R. W. (2021). Fundamentals of Management. 9th Edition. Cengage Learning.
5. Drucker, P. F. (2008). Management: Tasks, Responsibilities, Practices. Harper Business.

e Resources:

1. NPTEL Courses: <https://nptel.ac.in/>
2. SWAYAM: <https://swayam.gov.in/>
3. Harvard Business Publishing Education: <https://hbsp.harvard.edu/>
4. Academy of Management: <https://aom.org/>
5. OpenLearn – Management and Leadership: <https://www.open.edu/openlearn/>

Relationship Matrix for COs, POs and PSOs

Semester	Course code		Title of the course									L	T	P	Credits
I	PBA26101		MANAGEMENT CONCEPT									3	1	0	4
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO1	PO 2		
CO1	3	2	2	1	1	1	1	1	2	2	2	3	2	1.77	
CO2	3	3	3	3	2	1	1	2	2	2	2	3	3	2.31	
CO3	3	3	2	2	2	1	1	1	2	2	2	3	2	2.00	
CO4	3	3	3	3	3	2	1	2	2	3	3	3	3	2.62	
CO5	3	2	2	2	2	3	1	1	2	3	3	3	2	2.23	
	3.00	2.60	2.40	2.20	2.00	1.60	1.00	1.40	2.00	2.40	2.40	3.00	2.40	2.19	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
I	PBA26102	3	ACCOUNTING FOR DECISION MAKIING	CORE	3	0	0
Pre-Requisite: Management Principles and Managerial Accounting.							
Co- Requisite: Professional Communication and Business Practices							
Progressive Course: Business Etiquette and Professional Skills.							
Course Objectives:							
1.To provide fundamental knowledge of financial, cost, and management accounting concepts.							
2. To develop skills in preparing and analyzing financial statements.							
3. To understand cost accounting techniques and cost determination methods.							
4. To apply marginal costing and budgeting techniques for managerial decision-making.							
5. To familiarize students with accounting standards, variance analysis, and disclosure practices in India.							
Course Outcomes:							
CO1: Explain the fundamental concepts and principles of financial accounting. (K2)							
CO2: Apply financial statement analysis techniques for evaluating organizational financial performance. (K3)							
CO3: Analyze management accounting and cost accounting techniques used in business decision-making. (K4)							
CO4: Apply management and cost accounting techniques to support effective managerial decision-making. (K3)							
CO5: Evaluate accounting standards and practices followed in India for financial reporting and compliance. (K5)							
Unit-I	FINANCIALACCOUNTING					9 Hrs.	
Introduction to Financial, cost and Management Accounting – Meaning and Purpose - Accounting Principles – Preparation of Journal, Ledger and Trial Balance.							
Unit-II	ANALYSIS OF FINANCIAL STATEMENTS					9 Hrs.	
Introduction to Financial Accounting – Format of Financial Accounting (Trading Account. Profit & Loss, Balance Sheet) - Preparation of Income & Expenditure Statement) statement.							
Unit-III	COST ACCOUNTING					9 Hrs.	
Ratio Analysis: Uses and Limitations – Classification of Ratios: Profitability, Liquidity, Financial and Turnover Ratio.							
Unit-IV	MARGINAL COSTING					9 Hrs.	
Marginal Costing and profit planning – Cost, Volume, Profit Analysis – Break Even Analysis –Decision making problems - Make or Buy decisions Determination of sales mix - Exploring new markets - Add or drop products - Expand or contract.							
Unit-V	BUDGETING AND VARIANCE ANALYSIS					9 Hrs.	
Budgetary Control – Sales, Production, Cash flow, fixed and flexible budget – Standard costing and Variance Analysis – (excluding overhead costing) - Accounting standards and accounting disclosure practices in India.							

Text Book(s):

1. Financial Accounting for Management – N. Ramachandran and Ram Kumar Kakani, Tata McGraw Hill.
2. Cost and Management Accounting – M.N. Arora, Vikas Publishing House.
3. Management Accounting: Principles and Applications – Gulsan Bhalla, S. Chand & Company.
4. Accounting for Management – N.P. Srinivasan and M. Sakthivel Murugan, S. Chand & Company.
5. Managerial Accounting – James Jiambalvo, Wiley India.

Reference Book(s):

1. Corporate Accounting – R.L. Gupta and M. Radhaswamy, Sultan Chand & Sons.
2. Management Accounting – Khan & Jain, Tata McGraw Hill.
3. Cost Accounting: Principles and Practice – S.P. Jain and K.L. Narang, Kalyani Publishers.
4. Accounting for Business Decisions – R. Srinivasan, New Age International Publishers.
5. Advanced Accountancy – M.C. Shukla, T.S. Grewal, and S.C. Gupta, S. Chand & Company.

e Resources:

1. ICAI Bos Knowledge Portal – <https://boslive.icaai.org>
2. SWAYAM – Management Accounting Course – <https://swayam.gov.in>
3. NPTEL – Forensic Accounting and Fraud Examination – <https://nptel.ac.in>
4. e-PG Pathshala (Commerce/Management) – <https://epgp.inflibnet.ac.in>
5. Moneycontrol (Financial Statements Learning) – <https://www.moneycontrol.com>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
I	PBA26102			ACCOUNTING FOR DECISION MAKIING								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programm e Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	2	1	1	1	1	1	2	2	2	3	2	1.77	
CO2	3	3	3	3	2	1	1	2	2	2	2	3	3	2.31	
CO3	3	3	2	2	2	1	1	1	2	2	2	3	2	2.00	
CO4	3	3	3	3	3	2	1	2	2	3	3	3	3	2.62	
CO5	3	2	2	2	2	3	1	1	2	3	3	3	2	2.23	
	3.00	2.60	2.40	2.20	2.00	1.60	1.00	1.40	2.00	2.40	2.40	3.00	2.40	2.19	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
I	PBA26S01	3	BUSINESS ETIQUETTE	SEC	3	0	0
Pre-Requisite: Management Principles and Managerial Accounting Concept							
Co- Requisite: Management Practices and Professional Communication							
Progressive Course: Business Etiquette and Professional Competencies							
Course Objectives:							
1. To understand the principles of business etiquette, professional behaviour, and workplace ethics in organizational settings.							
2. To develop effective communication, meeting management, telephone, email, and digital etiquette skills for professional interactions.							
3. To acquire knowledge of business attire, professionalism, diversity management, gender sensitivity, and disability etiquette.							
4. To examine ethical practices, conflict management, and multicultural etiquette in domestic and global business environments.							
5. To enhance interpersonal, cross-cultural, and professional competencies required for successful managerial and organizational performance.							
Course Outcomes:							
CO1: Explain the concepts, principles, and importance of business etiquette, professional conduct, and workplace behaviour in organizational settings. (K2)							
CO2: Apply appropriate business communication, meeting etiquette, telephone etiquette, email etiquette, and digital communication practices in professional environments. (K3)							
CO3: Analyze professional appearance, workplace diversity, gender sensitivity, disability etiquette, and interpersonal relationships to promote an inclusive organizational culture. (K4)							
CO4: Evaluate ethical issues, conflict management strategies, and business etiquette practices in multicultural and global business environments. (K5)							
CO5: Develop professional etiquette and communication strategies that foster ethical behaviour, cross-cultural competence, and organizational effectiveness. (K5)							
Unit-I	FUNDAMENTALS OF BUSINESS ETIQUETTE					9 Hrs.	
Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence. The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.							
Unit-II	BUSINESS MEETING AND DINING ETIQUETTE					9 Hrs.	
Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints.							
Unit-III	DIGITAL COMMUNICATION ETIQUETTE					9 Hrs.	
Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients. Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines							
Unit-IV	PROFESSIONALISM AND WORKPLACE ETIQUETTE					9 Hrs.	
Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success -							

Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues- Preventing sexual harassment
Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.

Unit-V BUSINESS ETHICS AND MULTICULTURAL ETIQUETTE

9 Hrs.

Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment.

Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects-Cultural Highlight: China-Cultural Highlight: India.

Text Book(s):

1. Shital Kakkar Mehra, Business Etiquette: A Guide for the Indian Professional, S. Chand Publishing, 2019.
2. Sarvesh Gulati, Corporate Soft Skills, Rupa Publications India, 2018.
3. B. N. Ghosh, Managing Soft Skills for Personality Development, McGraw-Hill Education, 2019.
4. Kitty O. Locker and Stephen Kaczmarek, Business Communication: Building Critical Skills, McGraw-Hill Education, 2021.
5. Lesikar, Flatley and Rentz, Business Communication: Connecting in a Digital World, McGraw-Hill Education, 2020.

Reference Book(s):

1. Sue Fox, Business Etiquette for Dummies, 2nd Edition, Wiley, 2011.
2. Peggy Post and Peter Post, The Etiquette Advantage in Business, 3rd Edition, HarperCollins, 2014.
3. Emily Post, Emily Post's Business Etiquette, HarperCollins Publishers, 2014.
4. Judith Martin, Miss Manners' Guide to Excruciatingly Correct Behavior, W. W. Norton & Company, 2011.
5. Shirley Taylor, Communication for Business: A Practical Approach, Pearson Education, 2019.

e Resources:

1. NPTEL – Soft Skills and Personality Development <https://nptel.ac.in>
2. SWAYAM – Business Communication and Professional Skills Courses <https://swayam.gov.in>
3. e-PG Pathshala – Business Communication <https://epgp.inflibnet.ac.in>
4. Coursera – Business Communication and Professional Development <https://www.coursera.org>
5. Harvard Business Review – Communication and Leadership Resources <https://hbr.org>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
I	PBA26S01			BUSINESS ETIQUETTE								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	2	1	1	1	1	1	2	2	2	3	2	1.77	
CO2	3	3	3	3	2	1	1	2	2	2	2	3	3	2.31	
CO3	3	3	2	2	2	1	1	1	2	2	2	3	2	2.00	
CO4	3	3	3	3	3	2	1	2	2	3	3	3	3	2.62	
CO5	3	2	2	2	2	3	1	1	2	3	3	3	2	2.23	
	3.00	2.60	2.40	2.20	2.00	1.60	1.00	1.40	2.00	2.40	2.40	3.00	2.40	2.19	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
I	PBA26S02	3	CREATIVITY AND INNOVATION	SEC	3	0	0
Pre-Requisite: Managerial Accounting and Business Etiquette.							
Co- Requisite: Decision-Making and Professional Behaviour							
Progressive Course: Creativity and Innovation for Entrepreneurship Development							
Course Objectives:							
1. To understand the fundamental concepts and drivers of human creativity.							
2.To learn the tools and techniques for generating innovative business ideas.							
3.To understand the frameworks of design thinking and problem-solving.							
4. To gain knowledge of the types, cycles, and strategic management of innovation.							
5. To analyze corporate innovation ecosystems, funding, and intellectual property rights.							
Course Outcomes:							
CO1: Explain the concepts of creative thinking styles, creativity principles, and mental blocks. (K2)							
CO2: Apply structured ideation techniques and brainstorming models for generating innovative ideas. (K3)							
CO3: Analyze design thinking stages and human-centered problem-solving approaches for business challenges. (K4)							
CO4: Evaluate innovation life cycles and business model frameworks for effective innovation management. (K5)							
CO5: Evaluate corporate entrepreneurship frameworks, innovation ecosystems, and intellectual property rights (IPR) practices. (K5)							
Unit-I	FOUNDATIONS OF CREATIVITY						9 Hrs.
Creativity: Meaning, Definition, Nature, and Importance – Components of Creativity: Expertise, Creative Thinking Skills, and Motivation – The Creative Process: Preparation, Incubation, Illumination, and Verification – Myths of Creativity – Barriers and Mental Blocks to Creative Thinking – Developing a Creative Mindset.							
Unit-II	IDEATION AND PROBLEM SOLVING						9 Hrs.
Structured Thinking Frameworks: Convergent vs. Divergent Thinking – Lateral Thinking Concepts – Brainstorming Techniques: Rules, Process, and Variations – SCAMPER Tool – Mind Mapping – Six Thinking Hats Method – Attribute Listing – Morphological Analysis – Evaluating and Selecting Winning Business Ideas.							
Unit-III	DESIGN THINKING FRAMEWORKS						9 Hrs.
Introduction to Design Thinking – Origin and Core Philosophy – Human-Centered Design Approach – The Design Thinking Process: Empathize (Understanding User Needs), Define (Problem Statement), Ideate (Generating Options), Prototype (Low-fidelity Models), and Test (Gathering Feedback) – Case studies of Design Thinking in Action.							
Unit-IV	DYNAMICS OF INNOVATION						9 Hrs.
Innovation: Definition, Scope, and Value Creation – Difference between Invention and Innovation – Types of Innovation: Incremental, Radical, Disruptive, Architectural, and Open Innovation – The Innovation Lifecycle (S-Curve) – Business Model Innovation – Sources of Innovation in the Digital Era.							
Unit-V	INNOVATION ECOSYSTEM & INTELLECTUAL PROPERTY						9 Hrs.
Fostering Innovation in Organizations: Creating an Innovation Culture – Intrapreneurship Frameworks – Incubators, Accelerators, and Start-up Ecosystems – Introduction to Intellectual Property Rights (IPR): Patents, Copyrights, Trademarks, and Trade Secrets – Institutional Support and Funding for Innovative Ventures..							

Text Book(s):

1. Creativity and Innovation in Business – Rastogi, P.N., Sage Publications.
2. Design Thinking: Understand – Improve – Apply – Brenner, W. & Uebernickel, F., Springer.
3. Innovation Management and New Product Development – Trott, P., Pearson Education

Reference Book(s):

1. The Innovator's Dilemma – Christensen, C.M., Harvard Business Review Press.
2. Lateral Thinking: Creativity Step by Step – De Bono, E., Harper Colophon.
3. Change by Design: How Design Thinking Transforms Organizations – Brown, T., HarperBusiness.

e Resources:

1. SWAYAM / NPTEL – Design Thinking / Entrepreneurship Courses – <https://swayam.gov.in>
2. e-PG Pathshala – Management Studies – <https://epgp.inflibnet.ac.in>
3. National Digital Library of India (NDLI) – <https://ndl.iitkgp.ac.in>
4. WIPO Intellectual Property Learning – <https://www.wipo.int>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
I	PBA26S02			CREATIVITY AND INNOVATION								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	2	2	1	2	1	1	2	1	2	2	2	2	2	1.69	
CO2	3	3	2	3	2	1	2	1	3	3	2	3	2	2.31	
CO3	3	3	3	3	3	2	2	1	3	3	3	3	3	2.69	
CO4	3	3	3	3	3	3	2	2	2	2	3	3	3	2.69	
CO5	2	2	2	2	2	3	3	3	3	3	3	3	3	2.62	
	2.60	2.60	2.20	2.60	2.20	2.00	2.20	1.60	2.60	2.60	2.60	2.80	2.60	2.40	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
I	PBA26001	3	ENTREPRENEURSHIP DEVELOPMENT	DEC	3	0	0
Pre-Requisite: Creativity and Innovation.							
Co- Requisite: Entrepreneurship Development							
Progressive Course: Managing HR in Digital Age.							
Course Objectives:							
1.To understand the fundamental concepts of entrepreneurship and develop core competencies required for a successful career.							
2.To learn the impact of family, society, training frameworks, and government industrial policies on the entrepreneurial ecosystem.							
3.To understand the structured phases of product selection, project profile creation, and feasibility study preparation.							
4.To gain knowledge on mobilizing operational resources, capital funding avenues, and launching modern business start-ups.							
5.To analyze managerial workflows, evaluate business sickness criteria, and apply corrective solutions to manage small units.							
Course Outcomes:							
CO1: Explain the concepts, characteristics, and competencies required to become a successful entrepreneur and manage business operations effectively. (K2)							
CO2: Apply entrepreneurial knowledge and skills to identify and exploit business opportunities in the entrepreneurial environment. (K3)							
CO3: Analyze business opportunities and prepare feasible business plans for establishing entrepreneurial ventures. (K4)							
CO4: Evaluate strategies for launching, managing, and developing successful business ventures in a competitive environment. (K5)							
CO5: Evaluate business performance and recommend appropriate strategies for sustainable growth and continuous development of entrepreneurial ventures. (K5)							
Unit-I	ENTREPRENEURIAL COMPETENCE					9 Hrs.	
Entrepreneurship concept Entrepreneurship as a Career - Entrepreneurial Personality Characteristics of Successful Entrepreneurs - Knowledge and Skills of an Entrepreneur.							
Unit-II	ENTREPRENEURIAL ENVIRONMENT					9 Hrs.	
Business Environment Role of Family and Society– Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations.							
Unit-III	BUSINESS PLAN PREPARATION					9 Hrs.	
Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product – Ownership - Capital Budgeting - Project Profile Preparation – Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.							
Unit-IV	LAUNCHING OF SMALL BUSINESS					9 Hrs.	
Finance an Human Resource Mobilisation – Operation Planning Market and Channel Selection – Growth Strategies – Product Launching – Incubation, Venture capital, Start - ups.							
Unit-V	MANAGEMENT OF SMALL BUSINESS					9 Hrs.	
Monitoring and Evaluation of Business – Business Sickness – Prevention and Rehabilitation of Business Units – Effective Management of small Business – Case Studies.							

Text Book(s):

1. Entrepreneurial Development – Khanka, S.S., S. Chand & Company Ltd.
2. Entrepreneurship: Successfully Launching New Ventures – Barringer, B.R., & Ireland, R.D., Pearson Education.
3. Dynamics of Entrepreneurial Development and Management – Desai, Vasant, Himalaya Publishing House.
4. Entrepreneurship – Hisrich, R.D., Peters, M.P., & Shepherd, D.A., McGraw Hill.
5. Small Scale Industries and Entrepreneurship – Arora, Renu, & Sood, S.K., Kalyani Publishers.

Reference Book(s):

1. The Entrepreneur's Choice: Cases on Family Business in India – Sharma, Kavilach, Sage Publications.
2. Entrepreneurship Development: Text and Cases – Roy, Rajeev, Oxford University Press.
3. Innovation and Entrepreneurship – Drucker, Peter F., Harper Business.
4. Launch: How to Launch a Business Venture successfully – Walker, Jeff, Morgan James Publishing.
5. Management of Small Scale Industries – Desai, Vasant, Himalaya Publishing House.

e Resources:

1. SWAYAM – Entrepreneurship Development Course – <https://swayam.gov.in>
2. NPTEL – Entrepreneurship Lectures Framework – <https://nptel.ac.in>
3. Startup India Learning Program – <https://www.startupindia.gov.in>
4. Ministry of Micro, Small & Medium Enterprises (MSME) Portal – <https://msme.gov.in>
5. National Digital Library of India (NDLI) – <https://ndl.iitkgp.ac.in>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
I	PBA26001			ENTREPRENEURSHIP DEVELOPMENT								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programm e Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	2	2	1	2	1	1	2	1	2	2	2	2	2	1.69	
CO2	3	3	2	3	2	1	2	1	3	3	2	3	2	2.31	
CO3	3	3	3	3	3	2	2	1	3	3	3	3	3	2.69	
CO4	3	3	3	3	3	3	2	2	2	2	3	3	3	2.69	
CO5	2	2	2	2	2	3	3	3	3	3	3	3	3	2.62	
	2.60	2.60	2.20	2.60	2.20	2.00	2.20	1.60	2.60	2.60	2.60	2.80	2.60	2.40	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
1	PBA26002	3	MANAGING HR IN THE DIGITAL AGE	DEC	3	0	0
Pre-Requisite: Entrepreneurship Development							
Co- Requisite: Managing HR in Digital Age.							
Progressive Course: Talent Management							
Course Objectives:							
1. To understand the concepts, scope, and strategic importance of digital HR transformation in modern organizations.							
2. To examine emerging digital technologies, artificial intelligence, HR analytics, and their applications in human resource management.							
3. To analyze the impact of digital transformation on employees, organizational culture, work practices, and ethical governance.							
4. To develop strategies for agile HR practices, digital workforce management, employee development, and organizational adaptability.							
5. To evaluate digital well-being, inclusivity, and sustainable HR practices for enhancing organizational effectiveness in the digital workplace.							
Course Outcomes:							
CO1: Explain the concepts, evolution, and strategic significance of digital HR transformation and its role in organizational success. (K2) .							
CO2: Apply digital HR technologies, artificial intelligence, HR analytics, and cloud-based solutions to improve human resource functions and decision-making. (K3) .							
CO3: Analyze the impact of digital HR transformation on work design, employee experience, organizational culture, and ethical issues in the digital workplace. (K4)							
CO4: Evaluate agile HR practices, workforce reskilling strategies, digital governance, and organizational adaptability to support business transformation. (K5)							
CO5: Develop inclusive and sustainable digital HR strategies that promote employee well-being, diversity, accessibility, and organizational performance. (K5)							
Unit-I	Introduction to Digital HR Transformation:						9 Hrs.
Definition and scope of digital HR transformation – Evolution of HR technology – Drivers and enablers of digital HR – Strategic importance of HR in digital Business transformation – Role of HR leaders in managing digital change – Challenges and opportunities in digitalizing HRM.							
Unit-II	Emerging Technologies and Digital Trends in HR :						9 Hrs.
Key technologies in digital HR – SMAC (Social, Mobile, Analytics, Cloud) – Applications of Artificial Intelligence (AI), machine learning in recruitment, performance appraisal, and engagement – Role of big data and HR analytics in decision-making – Predictive HR – Ethical challenges and risks.							
Unit-III	Implications of Digital HR on Work and People						9 Hrs.
Benefits and drawbacks of digital HR – Automation and its effects on job roles – Job displacement and redeployment – Data privacy, security, and surveillance concerns – Impact on organizational culture and employee trust – Psychological contract in digital workplaces.							
Unit-IV	HR Interventions and Strategic Adaptability						9 Hrs.
Designing flexible work models – Virtual workspaces and hybrid teams – Upskilling and reskilling strategies – Agile HR practices – Building a culture of learning, innovation, and collaboration – Data-driven decision-making and ethical governance in HR tech.							
Unit-V	Well-being and Inclusivity in the Digital Workplace						9 Hrs.
Digital well-being: psychological, physical, and social dimensions – Work-life integration in technology-enabled environments – Designing inclusive digital workplaces – Ensuring accessibility, diversity, and emotional intelligence – Organizational support systems for well-being.							

Text Book(s):

1. T. V. Rao, HRD Audit: Evaluating the Human Resource Function for Business Improvement, 3rd Edition, Sage Publications, 2021.
2. Lars Schmidt, Redefining HR: Transforming People Teams to Drive Business Performance, Kogan Page, 2020.
3. David Green, Excellence in People Analytics: How to Use Workforce Data to Create Business Value, Kogan Page, 2020.
4. Ben Eubanks, Artificial Intelligence for HR: Use AI to Support and Develop a Successful Workforce, Kogan Page, 2022.
5. Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page, 2018.

Reference Book(s):

1. John Boudreau and Ravin Jesuthasan, Reinventing Jobs: A 4-Step Approach for Applying Automation to Work, Harvard Business Review Press, 2018.
2. Ravin Jesuthasan and John Boudreau, Work Without Jobs: How to Reboot Your Organization's Work Operating System, MIT Press, 2022.
3. Thomas H. Davenport and Jeanne Harris, Competing on Analytics: Updated with a New Introduction, Harvard Business Review Press, 2017.
4. Jonathan Ferrar and David Green, The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance, Kogan Page, 2021.
5. Peter Cappelli, Talent on Demand: Managing Talent in an Age of Uncertainty, Harvard Business Review Press, 2020.

e Resources:

1. NPTEL – Human Resource Management and Organizational Behaviour <https://nptel.ac.in>
2. SWAYAM – Human Resource Management Courses <https://swayam.gov.in>
3. e-PG Pathshala – Human Resource Management <https://epgp.inflibnet.ac.in>
4. Society for Human Resource Management (SHRM) <https://www.shrm.org>
5. CIPD – Chartered Institute of Personnel and Development <https://www.cipd.org>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
I	PBA26002			MANAGING HR IN THE DIGITAL AGE								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	2	1	2	2	1	1	2	3	2	3	2	2.00	
CO2	3	3	2	2	2	2	1	1	2	3	2	3	3	2.25	
CO3	2	3	3	2	3	2	2	1	3	3	2	3	3	2.50	
CO4	3	3	3	2	3	2	2	2	3	3	3	3	3	2.75	
CO5	3	3	3	3	3	2	2	2	3	3	3	3	3	2.83	
	2.80	2.80	2.60	2.00	2.60	2.00	1.60	1.40	2.60	3.00	2.40	3.00	2.80	2.47	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
I	PBA26003	3	TALENT MANAGEMENT	DEC	3	0	0
Pre-Requisite: Managing HR in Digital Age							
Co- Requisite: Talent Management							
Progressive Course: Knowledge Management							
Course Objectives:							
1.To understand the fundamental concepts, history, scope, and strategic tools of talent management.							
2.To learn the architecture of an effective Talent Management System and its critical success factors.							
3.To understand the life cycle phases of talent management and align them with corporate workforce strategies.							
4.To gain knowledge on strategic talent planning, succession planning, and promoting organizational ethics.							
5.Analyze employee engagement, retention best practices, and the evolving role of the HR manager.							
Course Outcomes:							
CO1: Explain the concepts, principles, and tools of talent management and their role in organizational effectiveness. (K2)							
CO2: Apply talent management practices to build and evaluate effective talent acquisition, development, and retention systems. (K3)							
CO3: Analyze the alignment between business strategies and the talent management lifecycle to support organizational objectives. (K4)							
CO4: Evaluate succession planning strategies and design innovative talent management systems for sustainable organizational growth. (K5)							
CO5: Evaluate employee engagement metrics and recommend advanced workforce retention strategies to enhance organizational performance. (K5)							
Unit-I	INTRODUCTION TO TALENT MANAGEMENT					9 Hrs.	
Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent.							
Unit-II	BUILDING BLOCKS FOR TALENT MANAGEMENT & TALENT MANAGEMENT SYSTEM					9 Hrs.	
Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System. Talent Management System: Introduction, Talent Management System, Critical Success Factors to Create Talent Management System, Some other critical success factors of best practice Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management System.							
Unit-III	LIFE CYCLE & APPROACHES TO TALENT MANAGEMENT					9 Hrs.	
Life Cycle of Talent Management: Introduction, Linkage between Talent Management Process and Workforce, Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process. Approaches to Talent Management: Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management.							
Unit-IV	TALENT MANAGEMENT AND ORGANIZATIONAL ENVIRONMENT					9 Hrs.	
Introduction, Talent Management and Organisational Environment-An Overview, Shaping Talent Planning and Developing Values, Promoting Ethical Behaviour. Talent Planning: Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership.							
Unit-V	TALENT ENGAGEMENT AND RETENTION					9 Hrs.	

Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention. Role of HR in Talent Management: Introduction, Overview of Human Resource Management, and Role of HR in Talent Management, Role of the HR Manager.

Text Book(s):

1. The Talent Management Handbook – Lance A. Berger & Dorothy R. Berger, McGraw Hill.
2. Talent Management: Text and Cases – Gowri Joshi & Varkkey Biju, Oxford University Press.
3. Strategy-Driven Talent Management – Rob Silzer & Lynn Dowd, John Wiley & Sons.
4. Talent Management Concepts and Practices – Hasan, M., & Singh, A. K., Himalaya Publishing House.
5. A Handbook of Human Resource Management Practice – Michael Armstrong, Kogan Page.

Reference Book(s):

1. One Page Talent Management – Marc Effron & Miriam Ort, Harvard Business Press.
2. Talent Economics: The New Business Model for Human Capital – Gow, David, Kogan Page.
3. The War for Talent – Ed Michaels, Helen Handfield-Jones, & Axelrod Beth, Harvard Business Review Press.
4. Strategic Talent Management – Collings, D. G., Mellahi, K., & Cascio, W. F., Cambridge University Press.
5. Human Resource Management – Aswathappa, K., McGraw Hill Education.

e Resources:

1. SWAYAM – Strategic Human Resource Management – <https://swayam.gov.in>
2. NPTEL – Talent Management & Leadership Module – <https://nptel.ac.in>
3. Society for Human Resource Management (SHRM) Resources – <https://www.shrm.org>
4. e-PG Pathshala (Management Studies) – <https://epgp.inflibnet.ac.in>
5. National Digital Library of India (NDLI) – <https://ndl.iitkgp.ac.in>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
I	PBA26003			TALENT MANAGEMENT								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	1	2	2	2	2	1	2	2	2	3	2	2.00	
CO2	3	3	2	3	3	1	1	1	2	3	2	3	2	2.17	
CO3	3	3	2	3	3	2	2	1	3	2	2	3	3	2.50	
CO4	3	3	3	3	3	2	2	2	3	3	3	3	3	2.75	
CO5	2	2	2	3	2	3	3	3	3	3	3	3	3	2.58	
	2.80	2.60	2.00	2.80	2.60	2.00	2.00	1.60	2.60	2.60	2.40	3.00	2.60	2.40	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
I	PBA26004	3	KNOWLEDGE MANAGEMENT	DEC	3	0	0
Pre-Requisite: Talent Acquisition Skill							
Co- Requisite: Knowledge Sharing Practices							
Progressive Course: Management Principles Learning							
Course Objectives:							
1. To understand the concepts, evolution, and significance of Knowledge Management.							
2.To learn knowledge management tools, technologies, and knowledge conversion processes.							
3.To examine knowledge sharing, organizational learning, and social capital.							
4.To analyze knowledge management strategies, audits, and performance measurement techniques.							
5.To understand the ethical, strategic, and future aspects of Knowledge Management.							
Course Outcomes:							
CO1: Explain the concepts, evolution, principles, and significance of Knowledge Management in modern organizations. (K2)							
CO2: Apply knowledge management tools, technologies, and knowledge conversion processes to support organizational learning and knowledge sharing. (K3)							
CO3: Analyze organizational knowledge-sharing practices, social networks, communities of practice, and knowledge application at individual, group, and organizational levels. (K4)							
CO4: Evaluate knowledge management strategies, knowledge audits, gap analysis, performance measurement techniques, and balanced scorecards for organizational effectiveness. (K5)							
CO5: Design knowledge management initiatives by integrating ethical practices, strategic perspectives, and emerging technologies to enhance organizational competitiveness and innovation. (K5)							
Unit-I	FUNDAMENTALS OF KNOWLEDGE MANAGEMENT					9 Hrs.	
Introduction to KM, History of KM, Importance of KM, Information Management to Knowledge Management, K M Cycle, Industrial Economy to Knowledge Economy							
Unit-II	KNOWLEDGE MANAGEMENT PROCESSES AND TECHNOLOGIES					9 Hrs.	
Mechanics of Knowledge Management–Tools and Technologies, Communities of Practice and Knowledge conversion. The knowledge Management Matrix.							
Unit-III	KNOWLEDGE SHARING AND ORGANIZATIONAL LEARNING					9 Hrs.	
Social Nature of Knowledge, Social Network Analysis, Obstacles to knowledge sharing, Organizational learning & Social Capital. Knowledge Application – Individual level, Group level & Organization Level.							
Unit-IV	KNOWLEDGE MANAGEMENT STRATEGY AND PERFORMANCE MEASUREMENT					9 Hrs.	
KM Strategy, Knowledge audit, GAP Analysis, Road Map, KM Metrics, Balance Score Card. KM Tools – Knowledge Capture & Creation tools, Knowledge sharing & Dissemination Tools, Knowledge Acquisition & Application tools.							
Unit-V	STRATEGIC AND EMERGING PERSPECTIVES IN KNOWLEDGE MANAGEMENT					9 Hrs.	
KM Team–Roles & Responsibilities, Political issues in KM, Ethics in KM, Strategies issues in Knowledge Management, Future of Knowledge Management.							

Text Book(s):

1. Waman S. Jawadekar, Knowledge Management: Text and Cases, Tata McGraw-Hill Education.
2. Irma Becerra-Fernandez and Dorothy Leidner, Knowledge Management: Systems and Processes, Routledge.
3. Sudhir Warier, Knowledge Management, Vikas Publishing House Pvt. Ltd.
4. Donald Hislop, Knowledge Management in Organizations, Oxford University Press.
5. Elias M. Awad and Hassan M. Ghaziri, Knowledge Management, Pearson Education.

Reference Book(s):

1. Stuart Barnes (Ed.), Knowledge Management Systems: Theory and Practice, Cengage Learning.
2. J. K. Suresh and Kavi Mahesh, Ten Steps to Maturity in Knowledge Management, Chandos Publishing.
3. Sajjad M. Jasimuddin, Knowledge Management: An Interdisciplinary Perspective, Cambridge University Press.
4. Thomas H. Davenport and Laurence Prusak, Working Knowledge: How Organizations Manage What They Know, Harvard Business School Press.
5. Kimiz Dalkir, Knowledge Management in Theory and Practice, MIT Press.

e Resources:

1. NPTEL – Knowledge Management and Organizational Learning
<https://nptel.ac.in>
2. SWAYAM – Knowledge Management Courses
<https://swayam.gov.in>
3. e-PG Pathshala – Knowledge Management
<https://epgp.inflibnet.ac.in>
4. MIT OpenCourseWare – Knowledge Management and Organizational Learning
<https://ocw.mit.edu>
5. World Bank Open Learning Campus – Knowledge Management Resources
<https://olc.worldbank.org>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
I	PBA26004			KNOWLEDGE MANAGEMENT								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	1	2	2	2	2	1	2	2	2	3	2	2.00	
CO2	3	3	2	3	3	1	1	1	2	3	2	3	2	2.17	
CO3	3	3	2	3	3	2	2	1	3	2	2	3	3	2.50	
CO4	3	3	3	3	3	2	2	2	3	3	3	3	3	2.75	
CO5	2	2	2	3	2	3	3	3	3	3	3	3	3	2.58	
	2.80	2.60	2.00	2.80	2.60	2.00	2.00	1.60	2.60	2.60	2.40	3.00	2.60	2.40	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
I	PBA26005	3	PRINCIPLES OF MANAGEMENT	DEC	3	0	0
Pre-Requisite: Knowledge Sharing Skills							
Co- Requisite: Management Principles Concepts							
Progressive Course: Product Branding Strategies							
Course Objectives:							
1. To understand the fundamental concepts, principles, functions, and evolution of management in contemporary organizations.							
2. To develop knowledge of planning, decision-making, organizing, and staffing functions for effective managerial practices.							
3. To examine leadership, motivation, communication, creativity, and organizational culture in achieving organizational goals.							
4. To analyze controlling techniques, productivity management, and quality management for organizational effectiveness.							
5. To equip students with managerial competencies required to address challenges in dynamic and global business environments.							
Course Outcomes:							
CO1: Explain the concepts, principles, functions, evolution, and contemporary challenges of management in a global business environment. (K2)							
CO2: Apply planning, decision-making, organizing, and staffing techniques to solve managerial problems effectively. (K3)							
CO3: Analyze the role of motivation, leadership, communication, creativity, and organizational culture in improving organizational performance. (K4)							
CO4: Evaluate controlling techniques, productivity measures, cost control, and quality management practices for achieving organizational objectives. (K5)							
CO5: Develop appropriate managerial strategies by integrating management functions and contemporary business practices to enhance organizational effectiveness. (K5)							
Unit-I	FUNDAMENTALS OF MANAGEMENT AND GLOBAL BUSINESS ENVIRONMENT					9 Hrs.	
Management: Definition - Roles of a Manager - Nature - Evolution of management thought- Organization & the Environmental Factors - Trends and Challenges of Management in Global Scenario.							
Unit-II	PLANNING AND DECISION MAKING					9 Hrs.	
Planning: Nature and purpose of planning – planning process – types of planning – objectives. MBO Strategies – Types of Strategies – Policies; Decision making: Types - Process - Rational decision making.							
Unit-III	ORGANIZING AND STAFFING					9 Hrs.	
Organizing: Nature, purpose; Organization Structure: Types – Line and Staff Authority – Departmentalization – Span of Control - Centralization and decentralization; Delegation of Authority. Staffing: Recruitment - Selection – Orientation – Career Development – Career Stages – Training – Performance Appraisal.							
Unit-IV	LEADERSHIP AND ORGANIZATIONAL BEHAVIOUR					9 Hrs.	
Creativity & Innovation – Motivation: Theories; Leadership: Styles – Theories; Communication: Barriers – Principles; Organization Culture: Elements & Types of Culture - Managing Cultural Diversity.							
Unit-V	CONTROLLING AND OPERATIONAL MANAGEMENT					9 Hrs.	

Process of Controlling – Types of Control - budgetary and non-budgetary control techniques – Managing Productivity
– Cost Control – Purchase Control – Maintenance Control – Quality Control – Planning Operations.

Text Book(s):

1. Harold Koontz, Heinz Weihrich and Mark V. Cannice, Essentials of Management: An International, Innovation and Leadership Perspective, 11th Edition, McGraw-Hill Education, 2020.
2. Stephen P. Robbins, Mary Coulter and Neharika Vohra, Management, 15th Edition, Pearson Education, 2022.
3. Ricky W. Griffin, Management, 13th Edition, Cengage Learning, 2021.
4. Richard L. Daft, Management, 14th Edition, Cengage Learning, 2022.
5. P. C. Tripathi and P. N. Reddy, Principles of Management, 7th Edition, McGraw-Hill Education, 2021.

Reference Book(s):

1. Peter F. Drucker, The Practice of Management, Routledge, 2017.
2. James A. F. Stoner, R. Edward Freeman and Daniel R. Gilbert Jr., Management, Pearson Education.
3. Heinz Weihrich and Harold Koontz, Management: A Global and Entrepreneurial Perspective, McGraw-Hill Education.
4. C. B. Gupta, Business Management, Sultan Chand & Sons, Latest Edition.
5. L. M. Prasad, Principles and Practice of Management, Sultan Chand & Sons, Latest Edition.

e Resources:

1. NPTEL – Principles of Management
<https://nptel.ac.in>
2. SWAYAM – Management Courses
<https://swayam.gov.in>
3. e-PG Pathshala – Management Studies
<https://epgp.inflibnet.ac.in>
4. Harvard Business Review
<https://hbr.org>
5. MIT OpenCourseWare – Management
<https://ocw.mit.edu>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
I	PBA26005			PRINCIPLES OF MANAGEMENT								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	1	2	2	2	2	1	2	2	2	3	2	2.00	
CO2	3	3	2	3	3	1	1	1	2	3	2	3	2	2.17	
CO3	3	3	2	3	3	2	2	1	3	2	2	3	3	2.50	
CO4	3	3	3	3	3	2	2	2	3	3	3	3	3	2.75	
CO5	2	2	2	3	2	3	3	3	3	3	3	3	3	2.58	
	2.80	2.60	2.00	2.80	2.60	2.00	2.00	1.60	2.60	2.60	2.40	3.00	2.60	2.40	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
I	PBA26006	3	PRODUCT AND BRAND MANAGEMENT	DEC	3	0	0
Pre-Requisite: Management Principles Concepts							
Co- Requisite: Product Branding Strategies							
Progressive Course: Financial Management Skills							
Course Objectives:							
1. To understand product and brand management strategies.							
2. To learn new product development and life cycle management.							
3. To understand branding, positioning, and brand equity.							
4. To explore global branding and brand value.							
5. To apply digital branding and modern promotional strategies.							
Course Outcomes:							
CO1: Explain the concepts, principles, and strategic importance of product and brand management, including product development, product life cycle, and branding fundamentals. (K2)							
CO2: Apply product development processes, branding strategies, brand positioning, and brand management models to create effective marketing solutions. (K3)							
CO3: Analyze brand identity, brand equity, brand architecture, brand portfolio strategies, and global branding practices for sustainable competitive advantage. (K4)							
CO4: Evaluate digital branding strategies, experiential marketing, integrated marketing communications, and brand performance measurement for enhancing brand value.							
CO5: Formulate comprehensive product and brand management strategies by integrating marketing mix decisions, digital technologies, and contemporary branding practices to achieve organizational objectives. (K5)							
Unit-I	PRODUCT DEVELOPMENT AND LIFECYCLE MANAGEMENT					9 Hrs.	
New product development process – Idea generation to commercialization – Types of innovation – Product life cycle stages – Product plans - Product strategy alignment with corporate vision – Role of product managers – Strategic tools for lifecycle extension - Branding- Introduction to Brand Management -Brand Management Process - Brand Choice Decisions and Models.							
Unit-II	BRANDING FUNDAMENTALS AND IDENTITY FORMATION					9 Hrs.	
Foundations of branding – Concepts of brand, branding, and brand equity – Elements of branding – Brand identity and image – Brand positioning models – Brand personality and differentiation strategies – Success factors of brand management - Brand communication and storytelling - Valuation of Brands- Brand Valuation -Brand Tracking and Monitoring.							
Unit-III	STRATEGIC BRAND BUILDING AND MANAGEMENT					9 Hrs.	
Brand architecture – Brand extension strategies – Revitalizing declining brands – Brand portfolio management – Managing brands across categories and geographies – Indian and global branding practices – Cross-cultural branding dynamics.							
Unit-IV	DIGITAL AND EXPERIENTIAL BRANDING					9 Hrs.	
Digital branding strategies – Social media and influencer marketing – Managing brand experience and overtime – Co-branding and strategic alliances – Internal branding and employee brand ambassadors – Branding scorecards and performance indicators.							
Unit-V	MARKETING MIX AND INTEGRATED BRAND COMMUNICATION					9 Hrs.	

Factors and products of marketing mix - Brand pricing strategies – Product distribution systems – Retail and service branding – Brand promotion and advertising – Public relations and event branding – Industrial and international product branding – Integrating IMC (Integrated Marketing Communications).

Text Book(s):

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing Brand Equity, 5th Edition, Pearson Education, 2020.
2. Donald R. Lehmann and Russell S. Winer, Product Management, 5th Edition, McGraw-Hill Education, 2021.
3. Tapan K. Panda, Building Brands in the Indian Market, Excel Books, 2019.
4. Jean-Noël Kapferer, The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 6th Edition, Kogan Page, 2021.
5. S. Ramesh Kumar, Managing Indian Brands, 3rd Edition, Vikas Publishing House, 2018.

Reference Book(s):

1. Philip Kotler, Kevin Lane Keller, Alexander Chernev and Jagdish N. Sheth, Marketing Management, 16th Edition, Pearson Education, 2022.
2. David A. Aaker, Building Strong Brands, Simon & Schuster, 2014.
3. David A. Aaker, Managing Brand Equity, Free Press, 1996.
4. Al Ries and Jack Trout, Positioning: The Battle for Your Mind, McGraw-Hill Education, 2001.
5. Geoffrey Randall, Branding: A Practical Guide to Planning Your Strategy, Kogan Page, 2000.

e Resources:

1. NPTEL – Marketing Management and Brand Management
<https://nptel.ac.in>
2. SWAYAM – Marketing and Brand Management Courses
<https://swayam.gov.in>
3. e-PG Pathshala – Marketing Management
<https://epgp.inflibnet.ac.in>
4. American Marketing Association (AMA)
<https://www.ama.org>
5. HubSpot Academy – Branding and Digital Marketing Resources
<https://academy.hubspot.com>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
I	PBA26006			PRODUCT AND BRAND MANAGEMENT								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programm e Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	1	2	2	2	2	1	2	2	2	3	2	2.00	
CO2	3	3	2	3	3	1	1	1	2	3	2	3	2	2.17	
CO3	3	3	2	3	3	2	2	1	3	2	2	3	3	2.50	
CO4	3	3	3	3	3	2	2	2	3	3	3	3	3	2.75	
CO5	2	2	2	3	2	3	3	3	3	3	3	3	3	2.58	
	2.80	2.60	2.00	2.80	2.60	2.00	2.00	1.60	2.60	2.60	2.40	3.00	2.60	2.40	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
II	PBA26203	4	FINANCIAL MANAGEMENT	CORE	3	1	0
Pre-Requisite: Product Branding Strategies.							
Co- Requisite: Financial Management Concepts							
Progressive Course: Financial Modelling Applications.							
Course Objectives:							
1.To understand the foundational concepts of financial management, core organizational functions, and the mechanics of the time value of money.							
2.To learn cash flow identification principles, project evaluation methodologies, and the structural measurement of the cost of capital.							
3.To understand the operational and financial significance of leverages alongside indifference point evaluations via EBIT-EPS analysis.							
4.To gain knowledge on capital structure frameworks, dividend distribution theories, and core corporate dividend policies.							
5.To analyze working capital estimation criteria, current asset components, and alternative short-to-long-term financing tools.							
Course Outcomes:							
CO1: Explain the concepts of financial decision-making, financial objectives, and the time value of money in organizational finance. (K2)							
CO2: Apply capital budgeting techniques and cost of capital concepts to evaluate investment decisions. (K3)							
CO3: Analyze capital structure and dividend decisions to determine an optimal financing strategy for business organizations. (K4)							
CO4: Evaluate working capital requirements and formulate strategies for efficient management of current assets and liabilities. (K5)							
CO5: Evaluate short-term and long-term sources of finance to recommend appropriate financing options for organizational growth and sustainability. (K5)							
Unit-I	FOUNDATIONS OF FINANCE						12 Hrs.
Introduction to finance-Financial Management – Nature, scope and functions of Finance, organization of financial functions, Objective of Financial management, Major financial decisions – Time value of money – features and valuation of shares and bonds - Concept of risk and return – single asset and of a portfolio							
Unit-II	INVESTMENT DECISIONS						12 Hrs.
Capital Budgeting – Principles and Nature of capital budgeting – Identifying relevant cash flows – Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index – Comparison of DCF techniques – Concept and measurement of cost of capital – Specific cost and overall cost of capital.							
Unit-III	LEVERAGES						12 Hrs.
Leverages – Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis In difference point.							
Unit-IV	DIVIDEND DECISION						12 Hrs.
Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach - Determinants of Capital structure. Dividend decision - Issues in dividend decisions, Importance, Relevance & Irrelevance theories - Walter’s – Model, Gordon’s model and MM model. –Factors determining dividend policy – types of dividend policies – forms of dividend.							
Unit-V	WORKING CAPITAL MANAGEMENT						12 Hrs.

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.

Text Book(s):

1. Financial Management: Text, Problems and Cases – Khan, M.Y., & Jain, P.K., Tata McGraw Hill.
2. Financial Management – Pandey, I.M., Vikas Publishing House.
3. Financial Management: Theory and Practice – Chandra, Prasanna, Tata McGraw Hill.

Reference Book(s):

1. Principles of Corporate Finance – Brealey, R.A., Myers, S.C., Allen, F., & Mohanty, P., McGraw Hill.
2. Financial Management – Shrivastava, R.M., Pragati Prakashan.
3. Corporate Finance – Ross, S.W., Westerfield, R.W., & Jordan, B.D., Tata McGraw Hill.
4. Fundamentals of Financial Management – James C. Van Horne & John M. Wachowicz, Pearson.
5. Strategic Financial Management – Jakhotia, G.P., Vikas Publishing House.

e Resources:

1. SWAYAM – Financial Management Course Framework – <https://swayam.gov.in>
2. NPTEL Corporate Finance Lectures – <https://nptel.ac.in>
3. e-PG Pathshala (Financial Management Modules) – <https://epgp.inflibnet.ac.in>
4. National Digital Library of India (NDLI) – <https://ndli.iitkgp.ac.in>
5. Institute of Corporate Finance Tutorials – <https://corporatefinanceinstitute.com>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
II	PBA26203			FINANCIAL MANAGEMENT								3	1	0	4
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	2	2	1	1	1	1	2	2	2	3	2	1.83	
CO2	3	3	2	3	2	1	1	1	2	2	2	3	3	2.17	
CO3	3	3	3	3	2	1	1	1	2	3	2	3	3	2.33	
CO4	3	3	3	3	2	1	1	1	2	3	2	3	3	2.33	
CO5	3	3	3	3	3	2	2	2	3	3	3	3	3	2.75	
	3.00	2.80	2.60	2.80	2.00	1.20	1.20	1.20	2.20	2.60	2.20	3.00	2.80	2.28	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
II	PBA26204	3	LEGAL ASPECTS OF BUSSINESS	CORE	3	0	0
Pre-Requisite: Financial Management Concepts							
Co- Requisite: Financial Analysis Skills							
Progressive Course: Operations Management Practices							
Course Objectives:							
1. To understand the fundamental legal principles of the Indian Contract Act 1872 and the Sale of Goods Act 1930.							
2. To learn corporate constitution elements, regulatory setups under the Companies Act, and provisions of the Competition Act 2002.							
3. To understand the statutory frameworks governing industrial environments, labor rights, and components of the Negotiable Instruments Act 1881.							
4. To gain knowledge on corporate tax planning mechanics, structures, and procedural computations of Goods and Services Tax (GST).							
5. To analyze protective consumer rights, structural dispute machinery, cyber regulations, and the legalities of Intellectual Property Rights (IPR).							
Course Outcomes:							
CO1: Explain the fundamental legal principles governing contracts, commercial laws, and their application in the business environment. (K2)							
CO2: Apply the concepts of business organizations, company law, and corporate governance in organizational decision-making. (K3)							
CO3: Analyze the legal framework governing industrial relations, labour laws, and the industrial environment. (K4)							
CO4: Evaluate the principles of corporate taxation and Goods and Services Tax (GST) for business compliance and financial decision-making. (K5)							
CO5: Evaluate the significance of consumer protection laws and cyber laws in promoting ethical and legally compliant business practices. (K5)							
Unit-I	COMMERCIAL LAW THE INDIAN CONTRACT ACT 1872					9 Hrs.	
Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts – Contract of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency. THE SALE OF GOODS ACT 1930: Nature of Sales contract, Documents of title, risk floss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller.							
Unit-II	COMPANY LAW AND COMPETITION ACT COMPANY ACT 1956 & 2013					9 Hrs.	
Major Principles – Nature and types of companies Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance. Competition Act 2002: Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.							
Unit-III	INDUSTRIAL LAW & NEGOTIABLE INSTRUMENTS ACT1881					9 Hrs.	
An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act Industrial Disputes Act. Negotiable Instruments Act1881 - Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules of Cheque and drafts, discharge of negotiable instruments.							
Unit-IV	CORPORATE TAX & GST					9 Hrs.	
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	CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS					9 Hrs.	

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums – Cybercrimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR Intellectual Property Laws - Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement - Copy rights, Trade marks, Patent Act, Right to Information Act, 2005.

Text Book(s):

1. Legal Aspects of Business – Akhileshwar Pathak, McGraw Hill Education.
2. Business Law – Kuchhal, M.C., & Kuchhal, Vivek, Vikas Publishing House.
3. Mercantile Law – Kapoor, N.D., Sultan Chand & Sons.
4. Elements of Business Laws – Garg, K.C., Sareen, V.K., Sharma, Mukesh, & Garg, Rishab, Kalyani Publishers.
5. Indirect Taxes (GST & Customs) – Mehrotra, H.C., & Agarwal, S.P., Sahitya Bhawan Publications.

Reference Book(s):

1. Business Law for Managers – Goel, P.K., Biztantra.
2. Corporate Governance: Principles, Policies and Practices – Fernando, A.C., Pearson Education.
3. Labour and Industrial Laws – Misra, S.N., Central Law Publications.
4. Cyber Law & Cyber Crimes – Singh, Yatindra, Universal Law Publishing.
5. Students Guide to Income Tax including GST – Singhanian, Vinod K., & Singhanian, Monica, Taxmann Publications.

e Resources:

1. SWAYAM – Legal Aspects of Business Course Framework – <https://swayam.gov.in>
2. e-PG Pathshala (Corporate Law & Business Regulations) – <https://epgp.inflibnet.ac.in>
3. Ministry of Corporate Affairs (MCA) Portal – <https://www.mca.gov.in>
4. GST Council & Portal Services – <https://www.gst.gov.in>
5. National Digital Library of India (NDLI) – <https://ndl.iitkgp.ac.in>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
II	PBA26204			LEGAL ASPECTS OF BUSSINESS								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programm e Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	2	2	1	2	2	3	2	2	2	3	2	2.17	
CO2	3	2	2	2	2	2	2	3	2	2	2	3	2	2.25	
CO3	3	2	2	3	2	3	2	3	2	2	2	3	3	2.50	
CO4	3	3	2	3	2	2	1	2	2	2	2	3	3	2.33	
CO5	2	2	2	2	3	3	3	3	3	3	3	3	3	2.67	
	2.80	2.20	2.00	2.40	2.00	2.40	2.00	2.80	2.20	2.20	2.20	3.00	2.60	2.38	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
II	PBA26205	3	OPERATION MANAGEMENT	CORE	3	0	0
Pre-Requisite: Operations Management Skills							
Co- Requisite: Managerial Skill Development.							
Progressive Course: Leadership and Decision Skills							
Course Objectives:							
1. To provide a comprehensive understanding of the concepts and principles of Operations Management							
2. To familiarize students with various operations strategies used to achieve organizational goals							
3. To develop knowledge of tools and techniques for effectively managing the transformation process							
4. To enhance students' ability to analyze and improve operational efficiency and productivity							
5. To enable students to apply operations management practices to create and sustain competitive advantage in organizations							
Course Outcomes:							
CO1: Explain the evolution of operations management practices and world-class manufacturing systems in modern organizations. (K2)							
CO2: Apply capacity planning, strategic sourcing, and procurement techniques to improve operational efficiency. (K3)							
CO3: Analyze product development and product design processes to support organizational competitiveness and innovation. (K4)							
CO4: Evaluate demand forecasting methods and operational strategies to identify and overcome production bottlenecks. (K5)							
CO5: Evaluate quality management tools and practices to enhance productivity, operational excellence, and continuous improvement. (K5)							
Unit-I	INTRODUCTION TO OPERATIONS MANAGEMENT						9 Hrs.
Operations Management – Nature, Importance, historical development, transformation processes, different between services and goods, a system perspective, function, changes, current priorities, recent trends. Operations Strategy – Strategic it, framework, Productivity; World – class manufacturing practices.							
Unit-II	OPERATIONS AND THE VALUE CHAIN						9 Hrs.
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						9 Hrs.
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						9 Hrs.
Demand Forecasting - Need, Types, OBJECTIVE 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						9 Hrs.
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.							

Text Book(s):

1. Mahadevan, B. (2023). Operations Management: Theory and Practice. 4th Edition. Pearson Education India.
2. Stevenson, W. J. (2021). Operations Management. 14th Edition. McGraw Hill Education.
3. Chase, R. B., Jacobs, F. R., and Aquilano, N. J. (2022). Operations and Supply Chain Management. 17th Edition. McGraw Hill Education.
4. Bozarth, C. C., and Handfield, R. B. (2020). Introduction to Operations and Supply Chain Management. 5th Edition. Pearson.
5. Panneer Selvam, R. (2019). Production and Operations Management. PHI Learning Pvt. Ltd.

Reference Book(s):

1. Russell, R. S., and Taylor, B. W. (2019). Operations and Supply Chain Management. 10th Edition. Wiley India.
1. Slack, N., Brandon-Jones, A., and Johnston, R. (2022). Operations Management. 10th Edition. Pearson.
2. Heizer, J., Render, B., and Munson, C. (2023). Operations Management: Sustainability and Supply Chain Management. 14th Edition. Pearson.
3. Gaither, N., and Frazier, G. (2018). Operations Management. Cengage Learning
4. Krajewski, L. J., Malhotra, M. K., and Ritzman, L. P. (2022). Operations Management: Processes and Supply Chains. 13th Edition. Pearson

e Resources:

1. MIT OpenCourseWare – Operations Management: <https://ocw.mit.edu/>
2. NPTEL Courses on Operations Management: <https://nptel.ac.in/>
3. SWAYAM Online Courses: <https://swayam.gov.in/>
4. Harvard Business Publishing Education: <https://hbsp.harvard.edu/>
5. MAssociation for Supply Chain Management (ASCM): <https://www.ascm.org/>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
II	PBA26205			OPERATION MANAGEMENT								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	3	2	1	1	1	1	1	2	2	2	3	2	1.85	
CO2	3	3	3	2	2	1	1	2	2	2	2	3	3	2.23	
CO3	3	3	3	3	2	2	1	2	2	2	2	3	3	2.38	
CO4	3	3	3	3	3	2	2	2	2	3	3	3	3	2.69	
CO5	3	3	2	2	2	3	2	2	2	3	3	3	2	2.46	
	3.00	3.00	2.60	2.20	2.00	1.80	1.40	1.80	2.00	2.40	2.40	3.00	2.60	2.32	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
II	PBA26S03	3	MANAGERIAL SKILLS	SEC	3	0	0
Pre-Requisite: Operations Management Knowledge.							
Co- Requisite: Managerial Skill Development							
Progressive Course: Personal Leadership Effectiveness							
Course Objectives:							
1. Understand the essential managerial skills required for effective organizational performance.							
2. Develop analytical, interpersonal, communication, and decision-making skills for managerial effectiveness.							
3. Apply leadership, negotiation, and conflict management techniques in organizational settings.							
4. Enhance problem-solving, critical thinking, and team management capabilities.							
5. To prepare students for effective leadership in dynamic organizational environments.							
Course Outcomes:							
CO1: Explain the concepts, functions, and importance of managerial skills in modern organizations. (K2)							
CO2: Apply communication, interpersonal, and leadership skills to manage individuals and teams effectively. (K3)							
CO3: Analyze organizational problems using critical thinking, decision-making, and problem-solving techniques. (K4)							
CO4: Evaluate negotiation, conflict resolution, and time management strategies to improve managerial effectiveness. (K5)							
CO5: Develop professional managerial competencies for organizational leadership, ethical decision-making, and career success. (K5)							
Unit-I	Fundamentals of Managerial Skills						9 Hrs.
Introduction to Managerial Skills – Role of Managers – Technical, Human, Conceptual, and Digital Skills – Managerial Competencies – Managerial Roles – Emotional Intelligence – Professional Ethics – Self-Management.							
Unit-II	Decision Making and Problem Solving						9 Hrs.
Decision-Making Process – Critical Thinking – Creative Thinking – Problem Identification – Analytical Tools – Risk Analysis – Business Case Analysis – Innovation in Decision Making.							
Unit-III	Communication and Interpersonal Skills						9 Hrs.
Business Communication – Verbal and Non-verbal Communication – Listening Skills – Presentation Skills – Business Writing – Interpersonal Relations – Team Building – Networking – Professional Etiquette.							
Unit-IV	Leadership and Team Management						9 Hrs.
Leadership Concepts – Leadership Styles – Motivation – Delegation – Conflict Management – Negotiation Skills – Coaching and Mentoring – Managing Organizational Change.							
Unit-V	Professional Development and Managerial Excellence						9 Hrs.
Time Management – Stress Management – Work-Life Balance – Career Planning – Personal Branding – Ethics in Management – Corporate Social Responsibility – Future Managerial Skills – AI and Digital Leadership.							

Text Book(s):

1. Whetten, D. A., & Cameron, K. S., Developing Management Skills, Pearson.
2. Robbins, S. P., & Coulter, M., Management, Pearson.
3. Lussier, R. N., Management Fundamentals: Concepts, Applications, and Skill Development, Cengage Learning.
4. Griffin, R. W., Management, Cengage Learning.
5. Koontz, H., Weihrich, H., & Cannice, M., Essentials of Management, McGraw-Hill Education.

Reference Book(s):

1. Drucker, P. F., The Effective Executive, Harper Business.
2. Covey, S. R., The 7 Habits of Highly Effective People, Simon & Schuster.
3. Maxwell, J. C., Developing the Leader Within You, HarperCollins.
4. Carnegie, D., How to Win Friends and Influence People, Simon & Schuster.
5. Mintzberg, H., Managing, Berrett-Koehler Publishers.

e Resources:

1. NPTEL – Principles of Management – <https://nptel.ac.in>
2. SWAYAM – Management and Leadership Courses – <https://swayam.gov.in>
3. e-PG Pathshala – Management Studies – <https://epgp.inflibnet.ac.in>
4. OpenStax – Principles of Management – <https://openstax.org>
5. MIT OpenCourseWare – Management and Leadership – <https://ocw.mit.edu>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
II	PBA26S03			Managerial Skills								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programm e Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	2	2	1	2	2	3	2	2	3	3	2	2	2	2.17	
CO2	2	2	1	2	3	2	2	2	3	3	2	2	3	2.25	
CO3	3	2	2	3	2	3	3	2	3	3	3	3	3	2.58	
CO4	3	3	2	3	2	2	2	2	3	3	3	3	3	2.58	
CO5	3	2	3	3	3	3	2	2	3	3	3	3	3	2.75	
	2.60	2.20	1.80	2.60	2.40	2.60	2.20	2.00	3.00	3.00	2.60	2.60	2.80	2.47	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
II	PBA26S04	3	PERSONAL EFFECTIVENESS AND LEADERSHIP	SEC	3	0	0
Pre-Requisite: Managerial Skill Development.							
Co- Requisite: Personal Effectiveness Skills							
Progressive Course: International Business Environment							
Course Objectives:							
1.To develop self-awareness, personal effectiveness, and professional competence.							
2.To enhance interpersonal, communication, and team-building skills.							
3.To cultivate leadership qualities and emotional intelligence.							
4.To develop problem-solving, decision-making, and conflict management abilities.							
5.To prepare students for effective leadership in dynamic organizational environments.							
Course Outcomes:							
CO1: Demonstrate self-awareness, personal effectiveness, and professional behavior in organizational settings. (K2)							
CO2: Apply effective communication and interpersonal skills to enhance individual and team performance. (K3)							
CO3: Analyze the role of emotional intelligence in teamwork, leadership, and organizational effectiveness. (K4)							
CO4: Evaluate different leadership theories, styles, and practices for effective organizational leadership. (K5)							
CO5: Develop leadership strategies for managing teams, organizational change, and improving organizational performance. (K5)							
Unit-I	SELF-AWARENESS AND PERSONAL EFFECTIVENESS					9 Hrs.	
Self-Awareness and Self-Assessment – Personality, Values and Attitudes – Personal Vision and Goal Setting – Time and Priority Management – Stress Management – Resilience and Adaptability – Personal Branding and Professional Excellence.							
Unit-II	INTERPERSONAL AND COMMUNICATION SKILLS					9 Hrs.	
Advanced Communication Skills – Executive Presentation Skills – Business Writing – Active Listening – Interpersonal Relations – Negotiation and Influencing Skills – Cross-Cultural Communication – Networking and Relationship Management.							
Unit-III	EMOTIONAL INTELLIGENCE AND TEAM EFFECTIVENESS					9 Hrs.	
Emotional Intelligence: Concepts and Dimensions – Self-Regulation and Empathy – Team Dynamics – Team Building – Collaboration and Trust – Conflict Resolution – Managing Diversity and Inclusion – High-Performance Teams.							
Unit-IV	LEADERSHIP FUNDAMENTALS					9 Hrs.	
Leadership Concepts and Approaches – Leadership Traits and Competencies – Leadership Styles – Transformational and Transactional Leadership – Situational Leadership – Ethical Leadership – Servant Leadership – Leadership in Contemporary Organizations.							
Unit-V	LEADERSHIP FOR ORGANIZATIONAL SUCCESS					9 Hrs.	
Strategic Thinking and Decision Making – Change Management – Influencing and Persuasion – Innovation and Creative Leadership – Coaching and Mentoring – Leadership Challenges in the Digital Era – Personal Leadership Development Plan.							

Text Book(s):

1. Leadership: Research Findings, Practice, and Skills – DuBrin, Andrew J., Cengage Learning.
2. Developing Management Skills – Whetten, David A., & Cameron, Kim S., Pearson Education.
3. Leadership in Organizations – Yukl, Gary, Pearson Education.
4. Organizational Behaviour – Robbins, Stephen P., Judge, Timothy A., & Vohra, Neharika, Pearson.
5. Interpersonal Skills in Organizations – De Janasz, Suzanne C., Dowd, Karen O., & Schneider, Beth Z

Reference Book(s):

1. Working with Emotional Intelligence – Goleman, Daniel, Bantam Books.
2. The 7 Habits of Highly Effective People – Covey, Stephen R., Simon & Schuster.
3. Leadership: Theory and Practice – Northouse, Peter G., Sage Publications.
4. Primal Leadership: Unleashing the Power of Emotional Intelligence – Goleman, Daniel, Boyatzis, Richard, & McKee, Annie, Harvard Business Review Press.
5. The Leadership Challenge – Kouzes, James M., & Posner, Barry Z., John Wiley & Sons.

e Resources:

1. SWAYAM – Leadership and Personal Effectiveness Module – <https://swayam.gov.in>
2. NPTEL – Managing Change and Team Leadership Frameworks – <https://nptel.ac.in>
3. e-PG Pathshala (Management Human Resource Modules) – <https://epgp.inflibnet.ac.in>
4. National Digital Library of India (NDLI) – <https://ndl.iitkgp.ac.in>
5. Harvard Business Review Leadership Insights – <https://hbr.org>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
II	PBA26S04			PERSONAL EFFECTIVENESS AND LEADERSHIP								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programm e Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	2	2	1	2	2	3	2	2	3	3	2	2	2	2.17	
CO2	2	2	1	2	3	2	2	2	3	3	2	2	3	2.25	
CO3	3	2	2	3	2	3	3	2	3	3	3	3	3	2.58	
CO4	3	3	2	3	2	2	2	2	3	3	3	3	3	2.58	
CO5	3	2	3	3	3	3	2	2	3	3	3	3	3	2.75	
	2.60	2.20	1.80	2.60	2.40	2.60	2.20	2.00	3.00	3.00	2.60	2.60	2.80	2.47	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
II	PBA26007	3	INTERNATIONAL BUSINESS ENVIRONMENT	DEC	3	0	0
Pre-Requisite: Personal Effectiveness Skills							
Co- Requisite: International Business Knowledge							
Progressive Course: Management Information Systems							
Course Objectives:							
1.To understand the concepts and significance of the international business environment.							
2.To study the impact of economic, political and cultural factors on global business.							
3.To understand international trade theories and global institutions.							
4.To analyze foreign exchange systems and international financial environment.							
5.To develop knowledge about global business strategies and opportunities.							
Course Outcomes:							
CO1: Explain the nature, scope, and importance of the international business environment. (K2)							
CO2: Analyze the impact of political, economic, social, and cultural factors on international business. (K4)							
CO3: Apply international trade theories and the functions of global trade organizations to international business practices. (K3)							
CO4: Evaluate international financial systems and foreign exchange mechanisms in global business operations. (K5)							
CO5: Develop global business strategies for effective international operations and sustainable competitive advantage. (K5)							
Unit-I	INTRODUCTION TO INTERNATIONAL BUSINESS ENVIRONMENT					9 Hrs.	
Meaning and Definition of International Business – Nature and Scope – Importance of International Business – Domestic Business Vs International Business – Factors Influencing International Business Environment – Globalization and its Impact on Business – Multinational Corporations (MNCs) – Challenges in International Business.							
Unit-II	ECONOMIC AND POLITICAL ENVIRONMENT					9 Hrs.	
International Economic Environment – Economic Systems – Developed and Developing Economies – Political Environment and its Influence on International Business – Government Policies – Trade Barriers – Tariffs and Non-Tariff Barriers – Political Risk Analysis.							
Unit-III	INTERNATIONAL TRADE ENVIRONMENT					9 Hrs.	
International Trade Concepts – Theories of International Trade – Absolute Advantage Theory – Comparative Cost Theory – Heckscher-Ohlin Theory – Balance of Trade – Balance of Payments – Regional Economic Integration – Free Trade Agreements.							
Unit-IV	INTERNATIONAL FINANCIAL ENVIRONMENT					9 Hrs.	
Foreign Exchange Market – Exchange Rate Determination – Exchange Rate Systems – International Monetary System – Role of International Financial Institutions – International Monetary Fund (IMF) – World Bank Group – International Financial Markets.							
Unit-V	GLOBAL BUSINESS ENVIRONMENT AND STRATEGIES					9 Hrs.	
Cultural Environment and Business Practices – Cross Cultural Management – International Business Strategies – Entry Modes into Foreign Markets – Exporting, Licensing, Franchising and Joint Ventures – Emerging Trends in International Business – Digital Globalization.							

Text Book(s):

1. International Business: Environment and Operations – John D. Daniels, Lee H. Radebaugh & Daniel P. Sullivan, Pearson Education, 2019.
2. International Business – Charles W.L. Hill, McGraw Hill Education, 2021.
3. International Business Environment – Francis Cherunilam, Himalaya Publishing House, 2020.
4. International Business – P. Subba Rao, Himalaya Publishing House, 2017.

Reference Book(s):

1. International Business: Competing in the Global Marketplace – Charles W.L. Hill & Arun Kumar Jain, McGraw Hill Education, 2020.
2. Global Business Today – Charles W.L. Hill, McGraw Hill Education, 2021.
3. International Business – Ricky W. Griffin & Michael W. Pustay, Pearson Education, 2019.
4. International Economics – Paul R. Krugman, Maurice Obstfeld & Marc Melitz, Pearson Education, 2018.
5. International Business Environment – Sundaram & Black, Prentice Hall, 2016.

e Resources:

1. National Digital Library of India (NDLI) – Ministry of Education, Government of India, 2016 onwards
<https://ndli.iitkgp.ac.in>
2. SWAYAM – International Business Courses – Ministry of Education, Government of India, 2017 onwards
<https://swayam.gov.in>
3. MIT OpenCourseWare – International Business and Economics Courses – Massachusetts Institute of Technology, 2001 onwards
<https://ocw.mit.edu>
4. World Trade Organization (WTO) Resources – World Trade Organization, 1995 onwards
<https://www.wto.org>
5. International Monetary Fund (IMF) Publications – International Monetary Fund, 1945 onwards
<https://www.imf.org>

Relationship Matrix for COs, POs and PSOs

Semester	Course code		Title of the course									L	T	P	Credits
II	PBA26007		INTERNATIONAL BUSINESS ENVIRONMENT									3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	2	1	2	1	1	1	2	2	3	3	2	1.83	
CO2	3	3	2	2	3	2	1	1	2	3	3	3	3	2.42	
CO3	3	3	3	2	3	2	2	1	3	3	3	3	3	2.58	
CO4	3	3	3	3	3	2	2	2	3	3	3	3	3	2.75	
CO5	3	3	3	3	3	3	2	2	3	3	3	3	3	2.83	
	3.00	2.80	2.60	2.20	2.80	2.00	1.60	1.40	2.60	2.80	3.00	3.00	2.80	2.47	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
II	PBA26008	3	MANAGEMENT INFORMATION SYSTEM	DEC	3	0	0
Pre-Requisite: Global Business Knowledge							
Co- Requisite: Information Systems Concepts							
Progressive Course: Quality Management Principles							
Course Objectives:							
1.To understand the fundamentals of information systems and their role in business management.							
2.To study various types of information systems used for managerial decision-making.							
3.To understand functional management information systems in different business areas.							
4.To learn system analysis, design and database management concepts.							
5.To understand ERP, Business Intelligence and emerging technologies in MIS.							
Course Outcomes:							
CO1: Explain the concepts, components, and role of Management Information Systems in business organizations. (K2)							
CO2: Explain the functions and applications of different types of information systems, including TPS, DSS, and EIS. (K2)							
CO3: Apply Management Information System concepts in the functional areas of business management. (K3)							
CO4:. Apply Management Information System concepts in the functional areas of business management. (K3)							
CO5: Evaluate Enterprise Resource Planning (ERP) systems and emerging technologies for supporting business decision-making and organizational performance. (K5)							
Unit-I	INTRODUCTION TO INFORMATION SYSTEMS					9 Hrs.	
Introduction to Information Systems – Concept and Definition of MIS – Role of Information Systems in Management – Information Needs and Sources – Types of Management Decisions – Information Requirements – System Classification – Elements of System – Input, Process, Output and Feedback – Information Resource Management.							
Unit-II	TYPES OF INFORMATION SYSTEMS					9 Hrs.	
Transaction Processing System (TPS) – Office Automation System (OAS) – Knowledge Work System (KWS) – Management Information System (MIS) – Decision Support System (DSS) – Executive Information System (EIS) – Expert Systems – Information Systems for Managers.							
Unit-III	FUNCTIONAL MANAGEMENT INFORMATION SYSTEMS					9 Hrs.	
Functional Information Systems: Marketing Information System -Production / Operations Information System - Accounting Information System -Financial Information System -Human Resource Information System-Role of MIS in Business Functions – Improving Managerial Decision Making.							
Unit-IV	SYSTEM ANALYSIS, DESIGN AND DATABASE MANAGEMENT					9 Hrs.	
System Analysis and Design – Role of System Analyst – System Development Life Cycle (SDLC) – System Design – Agile Model – Waterfall Model – Spiral Model – Implementation and Maintenance of MIS.Database Systems – Database Components – Data Warehousing – Data Mining – Business Intelligence – Artificial Intelligence – Cyber Security – Cryptography.							
Unit-V	ENTERPRISE RESOURCE PLANNING AND EMERGING TECHNOLOGIES					9 Hrs.	
Enterprise Resource Planning (ERP) – ERP Implementation – Benefits of ERP – E-Commerce and E-Business Models – Internet of Things (IoT) – RFID Technology – Big Data – Blockchain Technology – Data Science Applications in Business.							

Text Book(s):

1. Management Information Systems: Conceptual Foundations, Structure and Development – Gordon B. Davis, McGraw Hill Education, 2018.
2. Management Information Systems: Managing the Digital Firm – Kenneth C. Laudon & Jane P. Laudon, Pearson Education, 2020.
3. Management Information Systems – James A. O'Brien & George M. Marakas, McGraw Hill Education, 2019.
4. Management Information System – C.V.S. Murthy, Himalaya Publishing House, 2025.

Reference Book(s):

- Management Information Systems – Robert G. Murdick, Joel E. Ross & James R. Claggett, PHI Learning, 2016.
2. Principles Management Information Systems – Gordon B. Davis & Margrethe H. Olson, McGraw Hill, 2015.
3. Management Information Systems: A Managerial Perspective – D.P. Goyal, Macmillan Publishers India, 2018.
4. Information Systems Management – James A. O'Brien, Tata McGraw Hill, 2017.

e Resources:

1. National Digital Library of India (NDLI) – Ministry of Education, Government of India, 2016 onwards
<https://ndl.iitkgp.ac.in>
2. SWAYAM – Management Information System Courses – Ministry of Education, Government of India, 2017 onwards
<https://swayam.gov.in>
3. MIT OpenCourseWare – Information Technology and Management Courses – Massachusetts Institute of Technology, 2001 onwards
<https://ocw.mit.edu>
4. IBM Knowledge Center – Information Systems and Technology Resources – IBM, 1990 onwards
<https://www.ibm.com/docs>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
II	PBA26008			MANAGEMENT INFORMATION SYSTEM								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programm e Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	2	1	2	1	1	1	2	2	3	3	2	1.83	
CO2	3	3	2	2	3	2	1	1	2	3	3	3	3	2.42	
CO3	3	3	3	2	3	2	2	1	3	3	3	3	3	2.58	
CO4	3	3	3	3	3	2	2	2	3	3	3	3	3	2.75	
CO5	3	3	3	3	3	3	2	2	3	3	3	3	3	2.83	
	3.00	2.80	2.60	2.20	2.80	2.00	1.60	1.40	2.60	2.80	3.00	3.00	2.80	2.47	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
II	PBA26009	3	TOTAL QUALITY MANAGEMENT	DEC	3	0	0
Pre-Requisite: Information Systems Concepts							
Co-Requisite: Quality Management Practices							
Progressive Course: Event Management Skills							
Course Objectives:							
1. To understand the foundational concepts of Total Quality Management, evolution frameworks, and historical pioneer philosophies.							
2. To learn systemic organizational principles, leadership dynamics, continuous process changes, and supplier selection tools.							
3. To understand statistical process control parameters, operational data variables, and traditional quality control tools.							
4. To gain knowledge on the House of Quality layout, total productive maintenance steps, and alternative Six Sigma methodologies.							
5. To analyze quality management system standards, execution paths, compliance documentation requirements.							
Course Outcomes:							
CO1: Explain the foundational principles, frameworks, cultural pillars, and quality philosophies of Total Quality Management. (K2)							
CO2: Apply modern quality management principles, including Kaizen, 5S, strategic quality metrics, and performance appraisal frameworks. (K3)							
CO3: Analyze quality engineering techniques such as Quality Function Deployment (QFD), Failure Mode and Effects Analysis (FMEA), and Six Sigma methodologies for continuous improvement. (K4)							
CO4: Evaluate industrial processes using statistical quality control techniques, process capability analysis, and quality control charts. (K5)							
CO5: Implement quality management systems based on ISO 9001 and ISO 14000 standards through structured auditing and system implementation practices. (K5)							
Unit-I	INTRODUCTION						9 Hrs.
Evolution of Quality, Quality Definition, Need for Quality, Dimensions of Product and Service Quality, Basic Concepts of TQM, TQM Framework, Quality Philosophies, Contributions of Deming, Juran and Crosby, Feiganbaum, Ishikawa and Taguchi, Barriers to TQM, Quality Statements, Customer Focus, Customer Orientation, Customer satisfaction, Customer Complaints, Customer Retention, Costs of Quality.							
Unit-II	TQM PRINCIPLES						9 Hrs.
Leadership, Strategic Quality Planning, Quality Councils, Employee Involvement, Motivation, Empowerment, Team and Teamwork, Quality Circles Recognition and Reward, Performance Appraisal, Continuous Process Improvement, PDCA Cycle, 5S, Kaizen, SupplierPartnership, Partnering, Supplier Selection, Supplier Rating.							
Unit-III	STATISTICAL PROCESS CONTROL						9 Hrs.
Statistical Fundamentals such as Mean and Standard Deviation, Chance and Assignable Causes, Control Charts for Variables, Process Capability Analysis such as Cp and Cpk, Seven basic (Traditional) Quality Control Tools: 1) Check Sheets (Tally Sheet) 2) Stratification (Alternatively, Flowchart or Run-chart) (Trend Analysis) 3) Histograms 4) Pareto Chart (80-20 Rule) 5) Cause-and-Effect Diagrams (Fishbone or Ishikawa Diagram) 6) Scatter Diagrams 7)Control charts.							
Unit-IV	TOOLS AND TECHNIQUES						9 Hrs.
Quality Functions Development (QFD), Benefits, Voice of Customer,Information Organization, House of Quality (HOQ), Building a HOQ, QFD Process, Taguchi Method and Quality Loss function, Failure Mode Effect Analysis (FMEA): Requirements of Reliability, Failure rate, Total Productive Maintenance (TPM), Seven New Management ToolsforProcessImprovement: Affinitydiagram, Interrelationship Diagram, Tree Diagram, Matrix Diagram, Matrix Data							

Analysis, Arrow Diagram, Process Decision program Chart, Benchmarking and POKA YOKE, Six Sigma, Methodologies: DMAIC, DFSS, Six Sigma Belts, Quality Circles.

Unit-V QUALITY MANAGEMENT SYSTEMS

9 Hrs.

Introduction, Benefits of ISO Registration, ISO 9000 Series of Standards, ISO 9001, Requirements, Implementation, Documentation, Writing MBA-Academic Regulations and Syllabus-MLR22 MLR Institute of Technology Page 14 the Documents, Quality Auditing, TQM Culture, Quality Auditing, QS 9000, ISO 14000, Concepts, Requirements and Benefits, TQM Implementation in Manufacturing and Service Sectors.

Text Book(s):

1. Total Quality Management – Besterfield, Dale H., Besterfield-Michna, Carol, Besterfield, Glen H., Besterfield-Sacre, Mary, Urdhware, Hemant, & Urdhware, Rashmi, Pearson Education.
2. Total Quality Management: Text and Cases – Shridhara Bhat, K., Himalaya Publishing House.
3. Total Quality Management – Suganthi, L., & Anand Samuel, A., PHI Learning.
4. Quality Management: Creating Competitive Advantage – Summers, Donna C. S., Prentice Hall.
5. Statistical Quality Control – Mahajan, M., Dhanpat Rai & Co.

Reference Book(s):

1. The Quality Toolbox – Tague, Nancy R., ASQ Quality Press.
2. Quality Function Deployment: How to Make QFD Work for You – Cohen, Lou, Addison-Wesley.
3. Juran's Quality Handbook – Juran, J.M., & Gryna, F.M., McGraw Hill.
4. What is Six Sigma? – Pande, Peter S., & Holpp, Lawrence, McGraw Hill.

e Resources:

1. SWAYAM – Total Quality Management Course Framework – <https://swayam.gov.in>
2. NPTEL – Quality Design and Control Lectures – <https://nptel.ac.in>
3. American Society for Quality (ASQ) Knowledge Center – <https://asq.org>
4. e-PG Pathshala (Production and Operations Modules) – <https://epgp.inflibnet.ac.in>
5. National Digital Library of India (NDLI) – <https://ndli.iitkgp.ac.in>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
II	PBA26009			TOTAL QUALITY MANAGEMENT								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	2	2	2	1	2	1	2	2	3	3	2	2.00	
CO2	3	3	2	3	2	2	2	2	3	2	3	3	3	2.50	
CO3	3	3	3	3	2	1	1	1	2	2	3	3	3	2.25	
CO4	3	3	3	3	3	2	2	2	3	3	3	3	3	2.75	
CO5	3	2	2	3	3	3	3	3	2	3	3	3	3	2.75	
	3.00	2.60	2.40	2.80	2.40	1.80	2.00	1.80	2.40	2.40	3.00	3.00	2.80	2.45	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
II	PBA26010	3	EVENT MANAGEMENT	DEC	3	0	0
Pre-Requisite: Event Management Skills							
Co- Requisite: Information Management Concepts							
Progressive Course: Service Marketing Strategies							
Course Objectives:							
1. To provide an understanding of the principles and concepts of event management.							
2. To familiarize students with different types of events and their characteristics.							
3. To develop skills in planning, organizing, and coordinating events effectively.							
4. To impart knowledge on event budgeting, marketing, and risk management.							
5. To enable students to design and manage successful events that meet organizational and customer objectives.							
Course Outcomes:							
CO1: Explain the structure, principles, and code of ethics governing event management practices. (K2)							
CO2: Apply event planning techniques, regulations, and operational procedures for successful event execution. (K3)							
CO3: Analyze event marketing strategies, planning processes, and promotional techniques for effective event management. (K4)							
CO4: Evaluate professional practices and managerial skills required for organizing and managing successful events. (K5)							
CO5: Evaluate safety measures, risk management practices, and security protocols to ensure effective and safe event management. (K5)							
Unit-I	EVENT CONTEXT						9 Hrs.
History & Evolution – Types of events – MICE – Types of Meeting, Trade Shows, Conventions, Exhibitions - Structure of event industry – Event Management as a profession – Perspectives on event : Government, Corporate & Community – Code of Ethics.							
Unit-II	EVENT PLANNING & LEGAL ISSUES						9 Hrs.
Conceptualizing the event - Host, sponsor, Media, Guest, Participants, Spectators - Crew–Design of concept– Theme and content development - Visualization–Event objectives – Initial planning– Budgeting - Event design and budget checklist - Preparation of functional sheets – Timing – Contracts and Agreements - Insurance, Regulation, License and Permits - – Negotiation.							
Unit-III	EVENT MARKETING						9 Hrs.
Role of Strategic Marketing Planning – Pricing Marketing Communication Methods & budget - Elements of marketing communication – Managing Marketing Communication - Role of Internet – Sponsorship – Event sponsorship – Strategy –Managing Sponsorships –Measuring & Evaluating sponsorship.							
Unit-IV	EVENT OPERATION						9 Hrs.
Site Selection – Types of location – Venue Requirements - Room, Stage, Audi - Visual, Lighting, Performers, Decors, Caterer, Photography & Videography - Protocols - Guest list - Guest demographics – Children at event – Invitation – Media – Freelance Event Operation –Road show – Food Beverage – Entertainment – Event Logistics – Supply of facilities – Onsite logistics – Control of event logistics – Evaluation & Logistics.							
Unit-V	SAFETY & EVENT EVALUATION						9 Hrs.

Risk assessment – Safety officer, Medical Manager – Venue, Structural safety –Food safety– Occupational safety – Fire Prevention – Sanitary facilities – Vehicle traffic – Waste Management. Event Impact- Event Evaluation Process – Service Quality - Customer Satisfaction.

Text Book(s):

- 1 Van der Wagen, L. (2014). Event Management for Tourism, Cultural, Business and Sporting Events. 4th Edition. Pearson Education.
- 2 Allen, J. (2014). Event Planning. 2nd Edition. John Wiley & Sons, Canada.
- 3 Bowdin, A. J., Allen, J., O'Toole, W., Harris, R., and McDonnell, I. (2018). Events Management. 4th Edition. Routledge.
- 4 Van der Wagen, L., and Carlos, B. R. (2015). Successful Event Management. Cengage Learning.
5. Beech, J., Kaiser, S., and Kaspar, R. (2014). The Business of Events Management. Pearson Education.

Reference Book(s):

1. Silvers, J. R. (2012). Professional Event Coordination. 2nd Edition. Wiley.
2. Allen, J. (2014). Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management. Wiley.
3. Kilkenny, S. (2011). The Complete Guide to Successful Event Planning. Atlantic Publishing Group.
4. Allison, S. (2010). The Event Marketing Handbook: Beyond Logistics and Planning. Wiley Event Management Series.
5. Goldblatt, J. J. (2014). Special Events: Creating and Sustaining a New World for Celebration. 8th Edition. Wiley.

e Resources:

1. Event Industry News: <https://www.eventindustrynews.com/>
2. Meeting Professionals International (MPI): <https://www.mpi.org/>
3. International Live Events Association (ILEA): <https://www.ileahub.com/>
4. NPTEL Courses: <https://nptel.ac.in/>
5. SWAYAM Online Courses: <https://swayam.gov.in/>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
II	PBA26010			EVENT MANAGEMENT								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	2	1	1	1	1	1	2	2	2	3	2	1.77	
CO2	3	3	3	2	2	1	1	2	2	2	2	3	3	2.23	
CO3	3	3	3	3	2	2	1	2	2	2	2	3	3	2.38	
CO4	3	3	3	3	3	2	2	2	3	3	3	3	3	2.69	
CO5	3	2	2	2	2	3	2	2	3	3	3	3	2	2.46	
	3.00	2.60	2.60	2.20	2.00	1.80	1.40	1.80	2.40	2.40	2.40	3.00	2.60	2.31	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
II	PBA26011	3	INFORMATION MANAGEMENT	DEC	3	0	0
Pre-Requisite: Event Management Skills							
Co- Requisite: Information Management Concepts							
Progressive Course: Service Marketing Strategies							
Course Objectives:							
1.Understand the concepts, processes, and importance of information management in business organizations.							
2.Develop the ability to collect, organize, store, and manage organizational information effectively.							
3.Apply information systems and digital technologies to support managerial decision-making.							
4.Apply information systems and digital technologies to support managerial decision-making.							
5.Utilize information management tools to improve organizational efficiency and strategic performance.							
Course Outcomes:							
CO1: Explain the fundamentals of information management and its role in business organizations. (K2)							
CO2: Apply information management techniques and information systems to support business operations and managerial decision-making. (K3)							
CO3: Analyze organizational information requirements using databases, digital technologies, and knowledge management practices. (K4)							
CO4: Evaluate information security, data governance, privacy, and ethical issues in managing organizational information. (K5)							
CO5: Design information management solutions that enhance organizational performance, innovation, and competitive advantage. (K5)							
Unit-I	FUNDAMENTALS OF INFORMATION MANAGEMENT					9 Hrs.	
Introduction to Information Management – Data, Information, and Knowledge – Information Life Cycle – Types and Sources of Information – Information Quality – Information as a Strategic Resource – Role of Information Management in Business Organizations.							
Unit-II	INFORMATION SYSTEMS AND DATABASE MANAGEMENT					9 Hrs.	
Management Information Systems – Transaction Processing Systems – Decision Support Systems – Executive Information Systems – Database Concepts – Database Management Systems (DBMS) – Cloud-Based Information Systems – Enterprise Resource Planning (ERP).							
Unit-III	Information Analysis And Knowledge Management					9 Hrs.	
Information Collection and Processing – Business Intelligence – Data Visualization – Knowledge Management – Organizational Learning – Document Management Systems – Digital Collaboration Tools – Information Sharing Practices.							
Unit-IV	INFORMATION SECURITY AND DATA GOVERNANCE					9 Hrs.	
Information Security Concepts – Cybersecurity Basics – Data Privacy – Data Governance – Risk Management – Business Continuity – Ethical and Legal Issues in Information Management – Regulatory Compliance.							
Unit-V	EMERGING TRENDS IN INFORMATION MANAGEMENT					9 Hrs.	
Introduction, Benefits of ISO Registration, ISO 9000 Series of Standards, ISO 9001, Requirements, Implementation, Documentation, Writing MBA-Academic Regulations and Syllabus-MLR22 MLR Institute of Technology Page 14 the Documents, Quality Auditing, TQM Culture, Quality Auditing, QS 9000, ISO 14000, Concepts, Requirements and Benefits, TQM Implementation in Manufacturing and Service Sectors.							

Text Book(s):

1. Laudon, K. C., & Laudon, J. P., Management Information Systems: Managing the Digital Firm, Pearson.
2. Turban, E., Pollard, C., & Wood, G., Information Technology for Management, Wiley.
3. Stair, R., & Reynolds, G., Principles of Information Systems, Cengage Learning.
4. O'Brien, J. A., & Marakas, G. M., Management Information Systems, McGraw-Hill.
5. Pearlson, K. E., Saunders, C. S., & Galletta, D. F., Managing and Using Information Systems, Wiley.

Reference Book(s):

1. Galliers, R. D., & Leidner, D. E., Strategic Information Management, Routledge.
2. Awad, E. M., & Ghaziri, H. M., Knowledge Management, Pearson.
3. Bose, R., Information Management, Vikas Publishing.
4. Haag, S., & Cummings, M., Management Information Systems for the Information Age, McGraw-Hill.
5. Ralph M. Stair & George W. Reynolds, Fundamentals of Information Systems, Cengage Learning.

e Resources:

1. NPTEL – Management Information Systems – <https://nptel.ac.in>
2. SWAYAM – Information Systems and Digital Business – <https://swayam.gov.in>
3. e-PG Pathshala – Information Systems and Management – <https://epgp.inflibnet.ac.in>
4. Microsoft Learn – Data and Information Management – <https://learn.microsoft.com>
5. OpenStax – Information Systems and Business Resources – <https://openstax.org>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
II	PBA26011			INFORMATION MANAGEMENT								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	2	2	2	1	2	1	2	2	3	3	2	2.00	
CO2	3	3	2	3	2	2	2	2	3	2	3	3	3	2.50	
CO3	3	3	3	3	2	1	1	1	2	2	3	3	3	2.25	
CO4	3	3	3	3	3	2	2	2	3	3	3	3	3	2.75	
CO5	3	2	2	3	3	3	3	3	2	3	3	3	3	2.75	
	3.00	2.60	2.40	2.80	2.40	1.80	2.00	1.80	2.40	2.40	3.00	3.00	2.80	2.45	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
II	PBA26012	3	SERVICE MARKETING	DEC	3	0	0
Pre-Requisite: Information Management Skills							
Co- Requisite: Service Marketing Concepts							
Progressive Course: Managerial Communication Skills							
Course Objectives:							
1. To define the fundamental concepts, characteristics, classification, and significance of services and services marketing.							
2. To explain the service marketing mix, customer expectations, service quality dimensions, and customer satisfaction in service organizations.							
3.To apply customer relationship management (CRM), complaint handling, and service recovery techniques to improve customer relationships.							
4.To analyze service quality gaps, service delivery systems, and the financial implications of service quality improvement across various service sectors.							
5.To evaluate and formulate customer-centric service marketing strategies by integrating digital technologies, CRM practices, and quality management for achieving sustainable competitive advantage.							
Course Outcomes:							
CO1: Explain the concepts, characteristics, classification, and importance of services and services marketing in the business environment. (K2)							
CO2:Apply the service marketing mix, service design, and customer relationship management (CRM) principles to enhance service delivery and customer satisfaction. (K3)							
CO3: Analyze customer expectations, service quality gaps, complaint handling mechanisms, and service recovery strategies for improving service performance. (K4)							
CO4: Evaluate strategic service marketing practices, demand and capacity management, and service quality initiatives across different service sectors. (K5)							
CO5: Develop customer-centric service marketing strategies by integrating digital technologies, quality management, and relationship marketing to achieve organizational excellence. (K5)							
Unit-I	INTRODUCTION TO SERVICES MARKETING						9 Hrs.
Marketing of Services - Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services - Classification of Services - Designing the Service Blueprinting, Using Technology - Developing Human Resources - Building Service Aspirations.							
Unit-II	SERVICES MARKETING MIX						9 Hrs.
Marketing mix in services marketing - The seven Ps - Product Decisions - Pricing Strategies and Tactics - Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process – Internet as a service channel.							
Unit-III	STRATEGIC SERVICES MARKETING						9 Hrs.
Delivering Quality Services - Causes of Service-Quality Gaps - The Customer Expectations versus Perceived Service Gap - Factors and Techniques to Resolve this Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap Key Factors and Strategies for Closing the Gap - Developing Appropriate and Effective Communication about Service Quality.							
Unit-IV	SERVICE QUALITY MANAGEMENT						9 Hrs.
Delivering Quality Services - Causes of Service-Quality Gaps - The Customer Expectations versus Perceived Service Gap - Factors and Techniques to Resolve this Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap Key Factors and Strategies for Closing the Gap - Developing Appropriate and Effective Communication about Service Quality.							
Unit-V	APPLICATIONS OF SERVICES MARKETING						9 Hrs.

Marketing of Services with special reference to Financial Services - Health Services - Hospitality Services including Travel, Hotels and Tourism - Professional Services - Public Utility Services - Communication Services - Educational Services.

Text Book(s):

1. Christopher H. Lovelock and Jochen Wirtz, Services Marketing: People, Technology and Strategy, 9th Edition, Pearson Education, 2022.
2. Valarie A. Zeithaml, Mary Jo Bitner and Dwayne D. Gremler, Services Marketing: Integrating Customer Focus Across the Firm, 8th Edition, McGraw-Hill Education, 2021.
3. K. Douglas Hoffman and John E. G. Bateson, Services Marketing: Concepts, Strategies and Cases, 6th Edition, Cengage Learning, 2020.
3. Helen Woodruffe, Services Marketing, Macmillan Education, 2018.
4. S. M. Jha, Services Marketing, Himalaya Publishing House, 2019.

Reference Book(s):

1. Adrian Payne, The Essence of Services Marketing, Pearson Education, 2017.
2. Christian Grönroos, Service Management and Marketing: Managing the Moments of Truth in Service Competition, 5th Edition, Wiley, 2022.
3. Rajendra Nargundkar, Services Marketing: Text and Cases, McGraw-Hill Education, 2018.
4. Ravi Shankar, Services Marketing: The Indian Perspective, Excel Books, 2019.
5. C. Bhattacharjee, Services Marketing, Excel Books, 2018.

e Resources:

1. NPTEL – Marketing Management and Services Marketing <https://nptel.ac.in>
2. SWAYAM – Marketing and Service Management Courses <https://swayam.gov.in>
3. e-PG Pathshala – Marketing Management <https://epgp.inflibnet.ac.in>
4. Pearson Higher Education Resources <https://www.pearson.com>
5. American Marketing Association (AMA) <https://www.ama.org>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
II	PBA26012			SERVICE MARKETING								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	2	2	2	1	2	1	2	2	3	3	2	2.00	
CO2	3	3	2	3	2	2	2	2	3	2	3	3	3	2.50	
CO3	3	3	3	3	2	1	1	1	2	2	3	3	3	2.25	
CO4	3	3	3	3	3	2	2	2	3	3	3	3	3	2.75	
CO5	3	2	2	3	3	3	3	3	2	3	3	3	3	2.75	
	3.00	2.60	2.40	2.80	2.40	1.80	2.00	1.80	2.40	2.40	3.00	3.00	2.80	2.45	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
I	PBA26901	3	HUMAN RESOURCE MANAGEMENT	MDC	3	0	0
Pre-Requisite: NIL							
Co- Requisite: Employee Relations							
Progressive Course: NIL							
Course Objectives:							
5. To understand the foundational concepts, functions, and evolving strategic role of Human Resource Management.							
6. To learn the mechanics of human resource planning, job analysis, and modern sourcing and selection strategies.							
7. To understand the corporate methods of employee training, executive development, and career path design.							
8. To gain knowledge on performance appraisal methodologies, compensation structuring, and employee metrics.							
9. To analyze industrial relations frameworks, collective bargaining, and modern employee welfare and separation practices.							
Course Outcomes:							
CO1: Explain the core principles of Human Resource Management, workforce demographics, and strategic HR alignment. (K2)							
CO2: Apply job analysis, manpower planning, and recruitment techniques to meet organizational workforce requirements. (K3)							
CO3: Analyze corporate training needs and executive development systems to enhance employee performance. (K4)							
CO4: Evaluate performance appraisal methods and compensation management systems for organizational effectiveness. (K5)							
CO5: Evaluate grievance handling procedures, industrial dispute resolution, and employee separation practices in organizations. (K5)							
Unit-I	FOUNDATIONS OF HUMAN RESOURCE MANAGEMENT						9 Hrs.
HRM: Definition, Nature, Scope, and Objectives – Evolution of Human Resource Management – Functions of an HR Manager – Strategic HRM – Evolving Role of HR in the Digital Era – Personnel Management vs. HRM – HR Policies and Procedures – Managing Workforce Diversity and Inclusion.							
Unit-II	HUMAN RESOURCE PLANNING & TALENT ACQUISITION						9 Hrs.
Human Resource Planning (HRP): Concept, Process, and Barriers – Job Analysis: Job Description and Job Specification – Recruitment: Sourcing Channels, Traditional vs. E-Recruitment Methods – Selection: Process, Types of Employment Tests, and Executive Interview Techniques – Placement, Induction, and Socialization Programs.							
Unit-III	TRAINING, DEVELOPMENT & CAREER MANAGEMENT						9 Hrs.
Training: Meaning, Needs Assessment (TNA), Methods of Training (On-the-job and Off-the-job) – Evaluation of Training Effectiveness (Kirkpatrick Model) – Executive and Management Development Programs – Talent Management – Career Planning and Succession Planning – Employee Engagement and Retention Frameworks.							
Unit-IV	PERFORMANCE MANAGEMENT & COMPENSATION						9 Hrs.
Performance Appraisal: Concept, Objectives, and Process – Methods of Appraisal: Traditional vs. Modern Techniques (360-Degree, MBO, Balanced Scorecard) – Performance Appraisals Bias – Job Evaluation Methods – Wage and Salary Administration: Components of Executive Compensation –Incentives, Fringe Benefits, and Reward Systems.							
Unit-V	INDUSTRIAL RELATIONS & EMPLOYEE WELFARE						9 Hrs.
Industrial Relations: Concept, Importance, and Approaches – Industrial Disputes: Causes, Prevention, and Settlement Machinery – Collective Bargaining: Process and Significance – Grievance Redressal Procedure – Disciplining and Domestic Enquiry – Employee Welfare, Safety,							

and Health Measures – Employee Separation: Retirement, Resignation, Layoff, Retrenchment, and Dismissal.

Text Book(s):

1. Aswathappa, K., Human Resource Management: Text and Cases, Tata McGraw-Hill.
 2. Dessler, Gary, & Varkkey, Biju, Human Resource Management, Pearson Education.
 3. Rao, V. S. P., Human Resource Management: Text and Cases, Excel Books.
 4. Ivancevich, John M., Human Resource Management, Tata McGraw-Hill.
- Mamoria, C. B., & Gankar, S. V., A Textbook of Human Resource Management, Himalaya Publishing House.

Reference Book(s):

1. Armstrong, Michael, & Taylor, Stephen, Armstrong's Handbook of Human Resource Management Practice, Kogan Page.
 2. Cascio, Wayne, Managing Human Resources: Productivity, Quality of Work Life, Profits, McGraw-Hill.
 3. Gomez-Mejia, Luis R., Balkin, David B., & Cardy, Robert L., Managing Human Resources, Pearson Education.
 4. Ivancevich, John M., Human Resource Management, Tata McGraw-Hill.
- Mamoria, C. B., & Gankar, S. V., A Textbook of Human Resource Management, Himalaya Publishing House.

e Resources:

1. SWAYAM – Human Resource Management Course Framework – <https://swayam.gov.in>
2. NPTEL – Strategic Human Resource Management Lecture Series – <https://nptel.ac.in>
3. e-PG Pathshala (Human Resource Management Modules) – <https://epgp.inflibnet.ac.in>
4. National Digital Library of India (NDLI) – <https://ndl.iitkgp.ac.in>
5. Society for Human Resource Management (SHRM) Insights – <https://www.shrm.org>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
I	PBA26901			HUMAN RESOURCE MANAGEMENT								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	2	1	1	1	1	1	2	2	2	3	2	1.77	
CO2	3	3	3	3	2	1	1	2	2	2	2	3	3	2.31	
CO3	3	3	2	2	2	1	1	1	2	2	2	3	2	2.00	
CO4	3	3	3	3	3	2	1	2	2	3	3	3	3	2.62	
CO5	3	2	2	2	2	3	1	1	2	3	3	3	2	2.23	
	3.00	2.60	2.40	2.20	2.00	1.60	1.00	1.40	2.00	2.40	2.40	3.00	2.40	2.19	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
II	PBA26902	3	EVENT MANAGEMENT	MDC	3	0	0
Pre-Requisite: NIL							
Co- Requisite: Event Coordination							
Progressive Course: NIL							
Course Objectives:							
1. To provide students with a comprehensive understanding of event management concepts and practices.							
2. To develop skills in planning, organizing, and executing various types of events.							
3. To familiarize students with event marketing, sponsorship, budgeting, and risk management.							
4. To impart knowledge on logistics, operations, and technology used in event management.							
5. To enable students to evaluate emerging trends and sustainable practices in the event industry.							
Course Outcomes:							
CO1: Explain the concepts, scope, and significance of event management. (K2)							
CO2: Apply event planning and organizational techniques for successful event execution. (K3)							
CO3: Develop event marketing, sponsorship, and financial management strategies. (K5)							
CO4: Manage event operations, logistics, and risk management effectively. (K3)							
CO5: Evaluate emerging trends, sustainability practices, and innovations in event management. (K5)							
Unit-I	INTRODUCTION TO EVENT MANAGEMENT						9 Hrs.
Meaning and Definition of Event Management – Nature and Scope of Events – Importance of Event Management – Types of Events (Corporate, Social, Cultural, Sports, Entertainment, Educational) – Event Industry Overview – Event Management Process – Roles and Responsibilities of Event Managers Professional Ethics in Event Management.							
Unit-II	EVENT PLANNING AND ORGANIZATION						9 Hrs.
Event Planning Process – Setting Event Objectives – Event Concept Development – Event Proposal Preparation – Venue Selection – Event Scheduling and Time Management – Resource Planning – Event Team Formation – Vendor Management – Event Documentation.							
Unit-III	EVENT MARKETING AND FINANCIAL MANAGEMENT						9 Hrs.
Event Marketing Strategies – Event Branding – Sponsorship Management – Public Relations – Media Planning – Budget Preparation – Cost Control – Revenue Generation – Ticketing Management – Financial Evaluation of Events.							
Unit-IV	EVENT OPERATIONS AND RISK MANAGEMENT						9 Hrs.
Event Logistics Management – Registration and Guest Management – Crowd Management – Security Management – Health and Safety Measures – Legal and Regulatory Requirements – Risk Assessment Crisis and Contingency Planning – Technology in Event Management.							
Unit-V	EMERGING TRENDS AND SUSTAINABLE EVENT MANAGEMENT						9 Hrs.
Digital and Virtual Events – Hybrid Events – Sustainable Event Practices – Green Event Management – Event Analytics – Customer Experience Management – Innovation in Events – Challenges in Event Management – Future Trends in Event Industry.							

Text Book(s):

1. Goldblatt, Joe, *Special Events: Creating and Sustaining a New World for Celebration*, 9th Edition,

Wiley, 2022.

2. Shone, Anton & Parry, Bryn, *Successful Event Management*, 6th Edition, Cengage Learning, 2022.
3. Tum, Julia, Norton, Philippa & Wright, J. Nevan, *Management of Event Operations*, Routledge, 2021.
4. Bowdin, Glenn et al., *Events Management*, 5th Edition, Routledge, 2023.
5. Silvers, Julia Rutherford, *Risk Management for Meetings and Events*, Butterworth-Heinemann, 2021.

Reference Book(s):

1. Ferdinand, Nicole & Kitchin, Paul J., *Events Management: An International Approach*, Sage Publications, 2022.
2. Getz, Donald & Page, Stephen J., *Event Studies: Theory, Research and Policy for Planned Events*, Routledge, 2021.
3. Allen, Johnny et al., *Festival and Special Event Management*, Wiley, 2021.
4. Raj, Razaq, Walters, Paul & Rashid, Tahir, *Events Management: Principles and Practice*, Sage Publications, 2023.
5. Rogers, Tony & Davidson, Rob, *Marketing Destinations and Venues for Conferences, Conventions and Business Events*, Routledge, 2020.

e Resources:

1. [EventMB \(Event Manager Blog\)](#)
2. [Meeting Professionals International \(MPI\)](#)
3. [Eventbrite Resources](#)
4. [SWAYAM](#)
5. [NPTEL Management Courses](#)

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
II	PBA26902			EVENT MANAGEMENT								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	2	2	1	2	1	1	2	1	2	2	2	2	2	1.69	
CO2	3	3	2	3	2	1	2	1	3	3	2	3	2	2.31	
CO3	3	3	3	3	3	2	2	1	3	3	3	3	3	2.69	
CO4	3	3	3	3	3	3	2	2	2	2	3	3	3	2.69	
CO5	2	2	2	2	2	3	3	3	3	3	3	3	3	2.62	
	2.60	2.60	2.20	2.60	2.20	2.00	2.20	1.60	2.60	2.60	2.60	2.80	2.60	2.40	

