



VIT[®]

Vellore Institute of Technology
(Deemed to be University under section 3 of UGC Act, 1956)

VIT Business School

Master of Business Administration (MBA)

CURRICULUM & SYLLABUS

VIT Vision

“Transforming life through excellence in education and research”.

Mission of VIT Business School

“To develop innovative, globally competitive and socially responsible Leaders”.

Programme Learning Goals

1. Graduates will be original thinkers and creative problem solvers.
2. Graduates will compete in multi-cultural environments.
3. Graduates will make responsible decisions, considering stakeholders' interest.
4. Graduates will analyse the managerial situations and communicate effectively to foster participative team work

Programme Learning Objectives

1. Students will be able to co-create unique ideas, products and solutions
2. Students will be able to make decisions under constraints.
3. Students will be able to comprehend global trends influencing the business environment.
4. Students will be able to formulate competitive strategies for the digital market places
5. Students will be able to analyse decisions using ethical frameworks for achieving stakeholder welfare.
6. Students will be able to identify business problems and formulate alternative courses of action
7. Students will be able to systematically apply qualitative and quantitative techniques to solve business problems
8. Students will be able to articulate (oral and written) ideas to aid decision making
9. Students will be able to appreciate stakeholder and team involvement in executing decisions

Master of Business Administration

VIT Business School

Programme Credit Structure		Credits		Finance							
Discipline Core Courses		60		PMBA615L	Security Analysis and Portfolio Management	3	0	0	3		
Discipline Elective Courses		30		PMBA616L	Financial Econometrics	3	0	0	3		
Internship/Field work		06		PMBA617L	Digital Banking Systems	3	0	0	3		
Total Graded Credit Requirement		96		PMBA618L	FinTech-I	3	0	0	3		
Discipline Core Courses		60		PMBA619L	Global Financial Markets	3	0	0	3		
		L	T	P	C	PMBA620L	Fixed Income Securities	3	0	0	3
PMBA501L	Organisational Behaviour	3	0	0	3	PMBA621L	Financial Derivatives	3	0	0	3
PMBA502L	Managerial Economics	3	0	0	3	PMBA622L	AI for Finance	2	0	2	3
PMBA503L	Accounting for Managerial Practices	2	1	0	3	PMBA623L	International Trade and Practices	3	0	0	3
PMBA504L	Quantitative Techniques	2	1	0	3	PMBA624L	Business Valuation	3	0	0	3
PMBA505L	Information Systems	3	0	0	3	PMBA625L	FinTech-II	3	0	0	3
PMBA506L	Marketing Management	3	0	0	3	PMBA626L	Risk Management and Insurance	3	0	0	3
PMBA507L	Legal Aspects of Business	3	0	0	3	PMBA627L	Behavioural Finance	3	0	0	3
PMBA508N	Career Management-I	3	0	0	3	PMBA628L	Wealth Management	3	0	0	3
PMBA509L	Human Resource Management	3	0	0	3						
PMBA510L	Macro Economics and Business Environment	3	0	0	3						
PMBA511L	Operations Management	2	1	0	3	HR					
PMBA512L	Business Research Methods	3	0	0	3	PMBA629L	Performance Management and Competency Mapping	3	0	0	3
PMBA513L	Financial Management	2	1	0	3	PMBA630L	Organisational Change and Development	3	0	0	3
PMBA514L	Entrepreneurship Development	3	0	0	3	PMBA631L	Learning and Development	3	0	0	3
PMBA515E	Business Analytics	2	0	2	3	PMBA632L	Digital HRM	3	0	0	3
PMBA516N	Career Management-II	3	0	0	3	PMBA633L	Leadership and Team Building	3	0	0	3
PMBA517L	Strategic Management	3	0	0	3	PMBA634L	Talent Management	3	0	0	3
PMBA518L	Innovation and Design Thinking	3	0	0	3	PMBA635L	Industrial Relations and Labour Laws	3	0	0	3
PMBA519L	Corporate Governance and Social Responsibility	3	0	0	3	PMBA636L	Knowledge Management	3	0	0	3
PMBA520L	Society and Business	3	0	0	3	PMBA637L	Application of AI in HRM	3	0	0	3
						PMBA638L	Strategic HRM	3	0	0	3
Discipline Elective Courses		30				PMBA639L	Global HRM	3	0	0	3
Marketing						PMBA640L	Compensation Management	3	0	0	3
PMBA601L	Consumer Behaviour	3	0	0	3	PMBA641L	Stress Management	3	0	0	3
PMBA602L	Sales and Distribution Management	3	0	0	3	PMBA642L	Cross Cultural Management	3	0	0	3
PMBA603L	Digital Marketing	3	0	0	3	Operations					
PMBA604L	Integrated Marketing Communication	3	0	0	3	PMBA643L	Project Management	3	0	0	3
PMBA605L	New Product Development	3	0	0	3	PMBA644L	Operations Research	3	0	0	3
PMBA606L	Services Marketing	3	0	0	3	PMBA645L	Total Quality Management	3	0	0	3
PMBA607L	Retail Management	3	0	0	3	PMBA646L	Warehouse Management	3	0	0	3
PMBA608L	Brand Management	3	0	0	3	PMBA647L	Materials Management	3	0	0	3
PMBA609L	Neuro Marketing	3	0	0	3	PMBA648L	Logistics Management	3	0	0	3
PMBA610L	Health Care Marketing	3	0	0	3	PMBA649L	Supply chain Management	3	0	0	3
PMBA611L	Rural Marketing	3	0	0	3	PMBA650L	Lean Management and Six Sigma	3	0	0	3
PMBA612L	International Marketing	3	0	0	3						
PMBA613L	Pricing and Revenue Management	3	0	0	3						
PMBA614L	e-Commerce Marketing	3	0	0	3						

PMBA651L	Sustainability Management	3	0	0	3	PMBA661L	Data Visualisation and Story telling	2	0	2	3
PMBA652L	Enterprise Resource Planning	3	0	0	3	PMBA662L	Social Media Analytics	2	0	2	3
PMBA653L	Statistical Quality Control	3	0	0	3	PMBA663L	Business Intelligence	2	0	2	3
PMBA654L	Strategic sourcing and Procurement	3	0	0	3	PMBA664L	CRM Analytics	2	0	2	3
PMBA655L	Waste Management	3	0	0	3	PMBA665L	Operations Analytics	2	0	2	3
PMBA656L	Value Engineering	3	0	0	3	PMBA666L	Retail Analytics	2	0	2	3
Analytics						PMBA667L	Investment Analytics	2	0	2	3
PMBA657E	Marketing Analytics	2	0	2	3	PMBA668L	Big Data Analytics	2	0	2	3
PMBA658L	Financial Analytics	2	0	2	3	PMBA669L	Machine Learning	2	0	2	3
PMBA659L	HR Analytics	2	0	2	3	PMBA670L	Trading Algorithms	2	0	2	3
PMBA660L	Supply chain Analytics	2	0	2	3	Internship /Field work					06
						PMBA699J	Summer Internship (12 Weeks)				06

Course code	Course Title	L	T	P	C
PMBA501L	Organizational Behaviour	3	0	0	3
Pre-requisite	NIL	Syllabus version			
		1.0			
Course Objectives					
<p>The objective of this course is</p> <ol style="list-style-type: none"> 1. To provide an understanding of basic concepts and functions of management and its application in the organization. 2. To provide students with a basic knowledge of important theories relating to organizational behavior. 3. To understand behavioural processes of individuals, groups and structure in organizations 4. To provide students with inputs enabling them to work more effectively in their roles as managers. 					
Course Outcomes					
<p>Students will be able to</p> <ol style="list-style-type: none"> 1. Identify the different levels of analysis in organisational behaviour. 2. Explain the different factors that influence organisational climate and culture. 3. Use the different concepts of organisational behaviour to solve problems in organisations. 4. Analyse the different factors that contribute to organisational effectiveness. 5. Create a new organisational culture that is more supportive of employee engagement. 6. Evaluate the effectiveness of different organisational behaviour interventions. 					
Module: 1	Fundamentals of Organizational Behaviour	6 Sessions			
<p>Concept of Management, Nature of Management, What Managers Do - Managerial functions and roles, Levels of Management, Effective Management - Managerial skills and competencies, Characteristics of Quality Managers. Meaning of Organizational Behaviour, Contributing disciplines, Challenges and opportunities, Organizational Behaviour Models - Individual, Groups and Organizational.</p>					
Module: 2	Individual Dynamics	5 Sessions			
<p>Concept of Human Behaviour: Nature of People, Value of Person (Ethical Treatment). Personality: Definitions, Different types of Personality, Determinants of Personality - Matching Personality and Jobs; Perception: Definition, Factors influence perception, Person perception: Attribution theory, Errors, Shortcuts used in judgment, Importance of perception in Industry.</p>					
Module: 3	Attitude & Learning	4 Sessions			
<p>Attitude: Meaning, Characteristics and components of Attitude, Attitude and Behaviour, Attitude Formation - Attitude, Job Satisfaction. Learning: Meaning, Characteristics, and Process of learning. Theories of Learning: Classical Conditioning, Operant Conditioning. Learning and Organizational Behaviour Modification.</p>					
Module: 4	Motivation	2 Sessions			
<p>Motivation: Nature of Motivation, Process of Motivation, Traditional & Contemporary theories on Motivation; Motivation application in Organization setup.</p>					
Module: 5	Group Dynamics	3 Sessions			
<p>Understanding the group behaviour, Types of Groups: Formal Group, Informal Group; Stages of group development. Group dynamics and Group cohesiveness. Group decision-making. Team: Types of Team, Team Building and Managing Effective Team, Team structure.</p>					

Module: 6	Interpersonal Dynamics	3 Sessions	
Communication – Symbols, Network, and Direction of Communication Flow, Barriers to Effective Communication, Interpersonal Communication; Interpersonal Conflicts & Negotiations.			
Module: 7	Organizational Dynamics	5 Sessions	
Organization Structure, Forms of Organization Structure; Organizational Climate, Organizational Culture: meaning, how employees learn organizational culture; Organizational Change: Concept, resistance to change, managing resistance to change; Leadership - Theories, Styles. Managing Stress: concept, causes of stress and coping strategies; Insights from Indian ethos.			
Module: 8	Contemporary Issues	2 Sessions	
Guest Lecture from Industry experts on contemporary issues and recent trends in organizational behaviour.			
		Total Lecture Sessions:	30 Sessions
Text Book(s)			
1.	L.M. Prasad (2020), Principles and Practice of Management, 20 th Edition, Sultan Chand & Sons, New Delhi.		
2.	Timothy A. Judge Stephen P. Robbins (2017), Organizational Behaviour. 17th Edition, Pearson Education Limited, Upper Saddle River.		
Reference Books			
1.	Harold Koontz, Heinz Wehrich, Mark V. Cannice (2020), Essentials of Management - An International, Innovation and Leadership Perspective, 11th Edition.		
2.	Udai Pareek and Sushama Khanna (2018), Understanding Organizational Behaviour (4 th Edition), Oxford Publishing.		
Mode of Evaluation: Midterm, Assignment, Quiz, Case studies, Class Exercises, Role plays, Seminar, and FAT			
Recommended by Board of Studies		19-05-2023	
Approved by Academic Council		No. 70	Date 24-06-2023

Course Code	Course Title	L	T	P	C
PMBA502L	Managerial Economics	3	0	0	3
Pre-requisite	Nil	Syllabus version			
		1.0			
Course Objectives					
The course is aimed at					
<ol style="list-style-type: none"> 1. To provide students with the knowledge of essential functions of managerial economics with respect to decision making. 2. To provide students with analytical skills required to the use of economic principles to evaluate alternative courses of action and finally choose among alternatives to maximize welfare. 3. To provide students with the knowledge of the impact internal and external factors on business decisions. 					
Course Outcome					
At the end of the course, the student will be able to					
<ol style="list-style-type: none"> 1. Analyze decisions using economic principles for maximizing welfare. 2. Estimate and forecast demand with the use of quantitative techniques. 3. Comprehend production related decisions under cost constraints by employing various concepts of economics. 4. Formulate pricing strategies for different markets. 5. Estimate the level of production so that the business achieves break-even point. 6. Describe the impact of Asymmetric Information and externality on business. 					
Module:1	The Fundamentals of Managerial Economics	3 Sessions			
Types of economic analysis; Kinds of economic decisions; Economic principles relevant to managerial decisions; Managerial Economics and functions of management The Theory of firm: Goals of firm and alternate theories of firm, Constraints on the operation of the firm					
Module:2	Demand, Supply, and its Application	6 Sessions			
Demand; Law of demand; Supply; Law of supply; Market equilibrium; Forces behind the demand and supply curve; Shifts in demand and supply curve. Using Elasticities in managerial decision making: Elasticity of demand; Elasticity of supply; Elasticity and Revenue Demand Estimation and forecasting: Quantitative and qualitative techniques					
Module:3	Production Theory and Estimation	5 Sessions			
Production function; Production function with one variable input; Optimal use of the variable input; Production function with two variable inputs; Optimal combination of inputs; Returns to scale; The innovation process					
Module:4	Economic Analysis of Costs	4 Sessions			
Nature of costs; Short run cost functions; Long run cost curves; Plant size and economies of scale; Learning curves; Break-even analysis					
Module:5	Perfect and Imperfect Market	6 Sessions			
Managing in a perfectly competitive market; Perfect competition and Pareto optimality; Sources of imperfect competition; Monopoly and monopoly Power; Short run and long run output decision in monopolistic competition					
Module:6	Pricing Practices in Markets	2 Sessions			
Price discrimination; Peak load pricing; Bundling; Transfer pricing					
Module:7	Asymmetric Information and Externality	2 Sessions			
Moral hazard and adverse selection; Principal-Agent problem; Market inefficiency with externalities					
Module:8	Contemporary Topics	2 Sessions			
Guest Lecture from industry experts on contemporary topics in market competition and strategic decision					

	Total Lecture sessions:	30 Sessions
Text Book(s)		
1.	Case, Karl E, Fair, Ray C., and Oster, Sharon M (2020), Principles of Economics, 13th Edition, Pearson Publication	
2.	Wilkinson, Nick (2022), Managerial Economics, 2 nd Edition, Cambridge University Press	
Reference Books		
1.	Pindyck, Robert and Rubinfeld, Daniel (2017), Microeconomics, 9th Edition, Pearson Publication	
2.	Geetika, Ghosh, Piyali., and Choudhury, Purba Roy (2017), Managerial Economics, 3rd Edition, McGraw Hill Education	
Mode of Evaluation: Midterm, Assignment, Quiz, Case studies, Class Exercises, Role plays, Seminar, and FAT		
Recommended by Board of Studies		19-05-2023
Approved by Academic Council		No. 70 Date 24-06-2023

Course Code	Course Title	L	T	P	C
PMBA503L	Accounting for Managerial Practices	2	1	0	3
Pre-requisite	Bridge Course	Syllabus Version			
		1.0			
Course Objectives					
The aim of the course is					
<ol style="list-style-type: none"> To provide students with the knowledge of prepare, analyze and interpret financial statements. To provide students with the process of Depreciation and Inventory valuation. To provide students with the knowledge of cost concepts for preparing the cost statement and break-even analysis. To provide students with the knowledge of preparing budgets and analyze the cost variances. 					
Course Outcome					
At the end of the course, the student will be able to					
<ol style="list-style-type: none"> Comprehend the final accounts of the business Analyze the financial statements of a firm. Determine the Depreciation and Inventory valuation of an organization. Apply the cost concepts to prepare the cost statements Analyse the Break Even Point of the company Estimate the budgets and examine the cost variances 					
Module:1	Preparation of Final Accounts	5 Sessions			
Final accounts – Meaning, objectives, importance, Preparation of Final Accounts-Trading, Profit and Loss Account and Balance Sheet. Adjustments of Final Accounts-Prepaid Expenses-Outstanding Expenses-Depreciation-Closing Stock-Bad Debts-Provision for Doubtful Debts.					
Module:2	Analysis of Financial Statements	4 Sessions			
Financial statement-Objectives -Significance-Techniques of Financial Statement Analysis-Cashflow Statement (AS3)-Comparative statements-common size statements, Trend Analysis					
Module:3	Ratio Analysis	3 Sessions			
Ratios- Definition, Ratio Analysis-Significance, limitations, Classification of Ratios-Profitability, Liquidity, Solvency and Turnover Ratios - Dupont Analysis.					
Module:4	Depreciation and Inventory Valuation	4 Sessions			
Depreciation – causes – importance –methods of depreciation, Straight Line Method, Diminishing Balance Method, Sum of Years' Digits Method, units of production method. Inventory valuation – meaning – objectives – inventory valuation techniques, FIFO, LIFO, simple average and weighted average methods.					
Module:5	Introduction to Costing	4 Sessions			
Basic Concepts of Cost Accounting, Objectives, importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Preparation of Cost Sheet.					
Module:6	Cost-Volume-Profit (CVP) Analysis	5 Sessions			
Marginal Costing - Meaning, Fixed Cost, Variable cost, Applications, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Graphical Chart, Margin of Safety, Angle of incidence.					
Module:7	Budgetary Control and Variance Analysis	4 Sessions			
Budget and Budgeting-Meaning, Importance, Advantages and Disadvantages, Types of Budgets; Budgets and Budgetary Control; Variance Analysis-Material Variance-Cost Variance-Labour Variance.					
Module:8	Contemporary Issues	1 Session			
Guest Lecture from industry experts on Contemporary Accounting practices.					
		Total Sessions:		30 Sessions	
Text Book(s)					

1.	N.P. Srinivasan & M. Sakthivel Murugan, "Accounting for Management" 5 th Edition, 2019, S. Chand & Company Ltd., New Delhi.		
2.	Tulsian P. C, 2018, Financial Accounting, 1/e, Pearson Education		
3.	M.Y. Khan & P.K. Jain, 2019, Management Accounting, Tata McGraw Hill, 8th edition.		
4.	Catherine Stenzel and Joe Stenzel, 2019, From Cost to Performance Management, John Wiley & Sons.		
Reference Books			
1.	Larry M. Walther, 2020, Financial Accounting, Create Space Independent Publishing Platform, Luxemburg		
2.	M.C. Shukla, T.S. Grewal and S.C. Gupta, 2019, Advanced Accounting, S. Chand & Co., New Delhi		
3.	N.M. Singhvi, Ruzbeh J. Bodhanwala, 2018, Management Accounting – Text and cases, 3rd edition PHI Learning.		
4.	Ashish K. Battacharya, 2019, Introduction to Financial Statement Analysis, Elsevier.		
Mode of Evaluation: Midterm, Assignment, Quiz, Case studies, Class Exercises, Role plays, Seminar, and FAT			
Recommended by Board of Studies	19-05-2023		
Approved by Academic Council	No. 70	Date	24-06-2023

Course Code	Course Title	L	T	P	C
PMBA504L	Quantitative Techniques	2	1	0	3
Pre-requisite	NIL	Syllabus version			
		1.0			
Course Objectives					
<ol style="list-style-type: none"> To make the students understand mathematical and statistical concepts, tools and techniques. To train the students to do various quantitative analysis and making more accurate interpretations. To nurture quantitative and statistical thinking ability while making any decision. To make the students apply their statistical knowledge and skills for making optimum allocation of resources in personal and job life. 					
Course Outcome					
At the end of this course, students should be able to:					
<ol style="list-style-type: none"> Assess and apply the techniques of descriptive statistics. Determine appropriate probability distribution in decision making. Formulate and test hypotheses for data driven decisions. Apply the different types of non-parametric techniques for effective business decisions. Apply the different types of association techniques for the business analysis. Apply the different types of Time series and Index number techniques for effective business decisions. Construct Graphs and charts for effective interpretation of the summarized data. 					
Module1	Data collection and Descriptive Statistics	4 Sessions			
Need of statistics in Management and Research; Scope, characteristics, limitations and misuse of statistics, Primary and secondary data, sources of data, Bivariate frequency distribution, Tabulation, Graphical representation of data, Measures of Central tendency and Measures of Dispersion.					
Module2	Probability and Probability Distributions	4 Sessions			
Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poison and Normal – Simple problems applied to.					
Module3	Sampling Distribution and Estimation	4 Sessions			
Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.					
Module4	Testing of Hypothesis	4 Sessions			
Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way – Design of experiments.					
Module5	Nonparametric Method	4 Sessions			
Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test.					
Module6	Measures of Association	4 Sessions			
Simple correlation, Types of correlation, Karl Pearson's coefficient of correlation, Spearman's rank correlation (with and without repeated ranks), Business prediction models, simple linear regression. Concepts of multiple regressions, Industrial practice of regression models.					
Module7	Time series and Index Number	4 Sessions			

Time series analysis: Components, Models of Time Series–Additive, Multiplicative and Mixed models- Trend analysis: Free hand curve, Semi averages, Moving averages, Least Square method. Index Numbers – Laspeyre’s, Paasche’s and Fisher’s Ideal index number, Time reversal and Factor reversal test.			
Module8	Contemporary Topics	2 Sessions	
Guest lecture by industry experts on Emerging trends in Statistics			
		Total Sessions:	30 Sessions
Text Book(s)			
1	Statistics for Management (2017), Richard I Levin, David S. Rubin, H. Siddiqui Masood and Rastogi Sanjay, 9 th Edition, Pearson.		
Reference Books			
1	Anderson, Sweeny & Williams (2016) Statistics for Business & Economics, Revised 13 th edition, Cengage Learning		
2.	Black Ken, Business Statistics for Contemporary Decision making, 9 th edition, Wiley		
Mode of Evaluation: Midterm, Assignment, Quiz, Case studies, Class Exercises, Role plays, Seminar, and FAT			
Recommended by Board of Studies		19-05-2023	
Approved by Academic Council		No. 70	Date 24-06-2023

Course Code	Course Title	L	T	P	C
PMBA505L	Information Systems	3	0	0	3
Pre-requisite	NIL	Syllabus version			
		1.0			
Course Objectives					
<ol style="list-style-type: none"> 1. Develop knowledge and skills required to work effectively in a corporate environment. 2. Provide students with comprehensive knowledge and technical skills needed to successfully participate in and support the increasingly applied role of information technology in corporate decision making 3. Enable students to conceptualize and manage the specification, design and implementation of applied information systems. 4. Provide the knowledge of contemporary issues related to the field of managing information systems. 					
Course Outcome					
<ol style="list-style-type: none"> 1. Assess the basic concepts and technologies used in the field of management information system. 2. Assess the role of information system in organizations, the strategic management processes and the implications for the management. 3. Design, implement and maintain, usable, reliable and cost-effective information systems that support operational, managerial and strategic activities of organizations 4. Study and evaluate existing manual and automated business process, and identify opportunities for re-engineering and/or automation 5. Coordinate with the user community in IS requirements analysis/design activities, and provide guidance and technical support to end user computing activities. 6. Assess the knowledge of contemporary issues related to the field of managing information systems 					
Module:1	Foundations of Information Systems	4 Sessions			
Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities - Types of IS.					
Module:2	SDLC and Various Methods	4 Sessions			
Systems Development Life Cycle, Various methodologies of IS development, Agile and Continuous Delivery Models, Design and Implementation of Innovative Process models.					
Module:3	Information System for operations and decision making	4 Sessions			
IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems- Information Reporting System - Information for Strategic Advantage.					
Module:4	DSS and AI	4 Sessions			
DSS and AI: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; Overview of AI, Neural Networks, Fuzzy Logic Systems - Expert Systems.					
Module:5	Managing Information Technology	4 Sessions			
Managing Information Technology: Managing Information Resources and technologies – IS architecture and management - Centralised, Decentralised and Distributed - EDI, Supply chain management & Global Information technology Management.					
Module:6	Security and Ethical Challenges:	4 Sessions			
Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Ethics for IS professional - Societal challenges of Information technology.					

Module:7	Managerial Issues in IS	4 Sessions	
Emerging issues in managing Information Systems in business like Systems Security, Technological obsolescence, Change Management, IT infrastructure Management, etc.			
Module:8	Contemporary Topics	2 Sessions	
Guest Lecture, Case studies, assignments and Seminar			
	Total Lecture Sessions:	30 Sessions	
Text Book(s)			
1.	Valacich, Joseph; Schneider, Christoph, Information Systems Today: Managing the Digital World, Pearson Publishers Ltd Global Edition 2022		
Reference Books			
1.	Ralph M. Stair, George W. Reynolds, Principles of Information Systems with MindTap, 14e, Cengage Learning 2021		
2.	Laudon, Jane P.; Laudon, Kenneth C. Management Information Systems: Managing the Digital Firm, Global Edition, Pearson Publishers Ltd 2022		
Mode of Evaluation: Midterm, Assignment, Quiz, Case studies, Class Exercises, Role plays, Seminar, and FAT			
Recommended by Board of Studies		19-05-2023	
Approved by Academic Council		No. 70	Date 24-06-2023

Course Code	Course Title	L	T	P	C
PMBA506L	Marketing Management	3	0	0	3
Pre-requisite	Nil	Syllabus version			
		1.0			
Course Objectives					
The course aims to:					
<ol style="list-style-type: none"> 1. Familiarize students with the world of marketing. 2. Give insights into, how the various elements of marketing associate and interact with each other to create Value for the Customers. 3. Provide students with an understanding of marketing opportunities and competitive challenges associated with the digital trend. 					
Course Outcomes					
On the completion of this course the student will be able to:					
<ol style="list-style-type: none"> 1. Apply the marketing mix as a framework for marketing decision making. 2. Make the marketing research metrics. 3. Do market segments, market targets and brand positioning. 4. Equip with the marketing tactics to create Product and Service Value. 5. Design and Manage the Integrated Marketing Channels 6. Manage Digital Communications 					
Module 1	Understanding marketing world	4 Sessions			
Defining Marketing for the New Realities - The Scope of Marketing - Core Marketing Concepts - Marketing Environment; Selling Vs Marketing; Company Orientation toward the Marketplace; Marketing Mix.					
Module 2	Consumer Behaviour and Services Marketing	4 Sessions			
Understanding Consumer Behaviour, Consumer Buying Decision Process, Types of Consumer Buying Behaviour, Introduction and Classification of Services – Growth of Service Sector – Service Delivery Gaps.					
Module 3	Segmentation, Targeting and Positioning	5 Sessions			
Segmentation - Bases for Segmenting Consumer Markets - Geographic Segmentation - Demographic Segmentation - Psychographic Segmentation - Behavioral Segmentation - Market Targeting; Effective Segmentation Criteria - Evaluating and Selecting the Market Segments - Positioning.					
Module 4	Product Concept and Brand Management	4 Sessions			
Setting Product Strategy - Product Classification, Product Levels, Product Line and Mix Concept, Product Life Cycle and New Product Development - Introducing New Market Offerings - Building Loyalty - Brand Communities - Win-Backs - Cultivating Customer Relationships - Customer Relationship Management.					
Module 5	Pricing, Value Chain and Customer Value	3 Sessions			
Developing Pricing Strategies and Programs – Understanding the Value Chain and its Relevance to Marketing – Managing Customer Value; The Value Delivery Process – The Value Chain – Building Customer Value, Satisfaction, and Loyalty – Measuring Customer Life Time Value and – Retaining Customers.					
Module 6	Distribution and Promotion	3 Sessions			
Designing and Managing Integrated Marketing Channels – Managing Retailing, Wholesaling and Logistics. Designing and Managing Integrated Marketing Communications – Managing Mass Communications: Advertising, Sales Promotions, Events and Experiences and Public Relations.					
Module 7	Digital Marketing	5 Sessions			
E-Commerce - Managing Digital Communications: Online-Social Media – Mobile; Managing Personal Communications: Direct – Database Marketing – Personal Selling. Online Marketing - Advantages and Disadvantages - Online Marketing Communication Options - Social Media Marketing – E-Word of Mouth – Forms and Creating; Mobile and App Based					

Marketing: Scope - Developing Effective Mobile Marketing Programs - Mobile Marketing Across Markets.			
Module:8		Contemporary Topics	
		2 Sessions	
Guest Lecturers			
		Total Sessions:	
		30 Sessions	
Text Book(s)			
1.	Kotler, P., Keller, K. L., Chernev. A., Sheth. J.N., Shainesh.G., (2022), Marketing Management, 16 th Edition.		
2.	Hair, J. F., Lamb, C. W., McDaniel, C. (2018), MKTG, United States: Cengage Learning.		
Reference Books			
1.	Hartley, S. W., Kerin, R. A. (2021), Marketing, 15th Edition, United States: McGraw-Hill Education.		
2.	Harris, L. C., He, H., Armstrong, G., Piercy, N., Kotler, P. T. (2019), Principles of Marketing, 8th Edition, United Kingdom: Pearson Education.		
Mode of Evaluation: Midterm, Assignment, Quiz, Case studies, Class Exercises, Role plays, Seminar, and FAT			
Recommended by Board of Studies		19-05-2023	
Approved by Academic Council		No. 70	Date 24-06-2023

Course code	Course Title	L	T	P	C
PMBA507L	Legal Aspects of Business	3	0	0	3
Pre-requisite	NIL	Syllabus version			
		1.0			
Course Objectives:					
The course is aimed at					
<ol style="list-style-type: none"> 1. Impart basic understanding on laws affecting the operations of a business enterprise. 2. Enable students to learn the legalities associated with the Company formation and functioning 3. Provide an insight on laws related to Information Technology, Competition Act and IPR. 					
Course Outcomes:					
At the end of the course the student will be able to:					
<ol style="list-style-type: none"> 1. Identify the statutory provision that affects the business decisions 2. Explain the legal frame work related to sale of goods 3. Analyse the legal implications of the general activities of a modern business organization 4. Exposure to important commercial laws 5. Evaluate the principles and rules governing legal regulations about the company 6. Use the different concepts of IPR act and Information technology act to solve problems in organisations. 					
Module:1	The Indian Contract Act, 1872	6 Sessions			
Significance of Business Laws, Indian Contract Act, 1872: Introduction and classification of contracts, Essentials elements of a valid contract, Performance of a contract, Discharge of a contract, Void agreements, Breach and Remedies of a contract.					
Module:2	Special Contract Acts	4 Sessions			
Contract of Indemnity and Guarantee, Distinction, Rights and Liabilities of Surety, Discharge of Surety. Bailment contracts, Rights and Duties of Bailor and Bailee, Finder of lost goods, Discharge of Bailment Contracts, Pledge, Pawnor and Pawnee, Law of Agency, Mode of creation of agency, Type of Agents, Rights and Duties of Agent and Principal, Dissolution of agency					
Module:3	The Sale of Goods Act, 1930	3 Sessions			
Introduction and Essentials of contract of sale, Sale and Agreement to sell, Conditions and Warranties, Transfer of property, Performance of a contract of sale, Unpaid seller, Caveat Emptor – Exceptions					
Module:4	Consumer Protection Act, 1986	3 Sessions			
Meaning of Consumer, Service, Goods, Deficiency, Defect, Unfair Trade Practices, Rights of Consumers, Machinery For redressal of Grievances, Remedies available to injured consumers.					
Module:5	Companies Act, 2013	6 Sessions			
Nature and Registration, Kinds of Companies, Memorandum of Association, Article of Association, Kinds of Shares, Company meetings and resolutions, Powers and duties of Directors, Non-Executive and Independent Directors in a company, Winding up, Corporate Fraud and Criminal Behaviour, CSR Implications and Compliances					
Module:6	Information Technology Act, 2000	3 Sessions			
Definitions under the Act, Digital signature, Electronic governance, Attribution, acknowledgement and dispatch of electronic records, Regulation of certifying authorities, Digital signatures certificate, Duties of subscribers, Penalties and adjudication, Appellate Tribunal, Offences					
Module:7	IPR Act	3 Sessions			
Intellectual Property Rights, WIPO, Copyright, Trade Marks, Patents, Designs, TRIPS Agreement, WTO					

Module:8	Industry Interface and Interactions	2 Sessions	
Guest lecture by Legal/industry experts on contemporary Corporate and business laws for digital era			
		Total Sessions:	30 Sessions
Text Book(s)			
1.	N. D. Kapoor, Dr. Rajni Abbi, Bharat Bhushan, Rajiv Kapoor, (2022), Elements of Mercantile Law, 38 th Edition, Sultan Chand & Sons, New Delhi.		
2.	Akhileshwar Pathak, (2022) Legal Aspects of Business, 8 th Edition, McGraw Hill Education (India) Pvt., Limited		
Reference Books			
1.	Gulshan and Kapoor G K (2020), Business Law including Company Law, 21 st Edition, New Age International Publishers.		
2.	Rashmi Aggarwal, Rajinder Kaur, (2020), Legal Aspects of Business, 1 st Edition, Pearson Education		
Mode of Evaluation: Midterm, Assignment, Quiz, Case studies, Class Exercises, Role plays, Seminar, and FAT			
Recommended by Board of Studies		19-05-2023	
Approved by Academic Council		No. 70	Date 24-06-2023

Course Code	Course Title	L	T	P	C
PMBA508N	Career Management-I	3	0	0	3
Pre-requisite		Syllabus version			
		1.0			
Course Objectives					
The course is aimed to:					
<ol style="list-style-type: none"> 1. Understand Career Development Stages 2. Effective Communication (Understanding Communication Barriers, Training on Written & Oral Communication) 3. Give knowledge of how to improve presentation skills. 4. Learn negotiation skills. 5. Understand time management. 6. Understand the importance of business etiquette. 7. Understand the career and competencies mapping. 8. Personal Mastery –Understanding the Self. 					
Course Outcome					
At the end of the course, the student will be able to					
<ol style="list-style-type: none"> 1. Develop effective communication skills (spoken and written) 2. Improve presentation skills. 3. Prepare excellent business correspondence and business reports that yield outcomes. 4. Develop self-assurance through mastering interpersonal skills, team management skills, and leadership skills. 5. Create all-around personalities with mature perspectives to perform well in a variety of situations. 6. Manage the time effectively. 					
Module:1	Behavioral				4 Sessions
competency Mapping, Courage Area, Attitude, Interest, Personality, Emotions					
Module:2	Personal Grooming & Etiquette				3 Sessions
Making a Great First Impression, Etiquette of Dressing, The Do's and Don's in Conversation					
Module:3	Interpersonal Skills				3 Sessions
The Basics of Interpersonal Communication, • Displaying Courteousness and Thoughtfulness at the formal setting					
Module:4	Business Communication				4 Sessions
The Building Blocks of Effective Business Communication, E-Mail Etiquette, Time Management, Professionalism, Negotiation Skill, Business Etiquette					
Module:5	Presentation Skills:				4 Sessions
Preparation, Design, Delivery					
Module:6	Business Writing:				5 Sessions
Rules of Effective Writing, Understanding your reader's needs, Responding Effectively Using the 5 Cs' of Communication, Enhancing the Impact of Your Writing, E-Mail Etiquette, Business letters, employee evaluations, letters of recommendation, letters of appreciation, thank-you notes, memorandum, proposals, reports, planning documents, press releases, proactive media writing, electronic Mail					
Module:7	Communicate with Impact:				5 Sessions
The Basics of Interpersonal Communication, Powerful Body Language, Spoken Communication, The Art of Assertiveness, Ask vs Tell Styles, Effectively Communicating with Various Stakeholders, Role Play Simulations for Confidence Building					
Module:8	Contemporary Topics				2 Sessions
Presentation, Role Play, Activity Based Learning					

	Total Sessions:	30 Sessions
Text Book(s)		
1.	The BIG Book of NLP, Expanded 12th edition, Shlomo Vaknin, Inner Patch Publishing, 2022	
2.	Title: Bridging the Soft Skills Gap 25, Bruce Tulgan, John Wiley & Sons, Inc., Hoboken, New Jersey. 2015	
Reference Books		
1.	Title: Designing for Behavior Change, 2nd Edition, Stephen Wendel, O'Reilly Media, Inc., 2020	
Mode of Evaluation: Internal Assessments		
Recommended by Board of Studies	19-05-2023	
Approved by Academic Council	No. 70	Date 24-06-2023

Course code	Course Title	L	T	P	C
PMBA509L	Human Resource Management	3	0	0	3
Pre-requisite	NIL	Syllabus version			
		1.0			
Course Objectives					
The Objective of the course is to:-					
<ol style="list-style-type: none"> 1. Provide the student with a comprehensive knowledge and understanding of Human Resource Management by exploring today's Human Resource environment including current trends in HRM. 2. Equip students with the conceptual and practical understanding of employee recruitment and selection process, job design and job analysis, training and development, performance appraisal, employee compensation, industrial relations, and safety and health. 3. Facilitate students to have deeper insight about the crucial role of current and emerging HR managers to manage the people in changing business environments. 					
Course Outcomes					
At the end of the course the student will be able to:-					
<ol style="list-style-type: none"> 1. Identify the key functions of HRM and HR Planning processes and learn how to manage HR in the organization. 2. Analyse the sources for attracting, recruiting and selecting the right talent and also assess the training needs and organize the training programs. 3. Evaluate the different performance management systems, and appreciate the best practices in appraising the employee performance. 4. Demonstrate wage and salary administration and also able to determine salary as per the worth of the job. 5. Exposer to the dynamics of industrial relations and to develop the ability to settle the industrial dispute at workplace. 6. Use the different concepts of HRM to solve problems in organisations 					
Module:1	Introduction to Human Resource Management	4 Sessions			
Overview, Meaning and Definitions of HRM, Nature, Scope and Objectives of HRM, Evolution of HRM, Functions of HRM, Roles and responsibility of HR Manager, Important current trends in HR.					
Module:2	HR Planning, Recruitment and Selection	5 Sessions			
Meaning, Objectives, Importance and Significance of HR Planning, Processes of HR Planning. Job Analysis- Job description and job specification, Recruitment- Purposes, Process and Sources of Recruitment, Selection- Importance and processes of selection, Types and uses of Tests in selection, Interview- Types and Methods of Selection Interview. Importance and Process of employee Induction/Orientation.					
Module:3	Training and Development	4 Sessions			
Overview of Human Resource Development and Training and Development: Meaning, Objectives and Importance of training, Methods of Training, Assessment of training needs, Process of training. Purposes, Bases and types of Promotion, Transfer, Demotion and Separation.					
Module:4	Performance Management System	4 Sessions			
Overview of performance management system: The Applications of Performance Management, Managing Organizational Performance, Performance Appraisal- Meaning, Objectives and uses of performance appraisal, Different methods of appraising employee performance. Career Management: Career succession planning and development.					
Module:5	Wage and salary administration	4 Sessions			
Overview of Compensation Management: Meaning and Definition of compensation, wage,					

salary and Job Evaluation. Objectives of Wage and Salary Administration, Concept of wage, Factors/Criteria in determining pay rates/Wage and Salary, Mechanism and Methods of Wage and Salary determination in India. Competency-Based Pay, Money and Motivation: An Introduction, Insurance Benefits, Retirement Benefits, Personal Services and Family-Friendly Benefits, Flexible Benefits Programs.			
Module:6	Industrial Relations		5 Sessions
Concept of Industrial Relations: Meaning, Importance, Objectives and main aspects of industrial relations. Causes of poor IR and Developing of sound IR. Theoretical Perspectives on Industrial Relations. Parties to Industrial relations - Nature of Trade Unions - Problems of Trade Union - Measures to Strengthen Trade Union. Industrial Dispute: Meaning of ID, Different forms and types industrial dispute, Causes for Industrial Disputes, Procedures for settlement of Industrial Disputes.			
Module:7	Employee Health and Safety		2 Sessions
Health Hazards, Safety Hazards, Importance of employee health and safety, Occupational hazards and Diseases: Accidents, Workplace Health Hazards, Protection against hazards, Safety measures/programs.			
Module:8	Contemporary Issues		2 Sessions
Guest Lecture from Industry experts on contemporary issues and recent trends in Human Resource Management.			
			Total Sessions: 30 Sessions
Text Book(s)			
1.	Gary Dessler, Biju Varkkey, (2020), Human Resource Management, 15th edition, Pearson Education.		
Reference Books			
1.	S.S. Khanka (2019), Human Resource Management, S. Chand & Company Ltd., New Delhi.		
2.	C.B. Mamoria & V.S.P. Rao (2018), Personnel Management (Text and Cases), Himalaya Publishing Houses Pvt. Ltd., Mumbai.		
3.	Aswathappa K (2021), Human Resource Management: Text and Cases, Tata McGraw-Hill.		
Mode of Evaluation: Midterm, Assignments, Quizzes, Case studies, Class Exercises, Role plays, Seminar, and FAT			
Recommended by Board of Studies		19-05-2023	
Approved by Academic Council		No. 70	Date 24-06-2023

Course code	Course Title	L	T	P	C
PMBA510L	Macroeconomics and Business Environment	3	0	0	3
Pre-requisite	Managerial Economics	Syllabus version			
		1.0			
Course Objectives					
The course is aimed at					
<ol style="list-style-type: none"> 1. To provide students with the knowledge of macroeconomic variables and its importance for managerial decisions 2. To familiarize students how macro-economic policies and other shocks affect the economy in general and business in particular 3. To provide students with analytical skill of analyzing the economic situation of an economy, specifically related to the economic theories for the development of India 					
Course Outcomes					
Upon successful completion of the course, Students will be able to					
<ol style="list-style-type: none"> 1. Comprehend basic macroeconomic concepts such as GDP, unemployment, inflation, interest rates and exchange rates, business cycles 2. Describe the importance of consumption, saving, and investment for an economy 3. Estimate different types of multipliers and its importance 4. Determine how economic trends and events will affect the firm's environment 5. Analyze how fiscal and monetary policies affect business activities 6. Evaluate business decisions considering economic growth, business cycles, inflation 					
Module:1	Macroeconomic Phenomena	2 Sessions			
Macroeconomic issues and concepts – The Circular Flow of Income in closed and open economy					
Module:2	National Income Accounting	4 Sessions			
Measurement of GDP, Components of GDP, Real versus Nominal GDP, The GDP Deflator. The Consumer Price Index- Calculation of CPI, GDP deflator versus the CPI - Correcting economic variables for the effects of inflation, Uses and limitations of using national income statistics					
Module:3	Aggregate Demand and Supply	6 Sessions			
The Aggregate Demand and Supply Function - Consumption and Savings function, Investment function, Principles of Multiplier, Paradox of Thrift, Marginal Efficiency of Capital, Accelerator Theory, Tobin's q Theory of Investment - Income-consumption Relationship - Consumption Function in the Income Economy					
Module:4	Money Supply, Inflation, and Unemployment	6 Sessions			
Nature and Functions of Money, The Supply of Money, Demand for Money, Money Multiplier Inflation- Meaning, Types, and causes, Measures to control inflation, Effects of Inflation, Inflation and Unemployment-Phillip's Curve-Short run and long run					
Module:5	Economic Growth and Business Cycles	3 Sessions			
Meaning and Measurement of Economic Growth, Nature and Sources of Economics Growth Business Cycle – Concepts, Phases, Causes and Control Measures					
Module:6	Macroeconomic Policies	4 Sessions			
Objectives of Macroeconomic Policy, Different Approaches to Macroeconomic Policy Monetary Policy- Instruments and its effectiveness, Monetary Policy, and Indian Economy Fiscal Policy- Meaning, Objectives, and Instruments of Fiscal Policy, Nexus between Monetary and Fiscal Policies; Influence of policies on business					
Module:7	International Aspects of Macroeconomics	3 Sessions			
International Monetary Aspect: The Foreign Exchange Rate-Fixed and Floating Balance of Payments (BOP) - Current Account, Capital Account, Surplus, and Deficit BOP - Balance of Payments disequilibrium and adjustments					
Module:8	Contemporary Issues	2 Sessions			

Guest Lecture from industry experts on contemporary topics in market competition and strategic decision			
Total Sessions:			30 Sessions
Text Book(s)			
1.	Mankiw, Gregory, N. (2020), Principles of Macro Economics, 8 th Edition, Cengage		
Reference Books			
1.	Dwivedi, D.N, (2018), Macroeconomics – Theory and Policy, 5th edition, Tata McGraw Hill Publications		
2.	Sikdar, S. (2020), Principles of Macro Economics, 3rd Edition, OUP India		
3.	Dornbushch, Rudiger, Fischer, Stanley, and Startz, Richard (2018) Macroeconomics, 13 th Edition, McGraw Hill Education		
Mode of Evaluation: Midterm, Assignment, Quiz, Case studies, Class Exercises, Role plays, Seminar, and FAT			
Recommended by Board of Studies		19-05-2023	
Approved by Academic Council	No. 70	Date	24-06-2023

Course Code	Course Title	L	T	P	C
PMBA511L	Operations Management	2	1	0	3
Pre-requisite	NIL	Syllabus version			
		1.0			
Course Objectives					
The course aims to:					
<ol style="list-style-type: none"> 1. Provide a broad introduction to the field of Operations Management. 2. Explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage. 					
Course Outcomes					
At the end of the course the student will be able to: -					
<ol style="list-style-type: none"> 1. Implement strategic level decision of Operations Management to get competitive advantages. 2. Identify and plan production and operations activities such as product and process design, facility location selection, layout. 3. Formulate the maintenance strategy to reduce loss. 4. Implement and control the quality of production. 5. Apply various analytical skills and problem-solving techniques to solve the operational issues. 6. Make the schedule and determine the time of an operation or project 					
Module:1	Introduction to Operations Management	3 Sessions			
Definition of Production and Operations Management–Interrelationship with other functions –Products and Services – Value Analysis – Production & Operations Strategy for Competitive Advantage; Types of Production System.					
Module:2	Facility Location and Facility Layout	4 Sessions			
Introduction, steps in location selection and factors affecting- selection of region, community and site selection, Factor rating method, Break-even Method, Load-distance Method, Practical Problems related to locational analysis. Facility Layout: Factors affecting facility layout, objectives of a good layout, types of layout -product, process, fixed position, cellular, combined layouts					
Module:3	Aggregate Planning and Maintenance Management	4 Sessions			
Aggregate Planning and S&OP, Material Requirements Planning (MRP) and ERP, Just-in-Time. Maintenance: Objectives of Maintenance – Types of Maintenance – Breakdown Maintenance, Preventive Maintenance, Predictive Maintenance, TPM.					
Module:4	Planning the Strategic Use of Resources	4 Sessions			
Sales Forecasting, Forecasting System, Qualitative Methods of Forecasting method, Quantitative method of Forecasting - Regression analysis, Time series, moving average, exponential smoothing.					
Module:5	Quality Management	4 Sessions			
Statistical Concept in Quality Control, Sampling, Central Limit Theorem, Control Charts for Variable and attributes, Total Quality Management, and benchmarking					
Module:6	Strategic Allocations of Resources	6 Sessions			
Formulation linear Programming Problem, Graphical Method, Simplex Method – Only Two Variables. Transportation model: Definition, Mathematical Models, Initial basic feasible solutions by NWC, LCM and VAM approximation methods. The Assignment model: Definition, Mathematical Models, Solution of the assignment model.					
Module:7	Project Management	3 Sessions			
Project Scheduling, Network Diagrams, Critical path method to find the expected completion time of a project, determination of floats in networks, PERT networks, determining the probability of completing a project, predicting the completion time of project.					
Module:8	Contemporary Topics	2 Sessions			
Guest lecture by industry experts, Emerging trends in Operations					

	Total Sessions:	30 Sessions	
Text Book(s)			
1.	Operations Management by William J. Stevenson (2022), McGraw-Hill, 13 th Edition,		
Reference Books			
1.	Operations Management by Norman Gaither and Greg Frazier (2017), Cengage, 9 th Edition		
2.	Operations Management by Jay Heizer and Barry Render (2017), Pearson 12 th Edition		
Mode of Evaluation: Midterm, Assignment, Quiz, Case studies, Class Exercises, Role plays, Seminar, and FAT			
Recommended by Board of Studies		19-05-2023	
Approved by Academic Council		No. 70	Date 24-06-2023

Course Code	Course Title	L	T	P	C
PMBA512L	Business Research Methods	3	0	0	3
Pre-requisite	Nil	Syllabus version			
		1.00			
Course Objectives					
The course aims to:					
<ol style="list-style-type: none"> 1. Make the students to understand the principles and scientific methods of business research. 2. Develop problem identification, analytical and decision-making skills of the students. 3. Make the students to prepare scientific business research reports. 					
Course Outcomes					
On the completion of this course the student will be able to:					
<ol style="list-style-type: none"> 1. Apply the business research process. 2. Prepare the research proposal. 3. Analyze the research problem and can prepare research design. 4. Analyze the complex business problems using various data analysis techniques. 5. Prepare the research reports in efficient manner. 6. Ethical in conducting research. 					
Module:1	Introduction	4 Sessions			
Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions- Research problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.					
Module:2	Research Design	3 Sessions			
Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design					
Module:3	Measurement	3 Sessions			
Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.					
Module:4	Data Collection	4 Sessions			
Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument					
Module:5	Sampling	4 Sessions			
Types of Validity – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Sampling methods.					
Module:6	Data Preparation and Analysis	6 Sessions			
Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis.					
Module:7	Report Design, Writing and Ethics in Business Research	4 Sessions			
Research report –Types – Contents of report – need for executive summary – chapterization – contents of chapter – report writing – final proof – report format – title of the report - Ethics in research – Subjectivity and Objectivity in research.					
Module:8	Contemporary Topics	2 Sessions			

Guest Lecturers			
		Total Lecture Sessions:	30 Sessions
Text Book(s)			
1.	Pamela S Schindler. (2021). Business Research Methods (13th ed.). McGraw Hill.		
2.	Uma Sekaran and Roger Bougie, Research methods for Business, 8th Edition, Wiley India, New Delhi, 2021.		
Reference Books			
1.	C.R. Kothari and Gaurav Garg, Research Methodology Methods and techniques, 4th Edition, PHI New Age, 2019.		
2.	Panneerselvam. R, Research Methodology, 2nd Edition, PHI Learning, 2014.		
Mode of Evaluation: Mode of Evaluation: Midterm, Assignment, Quiz, Case studies, Class Exercises, Role plays, Seminar, and FAT			
Recommended by Board of Studies		19-05-2023	
Approved by Academic Council		No. 70	Date 24-06-2023

Course Code	Course Title	L	T	P	C
PMBA513L	Financial Management	2	1	0	3
Pre-Requisite	NIL	Syllabus Version			
		1.0			
Course Objectives:					
The course is aimed at					
<ol style="list-style-type: none"> 1. To provide students with a conceptual and essential functions of various areas of financial decision making. 2. To provide students with analytical skills required to examine the shareholder's wealth maximization. 3. To provide students with the knowledge of interpretation of business information and application of financial theory in various decision areas of finance. 					
Course Outcomes					
At the end of the course, the student will be able to					
<ol style="list-style-type: none"> 1. Comprehend the various decision areas of finance and its importance in day to day business. 2. Apply the fundamental concepts to evaluate the performance of financial assets. 3. Analyse the overall Cost of Capital of an organisation. 4. Estimate the future projects through Capital Budgeting techniques, 5. Describe the Capital Structure and Leverage analysis of an organisation 6. Determine the Dividends and Working Capital requirements of a firm. 					
Module:1	Overview of Financial Management	3 Sessions			
Definition of Finance, decision areas of Finance, Finance within an organisation, Finance and related disciplines, Forms of Business organisations, Goals of Financial management, Stockholder-Manager conflicts; Stockholder-Debt holder conflicts, Balancing shareholder interests and the interests of society.					
Module:2	Fundamental concepts in Financial Management and Financial Assets	4 Sessions			
Time Value of Money: Future Values, Present Values, Interest rates, Computation of EMI, Annuity, Annuity Due, Perpetuity, Even and Uneven cashflows.					
Financial Assets: Bonds and their valuation, Risk and rates of return, Stocks and their valuation.					
Module:3	Cost of Capital	4 Sessions			
Cost of Capital: Sources of Finance, Cost of Capital- Meaning, importance; Measurement of Specific Costs-Cost of Debt-Cost of Equity, Cost of Preference shares-Cost of Retained earnings; Computation of Overall Cost of Capital. -Weighted Average Cost of Capital, Marginal Cost of Capital.					
Module:4	Capital Budgeting	4 Sessions			
The basics of Capital budgeting; Traditional Methods, Modern methods; cash flow estimation and Risk analysis-Certainty equivalent factor, Risk Adjusted discount rate, Decision tree, Independent and dependent risk analysis, Replacement decisions, sensitivity analysis.					
Module: 5	Capital structure and Leverage Analysis	4 Sessions			
Capital Structure: Theories; Net Income Approach; Net Operating Income (NOI) Approach; Modigliani-Miller (MM) Approach; and Traditional Approach. Capital structure and Firm valuation					
Leverages: Operating, Financial and combined leverages, In difference point, EBIT- EPS Analysis and Practical applications.					
Module: 6	Dividend policy	3 Sessions			
Meaning, forms of Dividend, Dividend Determinants, Relevance of Dividends, Irrelevance of Dividends, Theories in support of relevance and Irrelevance of Dividends- Walter model, Gordon model and MM-Approach and its applications					

Module:7	Working capital Management	6 Sessions
Approaches, Types, Significance, Operating cycle, Estimation of working capital needs, Management of Inventories, Management of Cash (Various theoretical models), Management of Receivables and Marketing securities.		
Module:8	Contemporary issues	2 Sessions
Guest Lecture from industry experts on Corporate finance related practices		
Total Sessions:		30 Sessions
Text Book(s)		
1.	Eugene. F. Brigham, Joel. F. Houston, (2019), Fundamentals of Financial Management, 15 th Edition, Cengage	
Reference Book(s)		
1.	Prasanna Chandra, (2019), Financial Management: Theory and Practice, 10th edition, McGraw Hill, India.	
2.	Khan M.Y, Jain P.K, (2018), Financial Management- Text, Problems and Cases, 7th edition, McGraw Hill.	
3.	I. M. Pandey, (2021), Financial Management, 12th edition, Pearson power, India.	
4.	Vanhorne, James C (2016): Financial Management and Policy; Prentice Hall of India, New Delhi.	
Mode of Evaluation: Midterm, Assignment, Quiz, Case studies, Class Exercises, Role plays, Seminar, and FAT		
Recommended by Board of Studies		19-05-2023
Approved by Academic Council	No. 70	Date 24-06-2023

Course code	Course Title	L	T	P	C
PMBA514L	Entrepreneurship Development	3	0	0	3
Pre-requisite	NIL	Syllabus version			
		1.0			
Course Objectives					
<ol style="list-style-type: none"> 1. To familiarize the concept of entrepreneurship. 2. To impart knowledge on the basics of entrepreneurial skills and competencies. 3. To create innovative business ideas to suit the societal needs. 					
Course Outcomes					
<p>At the end of the course, the students will be able to</p> <ol style="list-style-type: none"> 1. Identify and evaluate entrepreneurial opportunities. 2. Understand various factors that affect entrepreneurship. 3. Develop entrepreneurial process and the success factors. 4. Analyse various aspects of new ventures. 5. Create a business plan by integrating different management functions. 6. Evaluate the effectiveness of different entrepreneurial programs. 					
Module:1	Entrepreneurial Perspective	5 Sessions			
Introduction to entrepreneurship, entrepreneurial mind-set, evolution of entrepreneurship, nature of entrepreneurship, types of entrepreneurs, , entrepreneur competencies, myths about entrepreneurship, entrepreneur background and characteristics, role models and support systems, sustainable entrepreneurship, entrepreneurial motivation, entrepreneurial training methods, corporate entrepreneurship- managerial versus entrepreneurial decision making, establishing corporate entrepreneurship in the organization, Women Entrepreneurship- Challenges					
Module:2	Generating and Exploiting New Entries	4 Sessions			
Generation of a new entry opportunity- resources as a source of competitive advantage, creating a resource bundle that is valuable, rare and inimitable, assessing the attractiveness of a new entry opportunity. Entry strategy for new entry exploitation. Risk reduction strategies for new entry exploitation- market scope strategies, imitation strategies, managing newness.					
Module:3	Business Idea and Opportunity	4 Sessions			
Creativity and the business idea- trends, sources of new ideas, methods of generating ideas, creative problem solving, innovation, opportunity recognition, product planning and development process. Identifying and analyzing domestic and international opportunities. Protecting the idea and other legal issues for the entrepreneur- patents, trademarks, copyrights, trade secrets and noncompetition agreements.					
Module:4	Business Plan	5 Sessions			
Introduction, planning as part of the business operation, scope and value of the business plan, presenting the plan, information needs, using the internet as a resource tool, writing the business plan- environmental and industry analysis, description of venture, production plan, operations plan, marketing plan, HR plan, organizational plan, assessment of risk					
Module:5	New Venture Funding	4 Sessions			
Sources of capital- personal funds, family and friends, commercial banks, role of the sba in small-business financing, research and development limited partnerships, government grants, private financing, bootstrap financing. Informal risk capital, venture capital, and going public- private equity, informal risk-capital market, valuing your company, deal structure, timing of going public and underwriter selection.					
Module:6	Launching and Growing New Venture	3 Sessions			
Growth strategies- market development strategies, product development strategies, diversification strategies. Implications of growth for the firm- pressures on human resources, pressures on the management of employees, pressures on the entrepreneur's time, pressures on existing financial resources. Accessing resources for growth from					

external sources- joint ventures, acquisitions, mergers, franchising.			
Module:7	Succession Planning for New Venture		3 Sessions
Introduction, succession planning strategies for new venture, exit strategy, succession of business, options for selling the business- direct sale, employee stock option plan, management buyout. Ethics- involving employees, bankers, and business associates in the problem.			
Module:8	Contemporary Topics		2 Sessions
Guest lectures from Industry/Entrepreneurs and Research and Development Organizations			
Total Sessions:			30 Sessions
Textbook(s)			
1.	Robert D Hisrich, Michael P Peters, and Dean A Shepherd, Entrepreneurship, 2020, 11th Edition, McGraw Hill, India		
Reference Books			
1.	Ali J Ahamad, Punita Bhatt, laon Acton, (2019), Entrepreneurship in developing and emerging economies, Sage Texts.		
2.	Hisrich, Peters, Shepherd, (2017), Entrepreneurship, McGraw Hill.		
3.	Charantimath Poornima M., Entrepreneurship Development and Small Business Enterprises, 2018, 3rd Edition, Pearson Education, India		
Mode of Evaluation: Midterm, Assignment, Quiz, Case studies, Class Exercises, Role plays, Seminar, and FAT			
Recommended by Board of Studies		19-05-2023	
Approved by Academic Council		No. 70	Date 24-06-2023

Course Code	Course Title	L	T	P	C
PMBA515E	Business Analytics	2	0	2	3
Pre-requisite	Information Systems	Syllabus version			
		1.0			
Course Objectives					
<ol style="list-style-type: none"> 1. Providing fundamental concepts of business analytics with strong understanding of extracting information from raw data, through hands-on experience with pre-defined industrial use cases / data sets 2. Assess the role of business analyst and data science in business. 3. Assess the basic concept of data management and data mining techniques. 4. Providing the key methods of classification, prediction, reduction, and exploration that are at the heart of data mining. 					
Course Outcome					
<ol style="list-style-type: none"> 1. Assess the role of business analytics and intelligence within an organization. 2. Explain the significance of data warehouse and the process involving extraction, cleansing, consolidation, and transformation of heterogeneous data into a single enterprise data warehouse. 3. Determine appropriate business analytics and intelligence (BAI) models and the apply descriptive analytics tools. 4. Develop and apply predictive analytics models/tools to gain insight from data for business decision making. 5. Develop and apply prescriptive analytics models/tools to gain insight from data for decision making purpose. 6. Develop and apply data Visualization technique to gain insight from data for decision making purpose. 					
Module:1	Introduction	2 Sessions			
Introduction - What is business analytics? - Historical Overview of data analysis – Data Scientist vs. Data Engineer vs. Business Analyst - Career in Business Analytics. Statistics Vs Data Mining Vs Data Analytics Vs Data Science. Supervised Learning and Unsupervised Learning.					
Module:2	Data Warehousing	3 Sessions			
Data Warehousing: Concepts – Process overview – Architecture – ETL process. Business Performance Management: BPM –Strategy - Plan – Monitoring – Performance, Measurement – Business Performance Management Methodologies.					
Module:3	Data Mining	3 Sessions			
Introduction to Data Mining - The origins of Data Mining - Data Mining Tasks. OLAP and Multidimensional data analysis Data preparation –incomplete data, missing data, erroneous data, outliers. Basic concept of Association Analysis and Cluster Analysis.					
Module:4	Descriptive Analytics	3 Sessions			
Introduction to Descriptive analytics – Visualizing, and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics.					
Module:5	Predictive Analytics	3 Sessions			
Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure - Analysis of Predictive analytics. Regression analysis, Decision theory and Cluster analysis.					
Module:6	Prescriptive Analytics	3 Sessions			
Introduction to Prescriptive analytics - Prescriptive Modeling - Non-Linear Optimization – Simulation, Demonstrating Business Performance Improvement.					
Module:7	Business Application	2 Sessions			
Application of Business Analysis: Retail Analytics - Marketing Analytics -Financial Analytics- HR Analytics- Supply Chain Analytics- Healthcare Analytics					
Module:8	Contemporary Topics	1 Sessions			

Guest lecture by industry experts on Emerging trends in business analytics			
		Total Session:	20 Sessions
Text Book(s)			
1	U. Dinesh Kumar, Business Analytics, The Science of Data- Driven Decision Making, Willey Second edition ,2022.		
Reference Books			
1.	Umesh R Hodeghatta and Umesha Nayak, Business Analytics Using R: A Practical Approach Apress, 2017.		
2.	Jeffery D.Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Essentials of Business Analytics, Cengage Learning, 2015		
3.	Sandhya Kuruganti, Business Analytics: Applications to Consumer Marketing, McGrawHill, 2015		
Mode of Evaluation: Midterm, Assignment, Quiz, Case studies, Class Exercises, Seminar, and FAT			
Indicative Experiments:			
Descriptive analytics/ Predictive Analytics and Prescriptive analytics -Hands on training with Business Analytics software like R, Python, Tableau, SPSS, Excel etc., interpretation of results and discussion on managerial decision making			
1.	Data Management	1 Session	
2.	Measures of central tendency and Measures of dispersion.	1 Session	
3.	Simple, Partial and Multiple correlation	1 Session	
4.	Linear Regression analysis & Multiple Regression analysis	1 Session	
5.	Parametric Test: t, F test	1 Session	
6.	Non-Parametric Test: Chi-square test	1 Session	
7.	Factor Analysis	1 Session	
8.	Cluster Analysis	1 Session	
9.	Discriminate Analysis	1 Session	
10.	Conjoint Analysis	1 Session	
Total Laboratory Sessions			10 Sessions
Text Book(s)			
1.	U. Dinesh Kumar, Business Analytics, The Science of Data- Driven Decision Making, Willey Second edition ,2022.		
Reference Books			
1.	Umesh R Hodeghatta and Umesha Nayak, Business Analytics Using R: A Practical Approach Apress, 2017.		
2.	Jeffery D. Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Essentials of Business Analytics, Cengage Learning, 2015		
3.	Sandhya Kuruganti, Business Analytics: Applications To Consumer Marketing, McGrawHill, 2015		
Recommended by Board of Studies		19-05-2023	
Approved by Academic Council		No. 70	Date 24-06-2023

Course Code	Course Title	L	T	P	C
PMBA516N	Career Management-II	3	0	0	3
Pre-requisite	NIL	Syllabus version			
		1.0			
Course Objectives					
<ol style="list-style-type: none"> 1. To Communicate clearly and effectively. 2. To be a good decision maker. 3. To build self-confidence. 4. To work Effectively in a team. 5. To become a self-motivator. 6. To be optimistic. 7. To improve emotional intelligence. 8. To become a smart Team leader. 					
Course Outcome					
<ol style="list-style-type: none"> 1. Will be able to communicate fluently. 2. Will be a self-confident individual. 3. Can master a team with interpersonal skills. 4. Will be able to face interview process confidently. 5. Can expose right attitude. 6. Can be an innovative member. 7. Will be able to face situations in a positive manner. 8. Can manage conflicts and challenges constructively. 					
Module:1	Communication skills	4 Sessions			
The Basics of Interpersonal Communication, Structuring communication, Developing, Effective probing skills, Listening, Powerful Body Language, Spoken Communication, The Art of Assertiveness, Ask vs Tell Styles, Effectively, Communicating with Various Stakeholders, Role Play Simulations for Confidence Building.					
Module:2	Mapping Self to Domain (Career Choice)	2 Sessions			
Career adaptivity, adaptability, and adapting, Sources of self-efficacy and outcome expectations for career exploration and decision-making					
Module:3	Investing Psychological Capital (Attitudinal Transformation)	2 Sessions			
Psychological Capital and Positive Psychological Capital, Basic Components of Psychological Capital, Self-Efficacy/Confidence, Optimism, Hope, Resiliency.					
Module:4	System Thinking Skills	4 Sessions			
Personal mastery, Mental models, Building a shared vision, Team learning.					
Module:5	Inculcating Entrepreneurial Mindset	5 Sessions			
Characteristics Of Entrepreneurial Mindset, Entrepreneurship Leading Approaches and Pedagogical Tools, Empathy, Decision-Making & Risk-Taking, Setting Goals and Clear Vision, Resilience and Accountability.					
Module:6	Leadership Skills (Expert Session Professor Ganesh, TT Member –Leadership Coach)	5 Sessions			
Adaptive Leadership – The Leadership of the 21st century by Ron Heifetz, Characteristics of Adaptive Leaders, Shifting Mindsets, Communication & Assertiveness, Ways to Motivate Oneself, Influencing Skills, Negotiation Skills & Transaction Analysis, People Management based project work, Giving Impactful feedback, Coaching & Emotional Intelligence, Team Management & Conflict Resolution.					
Module:7	Ethics and Ethical Decision Making	2 Sessions			
Five Sources of Ethical Standards, The Utilitarian Approach, The Right Approach, The Fairness or Justice Approach, The Common Good Approach, The Virtue Approach, A Framework For Ethical Decision Making, Recognize An Ethical Issue, Get The Facts,					

Evaluate Alternative Actions, Make a Decision And Test It, Act And Reflect On The Outcome.			
Module:8		Facing Interview (Industry Experts)	
		6 Sessions	
Introspection, Questions to Ask Yourself, How To Be As Successful As Possible In Your Interview, Grooming, Typical Interview Questions, Research, Frequently Asked Interview Questions, Personal Traits & Attitudes, Accomplishment Statements, Use The Par (Problem, Action, And Result) Method Questions To Ask In Interviews, Post-Interview, Self-Evaluation.			
		Total Sessions:	
		30 Sessions	
Text Book(s)			
1.	Psychological Capital and Beyond Hard cover edition by Fred Luthans; Publisher: OUP USA		
2.	Dare to Lead by Brené Brown; Publisher: Random House Large Print July 2019		
Reference Books			
1.	Designing for Behavior Change, 2nd Edition by Stephen Wendel; Publisher: O'Reilly Media, Inc. - June 2020		
Mode of Evaluation: Internal Assessments			
Recommended by Board of Studies		19-05-2023	
Approved by Academic Council		No. 70	Date 24-06-2023