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PIMPRI CHINCHWAD EDUCATION TRUST'S PUNE BUSINESS SCHOOL

PGDM

(ACADEMIC BATCH 2022-24)

SEMESTER III - SYLLABUS

INDEX

Sr. No.	Subject Code	Credit Core
1	PBSCC301	Strategic Management
2	PBSCC302	Project Management
Sr. No.	Subject Code	Marketing Management
1	PBSMM307	Service Marketing
2	PBSMM308	Marketing Research
3	PBSMM309	Digital Marketing II
4	PBSMM310	Integrated Marketing Communications
5	PBSMM311	B2B Marketing
Sr. No.	Subject Code	Human Resource Management
1	PBSHRM312	Strategic HRM
2	PBSHRM313	HR Operations
3	PBSHRM314	Industrial & Commercial Law
4	PBSHRM315	Labour Welfare
5	PBSHRM316	Conflict & Negotiation Management
Sr. No.	Subject Code	Financial Management
1	PBSFM317	Financial Services
2	PBSFM318	Direct Taxation
3	PBSFM319	Behavioural Finance
4	PBSFM320	Introduction to Banking
5	PBSFM321	Advanced Financial Management
Sr. No.	Subject Code	Business Analytics
1	PBSBA322	Advanced Statistics for ML
2	PBSBA323	Data Mining
3	PBSBA324	Tableau
4	PBSBA325	Social Media Web & Text Analytics
5	PBSBA326	Predictive Modelling using SPSS Modular
Sr. No.	Subject Code	OSCM
1	PBSOSCM327	Production & Operations Management
2	PBSOSCM328	Logistics Management
3	PBSOSCM329	Material & Stores Management
4	PBSOSCM330	Operations Research
5	PBSOSCM331	Global Supply Chain Management
Sr. No.	Subject Code	Healthcare Management
1	PBSHCM332	Marketing Management of Corporate Hospital
2	PBSHCM333	Marketing strategies for HealthCare Services
3	PBSHCM334	Hospital Waste management & Safety standards
4	PBSHCM335	Hospital / HealthCare-services Planning
5	PBSHCM336	Pharma Entrepreneurship
Sr. No.	Subject Code	Agri Business Management
1	PBSABM337	Agri Food & Retail Management
2	PBSABM338	Agriculture Finance & Rural Credit
3	PBSABM339	Marketing of Retails Agri Inputs
4	PBSABM340	Post-Harvest Production Management
5	PBSABM341	International Trades in Agri Commodities



Strategic Management

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSCC301	Semester	: III
Credit	: 3	Sessions	: 25

AIM

The objective of this course is to introduce the student with basic knowledge on the dynamics of Strategic Management - Formulation & Implementation and its complexities in a global environment and enable understanding of the underlying factors that explains business success and failure. Students will also acquire working knowledge of corporate restructuring, mergers and acquisitions, alliances and familiarize them with emerging thoughts and practices in the field of strategic management.

Learning Outcomes:

- 1) Differentiate strategic management from operational management and identify the strategy development process including the different levels of strategy.
- 2) Articulate the purpose of an organization's existence and communicating the same to all stakeholders.
- 3) Analyze the key structural drivers in the business environment to identify opportunities, threats and strategic gaps.
- 4) Discuss contemporary approaches to strategy development processes, evaluation of strategic choices; assess the role of a corporate parent in a multi-business organization and its value adding capabilities in managing a portfolio of businesses.
- 5) Contrast the different bases of achieving competitive advantage and outline the means to achieve sustainability in a competitive environment for an SBU.
- 6) Understand the compelling needs of restructuring a firm and various ways of implementing the same.
- 7) Discuss the Key tasks for effective strategy implementation and assess how to align them.
- 8) Outline cooperative strategies open to a firm, identify conditions for successful collaborations and analyze causes for break up.
- 9) Familiarize and apply modern tools of strategy implementation and control.

Detailed Syllabus

Introduction to Strategic Management:

- Introduction to Strategic Management
- Evolution of Strategic Thinking - Views of Eminent Thinkers
- Strategic vs. Operational Management
- Strategic Management Process
- Levels of Strategy (Corporate, Business, Functional).



The Strategic Position:

- The Environment (Porter's Five Forces Framework, PESTEL, Strategic Gaps, SWOT; Challenges in International Business Environment; Hofstede Cultural Dimensions, Internationalization).
- Expectations and Purposes: Organizational Purposes, Stakeholder Mapping, Communicating Organizational Purposes (Core Values & Ideology, Vision, Mission, Objectives).
- Strategic Capability: Critical Success Factor
- Experience Curve - Strategic Capability – Resources - Core Competence - Competition View of Strategy vs. RBV, Value Chain Analysis.

Strategy Development:

- Multiple approaches - Strategic Planning System, Logical Incrementalism, Learning Organization, Strategic Leadership.
- Implications - Intended, Realized, Emergent Strategy - Strategic Drift.

Strategic Choices Corporate-level Strategy:

- Value Creation and the Corporate Parent-
- Portfolio Manager (Eg. BCG, GE Matrices), Synergy Manager, Resource Allocator, Restructurer, Parental Developer.
- Managing the Corporate portfolio – BCG, GE Matrices.
- Product/Market Diversity – Related/Unrelated Diversity.
- International Strategy – Market Selection and Entry.
- Business-level Strategy: Generic Strategies; Cost Leadership, Product Differentiation, Focus; The Hybrid Strategy.
- Directions for Strategy Development: Product Development, Market Development, The TOWS matrix.
- **Strategy Implementation:** McKinsey 7S Framework

Competing for Future:

- Beyond Restructuring and Re-engineering
- Emerging Strategy Paradigms – Unlearning Curve, Strategy as Stretch and Leverage, Co-Creation.

Corporate Restructuring:

- Basic Tenets – Forms of Restructuring
- Asset Capital
- Organizational/Business Restructuring Outcomes Numerator and Denominator Management
- Force Field Analysis



Turnaround Management: Turnaround Stage Theory: Decline-Response Initiation-Transition-Outcome.

Strategic Alliances and Joint Ventures: Franchising – Licensing - Motives and Types - Successful JVs Life Cycle of a JV - JV Failures.

Mergers & Acquisition: Organic Vs. Inorganic Growth - Theories of M&A - Types and Motives - Synergy - Financing (LBO) – Issues leading to failure of M&A's.

Strategic Tools:

- Benchmarking
- Business Process Re Engineering
- Reverse Engineering
- Balance Score Card

Contemporary Issues:

- Blue Ocean Strategy
- Competitive Innovation
- Bottom of the Pyramid



Project Management

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSCC302	Semester	: III
Credit	: 3	Sessions	: 25

- 1. Overview of Project Management:** Concept of Project, Attributes of a Project, Importance of Project Management, Project Management Process, Project Lifecycle, Project Stakeholders, Project Management Structures, Choosing Appropriate Project Management Structure, Implications of Organizational Culture, Main Causes of Project Failure. Project Definition: Defining Scope, Establishing Priorities, Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization, Coding the WBS for information system, Project Roll Up, Process Breakdown Structure, Responsibility Matrices. (5+1)
- 2. Project Planning:** Estimating Project Times and Costs: Factors Influencing Quality of Estimates, Estimation Guidelines for Time, Costs and resources, Macro versus Micro Estimating, Methods for Estimating Project Times and Costs, Level of detail, Developing Budgets, Types of Costs, Refining estimates and contingency funds. Developing a Project Plan: Developing the Project Network, From Work Package to Network, Constructing a Project Network, Activity-on-Node Fundamentals, Network Computation process, Using the Forward and Backward pass information, Level of Detail for activities, Extended Network techniques. (5+1)
- 3. Project Scheduling & Risk Management:** Scheduling Resources and Reducing Project Duration: Types of Project Constraints, Classification of Scheduling Problem, Resource Allocation Methods, Splitting, Multitasking, Benefits of scheduling resources, Assigning Project work, Multi Project resource Schedules, Rationale for reducing project duration, Options for accelerating Project Completion, Concept and construction of a Project Cost – Duration Graph, Practical considerations . Managing Risk: Risk Management process – Risk Identification, Risk Assessment, Risk Response Development, Contingency Planning, Risk Response Control, Change Control Management. (5+1)
- 4. Project Organization:** The Project Manager: Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager – Leadership Abilities, Coaching & mentoring Abilities, Communication Skills, Interpersonal Skills, Ability to Handle Stress, Problem Solving Skills, Time Management Skills, Delegation, Management of Change. Managing Project Teams: The five stage team development model, Situational factors affecting team development, Team effectiveness, Conflict in projects, Sources of Conflict, Handling Conflict. Managing Virtual Project teams, Project team pitfalls. (5+1)
- 5. Project Evaluation:** Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance, Need for an Integrated Information System, Developing a dashboard, status report and index to monitor progress, Forecasting final project cost, Other control issues. Project Audit and Closure: Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations. (5+1)



Suggested Text Books:

1. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, Tata McGraw Hill
2. Effective Project Management, Clements and Gido, Thomson – India Edition.
3. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Wiley India
4. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw



Services Marketing

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSMM307	Semester	: III
Credit	: 3	Sessions	: 25

Objective

To focus on the research, strategy and application specific to decision-making in the highly competitive and rapidly growing services sector.

Detailed Syllabus

Introduction to Services Marketing: Definition - Characteristics – Classification - Present Marketing Environment.

Services Marketing Mix: Understanding the 7 P's Product, Price, Place, Promoter, People, Process & Physical Evidence.

Gaps Model

Understanding the Customer: Services vis-à-vis goods, Consumer Behavior in Services - Customer Expectations of Services - Customer Perceptions of Services – Evaluation of services

Strategies for Services Marketing: Positioning & Differentiation

Demand & Capacity: Yield management

Service Development Design & Standards:

New Service Development Process – Basic service to potential service - Customer Defined Service Standards

Delivering Services: Role of Employees and Customers in service delivery; Role of Intermediaries - Service process – Blue printing
– Physical evidence

Managing Service Promise: Role of Advertising, Personal Selling and Other Communication

Pricing of Services

Evaluating Success of Service Offering:

Service quality and measurement – SERVQUAL
– Service recovery - Role of CRM

Current Trends in Service Industries and Understanding Specific Service Industries: Financial, Hospitality, Health, Telecom, Consultancy, Logistics, Education, NGO, Public Utilities, ITCS, Travel & Tourism, e-Services and Professional Services

Cases

Faculty will be handling eight or more cases

- Banyan Tree: Developing a Powerful Service Brand
- Bossard Asia Pacific: Can It Make Its CRM Strategy Work?
- Bumrungrad Global Services Marketing Strategy
- Charles Schwab's Customer Focussed e-Business Strategy
- Coyote Loco Evaluating Opportunities for Revenue Management
- Customer Asset Management at DHL in Asia
- Customer Service in Singapore Airlines
- Giordano International Expansion



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Sector No. 26, Pradhikaran, Nigdi, Pune - 411 044,
Website: www.punebusinessschool.com Email: info@punebusinessschool.com



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- Indian Railways at the Crossroads
 - Kerala Tourism – Branding a Tourist Destination
 - Lessons in Customer Service from Wal-Mart
 - Marriott's Customer-Focused E-Business Strategy
 - Match.Com – The World's Leading Online Personals Site
 - Mumbai 'Dabbawalas' – An Entrepreneurial Success Story



Marketing Research

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSMM308	Semester	: III
Credit	: 3	Sessions	: 25

1. Introduction to Marketing Research: Definitions - Marketing Research, Market Research, Scope and Limitations of Marketing Research, Role of Information in Marketing Decisions, Value and Cost of Information, Marketing Information System and Marketing Research, Marketing Decision Support System, Threats to Marketing Research, Relationship between Marketing Research & Marketing, Organizing Marketing Research function, Evaluating utility of Marketing Research, Online Marketing Research, Recent Trends in Marketing Research, Marketing Research Industry in India.

2. Marketing Research Proposal: The marketing research brief, The Marketing decision problem and marketing research problem, Defining the marketing research problem, developing the research approach, The decision maker & the environment, alternative courses of action, objectives of decision maker, consequences of alternative courses of action, Translating decision problem to research problem, The marketing research proposal (Background - basic problem/opportunity, Objectives, Research Design – Qualitative & Quantitative approaches, Data Requirements, Data collection methods, Data collection instruments, Population definition, Sample Plan, Sample size, Sampling Methodology, Statistical analysis, Cost Estimates, Time line, Appendices), Report Writing, Ethical Issues in Marketing Research – participant issues, sponsor issues, corporate espionage, code of ethics.

3. Advanced Analytical Tools:

- (a) **Conjoint Analysis:** Conceptual basis, procedure, type of data required, key decision, how to interpret output, applications to study trade off patterns of consumers as related to different levels of marketing mix elements (Question on interpretation of output is expected)
- (b) **Factor Analysis:** Conceptual basis, type of data required, procedure, PCA, Interpreting factor matrix (factor loadings, communalities, Eigen value), determining number of factors using latent root criteria & scree test, interpreting & naming factors, applications in consumer behavior studies (interpretation of output is expected)
- (c) **Cluster Analysis:** Conceptual basis, type of data required, procedure, clustering methods – single linkage rule, how to interpret output, applications related to psychographic & lifestyle market segmentation (interpretation of output is expected)
- (d) **Multi-dimensional Scaling & Perceptual Mapping:** Conceptual basis, type of data required, key decision- attribute based versus non-attribute based approaches, procedure, how to interpret output, applications related to target market selection & positioning (interpretation of output is expected)
- (e) **Discriminant Analysis (Two Group Case):** Conceptual basis, type of data required, determining the coefficients, interpreting discriminant function & classifying subjects using discriminant function, applications in marketing (interpretation of output is expected)

4. Marketing Research Applications - I:

- (a) **Sales Analysis and Forecasting:** Mining internal customer and sales data, In-store shopper marketing research and Retail shop audits, margin trend data, targeting best customers, identifying most efficient and effective advertising and promotion methods to reach existing consumers, Consumer panels, Customer satisfaction research, Concept of



Market demand and Market potential, Forecasting, Forecasting methods, Choosing a forecast model, forecast errors. Moving Average and Exponential Methods, Decomposition Methods, Regression Models.

(b) **New Product Development and Test Marketing:** marketing information for new markets, new product categories, new product concepts, new product design and market validation research, test marketing – uses, types, methods, limitations. Conjoint analysis for understanding consumer preferences and application to product design.

(c) **Market Segmentation and Positioning:** researching traditional market segments, defining meaningful segments, assessing existing product strength and line extension potential, creative positioning strategy, repositioning strategy research, defining go-to-market strategy, current and potential markets. **Use of Factor analysis and perceptual maps.**

(d) **Pricing research:** Pricing research and pricing strategy decisions, optimum price-product-feature configurations and market positioning opportunities.

5. Marketing Research Applications - II:

(a) **Brand Research:** brand concepts, brand names, brand power research, brand equity survey measurements, Brand tracking studies.

(b) **Advertising Research:** Concept testing research – evaluating advertising concepts, ad theme concepts and appeals, ad recall surveys, message and theme salience, impact measures, buying motivation and association measures, media research like readership surveys, Media audience tracking studies, TRP, Limitations of advertising research.

(c) **International Marketing Research:** Marketing research in international context - importance, complexities and issues, International secondary data sources, Primary data collection methods and complexities of data collection in international marketing research, Online data sources and research, Issues in multi-country data analysis - Data comparability and validity problems, major sources of errors, Report preparation and presentation.

Suggested Text Books:

1. Marketing Research, G C Beri, TMGH
2. Marketing Research - An Applied Orientation, Malhotra and Dash, Pearson Education.
3. Marketing Research, Churchill, Jr, G.A. and D. Iacobucci, South Western: Thomson.
4. Marketing Research, Zikmund, Babin, Cengage Learning
5. Marketing Research, Boyd, H.P., R. Westfall and S. F. Stasch, Delhi: A.I.T.B.S.
6. Marketing Research, Burns, G.A. and D. Bush, South Western: Thomson.

Suggested Text Books:

1. Marketing Research, Green, P.E., Tull, D.S. and G. Albaum, New Delhi: Prentice Hall of India.
2. Marketing Research, Suja Nair
3. Marketing Research, Luck, D.J. and R.S. Rubin, New Delhi: Prentice Hall of India.
4. Marketing Research, Tull, D.S. and D.I. Hawkins, New Delhi: Prentice Hall of India.



Digital Marketing II

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSMM309	Semester	: III
Credit	: 3	Sessions	: 25

1. Digital Marketing Planning and Structure: Inbound vs Outbound Marketing, Content Marketing, Understanding Traffic, Understanding Leads, Strategic Flow for Marketing Activities. WWW, Domains, Buying a Domain, Website Language & Technology, Core Objective of Website and Flow, One Page Website, Strategic Design of Home Page, Strategic Design of Products & Services Page, Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us

Page, Call to Action (Real Engagement Happens), Designing Other Pages, SEO Overview, Google Analytics Tracking Code, Website Auditing, Designing Wordpress Website.

2. Facebook Marketing Fundamentals: Profiles and Pages, Business Categories, Getting Assets Ready, Creating Facebook Pages, Page Info and Settings, Facebook Page Custom URL, Invite Page Likes, Featured Video, Pin Post and Highlights, Scheduling Posts, Facebook Events, Reply and Message, Facebook Insights Reports, Competitor's Facebook Page, Ban User on Facebook Page, Connect with Twitter. Facebook Ad Campaigns: Organic v/s Paid, Defining Ad Objective, Performance Matrix, Ad Components, Designing Creative Image, Facebook Ad Structure, Setting Up Facebook Ad Account, Create Ad –Targeting, Create Ad –Budgeting, Create Ad –Creative, Content and CTA, Boosting Page Posts, Page Promotion, Video Promotion, Similar Ads and Audiences, Tracking Pixels Code, Remarketing -Website Visitors, Custom Audiences -Look Alike, Custom Audience -Saved Group, Managing and Editing Ads, Ad Reports and Ad Insights, Billing and Account. Facebook Business Manager, People, Pages and Roles, Ad Accounts Configurations, Ad Agencies and Assigning, Shared Login for FB Business A/c, Power Editor, Email Targeting on Facebook, Facebook Offers, CTA on Page, Posts for Location, Save Time with Third Party Tools, Case Studies.

3. Google Adwords: Understanding Adwords, Google Ad Types, Pricing Models, PPC Cost Formula, Ad Page Rank, Billing and Payments, Adwords User Interface, Keyword Planning, Keywords Control, Creating Ad Campaigns, Creating Text Ads, Creating Ad Groups, Bidding Strategy for CPC, Case Studies. PPC, CPM, CPA, Other Measuring Tools, Bidding Strategy on Location, Bidding Strategy on Schedule, Bidding Strategy on Devices, Conversion Tracking Code, Designing Image Ads, Creating Animated Ads, Examples on Animated Ads, Creating Video Ads, Youtube Video Promotion, Hi-Jack Competitor's Video Audience, Case Studies. Remarketing Strategies, Remarketing Rules, Remarketing Tracking Code, Linking Google Analytics, Designing Remarketing Images, Shared Budget, GWD Software, Case Studies.

4. YouTube Marketing: Video Flow, Google Pages for YouTube Channel, Verify Channel, Webmaster Tool –Adding Asset, Associated Website Linking, Custom Channel URL, Channel ART, Channel Links, Channel Keywords, Branding Watermark, Featured Contents on Channel, Channel Main Trailer, Uploading Videos, Uploading Defaults, Creator Library, Case Studies. Channel Navigation, Video Thumbnail, CTA –Annotation, CTA –Extro, CTA –Cards for Mobile, Redirect Traffic to Website, Post Upload Enhancements, Live Broadcasting, Managing Playlists, Managing Comments, Managing Messages, Monetization with AdSense, Paid YoutubeChannel, Channel Analytics, Real Time Analytics, Case Studies.



5.

Email Marketing - Content Writing: Email Machine –The Strategy, Email Frequency, Why People Don't Buy, The Fuel –Value, Triggers in Email using 4Ps, Sequence of Email Triggers, Email Example - Topic, Intro, Product, Secondary Value, Fear, Regret, Ask for Sales, Reinforcement, Offers Announcements, Urgency, Cross Sales, Re- Engagement, Buyer vs Consumer. Email Software and Tools, Importing Email Lists, Planning Email Campaign, Email Templates and Designs, Sending HTML Email Campaigns, Web Forms Lead Importing, Integrating Landing Page Forms, Campaign Reports and Insights, Segmentation Strategy, Segmentation Lists, Auto-Responder Series, Triggering Auto – Responder Emails, Auto Responder Actions, Case Studies. **(5+1)**

Suggested Text Books:

1. Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky,
2. Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales With Email Marketing, Ian Brodie
3. Social Media Marketing All-In-One for Dummies, Jan Zimmerman and Deborah



Integrated Marketing Communications

Class of	: 2022-22	Academic Year	: Second Year
Course Code	: PBSMM310	Semester	: III
Credit	: 3	Sessions	: 25

- 1. Integrated Marketing Communication:** Integrated Marketing Communication, Evolution of Integrated Marketing Communication, Role of IMC in creating brand identity, brand equity, and customer franchise, Communication Process, Promotional Mix: Tools for IMC, The IMC Planning Process, Global IMC. The Value of IMC plans
– information technology, changes in channel power, increase in competition, brand parity, integration of information, decline in the effectiveness of mass-media advertising.
- 2. Advertising- I:**
 - (a) Definition, History, Roles and Functions of Advertising, Types of Advertising, Steps in Development of Advertisement.
 - (b) **Advertising Design:** Appeals, Message Strategies & Execution Framework: Advertising Design, Advertising Theory, Types of Advertising Appeals, Structure of an Advertisement, Message Strategies, Cognitive strategies, Execution Strategies, Creating an Advertising, Advertising Effectiveness.
 - (c) **Copywriting:** Meaning and Definition of Copywriting, The Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, Writing for the Web, Tips for writing good web content.
- 3. Advertising- II:**
 - (a) **Media Planning and Strategies:** Growth and Importance of Media, Meaning and Role of Media Planning, Media Plan, Market Analysis, Media Objectives, Developing and Implementing Media Strategies, Evaluating the effectiveness.
 - (b) **Print Media and Outdoor media:** Characteristics of the press, Basic media concepts, Newspapers, Magazines, Factors to consider for magazine advertising, Packaging, Out-of-home Advertising, Directory Advertising.
 - (c) **Broadcast and Internet Media:** Meaning of Broadcast Media, Radio as Medium, Television as Medium, Internet Advertising, Email Advertising.
- 4. Sales Promotion:** Scope and Role of Sales Promotion, Growth of Sales Promotion, Consumer Oriented Sales Promotion, Techniques in Sales Promotion, Trade Oriented Sales Promotion, Coordinating sales promotion and advertising; Sales promotion abuse; Personal selling. **Public Relations, Publicity and Corporate Advertising:** Definition of Public Relations, Publicity and Corporate Advertising; Difference between public relations and advertising, Functions of Public Relations; Creating positive image building activities; Preventing or reducing image damage; Sponsorship and Event marketing; Role of internet in Public Relations, Publicity, Advantages and Disadvantages of Publicity.

Suggested Text Books:

1. Advertising and Promotion, Belch, George and Belch, Michael, Tata McGraw Hill, New Delhi.
2. Integrated Advertising, Promotion and Marketing Communication, Clow, Kenneth & Black, Donald, Pearson Education, New Delhi.
3. Advertising Management, Jethwaney, Jaishree and Jain, Shruti, Oxford University Press, New Delhi.
4. Advertising and Promotions, Semenik Allen, Cengage Learning



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Sector No. 26, Pradhikaran, Nigdi, Pune - 411 044.
Website: www.punebusinessschool.com Email: info@punebusinessschool.com



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5. Advertising and Promotion, SHH Kazmi, SatishBatra, Excel Books
 6. Advertising and Promotions, Shah, D'Souza, Tata McGraw Hill

Suggested Reference Books:

1. Integrated Marketing Communication, Tom Duncan, McGraw-Hill
2. Integrated Marketing Communication: Trends and Innovations, Shridha Jain, Global India Publications
3. IMC, The Next Generation, Don Schultz and Heidi Schultz, Tata McGraw Hill, New Delhi.



B2B Marketing

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSMM311	Semester	: III
Credit	: 3	Sessions	: 25

Objective

This course is designed for any student aspiring to develop a greater understanding of Business markets and derived demand. The course focuses essentially upon

- i). how to focus on Customers' customer and what drivers the Business customers in this Pursuitii). how to identify and relate the marketing mix for Business markets.

Detailed Syllabus

Introduction: The Need to Study Industrial Marketing - Volume of Trade Linked to Industrial Markets - Indian and the Global Scenario. Consumer versus Business markets. Business marketing environment Classification of Business products

Demand Issues: Concepts of Derived Demand -Short Term and Long Term Demand Issues - - Nature of derived demand, cross elastic demand, fluctuating demand, bull whip effect, inelastic demand, stimulating demand. Economic Linkages to Demand Studies

Organizational Buying Behavior: Classification of business customers - Traders - Manufacturers - Service Buyer - Systems Buyer. Buying decision process, buying situations, Buygrid, Buying center, Models of organizational buying behavior. Government / public sector buying procedures. Buyer seller relationships Uncertainties, Types buying orientation Types of Buyer seller relationships, managing relationships with suppliers, customers and distributors, conflicts and resolutions. Strategic alliances with customers, suppliers, competitors and government.

Industrial Marketing Intelligence: Assessing market opportunities. The marketing intelligence system, industrial marketing research, research process, demand analysis.

Marketing Strategies: Formulation of Marketing Strategies for Industrial Products – Concept of strategic planning, Role of marketing in strategic planning, Marketing strategies, planning process, tools for designing Business marketing strategies Industrial Market Segmenting, Targeting and Positioning –Segmenting the business market, criteria, Bases, Evaluating segments, targeting strategies, positioning. Nesting- a typical business market segmentation process.

Product Decision in Industrial Marketing:

Make or Buy Decisions - Vendor Development and Management, Product Bundling, Product Revival. New product development, First to market versus follower, initiatives, adoption and diffusion process. New product testing in business markets. Role of branding in Business markets

Pricing: Types, methods and strategies, factors affecting pricing, pricing across PLC, competitive bidding, Types of discounts, Price negotiations, Leasing, Perspectives of contracts, Reverse Bidding (Online business auctions). Value analysis, Total cost of ownership, Concepts of Cost, price, value,



Profits and customer surplus. Importance of pre tendering and tendering activities.

Business to Business Communication: The Media - Seminars - Trade Shows - Demonstration - Simulation. Role of advertising as a major support to sales force and channel.

Managing Distribution: Managing Distribution Channel structure, design, intermediaries, selecting intermediaries, managing relationships

Marketing of Services to Industrial Markets: Industrial Repairs & Services Marketing, Maintenance Services, Annual Maintenance Contract, Outsourcing Servicing

Recent Developments in Industrial Marketing: Measuring Marketing Performance, e-Business for Industrial Consumers, e-Supply chains in industrial markets.

- Industrial Designing in India: Waking up to the Global Demand
- Intel - The Component Branding Saga
- Bosch's Initiatives to Avoid Inventory Buildup
- 'Cost Erosion' at Tata Motors
- Information Technology Outsourcing at BBC
- Danfoss' Business Strategy in China
- Qube: Market Development for Digital Cinema
- CONCOR: No More a Monopoly
- Microsoft's Strategy for Small Businesses (A): The Innovative PR Campaign for MS Office Accounting 2007 Punj Lloyd: Marching Ahead at Brisk Pace; (B): Marketing MS Office Live
- The Gujarat Government: Wooing Investors
- SAP India Targets Small and Medium Businesses
- TetraPak's Packaging Innovations
- Technology in Measuring Promotional Performance
- Natureworks: Market Development for Bioplastics
- Navman: The Resale Price Maintenance Controversy
- NTPC – Reliance: Conflict Over Gas Supply
- Hanover Messe: An Industrial Trade Fair
- AMD – Channel Support Strategies
- Corporate Catering by RKHS in India
- Rolls-Royce – A Manufacturer at Your Service
- Metaljunction.com: Redefining E-commerce Business in the Indian Industry



Strategic Human Resource Management

Class of : 2022-24
Course Code : PBSHRM312
Credit : 3

Academic Year : Second Year
Semester : III
Sessions : 25

Objective

The course is designed to provide linkages of Business Strategy to HR Strategies-Policies & Systems. It is designed to equip the student with the tools & techniques essential as a strategic contribution of HRM to organizational success. The course is aimed at creating a practical understanding about the interaction of an organization's strategy with human resource management function to create sustained competitive advantage. This course will focus on issues on how HR function can create an alignment with business strategy and contributes to business performance. It will help to appreciate how HRM is critical to the firm's survival and its relative success.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Strategic Human Resource Management: A General Managerial Approach, 2nd e	Greer, Charles R. Pearson Education Asia - 2000
The HR Scorecard, 1 st e	Becker, Brian E. et al. HBS Press - 2001
Aligning Human Resource and Business Strategy, 2 nd e	Holbeche, Linda. Butterworth Heinemann - 2009
Human Resource Strategy	Dreher, George F./ Dougherty, Thomas W. Tata McGraw Hill
Handbook of Strategic HRM- The key to Improved Business Performance	Armstrong, Michael / Baron, Angela. Jaico Publishing House - 2007

Detailed Syllabus:

Understanding Strategic HRM: Traditional Vs strategic HR, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach, HR strategy and the role of national context, sectoral context and organizational context on HR strategy and practices, Investment perspective of human resources.

Aligning HR Systems with business strategy: Sustained competitive advantage – how HR adds value to the firm - HR as scarce resource - inimitable resource - non-substitutable resource, Linking HRM practices to organizational outcomes - assessing and reducing costs - behavioral impact of HR practices - Marginal utility models - auditing HR practices and departments, Linking Strategy to HRM practices

- corporate HR philosophy and company wide

- HR standards - HRM leading strategy formulation, Alternative HR systems - universalistic - contingency - configurational, Congruence and Integrated HR systems, Designing congruent HR systems.

- **HR Strategy Formulation:** Brief overview of strategic planning and planning in SBUs, HR Strategy and HR Planning, HR Strategy in Multinational, Global and Transnational companies, HR contributions to strategy - competitive intelligence - resource reallocation decisions.

- **HR Strategy in workforce utilization:** Efficient utilization of Human resource - cross-training and flexible work assignment - work teams - non-unionization, Strategies for employee shortages,



Strategies for employee surpluses.

- Strategies for Performance and Development:
- Strategic dimensions of performance management, balanced scorecard, EVA, etc.

- **HR strategy for training and development:**

Benefits, planning and strategizing training, integrated learning with performance management system and compensation.

HR Strategy in Global Economy: Strategy and structure of divisional zed company, HR implications of deinitialization - forms of control - HRM in corporate office, HR implications of mergers and acquisitions -employee expectations - consequences of acquisitions on HR practices

High Performance Work Practices: Individual high-performance practices, limitations of individual HPWP, Systems of HPWP - skill system - motivating system, Individual practices Vs systems of practices, Universal practices Vs contingency perspectives

Evaluating HR function: Overview of evaluation - scope - strategic impact - level of analysis - Criteria - Level of Constituents - ethical dimensions, Approaches to evaluation - audit approach - analytical approach - quantitative and qualitative measures - outcome and process criteria, Balanced Scorecard perspective, Benchmarking, Accounting for HRM - Purpose of measuring cost and benefits of HRM - approaches to HRM performance - employee wastage and turnover rates - cost of absenteeism - measuring human resource cost.

HR Scorecard: HR as a strategic partner and measurement challenge, 7 step Model for implementing HR's strategic role, Creating an HR Scorecard, Measuring HR alignment - 2 dimensions of alignment - assessing internal and external alignment - Systems alignment Map

Strategic HRM in emerging HR issues: HR Strategy in workforce diversity - virtual teams - flexitime and telecommuting - HR outsourcing - contingent and temporary workers - Global sourcing of labor, Expatriation and repatriation management in global HRM, Gender discrimination and Glass ceiling effect, Employee engagement strategies, Talent management and retention.



HR Operations

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSHRM313	Semester	: III
Credit	: 3	Sessions	: 25

- 1. Human Resource Administration:** Definition, nature, scope, objective, structure of personnel department, personnel policy and its types, maintenance of personnel files and records, Drafting communication in personnel department – Appointment, promotion, transfer, deployment, appreciation letter, notices and circulars.
- 2. Communications about disciplinary measures:** Drafting of memo, warning, show cause, charge sheet, suspension, Inquiry procedure correspondence, termination and dismissal, reinstatement in service.
- 3. Computation under Social Security Laws:** The Employee's Provident Fund and Miscellaneous Provisions Act, 1952 – Contribution, online procedure for opening of account and required documents, rate of contribution of Employer and Employee, administrative charges, interests and penalties, PF calculations and Forms, Amendments till date,
The Employee's State Insurance Act, 1948 – Contributions, all 6 benefits, and calculations related to benefits, calculations for payment of compensation, applicability, Amendments till date
- 4. Compensation and Labour Welfare:** The Workmen's Compensation Act 1923 – Definition, Permanent, Partial, Total Disablement arising out of and in course of employment, theory of notional extension, calculation of compensation in case of death and disability, Amendments till date.
The Payment of Bonus Act, 1965 – Definition of Bonus, applicability, eligibility, minimum, maximum, Set-on and Set-off, disqualification of bonus, Amendments till date.
The Payment of Gratuity Act 1972 – Definition of Gratuity, applicability, eligibility, minimum service condition, maximum limit, calculation of gratuity in case of retirement, resignation, death and disablement. Amendments till date.
- 5. Components of Payroll System:** Maintenance of Statutory Returns – TDS, Profession tax, Form – 16 A and B, Form 26 AS, PF, ESI, Calculation of CTC and designing salary structure Income from salaries, deductions from salaries, meaning of salary for different purposes, perquisites, value of rent free accommodation



Reference Books:

1. Guide on Labour Management forms and precedents (Law, Practice and Procedure) – S D Puri (Snowwhite publication)
2. Introduction of Labour and Industrial Laws by Avatar Singh
3. Elements of Mercantile Law by N. D. Kapoor, Sultan Chand
4. Bare Acts
5. Elements of Mercantile Law-N. D Kapoor

1. Personnel Management – C B Mamoria
2. Dynamics of Personnel Administration – Rudrabaswaraj
3. Personnel Management – Edwin Flippo
4. Industrial and Labour Laws – S. P. Jain
5. Employee Relations Management-P N Singh, Pearson Publications
6. Dynamics of Industrial Relations–Mamoria & Mamoria
7. Industrial Relations: Emerging Paradigms, BD Singh, Excel Books, 2004 Edition



Industry & Commercial Law

Class of : 2022-24

Academic Year : Second Year

Course Code : PBSHRM314

Semester : III

Credit : 3

Sessions : 25

UNIT I

The Factories Act (Sec 1 to 84) Preliminary – The Inspecting staff – Health, Safety and Welfare of Workers – Working Hours of Adults – Employment of Women and Young persons- Leave with Wages.

UNIT II

- Industrial Disputes Act 1947 – Definition – What is an Industrial Dispute Sec 2(K) Sec 2a – Lay Off
- Lockout – Strike – Retrenchment – Closure and Transfer of Undertaking – Difference between Lock out and Lay Off, Retrenchment and Closure, Lock –Out and Closure – Lockout and Retrenchment – Unfair
- Labour Practice – Authorities –Procedure and Powers of Authorities – Reference to Arbitration Conciliation Machinery – Adjudication Machinery – Labour Courts – Industrial Tribunal – National Tribunal – Reference of Disputes to Boards , Courts or Tribunals and Voluntary Reference.

UNIT III

- The Workmen's Compensation Act – Nature and Scope – Definitions – Workmen's Compensations
- Employ's Liability – Meaning of Accident Compensation Permanent – Partial and Temporary –Disablement – Compensation of Half Month Payment (Table Not Necessary).

UNIT IV

- The Payment of Bonus Act 1965 – Object – Application – Definitions – Methods of Computing Gross

Profits – Payment of Bonus – Importance.

UNIT V

- The Employees Provident Fund Act 1952.

Boos for Reference:

1. Tulsian, Business & Industrial Law, Tata McGraw-Hill Education, 2006
2. B. S. Moshal, Business & Industrial Law, Ane Books Pvt. Ltd. 2008
3. AnshuS.Vyas, A Text Book of Business & Industrial Law, Vision Publications
4. SK. Aggarwal& K. Singhal, Business & Industrial Laws, Galgotia Publications, 2008



Labour Welfare

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSHRM315	Semester	: III
Credit	: 3	Sessions	: 25

1. **Introduction - Evolution of Labor Welfare :** Origin and evolution of Labour Welfare- objectives of Labour Welfare need and importance of L.W, Classification of Labour Welfare, Work agencies of Labour Welfare, Scope of Labour Welfare, Concepts, philosophy and principles of labour welfare, Plans and labour policy in India and Labour Welfare in India. (4+2)
2. **Labour Legislations in India:** Statutory Welfare Amenities – as per Factories Act, 1948, Plantation Act, 1951, Motor Act 1952, Motor Transport Act. Non-statutory welfare Agencies – Role of Trade Unions, NGOs and Local-self Govt., National Commission on Labour and Labour Welfare, Labour Laws of the Elimination of Child Labour(4+2)
3. **Agencies of Labour welfare:** Agencies of Labour welfare in India (Central Govt. , State Govt., Employers & Trade-Unions), Labour Welfare Officer: Role, Qualifications, Functions, Duties, Labour Administration in India (4+2)
4. **Industrial Hygiene & Occupational Health:** Working condition and benefits, Working conditions in the factory- safety and accident prevention, Health and hygiene, Canteen organization and management, Organization of credit and consumer co-operative societies- recreational and educational activities- workers education in India, Functions of Labour welfare officers India. (4+2)
5. **Problems of Indian labour:** Problems of Women Labour, Problems of Unorganized labour, Problems of Workers education (4+2)

Suggested Text Books:

1. Labour Problem and Social Welfare in India, Memoria, C. B., Kitab Mahal Allahabad
2. Labour Welfare, Trade Unionism and Industrial Relation, Punekar, S. D. , Himalaya Publishing House, Bombay.
3. Labour Welfare and Social security, Kohli, A. S. and Sarma S. R., Anmol Publications Pvt. Ltd., New Delhi.
4. Child Labour in India, Misra, L., Oxford University Press, New Delhi.
5. Personnel Problems and Labour Welfare, Mathur D. C., Mittal Publication. New Delhi.

Suggested Reference Books:

1. Female Labour in India, Sharma Usha, Mittal Publication New Delhi
2. Aspects of Labour Welfare and Social Security, A.M.Sharma
3. Labour Problems and Social Welfare, R.C. Saxena
4. Labour economics and social welfare, Dr. B.P. Tyag



Conflict & Negotiation Management

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSHRM316	Semester	: III
Credit	: 3	Sessions	: 25

1. **Fundamentals of Negotiation:** definition: Introduction to the importance of negotiation, its importance and Nature of negotiation, negotiation Vs other interactions, Dimensions of Negotiation, Structure and the prerequisites of successful negotiation, types of negotiation, Strategy & planning of negotiation, four stage model of negotiation.

2. **Negotiation Process:** Perception & Preparation for the negotiations, goal setting for the negotiation, options and criteria for negotiation, role of Communication & Influence in the negotiation process, Identifying BATNA (Best alternative to a negotiated agreement) and ZOPA (zone of possible agreement) in the negotiation process, Ethics in negotiation, Agreement

3. **Negotiation styles:** Leigh Thompson's 5 negotiation mental models, importance of establishing trust and building a Relationship in negotiation, Win-Win Negotiation, use of creativity and problem Solving in Negotiations, application of Transactional analysis for negotiations.

4. **Conflict Management:** Introducing the concept of conflict management, Definition, importance and Models of conflict (Process & Structural), Sources of conflict, analyze the relationship between conflict & performance in team, Advantages & Disadvantages of Conflict. Creating conducive climate to resolve the conflict, apply the fundamentals of conflict management to build teams in the organizations, design the process for conflict management and create the situations to minimize the conflicts in an organizations.

5. **Types of Conflicts:** understanding the importance of developing mechanism to manage conflicts in the organizations, managing interpersonal and intra personal conflict, and conflict resolution, dealing with difficult subordinates, boss & colleagues, evaluate the organization conflict, analyze the techniques to resolve team conflict, creating the strategies to manage organizational conflict, understand the concept of third party conflict resolution (ADR), demonstrate the use of third party conflict resolution (ADR). Simulation: Case study on best business negotiations and conflict management, Role Play.

6. **Types of Conflicts:** understanding the importance of developing mechanism to manage conflicts in the organizations, managing interpersonal and intra personal conflict, and conflict resolution, dealing with difficult subordinates, boss & colleagues, evaluate the organization conflict, analyze the techniques to resolve team conflict, creating the strategies to manage organizational conflict, understand the concept of third party conflict resolution (ADR), demonstrate the use of third party conflict resolution (ADR). Simulation: Case study on best business negotiations and conflict management, Role Play.



Financial Services

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSFM317	Semester	: III
Credit	: 3	Sessions	: 25

Objective

The course introduces students to the various financial services, like leasing, hire purchase, factoring, housing finance etc.

Detailed Syllabus

Evolution of Financial services: Leasing, Hire purchase services, consumer finance and instalment credit, portfolio management schemes, credit rating, plantation scheme.

Introduction to equipment leasing:

Introduction - History and Development of Leasing - Concept and Classification - Types of Leases
- Advantages of Leasing - Disadvantages of Leasing - Evolution of Indian Leasing Industry
- Leasing and the Commercial Banking Sector - Product Profile.

Legal Aspects of leasing: Present Legislative Framework - Process of Lease Documentation - Contents of Lease Agreement.

Tax aspects of leasing: Income tax Aspects: Depreciation Allowance on Leased Assets - Rental Income from Lease - Leasing Tax Planning.

Lease Evaluation: The Lessee's Angle: Financial Evaluation: Alternative Approaches for Lease Evaluation
- Frame work for Lease Evaluation - Concept and Application of Break even Lease Rental - Lease vis-a-vis Buy - Lease Evaluation in practice - Evaluation of Lessor.

Lease Evaluation: The Lessor's angle: Break Even Rental *for* the Lessor - Negotiating Lease Rentals - Concepts of Gross Yield and Add-on Yield - Lease Pricing Techniques - Assessment of Lease Related Risks:
- Impact of Tax/Regulatory Changes on Lease Evaluation - The Appraisal Process - The Lease Approval Process - Monitoring Receivables - Recovery Mechanism.

Hire Purchase: Concept and Characteristics of Hire Purchase - 'Mathematics of Hire Purchase: Calculation of Effective Interest Rate - Legal Aspects of Hire Purchase - Tax Implications of HP - Income Tax - Framework for Financial Evaluation: The Hirer's Angle - The Finance Company's Angle.

Consumer Finance: Role of Consumer Credit in the Financial System - Features of Consumer Credit Transactions - Mathematics of Consumer Credit, Legal - Framework - Consumer Credit Portfolio Management - Credit Evaluation - Credit Screening Methods - Innovative Structuring of Consumer Credit Transactions,

Factoring: Concept of Factoring - Forms of Factoring - Factoring vis-à-vis Bills Discounting
- Factoring vis-à-vis Credit Insurance - Factoring vis-à-vis Forfaiting - Evaluation of a Factor - Legal Aspects of Factoring - Evaluation of Factoring - Factoring in India Current Developments.

Housing Finance: Housing Finance companies, Refinance schemes for HfCs, Regulatory guidelines for HfCs.

Credit Cards: Concept - Billing and Payment - Settlement Procedure - Sharing of Commission - Defaults - Handling and Implications - Add-on Facility - Corporate Credit Cards - Business Cards - Debit Card - Uses of Credit Cards - Member Establishments - Member Affiliates and their Benefits - The Concept of Visa net.

Credit Rating: Concept of Credit Rating - Types of Credit Rating - Advantages and Disadvantages of Credit Rating - Credit Rating Agencies & their Methodology - Emerging Avenues of Rating Services



- International Credit Rating practices

Regulatory Environment of financial services: Review of Recommendations of Various Committees - Prudential Norms for Bad and Doubtful Debts - Capital Adequacy and Concentration of Credit/Investments - RBI Guidelines for Finance Companies - Fixed deposits and Credit Rating.

Mortgages and Mortgage financing:

Mortgages and Mortgage Instruments - Concept,

- Whole Loans – Mortgages - Graduated- Payment Mortgages (GPMs) - Pledged-Account Mortgages (PAMS) - Buy down (ARMs). Share Appreciation Mortgages (SAMs)

Mortgages Pass-Through Securities – Mortgages

- Backed Bonds Collateralized Centralized Mortgage Obligations (CMOs)

Insurance: Introduction to life and non –life insurance

Introduction to mutual funds



Direct Taxation

Class of	: 2022-22	Academic Year	: Second Year
Course Code	: PBSFM318	Semester	: III
Credit	: 3	Sessions	: 25

1. Introduction: Introduction of Income Tax Act, 1961, Basic definitions and concepts – Direct Tax, Indirect Tax, Person, Assessee, Deemed Assessee, Assessment Year, Previous Year, Residential Status of an individual assessee and company, Income exempt from Tax– Gratuity, Leave Travel Concession, Encashment of Unutilized Earned Leave on Retirement, Pension, Voluntary Retirement Receipts, Retrenchment Compensation, Receipts from Life Insurance Corporation, HRA, Payment from NPS Trust to an assessee on closure of his account/ Opting out of the pension scheme and Payment from NPS Trust to an employee on partial withdrawal, Agriculture Income. (3+2)

2. Income under the Head “Salaries” & “Income from House Property”: Meaning of salary, Basis of charge of salary income, different forms of salary, different forms of allowances, perquisites, permissible deductions from salary income, tax treatment of provident fund, Basis of charge, property income not charged to tax, computation of income from let out house property and self-occupied property. (8+2)

3. Income under the Head “Profits and Gains of Business and Profession”: Computation of profit or gain from business and profession (expenses expressly allowed as deduction; general deductions; expenses specifically disallowed) basis of charge; chargeable incomes; specific deductions; amount not deductible (8+2)

4. Income under the Head “Capital Gain” and “Other Sources”: **Capital Gain**- Meaning- Capital Gain, Basis of charge, important definitions like Capital Asset, Short Term Capital Asset, Long Term Capital Asset, Transfer of Capital Asset, Short Term Capital Gain and Longterm Capital Gain and their computation. **“Other Sources”** - Incomes Chargeable Under the head “Other Sources” (Section 56), Deductions Allowable (Sec. 57), Deductions Not Allowable (Sec 58), Bond Washing Transactions and Dividend Stripping (Sec 94). (8+2)

5. Net Taxable Income and Certain other Points: Computation of net total income based on 5 heads, carry forward and set-off of losses and deductions under Sec. 80, Computation of Income Tax Liability, Advanced Payment of Tax, TDS, Tax Planning & Tax Evasion, Income Tax Returns, E-filing of ITR (8+2)

Suggested Text Books:

1. Direct Taxes, Ravi Kishore
2. Direct Taxes, J.P. Jakhotiya
3. Direct Taxes, Dr. Girish Ahuja & Dr. Ravi Gupta
4. Direct Taxation, Dr. Pradip Kumar Sinha



Behavioural Finance

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSFM319	Semester	: III
Credit	: 3	Sessions	: 25

1. Introduction to Behavioral Finance: Concept, Nature, Scope, Objectives, Difference between Standard Finance and Behavioral Finance, Traditional View of Financial Markets, Anomalies of Financial Markets, Limitation of Efficient Market Hypothesis, Behavioral Financial Market Strategies, Behavioral Indicators, Psychology: Social, Behavioral, Physiological, Applied, Educational, Cognitive Psychology, Boom & Bust Cycles, Prospect Theory, Loss aversion theory.
2. Behavioral Biases theories : Heuristics, Overconfidence Bias, Representativeness, Anchoring and Adjustment bias, cognitive dissonance bias availability bias, self- attribution bias, illusion of control bias conservation bias, endowment bias, optimism bias, confirmation bias, Impact of bias on investors, External factors defining investors behavior, Fear and Greed in Financial Market, Finance & Emotions, Investors & types, Characteristics of extremely successful investor, Bubbles and systematic investors sentiments
3. Risk Aversion and expected marginal utility, Risk aversion- Rabin and Thaler, Expected utility theories, Rationality in investment decisions: Concept, Limitation, assumptions for rational decision making model, Rational decision making process, Dependency of Rationality on Time Horizon, Herbert Simon and Bounded Rationality, Arbitrage: Limits, Types, cost involved in arbitrage process, The model of limited Attention
4. Geomagnetic storm: phase, types, causes, effect, Geomagnetic storm and financial market, Impact of geomagnetic storm on stock market return, Factors influencing stock & stock market, External factors and investors behavior, Classification of external factors influencing investors behavior, factors influencing on investors behavior
5. Corporate Behavioral Finance: Introduction, Corporate decision making: Heuristic approach, prospect theory, market variables, herding effect, behavior of investors and inefficiency of market, Empirical data on presence and absence of dividend, Ex-Dividend day behavior, timing of corporate news announcement, Behavioral life cycle.



Introduction to Banking

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSFM320	Semester	: III
Credit	: 3	Sessions	: 25

Objective:

The focus of the course is directed towards the various operation performed in banks and the different ways of managing risk faced by banks.

Detailed Syllabus

Introduction to Banking Operations: The Changing Nature of Banking Operations, Importance of Customer Relationship Management in Banks, Role of Technology in Banking Operations.

Services Design and Delivery Strategies in Banks: Products and Services Offered by Banks, Response of Banks with Newer Services and Delivery Mechanisms & Delivery Strategies in a Bank, Implications of Service Intangibility.

Introduction to Electronic Banking: Role of Technology, Significance of Computerization in Banks, Finance Portals for the Banking Industry, Multi-channel Operations (Remote Banking), The Regulatory Framework. Electronic Banking, Electronic Banking, Electronic Banking: Market Assessment, e-Banking: An Introduction, Internet: e-Commerce, e-Banking, e-Banking in India, Internet Banking Strategy, Risks in e-Banking. The Branch Renaissance, The Migration to an Online Environment, Customer Relationship through Portals, The Digital Age of Banking. Core Banking Solution, Universal Banking etc.

Security Considerations in e-Banking: The Need for Security, Sources and Types of Risks, Causes of Risks, Control Measures at System Level and Network Level, Disaster Recovery and Contingency Plans, Legal Aspects and Framework, Security Policy.

Facilities Management: Payment and Settlement Systems in India and abroad, RTGS and Clearing House: Emerging (US & Europe- CHIPS, CHAPS, FedWire, TARGET & CIPA etc.) Clearing House: Manual, MICR, High Value & National Clearing, Clearing Corporation of India Ltd. Etc. Emerging New System: ECS (Debit & Credit) EFT, MEFT, RTGS; LERM, Remittances through non-banking Channels, etc. Remittance Channels; INFINET, BANKNET, SWIFT etc. Risk Factors for Payments Systems, International Standards on Payment Systems, Role and Concern of Central Bank and Participants, Cost Reduction Exercise.

Service Quality Metrics: Core Factors, Customer Relationship Management, Technical Quality and Functional Quality, Role and Process Capability for Managing Services, Managing Service Delivery, ISO 9000 Certification in Banking Services

Improving Quality and Productivity: Banking Services: Technical Quality and Functional Quality, Determining What Satisfies the Customer, Customers' Perception of Banking Service Quality, Devising Quantitative Determinants, Non-Quantitative Determinants, Quality by Design: Formulating a Suitable Standard, Quality Assurance, Managing Service Delivery, Improving Productivity and Performance, Importance of Six Sigma to Banks, Six Sigma in Banks, Steps for Improving Quality of Service.

Operational Controls: Banking Regulations and Supervision, Maintenance of Documents and Records, Adequate Information Storage and Retrieval Mechanism, Maintenance of CRAR, Reporting, Asset-Liability Management System, Organizational Structure, Audit and Vigilance.

Introduction to Risk Management: What Risks All About, Basic Purpose of Risk Management in Banks, The Process of Risk Management, Different Types of Risks in Banks, Overview of



Enterprise-wide Risk Management in Banks

The New Basel Accord-Implication for Banks: An Overview, Basel II Framework, The Three Pillar Architecture, Organizations Affected by Basel II, Impact of Basel II.

Risk Management Strategies: Operational Risk Management Strategies at Banks, Financial Risk Management Strategies, Systemic Risk Management Strategies, Risk Limitation, Management of IT Implementation risks.

Operational Risk Management: Operational Risk and its Evolution, Major Sources of Operational Risk in Banks, Measurement of Operational Risk, Management of Operational Risk



Advanced Financial Management

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSFM321	Semester	: III
Credit	: 3	Sessions	: 25

AIM

Develop a framework to evaluate key decision in respect of capital structure, dividend policy, working capital management and decision involving alternate choices.

Detailed Syllabus

Financial Forecasting: Sales Forecast -Preparation of Pro-Forma Income Statement and Balance Sheet - Growth and External Funds Requirement - EFR

Leverage: Measuring and analyzing the implications of Leverage - Operating Leverage, Financial Leverage and Total Leverage.

Capital Structure Theories: Net Income Approach - Net Operating Income Approach - Traditional Approach - Modigliani-Miller Model(MM), Miller Model - Criticisms of MM and Miller Models - Financial Distress & Agency Cost - Asymmetric Information Theory.

Capital Structure Policy: Business & Financial Risk - A Total Risk Perspective - Business & Financial Risk - A Market Risk Perspective - Determinants of Capital Structure Decision - Approach to Estimating the Target Capital

Structure - Variations in Capital Structures, EBIT / EPS Analysis and ROI / ROE Analysis

Dividend Policy: Traditional Position - Walter Model - Gordon Model - Miller-Modigliani Position - and Rational Expectations Model.

Basics of Capital Expenditure Decisions: The Process of Capital Budgeting - Basic Principles in Estimating Cost and Benefits of Investments - Appraisal Criteria: Discounted and Non-Discounted Methods (Pay-Back Period - Average rate of return - Net Present Value - Benefit Cost Ratio - Internal Rate of Return)

Analysis of Project Cash Flows: Cash Flow Estimation - Identifying the Relevant Cash Flows - Cash Flow Analysis - Replacement, Cash Flow Estimation Bias - Evaluating Projects with Unequal Life

Estimation of Working Capital Needs: Objectives of Working Capital (Conservative vs Aggressive Policies), Static vs Dynamic View of Working Capital - Factors Affecting the Composition of Working Capital Independence among Components of Working Capital - Operating Cycle Approach to Working Capital.

Inventory Management: Nature of Inventory and its Role in Working Capital - Purpose of Inventories - Types and Costs of Inventory - Inventory Management Techniques - Pricing of Investments - Inventory Planning and Control.

Receivables Management: Purpose of Receivables - Cost of Maintaining Receivables - Credit Policy Variables (Credit Standard, Credit Period, Cash Discount, Collection Program), Credit Evaluation - and Monitoring Receivables.



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Financing Current Assets: Behaviours of Current Assets and Pattern of Financing - Accruals - Trade Credit - Provisions - Short- Term Bank Finance - Factoring

Treasury Management and Control: Cash Management - Meaning of Cash - Need for and Objectives of Cash Management - Cash Forecasting and Budgets - Cash Reports - and Efficient Cash Management.



Advanced Statistics for ML

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSBA322	Semester	: III
Credit	: 3	Sessions	: 25

- 1. Business Analytics Basics:** Definition of analytics, Evolution of analytics, Need of Analytics, Business analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst, Types of Analytics, Tools for Analytics. Concept of insights. Importance of data in business analytics, Differences between data, information and knowledge, various stages of an organization in terms of data maturity, Options for organizations in the absence of good quality data.
- 2. Analytical decision-making:** Analytical decision-making process, characteristics of the analytical decision- making process. Breaking down a business problem into key questions that can be answered through analytics, Characteristics of good questions, Skills of a good business analyst, Overview of Business analytics applications in - Marketing Analytics, HR Analytics, Supply Chain Analytics, Retail Industry, Sales Analytics, Web & Social Media Analytics, Healthcare Industry, Energy Analytics, Transportation Analytics, Lending Analytics, Sports Analytics. Future of Business Analytics.
- 3. Fundamentals of R:** R environment, Downloading and Installing R, Using command line in R, Help, File operations in R -Reading from and Writing to a file, Writing your first code in R, Importing data from spreadsheets, text files, SAS, SPSS, Connect to RDBMS from R using ODBC, basic SQL queries in R, Exploration and transformation activities, basics of Web Scraping.
- 4. Data types & Data Structures in R:** Data types in R and its appropriate uses, Program Structure in R, Flow Control: For loop, If condition, While conditions and repeat loop, Debugging tools, Concatenation of Data, Combining Vars , cbind, rbind, Supply, apply, apply functions, Built-in functions in R like: seq(), cbind (), rbind(), merge(), knowledge on the various sub setting methods, summarize data by using functions like: str(), class(), length(), nrow(), ncol(), use of functions like head(), tail(), for inspecting data, summarize data, SQL join in R. Introduction to Data Structure in R, Vectors, Lists, Scalars, Data Frames, Matrices, Arrays, Factors, Use of data structures in different conditions, Advantage of using a particular approach.
- 5. Data Visualization:** Concept of Data Visualization, Popular Data Visualization tools, Exploratory Data Analysis(EDA), Data Cleaning, Data Inspection, uses of the functions like grep l(), grep(), sub(), summarize(), llist (), Using graphical functions in R for data visualization, Line Plots, Bar Plots, Bar Plots for Population, Pie chart, table plot, histogram, Plotting with base graphics, Plotting with Lattice graphics, Plotting and coloring in R. Customizing Graphical Parameters to improvise plots, understanding GUIs like Deducer and R Commander, introduction to Spatial Analysis.



Data Mining

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSBA323	Semester	: III
Credit	: 3	Sessions	: 25

- 1. Basic Concepts:** Concept, Definitions and Need of Big Data, Data Mining, Business Intelligence. Data Mining Process, relation to Business Intelligence techniques. Introduction to Data Mining Tasks (Classification, Clustering, Association Analysis, Anomaly Detection). Concept, Definitions of model, descriptive models, predictive modeling, basic terminology. Real-world data mining applications - Big Data Analytics in Mobile Environments, Fraud Detection and Prevention with Data Mining Techniques, Big Data Analytics in Business Environments.
- 2. Data and Preprocessing:** Understanding of Data, what is data? Types of attributes, properties of attribute values, types of data, data quality, Sampling, Data Normalization, Data Cleaning, Similarity Measures, Feature Selection/Instance Selection, the importance of feature selection/instance selection in various big data scenarios.
- 3. Classification:** Decision-Tree Based Approach, Rule-based Approach, Instance-based classifiers, Support Vector Machines, Ensemble Learning, Classification Model Selection and Evaluation, Applications: B2B customer buying stage prediction, Recommender Systems. **(9+1)**
- 4. Clustering:** Partitional and Hierarchical Clustering Methods, Graph-based Methods, Density-based Methods, Cluster Validation, Applications: Customer Profiling, Market Segmentation.
- 5. Association Analysis:** Apriori Algorithm and its Extensions, Association Pattern Evaluation, Sequential Patterns and Frequent Subgraph Mining, Applications: B2B Customer Buying Path Analysis, Medical Informatics, Telecommunication alarm diagnosis. **Anomaly Detection:** Statistical-based and Density-based Methods, Ethics of data mining, privacy, what can/do firms know?

Suggested Text Books:

1. Data Mining: The Textbook by Charu C. Aggarwal
2. Data Science for Business by Foster Provost and Tom Fawcett, O'Reilly
3. Introduction to Data Mining by Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Addison Wesley
4. Data Mining and Analysis: Fundamental Concepts and Algorithms by Mohammed J. Zaki and Wagner Meira



Tableau

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSBA324	Semester	: III
Credit	: 3	Sessions	: 25

- 1. Data Connections:** Tableau terminology, Tableau interface/paradigm, Create and save data connections, Create a live connection to a data source, Explain the differences between using live connections versus extracts, Create an extract, Save metadata properties in a .TDS, Modify data connections, Add a join, Add a blend, Add a union, Manage data properties, Rename a data field, Assign an alias to a data value, Assign a geographic role to a data field, Change data type for a data field (number, date, string, boolean, etc.), Change default properties for a data field (number format, aggregation, color, date format, etc.)
- 2. Organizing & Simplifying Data:** Organize data and apply filters, Filter data, Sort data, Build groups, Build hierarchies, Build sets, Add a filter to the view, Add a context filter, Add a date filter, Apply analytics to a worksheet, Add a manual or a computed sort, Add a reference line or trend line, Use a table calculation.
- 3. Field & Chart Types :** discrete v. continuous, Measure Names and Measure Values, Generated Fields, Use bins and histograms, Heat maps, Tree maps, Bullet graphs, bar chart, line chart, stacked bar, Combined Axis Charts, Dual Axis Charts, Scatter Plots, Data Highlighter, Cross tabs, Motion charts, Bar in bar charts, Box plots, Gantt Bar Charts, Paretos, Sparklines, geocoding , spatial visualizations of non-geographic data, Using titles, captions and tooltips, Editing axes, Mark labels and annotations.
- 4. Calculations:** Manipulating string and date calculations, Create quick table calculations, Use LOD calculations; types of LOD calculations, Use Ad-hoc calculations, Work with aggregation options, Build logic statements, Build arithmetic calculations, Build grand totals and sub-totals, Use calculations in join clauses, Create a calculated field (e.g. string, date, simple arithmetic), Add a parameter.
- 5. Sharing Insights:** Format view for presentation, Use color, Use bolding, Use shapes, Change size of marks, Select fonts, Create and modify a dashboard, Create a dashboard layout, Add interactive or explanatory elements, Add dashboard actions, Modify existing dashboard layout for mobile devices, Create a story using dashboards or views, Share a twbx as a PDF, Share a twbx as an image.

Suggested Text Books:

1. Mastering Tableau, David Baldwin
2. Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations, Ben Jones
3. Learning Tableau, Joshua N. Milligan
4. Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master, Ryan Sleeper



Social Media Web & Text Analysis

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSBA325	Semester	: III
Credit	: 3	Sessions	: 25

1. **Social Media Overview:** Social Media Introduction, definition, evolution, need of social media, Importance of Social Media, Social Media Data Sources, Use of Social Media in Business, Objective and KPIs, Measure, Content flow on Social Network, Challenges, Tools to analyse and measure social data (Facebook, Twitter, Instagram, LinkedIn, YouTube), Social Analytics and competitors, Strategy planning in Social Media Analytics.
2. **Social Analytics - Measuring Success:** Metric categories: Divide and Conquer, Selecting the best metrics for the job, Default and Custom Metrics, Elements of effective metrics, Metrics and Strategy. Estimated Metrics: Use and Common applications, Dashboards : Definition, Purpose, Objectives, default and custom dashboards, Reports: elements of reporting, good quality of reporting, 360 overview report, Data gathering in social Media Analytics, Types of Analytics in Social Media, Charts, Machine learning in Social Media.
3. **Web Analytics Overview:** Introduction to Web Analytics, Web Analytics 2.0, Elements of Web Analytics 2.0: Clickstream, Multiple Outcomes, Experimentation and Testing, Voice of Customer, Competitive Intelligence, Choosing the right web analytic tool, Critical Web Metrics-Visits and Visitors, Time on Page and Time on Site, Bounce Rates, Exit Rates, Conversion Rates, and Engagement, Attributes of Great Metrics, Web Metrics Lifecycle Process.
4. **Web Analytics - Measuring Success:** Actionable Outcome KPIs-Task completion Rate, Share of Search, Visitor Loyalty and Recency, RSS/Feed Subscribers, % of Valuable Exits, Cart and Checkout Abandonment ,Days and Visits to Purchase, Average Order Value, Identify the Convertible, Measuring Macro and Micro Conversions, Building the action Dashboard, Consolidated Dashboard, Rules for High-Impact Dashboards.
5. **Text Analytics:** Introduction to text Analytics, Processing and Understanding Text -Tokenization, Tagging Chunking, Stemming, Lemmatization, Applications of Text Analytics.

Suggested Text Books:

1. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kuashik
2. Web Analytics: An Hour a Day by Avinash Kuashik
3. Web Analytics Action Hero: Using Analysis to Gain Insight and Optimize Your Business by Brent Dykes
4. Practical Web Analytics for User Experience by Michael Beasley
5. Text Analytics with Python: A Practical Real-World Approach to Gaining Actionable Insights from your Data by Dipanjan Sarkar



Predictive Modelling using SPSS Modular

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSBA326	Semester	: III
Credit	: 3	Sessions	: 25

1. **Overview:** SPSS Environment, Introduction to various menus, Data file, Output file, Frequently –used dialog boxes, Editing output, Printing results. Creating and editing a data file – Variable and data view, Value Labels.
2. **Managing Data:** Listing cases, replacing missing values, computing new variables, recording variables, exploring data, selecting cases, sorting cases, merging files, splitting files, Visual Binning. **Frequencies:** Frequencies, bar charts, histograms, percentiles. **Descriptive Statistics:** Measures of central tendency, variability, deviation from normality, size and stability. Cross Tabulation and chi-square analyses, The means Procedure. **Graphs:** Creating and editing graphs and charts
3. **Bivariate Correlation:** Bivariate Correlation, Partial Correlations and the correlation matrix. **The T-test Procedure:** Independent –samples, paired samples, and one sample tests. **Non Parametric Tests:** ChiSquareTest, 1 sample test, 2 independent samples test, k independent samples, 2 related samples test, k related samples.
4. **One Way ANOVA Procedure:** One way analysis of variance, General Linear model: Two –way analysis of variance, General Linear model: three –way analysis of variance and the influence of covariates
5. **Advanced Tools:** Simple Linear Regression , Multiple regression analysis. Multidimensional scaling, Reliability Analysis, Factor analysis, Cluster analysis.

Suggested Text Books:

1. Discovering Statistics Using SPSS, by Andy Field A, SAGE
2. How to Use SPSS: A Step-By-Step Guide to Analysis and Interpretation by Brian C. Cronk



Productions & Operations Management

Class of : 2022-24 Academic Year : Second Year
Course Code : PBSOSCM327 Semester : III
Credit : 3 Sessions : 25

1. **Description of Subject:** To understand the concepts of production and operations management and applying them in various functions of the business organization

2. **Course Outcome:**

S.No	Cognitive Abilities	Course Outcomes
1.	Remembering	Production and operations management concepts
2.	Understanding	Manufacturing methods and types of layouts
3.	Applying	Applying JIT and lean manufacturing concepts
4.	Analysing	Aggregate planning and MRP problems
5.	Evaluating	Inventory Model performance

Sr. No	Topic	Reference
1	Production and operations management concepts	Class notes
2	Production and operations management functions	Class notes
3	Production and operations management objectives	Class notes
4	Factors to be considered for plant location	Class notes
5	Types of Manufacturing methods	Class notes
6	Comparing various Manufacturing methods	Class notes
7	Types of layouts	Class notes
8	Comparing various types of layouts	Class notes
9	MRP- II system	Class notes
10	Applying MRP-II system	Class notes
11	Master production Scheduling	Class notes
12	MPS problems	Class notes
13	Aggregate planning concepts	Class notes
14	Aggregate planning strategies	Class notes
15	Aggregate planning problems	Class notes
16	MRP concepts	Class notes
17	BOM Concepts	Class notes
18	MRP problems	Class notes
19	Inventory Concepts	Class notes
20	EOQ concepts	Class notes
21	EOQ problems	Class notes
22	EMQ problems	Class notes



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23	P system and Q system concepts	Class notes
24	Deterministic Inventory problems	Class notes
25	Probabilistic Inventory problems	Class notes
26	Forecasting concepts	Class notes
27	Various Forecasting methods	Class notes
28	Forecasting problems	Class notes
29	Lean manufacturing concepts	Class notes
30	Toyota Production System	Class notes
31	JIT concepts	Class notes
32	TPM Concepts	Class notes
33	Kaizen concepts	Class notes



Logistics Management

Class of : 2022-24

Academic Year : Second Year

Course Code : PBSOSCM328

Semester : III

Credit : 3

Sessions : 25

Sr. No	Topic	Reference
1	Brief overview of SCM	Class Notes
2	<u>A Look at Outsourced Logistics</u>	Class Notes
3	<u>First-party Logistics</u>	Class Notes
4	<u>Second-party Logistics Provider</u>	Class Notes
5	<u>Third-party Logistics Provider</u>	Class Notes
6	<u>Fourth-party Logistics Provider</u>	Class Notes
7	<u>Fifth-party Logistics Provider</u>	Class Notes
8	<u>Responsibilities of a Freight Forwarder</u>	Class Notes
9	<u>The Process of Freight Forwarding</u>	Class Notes
10	<u>Export Documentation</u>	Class Notes
11	<u>Commercial Invoice</u>	Class Notes
12	<u>Packing List</u>	Class Notes
13	<u>Export Shipping Bill</u>	Class Notes
14	<u>Bill of Lading</u>	Class Notes
15	<u>Certificate of Origin</u>	Class Notes
16	<u>Letter of Credit</u>	Class Notes
17	<u>Insurance Certificate</u>	Class Notes
18	<u>Hazardous Cargo Declaration</u>	Class Notes
19	<u>International Federation of Freight Forwarders Association (FIATA)</u>	Class Notes
20	<u>Important Projects Of FIATA</u>	Class Notes
21	<u>Leading Freight forwarders</u>	Class Notes
22	<u>The Global Scenario and Outlook of Freight Forwarding Industry</u>	Class Notes
23	<u>The Basic Flow of Freight Forwarding (Sea Shipments)</u>	Class Notes



Material & Stores Management

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSOSCM329	Semester	: III
Credit	: 3	Sessions	: 25

Brief Course Description

This course explains the dynamics of materials and materials and inventory management's principles, concepts, and techniques as they relate to the entire supply chain, including customer demand, distribution, and product transformation processes. The inter-relationships of all functions are examined. Emphasis is placed on the ramifications of materials and materials and inventory management. The methods and techniques for reducing the cost of holding goods while providing an efficient and effective service to their customers are covered.

Aims

Our goal in this course is to let students understand how to use basic concepts, strategies and techniques to analyze a variety of materials and materials and inventory systems and make optimal decisions for the improvement of these systems. In addition, we emphasize the practical implementation of the strategies and techniques that are taught in this course.

Learning Outcomes

On completion of this course, students will be able to:

1. comprehend the dynamics of materials and materials and inventory management's principles, concepts, and techniques as they relate to the entire supply chain (customer demand, distribution, and product transformation processes),
2. understand the methods used by organizations to obtain the right quantities of stock or materials and materials and inventory,
3. Familiarize themselves with materials and materials and inventory management practices.

Contents

Review And Overview of the Basic Concepts

- Materials and materials and inventory management defined
- Independent and dependent demands
- Deterministic and stochastic demands
- Different materials and materials and inventory systems
- Materials and materials and inventory costs



- Service level and safety stock
- Materials and materials and inventory policy, order quantity and reorder point

One-Item Materials and materials and inventory Models

- Deterministic demand model stochastic demand model
Newsvendor model
- Optimal solution and approximations

Multi-Item Materials and materials and inventory Models

- Independent and dependent demands ABC Analysis
- Joint replenishment materials and materials and inventory problem Series, assembly, tree and general production network
- systems optimal solution, heuristics and approximation Bill of material and material requirements planning (MRP) Supply chain management
- Material management organization Centralized and decentralized management



Operations Research

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSOSCM330	Semester	: III
Credit	: 3	Sessions	: 25

Description:

This course aims to equip the participants with the Operation Research tools and techniques for applications in solving managerial problems. The course focuses on optimization problems involving both continuous and integer variables and demonstrates its application in a vast range of real situations. It presents techniques for optimization and the theory behind them. It shows how to use these techniques on real-world problems, for example, minimizing cost, maximizing production capacity, or minimizing risk.

Course Objectives:

- To structure the managerial decision problems as mathematical models and use operations research methods for managerial decision making.
- Provide hands-on experience with the Spreadsheet to solve OR Problems.
- Use of sensitivity analysis for effective decision-making.
- Introduce optimization problems such as transportation models, transshipment models, assignment models, flows in networks, packing problems, project planning, Network analysis, etc.
- Introduce a Simulation Model for business decision-making.
-

Course Outcomes:

- Formulate decision-making models encountered in effective business decisions-making.
- Understand the meaning, purpose, and tools of Operations Research.
- Demonstrate the use of a spreadsheet to solve optimization problems and interpret the results obtained
- Perform sensitivity analysis to identify the direction and magnitude of change of a linear programming model as the input data change.
- Apply and Analyse the theory from the course to practical optimization problems such as transportation models, transshipment models, assignment models, flows in networks, packing problems, project planning, Network analysis, etc.
- Create simulations in all kinds of organizational decision-making situations.

Topics:

- Linear Programming- Two variables, Problem Formulation, Graphical Solution Procedure, Use of Spreadsheet Solver software in Linear Programming, Applications of LP in all kinds of organizational decision-making situations.
- What If Analysis -Sensitivity Analysis and Interpretation of Solution, Importance of What-If Analysis for Managers
- Linear Programming- Multi Variables, Problem Formulation, Use of Spreadsheet Solver software in Linear Programming, Applications of LP in all kinds of organizational decision-making situations.
- Distribution and Network Models, Transportation Problem, Assignment Problem, Transshipment Problem, Shortest-Route Problem, Minimum Spanning- Tree Technique, Maximal Flow Problem, Etc.



- Program Evaluation and Review Technique, Critical Path Method, Project Scheduling with Known Activity Times, Project Scheduling with Uncertain Activity Times, Considering Time-Cost Trade-Offs, Crashing of a Project.
- Simulation Model, Risk Analysis, Inventory Simulation, Waiting Line Simulation, Queuing Simulation, Random Numbers and Monte-Carlo Simulation, Advantages and Disadvantages of Using Simulation in Business.

Indicative Reading:

- Anderson David R., Sweeney Dennis J., Williams Thomas A., Jeffrey D. Camm Jeffrey D. And Martin Kipp , An Introduction to Management Science-Quantitative Approaches to Decision, Cengage Publishing
- Hillier Fred S. and Hillier Mark S., Introduction to Management Science: A Modelling and Case Studies Approach with Spreadsheets, McGraw Hill Education (India) Private Limited Publishing
- Hillier F.S and Lieberman , Introduction to Operations Research, McGraw Hill International Edition, New Delhi



Global Supply Chain Management

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSOSCM331	Semester	: III
Credit	: 3	Sessions	: 25

1. INTRODUCTION: [3]

International Logistics and Supply chain management: meaning and objectives, importance in global economy, Characteristics of global supply chains,; Supply chain relationship to business performance, -Key tasks of logistics and supply chain managers, Role of Government in controlling international trade and its impact on Logistics and supply chain

2. SUPPLY CHAIN STRATEGY: [2]

Supply chain as a competitive advantage, Global Supply chain strategy, Structuring supply chain capabilities, Business matching supply chain design with business strategy

TRANSPORTATION: [3]

Strategic importance of transport in global logistics, logistical objectives of transport, International Ocean Transportation, International Air Transportation, and International Land Transportation: types, characteristics and salient features, intermodal transportation in international operations, factors influencing mode and carrier selection decision,

4. OUTSOURCING AND LOGISTICS SERVICE PROVIDERS [3]

Intermediaries and Alliances in Global Logistics, Meaning of 3 PL and 4 PL service providers, role in Global logistics, types of services, considerations for hiring 3PL and 4 PL service providers. Concept and need of outsourcing, determinants for outsourcing decisions, role of outsourcing in global supply chain management.

5. CUSTOMER SERVICE: [2]

The marketing and logistics interface, customer service and customer retention, Service driven logistics systems, customer service priorities and standards, customer service strategy.

6. PLANNING GLOBAL SUPPLY CHAIN [2]

Planning the global supply chain, Network design for global supply chain management, Risk management in the global context, Measuring logistics cost and performance. Benchmarking the supply chain, Performance measurement and evaluation in global supply chains.

7. GLOBAL TRADE ENVIRONMENT [2]

a. Global trade environment: various trade blocks/FTZ and their impact on supply chain management, Customs and Regulations, Trade Documentation, International Contracts, Terms of Trade, Term of Payment, International Currency, INCO terms, Logistical packaging ,containerization.

8. NETWORK DESIGN : [2]

Decisions in Network design-strategic importance, location of plant, warehouse,



facilities; capacity and number of warehouses: Factors influencing network design decisions,

9. INVENTORY FLOW AND MODELING: [2]

Approaches to Inventory Management in Global Supply Chain Management;; Distribution Resource Planning; Symptoms of poor Inventory Management, Modeling in Supply chain: inventory models, safety stock determination for service level, and lead time; forecasting models, routing problem

10. COORDINATION IN SUPPLY CHAIN: [2]

Importance of Coordination in Supply Chain, Bullwhip Effect, Effect of lack of Coordination on performance, Obstacles to Coordination, Strategies to achieve coordination, Building Strategic Partnership and Trust In Supply Chain

11. INFORMATION TECHNOLOGY IN SUPPLY CHAIN: [2]

Role and Importance of IT in Supply Chain Management, IT solutions for Supply Chain Management, Supply Chain Information Technology in Practice

12. PERFORMANCE MEASUREMENT AND TRENDS [2]

Dimensions of Performance Metrics, Approaches/tools for Performance Measurement, Measuring logistics cost and performance. Benchmarking the supply chain, Performance measurement and evaluation in global supply chains, Impediments to improve Performance, Trends in International supply chain management



Marketing Management of Corporate Hospital

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSHCM332	Semester	: III
Credit	: 3	Sessions	: 25

Detailed Syllabus:

- A. Concept of Corporate Hospitals – 3
- B. Product – 2
- C. Promotion – 5

- Promotion mix with an example in Hospital Marketing.
- Leading activities required for the Marketing of the hospitals - telephone courtesy, guest lectures, seminars, CMEs, Public participation, workshops

D. Pricing – 5

- Price is the key element
- Pricing Objectives,
- Revised methods

- Revenue Oriented Pricing
- Skimming & Penetration,
- Operations Oriented
- Patronage Oriented Pricing,
- Pricing when Value to the Customer in low price,
- Price Discount

E. Place - 2

F. HR in Hospitals - 4

- Employee Recruitment, Selection
- Training & Development
- Intra & Inter dept. coordination

G. 5 key elements that build up Value for the Hospital – 2

H. What marketing can do for Corporate Hospitals – 2



Marketing Strategies for Healthcare Services

Class of : 2022-24
Course Code : PBSHCM333
Credit : 3

Academic Year : Second Year
Semester : III
Sessions : 25

Detailed Syllabus			No. of Sessions
Unit I	Marketing	Definition & Objectives , Evolution of Marketing Concept , Marketing Management , The 4 Ps , Marketing Mix Variables , 5 C's Analysis For Entrepreneurs , Marketing Initiatives	5
Unit II	Marketing Strategies	Marketing Strategy - Definition , PESTEL Analysis , SWOT Analysis , Marketing Strategy Process , Strategic Assets & Competencies , Criteria for Selection of Marketing strategies , Marketing Strategy Principles	5
Unit III	Sustainability of Strategy	Understanding Competition , Competitor Profiling , Choosing an Option , Porter's Five Forces Model , Segmentation , Targeting & Positioning , SMART Goal Setting	5
Unit IV	Marketing of Products & Services	Urban & Rural Markets -- Scenarios , Town Class Understanding , Customer Profiling , Buyer Motivations , Competitive Advantage Building ,	5
Unit V	Hospital Oriented Strategies	Public Sector & Private Sector Hospitals , Corporate Healthcare Chains , Hospital's Procurement Practices , Estimating Demand Potential , Quality & Pricing Focus , Specialised Field Force for Institution & Hospital Business , Selection & Training	5



Hospital Waste Management & Safety Standards

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSHCM334	Semester	: III
Credit	: 3	Sessions	: 25

UNIT I: INTRODUCTION - 7 Hours

- 1.1 Hazardous health care waste, Waste Generation, its handling
- 1.2 Types and sources of Wastes, Waste characterization, Specification of materials, color coding.
- 1.3 Waste reduction strategies, Benefits of Waste reduction
- 1.4 Health Impacts of Biochemical waste
- 1.5 Infection agents in Hospitals; Collection and logistics of waste

UNIT II: DISINFECTION - 6 Hours

- 2.1 Types of disinfection, classification of disinfecting agents; their applications and uses Mechanical Treatment & Chemical Disinfections
- 2.2 Conventional Treatment Technologies
- 2.3 Treatment of General/Non-infectious wastes

UNIT III: RADIATION SAFETY - 6 Hours

- 3.1 Sources of Radiation & its Biological Effects
- 3.2 Planning of Radiation installation and its protection measures
- 3.3 Radiation Safety systems
- 3.4 Monitoring systems and Patient protection; Emergency handling

UNIT IV: GENERAL SAFETY & MEASURES - 6 Hours

- 4.1 General safety codes; Fire Prevention, safety equipment
- 4.2 Introduction to disasters, Spoilage, Accidents in hospitals; Disaster medicine, types of injuries
- 4.3 Safety committee; Waste Disposal management (Solids & Liquids)

TEXT BOOKS

1. **Hospital Waste Management: A Holistic Approach.** Anand, R., & Satpathy, S. (2000). New Delhi, India: Jaypee Brothers Medical Publishers (p) LTD.
2. **Hospital Waste Management & its Monitoring;** Madhuri Sharma; Paperback publications

REFERENCE BOOKS

1. **Waste Management Practices;** John Pichtel; 2nd Edition CRC Press
2. **Introduction to Waste Management,** Syed E. Hassan; Wiley- Blackwell; ISBN 978-1- 119-43394:202



Healthcare Services Planning

Class of	: 2022-22	Academic Year	: Second Year
Course Code	: PBSHCM335	Semester	: III
Credit	: 3	Sessions	: 25

Detailed Syllabus:

Unit 1

Introduction to hospital planning

Conception of idea, formation of hospital planning team, market survey, feasibility study, selection of location, Conception to commissioning-site development, architects brief working drawings and specifications, engineering drawing drawing, equipment planning, bed distribution, space allocation, interior designing, and construction of building-commissioning, shake down period.

Unit 2

Financial planning of hospitals

Financial Planning of hospital, Capital Management, Financial Feasibility, causes of rise in hospital expenditure, glossary of financial terms, revenue centers and cost centers in hospitals, financial control, containment of costs and improving profitability, Approaches to Improving Profitability of hospitals.

Unit 3

Community Health Management

Role of primary health care center in health, IEC & HealthCare industry, Overview of National health programme in India, Medical Sociology.

Unit 4

OPD/IPD services

Planning for the outpatient services, accident and emergency services and day care services Planning for patient care units –Inpatient services and intensive care units Planning for surgical suites, Planning for labour and delivery suites-LDRP suites.

Unit 5

Planning for laboratory service and blood banking

Planning for radio diagnostic services-x-rays, ultra sonography, MRI, CT-scan PET scan and other advances in radio diagnostic services, Planning – diagnostic services & blood bank, Advanced facilities in hospital, Supportive services in hospital.

Unit 6

HIS & Medical Record maintain ace.

Hospital Management & Information Systems & Medical Records Maintenance, Structuring Medical Records to carry out functions like admissions, discharge, treatment history etc: Need of Networking in HIS.



Pharma Entrepreneurship

Class of : 2022-24
Course Code : PBSHCM336
Credit : 3

Academic Year : Second Year
Semester : III
Sessions : 25

Detailed Syllabus			No. of Sessions
Unit I	Overview of Pharma Sector	Global Pharma Market , Spending & Growth . Indian Pharma Sector -Status , Key Challenges , Government of India's Vision for Pharma & Mission , Positives , Importance of Pharma Industry to Healthcare Sector , Understanding Micro & Macro Environment for Healthcare , Rural Healthcare Management	5
Unit II	Entrepreneurship - Possibilities & Opportunities in Healthcare Sector	Entrepreneurship - Definition , Benefits , Significance , Entrepreneurship Basics , Social Entrepreneurship , System Challenges , Importance of Entrepreneurship , Entrepreneurship Ideas , Hospital Supply , Procurement Practices , Artificial Intelligence & Machine Learning and its Application in Healthcare , Training & Development , CRM , CSR , Marketing through PRO's	5
Unit III	Concept of Hospital	Modern Hospital Concept , Basic Concept of Hospital Mgt , Significance of Hospital Management , Understanding General Hospitals and Multispeciality Hospital , Differences , Benefits , Types of Hospitals , Ideal Organisation Structure , Departments in Hospitals , Management by Objectives	5
Unit IV	Hospital Management & Planning	Hospital Planning - Concepts , Principles , Components , Factors , MIS . Functional Areas & their Management -- Policy Making , Employees , Finance , Materials , Stores , Pharmacy , Maintaining Records System ,	5
Unit V	Managing & Marketing of Hospital Services & Products	Types of Services offered - Main & Peripheral Services . Understanding , Managing & Marketing the Hospital's Product Mix & Services . Application of Marketing Mix . Artificial Intelligence & Machine Learning and its Application in Healthcare . CRM , CSR , Marketing through PRO's	5



Agri Food & Retail Management

Class of : 2022-24

Academic Year : Second Year

Course Code : PBSABM337

Semester : III

Credit : 3

Sessions : 25

1. Description of Subject:

Apart from being essential for human life Food has more applications in today's human life. Retailing today has evolved in many dimensions. Growing Consumerism has added a spice to those tastes. The subject analyses the demographics of the Indian population in reference to the food habits & spending patterns. Smart management techniques will ensure the students to become even successful Entrepreneurs. This subject elaborates that vast scope.

2. Course Outcome:

S.No	Cognitive Abilities	Course Outcomes
1.	Remembering	Vast scope for Entrepreneurship
2.	Understanding	Current Trends
3.	Applying	Basics of the Marketing & Management
4.	Analysing	Diversity of the Indian Population
5.	Evaluating	Resources available

Session No.	Topic
1	Scope for Food Retail Mgmt.
2	Food Market dimensions
3	Retail concept
4	Indian, Global scenario
5	Food Consumption pattern
6	Demographic pattern
7	Expenditure pattern
8	Why we eat what we eat
9	Services in Food Retail
10	Value chain in Food Retail
11	Wholesaling & distribution
12	ATAR , BoP concepts
13	Price in Food Retail
14	Price in Food Retail
15	CRM in Food Retail
16	HRM in Retailing



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17	Sales person in Retailing
18	Merchandise Mgmt.
19	Merchandise Mgmt
20	Price in food retail
21	Promotion Mix in Food Retail
22	Presentations
23	Legal & Ethical issues



Agriculture Finance & Rural Credit

Class of : 2022-24	Academic Year : Second Year
Course Code : PBSABM338	Semester : III
Credit : 3	Sessions : 25

1. Description of Subject: Agricultural finance means studying, examining and analysing the financial aspects pertaining to farm business, which is the core sector of India. The financial aspects include money matters relating to production of agricultural products and their disposal.

2. Course Outcome:

S.No	Cognitive Abilities	Course Outcomes
1.	Remembering	Learn sources of Agricultural Micro-Macro financing and credit systems.
2.	Understanding	Understand History of financing agriculture in India Learn about Significance and limitations of Crop insurance
3.	Applying	Estimation of credit requirement of farm business.
4.	Analysing	Preparation and analysis of project reports and financial statements.
5.	Evaluating	Analysis and performance of commercial banks, cooperative banks to acquire firsthand knowledge of their management, schemes and procedures.

Session No	Topic
1,2	Introduction to agricultural finance, Financial inclusion
3,4,5	Role, significance of agricultural finance
6,7	Classification of credit, agriculture finance related current events
8	Three tier and two tier credit structure of co-operative societies
9,10	Functions, working of SCB, DCCB, PACS, CLDB, PLDB, Share capital- Authorised, Issue, Paid capital, Debetntures
11,12	3R's of Credit- Returns to investment, Repayment capacity, Risk Bearing Ability
13,14	5C's and 7P's of credit
15,16	Function-NABARD, RRB, ADB, IMF, World Bank, WTO, FCI, Public Distribution System, RBI-Function in agriculture
17,18,19	Crop Insurance-DICGC, NAIS, CCIS, Fasal Bima Yojana, Budget-2022-23(related to agriculture), RBI Bulletin-2022, Balance sheet. Income statement- receipt, payments, Scale of finance
20,21,22	Numericals on Repayment plans, Undiscounted measures for credit
23,24,25	Discounted measures for estimation of credit



Marketing of Retail Agri Inputs

Class of	: 2022-24	Academic Year	: Second Year
Course Code	: PBSABM339	Semester	: III
Credit	: 3	Sessions	: 25

UNIT I

Agricultural input marketing – meaning and importance; Management of distribution channels for agricultural input marketing; Agricultural Inputs and their types – farm and non-farm, role of cooperative, public and private sectors in agri- input marketing.

Inputs – Private, Government, Co-operative and Joint sector. Agri inputs promotional programme – concepts and techniques.

UNIT II

Demand and supply of seeds; Seed marketing channels, pricing, export-import of seeds; Role of NSC and State Seed Corporation.

Issues in seed marketing – determinants of seed demand – private sector contribution – public sector support to private sector - Distinctive features of Seed Marketing vis – a – vis other Input

Marketing – strengths and weaknesses on Indian seed industry.

UNIT III

Chemical Fertilizers- Production, export-import, supply of chemical fertilizers,

Demand/consumption, Prices and pricing policy; subsidy on fertilizers; marketing system – marketing channels, problems in distribution; Role of IFFCO and KRIBCO in fertilizer marketing.

Fertilizer industry scenario – public, private, co-operative and joint sector role – fertilizer production consumption, and imports – fertilizer marketing characteristics. Bio fertilizers – its role and scope – major constraints involved – production level – market level – field level. Marketing network/ channels.

UNIT IV

Plant Protection Chemicals- Production, export/import, consumption, marketing system –marketing channels; Electricity/Diesel Oil- marketing and distribution system; pricing of electricity for agriculture use; subsidy on electricity.

Pesticide industry – an overview – nature of industry growth – consumption crop wise, area wise – demand and supply – market segmentation.-IPM concept development – bio pesticides – its role and scope.

UNIT V

Farm Machinery- Production, supply, demand, Marketing and distribution channels of farm machines; Agro-industries Corporation and marketing of farm machines implements/Equipments.

Agricultural mechanization – benefits and importance and future priorities – scenario of farm implements and machinery sector – economic advantage of mechanization – contribution of agricultural mechanization – Need for the development of agricultural machinery and implements to suit the local resource endowments.



Post- Harvest Production Management

Class of : 2022-24
Course Code : PBSABM340
Credit : 3

Academic Year : Second Year
Semester : III
Sessions : 25

THEORY

No. of lectures	Topics
1	Horticulture production in the World and India, the present status of fruit industry in India and emerging scenario
1	Management of horticultural crops – establishment of an orchard, basic cultural practices
1	Regulation of flowering, fruiting, and thinning
1	Protection against insect pest, diseases, and weeds
1	Pre- and post-harvest management for quality and shelf life
1	Post-harvest management in horticulture- procurement management
1	Important aspects for marketing, standardization, and quality control, packaging
1	Post-harvest management in horticulture
1	Development of fruit-based carbonated drinks
1	Development of dehydrated products from some important fruits
2	Storage of pulp in pouches, essential oils from fruit waste, dehydrated fruits
2	Market structure and export potential of fruits
1	Problems in the marketing of fruits and government policy
1	Quality standards of fruits for domestic and international trade



PRACTICAL

The practical's will impart knowledge regarding agro-techniques of fruit crops and their post-harvest management.

No. of practical (s)	Name of the practical
1	Study of planting systems of horticultural crops
1	Different methods of irrigation for horticultural crops
1	Methods for fertilizer application for horticultural crops
1	Use of plant growth regulators in fruit crops
1	Identification of different insect pest and diseases of fruit crops and their control
1	Maturity indices of fruit crops
1	Harvesting, grading, and packing of horticultural crops
1	Marketing, standardization, and quality control of horticultural crops
2	Preparation of fruit juices and carbonated juices
2	Preparation of dehydrated products from some important fruits
2	Visit to different markets
2	Project preparation for establishing a commercial orchard

SUGGESTED READINGS

1. Chadha, K. L. & Pareek, O. P. 1993. Advances in Horticulture. Vols. I-IV. Malhotra Publ. House.
2. Kader, A. A. 1992. Post-harvest Technology of Horticultural Crops. Univ. of California. Div. of Agri. & Natural Resources.



International Trades in Agri Commodities

Class of : 2022-24

Academic Year : Second Year

Course Code : PBSABM341

Semester : III

Credit : 3

Sessions : 25

Session No.	TOPICS
1	Introduction to International Commodity trade
2	Trade Features and major players
3	MNCs and advantageous platform
4	Statutory Compliance & Govt regulations
5	Infra Requisites for Trade and Quality
6	10 commodities & code numbers
7	Country dominance and Agro climatic regions
8	HS code for Export trade & specifications.
9	Trade & Export Documentations and Importance
10	Value chain and Execution of contracts.
11	Market Research, Predictions and timely entries.
12	Cargill and its India operations.
13	Agri export zones- commodity
14	Logistic and modern PPP trade platforms.
15	Crop1 specific trade- Volume, countries and end uses
16	Crop1 specific trade- Volume, countries and end uses
17	Crop1 specific trade- Volume, countries and end uses
18	Edible oils- India and its requirements.
19	Steady exports- spices- Entry of MNCs
20	Processing plants by MNCs
21	Sectorial dominance & Core competences.
22	Crop production & its productivity.
23	Prosperity -Boon or need of the country
24	Export trade- imperatives- Humanity
25	Sure & sheer Benefits of International commodity trade.