



Faculty of Management

Syllabus

For

**Master of Business Administration
(MBA)**

***(Program Code: MG0151)
(2019-20)***

(Approved by the Academic Council vide Resolution No. 34.26 dated 20.06.2019)

INDEX

S. No.	Contents	Page No.
1	PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)	03
2	POST GRADUATE ATTRIBUTES (PGAs)	03
3	PROGRAMME LEARNING OUTCOMES (POs)	04
4	PROGRAMME SPECIFIC OUTCOMES (PSOs)	06
5	COURSE-WISE LEARNING OBJECTIVES, STRUCTURES AND OUTCOMES (CLOSOs)	07
6	TEACHING-LEARNING PROCESS/ METHODOLOGY (TLM)	124

1. Program Educational Objectives (PEOs)

PEO1: To produce industry ready graduates having highest regard for Personal and Institutional integrity, Social Responsibility, Continuous Learning and Team Work.

PEO2: To enhance the critical thinking, nurture innovation and evaluating ability by imbibing the knowledge of research and statistics amongst the students

PEO3: To provide knowledge of industry and practical outlook, by implementing various industries accepted courses, by calling various industry experts and industrial training for the better development of the students and making them job ready.

PEO4: To inculcate among the learners the ability & aptitude for life-long learning by emphasizing the philosophy to continuously learn, innovate and apply /create knowledge for personal professional development and for the benefit of the society at large.

PEO5: To develop sound knowledge of the entrepreneurial process and inculcate creativity and innovation among students.

2. Post Graduate Attributes (PGAs)

The Post graduate attributes of M.B.A. are the summation of the expected course learning outcomes mentioned at the end of each course. Some of them are stated below.

PGA1: Leadership Readiness/Qualities:

Capability for mapping out the tasks in a team or an organization, self-motivating and inspiring team members to engage with the team objectives/vision; and using management skills to follow the mapped path to the destination in a smooth and efficient way.

PGA2: Moral and ethical awareness/reasoning:

Ability to identify unethical behaviour such as fabrication, falsification or misrepresentation of data and adopting objective, unbiased and truthful actions in all aspects of their programme.

PGA3: Communications skills:

- i. Ability to communicate various concepts of M.B.A. programme effectively using examples.
- ii. Ability to use courses as a precise language of communication in other branches of human knowledge.
- iii. Ability to communicate long standing unsolved problems.
- iv. Ability to show the importance of their courses of M.B.A. as precursor to various scientific developments since the beginning of the civilization.

PGA4: Employability Options:

This programme will also help students to enhance their employability for jobs in different sectors. It will also encourage the entrepreneurial mindset.

- PGA5: Discipline-specific Knowledge:**
Capability of demonstrating comprehensive knowledge of M.B.A. programme and understanding of one or more disciplines which form a part of a Postgraduate programme of study.
- PGA6: Innovative learning:**
Ability to think, acquire knowledge and skills through logical reasoning and to inculcate the habit of self-learning.
- PGA7: Critical Thinking:**
Ability to employ critical thinking in understanding the concepts in every area of M.B.A. programme.
- PGA8: Global Perspective:**
Possess knowledge about the current issues and challenges in the business world across the globe, thereby developing a global perspective; and capability to effectively engage in a multicultural society and interact respectfully with diverse groups.
- PGA9: Problem Solving:**
Capability to solve problems by using research-based knowledge and research methods including design of experiments, analysis and interpretation of data, and synthesis of the information to provide valid conclusions.
- PGA10: Research-related skills:**
Develop a sense of inquiry and capability for asking relevant and intelligent questions, problematizing, synthesizing and articulating; ability to recognize and establish cause-and-effect relationships, define problems, formulate hypotheses, test hypotheses, analyse, interpret and draw conclusions from data, establish hypotheses, predict cause-and-effect relationships; ability to plan, execute and report the results of an experiment or investigation.
- PGA11: Analytical Reasoning: Ability to analyze the results and apply them in various problems** appearing in different courses
- PGA12: Technical Skill: Ability to apply technical knowledge in business.**

3. Programme Outcomes (POs)

- PO1: Team Management And Leadership Skills:** As Management education is getting revamped and restructured in terms of dynamic environment and critical inputs, the focus of programme is on building leadership traits among students.
- PO2: Ethics:** The students will be imbued with utmost professional ethics that are required for a practical and impartial behaviour of the M.B.A. graduates. Demonstrate behaviour in consonance with the values and ethics nurtured at the University, which are significant as the student will function in the management sector, and an ethical behaviour of the highest level is expected from them.
- PO3: Soft Skills, Personality Development and Communication:** As the M.B.A. post graduate needs to have effective communication and interpersonal skills because they need to interact with various stakeholders so this programme focuses on this important aspect too.
- PO4: Entrepreneurial Thinking/ Employability:** There is need to develop

entrepreneurial mind set so that within the organization, managers can come out with new thoughts and initiatives. So this programme aims at developing various entrepreneurs.

- PO5: Project management and finance:** Demonstrate knowledge and understanding of the management principles and apply these to one’s own work, as a member and leader in a team, to manage projects and in multidisciplinary environments.
- PO6: Encourage “Out of Box thinking”:** the business environment is very dynamic nowadays so this programme focuses on approach of “Out of Box Thinking” by adopting various new techniques in pedagogy and inculcating recent trends in curriculum.
- PO7: Critical Thinking Skills:** Students are able to define, analyze, and devise solutions for structured and unstructured business problems and issues using cohesive and logical reasoning patterns for evaluating information, materials, and data.
- PO8: Cross-Cultural issues and Current practices and challenges:** Study and assess the current issues and challenges, and inculcate cross cultural sensitivity among students..
- PO9: Decision Making skill:** Select and apply appropriate tools for decision making required for solving complex managerial problems
- PO10: Research and Reasoning Skills:** Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, cultural issues and the consequent responsibilities relevant management practices.
- PO11: Analytical Skill:** Analyze the results and apply them in various problems
- PO12: Technical Skill:** Application of technology tools in business.

Mapping of Post Graduate Attributes (PGAs) and Programme Outcomes (POs):

	PGA1	PGA2	PGA3	PGA4	PGA5	PGA6	PGA7	PGA8	PGA9	PGA10	PGA11	PGA12
PO1												
PO2												
PO3												
PO4												
PO5												
PO6												
PO7												
PO8												
PO9												
PO10												
PO11												
PO12												

4. Program Specific Outcomes (PSOs):

PSO1 To function in multi-disciplinary work environment, good interpersonal skills as a leader in a team in appreciation of professional ethics and societal responsibilities.

PSO2 To educate students with proficiency in the specific area of specialization in Master of Business Administration and help them to show their competency in understanding of respective specializations.

5. Course-Wise Learning Objectives, Structures and Outcomes (CLOSOs)

Course Structure (MBA)

Dual Specialization Scheme

First Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBA101	Computer Application in Business	SEC	30	50(Th.)+ 20(P)	100	1	2	2
MBA102	Management Concepts & Applications	Core	30	70	100	3	-	3
MBA103	Financial Reporting, Statements and Analysis	Core	30	70	100	3	-	3
MBA104	Marketing Management	Core	30	70	100	3	-	3
MBA105	Organizational Behavior	Core	30	70	100	3	-	3
MBA106	Business Statistics	Core	30	70	100	3	-	3
MBA107	Managerial Economics	Core	30	70	100	3	-	3
MBA108	Legal and Business Environment	Elective	30	70	100	3	-	3
MBA109	Managerial Skills for Effectiveness - I	Core	30	50(Th.)+ 20(P) 70	100	1	1	2
	Total (with Any one Elective)		270	630	900	29	3	31

Second Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBA201	Indian Economy and Policy	Core	30	70	100	3	-	3
MBA202	Corporate Finance	Core	30	70	100	3	-	3
MBA203	Quantitative Techniques	Core	30	70	100	3	-	3
MBA204	Operations Management	Core	30	70	100	3	-	3
MBA205	Marketing Research	Core	30	70	100	3	-	3
MBA206	Human Resource Management	Core	30	70	100	3	-	3
MBA207	Entrepreneurship	Core	30	70	100	3	-	3
MBA208	Indian Ethos and Business Ethics	Elective	30	70	100	2	-	2
MBA209	Managerial Skills for Effectiveness - II	SEC	30	50(Th.)+ 20(P) 70	100	1	2	2
	Total		270	630	900	30	2	32

Third Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credits
MBA 301	Strategic Management	Core	30	70	100	3	-	3
MBA 302	Project Management	Core	30	70	100	3	-	3
MBA 303	Summer Internship	Core	50	50	100	-	-	3
	Select any 2 specializations (3 papers from each of the specialization of 3 credits each)							
	Total		290	610	900	24	-	27

Note: At the end of the Second Semester all the students shall have to undergo Summer Training for Eight-Ten Weeks

Fourth Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credits
MBA 401	Corporate Governance & Social Responsibility	Core	30	70	100	3	-	3
MBA 402	Research Project	Core	50	50	100	-	-	3
Select any 2 specializations (3 papers from each of the specialization of 3 credits each)								
Total			360	540	900	21	-	24

SPECIALISATIONS

HUMAN RESOURCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBAHR-304	Training & Development	Elective	30	70	100	3		3
MBAHR-305	Performance Management	Elective	30	70	100	3	-	3
MBAHR-306	Organizational Change & Development	Elective	30	70	100	3	-	3
MBAHR-307	Manpower Planning & Control	Elective	30	70	100	3	-	3
MBAHR-403	International HRM	Elective	30	70	100	3	-	3
MBAHR-404	Strategic HRM	Elective	30	70	100	3	-	3
MBAHR-405	Employee Relationship Management	Elective	30	70	100	3	-	3
MBAHR-406	Compensation Management	Elective	30	70	100	3	-	3

FINANCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBAFM-304	Investment Analysis and Portfolio Management	Elective	30	70	100	3		3
MBAFM-305	Income Tax: Theory & Practice	Elective	30	70	100	3	-	3
MBAFM-306	Management of Financial Services	Elective	30	70	100	3	-	3
MBAFM-307	Cost & Management Audit	Elective	30	70	100	3	-	3
MBAFM-403	International Financial Management	Elective	30	70	100	3	-	3
MBAFM-404	Merger, Acquisition and Corporate Restructuring	Elective	30	70	100	3	-	3
MBAFM-405	Financial Derivatives Management	Elective	30	70	100	3	-	3
MBAFM-406	Financial Strategic Decisions	Elective	30	70	100	3	-	3

MARKETING SPECILISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBAMKT-304	Retail & Distribution Management	Elective	30	70	100	3		3
MBAMKT-305	Marketing of Services	Elective	30	70	100	3	-	3
MBAMKT-306	Consumer Behaviour	Elective	30	70	100	3	-	3
MBAMKT-307	Integrated Marketing Communication	Elective	30	70	100	3	-	3
MBAMKT-403	Product & Brand Management	Elective	30	70	100	3	-	3
MBAMKT-404	Digital and Social Media Marketing	Elective	30	70	100	3	-	3
MBAMKT-405	Customer Relationship Management	Elective	30	70	100	3	-	3
MBAMKT-406	International Marketing Management	Elective	30	70	100	3	-	3

IT Specialisation

A student is required to obtain min. 40% marks in individual paper to pass.

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBAIT-304	Data Mining for Business Decisions	Elective	30	70	100	3		3
MBAIT-305	Managing Software Projects	Elective	30	70	100	3	-	3
MBAIT-306	Managing Digital Innovation and Transformation	Elective	30	70	100	3	-	3
MBAIT-307	E-Commerce and Digital Markets	Elective	30	70	100	3	-	3
MBAIT-403	IT Consulting	Elective	30	70	100	3	-	3
MBAIT-404	Managing Digital Platforms	Elective	30	70	100	3	-	3
MBAIT-405	Strategic Management of IT	Elective	30	70	100	3	-	3
MBAIT-406	System Analysis and Design	Elective	30	70	100	3	-	3

MAXIMUM & MINIMUM CREDITS OF THE PROGRAM

The total number of the credits of the MBA Programmes is 114.

Each student shall be required to appear for examinations in all courses. For **the award of the degree a student should 114 credits**. A student may drop one course in one year out of electives only.

Course Structure (MBA)

First Semester Examination

Code No.	Paper	L	T/P	Credit
MBA101	Computer Application in Business	1	2	2
MBA102	Management Concepts & Applications	3	-	3
MBA103	Financial Reporting, Statements and Analysis	3	-	3
MBA104	Marketing Management	3	-	3
MBA105	Organizational Behavior	3	-	3
MBA106	Business Statistics	3	-	3
MBA107	Managerial Economics	3	-	3
MBA108	Legal and Business Environment	3	-	3
MBA109	Managerial Skills for Effectiveness - I	2	-	2
	Total	24	2	25

MBA 101: Computers Applications in Business

Course Objectives:

The course will enable the student to

1. Have a fundamental understanding of components of IT infrastructure-hardware, software and networking components
2. Have a basic understanding of the role and importance of ICT skills as a life skill, with respect to modern business environment
3. Understand Information systems concepts and their role in contemporary business.

Course Contents

UNIT I IT Infrastructure

Definition, Evolution, Technology Drivers, Infrastructure Components, Hardware Platforms, Software Platforms, Characteristic terms for various memory devices, main/primary memory, external/auxiliary memory, high speed memory, Introduction to I/O organization, CPU organization, ALU

UNIT II Telecommunication and Networks

Fundamentals of Data Communication - Network Concepts and Classification, Telecommunications Media, Network Topologies, Network Architectures -TCP/IP

UNIT III Computer Applications in Public Services and Business Office

Automation applications – Word Processor (MS -Word), Spreadsheet (MS-Excel), Graphics & Presentation (MS-PowerPoint), Microsoft Access - Introduction to DBMS concepts, Creating a database, Basic queries

UNIT IV Functional and Enterprise Management Systems

Introduction to Management Information System - Transaction Processing Information Systems, Accounting and Finance Systems, Marketing and Sales Systems, Production and Operation Management Systems, Human Resources Management Systems.

UNIT V Information Systems for Business Effectiveness

The Impact of Information Systems On Organizational Performance, Business Effectiveness As A Function Of Cost, Value, Performance And Competitive Positioning. Information security threats, security policy and enforcement, Moral dimensions of Information systems- Privacy, Intellectual property rights, system quality, quality of life.

Text Books:

1. Laudon Kenenth C, Jane P. Laudon, Management Information Sytems- Managing The Digital Firm, Perason Education, First Impression -2007

Suggested Readings:

1. Leon and Leon: Introduction to Information Technology, Leon Tech World.
2. Jain, V.K.: Computers and Beginners
3. SAMS Teach Yourself Microsoft Office-2007 All in One by Greg Perry, Techmedia Publication

Course outcomes:

After completion of this course, the student will be able to:

	Statement	Bloom's learning levels
CO1	Gain familiarity with the concepts and terminology used in the development, implementation and operation of business application systems.	L1, L2
CO2	Explore various options in Networking Technology can be used to support existing businesses and strategies	L2, L3
CO3	Achieve hands-on experience with productivity/application software to enhance business activities	L4, L5
CO4	Explore various methods that Information Technology can be used to support existing businesses and strategies.	L3,L4
CO5	Investigate emerging technology in shaping new processes, strategies and business models.	L4

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's level of learning	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L1, L2	-	L	-	L	H	-	L	L	H	M	L	H	H	M
CO2	L2, L3	-	-	-	M	L	L	M	-	M	-	M	H	M	H
CO3	L4, L5	L	L	L	H	L	M	-	M	M	M	M	H	M	H
CO4	L3,L4	-	M	M	H	L	M	M	-	M	M	-	H	M	M
CO5	L4	-	M	L	H	M	L	M	-	M	-	M	H	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA 102: Management Concepts & Business Communication

Course Objectives

This course enables the students:

1. To gain an understanding of principles and functions of management.
2. To gain insights into history and development of management thought.
3. To enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.

Course Contents

UNIT I Introduction to Management

Definition, nature, functions, levels of management, Types of managers, managerial roles, managerial skills and competencies; Evolution and various schools of management thought, Recent Trends in Management– quality and performance excellence, characteristics of 21st century executives, Social responsibility of managers

UNIT II Planning

Meaning and nature of planning, types of plans, steps in planning process; Objectives, managing by objectives; Strategies, Policies; Forecasting - Need & Techniques, Decision making: Types - Process of rational decision making & techniques of decision making

UNIT III Organizing

Organizing as managerial function–organization structures–functional, divisional, matrix, team structure, network structure, boundary less structure, Mechanistic and Organic structure.

Elements of Organizing – chain of command, span of control, delegation, centralization and decentralization, organizational design.

UNIT IV Leading and Controlling:

Leadership - Leadership traits, Leadership styles, Likert's four systems, managerial grid, Controlling - control function in management, the basic control process, types of control–feed forward, concurrent and feedback controls, control effectiveness

UNIT V Managerial Communication

Types of Organizational Communication, Channels of Communication, Verbal Communication: Oral communication – Presentations, meetings, interviews, listening – types and importance; Written Communication - E-mails, Memorandums, Different Types of Business Messages, Direct Request, Good-News, Bad news and Neutral Messages, Persuasive letters

Non Verbal Communication: Importance of Non-Verbal Communication, Components: Kinesics, Occulesics, Proxemics, Hepatics, Chronemics, Paralanguage.

Practical Module:

- Select an organization and study the planning, organizing, directing, Staffing & controlling functions and prepare a short report or presentation to give in the class.

Text Books:

1. Robbins & Coulter, Management, Prentice Hall of Hall of India. New Delhi.
2. Heinz Wehrich & Harold Koontz, Essentials of Management (12th Edition) Tata McGraw Hill New Delhi.
3. Herta A Murphy & Herbert W. Hidebrand, Effective Business Communication, Tata McGraw-Hill.

Reference Books

1. Aswathapa, K., Essential of Business Administration, Himalaya Publishing House
2. Satya Raju, Management-Text & cases, PHI, New Delhi.
3. Rajendra Pal & JSD Korlahalli, Essentials of Business Communication, Sultand Chand & Sons

Course Outcomes

CO	Statement	Blooms Level
	After completion of the course the students will be able to	
CO1	Define application of management concepts to understand the major internal features of a business system and the environment in which it operates.	L1
CO2	Know and explain the managerial actions of planning, organizing and controlling with an ethical look.	L1, L2
CO3	Demonstrate critical and analytical thinking when presented with managerial problems and express their views and opinions on managerial issues	L3
CO4	Discover the basic design elements of organizational structure and evaluate their impact on employees.	L4
CO5	Discuss the appropriateness of various leadership styles and communication strategies used in organizations.	L2

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	P S O 2
CO1	L1	H	M	H	M	-	H	M	L-	L	M	-	-	M	H
CO2	L1, L2	M	-	-	-	-	L	M	M	M	M	-	-	H	H
CO3	L3	H	M	H	H	-	H	M	H	M	M	-	-	H	H
CO4	L4	-	-	-	-	-	-	H	-	M	-	-	-	H	H
CO5	L2'	H	H	H	-	-	-	M	M	-	-	-	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA 103: Financial Reporting, Statements and Analysis

Course Objectives

This course enables the students:

1. To develop an understanding about the scope of financial accounting with understanding the concept of profit maximization in changing and complex business world
2. To provide an understanding, importance of accounting; preparation of final accounts for profit making organization
3. To give knowledge about the analysis of changes in financial position of corporate entity and develop capabilities in solving complex managerial problems as a business manager

Course Contents

UNIT I Introduction to Accounting

Meaning and concept of Accounting, Users of Accounting Information, Generally Accepted Accounting Principles, Branches of Accounting. Meaning and Significance of accounting standards.

UNIT II Recording of Financial Transaction

Types of Accounts, Rules of Debit and Credit, Journalizing the Transaction, Subsidiary Books of Accounts and Posting Entries in Ledger Accounts.

UNIT II Summarizing of Financial Transactions

Preparation of trial balance, Preparation of statement of profit and loss and balance sheet with necessary adjustments.

UNIT IV Analysis of Financial statements

Ratio Analysis- Meaning, objectives and limitations. Calculation of Liquidity ratios, Leverage ratios, Activity ratios and profitability ratios.

Cash Flow Analysis- Meaning, significance and preparation of cash flow statement in accordance with Accounting standard no.3.

UNIT V Financial Statements of Companies

Financial Statements in accordance with Indian Companies Act. Study of Annual Reports. Preparation of Comparative and common size balance sheets.

Text Books:

1. M.N. Arora, Cost and Management Accounting, Vikas Publishing House.
2. S.N. Maheshwari, Principles of Management Accounting, Sultan Chand & Sons.

Suggested Readings:

1. Foster, George, Financial Statement Analysis, Prentice Hall
2. Khan, Jain, Management Accounting, Tata McGraw Hill Publishing Co.
3. T.S. Grewal, Introduction to Accounting, S. Chand & Sons.

Course Outcomes

CO	Statement	Blooms Level
	After the completion of this course, students will be able to:	
CO1	Understand various branches of accounting and significance of accounting standards	L2
CO2	Apply the rules of accounting and understand the keeping of subsidiary books	L3
CO3	Apply accounting rules in determining financial results and preparation of financial statement.	L3
CO4	Understand financial statements and can analyze the financial statement with ratio and cash flow analysis.	L4
CO5	Evaluate changes in financial position of corporate entity and solve complex managerial problems.	L5

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2	-	-	L	L	L		L	-	L	-	M	-	M	M
CO2	L3	-	-	L	-	M		M	-	L	-	M	-	H	H
CO3	L3	-	-	L	-	M		M	-	M	-	M	-	M	M
CO4	L4	-	-	M	M	M	H		-	M	-	H	L	M	H
CO5	L5	-	-	M	H	H	H		-	H	H	H	L	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA 104: Marketing Management

Course Objectives

This course enables the students:

1. To understand the nature and significance of the Marketing Function and the Marketing management process.
2. To gain knowledge about the key aspects of the Buying Behavior of consumers and develop an understanding of the STP Process.
3. To explain the factors affecting various product, pricing, channel management and Marketing communication decisions.

Course contents

UNIT I Introduction:

Meaning, Nature and Scope of Marketing, Marketing in a Changing World, Production concept, Product concept, Selling concept, Marketing concept, Holistic Marketing Concept, Marketing Mix. Understanding Marketing Environment – External and Internal Environment, Marketing Strategy: Strategic Context, Strategic Market Analysis, Strategic marketing Goals, Strategic marketing Action.

UNIT II Consumer Behaviour and Market:

Characteristics Affecting Consumer Behavior, Buyer Decision Process – Stages of Buying Decisions. Business Markets, Business Buyer Behaviour, Institutional and Government Markets– Participants, Influences on Buyer Behaviour

UNIT III Market Segmentation, Targeting and Positioning

Market Segmentation Process, Identifying and Evaluation Segments, Market Targeting and Positioning for Competitive Advantage.

UNIT IV Shaping the Market Offerings and Branding

The Product Decisions, Product Levels, Product classification, Product Life Cycle, Different Stages and Strategies, Product Line Decision New Product Development, Product Mix Strategies, Product Differentiation Strategies, Branding and Packaging Strategies and Decisions

UNIT V Distribution channels & Marketing Communications

Role of the Distribution Channels-Form & Organization, Importance and Framework of Channel Management, Levels of Channel-Segmentation for Channel Design, – Channel Structure, Channel Gaps – Channel Power and Channel Conflict.

Marketing Communications : Communications mix, Advertising-five M's of advertising, Advertising decisions.

Practical Module:

Assignments on studying the real life applications of all concepts covered. They may be given the minor projects on preparing marketing plan for the specific product based on their theoretical understanding. The students may also be given the case studies based on the various concepts taught in the different modules.

Text Books:

1. Philip Kotler, Koshi and Jha, **Marketing Management: Analysis Planning, Implementation & Control**, Prentice Hall of India.
2. Rajan Saxena, **Marketing Management**, Tata McGraw Hill Education Private Ltd., New Delhi

Suggested Readings :

1. Joel R. Evans, Barry Berman, **Marketing Management**, Cengage Learning Publications
2. William M. Pride, O.C. Ferrell, **Marketing : Concepts and Strategies**, Biztantra Publications

Course Outcomes

CO	Statement	Blooms Level
	After the completion of this course, students will be able to:	
CO1	List the core concepts of marketing and the goals of the Marketing function	L3
CO2	Determine the buying behavior of a given target market segment	L5
CO3	Identify and evaluate target segments	L2
CO4	Determine product and pricing policy	L5
CO5	Summarize the nature and functions of distribution channels	L2

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PS O 1	PSO 2
CO1	L3	M	L	M	H	-	H	H	M	H	-	M	-	M	H
CO2	L5	M	L	M	H	L	H	H	M	H	M	M	-	M	H
CO3	L2	M	L	M	H	L	H	H	M	H	M	M	-	M	H
CO4	L5	M	L	M	H	-	H	H	M	H	-	M	-	M	H
CO5	L2	M	L	M	H	-	H	H	M	H	-	M	-	M	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA 105: Organizational Behavior

Course Objectives

This course enables the students:

1. To provide a basic knowledge of main ideas and key theories relating to organizational behavior.
2. To provide an understanding of the behavior of individuals and groups inside the organization using theoretical framework.
3. To facilitate a critical evaluation of organizational practices and their impact on work behaviors, attitudes and performance.

Course Contents

UNIT I Fundamentals of Organizational Behaviour

Definition and importance of Organizational Behavior. Historical background of OB, Recent trends in Organizational Behavior - TQM, Managing Cultural Diversity, leaner organizations.

UNIT II Dynamics of Individual Behaviour

Personality – Meaning, determinants and theories, MBTI, Big five personality dimensions, Attributes- Locus of Control, Self Esteem, Machiavellianism; Type A and Type B Personality.

Perception–Meaning and definition, Perceptual process, perceptual errors, Attribution Process.

Value & Attitude- Type of Value, Dominant values in today's workforce, Meaning and dimensions of Attitude- Job Satisfaction, Organizational commitment.

Learning-Meaning and Importance of learning, Approaches to learning- classical Conditioning, Operant Conditioning, Social Learning

UNIT III Interpersonal and Team Behavior

Motivation: meaning and importance, Theories of motivation- Maslow's hierarchy of needs theory, Alderfer's ERG theory, Herzberg's Dual-Factor Theory, Mc Clelland's Achievement Motivation Theory, Vroom's expectancy Theory, Equity, goal-setting theories.

Group Dynamics and Teams - Group Formation - Formal Organization and Informal Groups and their interaction - Importance of teams - Formation of teams - Team Work

UNIT IV Organizational Climate

Conflict: Meaning of Conflict, Functional and Dysfunctional Conflict, Stages of Conflict, Strategies for managing conflict.

Culture: Meaning and Functions of Organizational culture, managing Organizational culture, Organisational Effectiveness

UNIT V Organisational Change & Development

Meaning and importance of organizational change, internal and external changes. Models of planned change- System Model, Lewin's Force Field Analysis. Resistance to change, overcoming Resistance

Organisational Development - Meaning, objectives and Process.

Practical Module:

- Case discussion covering Diversity and Inclusion, Implications of individual, group and organization behaviour.
- Small project on learning through individual Role Model.
- Project on Monetary and Non-Monetary Motivation given to employees at all levels in a particular organization.
- Developing understanding of Group Dynamics by assigning students group & team building exercises
- Assignments/ Quizzes/ Case Studies to ensure Class participation etc

Text Books:

1. Robbins, Judge, Sanghi “Organizational Behavior” 12th ed. Prentice Hall New Delhi
2. Margie Parikh and Rajen Gupta “Organizational Behavior” McGraw Hill

Suggested Readings:

1. Luthans Fred - Organizational Behaviour, Tata Mc Graw Hill
2. Udai Pareek, “Understanding Organizational Behaviour” Oxford University Press.
3. L M Prashad “Organizational Behavior” Sultan Chand & Sons Publication

Course Outcomes

CO	Statements	Bloom Level
	After completion of the course, students will be able to:	
CO1	Explain the principle concepts and theories of Organizational Behavior	L2
CO2	Analyze individual and group behaviour and understand the implications of organizational behaviour on the process of management	L2, L4
CO3	Analyze different motivational theories and choose best effective motivational strategies for the organization	L1, L4
CO4	Understand the organizational system, including structure, culture, conflict management strategies used in organizations	L2
CO5	Describe organizational change and development affecting the working of organizations	L2

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Blooms Level	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L2	H	H	M	H	-	H	L	H	H	H	M	-	M	H
CO2	L2, L4	H	H	H	H	-	H	M	M	M	M	H	L	H	H
CO3	L1, L4	H	H	H	H	-	H	M	H	M	M	H	L	H	H
CO4	L2	M	H	M	H	M	H	H	H	H	M	M	-	H	H
CO5	L2	M	H	M	H	L	H	H	H	H	H	M	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA 106: Business Statistics

Course Objectives

This course enables the students:

1. To understand the importance of data and how to collect, organize and summarize those data.
2. To describe preliminary statistical techniques to solve problems and impart the knowledge of interpreting the result of data analysis.
3. To enable the students in terms of understanding the statistical aspects related to business thereby enhancing their skills in this regard.

Course Contents

UNIT I Statistics Introduction

Growth of statistics, definition, scope, function and limitation of statistics
Collection and editing of data, sample and census survey, collection of primary and secondary data. Meaning Objective and characteristics of Classification, Bases, frequency distribution, simple and manifold distribution

UNIT II Measures of Central Value

Introduction, Objecting of averaging, Calculation of Mean, Median, and Mode in different series, uses and limitation of averages.

UNIT III Measures of Dispersion

Absolute and relative measures of dispersion; range, quartile deviation, mean Deviation, standard deviation, and their coefficients, uses and interpretation of Measures of dispersion

UNIT IV Index Number

Meaning and uses of index numbers, simple and weighted price index numbers, method of construction of index numbers, selection of variables, base, weights, Fishers ideal index number, Time Reversal Test & Factor Reversal Test.

UNIT V Correlation and Regression

Correlation: - Meaning, significance, Calculation of Coefficient of correlation between two variables by Karl Pearson's, spearman's and concurrent deviation

Regression: - Meaning, Uses, Calculation of regression equations. Difference between correlation and regression analysis.

Text Books:

1. S. P. Gupta Statistical Methods, Sultan Chand & Sons
2. Levin, Rubin Statistics for Management, Prantice Hall

Suggested Readings:

1. Khanna and Gupta, Prantice
2. N.D. Vohra, Quantitative Techniques for Management, Tata McGraw

Course Outcomes

CO	Statement	Blooms Level
	After the completion of this course, students will be able to	
CO1	Describe the need for data analysis and formulate the statistical problem and solve it.	L2
CO2	Define basic statistical tools which is useful for managerial decision making.	L1
CO3	Calculate and Interpret the results of statistical analysis for improved managerial decision making	L3, L4
CO4	Compare magnitudes of aggregates of related variables	L5
CO5	Determine and report the relationship between the variables.	L2, L5

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2	L	L	-	M	H	M	H	L	H	M	H	M	M	M
CO2	L1	L	-	-	M	M	L	H	-	H	H	H	M	M	M
CO3	L3, L4	-	-	-	M	L	M	M	M	H	M	H	-	H	H
CO4	L5	-	-	-	L	L	M	M	L	H	H		L	H	H
CO5	L2, L5	-	-	L	M	M	M	H	L	H	M	H	H	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA 107: Managerial Economics

Course Objectives

This course enables the students:

1. To explain the basics of economics and describe its application in managerial problems.
2. To demonstrate the effect of demand and cost on business decisions and make a relation between cost and production.
3. To analyse different types of market and explain pricing decisions in the markets.

Course Contents

UNIT I Basic Concept of Economics and Demand Analysis:

Nature and Scope of Managerial (Micro and Macro) Economics; Ten Principles of economics; Micro Vs Macro Economics; Static and Dynamic Analysis; Equilibrium: Partial and General.

Consumer Behavior: Utility Approach; Marshallian Utility Analysis: Law of Diminishing Marginal Utility and law of Equi- Marginal Utility; Indifference Curve Analysis: Consumer Equilibrium.

Demand Analysis:- Law of Demand. Determinants of Demand, Measurement of Elasticity of Demand: Price Elasticity, Income Elasticity, Cross Elasticity.

UNIT II Production and Cost Analysis:

Production Analysis: Production Function. Production Function with One Variable Input- Short Run Analysis (Law of Variable Proportions), Production Function with Two Variable Input- Long Run Analysis (Law of Returns to Scale).

Cost Analysis: Various Cost Concepts, Short Run and Long Run Cost Function, Cost Output Relationship,

UNIT III Market Structure and Price and Output Determination:

Price and Output Determination in Different Market: - Various Forms of Market Perfect Competition, Monopoly, Monopolistic Competition, Price Determination in these Markets. Short Run and Long Run Equilibrium of Firms in Different Market

UNIT IV Concept of National Income and Trade Cycle:

Circular flow of income in a two sector, three sector and four sector economy

National Income Analysis: Gross Domestic Product, Gross National Product, Net National Product, Per Capita Income, Measurement of National Income. Difficulties in Measurement of National Income

Theory of Trade Cycle: Concept and Phases of Trade Cycle; Method to Control Trade Cycles.

UNIT V Classical and Keynesian Macroeconomics:

Classical Macroeconomics: Classical Theory of Output, Income and Full Employment.

Keynesian Macroeconomics: Keynesian Theory of Output, Income and Employment.

Inflation: Meaning of Inflation, Types of Inflation, Cause and Control of Inflation.

Practical Module:

- Analyze the companies and review their pricing and output decisions under perfect competition, monopoly, monopolist and oligopoly.
- Analyze the price, income and cross elasticity of various products.

Text Books:

1. Managerial Economics; G Geetika, Piyali Ghosh, Purba Choudhury; Tata McGraw-Hills Companies; New Delhi.
2. Managerial Economics; D.N. Dwivedi; Vikas Publishing House Pvt Ltd

Suggested Readings:

1. Samuelson Paul and William D Nordhaus, Economics, McGraw Hill, New York, 2001.
2. Salvator, Dominick, Managerial Economics, McGraw- Hill Book Company
3. Lipsey & Chrystal, Economics, Indian Edition, Oxford University Press.
4. Froyen Richard T, Macro Economics Theories and Policies, Pearson Education, New Delhi

Course Outcomes

CO	Statement	Blooms Level
At The end of the Course, the student should be able to :		
CO1	Remember the concepts of micro economics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.	L1, L2
CO2	Understand the law of demand & supply & their elasticities , evaluate & analyse these concepts and apply them in various changing situations in industry . Students would be able to apply various techniques to predict demand for better utilization of resources.	L2, L4, L6
CO3	Understand the production concept and how the production output changes with the change in inputs and able to analyse the effect of cost to business and their relation to analyze the volatility in the business world and plan accordingly.	L3, L4, L5, L6
CO4	Understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategies.	L3, L4, L5
CO5	Analyse the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.	L2, L3

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L1, L2	L	L	-	M	L	M	H	-	H	L	H	-	H	M
CO2	L2, L4, L6	-	-	-	M	H	M	H	-	H	M	H	-	H	M
CO3	L3, L4, L5, L6	-	-	-	M	H	M	H	-	H	M	H	-	H	M
CO4	L3, L4, L5	-	-	-	M	H	M	H	L	H	M	H	-	H	M
CO5	L2, L3	-	-	-	M		M	H	L	H	H	H	-	H	M

H- High, M- Moderate, L- Low, '-' for No correlation

MBA 108: Legal and Business Environment

Objectives

This course enables the students:

1. To understand the concept of contract, performance of contract and sales of goods act.
2. To understand the concept of partnership business, dissolution of firm and rights and duties of partners.
3. To make the students familiar about the different aspects of environment in the business climate.

Course Contents

UNIT I The Indian Contract Act, 1872

Meaning and nature of contracts, Essentials of a valid contract- offer, acceptance, capacity to contract, free consent, consideration. Performance of contract, discharge of contract & remedies for breach of contract.

UNIT II The Sale of Goods Act, 1930

Definition of Sale of goods, essentials of valid contract of sale of goods, conditions and warranties, passing of property, rule of caveat emptor and its exceptions, rights of unpaid seller, remedies for breach of contract.

UNIT III Indian Partnership Act and Consumer Protection Act

Essentials of Partnership, Partnership Deed, Registration of Partnership Firm, Types of Partners and Partnership; Rights and duties of partners, Implied Authority of partners, Reconstitution and Dissolution of Firm.

Important definitions in Consumer Protection Act, Rights of consumers, Manner of filing complaint, Dispute Redressal Agencies, orders of forum or commission.

UNIT IV Business Environment

Nature and Concept, Internal and External Environment, Components (Economic and Non-Economic), Factors affecting Business Environment, Significance of Study of Business Environment and its Impact on the Economy, Concept of Indian Financial System

UNIT V Globalization

Globalization trends and challenges, Role of MNCs, Balance of Payment, Environment for Foreign trade and investments; FEMA, Exchange Rate Movements and impacts, External influences on India's business environment, WTO and its impact on business.

Text Books:

1. Business Law for Managers, Prof. (Cmde) P K Goel, biztantra
2. Legal Aspects of Business, Akhileshwar Pathak, Tata Mc Graw Hills
3. Adhikari, M.; Economic Environment of Business, Sultan Chand & Sons, Delhi.

Suggested Readings:

1. Sen & Mitra, Commercial Law, World Press
2. Indian Contract Act (Students Edition), N.M. Tripathy Publisher
3. Aswathappa, K, Essentials of Business Environment, Himalayas Publishing House, New Delhi.
4. Cherunilam, Francis, Business Environment, Himalayas Publishing House

Outcomes

After the completion of this course, students will be able to:

CO	Statement	Blooms Level
	After the completion of this course, students will be able to:	
CO1	Analyze the essentials and validity of contract.	L4
CO2	Develop the understanding of sales of goods act.	L2
CO3	Understand the critical issues related to partnership business and able to identify the rights of consumers.	L2
CO4	Describe the various factors affecting business environment.	L1
CO5	Analyse the role of MNCs in balance of payment and foreign trade.	L4

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PS O1	PS O2
CO1	L4	-	L	-	L	-	L	L	L	L	-	L	-	L	L
CO2	L2	-	-	-	L	-	L	L	M	M	-	L	-	L	M
CO3	L2	-	-	-	L	-	L	L	M	L	-	L	-	M	H
CO4	L1	-	-	-	L	-	L	L	M	M	-	L	-	L	M
CO5	L4	-	-	-	L	-	L	L	L	L	-	L	-	L	L

H- High, M- Moderate, L- Low, '-' for No correlation

MBA109: Managerial Skills for Effectiveness - I

Course Objectives

1. To provide a basic knowledge about the skills required to become an effective manager.
2. To develop the knowledge of Soft skills required in any organization.

Course Content

UNIT I Self Awareness:

Concept of self awareness; Importance of self awareness; Strategies to increase self awareness.

UNIT II Communication:

Concept, Process and barriers to communication; Verbal communication- types and importance; Personal interview, GD, Email, telecommunication; Non-verbal communication- concept, components.

UNIT III Creative thinking & Problem solving:

Concept and process of creative thinking; Techniques; Steps of analytical problem solving; Challenges in generating creative solutions.

UNIT IV Time Management:

Concept and importance of Time management; Techniques of time management; Barriers to effective time management.

UNIT V Presentation skills:

Concept and types of presentation; Subject selection and organizing information; Organizing a presentation.

Text books:

- Alex K. (2012) Soft Skills – Know Yourself & Know the World, S.Chand & Company LTD, Ram Nagar, New Delhi- 110 055.
- Meena.K and V.Ayothi (2013) A Book on Development of Soft Skills (Soft Skills : A Road Map to Success), P.R. Publishers & Distributors

Reference books:

- Soft skills Training – A workbook to develop skills for employment by Fredrick H. Wentz
- Personality Development and Soft skills , Oxford University Press by Barun K. Mitra
- Soft Skills for Everyone, Butterfield Jeff, Cengage Learning, 2011.

Course Outcomes

CO	Statement	Blooms Level
	After completion of the course the students will be able to	
CO1	Know and interpret the level of self awareness and make efforts to change the same.	L1, L2,L3
CO2	Recognize the importance of good communication in organization	L2
CO3	Examine activities and processes which lead to the development of creativity in organization.	L4
CO4	Adapt the various time management techniques in daily life.	L3
CO5	Demonstrate good presentation skills.	L3

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L1, L2,L3	-	-	M	-	-	M	H	H	-	M	-	-	M	M
CO2	L2	H	M	H	-	-	-	-	H	-	-	-	-	M	M
CO3	L4	M	-	H	M	-	H	-	-	-	-	-	-	M	M
CO4	L3	M	M	H	-	-	-	M	-	M	-	-	-	M	M
CO5	L3	M	-	M	-	-	M	-	-	-	-	-	-	M	H

H- High, M- Moderate, L- Low, '-' for No correlation

Second Semester Examination

Code No.	Paper	L	T/P	Credits
MBA201	Indian Economy and Policy	3	-	3
MBA202	Corporate Finance	3	-	3
MBA203	Quantitative Techniques	3	-	3
MBA204	Operations Management	3	-	3
MBA205	Marketing Research	3	-	3
MBA206	Human Resource Management	3	-	3
MBA207	Entrepreneurship	3	-	3
MBA208	Indian Ethos and Business Ethics	2	-	2
MBA 209	Managerial Skills for Effectiveness – II	1	2	2
	Total	24	2	25

MBA 201: Indian Economy and Policy

Course Objectives

This course enables the students:

1. To gain knowledge about the major developments and issues in Indian economy.
2. To discuss the sectoral balances and key issues in financial and external sectors of the economy
3. To develop critical thinking among students by taking cognizance of the contemporary developments in the economy.

Course Content

UNIT I Introduction to Indian Economy

India as a developing economy: Basic characteristics of the Indian economy; Major issues of development; Economic development and environmental degradation, Concept of Human Development in India.

The Economic Policy and Infrastructure Development: Energy and Transport, Social Infrastructure- Education, Health and Gender related issues, Social Inclusion, issues of Financial Inclusion

UNIT II Issues and Challenges of Indian Economy

Poverty: Meaning, Causes, Strategy, Measures taken by government; Solution of the problem of poverty. Unemployment: Kinds, Causes, and Remedial measures to eradicate unemployment, employment generation schemes in India. Employment Guarantee Act (2005); Inequality: extent, causes, measures to reduce economic inequalities.

Black Money: Causes for generation of black money, measures taken by the government to unearth black money

Balance Regional Development: Indicators of regional imbalance, causes, policy measures to remove regional disparities.

UNIT III Economic Policies

Economic Policies: - Economic Planning in India, Objectives and strategy of economic planning, Planning commission v/s NITI Aayog.

Monetary policy in India, Fiscal Policy in India, Centre state Finance Relations, Finance commission in India.

UNIT IV Sectors of Indian Economy

Sectoral composition of Indian Economy: - Features of Indian Agriculture, Issues in Agriculture sector in India, land reforms, Green Revolution, Food security in India. Industrial Sector in Pre-reforms period and post reform period, Public Sector and Indian Planning: Evolution, role, performance and shortcomings; Disinvestment & Privatization; Growth of Micro, Small & Medium enterprises in India.

UNIT V Foreign Trade

Foreign Trade of India: importance, composition direction. Import substitution and Trade promotion policy, problems of Foreign Direct Investment and Foreign Institutional investment in India, WTO and India.

Challenges of development: MDG (Millennium development goals) & SDG (Sustainable development goals), Demographic dividend; Globalization and its impact on India.

Practical Module:

- Analyze the current budget in the light of major policy initiatives of the government to the issues of economic development.
- Analyze the report of various committees on the issues of economic

development.

- Case studies

Text Books:

1. Dutt Rudder and K.P.M Sunderam (2001): Indian Economy, S Chand & Co. Ltd. New Delhi.
2. Mishra S.K & V.K Puri (2001) “Indian Economy and –Its development experience”, Himalaya Publishing House.
3. Kapila Uma: Indian Economy: Policies and Performances, Academic Foundation
4. Bardhan, P.K. (9th Edition) (1999), The Political Economy of Development in India, Oxford University Press, New Delhi.

Suggested Readings:

- Brahmananda, P.R. and V.A. Panchmukhi. [2001], Ed. ‘*Development Experience in Indian Economy, Inter-state Perspective,*’ Bookwell, New Delhi.
- Gupta, S.P.[1989], ‘*Planning and Development in India: A Critique,*’ Allied Publishers Private Limited, New Delhi.
- Bhagwati, Jagdish.[2004], ‘*In Defense of Globalization,*’ Oxford University Press, U.K.
- Dhingra, Ishwar //C.[2006], ‘*Indian Economy,*’ Sultan Chand and Sons, New Delhi.
- Datt, Ruddar and Sundaram, K.P.M.[Latest edition] , ‘*Indian Economy,*’ S.Chand and Co, New Delhi.

Course Outcomes

After the completion of this course, students will be:

CO	Statement	Blooms Level
At The end of the Course, the student should be able to :		
CO1	Analyse Indian economic problems and can correlate development with the requirements.	L3, L4
CO2	Evaluate sectoral imbalances and can analyse the issues in Indian economy.	L4, L5
CO3	Critically analyze the contemporary economic policies and their impact on development	L4, L5
CO4	Critically analyze the sectoral composition of Indian Economy and role of industrial sector in Indian economy.	L4, L5
CO5	Recognize the role & issues of external sector in Indian economy.	L1, L2

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L3, L4	-	-	-	L	-	H	H	H	M	M	H	-	H	M
CO2	L4, L5	-	-	-	L	-	H	H	H	M	M	H	-	H	M
CO3	L4, L5	-	-	-	L	-	H	H	H	M	M	H	-	H	M
CO4	L4, L5	-	-	-	L	-	H	H	H	M	M	H	-	H	M
CO5	L1, L2	-	-	-	L	-	H	H	H	M	M	H	-	H	M

H- High, M- Moderate, L- Low, ‘-’ for No correlation

MBA 202: Corporate Finance

Objectives

This course enables the students:

1. To give the knowledge about scope of financial management and makes the students familiar about the financial environment of business.
2. To imbibe the knowledge about capital budgeting decision to appraise business project.
3. To impart knowledge about capital structures theories, working capital management and cost of capital for decision making of any business organization.

Course Contents

UNIT I Financial Management

Meaning, Scope, Function & Objective of Financial Management, Decision Making, Role of Financial Manager in a company.

UNIT II Break Even Analysis

Concept of Marginal Costing, Cost Volume Profit Analysis, Advantages & Limitations of Cost Volume Profit Analysis, Break Even Charts.

UNIT III Capital Structure and Cost of Capital

Cost of Capital: Specific and Weighted Average Cost of Capital, EBIT-EPS Analysis, Capital Structure – Meaning, importance and factors affecting capital structure.

UNIT IV Working Capital Management

Management and Financing of Current Assets, Working Capital Cycle, *Working Capital*: Estimation & Calculation, Management of Cash, Cash Budget and Inventory Management.

UNIT V Capital Budgeting

Features of capital budgeting, Estimation of Cash Flows, Capital Budgeting– Traditional methods and Discounted cash flow methods of appraisal.

Text Books:

1. Financial Management; Dr. Paresh Shah; Biztantra Publication; New Delhi
2. Prasanna Chandra, Fundamental of Financial Management

Suggested Readings:0

1. Eugene F. Brigham, Michael C. Ehrhardt, Financial Management: Theory and Practical.
2. I.M. Pandey & Ramesh Bhat, Cases in Financial Management.

Outcomes

CO	Statements	Bloom Level
	After completion of the course, students will be able to:	
CO1	Analyze and evaluate the financial system and financial environment of the organization	L4, L5
CO2	Apply the techniques of capital budgeting for selecting best investment opportunities	L3
CO3	Assess the capital structure of the organization and evaluate the profitability condition	L5
CO4	Apply the concept of working capital management in the organization	L3
CO5	Analyze the Cost Volume Profit Analysis of the organization	L4

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Level	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO 1 2	PS O 1	PS O 2
CO1	L4, L5	M	L	M	H	H	H	H	M	M	M	M	-	M	H
CO2	L3	L	L	L	M	H	M	M	M	M	M	M	M	M	H
CO3	L5	M	L	M	H	H	H	H	M	M	M	H	H	M	H
CO4	L3	L	L	L	H	H	M	M	M	M	M	H	M	M	H
CO5	L4	M	L	M	H	H	H	H	M	M	M	M	M	M	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA 203: Quantitative Techniques

Course objectives

This course enables the students:

1. To give understanding of Linear equations and Linear Programming.
2. To develop the understanding of specially structured Programming like transportation and Assignment.
3. To describe the basic concept of Decision making under uncertainty and in a competitive situation.

Course Contents

UNIT I Introduction to Quantitative Techniques

Concept, Role and Scope, Models in Business and Industry. Algebra of Matrix: Addition, Subtraction, Multiplication, & Inversion. Solving linear equations by using matrices.

UNIT II Linear Programming

Problem formulation and Graphical methods of solution. Simplex method & duality and Sensitivity Analysis.

UNIT III Specially Structured Programming

Transportation: North West Corner, Least cost Method, Vogel's Approximation Method. Assignment Problems: Maximizing, Minimization & Unbalanced Problems.

UNIT IV Game Theory

Game Theory: Types of Games, Two person zero sum games, Mixed strategy, Method of solution, Dominance in Games.

UNIT V Decision Theory

Decision making under uncertainty: Maximax, Maximin, Minmax, Minimin, Hurwitz & Laplace Criterion; Decision making under risk, Decision Tress-Applications, decision making in a Competitive Situation.

Text Books:

1. N.D. Vohra, Quantitative Techniques for Management, 4th Edition Tata McGraw Hill New Delhi.
2. Sancheti Kapur, Quantitative Techniques,

Suggested Readings:

1. Paneer Selvam, Quantitative Techniques, Prantice Hall New Delhi.
2. Khandelwa,l Gupta & Gupta, Quantitative Techniques, JPH

Course Outcomes

CO	Statement	Blooms Level
	After completion of this course, students will be able to:	
CO1	Recognize the source of a quantifiable problem, solve the issues involved and produce an appropriate action plan.	L2,L3
CO2	Solve the equations related to Linear programming	L3
CO3	Observe and compute the specially structured programming of transportation and assignment problems.	L2, L3
CO4	Recognise and analyse strategic situations and represent them as games	L4, L2
CO5	Analyze the decision making problems under uncertainty and competitive situations.	L4

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 0	PO 1	PO 2	PSO 1	PSO 2
CO1	L2,L3	-	-	-	L	L	L	M	-	H	M	M	L	L	L
CO2	L3	-	-	-	L	-	-	M	-	M	M	M	M	M	M
CO3	L2, L3	-	-	-	L	L	-	L	-	M	M	M	L	H	H
CO4	L4, L2	L	-	-	L	L	L	M	-	M	M	H	M	H	H
CO5	L4	-	-	-	L	M	M	H	L	H	M	M	L	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA 204: Operations Management

Course objectives

This course enables the students:

1. To take decisions in Planning, organizing and controlling of operations function.
2. To know the operations function in manufacturing and service industry.
3. To develop improvement skills in operations through maintaining high quality standards, value engineering and value analysis.

Course Contents

UNIT I Managing

Introduction to Production and Operations Management, Development of Operational Strategies for Competitive Advantage, Difference between manufacturing and service operations.

UNIT II Planning the Conversion System

Demand Forecasting, Designing Product, Services and Processes, Facility Location, Facility Layout

UNIT III Organising the Conversion System

Job Design, Work Measurement, Work Study, Method Study, Monte Carlo Simulation Techniques

UNIT IV Controlling the Conversion System

Production Planning and Control, Inventory Control with Lead Time and EOQ Analysis, Networking Techniques- CPM, PERT, Drawing a network, Calculating EST,LFT and Floats, Difference between PERT & CPM

UNIT V Managing for World Class Competition

Just in Time, Managing for Quality, Value Added Manufacturing, Quality Analysis and Control

Text Books:

1. R.B. Khanna, Production and Operation Management Prentice Hall Publication
2. Adam Jr Ebert, Production and Operation Management Prentice Hall Publication

Suggested Readings:

1. Buffa Sarin Modern Production/ Operations Management, John Wiley & Sons
2. S.N. Chary Production and Operation Management, Mc Graw Hill
3. Aswathappa Bhat, Production and Operation Management, Himalaya Publishing House

Course Outcomes

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

CO	Statement	Blooms Level
	After the completion of this course, students will be able to:	
CO1	Apply operations management in manufacturing and service industry.	L3
CO2	Apply and implement the knowledge of different layout and location decisions in real life situations.	L3
CO3	Analyze and calculate work study and simulation techniques in practical situations of manufacturing industry.	L4, L3
CO4	Adapt and Copmpute inventory control techniques in manufacturing industry.	L3
CO5	Analyze skills in operations function to improve quality standards in value engineering and value analysis	L4

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L3	L	L	-	L	M	L	L	M	H	L	M	M	H	H
CO2	L3	L	L	-	L	L	L	M	L	H	M	M	M	H	H
CO3	L4, L3	-	-	-	L	L	M	H	M	L	M	M	L	H	H
CO4	L3	L	-	-	-	M	L	M	L	L	M	M	L	H	H
CO5	L4	L	L	L	M	M	M	L	M	M	M	M	M	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA 205: Marketing Research

Course Objectives

The course enables the students:

1. Understand the concept / fundamentals of research and their types.
2. Understand the practical application of various research techniques.
3. Understand the importance of scaling & measurement techniques and sampling techniques
4. Understand the importance of coding, editing, tabulation and analysis in doing research.
5. Understanding and applying the concept of statistical analysis which includes ANOVA technique and technique of report writing.

Course Contents

UNIT I Introduction to Business Research

Meaning, Objective and Types of Research; Research and Scientific Methods; Defining of Research Problem; The Research Process: an overview.

UNIT II Research Proposal and Research Design

Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal.

Research design: Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches.

Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation.

Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research

Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

UNIT III Scaling & Measurement Techniques

Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.

Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors. Probability and Non Probability Sampling.

UNIT IV Data Collection & Hypothesis Testing

Primary and Secondary data. Data Analysis: Editing, Coding, Tabular representation of data. Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram.

Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance.

One sample test: z test, t test and Chi square test. Two sample test: z test, t test and Chi square test. Analysis of Variance (ANOVA)

UNIT V Report Writing and Presentation

Interpretation, Significance of report writing, Types of research report, Different steps in writing report; Presentation of report: Communication dimensions

Text Books:

1. Business Research Methods; Donald R Cooper and Pamela S Schindler; Tata McGraw Hills
2. Business Research Methods – William G. Zikmund; 7th Ed. VII Indian Reprint 2008; Cengage, New Delhi

Suggested Readings:

1. Zikmund, Business Research Methods, Dryden Press
2. Kothari, C. R., Research Methodology – Methods and Techniques, Wsihwa Prakashan
3. Business Research Methods; S.N. Murthy & U. Bhojanna; Excel Books, New Delhi

Course Outcomes

CO	Statement	Blooms Level
At The end of the Course, the student should be able to :		
CO1	Understanding & Knowledge of concept / fundamentals for different types of research.	L1, L2
CO2	Formulating Research Proposals & Applying relevant research designs & techniques.	L1 , L4
CO3	Understanding & Assessing relevant scaling & measurement techniques for research and choosing appropriate sampling techniques for research	L3, L4, L5
CO4	Evaluating different techniques of coding, editing, tabulation and analysis in doing research.	L4, L5
CO5	Evaluating statistical analysis which includes t test, z test, Chi Square test, ANOVA technique and prepare research report.	L5, L6

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L1, L2	-	L	-	M	L	M	H	L	H	H	H	-	H	M
CO2	L1 , L4	-	-	-	M	H	H	H	L	H	H	H	--	H	M
CO3	L3, L4, L5	-	-	-	M	M	M	H	-	H	H	H	-	H	M
CO4	L4, L5	-	-	-	M	M	-	M	-	H	H	H	-	H	M
CO5	L5, L6	-	-	L	M	H	H	H	L	H	H	H	-	H	M

H- High, M- Moderate, L- Low, '-' for No correlation

MBA 206: Human Resource Management

Course Objectives

The course enables the students:

1. To acquaint the students with various functions and processes related to human resource management.
2. To provide conceptual framework required for human resource planning and development.
3. To impart the students with the knowledge of social security legislations and employee safety at workplace.

Course contents

UNIT I Impression of HRM and Procurement of HR

Evolution of HRM, Concept, Nature, Importance of HRM, Changing Environment and HRM, Functions of HRM, Concept, Process and Importance of HRP, Job Analysis and Design, Recruitment, Selection, Induction & Placement, Psychometric Test, Interview Techniques, Internal Mobility of HR.

UNIT II Development of HR

Meaning and Need of Training and Development, Training Process, Methods of Training and Development, Designing Training Programs, Evaluation of Training Program.

UNIT III Performance and Compensation Management

Performance Management Concepts, performance appraisal- concept and process Potential Assessment, Concept of Job Evaluation, Employee Compensation- purpose and important components, Performance Linked Pay.

UNIT IV Integration of HR

Empowering employees, Worker's Participation in Management- importance, techniques of workers participation in management, principles and procedure of Collective Bargaining, Concept of Employee Counseling.

UNIT V Maintenance of HR and Employment Relation

Industrial dispute management- nature, settlement of disputes, discipline and grievance management, Concept of Employment Relations, Statutory and Non-Statutory Provision for Employee Health and Safety.

Text Books:

1. K. Aswathappa, Human Resource Management: Text and Cases, Tata McGraw Hill.
2. Dwivedi R S, Managing Human Resource: Personnel Management in Indian Enterprise, Galgotia Publication

Suggested Readings:

1. Gary Dessler Biju Varkkey, Human Resource Management, Pearson Education.
2. Pattanayak Byers, Human Resource Management, Prentice Hall of India
3. P. Jyothi, D. N. Venkatesh, Human Resource Management, Oxford University Press.

Course Outcomes

After completion of the course the students will be able to:

CO	Statement	Blooms Level
	After completion of the course the students will be able to	
CO1	Know and explain theoretical concepts and develop an overview on various functions and processes of human resource management.	L1,L2
CO2	Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs.	L3
CO3	Know and Relate the role of Training in the organization.	L1, L4
CO4	Discuss the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning.	L2
CO5	Describe and examine statutory and non- statutory rules and regulations affecting employees and employers	L2,L4`

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L1, L2	H	H	H	H	-	H	L	H	H	H	-	-	H	H
CO2	L3	H	H	H	H	-	H	M	H	H	H	-	-	H	H
CO3	L1, L4	H	H	M	M	-	M	M	H	H	H	-	-	H	H
CO4	L2	H	M	H	-	-	M	-	-	M	-	-	-	H	M
CO5	L2,L4`	H	H	H	-	-	-	M	M	M	-	-	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA 207: Entrepreneurship

Course Objectives:

The course enables the students:

1. To simulate the real life activities of entrepreneurs in the startup age of a new venture.
2. To provide the skills to start and build enterprise, implement it successfully
3. To inculcate skills to manage the transition of a start up to a full fledged business entity.

Course Contents

UNIT I Entrepreneur & Opportunity Recognition

Entrepreneur, characteristics, functions, types, Intrapreneur – an emerging class, Entrepreneurship - meaning - Role of Entrepreneurs in Economic Development, Self – assessment, Motivations to start a business, The Entrepreneur Personality, entrepreneurial culture, stages in entrepreneurial process, Alternative Competitive Entry Wedges.

UNIT II Writing Business Plan

Feasibility study, Product selection - Form of Ownership - Licensing etc., project Identification - Meaning, Significance - contents and formulation of a project report - planning commission guidelines, Developing business plan, Business plan appraisal

UNIT III Start-Up Factors

Entry barriers and firm positioning, Comparison of a large and small start-up, (Technology absorption), Institutional support to entrepreneurship Development(networking with Industries and Institutions)

UNIT IV Stages of Growth in Entrepreneurial Ventures

Stages of growth model, Business crisis, Barriers to small firms, growth Factors in continued entrepreneurship in small firms.

UNIT V Entrepreneurship

Family business-Importance, Changing face of family business, Replacing the founder, Family business and multiple levels of conflict, Succession in family business, Pitfalls of the family business. Women & minority entrepreneurs, International entrepreneurship, Rural Entrepreneurship, Make in India, Startup India, Standup India

Text Books:

1. Dollinger Marc J, Entrepreneurship: Strategies and Resources, III Ed., 1995, Irwin Press
2. Hisrich Robert D and Peters Michael P, Entrepreneurship, V Ed., TMH New Delhi

Suggested Readings:

1. Kuratko Donald F and Hodgetts Richard M. Entrepreneurship: A Contemporary Approach HarcourtCollege Publisher.
2. Zimmerer and Scarborough, Entrepreneurship and New Venture Formation. Prentice Hall
3. Timmons Jeffrey A, New Venture Creation: Entrepreneurship for the Twenty First Century, Irwin

Course Outcome:

CO	Statement	Blooms Level
CO1	List the characteristics of an entrepreneur , intrapreneur as well their role in the economic development of the country.	L3
CO2	Design business plan	L6
CO3	Determine the entry barriers to the industry	L5
CO4	Identify stages of growth in entrepreneurial ventures	L2
CO5	Identify pitfalls in family business	L2

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 0	PO 1	PO 2	PSO 1	PSO 2
CO1	L3	H	L	-	-	H	-	-	H	H	M	L	L	M	H
CO2	L6	H	H	-	H	H	H	-	H	H	H	M	L	H	H
CO3	L5	H	L	-	H	H	-	H	H	H	H	H	H	H	H
CO4	L2	H	L	-	H	H	-	H	H	H	H	H	H	H	H
CO5	L2	H	H	-	H	H	-	H	H	H	H	H	H	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA208: Indian Ethos and Business Ethics

Course Objectives:

The course enables the students:

1. To acquaint the students with Indian Ethos and its relevance to managerial decision making.
2. To understand the importance of ethics and its effect on business and society.
3. To sensitize students to the ethical standards both professional and personal and produce balanced and effective managers in this liberal and globalised environment.

Course Content:

UNIT I Indian Ethos and Values

Indian Ethos: Concept, Need, purpose & relevance of Indian Ethos; Model of management in the Indian socio-political environment, Indian work ethos; Values for managers, relevance of values in management, secular vs. spiritual values in management, need for values in global change-Indian perspective

UNIT II Indian Ethos in Management

Management Lessons from Vedas, Mahabharata, Panchtantra, Kautilya's Arthashastra, Discussion Examples and Models from the above texts
Relevance of Bhagvad Gita: Doctrine of Karma i.e. Nishkama Karmayoga; Guna Theory (SRT i.e. Sat, Raj & Tam Model), Theory of Sanskaras, Life Goals or Purusharthas, Bhagvad Gita & Self Management.

UNIT III Introduction to Business Ethics

Concept of Ethics and Business Ethics, Importance, Causal chains in business ethics, Ethical Dilemma, Ethical Relativism, Ethical Gap and factors affecting business ethics

UNIT IV Professional Ethics

Ethics & Religion; HRM & Ethics; Creating Work committed cultures in Organizations; Quality of Work Life; Ethical Decision Making.

UNIT V Ethics in Management

Ethics & Environment; Ethics of Advertising and Investment Decisions; Social Responsibility, Sustainable Development, Trusteeship concept of Mahatma Gandhi, Indian Vs western Management Contemporary issues in Management.

Practical Module:

- Study the Management GURU's from Indian History like Lord Krishna (Bhagvad Gita), Vivekanand (Vivekananda's ideas on Vedant), Chankaya's Arthshastra – prepare presentation, videos and role play on their philosophy for Management.
- Arrange Practical Sessions on Yoga

Text Books

- R Nandagopal, Ajith Sankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill
- Ghosh, B.: Indian Ethos in Management, Vikas Publishing House Pvt. Ltd., 2nd ed. Reprint, 2009.
- Balchandran, S. Raja K. C. R. and Nain B. K.: Ethics, Indian Ethos & Management, Shroff Publishers & Distributors Ltd., New Delhi.

Reference Books

- Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi 1998
- Nandagopal, Ajith Shankar, Indian Ethos and Values in Management, Tata Mc Graw Hill, 2010

- Chakraborty, S.K., Ethics in Management: Vedantic Perspectives, Oxford University Press, Delhi, 1995

Course Outcome:

CO	Statements	Bloom Level
	After completion of the course, students will be able to:	
CO1	Understand the concept of Indian ethos and different ethical dimensions for managerial decision making	L2
CO2	Understand the management idea from Vedas, Mahabharata, Panchtantra, Kautilya's Arthashastra	L2
CO3	Analyze the relevance of Bhagvad Gita in overall development of the organization	L4
CO4	Understand the basic framework of Business ethics and Professional ethics used in the organization	L2
CO5	Apply the knowledge of ethics in management in everyday life to make a balance between personal and professional life	L3

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Level	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L2	H	H	M	H	L	H	H	M	M	M	L	-	M	M
CO2	L2	H	H	M	H	-	H	H	M	H	H	M	-	M	M
CO3	L4	M	H	H	H	L	H	M	H	H	M	M	-	H	H
CO4	L2	M	H	H	H	-	H	H	M	H	M	M	-	H	H
CO5	L3	M	H	H	H	-	H	M	M	M	M	M	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA209: Managerial Skills for Effectiveness - II

L-1 /P-2
Credits-2

Course Objectives:

The course enables the students:

1. To develop and enhance leadership skills , communication and peer to peer relationships,
2. To teach soft skills required for any organization.

Course Content

UNIT I Decision-Making Skills:

Lecture: 5

Concept of decision making; decision making process; challenges in the process of decision making process.

UNIT II Managing Conflicts:

Lecture: 5

Concept; Functional and dysfunctional conflicts; Levels of conflicts; Conflicts management techniques.

UNIT III Delegation skills:

Lecture: 4

Concept; Process of delegation; Factors effecting successful delegation.

UNIT IV Leadership skills:

Lecture: 5

Concept; Qualities of a good leader; Leadership styles, process of developing a leader.

UNIT V Team Management Skills:

Lecture: 6

Concept; Understanding group formation; Team effectiveness assessment; Team management techniques.

Text books:

- Alex K. (2012) Soft Skills – Know Yourself & Know the World, S.Chand & Company LTD, Ram Nagar, New Delhi- 110 055.
- Meena.K and V.Ayothi (2013) A Book on Development of Soft Skills (Soft Skills : A Road Map to Success), P.R. Publishers & Distributors

Reference books:

- Soft skills Training – A workbook to develop skills for employment by Fredrick H. Wentz
- Personality Development and Soft skills , Oxford University Press by Barun K. Mitra
- Soft Skills for Everyone, Butterfield Jeff, Cengage Learning, 2011.
- **Course Outcomes**

CO	Statement	Blooms Level
	After completion of the course the students will be able to	
CO1	Know and interpret the decision making process	L1, L2,L3
CO2	Understand and manage organizational conflict	L2
CO3	Understand and improve delegation skills	L2
CO4	Identify and develop leadership skills	L2
CO5	Develop effective Team management skills	L3`

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PO 12	P S O 1	PS O 2
CO1	L1, L2,L3	-	-	M	-	-	M	H	H	-	M	-	-	M	M
CO2	L 2	H	M	H	-	-	-	-	H	-	-	-	-	M	M
CO3	L 4	M	-	H	M	-	H	-	-	-	-	-	-	M	M
CO4	L 3	M	M	H	-	-	-	M	-	M	-	-	-	M	M
CO5	L 3`	M	-	M	-	-	M	-	-	-	-	-	-	M	H

H- High, M- Moderate, L- Low, '-' for No correlation

Third Semester Examination

Code No.	Paper	L	T/P	Credits
MBA 301	Strategic Management	3	-	3
MBA 302	Project Management	3	-	3
MBA 303	Summer Internship	-	-	3
Select any 2 specializations (3 papers from each of the specialization of 3 credits each)				
Code No.	Paper	L	T/P	Credits
MBAHR-304	Training & Development	3	-	3
MBAHR 305	Performance Management	3	-	3
MBAHR- 306	Organizational Change & Development	3	-	3
MBAHR- 307	Manpower Planning & Control	3	-	3
MBAFM-304	Investment Analysis & Portfolio Management	3	-	3
MBAFM-305	Income Tax: Theory & Practice	3	-	3
MBAFM-306	Management of Financial Services	3	-	3
MBAFM-307	Cost & Management Audit	3	-	3
MBAMKT-304	Retail and Distribution Management	3	-	3
MBAMKT-305	Marketing of Services	3	-	3
MBAMKT-306	Consumer Behavior	3	-	3
MBAMKT-307	Integrated Marketing Communication	3	-	3
MBAIT-304	Data mining for Business Decision	3	-	3
MBAIT-305	Managing Software Projects	3	-	3
MBAIT-306	Managing Digital Innovation and Transformation	3	-	3
MBAIT-307	E-commerce and Digital Markets	3	-	3
	Total	24	-	27

MBA 301: Strategic Management

Course Objectives

The course enables the students:

1. To understand the various perspective and concepts in the field of strategic management.
2. To analyze different kind of strategies for business planning in organizations.
3. To familiarize the concept of strategy formulation among students.

Course Contents

UNIT I Introduction to Strategic Management

Components of Strategic Management: Vision, Mission, Objectives, Policies & Plans, External Environment, Levels of Strategy: Corporate Level, Business Level, Functional, Strategic Management Process, Resource-Based Model & Industrial - Organizational Model

UNIT II Analyzing the Environment

Analyzing the External Environment: Porter's 5-Forces Model, PESTEL, Analyzing the Internal Environment: Resources, Capabilities & Core Competencies, Value-Chain Analysis, SWOT

UNIT III Strategy

Business Level Strategy: Cost Leadership, Differentiation & Focus Strategy, Formulating Long-Term Objectives: Grand Strategies

Corporate Combinations: Joint Ventures, Strategies Alliances, Consortia, Keiretsus & Chaebols

UNIT IV Strategic Analysis and Choice

Strategic Analysis at Corporate Level: BCG Matrix, GE Nine Cell Planning Grid, Strategic Analysis at Business Unit Level: SWOT, Leader Vs Runner-Up, Offensive Vs Defensive, Stability, Low-Cost, Leadership, Product Differentiation, Niche Strategy, Seeking Sustained Competitive Advantage

UNIT V Principal of Competitive Advantage Value Chain & Competitive Scope, Value Chain & Generic Strategies

Text Books:

1. Johnson Gerry and Scholes Kevan, Exploring Corporate Strategy Forth Edition, Prentice Hall of India.
2. John A Pearce-II, Richard B, Robinson Jr. Strategic Management, Strategy Formulation and Implementation

Suggested Readings:

1. Hitt. Ireland & Hoskisson, Strategic Management, Thomson Learning

Course Outcomes

CO	Statements	Bloom Level
	After completion of the course, students will be able to:	
CO1	Understand the basic concepts, need and principles of strategic management in overall business development	L2
CO2	Analyze and formulate different strategies for business level planning	L4, L6
CO3	Classify and understand the internal and external environment of the business	L2, L4
CO4	Analyze the organizational strategies that will be effective for future course of action	L4
CO5	Understand the basic concept of competitive advantage for managing a business successfully in a global context	L2

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Level	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	P O1	P O12	P S O1	P S O2
CO1	L2	H	H	M	H	L	H	H	M	H	M	H	-	M	M
CO2	L4, L6	L	M	L	H	L	H	H	L	H	M	H	-	H	H
CO3	L2, L4	M	H	M	H	M	H	H	M	H	M	M	-	H	H
CO4	L4	M	M	M	H	L	H	H	M	H	M	M	-	H	H
CO5	L2	M	M	M	H	L	H	H	L	H	H	H	-	M	M

H- High, M- Moderate, L- Low, '-' for No correlation

MBA 302: Project Management

Course Objectives

The course enables the students:

3. Define the roles of the project manager, functional manager, and executives in a project management environment.
4. To provide a valuable insight to students in the area to understand formulation of corporate investment strategies, prepare feasibility reports and projects.
5. To understand the financial appraisal of project and become aware of the scheduling and execution of projects

Course Contents

UNIT I Managing Project

Definition, Functions, Evolution of Project Management, Classification of Projects, Project Life Cycle, the Phase of System Development Life Cycle Project Contracting

UNIT II Project Feasibility Study

Market, Demand and Technical Analysis, Financial Analysis Evaluation of Project Proposals, Risk Analysis, Sensitivity Analysis and Social Cost Benefit Analysis

UNIT III Project Planning

Planning Fundamentals, Project Master Plan, Work Breakdown Structure and Other Tools of Planning, Work Packages Project Organization Structure & Responsibilities, Responsibility Matrix.

UNIT IV PERT, CPM, Resource Allocation

Tools and Techniques for Scheduling Development, Crashing of Networks, Time-Cost Relationship. Cost Estimating Budgeting: Cost Estimating Process Elements of Budgeting

UNIT V Managing Risks in Projects, Evaluation & Reporting

Risk Concept & Identification, Project Management Information System, Project Evaluation & Reporting, Closing the Contract.

Text Books:

1. Sapru R.K., Project Management, Excel Books
2. Chandra Prasanna, Projects: Planning, Analysis , Selection, Implementation and Review, TMH

Suggested Readings:

1. Gopalakrishnan P. and Ramamoorthy V.E., Textbook of Project Management
2. Joy R. P Total Project Management: The Indian Context, Mac Millian India

Course Outcomes

CO	Statement	Blooms Level
	After the completion of this course, students will be able to:	
CO1	Understand basics of project life cycle and differentiate between various projects.	L2
CO2	Define the goals and objective of a project and analyse a projects feasibility from technical, market and financial perspective.	L1
CO3	Understand complex projects using appropriate planning tools	L2
CO4	Review and evaluate a project and decide whether to carry the project or not	L2,L5
CO5	Define potential threats and opportunities for the project	L1`

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2	L	L	L	L	M	M	L	L	M	M	L	L	M	M
CO2	L1	-	L	-	H	H	M	M	L	M	M	L	L	M	M
CO3	L2	-	-	-	L	M	M	M	L	H	H	H	H	H	H
CO4	L2,L5	M	-	-	-	M	M	H	L	H	M	H	H	H	H
CO5	L1`	L	-	L	L	L	M	M	M	H	M	M	M	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA 303: Summer Internship

Each student shall undergo practical training of six-eight weeks after second semester exams in an approved business / industrial / service organization and submit at least two copies of the Summer Training Report to the Dean/Director of the Institution within two weeks of the commencement of the third Semester.

- The Summer Training shall Carry 100 marks.
- The evaluation would be based on the project report, presentation and viva-voce.

CO	Statement	Blooms Level
	After completion of the Internship the students will be able to	
CO1	Understand, observe and practice on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.	L4,L2,L3
CO2	Demonstrate research aptitude	L3,L2
CO3	Examine the working of the real organizations	L4
CO4	Know, observe and discover business organizations in their totality.	L1, L2, L4
CO5	Explore career opportunities in their areas of interest.	L4

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L4,L2,L3	H	H	H	H	M	H	H	H	H	H	H	M	H	H
CO2	L3,L2	M	H	M	M	M	H	H	M	M	H	H	M	H	H
CO3	L4	H	H	H	H	H	H	H	H	M	H	H	H	H	H
CO4	L1, L2, L4	H	H	H	H	H	H	H	H	M	H	H	H	H	H
CO5	L4	H	H	H	H	H	H	H	H	M	H	H	H	H	H

High, M- Moderate, L- Low, '-' for No correlation

MBA HR 304: Training & Development

Course Objectives

The course enables the students:

1. To provide an in-depth understanding of the role of training in HRD.
2. To enable the course participants to manage the Training system and processes.
3. To understand to importance of evaluation methods.

Course Contents

UNIT I Introduction to Training Concept

Definition, Need for Training, Importance of Training, Objectives of Training, Concepts of Education, Training and Development, Overview of Training Functions.

UNIT II Learning

Principles of Learning, Theories of Learning, Reinforcement Theory, Social Learning Theory, Pedagogy and Andragogy.

UNIT III Process of Training

Training design process, Assessment of Training Needs, Criteria for Identifying Training Needs, Methods and Process of Needs Assessment. Concept of Job Competency.

UNIT IV Implementation and Evaluation of Training Program

Role and skills of Trainer, Methods and Techniques of Training: on-the-job and off-the-job.

Kirkpatrick Model of Evaluation, pre-test, post-test, Cost-Benefit Analysis, ROI of Training.

UNIT V Technology in Training

CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning.

Text Books:

1. Employee training and development- Raymond A Noe, Tata McGraw-Hill

Suggested Readings:

1. Effective Training: Systems, Strategies, and Practices - Blanchard N & Thacker, James W, Pearson Education.
2. Training in Organizations - Goldstein, I L & Ford, J K, Wadsworth Cengage Learning
3. Training for Development - Lynton, Rolf P and Pareek, Udai, Sage Publications

Course Outcomes

CO	Statement	Blooms Level
	After completion of the course the students will be able to	
CO1	Relate and discuss the importance of training in an organization.	L4,L2
CO2	Differentiate and manipulate the learning process in individuals and Apply the same in organization.	L4,L3
CO3	Recognize and calculate the organizational training needs and suitably apply it.	L2, L3
CO4	Apply the training evaluation methods.	L3
CO5	Practice various technology based tools for effective learning.	L3

After completion of the course the students will be able to:

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	P S O 2
CO1	L4,L2	H	M	H	H	-	H	M	H	H	H	-	-	H	M
CO2	L4,L3	H	H	H	H	-	H	H	M	H	H	-	-	H	M
CO3	L2, L3	M	M	M	H	-	H	H	M	H	H	-	-	H	H
CO4	L3	M	-	L	-	-	M	H	-	H	-	-	-	H	M
CO5	L3	-	-	-	-	-	H	M		M		-	H	H	H

High, M- Moderate, L- Low, '-' for No correlation

MBA HR 305: Performance Management

Course Objectives

The course enables the students:

1. To understand the basics and nature of performance management, and its objective.
2. To explain the impact of performance appraisal process on different H.R. Functions.
3. To understand the need of performance management system in organization.

Course contents

UNIT I Performance Management

Hostility to traditional Appraisals, Performance Appraisal to Performance Management, Performance Management Objectives, Scope of PFM, PFM Model and elements of Effective Performance Management.

UNIT II Performance Management System

Concept of Performance Management System, Prerequisites for Effective Performance Management, Elements and Characteristics of Performance Management System, Model of performance management system, Objectives and Functions PFM.

UNIT III Performance Planning and

Concept, Need and Importance of Performance Planning, Goal Setting, Performance Planning Process, Performance Managing – Objectives and Importance, Performance Management Process, Performance Measurement.

UNIT IV Performance Appraisal and Competency

Performance Appraisal – objectives and importance, Process of performance appraisal, Traditional and Modern Methods of Performance Appraisal, Uses of Performance Appraisal, Rating errors. Competency Mapping - meaning, Methods of Competence Mapping, Competency Mapping and its linkage to Performance Planning, Competency based HR.

UNIT V Performance Management – Role of HR, Linkage to Rewards

Potential Appraisals, Role of Feed Back in Performance Management, Linking Performance Management to Rewards and Recognitions, Performance Management – Role of HR professionals.

Text Books:

1. Kohli and Deb “Performance Management” Oxford
2. Robert Bacal “Performance Management” McGraw-Hill; update edition
3. Dr.G.Pandu Naik & Siraj Ur Rahman “Competency Mapping, Assessment & Development” IHRD Publication

Suggested Readings:

1. Robert Bacal “How to manage Performance” McGraw-Hill; update edition
2. Pedagogy of Competency Mapping By Dr. Ashish Manohar Urkude *PhD, PDF* Professor Alliance Business School Bangalore
3. Rao T.V., Appraising and developing managerial performance
4. Performance management: key strategies and practical guidelines, By Michael Armstrong

Course Outcomes

After the completion of this course, students will be able to:

CO	Statement	Blooms Level
	After completion of the course the students will be able to	
CO1	Understand the importance of implementing the performance management system in organization.	L2
CO2	Understand and examine the Model of performance management system.	L2,L4
CO3	Understand and organize performance appraisal program.	L2, L4
CO4	Compute Competency Mapping.	L3
CO5	Describe and apply the knowledge in Linking Performance Management to Rewards and Recognitions.	L1, L3

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2	H	H	M	M	-	L	-	-	-	-	-	-	H	H
CO2	L2,L4	M	M	M	M	-	M	M	M	H	M	-	-	H	M
CO3	L2, L4	H	H	H	H	-	H	M	-	-	-	-	-	H	H
CO4	L3	-	-	-	-	-	M	L	L	M	-	-	-	H	H
CO5	L1, L3	M	M	L	-	-	L	-	-	H	-	-	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA HR 306: Organizational Change & Development

Course Objectives

The course enables the students:

1. To understand the concept of organizational change and development process.
2. To familiarize the students with the concepts of organizational change and its methods in a brief manner.
3. To familiarizes the concept of organizational development and its interventions.

Course contents

UNIT I Making Sense of Organizational Change

Understanding the changing environment, concept of change and its nature
Importance and Process of Organizational Change, Change Forces, Change Models, Types of Organizational Change

UNIT II Change Consideration

Change Consideration, Resistance to Change, Managing Resistance to Change, Managing Organizational Change

UNIT III Leadership for Organizational Change and Development

Concept of Leadership, Leadership Styles, Traits motives and characteristics of leadership, Transformational Vs Transactional Leadership, Cross Cultural & Gender issues in Leadership, Selecting best leadership style for Organizational Change and Development

UNIT IV Making Sense of Organizational Development

Definition and Historical overview of Organization development
Principles of Organizational Development, Managing the Organizational Development process, Action research and OD, Human Resource and Organizational Development

UNIT V Intervention for Organizational Development

Intervention for Organizational Development, Human Process Interventions (Group and Individual Human Relations), Techno Structural Interventions (Structures, Technologies, Positions, etc.), Human Resource Management Interventions (Individual and Group Performance Management) Strategic Interventions (Organization and Its External Environment)

Text Books:

1. French W.L. & Bell. D.H, “Organizational Development: Behavioral Science Intervention for Organizational Improvement,
2. Kavita Singh, “Organization Change and Development”, Excel Books.

Suggested Readings:

1. Craige C. Pinder “Work Motivation in Organizational Behavior”, II ed. Psychology Press
2. Cummings G.Thomas & Worley G.Christopher, “Organisation Development and Change”, Thomson, seventh edition

Course Outcomes

CO	Statements	Bloom Level
	After completion of the course the students will be able to:	
CO1	Describe the concept for the effective change in the organization	L2
CO2	Understand the resistance to change and how to handle it for overall management process	L2
CO3	Apply the knowledge of different leadership styles for Organizational Change and Development	L3
CO4	Illustrate the importance of organizational development	L3
CO5	Classify major types of organizational development interventions	L4

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Level	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L2	H	M	M	M	-	H	M	L	L	L	L	-	H	H
CO2	L2	M	M	M	H	-	M	M	L	L	M	M	-	H	M
CO3	L3	H	M	H	H	L	L	H	L	M	M	M	-	H	M
CO4	L3	M	M	M	M	L	M	M	L	M	M	M	-	H	H
CO5	L4	M	M	M	M	L	M	M	L	L	M	M	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA HR 307: Manpower Planning & Control

Course Objectives

The course enables the students:

1. To understand the purpose, process and applications of human resource planning.
2. To analyze the role of forecasting in manpower planning.
3. To familiarize students with the concept of succession planning , career & career planning , MDPs and six sigma.

Course contents

UNIT I HR Planning and Corporate

Strategic HR Planning Process, Employees as Resources, Linking HR Process to Strategy, Involvement in Strategic Planning Process, Strategic HR Planning Model, Staffing System.

UNIT II Job

Meaning and Definition, Purpose, Uses of Job Analysis, Process of Job Analysis, Methods of Job Analysis, Quantitative Job Analysis Techniques, Job Design

UNIT III HR Forecasting

Forecasting Process, Forecasting Manpower Needs - Demand Forecasting Techniques - Delphi & Nominal Group Technique, Projecting Future Talent Supply - Inventorying Available Talent - Staffing Tables, HRIS, Forecasting Staffing Requirements, Scenario Forecasting, and HR Budget.

UNIT IV Career Planning and Succession Management

Definitions, Concepts, Stages of Career Development and Organizational HR Policies, Career Anchors, Career Planning Process, Succession Management – Planning and Challenges, Replacement Analysis, Management Development Programs, Objectives of MDP's, Management Development Methods - Job Rotation, Auditing MDP's,

UNIT V Emerging Trends and Issues in MPP

New HR Roles and Competencies, HR as Strategic Partner, HR and Six Sigma Practice, HR Research, HR and Innovation and Creativity, HR and BPO and HRO, Talent Management

Text Books:

1. Deepak Kumar Bhattacharya “Human Resource Planning” Excel Books Up Date Edition
2. Personnel Management by David DeCenzo and Stephen Robbins, Prentice Hall.
3. Human Resource Management by K Aswathappa, Tata Mgraw Hill.

Suggested Readings:

1. Planning & managing HR. William IInd J. Rothwell & HC Kazanas.
2. Human Resource Management: A Contemporary Perspective – Beardwell, Ian, Holden, Len. Macmillan India Limited.
3. Abha, Vijai, Prakash “Manpower Planning and Control” Up Date Edition

Course Outcomes

CO	Statement	Blooms Level
	After completion of the course the students will be able to	
CO1	Identify the human resource needs of an organization and plan accordingly	L2
CO2	Practice and select forecasting techniques in manpower planning.	L3,L1
CO3	Understand the use of Career Development. Adapt various Career Planning, and succession planning techniques in the organization	L2, L3
CO4	Investigate and understand the need of MDP in Organization.	L4,L2
CO5	Analyze and choose activities and processes which lead to the development of innovation and creativity in organization.	L4, L1

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO1 1	PO 12	PS O1	P S O 2
CO1	L2	M	M	M	H	-	M	H	H	H	H	-	-	H	H
CO2	L3,L1	H	H	H	M	-	H	H	M	H	H	-	-	H	H
CO3	L2, L3	H	H	M	M	-	L	H	H	H	H	-	-	H	H
CO4	L4,L2	M	M	L	L	-	M	M	M	M	-	-	-	H	H
CO5	L4, L1	H	L	M	-	-	H	L	L	M	-	-	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA FM 304: Investment Analysis and Portfolio Management

Course Objectives

This course enables the students:

1. To impart knowledge in Investment decision making with understanding of classification of investors and different investment channels.
2. To give knowledge of risk management understanding the concept of technical and fundamental analysis of risk for investment decision making.
3. To impart knowledge of portfolio management with understanding of different Models of modern portfolio management

Course Contents

UNIT I Introduction of Investment & Securities

Investment: Concept of investment-investment objectives, Investment Process, Investment Policy.

Security analysis: Bond Return & Valuation: Bond Basics, Bond Return, Yield to Maturity.

Listing of Securities: Concept, Merits, & Demerits, Qualification for Listing, Listing of Right Shares, High Powered Committee Report, Recent Development.

UNIT II FUNDAMENTAL ANALYSIS

Economic Analysis, Economic Vs Industry & Economic Vs Company Analysis: Earnings of Company, Financial Analysis, Growth in Earnings.

UNIT III Technical Analysis

Tenets of Technical Analysis, Theories of Technical Analysis: Dow Jones theory, Elliott Wave theory, Charts & Trend Lines.

Efficient Market Hypothesis: Random Walk theory, M.M. Hypothesis, Gordon Hypothesis.

UNIT IV Introduction to portfolio management:

Portfolio: Meaning of Portfolio, concept of Portfolio, Portfolio Management Process, Construction of Portfolio, and Approaches of Portfolio Construction.

Capital market theory: Capital asset pricing model, Assumption of CAPM model, the capital Market Line, The security Market line & APT (Arbitrage Pricing Theory).

UNIT V PORTFOLIO ANALYSIS:

Portfolio- MARCOWITZ Model: Simple Diversification, The Markowitz Model, The Sharpe Index Model: Single Index Model, Corner Portfolio Sharpe's Optimal Portfolio, Optimum portfolio with short sales.

Portfolio Evaluation: Sharpe's Performance Index.

Text Books:

1. Fischer Donald E. & Jordan Ronald J., Security Analysis & Portfolio Management, 6th Edition, Pearson Education.
2. Dun & Bradstreet, Equity Research & Valuation, 1st Edition Tata McGraw Hill.
3. V. K. Bhalla

Suggested Readings:

1. Warren Buffett, Benjamin Graham, David Dodd 6th Edition, Securities Analysis
2. Sharpe W., Investment, Prentice Hall of India. New Delhi.
3. V.A. Avadhani, Securities analysis & Portfolio Management, Himalaya Publishing House.

Course Outcomes

CO	Statement	Blooms Level
At The end of the Course, the student should be able to :		
CO1	Initiate investment decision after analysing influencing pillars for selection of different investment channels suitable for different class of investors	L2, L3
CO2	Apply conceptual and analytical framework of evaluating a security.	L3, L4, L5
CO3	Apply technical framework of evaluating a security.	L3, L4, L5
CO4	Understand portfolio construction and management techniques and strategies.	L1, L2
CO5	To provide students with working knowledge framework of Portfolio analysis, their risk and returns and their usefulness while evaluating portfolios.	L5,L6

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2, L3	-	-	-	L	-	-	H	L	H	H	H	-	H	H
CO2	L3, L4, L5	-	-	-	L	-	-	H	-	H	H	H	-	H	H
CO3	L3, L4, L5	-	-	-	L	-	-	H	-	H	H	H	-	H	H
CO4	L1, L2	-	-	-	L	-	L	H	-	H	H	H	-	H	H
CO5	L5,L6	-	-	-	L	-	L	H	-	H	H	H	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA FM 305: Income Tax: Theory & Practice

Course objectives

This course enables the students:

1. To acquaint the students with basic principles underlying the provisions of direct tax laws
2. To develop a broad understanding of tax practices.
3. To provide students with a working knowledge of the fundamental tax principles and rules that applies by individuals.

Course Contents

UNIT I Sources of Income - I

Important definitions under Income Tax Act-1961, Residential Status of Assesses and tax liability, Income from Salary- Allowances, provident fund, gratuity, leave encashment and perquisites.

UNIT II Sources of Income - II

Income from House Property, calculation of Annual value of house and deductions. Income from Business & Profession- various allowed and disallowed expenses. Incomes taxable under the head business and profession.

UNIT III Sources - III

Income from capital gains- calculation of short term and long term capital gains, various taxfree capital gains. Income from other sources

UNIT IV Assessment of Individual & HUF

Deemed Incomes, set-off and carry forward of losses, deductions of section 80, tax rates, computation of taxable income and tax, tax adjustment regarding agricultural income & Marginal relief.

UNIT V Procedure of Assessment

Types of return of income, types of assessment, deduction of tax at source, advance payment of tax.

Text Books:

- 1) Singhania, Vinod K. and Monica Singhania -- Students' Guide to Income Tax (Taxmann Publications Pvt. Ltd., New Delhi)
- 2) Income Tax Law & Practice- N. Hariharan (Tata McGraw hill publications)
- 3) Ahuja Girish and Ravi Gupta -- Systematic Approach to Income Tax (Bharat Law House, Delhi)

Suggested Readings:

- 1) Agarwal, Shah, Jain, Managal, Sharma – (Income Tax RBD, Jaipur)
- 2) Patel, Choudhary –Income Tax (Choudhary Prakashan)

Course Outcomes

CO	Statement	Blooms Level
	After the completion of this course, students will be able to:	
CO1	Compute the income from salary	L3
CO2	Analyze and compute income from house property and Business & Profession.	L4
CO3	Understand exemptions of capital gains and incomes of other sources.	L2
CO4	Calculate taxable income and tax liability of assessee.	L3
CO5	understand the procedure of filing and assessment.	L2

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PS O 1	PS O 2
CO1	L3	-	-	-	L	M	-	-	L	L	-	L	-	H	H
CO2	L4	-	-	-	L	M	-	-	L	L	-	M	-	H	M
CO3	L2	-	-	-	L	M	-	-	L	L	-	L	-	M	H
CO4	L3	-	-	-	L	M	-	-	L	L	-	M	-	H	M
CO5	L2	-	-	-	L	M	-	-	L	L	-	M	-	L	L

H- High, M- Moderate, L- Low, '-' for No correlation

MBA FM 306: Management of Financial Services

Course Objectives

This course enables the students:

1. To impart knowledge about Indian financial system and Indian financial market and its assets.
2. To develop knowledge about new and innovative financial services introduced in recent years.

Course Contents

UNIT I Financial System:

Meaning and functions of financial system, financial concepts, financial assets, financial intermediaries, financial markets, financial rates of return and financial instruments.

UNIT II Leasing & Hire

Definition and steps in leasing finance, Types of lease, Advantages and disadvantages of lease, contents of lease agreement, Meaning and features of Hire Purchase, Difference between- Hire purchase & Credit sale, Hire purchase & installment sale, Hire purchase & lease, Bank Credit for hire purchase.

UNIT III Venture Capital & Merchant Banking

Meaning features and importance of venture Capital, Venture capital guidelines, Methods of venture financing, Suggestions for growth of venture capital. Definition and origin of merchant banking in India, services of merchant banks, problems and progress of merchant banks in India.

UNIT IV Mutual Funds, Housing Finance\$ Insurance Services

Types of Mutual Funds, Schemes of Funding, National Housing Bank(NHB), Housing Financial System, Insurance: Types, Services and Products

UNIT V Other Services

Credit cards, credit rating, bill discounting. Forfaiting, factoring- recourse and non recourse factoring.

Text Books:

1. M Y Khan Financial Services, Mc Graw Hill
2. Gorden Natrajan Financial Services

Suggested Readings:

1. Avadhani V. A. Marketing of Financial Services Himalyan Publication
2. Bhatia B.S. Management of Financial Services

Course Outcomes

CO	Statement	Blooms Level
At The end of the Course, the student should be able to :		
CO1	Gain an understanding of the functioning of the financial system in India, its constituents namely, the institutions, markets, instruments, services and intermediaries.	L1, L2
CO2	Apply critical, analytical and integrative thinking while understanding the functioning for the leasing and hire purchase	L3, L4
CO3	Apply critical, analytical and integrative thinking while understanding the functioning for the venture capital and merchant banking	L3, L4
CO4	Apply critical, analytical and integrative thinking while understanding the functioning for the Mutual funds, housing financial system & insurance	L3, L4
CO5	Apply critical, analytical and integrative thinking while understanding the functioning for the credit cards , factoring & forfeiting	L3, L4

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 0	PO 1	PO 2	PSO 1	PSO 2
CO1	L1, L2	-	-	-	M	-	-	H	M	M	M	H	-	H	H
CO2	L3, L4	-	-	-	M	-	-	H	M	M	M	H	-	H	H
CO3	L3, L4	-	-	-	M	-	-	H	M	M	M	H	-	H	H
CO4	L3, L4	-	-	-	M	-	-	H	M	M	M	H	-	H	H
CO5	L3, L4	-	-	-	M	-	-	H	M	M	M	H	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA FM 307: Cost and Management Audit

Course objectives

This course enables the students:

1. To give understanding of cost audit and procedure of valuation and verification of inventories,
2. To give information about professional ethics and code of conduct of cost auditor.
3. To provide students with a working knowledge of Management Audit and its policies.

Course Contents

UNIT I Introduction Of Cost Audit

Meaning & objects of cost Audit, Role & importance of cost Audit in capacity utilization, Better Labor Management, Verification & Valuation of inventories, Inter firm comparison, Export promotion etc, Difference between Cost Audit & financial audit, Advantages of cost audit, Efficiency audit.

UNIT II Cost Auditor

Qualifications & Disqualifications and Qualities of cost auditor, Rights & Duties of cost auditor, Relationship between cost & Liabilities, Auditor, Financial Auditor & Statutory Auditor, Professional ethics & code of conduct of Auditor.

UNIT III Cost Audit

Preparation & verification of cost records. Uses of statistical sampling Method for Audit, Cost audit, Programme Form & contents of cost Audit Report, Various Annexures to the cost audit report, considerations prior to drafting the final report.

UNIT IV Introduction of Management Audit

Meaning, Nature, Scope & Concept of Management Audit, Recruiting & Training of Audit Staff, Difference between Management Audit & Financial Audit, Purpose & Goal of Management Audit, Key features of Management Audit, Limiting factors and functions of management audit.

UNIT V Review of Policies

Review of Internal Control, Review of Purchasing Control, Review of selling & Distribution Policies, Review of manufacturing policies. Corporate Social Audit – Social Cost & Social Benefits

Text Books:

1. Ramnathan, Cost & management Audit
2. Cona W.L., Mgmt & Cost Audit.

Reference books:

1. A. Ramarathan, Cost & Management Audit, Excel Books
2. Dr. Arun Kumar, Cost & Management Audit, Shuchita Prakashan
3. Dr. D.K. Jain, Guide to Cost Audit, Bharat Publishing House

Course Outcomes

CO	Statement	Blooms Level
At The end of the Course, the student should be able to :		
CO1	Describe the procedure involved in cost audit of inventories.	L1, L2
CO2	Understand & Recognize the ethical values and code of conduct of cost auditor.	L1, L2
CO3	Preparation of Cost Audit Report	L6
CO4	Describe the procedure involved in Management audit of inventories.	L1, L2
CO5	Review of Various Policies	L2

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L1, L2	-	-	-	-	-	-	H	--	H	H	H	-	H	H
CO2	L1, L2	-	H	-	-	-	-	H	-	H	H	H	-	H	H
CO3	L6	-	-	-	-	-	-	H	-	H	H	H	-	H	H
CO4	L1, L2	-	H	-	-	-	-	H	-	H	H	H	-	H	H
CO5	L2	-	-	-	-	-	-	H	L	H	H	H	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA MKT 304: Retail and Distribution Management

Course Objectives

This course enables the students:

1. To know about Distribution channel and different types of retail institutions.
2. To understand the role and importance of store location, layout and Information Technology in retailing.
3. To understand the areas of decision making in merchandise management.

Course contents

UNIT I Introduction to Retail & Distribution Mgmt

Marketing Channels: Definition & Importance, Functions of Marketing Channels, Channel Levels; Wholesaling: Concept, Importance, Functions, Retailing: Nature and Scope, Formats & types.

UNIT II Location and Layout

Achieving competitive advantage and positioning through Retail store location and layout, Site evaluation and selection - Store design and layout, Exterior store design elements and Interior store design elements, Atmospherics.

UNIT III Merchandise Management

Merchandising : Concept, Importance, Functions, Steps in merchandising planning – Category management : Definition and process – Introduction to Private label brands, Merchandise sourcing

UNIT IV Retail Promotion and Pricing

Shopping Process and shopping Behavior, Factors affecting Pricing Decisions, Price Setting, Retail Promotion mix, Point of Purchase Communication, Role of Packaging

UNIT V Supply Chain Management

Introduction to Logistics and Supply Chain Management : Concept-significance, Focus Areas, Key Logistics Activities, Technology in Logistics and SCM : Barcoding – RFID – Electronic payment systems

Text Books:

1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, Oxford
2. Krishna K Havaldar, Vasent M Cavale, Sales and Distribution Management, Mc ,Graw Hill
3. Michael Levy, Barton Weitz, Retailing Management, Richard d Irwin

Suggested Readings:

1. Kishore Biyani, It happened in India, Rupa & Co
2. Physical Distribution & Logistics Management-Dr. Subhash Bhawe
3. Channel Management & Retail Management-Meenal Dhotre

Course Outcomes

CO	Statement	Blooms Level
	After the completion of this course, students will be:	
CO1	Understand and define the concepts, philosophies and environment of the retail industry in Indian and global context.	L2, L1
CO2	Discuss the factors affecting store location and store layout and design store layout	L2
CO3	Apply Merchandising and staffing strategy to achieve Retail targets	L3
CO4	Discuss Buyer Behavior & Describe Pricing & Promotion Strategies used in Retailing	L2
CO5	Understand and explain the concepts, philosophies of Logistics and Supply chain Mgmt.	L2

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2, L1	L	-	M	M	-	H	M	-	M	-	-	-	M	H
CO2	L2	-	-		H	M	H	H	L	H	L	-	-	M	H
CO3	L3	L	-	M	M	-	H	M	-	M	-	-	-	M	H
CO4	L2	L	-	M	M	-	H	M	-	M	M	-	-	M	H
CO5	L2	L	-	M	M	-	H	M	-	M	-	-	-	M	H

H- High, M- Moderate, L- Low, '-' for No correlation

MKT 305: Marketing of Services

Course Objectives

1. To understand the dominant role of Services Sector in Current Business Environment, Growth in employability and
2. To acquaint students with special knowledge and skills required for being in this sector.
3. To explore complexity in marketing of services due to its differentiating characteristics.

Course Contents:

UNIT I Concepts of Marketing of Services

Nature of Marketing of Services, Services Versus Physical Goods, Different types of service Attributes –Search, Experience and Credence, Marketing Mix, Extended Marketing Mix for Services(Seven Ps of Services), Classification of services, Characteristics of services (4-I's of Services).

UNIT II Service Consumer and Buying Process

Phases in purchase Process and Roles of Service Marketer therein, understanding & minimizing risks as perceived by customers ,Managing Service Encounters, Factors Influencing Service Consumer Behaviour, Service Expectation of service: Meaning & types of service Expectations, Factors influencing customer Expectations of service, Managing Misbehaving Customers

UNIT III Managing Service Product, Promotion, Place and Service Inventory

Physical Evidence and Servicescape: Impact of Service environment on consumers, Designing the service environment, Flower of supplementary services, New Service development, Developing an Integrated Communication Program for services, Sales Promotion for Services. Service Delivery Process (Flowcharting and Blueprinting of service products), Role of distribution channels: Channel structure, distribution growth strategies, Agency, Franchising & Electronic Channels, Managing demand and capacity, Yield-Management

UNIT IV Quality and Pricing the Services

Measuring and Enhancing Service Product Quality, Service Quality Model, Hard and soft Measures in Improving Service Quality, Pricing Objectives, Foundations for setting Prices (Approaches of pricing)

UNIT V 'People' Element in Marketing Mix and Relationship Marketing.

Importance of 'People' Element of Service Marketing Mix, Managing Employees and Customers for Profitability, Customers as Partial Employees, Service Recovery and Complaint Management, Customer Satisfaction, Customer Relationship & Loyalty, Relationship building Strategies,

Text Books:

1. Christopher Lovelock, Services Marketing, Pearson Publication
2. Zeithamal and Bitner Service Marketing, TMH Publication

Suggested Readings:

1. Rampal & Gupta, Service Marketing, Galgotia Publication
2. Kurtz & Clow, Service Marketing John Wiley

Course Outcome

CO	Statement	Blooms Level
	After completion the student will be able to:	
CO1	List the types of services attributes	L3
CO2	Classify the phases of purchase process	L4
CO3	Design response to misbehaving customers	L6
CO4	Assemble physical evidence and servicescape	L6
CO5	Decide & measure service quality	L5

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L3	-	-	-	-	H	-	H	H	H	M	H	-	H	H
CO2	L4	M	-	L	H	H	-	H	-	H	H	H	-	H	H
CO3	L6	H	H	H	H	H	H	H	-	H	H	H	H	H	H
CO4	L6	H	-	H	H	H	-	H	-	H	H	H	-	H	H
CO5	L5	M	M	L	M	H	-	H	-	H	H	H	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA MKT 306: Consumer Behavior

Course Objectives

This course enables the students:

1. To develop a conceptual base for understanding the theoretical and practical implications of consumer behavior in the modern society.
2. To develop an understanding of internal influences like personality, perception, motivation and learning on individual consumer decision making process.
3. To develop an understanding of external influences of social and cultural factors on individual consumer decision making process.
4. To develop a basic understanding of organizational buying.

Course Contents

UNIT I Introduction and Overview of Consumer Behavior

Definition of Consumer Behavior, Consumer Behavior & Marketing strategy, Nature of Consumer Behavior, Consumer Market Demographics, Consumer Research.

UNIT II Consumer as Individuals

Consumer Motivation: Types of Consumer Needs, Maslow's Hierarchy of needs, Motivational Conflict & need priorities. Motivating consumers.

Personality & Consumer Behavior: Personality Theories, Use of personality in marketing practice. Communicating Brand Personality.

Consumer Perception: Nature of Perception, Perception and Marketing Strategy.

Consumer Learning: Nature of Consumer Learning, Learning Theories.

Consumer Attitude: Attitude components, Attitude change Strategies, communication characteristics that influence attitude formation and change.

Communication & Consumer Behavior

UNIT III Consumer in Social & Cultural Settings

Reference Groups & Family Influences on Consumer Behavior, Consumer Socialization, Impact of Culture, Subculture & Cross Cultural Factors on Consumer Behavior.

UNIT IV Consumer Decision Making Process

Views of Consumer Decision Making, Buying Process & Decisions, Purchase Process & Post Purchase Behavior, Models of Consumer Behavior.

UNIT V Organizational Buying Behavior

Introduction to Organizational Buying Behavior, Organizational Purchase Process, Organizational Culture, External and Internal factors influencing Organizational culture.

Text Books:

1. Leon Schiffman, Leslie Lazar Kanuk, "Consumer Behaviour", Prentice Hall of India.
2. Blackwell; Miniard and Engel, "Consumer Behavior", Tata McGraw Hill.

Suggested Readings:

1. Hawkins, Best & Coney, "Consumer Behavior", McGraw Hill.
2. David Loudon, Albert Della Bitta "Consumer Behavior: Concepts & Applications Tata McGraw Hill.
3. Nair Suja S, "Consumer Behavior: Text and Cases", Himalaya Publication House.

Course Outcomes:

CO	Statement	Blooms Level
	After completion the students will be able to:	
CO1	Examine the nature of consumer behavior and its relation with market demographics	L4
CO2	Develop strategies to influence change in consumer attitude	L6
CO3	Assess impact of social cultural settings on consumer's behaviour	L5
CO4	Describe and understand the consumer decision making process	L2,L1
CO5	Describe and understand the organizational buying behavior and assess the impact of factors on organizational culture	L2,L1, L5

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L4	M	-	M-	-	-	L	H	H	H	M	M	L	H	H
CO2	L6	H	M	M	H	M	H	H	H	H	H	M	L	H	H
CO3	L5	H	H	M	M	-	M	H	H	H	H	H	-	H	H
CO4	L2,L1	L	-	L	-	-	-	H	M	H	H	H	L	H	H
CO5	L2,L1, L5	H	M	L	M	M	M	H	H	H	H	H	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA MKT 307: Integrated Marketing Communication

Course Objectives

This course enables the students:

1. To understand the basic concept and nature of integrated marketing communication.
2. To know how the marketing communication process influences consumer decision making.

Course Content

UNIT I Introduction to IMC

Concept and Process of Integrated Marketing Communications (IMC) : Elements of IMC- a) Advertising – Classification of advertising- types- advertising appropriation- advertising campaigns, Sales Promotion-Different types of Sales Promotion- relationship between Sales promotion and advertising

UNIT II Tools of IMC-I

Publicity – Types of Publicity- relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods, Event Management , Corporate Communication, Public Relations – Types of PR, Media relations

UNIT III Tools of IMC-II

Community relations , Industrial relations, Government relations, Employee relations (House Journals/Newsletter) , Crisis Management, Trade Fairs and Exhibitions , E-commerce-Digital advertising-web and mobile

UNIT IV IMC Design

IMC Message Design : AIDA model – Considerations for creative idea visualization, Media Management – Media Process – Media Jargons – Media Buying- Strategies and execution, Suppliers in IMC: Hoarding Contractors/Printers etc, Ad Agency- Departments of Ad Agency, Client Servicing-client Agency relationship-Account Planning

UNIT V IMC recent trends

Ethics and social responsibility in IMC campaigns, Evaluating Marketing Communication Programmes, Word-of-Mouth Influence and Sponsorships-Packaging, Point of Purchase Communications and Signage Recent trends

Text Books:

1. Integrated Marketing Communications – Kenneth Blown & Donald Bach PHI,2002
2. Advertising and IMC: Principles and Practices, 10th edition, Moriarty, Mitchell, Wells, Pearson Education

REFERENCES:

1. Advertising Management – Rajeev Batra, John G. Myers & David A Aaker, PHI
2. Foundations of Advertising Theory & Practice- S.A. Chunawalla & K.C. Sethia-Himalya publishing house
3. Integrated Marketing Communications – Duncon – Tata McGrawhill

Course Outcomes

CO	Statement	Blooms Level
	After completion the student will be able to:	
CO1	Classify advertising and sales promotion types	L4
CO2	Relate a relationship between advertising and publicity	L4
CO3	Examine the use of IMC tools in community relations , Government relations, Employee relations & Crisis Management	L4
CO4	Design Integrated Marketing Communication for a brand	L6

CO5	Evaluating Marketing Communication Programmes	L5
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Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L4	-	-	M	M	-	M	H	-	H	H	H	-	M	M
CO2	L4	L	L	M	H	-	H	H	-	H	H	H	-	H	H
CO3	L4	L	M	H	H	-	M	H	-	H	H	H	-	H	H
CO4	L6	H	H	H	H	H	H	H	-	H	H	H	H	M	H
CO5	L5	M	H	H	H	-	H	H	-	H	H	H	-	H	M

H- High, M- Moderate, L- Low, '-' for No correlation

MBA IT 304: Data Mining For Business Decisions

Course Objective: This course will enable help the student to:

1. Understand the fundamentals of the data mining process, classification and how data mining works.
2. Understand the tools, techniques and models for intelligence analysis and visualisation are examined with an emphasis on new and emerging technologies in data mining.

Course Content

UNIT I Overview of Data Mining Process

Data Mining-Introduction, Origins, Application, Growth. Supervised and unsupervised learning algorithms, steps in Data Mining, Preliminary steps, using Excel for Data Mining

UNIT II Data Exploration and Dimension Reduction

Data Visualization-uses, basic charts, Multidimensional Visualization, Specialized Visualization, other Visualizations. Dimension reduction-Introduction, Data Summaries, Correlation analysis, Principal Component Analysis, Dimension Reduction using Classification.

UNIT III Prediction and classification methods

Multiple Linear Regression, K_NN, Naïve Byes, Classification and Regression tress, Regression, Neural Nets, Discriminate Analysis

UNIT IV Mining Relation, Forecasting and Smoothing

Mining Relationship among records, Association rules, Cluster Analysis, Forecasting Time Series-handling time series, regression based forecasting, smoothing methods

UNIT V Performance Evaluation and Emerging Trends in Data Mining

Evaluating Classification and Predictive Performance, Legal Issues, Privacy , Ethics in Decision Making and Support , The Future of Data mining; Social Networks : Collaborative Decision Making, RFID, Reality Mining,

Text books:

1. Business Intelligence, 2/E; Efraim Turban, Ramesh Sharda, Dursun Delen, David King; Pearson Education
2. Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with Xlminer; 2nd edition, Galit Shmueli, Nitin R. Patel and Peter C. Bruce; John Wiley

References:

1. Robert Groth, Data Mining: Building Competitive Advantage, Prentice Hall, 2000. P. N. Tan, M. Steinbach, Vipin Kumar, "Introduction to Data Mining", Pearson Education

2. Alex Berson and Smith, "Data Mining and Data Warehousing and OLAP", McGraw Hill Publication.

Course Outcomes:

	Statement	Bloom's learning levels
	After completion of this course, the student will be able to:	
CO1	Understand the concept of origin of data mining, its process, classification and applications.	L2, L1
CO2	Identify appropriate data mining algorithms to solve real world problems	L3, L5
CO3	Compare and evaluate different data mining techniques like classification, prediction, clustering and association rule mining	L3, L4
CO4	Describe complex data types with respect to spatial and web mining.	L1
CO5	Evaluate the performance and other trends in data mining	L5

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's level of learning	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L2, L1	-	-	-	L	M	M	H	H	L	H	-	L	L	H
CO2	L3, L5	-	-	L	M	H	H	H	M	H	H	-	M	H	H
CO3	L3, L4	-	L	-	L	M	H	H	L	M	M	L	H	M	H
CO4	L1	L	-	-	L	-	M	H	L	H	H	M	H	L	H
CO5	L5	-	-	M	M	M	H	M	H	H	H	H	M	M	M

H- High, M- Moderate, L- Low, '-' for No correlation

MBAIT 305: Managing Software Projects

Course Objectives:

The course will enable the student to:

1. Comprehend and manage the components involved software project management
2. Plan for software project that is, estimate size and effort, a schedule, resource allocation, configuration control, change management and project risk identification and management.
3. To understand Software Project Models, Software Management Concepts and Project Evaluation.

UNIT I Introduction to Software Project Management

An overview of IT Project Management - Introduction, the state of IT project management, need of project management, project goals, project life cycle and IT development, extreme project management, PMBOK. IT Project Methodology (ITPM), project feasibility, request for proposal (RFP), project selection and approval, project contracting, stakeholder interaction, requirement specification, and problems with software projects.

UNIT II Selection of Appropriate Project Approach

Exposure to software development process – Software Lifecycles such as Waterfall, Spiral, Prototyping, Rational Unified Process, Agile Methodologies – Various phases in each lifecycle model, and the pros and cons of these approaches to software development

UNIT III Project Context

Project management process, Project integration Management, the Project charter, Project planning framework, the contents of a project plan, the planning process; Work Breakdown Structure (WBS), the linear responsibility chart.

UNIT IV Project Scheduling and Procurement

Project Scheduling, Software Staff & Personnel Planning, Rayleigh Curve, Software Team Organization & Control Structure, Project Monitoring & Control Techniques. Managing Project Procurement and Outsourcing , project procurement management, outsourcing.

UNIT V Risk Management, Project Evaluation and Emerging Trends

The Implementation Plan and Project Closure_ project implementation, administrative closure, project evaluation, project audit. IT project risk management planning process, identifying IT project risks, risk analysis and assessment, risk strategies, risk monitoring and control, risk responses and evaluation.

Text Books:

1. Ramesh Gopaldaswamy , “Managing and global Software Projects”, Tata McGraw Hill Tenth Reprint, 2011.
2. Bob Hughes and Mike Cotterell, “Software Project Management” Second Edition, 1999

References Books

1. Roger S. Pressman, “Software Engineering - a Practitioner’s Approach“, 7th Edition, McGraw Hill, 2010. 3. Daniel Galin, “Software Quality Assurance: from Theory to Implementation”, Addison Wesley, 2003.
2. Royce, W. “Software Project Management: A Unified Framework”, Addison-Wesley, 1998.

3. Pankaj Jalote, (2002), Software Project Management in Practice, 1st Edition. Pearson Education.

Course Outcomes:

	Statement	Bloom's Levels
	After completion of the course the students will be able to	
CO1	Apply the knowledge of software project management-Project life cycle and IT development, extreme project management, etc.	L1,L2, L3
CO2	Plan for software project that is, estimates size and effort, a schedule, resource allocation, configuration control, change management and project risk identification and management.	L3
CO3	Identify related problems and formulate solutions of Software project management.	L1, L2
CO4	Assess and formulate the components for project schedule and procurement	L4, L5
CO5	Determine and evaluate factors for risk assessment and project evaluation	L5

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's level	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L1,L2, L3	-	-	-	L	M	M	H	H	L	H	-	L	M	H
CO2	L3	-	-	L	M	H	H	H	M	H	H	-	M	H	M
CO3	L1, L2	-	L	-	L	M	H	H	L	M	M	L	H	H	H
CO4	L4, L5	L	-	-	L	-	M	H	L	H	H	M	H	H	H
CO5	L5	-	-	M	M	M	H	M	H	H	H	H	M	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBAIT 306: Managing Digital Innovation and Transformation

Course Objectives:

This course will enable the student to:

1. To develop an understanding about E-Commerce practices
2. Understand the model of electronic commerce and web based commercial operations
3. Comprehend and understand the support systems of digital markets-marketing, payments, security, supply chain

Course Contents

UNIT I Introduction to Digital Innovation

Introduction to Digital Innovation, Digital/Virtual World, innovation and its relevance, Kinds of innovations, Role & Advantages for organizations

UNIT II Transformation of Organization

Transformation of Organization, Digital Transformation - classification of Digital Transformation; Challenges of Digital Transformation, factors driving Innovation & Transformation.

UNIT III Digital Innovation Process

Role of Innovation in digital world, Management process involving innovation: Process model, approach for successful innovation; Innovation in Teams for organizational Transformation.

UNIT IV Emerging Trends in Digital Transformation

Digital transformation and social media; Impact of social media in virtual world; Digital innovation with social media and role in transformation; Difficulties in innovation at organizational level. Various methods for Innovational transformation; Building a culture through Digital innovation, Effective Transformation; Building digital capabilities using social media

UNIT V Cloud Computing

Cloud Computing: introduction, technology involved; Role of Cloud computing in digital transformation; Driving forces for digital innovation & transformation.

Text Books:

1. "Managing Innovation" by Tidd & Bessant, Publisher: Wiley (2005).
2. "Strategic Management of Technology & Innovation" by Robert A. Burgelman, Publisher: McGraw-Hill Education.

References Books:

1. "SMAC-Social Mobility Analytics Cloud – Digital Disciplines" by Feroz Knan, McGraw-Hill Education.
2. "Digital Transformation: Build Your Organization's Future for the Innovation Age" Lindsay Herber by Bloomsbury Business, December 2017.

Course Outcomes:

	Statement	Bloom's Levels
	After completion of the course the students will be able to	
CO1	Develop fundamental level understanding of Digital Innovation, its role, types and process	L1, L2
CO2	Comprehend and relate to the social, ethical and legal issues relating to Digital transformation	L2, L3
CO3	Understand and tell how cloud computing useful in collaboration of business and how it helps to cut costs	L4
CO4	Examine emerging trends in digital innovation process	L3, L4
CO5	Understand and know about drivers and role of cloud computing in modern business	L1, L2

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Blom's Learning levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L1, L2	L	-	-	M	H	H	H	M	L	H	-	L	M	H
CO2	L2, L3	L	L	-	M	H	H	H	L	M	H	H	H	H	M
CO3	L4	-	L	L	H	H	H	H	-	-	M	M	-	H	H
CO4	L3, L4	L	-	-	-	H	M	H	L	H	H	H	M	H	H
CO5	L1, L2	-	-	-	M	H	-	H	L	H	H	H	M	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA-IT 307: E-Commerce and Digital Markets

Course Objectives: this course will enable the student to:

1. To develop an understanding about E-Commerce practices
2. Understand the model of electronic commerce and web based commercial operations
3. Comprehend and understand the support systems of digital markets-marketing, payments, security, supply chain

UNIT I E -Commerce Introduction and Business Models

Introduction to e-Commerce: Framework, Elements, Architecture, Benefits and Impact of e-Commerce, e-Commerce Consumer applications, e-Commerce Organisation Applications, e-commerce in India, Prospects of e-commerce. E-commerce Models: E Commerce business modes, Major B2C Business Models, Major B2B business models, Business models in Emerging E commerce, major activities, major challenges. Other models –Business to Government (B to G), Consumer to Consumer(C to C), Consumer to Business (C to B).

UNIT II E-Commerce Infrastructure and Building an E commerce website

Network Infrastructure for e-commerce: Intranet, Extranet, Internet, ISP, Internet Technologies and Middleware, World Wide Web, Building an E Commerce Web site: systematic approach, choosing server software, choosing hardware, other tools.

UNIT III E Marketing

E- Marketing: Internet Audience and Consumer Behavior, basic marketing concepts.

E commerce marketing and branding strategies, Online Market Research, Online Marketing Communication-Online advertising, direct E-mail, Online catalogs, Public Relations, online and offline mix, website as communication tool,

UNIT IV Payment systems, Security and Encryption

Electronic Payment Systems: Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System, Requirements, Metrics of a Payment System. Electronic Data Exchange: Definition, Applications. E-Security: Securing the Business on Internet- Security Policy, Procedures and Practices, Transaction Security, Cryptology, Digital Signatures, Security Protocols for Web Commerce.

UNIT V E Commerce: Supply Chain Management

Definition, Evolution, Procurement Process and the Supply chain, Trends in SCM, Net Marketplaces and Private Industrial Networks

Text Books:

1. Kenneth C Laudon, Carol G Traver: E Commerce-Business, Technology, Society, Pearson Education, Delhi
2. Jeffrey F. Rayport; Bernard J. Jaworski: Introduction to E-commerce, TMH, 2003.

References Books:

1. Kalakota & Winston: Frontiers of E-commerce, Pearson Education, Mumbai, 2002.
2. C.S.V.Murthy: E-Commerce-Concepts, Models & Strategies, Himalaya Publishing house, Mumbai, 2003.
3. Kamallesh K Bajaj & Debjani Nag: E-Commerce, the Cutting Edge of Business-Tata McGraw-Hill, New Delhi, 2002.

Course Outcomes:

	Statement	Bloom's Levels
	After completion of the course the students will be able to	
CO1	Explain the benefits and types of E-Commerce business models	L1, L2
CO2	List and describe the infrastructural requirements for setting up an E-commerce site	L3
CO3	Determine the various components of an e-marketing plan	L5
CO4	Analyze the Electronic Payment Systems and Order Fulfillment and related security issues	L4
CO5	Explain and relate to the challenges and opportunities in supply chain management system of E- Commerce	L2, L4

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's learning levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L1, L2	-	-	-	-	L	L	-	-	-	L	-	-	H	H
CO2	L3	-	L	H	M	H	M	-	-	M	L	L	-	M	H
CO3	L5	L	L	H	L	H	H	H	M	H	M	L	M	M	H
CO4	L4	-	M	H	M	M	-	H	L	H	M	H	H	M	H
CO5	L2, L4	M	M	H	M	L	L	H	H	L	H	M	L	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

Fourth Semester Examination

Code No.	Paper	L	T/P	Credits
MBA 401	Corporate Governance & Social Responsibility	3	-	3
MBA 402	Research Project	-	-	3
Select any 2 specializations (3 papers from each of the specialization of 3 credits each)				
	Total	21	-	24
Code No.	Paper	L	T/P	Credits
MBAHR 403	International HRM	3	-	3
MBAHR 404	Strategic HRM	3	-	3
MBAHR-405	Employee Relationship Management	3	-	3
MBAHR-406	Compensation Management	3	-	3
MBAFM-403	International Financial Management	3	-	3
MBAFM-404	Merger, Acquisition and Corporate Restructuring	3	-	3
MBAFM-405	Financial Derivatives Management	3	-	3
MBAFM-406	Financial Strategic Decisions	3	-	3
MBAMKT-403	Product & Brand Management	3	-	3
MBAMKT-404	Digital and Social Media Marketing			3
MBAMKT-405	Customer Relationship Management	3	-	3
MBAMKT-406	International Marketing Management	3	-	3
MBAIT-403	IT Consulting	3	-	3
MBAIT-404	Managing Digital Platforms	3	-	3
MBAIT-405	Strategic Management of IT	3	-	3
MBAIT-406	System Analysis and Design	3	-	3

MBA 401: Corporate Governance and Social Responsibility

Course Objectives

This course enables the students:

1. To enable the students to grasp the law and ethics underlying and governing the structure and operation of the business corporation
2. To enable the students to understand the parameters of accountability, control and reporting system by the corporate board
3. To help the students to have an insight into the interactive relationship among various corporate and related constituents in determining directions and performance of business organizations

Course Contents

UNIT I Corporation – An Overview

Definition of the word ‘corporation’, Evolution of the corporate structure, Purpose of corporation, corporation as a ‘person’, corporation as a ‘moral person’ corporation- expectations of society, corporation-expectations of the market.

UNIT II Introduction to Corporate Governance

Definition, roles and importance of corporate governance in modern business, evolution of corporate governance, capitalism, free enterprises and the corporation, the legal obligation of directors, ownership and control of corporate.

UNIT III Business Ethics and Corporate Social Responsibilities

Business ethics, Corporate Governance & Ethics, Ethical organization and its corporate code, Importance and need for business ethics.

Corporate Social Responsibility – Definition, Justification of CSR, Scope of Social Responsibility, Corporate Social Responsibility - Stakeholders (Internal and External), the Role of Business in Society

UNIT IV Responsibility for Corporate Governance–The Board & Top Management

Corporate governance: Board Structures & styles, corporate governance: Roles and Responsibilities of Directors, Role, Functions of Chairman, Role of CEO, Functions of CEO, CEO Succession Planning, CEO Compensation, Independent “Outside” Directors, Functions of the Board.

UNIT V Codes and Laws, Practices of Corporate Governance

Self regulatory codes, Reports of committees on corporate governance, Corporate governance – Company Law, Not for profit Organizations – the Differences, Future of Corporate Governance in India

Text Books:

1. What Is Corporate Governance?, John L. Colley, Jr., Jacqueline L. Doyle, George W. Logan, and Wallace Stettinius; McGraw-Hill
2. Corporate governance Principles, Policies and Practices, A.C. Fernando, Pearson Education.
3. Corporate governance Principles, Mechanisms and Practice, Swami (Dr.) Parthasarathy, biztantra, Indian Text Edition.

Suggested Readings:

1. Robert A.G. Monks & Nell Minow “Corporate governance”
2. Corporate Responsibility: A textbook on business ethic, governance, exact: Roles Responsibility Cannon Tom.
3. Corporate Social Responsibility: The Corporate Governance of the 21st century Ramon mullerat Danel Brennan

Course Outcomes

CO	Statement	Blooms Level
	After completion of the course the students will be able to:	
CO1	List the role and importance of corporate governance	L3
CO2	Recognize the need for business ethics and role of business in the society	L2
CO3	Summarize the role and responsibilities of board members as well as the future of corporate governance in India	L2
CO4	Differentiate the types of different types directors	L4
CO5	Determine the scope of corporate social responsibility	L5

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L3	-	-	L	M	-	-	M	-	H	H	H	-	M	H
CO2	L2	-	H	M	H	-	-	H	-	H	H	H	-	M	H
CO3	L2	-	L	M	M	-	M	H	-	H	H	H	-	H	H
CO4	L4	-	L	M	M	-	M	H	-	H	H	H	-	H	H
CO5	L5	M	H	M	M	-	M	H	-	H	H	H	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA 402: Research Project

Research Project will have end semester presentation. End semester presentation should be done along with the report on identification of topic for the work and the methodology adopted involving scientific research, collection and analysis of data, determining solutions highlighting individuals' contribution.

COURSE OUTCOMES

CO	Statement	Blooms Level
	After completion of the course the students will be able to:	
CO1	Identify research Problem	L2
CO2	Examine research problems and use modern research tools/methods	L4
CO3	Analyze and review the existing literature on a research problem.	L2
CO4	Analyze and apply research methods	L4
CO5	Write technical reports.	L6

Mapping of Course Outcomes with Program Outcomes

Course Outcome	Bloom's Level	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
CO1	L3	M	H	H	L	M	-	-	-	-	-	M	H
CO2	L4	M	M	H	L	M	M	-	-	-	L	H	H
CO3	L6	H	L	M	M	H	L	-	-	-	M	H	H
CO4	L3	H	-	M	H	H	H	-	-	-	L	M	M
CO5	L3	H	-	M	H	M	H	-	-	-	L	M	M

H- High, M- Moderate, L- Low, '-' for No correlation

MBA HR 403: International HRM

Course Objectives

This course enables the students:

1. To develop an understanding about the concept of HRM from international perspective.
2. To understand the role of staffing, training, compensation and industrial relation in international context.
3. To analyze the role of workforce diversity in international organizations.

Course Contents

UNIT I International HRM

Conceptual Framework of IHRM, Difference Between Domestic and IHRM, IHR Policies, Organizational Process in International HRM, Role of Global HR Manager, IHRM Model.

UNIT II Functional Aspect of IHRM

Recruitment, selection and staffing in International Context, training and Development of international staff, Compensation in International Context-objectives, approaches and practices across the countries.

UNIT III Global HR Issue

Performance Management- Expatriate performance management, performance appraisal in international context, industrial relation in international context-objectives, approaches, Industrial Relation practices in- India, U.S., Japan and U.K.

UNIT IV IHRM and Organization

Role of Culture in IHRM, Understanding Cultural Diversity in international organization- effects of cultural differences on work behaviors, implication on international management, inter-cultural communication.

UNIT V Special Issues in IHRM

Women Expatriate, mergers and acquisition and HRM, managing ethics in international context.

Text Books:

1. K. Aswathappa, International Human resource Management : Text and Cases, Tata Mcgraw Hill.
2. Tony Edwards, Chris Rees, international Human resource Management, Pearson Education

Suggested Readings:

1. Dr. Nilanjan Sengupta, Dr. Mousumi S. Bhattacharya, International Human resource Management, Excel Books.
2. Peter J. Dowling, Denise E. Welch, International Human resource Management, Cengage Learning.
3. Monir Tayeb, International Human resource Management, Oxford University Press.

Course Outcomes

After completion of the course the students will be able to:

CO	Statement	Blooms Level
	After completion of the course the students will be able to	
CO1	Understand and investigate the variables that moderate differences between domestic and International HRM.	L2,L4
CO2	Understand and describe issues, trends and practices in areas of international procurement, development and maintenance strategies.	L2, L1
CO3	To appreciate the role of workforce diversity in the international organizations.	L2, L3
CO4	Explore performance management issues globally.	L4
CO5	Analyze the role of women expatriate in the organization and discuss the ethical issues in global organization.	L4, L2

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2,L4	M	H	H	-	-	M	H	H	H	M	-	-	H	H
CO2	L2, L1	M	H	H	M	-	M	H	H	M	M	-	-	H	H
CO3	L2, L3	M	H	H	M	-	H	H	H	M	M	-	-	H	M
CO4	L4	M	-	-	-	-	-	-	H	-	-	L	-	H	H
CO5	L4, L2	M	M	-	-	-	-	-	M	-	-	H	-	H	M

H- High, M- Moderate, L- Low, '-' for No correlation

MBA HR 404: Strategic Human Resource Management

Course Objectives

This course enables the students:

1. To understand the various perspective and concepts in the field of strategic management.
2. To analyze different kind of strategies for business planning in organizations.
3. To familiarize the concept of strategy formulation among students.

Course Contents

UNIT I Strategic HRM and Environment

The Concept of Strategic HRM in View of Current Business Realities Aligning Human Resources Strategies with Business Goals of Organizations. Traditional vs. Strategic HR, Typology of HR Activities, “Best Fit” Approach vs. “Best Practice” Approach. Environment: Technology and structure; Workforce diversity; Demographic changes Temporary and Contract Labour; Global Environment; Global competition Global sourcing of labour; WTO and labour standards

UNIT II Procurement and Development Strategies

Online recruitment; Employee referrals; Recruitment process outsourcing Head hunting; Executive education; Flexi Work Assignment; Telecommuting, Quality of work life; Work - life balance; Employee empowerment Employee involvement; Autonomous work teams, Strategies for Employee shortage and Surplus, Psychological Contracting Creating a learning organization; Competency mapping; Multi-Skilling Succession planning; Cross cultural training

UNIT III Evaluation and Compensation Strategy

Performance Evaluation Strategies, Defining key result areas (KRA); Result based performance Linking performance to pay; Merit based promotions, Evaluating HRM Performance Employee Wastage and Turnover Rate, Cost of Absenteeism, Performance based pay; Skill based pay; Team based pay Broad banding; Profit sharing; Executive Compensation; Variable pay

UNIT IV Retrenchment Strategies

Downsizing; Voluntary retirement schemes (VRS) HR outsourcing; Early Retirement plans; Project based employment Human Aspect of Strategic HRM: Behavioral issues in strategy implementation; Matching culture with strategy, Human side of mergers and acquisitions; Leadership, power and politics; Employee morale; Personal values and business ethics

UNIT V HR Scorecard

HR as a strategic partner and measurement challenge, 8 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

Text Books:

1. Charles R.Greer, “Strategic Human Resource Management”, Pearson Education, New Delhi
2. Agrawal-Strategic Human Resource Management, Oxford Press

Suggested Readings:

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. Strategic Human Resource Management Randalls. Schuler & usas Jackson / Blackmeell pub. Oxford

Course Outcomes

After the completion of this course, students will be able to:

CO	Statement	Blooms Level
	After completion of the course the students will be able to	
CO1	Understand and analyze the need and requirement of strategies in business plan.	L2,L4
CO2	Analyze and apply different Procurement and Development Strategies for employees	L4, L3
CO3	List and Investigate the factors affecting employees performance and compensation	L1, L4
CO4	Examine the human aspect of mergers and acquisitions; Leadership, power and politics	L4
CO5	Illustrate the role of HR as strategic partner	L3

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L2,L4	H	H	M	H	-	H	H	H	H	H	-	-	H	H
CO2	L4, L3	H	M	M	H	-	H	H	M	H	H	-	-	H	H
CO3	L1, L4	H	M	H	H	-	H	H	H	H	H	-	-	H	H
CO4	L4	H	M	H	-	-	-	M	M	-	-	-	-	H	H
CO5	L3	H	M	-	-	-	-	M	M	M	-	-	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA HR 405: Employee Relationship Management

Course Objectives

This course enables the students:

1. To develop the understanding about the concept, significance and importance of industrial relations and describe its application in managerial decision.
2. To understand and analyze the role of trade union and collective bargaining.
3. To analyze different industrial dispute preventive and settlement machineries.
4. To introduce the various Labor Laws and the recent changes made in it to have a deep knowledge of laws related to labour welfare

Course Contents

UNIT I Industrial Relation – Conceptual Framework

Meaning, factors of Industrial Relations, Importance of harmonious Industrial Relations, objectives of Industrial Relation, Emerging trends in Industrial Relations in new economic scenario, ILO- Role and Functions.

UNIT II Industrial Democracy

An overview of Industrial Dispute Act-1948, Causes of Industrial Disputes, Machinery for settlement of Industrial Dispute.

Workers participation in Management, concept, objectives, importance, forms of workers participation in Management. Quality of Work Life: concept, principles techniques for improving QWL.

UNIT III Trade Unions and Employers' Association

Meaning, History of Trade, Functions and Importance of Trade Union, Negotiation and collective settlements , problems of Trade Union in India, Employer Association-concept.

UNIT IV Labor Laws

Labour Laws- Definition, Emergence and Objectives, Labour and Indian Constitution. The Factory Act -1948- definition, measures to be taken in factories for health, safety and welfare of labour, duties of occupier.

UNIT V Employee Benefits

Minimum Wage Act- definition, object, scope; Workmen's Compensation Act- definition, object ; Overview- Payment Wage Act, Employees Provident Fund Act, Payment of Gratuity Act, Maternity Benefit Act, Bonus Act, ESI Act.

Text Books:

1. Monappa Arun, industrial relations, Tata Mcgraw Hill, New Delhi
2. P. L. Malik's Handbook of labour and industrial law, Eastern Book Company.

Suggested Readings:

1. Kapoor N.D.: Handbook of labour and industrial law – Sultan Chand
2. Sinha: Industrial Relations, Trade Unions and Labour Legislation. Pearson education.
3. Dynamics of Industrial Relations, Mamoria CB, Himalaya Publishing House

Course Outcomes

After completion of the course the students will be able to:

CO	Statement	Blooms Level
	After completion of the course the students will be able to	
CO1	Understand, analyze and anticipate areas of labor-management problems.	L2, L4
CO2	Recognize the need for cooperative attitude at the place of work.	L2
CO3	Classify legal and illegal actions and can take appropriate measures.	L4
CO4	Understand and practice various laws that protect worker's rights to improve worker safety, prevent child labor and increase workers' bargaining power relative to their employers.	L2, L3
CO5	Demonstrate effective functioning through labour legislation.	L3

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8 M	PO 9	P O 10	PO 11	PO 12	P S O 1	P S O 2
CO1	L2, L4	H	H	H	H	-	H	M	M	H	H	-	-	H	H
CO2	L2	H	H	H	H	-	H	H	H	H	H	-	-	H	H
CO3	L4	H	H	M	M	-	M	H	M	H	H	-	-	H	H
CO4	L2, L3	H	M	M	-	-	-	M	M	-	-	M	-	H	H
CO5	L3	H	H	H	-	-	-	-	M	M	-	-	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA HR 406: Compensation Management

Course Objectives

This course enables the students:

1. To understand the basic concept and nature of wage and salary administration.
2. To appreciate the implication of legal framework associated with the system and device fair strategy to make it employees friendly.
3. To explain the structure of compensation strategies and wage concepts and also to make relation between wages and skill levels.

Course Contents

UNIT I Overview of Compensation Management

Conceptual View of Compensation Management, Theories of Compensation Management, Compensation Management Strategies, Factors Influencing Compensation Management, Process of Compensation Management, Job Evaluation and Compensation

UNIT II Structural Design of Compensation Management

Stake Holders of Compensation Management, Wage Determination Model, Determinants of Compensation, Elements of Compensation, Compensation Planning: Level, Structure and System Design. Compensation Survey, Effectiveness of Compensation System. Behavioral Dimension of Compensation: Factors Influencing Effective Compensation, Motivation and Compensation, Employee Behavior and Compensation, Organizational Justice and Consequence of Dissatisfaction

UNIT III Performance Based Compensation and Benefits

Concept of Performance Evaluation and Management, Performance Based Compensation Schemes, Competency Based Compensation, Types of Employee Benefits, Non-Monetary Benefits, Rewarding Team, Special Pay Plans

UNIT IV Executive Compensation

Concept, Principles, Factors Affecting and Agency Theory of Executive Compensation, Models of Executive Compensation, Executive Compensation System and Policy, Special Features: ESOPS; Taxation of Salary Income, Allowances, Perquisites and Retirement Benefits

UNIT V Managing Compensation System

Union Role in Wages and Salary Administration, Compensation Legislation, Budget and Administration, International Pay System

Text Books:

1. Tapomoy Deb “Compensation Management” Excel Books
2. Milkovich & Newman “Compensation” Tata Mcgraw Hill

Suggested Readings:

1. Subhashesh Bhattacharya “Compensation Management- Concept and Current Practices” ICFAI
2. Dipak Kumar Bhattacharya “Compensation Management” Oxford
3. Chingos Peter T “Paying for Performance- A Guide to Compensation Management”

Course Outcomes

CO	Statement	Blooms Level
	After completion of the course the students will be able to	
CO1	Analyze and describe the basics concept and nature of wage and salary administration.	L1, L4
CO2	Discuss the importance of legal framework in overall compensation system of the organization.	L2
CO3	Explain and examine performance based compensation and benefits.	L2, L4
CO4	Discuss and compute the Executive Compensation in detail	L2, L3
CO5	Define and investigate the role of union in Wages and Salary Administration	L2, L4

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L1, L4	H	H	M	M	-	H	M	H	M	M	-	-	H	H
CO2	L2	H	M	M	M	-	H	M	H	H	M	-	-	H	H
CO3	L2, L4	H	M	M	H	-	H	M	M	M	M	-	-	H	H
CO4	L2, L3	-	-	-	-	-	-	M	M	M	M	H	-	H	H
CO5	L2, L4	M	H	M	M	-	-	M	M	M	M	-	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA FM 403: International Financial Management

Course objectives

This course enables the students:

1. To introduce determinants of foreign exchange exposure and interest rate parity in international market.
2. To develop sound knowledge in managing the balance of payment and foreign direct investments.
3. To give understanding of International Monetary fund, World Bank and Asian development bank.

Course Contents

UNIT I International Finance

Growth of International Trade, Foreign Exchange, Factors influencing foreign exchange rates, Foreign exchange markets- features, trading characteristics, electronic trading and market participants. Financial instruments- Forward, futures options and swap.

UNIT II Balance of Payment and FDI

The current account, the capital account, other items in BOP statement, concept of deficit and surplus, significance of BOP statement.

FDI- Meaning, theories and strategies of FDI, Modes of FDI, Benefits and costs of FDI for home and host country.

UNIT III Multilateral Development Banks

The International monetary fund- Lending, technical assistance, Governance systems and financial resources.

The world bank- Fund generation, loans, grants, analytical and advisory services.

The Asian development bank- history, operations, resources, organization and management.

UNIT IV Foreign Exchange Risk

Types of foreign exchange exposure risk, transaction exposure, operating exposure, translation exposure, evolution of exchange rate regime in India- Regulatory provisions and Indian foreign exchange market.

UNIT V International Accounting and Taxation

International Accounting & GAAP Taxation Including DTAA

Text Books:

1. Bhalla V.K., International Financial Management: Text and Cases
2. Seth A.K., International Financial Management

Suggested Readings:

1. Apte P.G., International Financial Management
2. Jain P.K., Josette Preyrard and Yadav Surendra S., International Financial Management
3. Varshney R.L., and Bhashyam S., An Indian Perspective: International Financial Management

Course Outcomes

CO	Statement	Blooms Level
	After the completion of this course, students will be able to:	
CO1	Analyze and apply the concepts of foreign exchange market.	L4
CO2	Describe the structure and relationship between the economy and balance of payment.	L2
CO3	Understand the working of international monetary fund, World Bank and Asian development bank.	L2
CO4	Understand various types of foreign exchange exposure risk.	L2
CO5	Analyze international accounting and international taxation.	L4

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L4	-	-	-	L	H	L	L	M	-	-	L	-	H	H
CO2	L2	-	-	-	M	H	L	M	L	-	-	L	-	H	M
CO3	L2	-	-	-	L	H	L	L	M	L	-	L	-	M	H
CO4	L2	-	-	-	H	H	L	M	M	L	-	L	-	H	M
CO5	L4	-	-	-	M	H	L	L	M	-	-	L	-	L	L

H- High, M- Moderate, L- Low, '-' for No correlation

MBA FM 404: Merger, Acquisition & Corporate Restructuring

Course Objectives

This course enables the students:

1. To examine the reasons for mergers, acquisitions and corporate restructuring.
2. To understand and recognize situations in which restructuring can add significant value or create opportunity and identify the best restructuring options for a specific problem or challenge.
3. To understand the complex accounting, tax, legal, and regulatory issues in mergers and acquisitions.

Course Contents

UNIT I Corporate Restructuring

Meaning , Definition, Reasons & Motives Types & Style of Merger & Acquisition Demerger, Spin Off, Divesture, Reverse Merger & Slump Sale Forms & Choice of strategic Business Alliance Need & Current Relevance of Strategic Business Alliance.

UNIT II Traget Valuations & Selection Process

Different Methods of Valuation, Valuation on the Basis of Assets, Earnings etc. DCF Techniques, EVA, MVA , etc Dividend Decision.

UNIT III Funding of Merger & Acquisition & Performance Analysis

Negotiation Approaches Determination of Swap Ratio & EPS analysis funding of Merger Post Merger Performance Measurement & Analysis.

UNIT IV Accounting And Tax Aspects of Merger & Acquisition

Accounting Standards (AS-14) Taxation Issues Involved in merger & Acquisition.

UNIT V Legal Implications, Takeovers & Other Issues

Legal Aspects of Mergers & acquisition Takeover Code Takeover Defense Mechanism Buyback of Shares Managing Post Merger Issues.

Text Books:

1. Verma J.C., Corporate Mergers, Amalgamations & Takeovers:
2. J.Fred Weston & Samuelc. Weaver. Merger & Acquisition, Tata McGraw Hill.

Suggested Readings:

1. Weston, Chung
2. & Hoag Mergers Restructuring & corporate Control

Course Outcomes

CO	Statement	Blooms Level
At The end of the Course, the student should be able to :		
CO1	Understand the importance of Mergers, Acquisitions and Corporate restructuring to the business world. Understand the glossary of terms (language) used in M&A, the issues, and processes involved in an M&A.	L1, l2
CO2	Solve different practical problems in mergers and acquisition appraisal techniques.	L4
CO3	Understand practically the various options available for funding of mergers and analyze them.	L4
CO4	Understand practically the accounting & tax aspects of mergers & acquisitions	L3, L4
CO5	Understand the Legal & Strategic issues in an integrative manner and the interplay of global and cross-cultural factors in the context of mergers, acquisitions and restructuring.	L1, L2, L3

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L1, L2	-	-	-	-	-	-	H	H	H	H	-	H	H	
CO2	L4	-	-	-	-	-	L	H	H	H	H	-	H	H	
CO3	L4	-	-	-	-	-	L	H	H	H	H	-	H	H	
CO4	L3, L4	-	-	-	-	-	-	H	H	H	H	-	H	H	
CO5	L1, L2, L3	M	-	-	-	-	-	H	H	H	H	-	H	H	

H- High, M- Moderate, L- Low, '-' for No correlation

MBA FM 405: Financial Derivatives Management

Course objectives

This course enables the students:

1. To impart comprehensive knowledge of terminology in the field of Derivatives.
2. To give knowledge of different types of financial instruments like forward, future, options and swap.
3. To produce industry ready graduates having sound knowledge of trading in derivative markets.

Course Contents

UNIT I Introduction

Introduction to derivatives, Features and types of financial derivatives, History of derivatives market, various uses of derivatives.

UNIT II Future Markets

Introduction, Types of financial futures contracts, evolution of future markets in India, Functions of future markets, future market trading mechanism.

UNIT III Forward Market

Introduction and concept of forward contracts, features of forward contract. Differences between future contracts and forward contracts. Forward trading mechanism.

UNIT IV Options Market

Introduction, concept and history of options, types of options- call and put options, American and European options, Exchange traded and over the counter traded options, Differences between options and Future contracts.

UNIT V Credit Derivatives

Concept and features of credit derivatives, credit risk assessment, Growth of credit derivatives market, credit risk management, credit default swaps, total return swaps, benefits of credit derivatives, credit derivatives in India.

Text Books:

1. Options, Futures and other Derivatives- John C Hull (Pearson Education)
2. Future and options- Vohra N.D. and Bagri

Suggested Readings:

1. An Introduction to Futures, Forwards and swaps- Redhead Keith,
2. Financial Derivatives – Dr. S.L.Jain (Prentice Hall of India)

Course outcomes

CO	Statement	Blooms Level
	After the completion of this course, students will be able to:	
CO1	Describe derivatives and characteristics of derivatives markets.	L2
CO2	Apply contextual knowledge of future contracts and future markets in India.	L3
CO3	Describe the forward contracts and forward trading mechanism.	L2
CO4	Explain various types of options.	L2
CO5	Analyse Guideline and Identify business opportunities of derivative trading.	L4

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2	-	-	-	L	L	-	L	-	-	-	L	-	L	L
CO2	L3	-	-	-	M	L	-	L	-	-	-	L	-	H	H
CO3	L2	-	-	-	L	M	-	L	-	-	-	-	-	H	M
CO4	L2	-	-	-	M	L	-	L	-	-	-	L	-	M	H
CO5	L4	-	-	-	M	L	-	L	-	-	-	L	-	H	M

H- High, M- Moderate, L- Low, '-' for No correlation

MBA FM406: Financial Strategic Decision

Course objectives

This course enables the students:

1. To develop framework for better understanding of financial principles and practices in corporate world.
2. To impart knowledge for understanding the working of financial markets.
3. To understand the financial system prevailing in India.

Course Contents

UNIT I Strategic Financial Management

Meaning and concept of Strategic Decisions, Strategy and Strategist, The 'Nine References' for Strategic Financial Management, Strategic investigation of Growth or Profit.

UNIT II Financial System in INDIA:

Nature and Role of Money, Functions and Types of Money, Importance of Money, Demand and Supply of Money:

Nature and Concept of Interest, Main Types of interest in the Market,

Inflation: Meaning and concept, Effects on Financial System of India, Controlling Factors of Inflation.

UNIT III Financial Markets: Money Market & its Instruments:

Introduction to Money Market: Concept, Features, Objectives, Importance and Composition,

Money Market Instruments: Call Money, Treasury Bill, Commercial Paper, Certificate of Deposits,

UNIT IV Concept of Strategic Decision

Meaning, Objectives of strategic decision making in Finance. Meaning and objectives of corporate restructuring, Kinds, concept and reasons for mergers and amalgamation. Meaning and kinds of takeovers. Meaning, types, advantages and disadvantages of factoring.

UNIT V Analysis of Enterprise

Concept of Valuation: EVA, MVA, Enterprise Value.

Text Books:

1. Khan M.Y., Indian Financial System, TMH Publication
2. Chandra Prasanna, Fundamental of Financial Mgmt., TMH Publication

Suggested Readings:

1. Bhole I., M., Financial Institutions & Markets, TMH Publication
2. Machiraju H.R. Indian Financial System, Vikas Publication
3. G.P. Jakhotiya, Strategic Financial Management, Vikas Pub.

Course outcomes

CO	Statement	Blooms Level
	After the completion of this course, students will be able to:	
CO1	Explain terms and concepts related to financial strategic decision.	L2
CO2	Analyze the financial system of India.	L4
CO3	Recognize various instruments of money market.	L2
CO4	Analyze the importance of strategic decision making in finance.	L4
CO5	Analyze and evaluate the corporate valuations.	L4

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2	-	-	-	L	M	L	L	-	L	L	L	-	L	L
CO2	L4	-	-	-	L	M	L	M	-	L	L	M	-	H	H
CO3	L2	-	-	-	L	H	L	L	-	M	L	M	-	H	M
CO4	L4	-	-	-	L	H	L	M	-	M	L	M	-	M	H
CO5	L4	-	-	-	L	H	L	L	-	M	L	L	-	H	M

H- High, M- Moderate, L- Low, '-' for No correlation

MBA MKT 402: Product and Brand Management

Course Objectives

This course enables students:

1. To fundamentals of Product and Brand Management.
2. To make students understand principles of Branding
3. To acquaint students with implications of planning, implementing and evaluating branding strategies.

Course Contents

Unit I New Product Planning

New Product Planning, Strategic Product Planning, New Product Development Process, Launch Plan

Unit II Researching and Designing New Product

Conducting Market and Customer Analysis, Designing New Strategies, Target Customer and New Market, Managing Existing and Mature Product, Create and Manage Customer Demand

Unit III Creating Brand Success and Building Brand Equity

Strategic Success, Pioneer Advantage, Product Success, Product Failure, Success Brands, Concept of Market Redefinition

Brand Equity: Equity Measurement-Cost Based Methods, Price-Based Methods, Customer-Based Brand Equity

Unit IV Brand Identity, Positioning and Image

Creation and Evaluation of Brand, Positioning the Brand, Importance of Brand Personality, Brand Image, Brand Image and Celebrity, Brand Image and Imagery, Brand Image and User Status, Brand Image and Brand

Unit V Brand Repositioning and Brand Extension

Differentiating Brand From Competitors, Positioning, Repositioning.

Brand Extension: Types of Brand Extension, Need for Three-Fold Classification, Need for brand extension, Pros and cons of Brand Extension, Image –Related Extensions, Examples of Image-Related Extensions

Text Books:

1. Keller Kevin. L., Strategic Brand Management Pearson Prentice Hall
2. Dr. Anandan C., Product Management Tata McGraw-Hill Companies

Suggested Readings:

1. Kap Ferer Jean-Noel, Strategic Brand Management, Global Business Press
2. Sengupta Subroto, Brand Positioning Strategies for Competitive Advantage, Tata McGraw

Course Outcome

CO	Statement	Blooms Level
	After completion of this course, students will be able to:	
CO1	Describe New product development process	L2
CO2	Explain concept of Researching and Designing New Product	L2
CO3	Describe Creating Brand Success and Building Brand Equity	L1, L2
CO4	Summarize and define Brand Identity, Positioning and Image	L1, L2
CO5	Discuss the theoretical aspects of Brand Repositioning and Brand Extension	L2

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2	L	-	-	H	L	H	H	M	H	H	-	-	H	H
CO2	L2	L	-	-	H	L	H	H	M	H	H	-	-	M	M
CO3	L1, L2	L	-	-	H	L	H	H	M	H	H	-	-	M	H
CO4	L1, L2	L	-	-	H	L	H	H	M	H	H	-	-	H	H
CO5	L2	L	-	-	H	L	H	H	M	H	H	-	-	H	M

H- High, M- Moderate, L- Low, '-' for No correlation

MBA MKT 404: Digital and Social Media Marketing

Course Objectives

This course enables students:

1. To provide the skills and knowledge necessary in planning digital marketing campaigns within organizations.
2. To focus on integrating social media into the communications strategy and integrated communications mix.
3. To provide the basics of content creation and management for social media including blogs, podcasts, and posts.

Course Contents

- UNIT I Introduction to Digital Marketing**
Overview of Digital Marketing, Digital Marketing Plan and Planning Process, Digital Marketing Environment, Ethical and legal issues in Digital Marketing – Trust, Ethics, Privacy, Patents, Copyrights, Data ownership, etc
- UNIT II Digital Marketing Research**
Digital Market Research, Marketing database and Data Warehouses, Consumer online Behaviour
- UNIT III Digital Marketing Strategies**
Segmentation, Targeting, Differentiation and Positioning Strategies for digital marketing, Product, Pricing, Payment and Distribution strategies for online selling, Communication tools, Internet advertising, Public Relations, web sites, online events, Direct marketing – e-mail, viral marketing, text messaging, Search Ads, Interpreting the Results of Search Ads, Search Engine Optimization
- UNIT IV Social Media Marketing**
Introduction to Social Media, Elements of Social Media, Types of social media, Social media strategies, Social media Performance Metrics, Managing Information -Aggregators, Google Alerts, Blogs, Live Chat, Managing and Monitoring Social Media Campaigns, Trend in Social Media Marketing, Top Tactics of Strategic Social Marketers, Multi-media - Video (Video Streaming, YouTube, etc.), Multi-media - Audio & Podcasting (iTunes, etc.), Multi-media - Photos/Images (Flickr, etc.)
- UNIT V Social Media Analytics**
Google Alerts and Giga Alert (Brand, product and service monitoring online), Crowdsourcing, Facebook, Twitter, LinkedIn, Microblogging, Mastering Google (AdWords Advertising, Analytics & Applications), Copy Writing For The Web, Social Media & Mobiles, Mobile social networking – Whatsapp, Viber, On-site web analytics technologies, Mobile web analytics

Text Books:

1. Digital Marketing (PB) Paperback – 2015 by Ahuja V (Author) – Oxford University Press, New Delhi
2. Social Media Marketing : A Strategic Approach - Author: Krista Neher , Donald Barker , Melissa Barker , Nicholas Bormann - Cengage Learning

Reference Books:

1. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation (English) 0003 Edition (Paperback) - Author: Ryan Damian Ryan – Kogan Page publishers
2. E-Marketing – Judy Strauss and Raymond Frost – PHI
3. Social Media Marketing : Strategies for Engaging in Facebook, Twitter & Other Social Media - Author: Evans - Pearson India

4. Social Media Marketing (English) 1st Edition(Paperback) - Author: Michael R. Solomon, Tracy Tuten - Pearson Education
5. Social Media Marketing - Paul Martin and Thomas Ericson - Global vision
6. Social Media Marketing - Shiv Singh and Stephanie Diamond - Wiley India

Course Outcome:

CO	Statement	Blooms Level
	After completion the student will be able to:	
CO1	Examine the ethical and legal issues in digital marketing and digital marketing research	L4
CO2	Develop digital marketing strategies by interpreting the results of SEO	L6
CO3	Identify the elements of social media marketing and social media analytics	L2
CO4	Identify trends in social media marketing	L2
CO5	Assess the efficiency of on-site web analytics	L5

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L4	-	H	M	H	-	-	H	H	H	H	H	-	M	H
CO2	L6	H	M	M	H	H	H	H	-	H	H	H	-	M	H
CO3	L2	L	L	M	M	L	-	H	-	H	H	H	-	M	H
CO4	L2	L	L	M	M	L	H	H	H	H	H	H	-	M	H
CO5	L5	L	L	M	M	L	L	H	L	H	H	H	H	M	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA MKT 405: Customer Relationship Management

Course Objectives:

The course enables the student to:

1. To understand the role, process, practice and strategic importance of customer relation management in the prevailing business environment
2. To get familiar with the evolution and challenges of the concept of developing and managing customer relations
3. To be able to understand the theoretical base and process of customer retention through strategic CRM and IT enabled CRM

Course Contents

UNIT I Introduction and Role of CRM

Meaning and Need of CRM in Current Scenario, Role and Importance of CRM, Major Benefits of CRM, CRM Strategy is the Best Strategy, CRM Rewards, CRM-Marketing & Relationship marketing, types of CRM

UNIT II Process and Practice of CRM

CRM as a Marketing Tool, Decision Support System to CRM, CRM Software how to Choose the Best, Data Analysis Techniques for CRM, CRM Measurement

UNIT III CRM Evolution and Challenges

Reasons for Growth of CRM, Traditional Business Methods and Process, Customer Service and CRM, Ethics and Legalities of Data Use, Developing & deploying CRM strategies

UNIT IV Complaint Handling and Retention of Customer

Customer Life Cycle, Customer Satisfaction and Loyalty, Customer Complaint and Defection, CRM Initiative to Retention of Customer

UNIT V Web Based CRM and Internet Marketing

CRM on the Internet, Choosing the Right Vehicle, E- commerce and Internet Marketing, Managing Conflicts, Building CRM Strategy

Text Books:

- 1 Kristin Anderson, Carol Kerr “Customer Relationship Management”
- 2 Federico Rajola “Customer Relationship Management Organizational and Technical Perspective”
- 3 CRM: concepts and applications(Kumar sinha sharma)biztantra

Suggested Readings:

1. HBR on Customer Relationship Management by CK Prahalad (2009)
2. Paul Greenberg “CRM at Speed of light”
3. Don Popper and Martha Roger “Managing Customer Relationship: A strategic Frame Work”
4. CRM : by sheth.Jagdish N (TMH)

Course Outcomes:

On completion of this course, the student will be able to:

CO	Statements	Bloom Level
	After completion of the course, students will be able to:	
CO1	Understand the concept and importance of customer relationship management for increasing the profitability of modern business ventures	L2
CO2	Analyze the tool and data analysis techniques for CRM	L4
CO3	Understand the evolutions and challenges of CRM	L2
CO4	Understand and relate to CRM as a problem solving technique for IT enabled and web based marketing	L2, L4
CO5	Understand complaint handling process and retention strategies of CRM	L2

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Level	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2	H	M	H	H	-	H	H	L	M	M	M	-	H	H
CO2	L4	L	M	M	H	-	H	H	L	H	H	H	H	M	H
CO3	L2	M	M	M	H	-	H	M	M	H	M	M	-	M	M
CO4	L2, L4	M	L	M	H	-	H	H	L	H	H	M	H	M	H
CO5	L2	M	M	M	M	-	H	M	M	H	M	M	-	M	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA MKT 404: International Marketing Management

Course Objectives

This course enables the students:

1. To possess the theoretical concepts of international Marketing and be acquainted with trade barriers of international markets.
2. To understand the impact of cultural, political and legal differences on the product and the company.
3. To understand different forms of international marketing and know about the international distribution.

Course Contents

Unit I International Marketing and Environment

Importance of International Marketing, How is it different from Domestic Marketing, International Marketing Concept, Drivers of international Expansion, Protectionism & Liberalization, The Economic Environment, Legal Environment, Social/Cultural Environment, Competitive Environment,

Unit II Overseas Marketing and Market Entry Strategies

Understanding Customer's Buying Behavior, Factors Influencing Buyer Behavior, Using Marketing Research to identify opportunities, International constraints & barriers, Deciding on the International Entry Modes, Factors Influencing Choice of Entry Mode.

Unit III International Product Development & Pricing Strategies

International Product and Service Strategies: The New Product Planning & Development Process, The international PLC Concept, Pricing decisions for international Markets: Pricing Objectives, Factors Affecting Pricing Decisions, Various Pricing Approaches for International Market.

Unit IV International Distribution and Promotion Strategies

Types of international Distribution Channels, The Strategic and Tactical use of Distribution to gain Competitive Advantage, International Logistics, International Retailing,

Integrated Marketing Communications and International Advertising: International promotional mix, International Publicity, Public Relations and Sales Promotion Strategies.

Unit V International Marketing Strategies & Challenges before International Marketing

Formulating a Marketing Plan, Evaluating and Controlling International Marketing Strategy, Challenges Ahead, Preparing for Future Challenges

Text Books:

1. Dana-Lascu Nicoleta, International Marketing, Biztantra Publication.
2. Philip R Cateora, John L Graham, Prashant Salwant, International Marketing, Tata McGraw-Hill Companies .

Suggested Readings:

1. Hollensen Svend, Benerjee Madhumita, Global Marketing , PHI Publisher

2. Joshi Mohan Rakesh, International Marketing, Oxford University Press

Course Outcomes

After completion of the course the students will be able to

	Statement	Bloom's Levels
CO1	Understand and Describe factors effecting the international marketing environment	L1, L2
CO2	Explain, Apply and investigate various strategies for entry in international market	L2, L3, L4
CO3	Describe and apply Product development and related pricing strategies	L3, L4
CO4	Explain and apply the strategies of distribution management and promotion in international markets	L2, L3
CO5	Formulate and plan implementation for international marketing strategies	L3, L4, L5

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L1, L2	-	M	-	M	L	M	L	H	-	H	-	-	H	H
CO2	L2, L3, L4	-	L	L	M	-	M	-	M	L	M	M	L	H	H
CO3	L3, L4	-	M	-	L	L	-	L	H	M	L	L	L	H	H
CO4	L2, L3	-	M	-	M	-	-	M	H	H	L	M	M	H	H
CO5	L3, L4, L5	-	-	M	-	-	M	M	M	H	-	M	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA IT 403: IT Consulting

Course Objectives

This course will enable the student to:

1. To define the generic consultancy assignment life cycle;
2. To scope, propose and contract consultancy assignments
3. To structure, plan and control consultancy assignments
4. To apply quality control and measurement within IT consultancy assignments.

Course Content:

UNIT I Introduction

Lectures-4

Overview and principles of consultancy, The structure and drivers of the IT/IS industry, The role of the consultant , Competencies of consultants, Consultancy models: expert, doctor/patient, collaborative/process, Considerations for the external consultant, internal consultant and sole practitioner, Managing change

UNIT II Consultancy Life Cycle

The life cycle of a consultancy assignment, Gaining entry, Contracting and assignment initiation, Identification of problems and business needs, Consulting projects-I and II-RFP analysis and response strategy, Diagnosis and solution definition, Solution appraisal and evaluation, Implementation and taking action, Closure and review

UNIT III Conducting a consultancy assignment – tools and techniques

Consulting services portfolio, Qualification of opportunities using MANDACT, Terms of Reference, Business environment analysis, Root cause analysis and creative problem solving, Investigation techniques and data collection, Generating options, Implementation and taking action, Disengaging and expansion, Withdrawal from the assignment, Evaluation, follow up and business development

UNIT IV Managing Relations

Management of client relationships, Building rapport, Handling client meetings, Client behaviours and objectives, Assessment of readiness for change, Proposals and bids, Contracts and IPR, Influencing and negotiation, Working in teams, Team management and delegation, Management of expectations, Conflict management, Motivation and continuous professional development of the consultant, Selling of consultancy services, Issues in the use of consultants

UNIT V Managing consultancy assignments

Scoping of assignments and projects, Project planning and project management principles, Progress monitoring, completion and handover, Communications and reviews, Quality management systems, Risk management, Change control, Legislation, ethics and professional standards, Financial management, The economics of consulting, Transferring experience to the client, Benefits management

Text Books:

1. Breakthrough Technology Project Management Author: Bennet Lientz and Kathryn Rea Publisher: Academic Press Publication Date: 1999 ISBN: 0124499708
2. Title: Practical Management Consultancy Author: Calvert Markham Publisher: Chartered Institute of Accountants Publication Date: 2003 (4th Edition) ISBN: 1853557277

Reference Books:

1. Information, Systems and Information Systems – Making Sense of the Field Author: Peter Checkland and Sue Holwell Publisher: John Wiley & Sons Publication Date: 1998 ISBN: 0471958204

2. The Mythical Man Month - essays on software engineering Author: Frederick Brooks
Publisher: Addison Wesley Publication Date: 1995 (2nd Edition) ISBN: 978-0201835953
3. Practical Management Consultancy Author: Calvert Markham Publisher: Chartered Institute of Accountants Publication Date: 2003 (4th Edition) ISBN: 1853557277

Course Outcomes

CO	Statement	Bloom's levels
	After completion of this course, the student will be able to:	
CO1	Describe the structure, drivers, principles and models of IT based consultancy projects	L1,L2
CO2	Explain the phases of IT based consultancy life cycle	L2, L3
CO3	Scope, propose and contract consultancy assignments in information technology based industry	L3, L4
CO4	Apply quality control and measurement within IT consultancy assignments	L3, L4
CO5	Structure, plan and control IT consultancy assignments	L5

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L1,L2	-	-	-	H	M	L	L	-	M	H	L	M	M	H
CO2	L2, L3	-	-	-	M	H	M	H	-	H	M	L	M	M	H
CO3	L3, L4	H	L	M	H	H	H	L	M	H	H	H	M	H	H
CO4	L3, L4	-	-	M	M	H	M	H	L	H	M	M	-	H	H
CO5	L5	-	-	H	H	M	H	L	H	L	M	M	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA IT 404: Managing Digital Platforms

Course Objectives:

This course will enable the student to:

1. To understand the Need and Significance of IT resource in management of digitally enabled platforms for commercial activities
2. Understand the process of determining IT and Information System's Resource Needs in web based business
3. IT & Information Systems resources applications and issues faced during the process

Course Contents:

UNIT I : Introduction

Overview of the IT/ITES/Telecom and related businesses in India and the world – segments of these industries, growth, forecasts, trends, key players, reasons for their success etc. IT & Information Systems Resource its relevance to Human resource management & Business, Outsourcing challenges of Internal Functions – the what, Why and How

UNIT II: Innovation Management-issues and challenges

Challenges for these businesses in the domestic and international markets such as Business Development, Technology Obsolescence, Pricing, Set up & Infrastructure Costs, Talent management , Licensing costs & Intellectual property rights, Mergers and Acquisitions , Customer Contract Management and SLAs , managing Innovation , legal issues, Visa's, Foreign Soil issues, Special Incentives and schemes such as the Export Processing Zones etc

UNIT III: IT Resource Management-I

Study of various business models including onsite/off shoring, e-commerce, e-business, m – commerce and pure play 'e' and 'm' models, Effective use of IT & Information Systems resources Implementation and Acceptance, maintenance for productivity

UNIT IV: IT Resource Management-II

Introduction to IT and Information System Resource Management, Evolution of IT and Information System Resource Management (Software, Hardware, Database, Networking, and communications technology, human resource etc) for Planning and Implementation of information technology and technology base system across the functions and sectors of the industries.

UNIT V: IT resources-determinants, challenges

Determining IT and Information System's Resource Needs: Needs Analysis, planning , System Cost Justifying and Investments, Automation and Artificial Intelligence

Text Books:

1. IT Infrastructure & Management , Phalguni Gupta, Surya Prakash, Umarani, Jayaraman
2. Managing the IT Resource: Leadership in the Information Age by Luftman Pearson

Reference Books:

1. Managing IT Infrastructure – TMI
2. A Guide to PMBoK- Project Management Institute

Course Outcomes:

	Statement	Bloom's levels
	After completion of this course, the student will be able to:	
CO1	Identify and describe the core and allied functions of IT/ITeS and Telecom based services in India	L1, L2
CO2	Analyze and plan the requirements of setting up web based platform for innovations	L4, L5, L6
CO3	Comprehend and work on the factors involving innovation management on web-based platform	L1, L2, L3
CO4	Assess IT and Information System's Resource Needs and their usage in managing web-based Business	L5, L6
CO5	Determine, Plan and Arrange for IT base system's resource needs	L4, L5, L6

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's level	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L1, L2	M	L	-	H	L	M	H	L	M	H	M	M	H	H
CO2	L4, L5, L6	L	-	-	H	M	M	H	-	H	H	H	M	M	H
CO3	L1, L2, L3	L	L	-	H	M	M	H	H	H	M	H	-	H	H
CO4	L5, L6	M	-	-	H	L	M	M	-	H	H	H	L	M	H
CO5	L4, L5, L6	-	-	L	M	H	M	H	L	H	L	H	H	M	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA IT 405: Strategic Management of IT

Course Objectives:

This course will enable the student to:

1. To understand the strategic use of Information Technology for Competitive Advantage
2. To understand Emerging trends of information technology to devise organization /business strategy

Course Content:

UNIT I :Information Technology as competitive advantage

Role of Information systems in organization, Some key concepts related to strategy such as value chain, five forces, information asymmetry and Technology Investment • Information Technology vs. Information systems • Two different approaches for gaining Competitive Advantages-Market Based Approach and Resource Based Approach • Strategic Role of IT in gaining Competitive Advantages

UNIT II: Information Technology and Business process

ERP systems, Business Processes and IT • Meaning and definition, introduction of Business Process, Organizational processes and Information systems • Use of ERP in Business Process • Business Process Reengineering

UNIT III : Information and business decision making

Using Information for Decision Making • How organization leverage data/information for competitive advantage • Importance of database, data warehouse, Data mining , and Business Intelligence, How they can be used as part of an organization strategy for Competitive Advantage

UNIT IV: IT as strategic tool

Creating a Technology Strategy • Developing an IT Strategy • Writing your own strategy- Develop your web, web media and mobile strategy

UNIT V : IT as strategic tool-recent trends

Technology Trends Emerging trends of information technology to device business strategy, • Web related technologies, web media, how to use world wide web for business and marketing purpose • Mobile technology impact of mobile technologies on business and mobile strategy for a business

Text Books:

1. Strategic Management of Information Systems by Keri Pearlson and Carol Saunders
2. Strategic Management and Information Systems: An Integrated Approach by Wendy Robson

Reference Books:

1. A Guide to Expert Systems by Donald Waterman
2. Strategic Management Of Technology & Innovation by Robert Burgelman, Clayton Christensen, Steven Wheelwright
3. Strategic Technology Management by Betz

Course Outcomes:

	Statement	Bloom's levels
	After completion of this course, the student will be able to:	
CO1	Develop a fundamental understanding of the ways IT can provide a competitive edge to organizations	L1, L2
CO2	Understand the use of Information Technology in business processes	L2
CO3	Examine use of IT tools for in business decision making	L3, L4, L5
CO4	Develop the ability to use IT as a real life problem solving tool in business organizations	L3,L4
CO5	Assess the strategic applicability of IT tools in contemporary business situations.	L3

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's level	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L1, L2	-	-	-	M	H	-	L	L	M	M	L	M	H	H
CO2	L2	-	L	-	M	L	M	H	L	L	H	L	L	H	H
CO3	L3, L4, L5	-	-	L	H	M	H	H	H	H	H	H	-	M	H
CO4	L3,L4	L	-	M	H	H	-	L	L	H	H	H	H	H	H
CO5	L3	-	-	-	M	M	-	L	M	H	M	H	H	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

MBA IT 406: System Analysis and Design

Course Objectives: The course will enable the student to:

1. Have an insight of the systems concept and the process involving the analysis and design of the same.
2. Understand the systems implementation and scheduling.

Course Content:

UNIT I Overview of Information System Development

Overview of Information System Development: What is a – Business System Concepts – Information system – Categories – System development strategies – SDLC, Structured analysis, Prototype – tools for system development. Managing Application Development: How system projects begun – Reasons for project proposals – sources of project requests – Methods of project review and selection – Preliminary Investigation.

UNIT II Requirement Analysis

Requirement Analysis: What is Requirement determination – Fact finding Techniques – interview, questionnaires, record review, and observation – tools for documenting procedures and decisions – Decision trees – Decision tables- Structured English. **Structured Analysis:** Concept and components – Data flow analysis – Data flow strategy – DFD's- DFD Development and advantages – Data Dictionary – Why is data dictionary important Contents of data dictionary – recording of data descriptions.

UNIT III Prototyping

Prototyping: Purpose – Rationale – Steps in prototype methods – Uses – Tools – Strategies. Case Tools: Role and benefits – Categories – Components – Integration of Tools – Using Case Tools – Advantages, disadvantages of using case tools.

UNIT IV System Design

System Design: Software requirement specification – Objectives of design – Design specification and features – introduction to output, input, file, database design. Output Design: Objectives – types of output – Key output questions – presenting information –Input Design: Objectives – capturing data – Guidelines – Design of source document – coding methods – input validation – Methods.

UNIT V Quality Assurance, System Testing and Implementation

Quality Assurance, System Testing and Implementation: Levels – Testing verification, validation, certification – Testing strategies – Practices – Test data – Implementation review – System audit. Case and Problems

Text Books:

1. Kendal & Kendal: Systems Analysis & Design, New Delhi, Prentice Hall of India, 1999
2. Thames A.D' Brien: Management Information Systems, Managing Information system for Internet worked enterprise, New Delhi, Tata McGraw Hill, 1999.

Reference books:

1. Jeffrey A. Hetter, Joey F. George: Modern Systems Analysis & Design, New Delhi, Addison Wesley, 2000.
2. Zwars, foundation of Information Systems, New Jersey, McGraw Hill, International ed., 2000.
3. Awaqad E: Systems Analysis and Design, New Delhi, Prentice Hall of India, 1997.

Course Outcomes:

	Statement	Bloom's Levels
	After completion of the course the students will be able to	
CO1	understand and describe in detail software development process and with issues /challenges faced during the process	L1,L2
CO2	Describe and Illustrate the process of analyzing, designing, verification and implementation of System Design	L2, L3
CO3	Sequence and design, prototyping, verification ,and validation of information systems	L1, L2, L3
CO4	Asses, plan and organize for elements of a reliable , high quality software	L4, L5, L6
CO5	Understanding and implementation of quality enhancement practices in System Analysis and Design	L3, L4, L5

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Level	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L1,L2	-	M	L	M	M	L	L	M	-	L	-	-	M	H
CO2	L2, L3	-	-	-	H	M	M	L	M	L	-	L	L	M	H
CO3	L1, L2, L3	-	-	-	H	H	M	M	L	H	M	M	L	L	H
CO4	L4, L5, L6	-	-	-	L	L	M	H	M	H	M	H	M	L	H
CO5	L3, L4, L5	-	L	-	L	L	M	H	-	M	M	H	M	M	H

H- High, M- Moderate, L- Low, '-' for No correlation

6. **Teaching-Learning Process/ Methodology (TLM):**

The teaching-learning process should be aimed at systematic exposition of basic concepts so as to acquire knowledge of Business Administration in a canonical manner. In this context, applications of Business Administration and linkage with the theory constitute a vital aspect of the teaching-learning process. The course offers many modes of learning and assessment methods. Students have great freedom of choice of course which they can study. The various components of teaching learning process are summarized in the following heads.

1. **Class room Lectures:** The most common method of imparting knowledge is through lectures. There are diverse modes of delivering lectures such as through blackboard, power point presentation and other technology aided means. A judicious mix of these means is a key aspect of teaching-learning process.
2. **Tutorials:** To reinforce learning, to monitor progress, and to provide a regular pattern of study, tutorials are essential requirements. During these tutorials, difficulties faced by the students in understanding the lectures, are dealt with. Tutorials are also aimed at solving problems associated with the concepts discussed during the lectures.
3. **Choice based learning/Open elective:** LOCF in this postgraduate programme provides great flexibility both in terms of variety of courses and range of references in each course.
4. **Field based learning:** Students may enhance their knowledge through field based learning while understanding the practical importance.
5. **Textbooks learning:** A large number of books are included in the list of references of each course for enrichment and enhancement of knowledge.
6. **E-learning:** Learner may also access electronic resources and educational websites for better understanding and updating the concepts.
7. **Self-study materials:** Self-study material provided by the teachers is an integral part of learning. It helps in bridging the gaps in the classroom teaching. It also provides scope for teachers to give additional information beyond classroom learning.
8. **Assignment/Problem solving:** Assignments at regular intervals involving applications of theory are necessary to assimilate basic concepts of courses. Hence, it is incumbent on the part of a learner to complete open-ended projects

assigned by the teacher.

9. **Internships:** The teaching-learning process needs to be further supported by other activities devoted to subject-specific and interdisciplinary skills, summer and winter internships. During these internships it is expected that a learner will interact with experts and write a report on a topic provided to the learner.
10. **Institute visits:** Institute visit by a learner is also a part of learning process. During such visits a learner has access to knowledge by attending academic activities such as seminars, colloquia, library consultation and discussion with faculty members. These activities provide guidance and direction for further study.
11. **Industrial visits:** Industrial visits offer an opportunity to observe applications of scientific concepts. These visits also give an opportunity to realize the power of mathematical ideas and their translation in problem solving.
12. **Training programmes:** Training programmes organized by various agencies/institutes provide an opportunity to learn various dimensions of courses.

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