



**Jagannath
University**

FACULTY OF MANAGEMENT STUDIES

Syllabus

For

**Master of Business Administration
(M.B.A.)**

Applied HR Management

Financial Services and Investment

Sales Advisory and Digital Marketing

Supply Chain and operations Management

(Program Code: MG0151)

(2022-23)

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Faculty of Management Studies

MBA Programme

1. INTRODUCTION

The quality of higher education in M.B.A. should be improved in such a manner that young minds are able to compete in this field globally in terms of their knowledge and skills, for this purpose Learning Outcome-based Curriculum Framework (LOCF) is developed.

Incorporation of Learning Outcome-based Curriculum Framework (LOCF) in the postgraduate

M.B.A. programme makes it student-centric, interactive and outcome-oriented to achieve well-defined aims, objectives and goals. The learning outcomes are attained by students through skills acquired during a programme of study. Programme learning outcomes will include subject-specific skills and generic skills, including transferable global skills and competencies. It would also focus on knowledge and skills that prepare students for further study, employment and society development. LOCF help ensure comparability of learning levels and academic standards across colleges/universities.

At present, the goal of higher education in M.B.A. may be achieved using the following measures:

- i. Curriculum reform based on learning outcome-based curriculum framework (LOCF).
- ii. Improving learning environment and academic resources.
- iii. Elevating the quality of teaching and research.
- iv. Involving students in discussions, problem-solving and out of box thinking about various ideas and their applicability, which may lead to empowerment and enhancement of the social welfare.
- v. Motivating the learners to understand various concepts of their educational programme keeping in view the regional context.
- vi. Enabling learners to create research atmosphere in their colleges/ institutes/ universities.
- vii. Teach courses based on Choice Based Credit System (CBCS).

2. LEARNING OUTCOME-BASED APPROACH TO CURRICULUM PLANNING

The Master's Degree in Business Administration is awarded to the students on the basis of knowledge, understanding, skills, values and academic achievements. Hence, the learning outcomes of this programme are aimed at facilitating the learners to acquire these attributes, keeping in view of their preferences and aspirations for knowledge.

The courses of M.B.A. are designed in the light of graduate attributes, description of qualifications, courses and programme learning outcomes. It may lead to all round development and delivery of complete curriculum planning. Hence, it provides specific guidelines to the learners to acquire sufficient knowledge during this programme.

The programme has been planned in such manner that there is scope of flexibility and innovation in

- i. Modifications of prescribed syllabi.
- ii. Teaching-learning methodology.
- iii. Assessment technique of students and knowledge levels.
- iv. Learning outcomes of courses.
- v. Addition of new elective courses subject to availability of experts in colleges/institutes/universities across the country.

2.1. Nature and Extent of Master's Degree Programme

As a part of effort to enhance employability of M.B.A. students expected learning outcomes are very essential in present day perspective. Therefore, higher education degrees must formulate Post Graduate Attributes (PGAs), qualification descriptors, learning outcomes and course learning outcomes which will help in curriculum planning and development in the form of design and delivery of courses. The overall formulation of the degree programme must equip learner to have competencies to provide deliverables to the industry.

2.2. Aim of Master's Degree programme in Business Administration

The overall aim of M.B.A. is to

- i. Create deep interest in Business Administration learning.
- ii. Develop broad and balanced knowledge and understanding of definitions, concepts and principles.
- iii. Familiarize the students with suitable tools related to M.B.A. programme.
- iv. Enhance the ability of learners to apply the knowledge and skills acquired by them during the M.B.A. programme to solve specific problems of their domain.
- v. Provide learners sufficient knowledge and skills enabling them to undertake further studies in Business Administration and its allied areas.
- vi. Encourage the students to develop a range of generic skills helpful in employment, internships and social activities.

2.3. Motive behind curriculum planning and development

The departmental committee considered and discussed the following factors for LOCF for the graduates:

- i. Framing of syllabi
- ii. Learners attributes
- iii. Qualification descriptors
- iv. Programme learning outcomes
- v. Course learning outcomes
- vi. Necessity of having elective courses
- vii. Academic standards

3. PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

- PEO1:** To produce industry ready professionals 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 and 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.

4. 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.

5. QUALIFICATION DESCRIPTORS (QDs)

The qualification descriptor suggests the generic outcomes and attributes to be obtained while obtaining the degree of M.B.A.. The qualification descriptors indicate the academic standards on the basis of following factors:

- i. Level of knowledge
- ii. Understanding
- iii. Skills
- iv. Competencies and attitudes
- v. Values.

These parameters are expected to be attained and demonstrated by the learners after becoming graduates in this programme. The learning experiences and assessment procedures should be so designed that every post graduate may achieve the programme

learning outcomes with equal opportunity irrespective of the class, gender, community and regions. Each post graduate in MBA should be able to:

- i. Demonstrate fundamental systematic knowledge and its applications. It should also enhance the subject specific knowledge and help in creating jobs in various sectors.
- ii. Demonstrate educational skills in areas of their programme.
- iii. Apply knowledge, understanding and skills to identify the difficult/unsolved problems in courses of their programme and to collect the required information in possible range of sources and try to analyse and evaluate these problems using appropriate methodologies.
- iv. Apply one's disciplinary knowledge and skills in newer domains and uncharted areas.
- v. Identify challenging problems and obtain well-defined solutions.
- vi. Exhibit subject-specific transferable knowledge relevant to job trends and employment opportunities.

6. PROGRAMME LEARNING 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 to interact with various stakeholders.

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.

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 Learning Outcomes (POs):

	PGA 1	PGA 2	PGA 3	PGA 4	PGA 5	PGA 6	PGA 7	PGA 8	PGA 9	PGA1 0	PGA1 1	PGA1 2
PO1	■											
PO2		■										
PO3			■									
PO4				■								
PO5					■							
PO6						■						
PO7							■					
PO8								■				
PO9									■			
PO1 0										■		
PO1 1											■	
PO1 2												■

7. PROGRAM SPECIFIC OUTCOMES (PSO's)

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.

8. TYPE OF COURSES

1. As per CBCS courses in a programme may be of four kinds: Core, Elective, Ability Enhancement and Skill Enhancement.

a) Core Course:-

This is the course which is to be compulsorily studied by a student as a requirement to complete the programme in a said discipline of study.

b) Elective Course:-

Elective course is a course which can be chosen from a pool of papers. It may be

- Supportive to the discipline of study
- Providing an expanded scope
- Enabling an exposure to some other discipline/domain
- Nurturing student's proficiency/skill.

An Elective Course may be 'Discipline Centric/Specific' & Generic Elective

(i) **Discipline Centric/Specific Elective (DSE):** Elective courses offered under the main discipline/subject of study is referred to as Discipline Centric/Specific.

(ii) **Generic/Open Elective (GE):** An elective course chosen from an unrelated discipline/subject is called Generic/Open Elective. These electives will be focusing on those courses which add generic proficiency of students.

c) Skill Enhancement Courses (SEC):-

SEC Courses provide value based and/or skill based knowledge and may content both Theory and Lab/Training/Field Work. The main purpose of these courses is to provide students life- skills in hands- on mode so as to increase their employability.

9. PROGRAM STRUCTURE (MBA)

First Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	P	T	Credit
MBA101	Management Concepts & Organization Behavior	Core	40	60	100	3	-		3
MBA102	Financial Reporting, Statements and Analysis	Core	40	60	100	2	-	1	3
MBA103	Marketing Management	Core	40	60	100	3	-		3
MBA104	Quantitative Technique	Core	40	60	100	2	-	1	3
MBA105	Managerial Economics	Core	40	60	100	3	-		3
MBA106	Business Environment	Core	40	60	100	3	-		3
MBA107	Personal Finance	SEC	40	60	100	1	1		2
MBA/ FS/ AHR/ DM/ SC 108	Deep Soft skill Training	SEC	50	50	100	2	1		3
	Total		330	470	800				23

Second Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	P	T	Credit
MBA201	Banking & Insurance	Core	40	60	100	3	-		3
MBA202	Corporate Finance	Core	40	60	100	2	-	1	3
MBA203	Management Information System	Core	40	60	100	2	1		3
MBA204	Operations Management	Core	40	60	100	2	-	1	3
MBA205	Business Research	Core	40	60	100	2	-	1	3
MBA206	Human Resource Management	Core	40	60	100	3	-		3
MBA207	Entrepreneurship	Core	40	60	100	2	1		3
MBA208	Indian Ethos and Business Ethics	Core	40	60	100	2	-		2
MBA FS/ AHR/ DM/ SC 209	Reporting & Visualization Tools for Business Managers	SEC	50	50	100	2	1		3
	Total		370	530	900				26

Third Semester Examination

Code No.	Paper	Type	Total Marks	Internal Marks	External Marks	L	P	T	Credits
MBA 301	Strategic Management & Governance	Core	100	40	60	2	-	1	3
MBA 302	Project Management	Core	100	40	60	2	-	1	3
	Course I	Elective	100	40	60	3	-	1	3
	Course II	Elective	100	40	60	3	-	1	3
	Course III	Elective	100	40	60	3	-	1	3
	Course IV	Elective	100	40	60	3	-	1	3
	Course V	Elective	100	40	60	3	-	1	3
MBA 308	Summer Internship Project	Core	100	50	50	-	-	-	3
Total			800	330	470				24

Specilizations

Applied HR

Code No.	Paper	Type	Total Marks	Internal Marks	External Marks	L	P	T	Credits
MBA AHR 303	HR Planning and Succession Planning	Elective	100	40	60	3	-	1	3
MBA AHR 304	Organization Change and Development	Elective	100	40	60	3	-	1	3
MBA AHR 305	Performance Management	Elective	100	40	60	3	-	1	3
MBA AHR 306	Payroll Management	Elective	100	40	60	3	-	1	3
MBA AHR 307	Negotiation and Conflict Management	Elective	100	40	60	3	-	1	3

Financial Services and Investment

Code No.	Paper	Type	Total Marks	Internal Marks	External Marks	L	P	T	Credits
MBA FS 303	Financial Instrument	Elective	100	40	60	2	-	1	3
MBA FS 304	Investment Analysis and Portfolio	Elective	100	40	60	2	-	1	3
MBA FS 305	Introduction to Financial Planning	Elective	100	40	60	2	-	1	3
MBA FS 306	Selling Financial Products	Elective	100	40	60	2	-	1	3
MBA FS 307	Financial Technical Analysis	Elective	100	40	60	2	-	1	3

Sales Advisory & Digital Marketing

Code No.	Paper	Type	Total Marks	Internal Marks	External Marks	L	P	T	Credits
MBA DM 303	Business to Business Markets	Elective	100	40	60	2	-	1	3
MBA DM 304	Consumer Behavior	Elective	100	40	60	2	-	1	3
MBA DM 305	Marketing Strategy	Elective	100	40	60	2	-	1	3
MBA DM 306	Product & Brand Management	Elective	100	40	60	2	-	1	3
MBA DM 307	Digital Marketing	Elective	100	40	60	2	-	1	3

Supply Chain and Operation Management

Code No.	Paper	Type	Total Marks	Internal Marks	External Marks	L	P	T	Credits
MBA SC 303	Supply Chain Management	Elective	100	40	60	3	-		3
MBA SC 303	Facilities Planning	Elective	100	40	60	3	-		3
MBA SC 303	Management of Services	Elective	100	40	60	3	-		3
MBA SC 303	Operations Planning and Control Systems	Elective	100	40	60	3	-		3
MBA SC 303	Business Forecasting	Elective	100	40	60	3	-		3

Semester – IV

Code No.	Paper	Type	Total Marks	Internal Marks	External Marks	L	P	T	Credits
MBA FS/ AHR/ DM/ SC 401	Industry Internship	Core	300	150	150	-	-	-	12
MBA FS/ AHR/ DM/ SC 402	Capstone Project	Core	200	100	100	-	-	-	8
Total			500	250	250				20

Note:

- A student is required to obtain min. 40% marks in individual paper to pass.
- The total credit of MBA Programme is 93.
- Out of the total credits, 20% of the credits may be earned by the student through MOOCs (SWAYAM, NPTEL, Coursera etc.). However, the choice of online courses to be approved in advance by Dean/ HoD and Coordinator SWAYAM keeping in view the latest guidelines of the UGC/ respective regulatory body guidelines.

10. COURSE-WISE LEARNING OBJECTIVES, STRUCTURES AND OUTCOMES (CLOSOs)

First Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	P	T	Credit
MBA101	Management Concepts & Organization Behavior	Core	40	60	100	3	-		3
MBA102	Financial Reporting, Statements and Analysis	Core	40	60	100	2	-	1	3
MBA103	Marketing Management	Core	40	60	100	3	-		3
MBA104	Quantitative Technique	Core	40	60	100	2	-	1	3
MBA105	Managerial Economics	Core	40	60	100	3	-		3
MBA106	Business Environment	Core	40	60	100	3	-		3
MBA107	Personal Finance	SEC	40	60	100	1	1		2
MBA/ FS/AHR/DM/SC 108	Deep Soft skill Training	SEC	50	50	100	2	1		3
	Total		330	470	800				23

MBA 101: Management Concepts & Organization Behaviour

Course Objectives

This course enables the students:

1. To enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.
2. To acquaint the learner with meaning and concepts of management and organizational behavior.
3. To understand the concepts, processes, significance, and role of management and organizational behavior.

Course Content

Unit I Introduction to Management

Nature, Scope and Significance of Management, Evolution of Management Thought, Approaches to Management, Managerial Skills, Functions of a Manager, characteristics of 21st century executives

Planning - Types, Process, Strategies, Policies, MBO, Strategic Planning Process, SWOT analysis; Organizing – Elements of organizing, types of Structure & Process, Authority, delegation & responsibility.

Unit II Directing and Controlling

Directing – Communication, leading - Leadership traits, Leadership styles, Likert's four systems, managerial grid;

Controlling-Significance, Process, Techniques, Standards & Benchmarks, Management Audit.

Unit III Fundamentals of Organisation Behaviour

Nature, Scope and Significance of Organizational Behavior; Evolution and Historical Background of Organizational Behavior; Models of Organizational Behavior

Foundations of individual behavior, Diversity, Micro Organizational behavior – Personality - determinants, types, theories, attributes; self-concept, Self-Efficacy; Attitude - dimensions - Job Satisfaction, Organizational commitment; Learning - Approaches to learning- Classical, Operant Conditioning, Cognitive and Social Learning, Reinforcement; Perception - Perceptual process, perceptual errors, Attribution Process

Unit IV Interpersonal and Group Behaviour

Motivation- Meaning and importance, Theories of motivation, Applications of motivation. Transactional analysis-Johari window,

Interpersonal relations, understanding, determinants, and developing Group dynamics-, types of groups, group formation, Group decision making, Team Building.

Unit V Organisation Climate and Change

Organizational culture or climate-concept, dimensions, ethos, determinants; Organizational conflicts- concepts, sources, implications, and management; Organizational Change and Development - types, Lewin's Force Field Analysis, resistances to change, role of change agents; Meaning, objectives and Process of OD

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/Group Discussions to ensure Class participation.

Text Books:

1. Robbins, Judge, Sanghi "Organizational Behavior" 12th ed. Prentice Hall New Delhi
2. Aswathappa, K. "Organisation Behaviour – Text, Cases & Games" Himalaya Publishing House, Mumbai
3. Harold Koontz & Keing Weighrich, "Essentials of Management" McGraw Hill.

Reference Books:

1. Luthans Fred - Organizational Behaviour, Tata McGraw Hill
2. Udai Pareek, "Understanding Organizational Behaviour" Oxford University Press.
3. Satya Raju, Management-Text & cases, PHI, New Delhi.
4. Robbins & Coulter, "Management", Prentice Hall of Hall of India. New Delhi

Course Outcomes

CO	Statement
	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.
CO2	Know and explain the managerial actions of Directing and controlling with an ethical look.
CO3	Explain the principle concepts and theories of Organizational Behavior
CO4	Analyze individual and group behaviour and understand the implications of organizational behaviour on the process of management
CO5	Describe organizational change and development affecting the working of organizations

Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

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	H	M	H	M	-	H	M	L-	L	M	-	-	M	H
CO2	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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3,CO4,CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3
CD3	Seminars	CO1, CO3 .CO5
CD4	Self- learning advice using internets	CO1, CO3
CD5	Industrial visit	CO1, CO3,CO4

MBA 102: 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
	After the completion of this course, students will be able to:
CO1	Understand various branches of accounting and significance of accounting standards
CO2	Apply the rules of accounting and understand the keeping of subsidiary books
CO3	Apply accounting rules in determining financial results and preparation of financial statement.
CO4	Understand financial statements and can analyze the financial statement with ratio and cash flow analysis.
CO5	Evaluate changes in financial position of corporate entity and solve complex managerial problems.

Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

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	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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1,CO3
CD2	Tutorials/Assignments	CO3,CO4
CD3	Seminars	CO4
CD4	Self- learning advice using internets	CO1,CO2, CO3, CO4
CD5	Industrial visit	CO5

MBA 103: 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. RajanSaxena, **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
	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
CO2	Determine the buying behavior of a given target market segment
CO3	Identify and evaluate target segments
CO4	Determine product and pricing policy
CO5	Summarize the nature and functions of distribution channels

Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

Mapping between Objectives and Outcomes

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	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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4, CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3, CO4, CO5
CD3	Seminars	CO3,
CD4	Self- learning advice using internets	CO1
CD5	Industrial visit	CO3

MBA 104: 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. SanchetiKapur, Quantitative Techniques,

Suggested Readings:

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

Course Outcomes

CO	Statement
	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.
CO2	Solve the equations related to Linear programming
CO3	Observe and compute the specially structured programming of transportation and assignment problems.
CO4	Recognise and analyse strategic situations and represent them as games
CO5	Analyze the decision making problems under uncertainty and competitive situations.

Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

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	L3	-	-	-	L	L	L	M	-	H	M	M	L	L	L
CO2	L3	-	-	-	L	-	-	M	-	M	M	M	M	M	M
CO3	L3	-	-	-	L	L	-	L	-	M	M	M	L	H	H
CO4	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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4,CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3, CO4,CO5
CD3	Seminars	CO2, CO3
CD4	Self- learning advice using internets	CO1
CD5	Industrial visit	CO3, CO5

MBA 105: 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 analyze 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
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.
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.
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.
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.
CO5	Analyse the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

Mapping between Objectives and Outcomes

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	L2	L	L	-	M	L	M	H	-	H	L	H	-	H	M
CO2	L6	-	-	-	M	H	M	H	-	H	M	H	-	H	M
CO3	L6	-	-	-	M	H	M	H	-	H	M	H	-	H	M
CO4	L5	-	-	-	M	H	M	H	L	H	M	H	-	H	M
CO5	L3	-	-	-	M		M	H	L	H	H	H	-	H	M

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4, CO5
CD2	Tutorials/Assignments	CO1,CO2, CO3,CO4, CO5
CD3	Seminars	CO1,CO2, CO3
CD4	Self- learning advice using internets	CO1, CO5
CD5	Industrial visit	CO2, CO3, CO4

MBA 106: 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 An Overview of Business Environment

An Overview of Business Environment: Type of Environment-internal, external, micro and macro environment. Competitive structure of industries, environmental analysis and strategic management. Managing diversity. Scope of business, characteristics of business. Objectives and the uses of study. Process and limitations of environmental analysis.

Unit II Economic Environment

Economic Environment: Nature of Economic Environment. Economic factors-growth strategy, basic economic system, economic planning, nature and structure of the economy. Economic policies-industrial policy (1991), FEMA, Monetary and fiscal policies.

Unit III Socio-Cultural Environment

Socio-Cultural Environment: Nature and impact of culture on business, social responsibilities of business. Business and society, business ethics and corporate governance.

Unit IV Technological Environment

Natural and Technological Environment : Innovation, technological leadership and followership, impact of technology on globalization, transfer of technology, time lags in technology introduction, status of technology in India.

Unit V Political and Legal Environment

Political Environment: Functions of state, economic roles of government, Economic Reform in coalition Politics.

Legal Environment: Classification of Law ,Sources of law , Legal System , Codes of Practice ,Contract Law- Essentials

Text Books:

1. Dhingra, C, “The Indian Economy Environment and Policy”, Sultan Chand and Sons
2. Cherunilam, Francis; “Business Environment - Text and Cases”, Himalaya Publishing House

Suggested Readings:

1. Aswathappa, K, “Essentials of Business Environment”, Himalaya Publishing House, 2000
7th edition.
2. C.A.Rangarajan-“Perspective in Economics”-S.Chand & Sons.
3. M.Adhikary, “Economic Environment of Business”., New Delhi

Course Outcomes:

CO	Statement
	After the completion of this course, students will be able to:
CO1	Recognise and Analyse the types of business environment
CO2	Understand the components and characteristics of economic environment and its impact on business operations
CO3	Understand the components and characteristics of socio-cultural environment and its impact on business operations
CO4	Understand the components and characteristics of technological environment and its impact on business operations
CO5	Understand the components and characteristics of political and legal environment and its impact on business operations

Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Case Study

Mapping between Objectives and Outcomes**Mapping of Course Outcomes onto Program Outcomes**

Course Outcome	Bloom's Levels	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	L2	-	L	-	H	H	-	-	-	L	L	-	M
CO2	L5	H	L	H	-	H	-	-	-	H	H	M	H
CO3	L2	H	L	-	H	H	H	-	-	M	H	M	M
CO4	L2	H	L	-	-	H	H	H	-	-	H	-	-
CO5	L5	H	L	-	-	H	-	-	H	M	H	-	M

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1,CO2,CO3,CO4,CO5
CD2	Tutorials/Assignments	CO1,CO2,CO3.CO4
CD3	Seminars	CO2,CO3
CD4	Self- learning advice using internets	CO1,CO2,CO4
CD5	Case Study	CO1,CO2,CO3,CO4,CO5

MBA 107: Personal Finance

Objectives

This course enables the students:

1. To understand the meaning and relevance of Financial Planning.
2. To familiarize with regard to the concept of Investment Planning and its methods.
3. To examine concept of Personal Tax Planning.
4. To analyze Insurance Planning and its relevance
5. To develop insights in to Retirement planning and its relevance

Course Contents:

Unit I: Introduction to Financial Planning

Financial goals, Time value of money, steps of financial planning, personal finance/loans, education loan, car loan & home loan schemes. Introduction of savings, benefits of savings, management of spending & financial discipline, Net banking and UPI, digital wallets, security and precautions against Ponzi schemes and online frauds such as phishing, credit card cloning, skimming etc.

Unit: II Investment planning

Process and objectives of investment, Concept and measurement of return & risk for various assets class, Measurement of portfolio risk and return, Diversification & Portfolio formation. Real estate, financial derivatives & Commodity market in India. Mutual fund schemes including SIP.

Unit III: Personal Tax Planning

Tax Structure in India for personal taxation, Steps of Personal tax planning, Exemptions and deductions for individuals, tax avoidance versus tax evasion.

Unit IV: Insurance Planning

Need for Protection planning. Risk of mortality, health, disability and property. Importance of Insurance: life and non-life insurance schemes.

Unit V: Retirement Planning

Retirement Planning Goals, Process of retirement planning, Pension plans available in India, Reverse mortgage, New Pension Scheme.

Practical

Note: Practical exposure is recommended to develop skills required for a financial planner.

Text Books:

1. *Introduction to Financial Planning (4th Edition 2017)* –Indian Institute of Banking & Finance
2. Pandit, Amar *The Only Financial Planning Book that You Will Ever Need*, Network 18 Publications Ltd (CNBC TV 18)
3. B.Com.(Hons) CBCS Department of Commerce, University of Delhi
4. Sinha. Madhu, *Financial Planning: A Ready Reckoner* July 2017 McGraw Hill

Suggested Readings :

1. Halan, Monika, *Lets Talk Money: You've Worked Hard for It, Now Make It Work for You*, July 2018, Harper Business
2. Tripathi, Vanita, *Fundamentals of Investment*, Taxmann

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to
CO1	To understand the meaning and relevance of Financial Planning.
CO2	To familiarize with regard to the concept of Investment Planning and its methods.
CO3	To examine concept of Personal Tax Planning.
CO4	To analyze Insurance Planning and its relevance
CO5	To develop insights in to Retirement planning and its relevance

Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

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	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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1,CO3, CO5
CD2	Tutorials/Assignments	CO3,CO4
CD3	Seminars	CO4
CD4	Self- learning advice using internets	CO1,CO2, CO3, CO4
CD5	Industrial visit	-

MBA AHR/FS/DM/SC 108: Deep Soft Skill Training

Course Objectives

This course enables the students:

1. To Understand self in relation to others-Introspection; develop positive & productive relationship with others
2. To self-develop and implement a sound self-improvement Strategy; identify the opportunity areas for improvement
3. To set appropriate life and career goals which are realistic and attainable.
4. To Work on improving confidence required during verbal interactions and create a first good impressions by showcasing etiquette and mannerisms.
5. To Design Resumes as per the requirement of the Organizations norms and Job Role.

Course Content

Unit I: Context Setting

Context Setting & Introduction of CD ,Expectation Setting : Setting Mutual Expectations. Introduction of the Format of Training and Code of Conduct expected from the Participants.The Purpose Introduction to Interviews and the Interview Formats

Unit II: Skills Inventory

Introduction to The PAWS Model ,Evaluation A Google Assessment (MCQ),Introspective Q & A ,MBTI Cognitive Self-Style Questionnaire , Introduction to Dale's Cone of Experience,Skills Inventory -Introduction to Innate, Acquired and Transferable Skills , Application of Johari Window via Image Based Activity

Unit III: Emotional Intelligence

Emotional Intelligence based Psychometric Test,Building Strategies for Self Awareness, Self-Confidence, Self-Control,CV Structure ,Cover Letter for the Job Designing , Business Attire vs Business Casuals,Code of Conduct for Interviews Explore Grooming and Etiquette-Do's and Don't's

Unit IV: Role of Research Activity

Role of Research Activity and Presentation ,Employer and Industry Research ,The Triangle of Questions Personality vs Domain vs Situational Questions,Building Content for Framing Responses for Personality assessment questions and Domain Related Questions .

Unit V: D-Day Prepration

The D-Day Prep-up for Day of the Interview (Before, During & After), Stages of Career-and-Job Satisfaction/Q&A Career and Reaffirmation , Third Party Mocks for preparedness.

Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Identify Self i.e., be Self Aware. Build Strategies to improve on the areas of weakness.
CO2	Present himself/herself with confidence and frame appropriate responses about acquired and Transferable Skills for Interview Purposes and otherwise.
CO3	Conduct himself/herself in an appropriate manner in various social and Corporate Set-up
CO4	Chart the career path with logical, reasonable and realistic goals with regular milestones for ensuring progress.
CO5	Design and Structure Resumes and Cover Letters highlighting the characteristics which are most suitable for the Job profile

Course Delivery methods

CD1	Lecture by use of virtual whiteboards and Presentations
CD2	Group Discussion and One on One Interactions
CD3	Verbal & Written Q & A about perspectives on topics, Psychometric Test
CD4	Class Activity (Anonymous Feedback Round), Talks and Presentations
CD5	Role Plays

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	H	M	H	M	-	H	M	L-	L	M	-	-	M	H
CO2	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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards and Presentations	CO1, CO3, CO4,
CD2	Group Discussion and One on One Interactions	CO1, CO2, CO3, CO5
CD3	Verbal & Written Q&A about perspectives on topics, Psychometric Test	CO1, CO2, CO3, CO4, CO5
CD4	Class Activity (Anonymous Feedback Round), Talks and Presentations	CO1, CO5
CD5	Role Plays	CO2, CO3

Second Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	P	T	Credit
MBA201	Banking & Insurance	Core	40	60	100	3	-		3
MBA202	Corporate Finance	Core	40	60	100	2	-	1	3
MBA203	Management Information System	Core	40	60	100	2	1		3
MBA204	Operations Management	Core	40	60	100	2	-	1	3
MBA205	Business Research	Core	40	60	100	2	-	1	3
MBA206	Human Resource Management	Core	40	60	100	3	-		3
MBA207	Entrepreneurship	Core	40	60	100	2	1		3
MBA208	Indian Ethos and Business Ethics	Core	40	60	100	2	-		2
MBA FS/ AHR/DM/SC 209	Reporting & Visualization Toolsfor Business Managers	SEC	50	50	100	2	1		3
	Total		370	530	900				26

MBA 201: Banking & Insurance

Course Objectives

This course enables the students:

1. To gain knowledge about the major functions & types of banks in India
2. To understand the banker customer relationship .
3. To understand the underlying the principles of Insurance
4. To understand the Life insurance & types of Life insurance
5. To develop knowledge of General insurance.

Course Content

Unit I Introduction to Banking

Bank-Definition and functions.Types of banks and their functions.Basic concepts relating to credit creation.Current Regulatory Framework-Role of Reserve Bank of India & regulatory framework & Set up of Banks. Salient features of the Banking Regulation Act.Recent trends in Indian Banking (E-banking innovative banking).

Unit II Relationship between Banker and customer

Relationship between Banker and customer, Cheque, Bills of exchange and Promissory notes. Endorsement and crossing, Presentation, collection and payment of Negotiable instruments Dishonor of Cheque, and its legal provisions,

Unit III Insurance - An Introduction

Insurance - An Introduction :- Origin and development of insurance, Risks Hazards, Management of Risk, Meaning Characteristics functions and Social and Economic significance of insurance. Principles of insurance- Insurance Interest, utmost good faith, warranties, causaproxima, subrogation.

Unit IV Life Insurance

Life Insurance - Meaning, Need, Functions and development of life insurance in India, Types of Important Plans, Life Insurance Agents-meaning of an agent. Procedure of becoming an agent.

Unit V General insurance

General insurance - meaning, Scope, Settlement of claims, working of General Insurance Companies. Fire Insurance-meaning, Scope. Issue of fire Insurance Policy, Types of Plans, Conditions of fire Insurance policy and Settlement of Claims

Text Books:

1. Mishra M. N., Insurance Principles and Practices, S.Chand& Co.
2. Timothy and Scott, Bank Management, Thomson (South-Western), Bangalore

Suggested Readings:

1. Gupta O.S. Life Insurance, Frank Brothers: New Dehli
2. Vasudev, E-Banking, Common Wealth Publisher: New Dehli
3. Life Insurance Corporation Act 1956

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to
CO1	To gain knowledge about the major functions & types of banks in India
CO2	To understand the banker customer relationship .
CO3	To understand the underlying the principles of Insurance
CO4	To understand the Life insurance & types of Life insurance
CO5	To develop knowledge of General insurance.

Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

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	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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3,CO4,CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3
CD3	Seminars	CO1,CO3
CD4	Self- learning advice using internets	CO1, CO2, CO3
CD5	Industrial visit	CO1

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

Course Outcomes

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

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

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	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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3,CO4,CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3
CD3	Seminars	CO1,CO3
CD4	Self- learning advice using internets	CO1, CO2, CO3
CD5	Industrial visit	CO1

MBA 203 : Management Information System

Objectives:-

1. Provide an understanding of the Information Systems (IS) management framework.
2. Explores MIS subsystems and technologies including hardware, software and networking, however the coursework focuses on technology management not on engineering.
3. Provides insights on how to develop and implement enterprise-wide IT strategies, initiatives and programs.

Course Contents:

Unit I MIS Basic Concept

The concept of MIS — Definition, importance, Course Objective, prerequisites, advantages and challenges; Information Needs of organization, MIS and Decision — Making.

Unit II MIS Classification

Types/Classification of Information System for organizations — Office Automation Systems, Transaction Processing Systems, Decision Support System, Executive Support System, Knowledge Based Expert System.

Unit III Application of MIS

Applications of MIS in the areas of Human Resource Management, Financial Management, Production/Operations Management, Materials Management, Marketing Management.

Unit IV Development of MIS

Development of MIS for an organization — The concept and stages of System Development Life Cycle. Determining The Information Requirement, Development And Implementation Of MIS, Management Of Information Quality In The MIS.

Unit V Information Technology and Systems Concept

Information Technology— concept, applications, advantages and prerequisites, Choice of Information Technology, Social and Legal Dimension of IT. Suggested Readings— James O'Brien 1999. Management Information System.

Text books:-

- Laudon Kenenth C, Jane P. Laudon, Management Information Sytems-Managing The Digital Firm, Perason Education, First Impression -2007
- Mahadeo Jaiswal, Mital Monika, Management Information Systems, Oxford University Press 2004

Referenced books

- W. S. Jawadekar Management Information Systems Tata McGraw Hill Edition, 3/e, 2004
- Murdick, Ross &Claggett Information Systems for Modern Management 3rd Prentice Hall India

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to
CO1	To understand the Information Systems (IS) management framework.
CO2	Develop the understanding of MIS classification.
CO3	To explore the applications of MIS in different fields of management.
CO4	To Develop MIS for an organization.
CO5	To provides insights on how to develop and implement enterprise-wide IT strategies, initiatives and programs.

Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

Mapping between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's level of learning	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L2	-	L	-	L	H	-	L	L	H	M	L	H	H	M
CO2	L3	-	-	-	M	L	L	M	-	M	-	M	H	M	H
CO3	L5	L	L	L	H	L	M	-	M	M	M	M	H	M	H
CO4	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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3
CD2	Tutorials/Assignments	CO1, CO2, CO3
CD3	Seminars	CO3
CD4	Self- learning advice using internets	CO4,CO5
CD5	Laboratory Sessions	CO3,CO4

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, McGraw Hill
3. Aswathappa Bhat, Production and Operation Management, Himalaya Publishing House

Course Outcomes

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

Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

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	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	-	-	-	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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4, CO5
CD2	Tutorials/Assignments	CO1, CO3, CO4
CD3	Seminars	CO1, CO2, CO5
CD4	Self- learning advice using internets	CO1, CO5
CD5	Industrial visit	CO2, CO5

MBA 205: Business 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 & sampling techniques.
3. Understand the importance of scaling & measurement techniques
4. Understand the importance of data analysis & hypothesis testing.
5. Understanding the technique of report writing.

Course Contents

Unit I Introduction to Business Research

Meaning, Objective and Types of Research; Research Designs: Exploratory, Descriptive & Experimental, Research and Scientific Methods; Defining of Research Problem; The Research Process: an overview.

Unit II Research Proposal and Sampling

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

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 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.

Measures of Central Tendency, Measures of Variation, Skewness and Kurtosis, Simple, partial, and multiple correlation, rank correlation, simple and multiple regression, Discriminant and dummy variable analysis.

Unit IV Data Analysis & Hypothesis Testing

Primary and Secondary data. Data Analysis: Editing, Coding, Tabular representation of data. Graphical Representation of Data

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), Factor Analysis

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
CO1	Understanding & Knowledge of concept / fundamentals for different types of research.
CO2	Formulating Research Proposals & Applying relevant research designs & techniques.
CO3	Understanding & Assessing relevant scaling & measurement techniques for research and choosing appropriate sampling techniques for research
CO4	Evaluating different techniques of coding, editing, tabulation and analysis in doing research.
CO5	Evaluating statistical analysis which includes t test, z test, Chi Square test, ANOVA technique and prepare research report.

Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

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	L2	-	L	-	M	L	M	H	L	H	H	H	-	H	M
CO2	L4	-	-	-	M	H	H	H	L	H	H	H	--	H	M
CO3	L4	-	-	-	M	M	M	H	-	H	H	H	-	H	M
CO4	L5	-	-	-	M	M	-	M	-	H	H	H	-	H	M
CO5	L5	-	-	L	M	H	H	H	L	H	H	H	-	H	M

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4, CO5
CD2	Tutorials/Assignments	CO1,CO2, CO3, CO4, CO5
CD3	Seminars	
CD4	Self- learning advice using internets	CO1, CO2
CD5	Industrial visit	

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 DesslerBijuVarkkey, 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

CO	Statement
	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.
CO2	Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs.
CO3	Know and Relate the role of Training in the organization.
CO4	Discuss the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning.
CO5	Describe and examine statutory and non- statutory rules and regulations affecting employees and employers

Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

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	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	L4	H	H	M	M	-	M	M	H	H	H	-	-	H	H
CO4	L2	H	M	H	-	-	M	-	-	M	-	-	-	H	M
CO5	L4	H	H	H	-	-	-	M	M	M	-	-	-	H	H

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4, CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3, CO4, CO5
CD3	Seminars	CO1, CO2, CO3, CO4, CO5
CD4	Self- learning advice using internets	CO1, CO2, CO3
CD5	Industrial visit	CO1, CO3, CO5

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 ApproachHarcourtCollege Publisher.
2. Zimmerer and Scarborough, Entrepreneurship and New Venture Formation. Prentice Hall
3. Timmons Jeffry A, New Venture Creation: Entrepreneurship for the Twenty First Century, Irwin

Course Outcome:

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

Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

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	L3	H	L	-	-	H	-	-	H	H	M	L	L	M	H
CO2	L4	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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1,CO2,CO3,CO4,CO5
CD2	Tutorials/Assignments	CO1,CO2,CO3.CO4,CO5
CD3	Seminars	CO2,CO3,CO4
CD4	Self- learning advice using internets	CO1,CO2,CO3,CO4
CD5	Industrial visit	CO5

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, AjithSankar RN: Indian Ethics and Values in Management, Tata McGraw 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 McGraw Hill, 2010
- Chakraborty, S.K., Ethics in Management: Vedantic Perspectives, Oxford University Press, Delhi, 1995

Course Outcome:

CO	Statements
	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
CO2	Understand the management idea from Vedas, Mahabharata, Panchtantra, Kautilya's Arthashastra
CO3	Analyze the relevance of Bhagvad Gita in overall development of the organization
CO4	Understand the basic framework of Business ethics and Professional ethics used in the organization
CO5	Apply the knowledge of ethics in management in everyday life to make a balance between personal and professional life

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3,CO4,CO5
CD2	Tutorials/Assignments	CO2, CO3,CO5
CD3	Seminars	CO1, CO2, CO3,CO4,CO5
CD4	Self- learning advice using internets	CO1, CO2, CO3,CO4
CD5	Industrial visit	CO1, CO2, CO3,CO4,CO5

MBA FS/AHR/DM/SC 209:

Reporting & Visualization Tools for Business Managers

Course Objective:

1. To develop an understanding of basic concepts & identify patterns, trends, insights and outliers in large data sets
2. To help create informative and engaging reports and dashboards using tools such as Tableau, Excel, & Python
3. To analyze data & gain insights for better business decisions
4. To communicate complex ideas using a story for better understanding

Course Contents:

Unit I Data Analysis with Dashboarding

Raw data structure in excel, Pivot Table layouts & Styles, Design & formatting options, Sorting, filtering & grouping tools, calculated fields, items & values, Interactive excel dashboard

Unit-II High Impact Business Reports

Need of the visualization tools, interactive charts, Value-based chart formatting summarization & analysis using pivot table, Animated charts to visualize changes over time, Value-based chart formatting, Automation with named ranges and OFFSET/COUNTA functions, Dynamic, custom excel dashboard

Unit-III Business Data Visualization using Tableau

Installation & Architecture of tableau, Products of tableau, Joins in tableau, Live Vs Extract connection, Filters, Parameters, Data Blending, Groups & Sets, Maps, Dashboards & stories

Unit-IV Advanced Calculations in Tableau

Advanced design components, LOD, Charts & Graphs, Creative & Interactive dashboards using actions

Unit-V Case Study on Geographic Information

Case study using level of details

Text Books:

1. Visual Analytics with Tableau- 1st Edition; Alexander Loth, Nate Vogel, Wiley
2. Microsoft Excel Power Pivot & Power Queries for Dummies; Michael Alexander(2016), Wiley

Reference Books:

1. Tableau Desktop Pocket Reference: Essential Features, Syntax, and Data Visualizations (Grayscale Indian Edition); Ryan Sleeper(2021), Shroff/O'Reilly
2. Excel 2019 All-In-One: Master The New Features Of Excel 2019 / Office 365; Lokesh Lalwani (2019), BPB Publications

Course Outcomes

CO	Statement
	After completion of the course, the students will be able to
CO1	Understand the basic concepts of data analysis & insights
CO2	Understand the need of data visualization & dashboarding
CO3	Find and select appropriate data that can be used in order to create a visualization that answers a particular question
CO4	Effectively present data visually to enhance audience comprehension of findings & insights
CO5	Apply & create data visualization best practices to their work, including choosing the right chart type for the situation and avoiding visualization techniques that can mislead an audience.

Course Delivery methods

CD1	Lecture by use of virtual whiteboards & presentations
CD2	One-to-One interaction.
CD3	Tests & Assignments
CD4	Self-learning through Videos
CD5	Case Study & projects.

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	L2	H	M	H	M	-	H	M	L-	L	M	-	-	M	H
CO2	L2	M	-	-	-	-	L	M	M	M	M	-	-	H	H
CO3	L6	H	M	H	H	-	H	M	H	M	M	-	-	H	H
CO4	L6	-	-	-	-	-	-	H	-	M	-	-	-	H	H
CO5	L6	H	H	H	-	-	-	M	M	-	-	-	-	H	H

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards & presentations	CO1, CO2, CO3, CO4, CO5
CD2	One-to-One interaction.	CO1, CO2, CO3, CO4, CO5
CD3	Tests & Assignments	CO1, CO2, CO3, CO4, CO5
CD4	Self-learning through Videos	CO3, CO4, CO5
CD5	Case Study & Projects	CO1, CO2, CO3, CO4, CO5

Third Semester Examination

Code No.	Paper	Type	Total Marks	Internal Marks	External Marks	L	P	T	Credits
MBA 301	Strategic Management & Governance	Core	100	40	60	2	-	1	3
MBA 302	Project Management	Core	100	40	60	2	-	1	3
	Course I	Elective	100	40	60	3	-	1	3
	Course II	Elective	100	40	60	3	-	1	3
	Course III	Elective	100	40	60	3	-	1	3
	Course IV	Elective	100	40	60	3	-	1	3
	Course V	Elective	100	40	60	3	-	1	3
MBA 308	Summer Internship Project	Core	100	50	50	-	-	-	3
Total			800	330	470				24

MBA 301: Strategic Management & Governance

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 Corporate Governance in Practice

Definition, role and importance of corporate governance in modern business, ownership, Transparency, Accountability and Empowerment, Factors Responsible for obstructing effective Corporate Governance Practices, Future of Corporate Governance in India

Unit IV 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 V 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

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
	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
CO2	Analyze internal and external environment of the business
CO3	Recognise the role and importance of corporate governance
CO4	Understand the Business Level Strategies
CO5	Develop the ability to conduct strategic analysis at corporate level

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

Mapping between Objectives and Outcomes

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	M	M	M	M	H
CO2	L4	-	M	-	H	M	-	-	L	H	M	H	H	H	M
CO3	L3	-	H	-	M	-	-	-	L	L	L	L	L	M	H
CO4	L2	-	M	-	H	-	-	-	M	H	M	H	H	M	M
CO5	L3	-	M	L	H	-	-	-	L	H	H	H	H	M	M

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3,CO4,CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3,CO4
CD3	Seminars	CO1, CO2, CO3,CO4,CO5
CD4	Self- learning advice using internets	CO1, CO2, CO3
CD5	Industrial visit	CO2

MBA 302: Project Management

Course Objectives

The course enables the students:

1. Define the roles of the project manager, functional manager, and executives in a project management environment.
2. To provide a valuable insight to students in the area to understand formulation of corporate investment strategies, prepare feasibility reports and projects.
3. 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

Specializations

Applied HR

Code No.	Paper	Type	Total Marks	Internal Marks	External Marks	L	P	T	Credits
MBA AHR 303	HR Planning and Succession Planning	Elective	100	30	70	3	-	1	3
MBA AHR 304	Organization Change and Development	Elective	100	30	70	3	-	1	3
MBA AHR 305	Performance Management	Elective	100	30	70	3	-	1	3
MBA AHR 306	Payroll Management	Elective	100	30	70	3	-	1	3
MBA AHR 307	Negotiation and Conflict Management	Elective	100	30	70	3	-	1	3

MBA AHR 303: HR Planning & Succession Planning

Course Objective:

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.

Course Content

Unit I Human resource planning

Manpower planning as an integrated part of business planning ,Integrated budget for manpower management, Controlling manpower costs

Unit II Quantitative and qualitative approaches to manpower economy

Mathematical models and manpower planning, Management Science and manpower analysis, Markov Chain models for manpower system, A stochastic programming model for manpower planning, A simulation model for manpower planning.

Unit III Human Resource Audit

Audits of Business Goals and Plans, Audits of Business Personnel Practices, Audit of Business Human Resource Utilization, Audit of Business Productivity norms, Audits of Business Personnel Budgeting, Auditing of Industrial Relations.

Unit IV Human Resource Accounting

Audit of executive Turnover, Auditing of Industrial Committee Management Costs involved, Recruitment, Initiation and Training Job-evaluation Compensation Planning, HRD audit methodology and issues - Interviews, observation, questionnaire ,HRD Score card and writing the HRD Audit report.

Unit V Succession Planning

Succession Planning Process, Succession Risks, Critical Succession Planning, Creating an Effective Succession Plan, Talent Development, The Talent Management System, Talent Gap Analysis, Talent Management Software, Transition Planning & How to Create A Succession Planning Model, Turnover Rates, Direct and Indirect Costs, Skills Gap Analysis, 6 Steps to Identifying the Skills Gaps in Your Organization,

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.

Reference Books:

1. Planning & managing HR. William IInd J. Rothwell & HC kazanas.
2. Human Resource Mangement: 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
	After completion of the course the students will be able to
CO1	Analyze the Future Human Resources requirement and create a pool to fulfil the manpower needs of the Organization.
CO2	Calculate the approximate need of the Human Resources requirement using Quantitative and Qualitative Methods
CO3	Understand and Check the Business Goals and Plans vis-a-vis the practices, utilization and Budgeting of Employees in the Organization
CO4	Check and analyze the cost involved in various Human Resources activities within the organization.
CO5	Analyze, Plan and Create a Succession Planning Model for Business Continuity in the Organization

Course Delivery methods

CD1	Lecture by use of virtual whiteboards and Presentations
CD2	Group Discussion and One on One Interactions
CD3	Verbal & Written Q & A about perspectives on topics, Psychometric Test
CD4	Class Activity (Anonymous Feedback Round), Talks and Presentations
CD5	Role Plays

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	M	M	M	H	-	M	H	H	H	H	-	-	H	H
CO2	L3	H	H	H	M	-	H	H	M	H	H	-	-	H	H
CO3	L3	H	H	M	M	-	L	H	H	H	H	-	-	H	H
CO4	L5	M	M	L	L	-	M	M	M	M	-	-	-	H	H
CO5	L5	H	L	M	-	-	H	L	L	M	-	-	-	H	H

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards and Presentations	CO1,CO2, CO3, CO4, CO5
CD2	Group Discussion and One on One Interactions	CO3, CO4, CO5
CD3	Verbal & Written Q&A about perspectives on topics, Psychometric Test	CO2, CO5
CD4	Class Activity (Anonymous Feedback Round), Talks and Presentations	CO2, CO3, CO4, CO5
CD5	Role Plays	-

MBA AHR 304: Organizational Change & Development

Course Objective:

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 Content

Unit-I Change Management Procès

Understanding the changing environment, concept of change and its nature

Importance and Process of Organizational Change, Types of Organizational Change, Change Management Frameworks, Mastering Transformational Change

Unit-II Change Consideration

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

Unit-III Making Sense of Organizational Development

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

Unit-IV Organizational Development interventions

Strategic interventions, Techno-structural interventions, Action Research

Unit-V Applications of Organizational Development

Emotional Intelligence, Assessment Centre, Development Centre - applications, Measurement Systems

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.

Reference Books:

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	Statement
	After completion of the course the students will be able to
CO1	Understand the dynamics of Change, the change process and the driving forces and retraining forces that impact change
CO2	Understand the concept of internal and external change in an organization and its dependency on the external environment,
CO3	Understand the basic approaches to Organizational change and the key Roles in the Change Process
CO4	Understand the concept of Integrated approach to change and Organizational Resistance to change
CO5	Understand the Stages of OD Effort in an organization and the use of power tools to overcome Resistance to Change.

Course Delivery methods

CD1	Lecture by use of virtual whiteboards and Presentations
CD2	Group Discussion and One on One Interactions
CD3	Verbal & Written Q & A about perspectives on topics, Psychometric Test
CD4	Class Activity-Talks, Presentations & Case Study
CD5	Role Plays

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	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	L2	H	M	H	H	L	L	H	L	M	M	M	-	H	M
CO4	L2	M	M	M	M	L	M	M	L	M	M	M	-	H	H
CO5	L2	M	M	M	M	L	M	M	L	L	M	M	-	H	H

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards and Presentations	CO1, CO2, CO3, CO4, CO5
CD2	Group Discussion and One on One Interactions	-
CD3	Verbal & Written Q&A about perspectives on topics, Psychometric Test	CO2
CD4	Class Activity (Anonymous Feedback Round), Talks and Presentations	CO1
CD5	Role Plays	-

MBA AHR 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

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-II Performance Planning & Goal Setting

Concept, Need and Importance of Performance Planning, Goal Setting, Performance Planning Process, Performance Managing – Objectives and Importance, Performance Management Process SMART goals, Linking individual goals to organizational goals

Unit-III Performance Planning and Performance Management Process

Performance Planning, Models, objectives and importance, Process of performance appraisal, Traditional and Modern Methods of Performance Appraisal, Uses of Performance Appraisal

Unit-IV Differentiation/Normalization

Bell-Curve approach, Strategic Fit through Performance Management

Unit-V Facilitating Leaders/managers to drive performance effectively

Performance Coaching, Career Anchoring

Text Books:

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

Reference Books:

1. Robert Bacal “How to manage Performance” McGraw-Hill; update edition
2. Pedagogy of Competency Mapping By Dr. AshishManoharUrkude*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

CO	Statement
	After completion of the course the students will be able to
CO1	Understand the concept and need of Performance Management for the success of an organization.
CO2	Understand the objectives and the importance of performance Management and the difference between Performance Appraisal and Performance Management.
CO3	Understand the Characteristics of a good Performance Management System and the Process and objectives to be fulfilled.
CO4	Understand the important Performance Management Systems like MBO, Balanced Scorecard and its application
CO5	Understand the components of a good Performance Management system for leaders to create a relevant and impactful PMS.

Course Delivery methods

CD1	Lecture by use of virtual whiteboards and Presentations
CD2	Group Discussion and One on One Interactions
CD3	Verbal & Written Q & A about perspectives on topics, Psychometric Test
CD4	Class Activity-Talks, Presentations & Case Study
CD5	Role Plays

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	L2	H	M	H	H	-	H	M	H	H	H	-	-	H	M
CO2	L2	H	H	H	H	-	H	H	M	H	H	-	-	H	M
CO3	L2	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

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards and Presentations	CO1, CO2, CO3, CO4, CO5
CD2	Group Discussion and One on One Interactions	-
CD3	Verbal & Written Q&A about perspectives on topics, Psychometric Test	CO1, CO2, CO3, CO4
CD4	Class Activity (Anonymous Feedback Round), Talks and Presentations	CO3, CO5
CD5	Role Plays	-

MBA AHR 306: Compensation & Payroll 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 Compensation Management and Benefits

Stake Holders of Compensation Management, Wage Determination Model, Determinants of Compensation, Elements of Compensation, Compensation Planning, Performance Based Compensation Schemes, Competency Based Compensation, Types of Employee Benefits, Non-Monetary Benefits

Unit-III Executive Compensation

Concept, Principles, Factors Affecting and Agency Theory of Executive Compensation, Models of Executive Compensation, Executive Compensation System and Policy

Unit IV Introduction to Payroll Record Keeping

Salary and Tax components, Payroll Software, compensation Benchmarking

Unit-V HR Policies

Key HR Policies

Text Books:

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

Reference Books:

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
	After completion of the course the students will be able to
CO1	Understand the concept of Compensation and the need and importance of Compensation Management in an organization.
CO2	Understand and apply the various Wage and Compensation models for determination of Wages and Compensation of employees in an organization including benefits.
CO3	Understand the policies of Executive Compensation and apply the various Models for determination of Executive Compensation
CO4	Determine the Salary Structure and the difference between each salary step and the maximum and minimum percentage spread.
CO5	Identify the HR role in Payroll system and thereby to analyze the interface level between account and H.R. department in the organization.

Course Delivery methods

CD1	Lecture by use of virtual whiteboards and Presentations
CD2	Group Discussion and One on One Interactions
CD3	Verbal & Written Q & A about perspectives on topics, Psychometric Test
CD4	Class Activity-Talks, Presentations & Case Study
CD5	Role Plays

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	L2	-	M	M	M	-	H	M	L	L	L	L	-	H	H
CO2	L3	M	M	M	H	-	M	M	L	L	M	M	-	H	M
CO3	L3	H	M	H	H	L	-	H	L	M	M	-	-	H	M
CO4	L3	M	M	M	M	L	M	M	L	M	M	M	-	H	H
CO5	L3	M	M	M	M	L	M	M	L	L	M	M	-	-	H

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards and Presentations	CO1, CO2, CO3, CO4, CO5
CD2	Group Discussion and One on One Interactions	-
CD3	Verbal & Written Q&A about perspectives on topics, Psychometric Test	CO1, CO2, CO3, CO4, CO5
CD4	Class Activity (Anonymous Feedback Round), Talks and Presentations	CO4
CD5	Role Plays	-

MBA AHR 307: Negotiation & Conflict Management

Course Objectives:

This course enables the students:

1. Gain self-awareness of their negotiation and conflict management style
2. Understand the key analysis of the negotiation and conflict process
3. Learn how to achieve collaborative value-adding negotiation results
4. Expand their range of negotiating skills and strategies

Course Contents

Unit-I Introduction

Conflict components, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, conflict management process, the conflict domain, conflict trends conflict mapping and tracking.

Unit-II Conflict and Preventing and Reducing Conflict

Types and Levels of Conflict– intrapersonal, interpersonal, group & organizational conflicts, sources of conflict - intrapersonal, interpersonal, group & organizational sources. Conflict resolution models, Assessing the cost of workplace conflict.

Unit-III Culture and Conflict

Behavioral Approach vs Attitudinal Approach-Individual Management Styles. Managing team & organization conflict

Unit IV Negotiations, negotiation strategies and managing negotiations:

Strategy and tactics

Types of Negotiations, negotiation process, factors for successful negotiations, Techniques of negotiation, issues in negotiations. Arbitration, Mediation and Process Consultation, Informal intervention methods, Distributive bargaining

Unit-V The Negotiation Process

The Negotiation Process-The Common Elements- Ethics and Negotiation-Culture and Negotiation-Mistake in negotiation.

Text Books:

1. Conflict Management: A Practical Guide to Developing Negotiation Strategies by Barbara Budjac Corvette
2. Essentials of Negotiation by Roy Lewicki

Reference Books:

1. Negotiation by Roy J. Lewicki, David M. Saunders and Bruce Barry

Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Understand and Define Conflict and the different views of conflict like the Traditional, HR and Interactionist Views
CO2	Observe and identify the different types and different levels of conflict and their impact on individual and organizational performance.
CO3	Identify the source and stage of a conflict to resolve/ utilize the conflict for positive impact.
CO4	Explain the role of culture in a conflict situation for effective Conflict resolution in an organization
CO5	Demonstrate knowledge of the negotiation process and the key approaches to negotiation.

Course Delivery methods

CD1	Lecture by use of virtual whiteboards and Presentations
CD2	Group Discussion and One on One Interactions
CD3	Verbal & Written Q & A about perspectives on topics, Psychometric Test
CD4	Class Activity-Talks, Presentations & Case Study
CD5	Role Plays

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	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	L3	M	M	M	M	L	M	M	L	L	M	M	-	H	H

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards and Presentations	CO1, CO2, CO3, CO4, CO5
CD2	Group Discussion and One on One Interactions	-
CD3	Verbal & Written Q&A about perspectives on topics, Psychometric Test	CO1, CO2, CO3,
CD4	Class Activity (Anonymous Feedback Round), Talks and Presentations	CO2
CD5	Role Plays	CO1

Financial Services and Investment

Code No.	Paper	Type	Total Marks	Internal Marks	External Marks	L	P	T	Credits
MBA FS 303	Financial Instrument	Elective	100	30	70	2	-	1	3
MBA FS 304	Investment Analysis and Portfolio	Elective	100	30	70	2	-	1	3
MBA FS 305	Introduction to Financial Planning	Elective	100	30	70	2	-	1	3
MBA FS 306	Selling Financial Products	Elective	100	30	70	2	-	1	3
MBA FS 307	Financial Technical Analysis	Elective	100	30	70	2	-	1	3

MBA FS 303: Financial Instrument

Course objectives

This course enables the students:

1. To impart comprehensive knowledge related to financial instrument.
2. To give knowledge of different types of financial instruments like equity, stocks, shares, bonds, insurance and derivatives.
3. To produce industry ready graduates having sound knowledge of dealing with financial instruments in markets.

Course Contents

Unit I Introduction to Financial Instruments

Understanding Financial Instruments, Importance of Financial Instruments, Types of Financial Instruments, classes of financial instrument, define – securities, equities / stocks / shares, debt instruments / bonds / bills, derivatives.

Unit II Equities / Stocks / Shares

Introduction and meaning of Equities / Stocks / Shares, Importance of Equity, Common Stock, Preferred Stock, Private Equity. How do stocks, shares and equities work, why trade shares, Risks of trading stocks, types of stocks, face value of shares , debenture issue of shares on premium , discount initial public offer (IPO) , Follow on public offer (FPO) , Private placement , book building process , cut - off price , allotment of shares , draft offer document , listing of securities de - listing of securities

Unit III Money Market Instrument

Introduction, objectives and functions of Money Market Instruments, types of money market instruments, differences b/w primary and secondary market, role of stock exchanges, demutualization of, stock exchanges, screen based trading NCEAT internet based trading, contract note brokerage, products in the secondary markets, equity investments, debit investments, Emerging Markets Debt Instruments, Non-Real Estate Asset-backed securities, Mortgage Swaps, features.

Unit IV Bonds & Funds:

Introduction and meaning of bonds, The Issuers of Bonds, How Bonds Work, Characteristics of Bonds, Categories of Bonds, Varieties of Bonds, Pricing Bonds, Inverse to Interest Rates, Yield-to-Maturity (YTM), Exchange Traded Funds, Hedge Funds, Foreign Exchange, Types of Bond Funds, Price, Net Asset Value, and Interest Rates, Risk Level.

Unit V Derivatives & Other Investments:

Types of derivatives optional premium , commodity exchange , commodity derivative markets , differences b/w commodity and financial derivatives , depositing systems ,

depositing participant custodian , ISIM , De - materialization of securities. Credit Derivatives, Equity Derivatives, Interest rate Derivatives.

Pension Investments and their types, Life Insurance investments, Types of Life Insurance, Mutual Funds, types and classes of mutual funds, How Mutual Funds Work, Classes of Mutual Fund Shares, Advantages and Disadvantages of Mutual Funds, Leveraged Loans.

Text Books:

1. Sunil k Parameswaram, Fundamentals of Financial Instruments: An Introduction Stock, Bonds, Foreign Exchange & Derivatives, Wiley Finance
2. David M. Weiss, Financial Instruments: Equities, Debt, Derivatives and Alternative Investments, Penguin Group

Suggested Readings:

1. Gupta O.S. Life Insurance, Frank Brothers: New Dehli
2. Bhatia B.S. Management of Financial Services

Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Understand financial instruments available in the financial markets.
CO2	Understand the difference between a equity financial instrument & a debt financial instrument
CO3	Understand the advantages, disadvantages, risk & rewards associated with different types of financial instruments
CO4	Understanding the basics of the debt market & Bonds
CO5	Understand the basics of the derivatives, futures, forwards & options

Course Delivery methods	
CD1	Online using PPT
CD2	Online using Case study
CD3	Online using Projects
CD4	Online using videos
CD5	Online analyzing Case Study of real time companies & financial bubbles

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	L2	-	-	-	M	-	-	H	M	M	M	H	-	H	H
CO2	L2	-	-	-	M	-	-	H	M	M	M	H	-	H	H
CO3	L2	-	-	-	M	-	-	H	M	M	M	H	-	H	H
CO4	L2	-	-	--	M	-	-	H	M	M	M	H	-	H	H
CO5	L2	-	-	-	M	-	-	H	M	M	M	H	-	H	H

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Online using PPT	CO1, CO2, CO3, CO4, CO5
CD2	Online using Case study	CO1, CO2, CO3, CO4, CO5
CD3	Online using Projects	CO1, CO2, CO3, CO4, CO5
CD4	Online using videos	CO1, CO2, CO3, CO4, CO5
CD5	Online analyzing Case Study of real time companies & financial bubbles	CO1, CO2, CO3, CO4, CO5

MBA FS 304: Investment Analysis and Portfolio

Course Objectives

This course enables the students:

1. To impart knowledge in Investment decision making with understanding of classification of investors and 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 Mutual Fund and Derivatives

Basic concepts, Functioning and Objectives of Mutual Fund ,Types of Mutual Funds, Analysis of MF, Performance evaluation of MF Schemes using Sharpe, Treynor and Jenson's Models, Basic concept and types of Derivatives, Developments in Derivative and MF market in India.

Unit II Fundamental Analysis and Technical Analysis

Fundamental Analysis - Economic, Industry and Company analysis, Valuation of Equity and preference shares, Technical Analysis - Concept, Importance and Limitations of Technical Analysis, Dow Theory Technical Indicators and charts used in technical Analysis, Market Efficiency and Behavioral Finance.

Unit III Portfolio Management

Portfolio Meaning, Characteristics and Objectives, Process of Portfolio Management, Investment policy statement and asset allocation, Equity Management Strategies (SIP), analysis of Debt Instrument, Bond Management-Active and passive, preparation of investment plans for individuals in different stages of life cycles and different situations.

Unit IV Introduction to portfolio management:

Concept and types of Risk and return, basic principles of risk management problems on calculation of Systematic risk of a security (mean, variance, standard deviation), Problems on risk and return associated with portfolio consisting maximum three securities(mean, variance, standard deviation), Capital Asset Pricing Model and its application.

Unit V PORTFOLIO ANALYSIS:

Efficient Market Hypothesis concepts and forms of EMH, testing techniques of weak form, random walk theory, High frequency trading and its impact on EMH, Arbitrage Pricing Theory, Efficient frontier, Selection of optimal portfolio with reference to investor's utility curves.

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
	After completion of the course the students will be able to
CO1	Understand financial instruments like Mutual funds, SIP, it's advantages & disadvantages
CO2	Understand Fundamental analysis of financial instruments
CO3	Understand Technical analysis of financial markets
CO4	Understanding different types of clients & client's financial requirements
CO5	Understand how to build financial portfolio

Course Delivery methods

CD1	Online using PPT
CD2	Online using Case study
CD3	Online using Projects
CD4	Online using videos
CD5	Online analyzing Case Study of real time companies & financial bubbles

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	L2	-	-	-	L	-	-	H	L	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	-	-	-	L	-	L	H	-	H	H	H	-	H	H
CO5	L3	-	-	-	L	-	L	H	-	H	H	H	-	H	H

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Online using PPT	CO1, CO2, CO3, CO4, CO5
CD2	Online using Case study	CO1, CO2, CO3, CO4, CO5
CD3	Online using Projects	CO1, CO2, CO3, CO4, CO5
CD4	Online using videos	CO1, CO2, CO3, CO4, CO5
CD5	Online analyzing Case Study of real time companies & financial bubbles	CO1, CO2, CO3, CO4, CO5

MBA FS 305: Introduction to Financial Planning

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 risk analysis, insurance planning, retirement planning and investment planning.
3. To develop a broad understanding of tax practices and advance financial planning.

Course Contents

Unit I Risk Analysis & Insurance Planning

Risk management and insurance decision in personal financial planning, Various Insurance Policies and Strategies : General Insurance, Life Insurance, Motor Insurance, Medical Insurance, Insurance of Business Risk, Regulation of Insurance, Insurance Pricing.

Unit II Retirement Planning & Employee Benefits

Retirement need analysis techniques ,Employees Provident Fund (EPF), Public Provident Fund (PPF). Superannuation Fund, Gratuity, Other Pension Plan.

Unit III Investment Planning

Risk Return Analysis, Mutual Fund, Derivatives, Asset Allocation, Investment strategies. Portfolio construction and management.

Unit IV Tax Planning & Estate Planning:

Income-tax computation for Individuals, Companies, Trusts and other bodies, Capital Gains and indexation, House Property, Deduction and Allowances, Tax Management Techniques.

Unit V Advance Financial Planning

Developing and presenting the financial plan, Implementing the financial plan, Monitoring the financial plan.

Text Books:

1. Kevin D Peterson, Financial Planning, Atlantic Publishers
2. Amar Pandit, The only Financial Planning Book, TV 18 Broadcast Ltd

Suggested Readings:

1. Indian Institute of Banking & Finance, Introduction to Financial Planning, Taxmann Publication
2. Dr, RakeshAgrawal , Financial Planner, THE INSURANCE TIMES

Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Understand financial instruments related to reduction of Risk & how insurance is helpful
CO2	Understanding Financial Planning & how to plan it
CO3	Understand Retirement Planning & how to do it
CO4	Understanding Estate Planning, use of will & power of attorney
CO5	Understand the importance of life insurance & general insurance

Course Delivery methods

CD1	Online using PPT
CD2	Online using Case study
CD3	Online using Projects
CD4	Online using videos
CD5	Online analyzing Case Study of real time companies & financial bubbles

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	L2	L	-	-	M	-	-	H	M	M	M	H	-	H	H
CO2	L4	L	-	-	M	-	-	H	M	M	M	H	-	H	H
CO3	L4	L	-	-	M	-	-	H	M	M	M	H	-	H	H
CO4	L3	L	-	--	M	-	-	H	M	M	M	H	-	H	H
CO5	L3	L	-	-	M	-	-	H	M	M	M	H	-	H	H

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Online using PPT	CO1, CO2, CO3, CO4, CO5
CD2	Online using Case study	CO1, CO2, CO3, CO4, CO5
CD3	Online using Projects	CO1, CO2, CO3, CO4, CO5
CD4	Online using videos	CO1, CO2, CO3, CO4, CO5
CD5	Online analyzing Case Study of real time companies & financial bubbles	CO1, CO2, CO3, CO4, CO5

MBA FS 306: Selling Financial Product

Course objectives

This course enables the students:

1. To enable the students to understand selling financial product.
2. To understand the role, process, practice and importance of client management.
3. To understand the role, importance and strategies of pricing.

Course Contents

Unit I Introduction to Selling Financial Products

Selling commercial lending products, Selling financial products to millennials, Selling mortgage products , Selling to build market share

Unit II Sales Department and Management

Staffing the Sales Force: Recruitment & Selection, Training, Managing Expenses and Compensation, Motivating the Sales Force, Forecasting, Territory Management, Sales Analysis, Designing Sales Evaluation Program

Unit III Successful Selling Cycle

Selling Cycle, Product Knowledge, Determining Sales Related Marketing Policies, Personal Selling Function

Unit IV Role of Pricing in Selling

Overcoming objections in the selling financial products , Strategies for closing the sale of financial products, Strategies for protecting your clients from advances by competitors.

Unit V Client Management

Managing client expectations, The Trusted Advisor.

Text Books:

1. Ingram, Laforge, Avila, Schwepker Jr., Williams, Sales Management : Analysis and Decision Making, Cengage Learning Publications
2. P.K.Sahu and K.C.Raut, Salesmanship and Sales Management, Vikas Publishing House Pvt. Ltd.

Suggested Readings:

1. Krishna K Havaldar, Vasant M Cavale, Sales and Distribution Management, Mc ,Graw Hill
2. Tom Hopkins, How to Master the Art of Selling Financial Services, Success Publishing

Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Understand steps involved in selling financial instruments
CO2	Understanding Management of sales department
CO3	Understand what is a selling cycle
CO4	Understanding the importance of pricing
CO5	Understand the client management, client ethics & how to retain good clients

Course Delivery methods

CD1	Online using PPT
CD2	Online using Case study
CD3	Online using Projects
CD4	Online using videos
CD5	Online analyzing Case Study of real time companies & financial bubbles

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	M	-	-	M	-	-	H	M	M	M	H	-	H	H
CO2	L2	M	-	-	M	-	-	H	M	M	M	H	-	H	H
CO3	L2	M	-	-	M	-	-	H	M	M	M	H	-	H	H
CO4	L2	M	-	--	M	-	-	H	M	M	M	H	-	H	H
CO5	L4	M	-	-	M	-	-	H	M	M	M	H	-	H	H

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Online using PPT	CO1, CO2, CO3, CO4, CO5
CD2	Online using Case study	CO1, CO2, CO3, CO4, CO5
CD3	Online using Projects	CO1, CO2, CO3, CO4, CO5
CD4	Online using videos	CO1, CO2, CO3, CO4, CO5
CD5	Online analyzing Case Study of real time companies & financial bubbles	CO1, CO2, CO3, CO4, CO5

MBA FS 307: Financial Technical Analysis

Course objectives

This course enables the students:

1. To develop framework to understand trading reflexes and appropriate reactions to market movements
2. To impart knowledge for understanding the working of financial markets.
3. To understand the different facets of trends and patterns.

Course Contents

Unit I Introduction to Financial Technical Analysis

Flexibility and Adaptability of Technical Analysis , Technical Analysis Applied to Different Trading Mediums and Time Dimensions

Unit II Theories of Financial Technical Analysis

Basic Tenets of Dow Theory , The Forerunner of All Technical Theories, Characteristic Phases of Bull and Bear Trends, Stocks as Economic Indicators, Critical Appraisal of Dow Theory

Candlestick Construction & Analysis, Major Candlestick Reversal and Continuation Patterns , The Rule of Multiple Technical Techniques

Unit III Trends & Patterns

Trend lines – Support and Resistance, Support and Resistance Levels, Reversal of Roles and Reasons for Support / Resistance Phenomena, Tests for Determining Potential

Price Patterns, Two Types of Patterns , The Head and Shoulders Reversal Pattern, The Inverse Head and Shoulders Double and Triple Tops and Bottoms, Saucers and Spikes Triangles - the Symmetrical, Ascending and Descending Triangle

Unit IV The Broadening Formation Flags & Pennants

Various Kinds of Gaps, Breakaway Gaps, Continuation or Runaway Gaps, Island Reversals

Unit V The Moving Averages

The Technical Oscillators , The Stock Market Indicators , Volume and Breadth Indicators as crucial determinants of the Overall Health of a Particular Stock Market , Measuring Market Breadth , The Advance, Decline Line, AD Divergence, New Low Index - upside versus Downside Volume and the Arms Index.

Text Books:

1. Robert D Edwards ,Technical Analysis of Stock Trend;, Vision Book
2. Martin J Pring ,Technical Analysis Explained;; McGraw Hill

Suggested Readings:

1. Darell R Jobman,Handbook of Technical Analysis,; Probus Publications
2. William Eng, Technical Analysis of Stocks , options;, Probus Publications
3. Jack D Schwager, Technical Analysis, John Wiley& Sons

Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Understand the importance of technical analysis
CO2	Understanding the theories in technical analysis
CO3	Understand to identify trends & patterns & how to apply them
CO4	Understanding to identify flag & pennant pattern on chart & how to apply them
CO5	Understand the importance of moving averages& the different ways it can be used

Course Delivery methods

CD1	Online using PPT
CD2	Online using Case study
CD3	Online using Projects
CD4	Online using videos
CD5	Online analyzing Case Study of real time companies & financial bubbles

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	L2	-	-	-	L	H	L	L	M	-	-	L	-	H	H
CO2	L2	-	-	-	M	H	L	M	L	-	-	L	-	H	M
CO3	L4	-	-	-	L	H	L	L	M	L	-	L	-	M	H
CO4	L4	-	-	-	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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Online using PPT	CO1, CO2, CO3, CO4, CO5
CD2	Online using Case study	CO1, CO2, CO3, CO4, CO5
CD3	Online using Projects	CO1, CO2, CO3, CO4, CO5
CD4	Online using videos	CO1, CO2, CO3, CO4, CO5
CD5	Online analyzing Case Study of real time companies & financial bubbles	CO1, CO2, CO3, CO4, CO5

Sales Advisory & Digital Marketing

Code No.	Paper	Type	Total Marks	Internal Marks	External Marks	L	P	T	Credits
MBA DM 303	Business to Business Markets	Elective	100	30	70	2	-	1	3
MBA DM 304	Consumer Behavior	Elective	100	30	70	2	-	1	3
MBA DM 305	Marketing Strategy	Elective	100	30	70	2	-	1	3
MBA DM 306	Product & Brand Management	Elective	100	30	70	2	-	1	3
MBA DM 307	Digital Marketing	Elective	100	30	70	2	-	1	3

MBA DM 303: Business to Business Markets

Course objectives

This course enables the students:

1. To learn practical concepts and tools for analyzing market opportunities and company capabilities as the basis for market selection, developing competitive differentiation, and formulating marketing channel strategy in contemporary business markets.
2. To understand the process by which strategic market analysis guides the development of B2B marketing programs that integrate product pricing, communications, and channel decisions.
3. To develop a managerial orientation to implementing and controlling B2B marketing programs and managing channel relationships.

Course Contents

Unit I Business Markets

The buying process, Strategic role of marketing

Unit II Product Strategy & Managing Services for Business Markets

Building B2B brands, Holistic brand management, Understanding the customer experience

Unit III Pricing in B2B Marketing

Pricing process, Competitive bidding, Pricing of new products

Unit IV Managing Communication & Channels:

B2B Advertising, Digital marketing , Channel design and management decisions , E-commerce for business marketing channels ,Market logistics decisions

Unit V Critical Issues in B2B

Total delivered value , Relationship marketing and CRM ,Customer Value Management ,Ethical issues in B2B Marketing.

Text Books:

1. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, B2B Marketing: A South Asian Perspective Cengage 2014, 11th ed.
2. Sharad Sarin, Business Marketing: Concepts and Cases McGraw Hill 2013, 1st ed.
3. James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri, Business Market Management (B2B): Understanding, Creating, and Delivering Value, Pearson 2010, 3rd ed.

Suggested Readings:

1. Robert Vitale, WaldemarPfoertsch, Joseph Giglierano, Business to Business, Marketing, Pearson 2011
2. Krishna K Havaldar, Business Marketing: Text and Cases McGraw Hill 2014, 4th ed.

Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Understand the applications, challenges and dynamic environment of B2B markets
CO2	Apply marketing concepts and strategies to the analysis of a variety of business-to-business marketing issues.
CO3	Understand the pricing process and branding in business markets.
CO4	Analyze B2B marketing and communication channels.
CO5	Apply the knowledge to design strategies and structures to effectively serve the B2B markets.

Course Delivery methods

CD1	Lecture by use of virtual whiteboards & presentations.
CD2	Group discussion and one to one interaction.
CD3	Tests & Assignments
CD4	Self-learning through Role Play
CD5	Case Study & Simulation.

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	L2	L	-	M	M	-	H	M	-	M	-	-	-	M	H
CO2	L4	-	-		H	M	H	H	L	H	L	-	-	M	H
CO3	L2	L	-	M	M	-	H	M	-	M	-	-	-	M	H
CO4	L4	L	-	M	M	-	H	M	-	M	M	-	-	M	H
CO5	L4	L	-	M	M	-	H	M	-	M	-	-	-	M	H

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards & presentations.	CO1, CO2, CO3, CO4, CO5
CD2	Group discussion and one-to-one interaction.	CO1, CO2, CO3
CD3	Tests & Assignments	CO1, CO2, CO3, CO4, CO5
CD4	Self-learning through Role Play	CO2, CO3, CO4, CO5
CD5	Case Study & Projects	CO1, CO2, CO3, CO4, CO5

MBA DM304: 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.

Course Contents

Unit I Introduction, Overview & Theories of Consumer Behavior

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

Profiling the consumer and understanding their needs. Segmentation, Consumer Decision making process. Involvement theory and applications, Brand loyalty, Brand extensions. Conditioning theories, Cognitive learning theories.

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, Lesslie 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
	After completion of the course, the students will be able to
CO1	Understand the theories of consumer behavior and apply them.
CO2	Identify and explain factors that influence consumer behavior.
CO3	Demonstrate how knowledge of consumer behavior can be applied to marketing.
CO4	Analyze the effects of psychological, socio-cultural and demographic factors on the consumer decision-making process.
CO5	Evaluate the effectiveness of various advertisements and promotions on the behavior of individuals.

Course Delivery methods

CD1	Lecture by use of virtual whiteboards & presentations& videos.
CD2	Group discussion and one to one interaction.
CD3	Tests & Assignments
CD4	Self-learning through Role Play
CD5	Case Study & Simulation.

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	L3	M	-	M-	-	-	L	H	H	H	M	M	L	H	H
CO2	L2	H	M	M	H	M	H	H	H	H	H	M	L	H	H
CO3	L3	H	H	M	M	-	M	H	H	H	H	H	-	H	H
CO4	L4	L	-	L	-	-	-	H	M	H	H	H	L	H	H
CO5	L5	H	M	L	M	M	M	H	H	H	H	H	-	H	H

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards & presentations & videos.	CO1, CO2, CO3, CO4, CO5
CD2	Group discussion and one-to-one interaction.	CO1, CO2, CO3, CO4, CO5
CD3	Tests & Assignments	CO1, CO2, CO3, CO4, CO5
CD4	Self-learning through Role Play	CO2, CO3, CO4, CO5
CD5	Case Study & Projects	CO1, CO2, CO3, CO4, CO5

MBA DM305: Marketing Strategy

Course Objectives:

This course enables the students:

1. To strategically analyze and solve marketing problems from a decision makers 'perspective.
2. To understand and effectively use the fundamental frameworks, processes, and analysis tools of marketing strategy.
3. To use the “first principles” of marketing strategy to solve business problems

Course Contents

Unit I Understanding Market Opportunities

Forecasting Based on Current Demand: Market build up method, chain ratios, market factor index method

Forecasting Based on Past Demand: Time series analysis, Trend analysis, Leading indicators

Forecasting through Experimentation: Concept testing, Test marketing

Forecasting through Intentions & Expert Opinion: Buyers intensions, sales force opinion, trade opinion, expert opinion, Delphi method, Bootstrapping, Cross impact analysis.

Unit II Targeting attractive Market Segments & Positioning

Choosing Attractive Market Segments – A five step process, Different Targeting Strategies: Mass market, niche market, growth market, Differentiation Based on Product, Image, Channel, Personnel & Services , Positioning Process

Unit III Marketing Strategies for New Markets

Components of strategic marketing programmes for Mass market penetration & niche market penetration , Growth Market Strategies for Market Leaders, Growth Market Strategies for Followers.

Unit IV Marketing Strategies for Mature & Declining Markets

Challenges in mature & declining markets, transition from growth to maturity
Marketing Strategies for Mature Markets: Maintaining current market share, extending volume growth, Marketing Strategies for Declining Markets: Marketing objectives & programmes for Harvesting, Maintenance, Survivor & Niche Strategy.

Unit V Marketing Planning Process

Formulating and Writing a Marketing Plan

Text Books:

1. Strategic Marketing Planning, Second Edition, 2nd Edition by Colin Gilligan, Richard M.S. Wilson
2. Strategic Marketing: An Introduction, Tony Proctor, Psychology Press, 2000 - 318 pages
3. The Oxford Textbook of Marketing, by Keith John Blois

Suggested Readings:

1. Strategic Marketing: Creating Competitive Advantage (Anglais) Broché – 9 avril 2015, de Douglas West (Auteur), John Ford (Auteur), Essam Ibrahim (Auteur)
2. HBR's 10 Must Reads on Strategic Marketing, Harvard Business Review (Auteur), Clayton M. Christensen

Course Outcomes

CO	Statement
	After completion of the course, the students will be able to
CO1	Identify and understand opportunities in the market.
CO2	Analyze segmentation strategies, targeting strategies, positioning strategies, and differentiation strategies.
CO3	Apply conceptual knowledge and tools to design effective marketing strategies for new markets.
CO4	Recognize the environmental factors that may affect marketing strategies.
CO5	Formulate a Marketing plan for the organization

Course Delivery methods

CD1	Lecture by use of virtual whiteboards & presentations & videos.
CD2	Group discussion and one to one interaction.
CD3	Tests & Assignments
CD4	Self-learning through Role Play
CD5	Case Study & Simulation.

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	L2	L	-	-	H	L	H	H	M	H	H	-	-	H	H
CO2	L4	L	-	-	H	L	H	H	M	H	H	-	-	M	M
CO3	L3	L	-	-	H	L	H	H	M	H	H	-	-	M	H
CO4	L2	L	-	-	H	L	H	H	M	H	H	-	-	H	H
CO5	L6	L	-	-	H	L	H	H	M	H	H	-	-	H	M

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards & presentations & videos.	CO1, CO2, CO3, CO4, CO5
CD2	Group discussion and one-to-one interaction.	CO1, CO2, CO3, CO4
CD3	Tests & Assignments	CO1, CO2, CO3, CO4, CO5
CD4	Self-learning through Role Play	CO2, CO4, CO5
CD5	Case Study & Projects	CO1, CO2, CO3, CO4, CO5

MBA DM 306: 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
3. Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Second Edition.

Suggested Readings:

1. KapFerer Jean-Noel, Strategic Brand Management, Global Business Press
2. SenguptaSubroto, Brand Positioning Strategies for Competitive Advantage, Tata McGraw

Course Outcomes

CO	Statement
	After completion of the course, the students will be able to
CO1	Identify and understand the process of new product development.
CO2	Apply concepts and theories to real life product management.
CO3	Apply the fundamental concepts of product and brand development and management.
CO4	Analyze global business opportunities and their implications on a firm's product and branding strategy.
CO5	Understand and evaluate Brand Management Strategies.

Course Delivery methods	
CD1	Lecture by use of virtual whiteboards & presentations & videos.
CD2	Group discussion and one to one interaction.
CD3	Tests & Assignments
CD4	Self-learning through Role Play
CD5	Case Study & Simulation.

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	L2	L	-	-	H	L	H	H	M	H	H	-	-	H	H
CO2	L3	L	-	-	H	L	H	H	M	H	H	-	-	M	M
CO3	L3	L	-	-	H	L	H	H	M	H	H	-	-	M	H
CO4	L4	L	-	-	H	L	H	H	M	H	H	-	-	H	H
CO5	L5	L	-	-	H	L	H	H	M	H	H	-	-	H	M

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards & presentations & videos.	CO1, CO2, CO4, CO5
CD2	Group discussion and one-to-one interaction.	CO1, CO2, CO3, CO4, CO5
CD3	Tests & Assignments	CO1, CO2, CO3, CO4, CO5
CD4	Self-learning through Role Play	CO3, CO4, CO5
CD5	Case Study & Projects	CO1, CO2, CO3, CO4, CO5

MBA DM307: Digital Marketing

Course Objectives

This course enables students:

1. To develop digital marketing plan, to make SWOT analysis and to define a target group.
2. To get introduced to various digital channels, their advantages and ways of integration; how to integrate different digital media and create marketing content
3. To get basic knowledge of Google Analytics for measuring effects of digital marketing and getting insight of future trends that will affect the future development of the digital marketing.
4. To help future managers in forming digital marketing plan in order to manage a digital marketing performance efficiently.

Course Contents

Unit I Fundamentals of Digital Marketing

Traditional Marketing Vs Digital Marketing, Understanding Marketing Funnel

Stages of Digital Marketing (Awareness and Visibility), Bringing in Target Traffic , Visitor Engagement & Conversion, Step by Step guide to write your first blog

Lead Generation, Designing Lead Magnets, Creating Landing Page, Capturing Contact through Lead Forms

Unit II Web Analytics

Must do things before website development, Setting up wordpress, Introducing Wireframes, Creating Menus, Adding Pages & Child Pages (Drop Down Menu), Installing Plugins, Installing Widget, Adding Images & Videos, Adding Users, Creating Privacy policy page Fundamentals of Web Analytics , Setting Up of Google Analytics, Filtering irrelevant traffic, More about Primary and Secondary Analytics

Unit III Search Engine Optimisation

SEO, Types of SEO, Keywords, Google Keyword Planner, On-Page SEO, HTML Optimisation, Semrush Tutorial , Ahrefs Tutorial, Advanced Link Building strategies , SEO Strategy , Accelerated Mobile Pages, Google Search Console International Targeting

Unit IV Email Marketing & Automation

Mailchimp, Integrating contact form to mailchimp, Email Marketing & Funnel Automation , Creating forms with Sendinblue, Building automated email sequence

Unit V Social Media Marketing Tools

Different Different Ways of FB marketing, Using FB Groups , What is FB Remarketing, Setting & Targeting Audience, Google Ads , Google Ad Modifier , How to set Budget, Running Search Ads, Bid Strategies, Negative Keywords, Running Display Ads

Introduction to YouTube Ads, Running YouTube Ads ,Video Optimisation to Low Down CPV, LinkedIn Ads

Text Books:

1. Hanson, W and KirthiKalyanam, Internet Marketing and E-Commerce, Cengage Learning, 2015.
2. Mullen, J and D Daniels, E-Marketing- An Hour a Day, Sybex Publisher, First Edition.
3. Chaffey, Dave and Fiona Ellis Chadwick, Digital Marketing- Strategy, Implementation and Practice, Pearson Education Inc., 2012.

Suggested Readings:

1. Kotler et. Al, Principles of Marketing, Pearson Education Inc., New Delhi, 13th Edition.
2. Kaufman, Era and Chris Hortan, Digital Marketing- Integrating Strategies and Tactics with Values, Routledge, 2014.

Course Outcomes

CO	Statement
	After completion of the course, the students will be able to
CO1	Understand the fundamental concepts in Digital Marketing.
CO2	Describe the various web analytics processes and metrics used to measure online success.
CO3	Understand keyword search and apply SEO strategy to optimize search.
CO4	Analyze and evaluate Email marketing strategies and practices.
CO5	Create a Social media marketing plan for the company.

Course Delivery methods

CD1	Lecture by use of virtual whiteboards & presentations & videos.
CD2	Group discussion and one to one interaction.
CD3	Tests & Assignments
CD4	Self-learning through Role Play
CD5	Case Study & projects.

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	L2	L	L	-	H	L	H	H	M	H	H	-	-	H	H
CO2	L2	L	L	-	H	L	H	H	M	H	H	-	-	M	M
CO3	L3	L	L	-	H	L	H	H	M	H	H	-	-	M	H
CO4	L5	L	L	-	H	L	H	H	M	H	H	-	-	H	H
CO5	L6	L	L	-	H	L	H	H	M	H	H	-	-	H	M

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards & presentations & videos.	CO1, CO2, CO3, CO5
CD2	Group discussion and one-to-one interaction.	CO1, CO2, CO3, CO4, CO5
CD3	Tests & Assignments	CO1, CO2, CO3, CO4, CO5
CD4	Self-learning through Role Play	CO4, CO5
CD5	Case Study & Projects	CO1, CO2, CO3, CO4, CO5

Supply Chain and Operation Management

Code No.	Paper	Type	Total Marks	Internal Marks	External Marks	L	P	T	Credits
MBA SC 303	Supply Chain Management	Elective	100	30	70	3	-		3
MBA SC 303	Facilities Planning	Elective	100	30	70	3	-		3
MBA SC 303	Management of Services	Elective	100	30	70	3	-		3
MBA SC 303	Operations Planning and Control Systems	Elective	100	30	70	3	-		3
MBA SC 303	Business Forecasting	Elective	100	30	70	3	-		3

MBA SC 303: Supply Chain Management

Course Objective:

1. To develop an understanding of basic concepts and role of Logistics and supply chain management in business.
2. To understand how supply chain drivers play an important role in redefining value chain excellence of Firms.
3. To develop analytical and critical understanding & skills for planning, designing and operations of supply chain.

Course Content

Unit I Introduction to Supply Chain Management

Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash to Cash Conversion,

Unit II Building Blocks, Performance Measures, Decisions

Building Blocks of a Supply Chain Network , Performance Measures Models for Supply Chain Decision-Making

Unit III Supply Chain Inventory Management

Economic Order Quantity Models, Reorder Point Models, Multiechelon Inventory Systems

Unit IV Mathematical Foundations of Supply Chain Solutions

Use of Stochastic Models and Combinatorial Optimization, Supply Chain Planning
Supply Chain Facilities Layout, Capacity Planning, Inventory Optimization, Dynamic Routing and Scheduling

Unit V Internet Technologies and Electronic Commerce in SCM

E-procurement, E-Logistics, E-markets, Electronic business process optimization, Business objects in SCM

Text Books:

1. Supply Chain management- Strategy, Planning & Operation-6th edition; Chopra, Meindl&Kalra(2016) Pearson Education
2. Supply Chain Management: Text and cases Shah, J. (2009) Pearson, New Delhi.

Reference Books:

1. Supply Chain Management N. Chandrasekaran Oxford
2. Supply Chain Management PankajMadanNeerajAnand Global Academic Publishers & Distributors
3. Supply Chain Logistics Management-2nd Edition Bowersox, Closs, Cooper McGraw Hill

Course Outcomes

CO	Statement
	After completion of the course, the students will be able to
CO1	Understanding the basic concepts of supply chain management in business.
CO2	Understand and apply supply chain models for business decision-making.
CO3	Apply various techniques of inventory management in practical situations.
CO4	Analyze how supply chain decisions related to facility location can be applied to various industries.
CO5	Analyze the use of IT applications to create value in supply chain strategies.

Course Delivery methods

CD1	Lecture by use of virtual whiteboards & presentations & videos.
CD2	Group discussion and one-to-one interaction.
CD3	Tests & Assignments
CD4	Self-learning through videos & projects.
CD5	Case Study

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	L2	-	-	-	-	L	L	-	-	-	L	-	-	H	H
CO2	L3	-	L	H	M	H	M	-	-	M	L	L	-	M	H
CO3	L3	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	L4	M	M	H	M	L	L	H	H	L	H	M	L	H	H

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards & presentations.	CO1, CO2, CO3, CO5
CD2	Group discussion and one-to-one interaction.	CO1, CO2, CO3, CO4, CO5
CD3	Tests & Assignments	CO1, CO2, CO3, CO4, CO5
CD4	Self-learning through videos & projects.	CO2, CO3, CO4, CO5
CD5	Case Study	CO1, CO2, CO3, CO4, CO5

MBA SC 304: Facilities Planning

Course Objective:

The main objective of this course is to enable the students to be trained with planning/production and plant layouts, studying about strategies of material handling and equipments, and selection of site locations. It also aims to explore the layout planning

Course Content

Unit I Plant Location and Layout

Theories of plant location and location economics.

Unit II Material Handling

Unit load concepts, basic layout types immer, Nadler, Muther, Apple James and Ree's approaches to plant layout, Modular design concept, Production Line balancing

Unit III Space Determination and Area Allocation

Space planning, Design of layout using Travel chart, plot plan, block plan, Sequence demand straight line method and non-directional method.

Unit IV Quantitative Approaches to Facilities Planning, Probabilistic Models -I

- Deterministic models
- Single and multi-facility location models,
- Location allocation problems.
- Quadratic assignment problem,
- Warehouse layout models,

Unit V Quantitative Approaches to Facilities Planning, Probabilistic Models -II

- Plant location problems.
- Conveyor models.
- Storage models.
- Conveyor models, waiting line models and simulation models.
- Evaluation, selection, implementation and maintenance of the facilities plan.

Text Books:

1. James Apple, "Plant Layout & Material Handling", The Ronalt Press Co., New Delhi, 1998.
2. Francis, McGinnis and White, "Facilities Layout & Location -an analytical Approach" Prentice Hall of India Pvt Ltd., New Delhi, 2001.

Reference Books:

1. Richards Muther, "Practical Plant Layout", McGraw Hill Book Co., New York, 1982.
2. Ronald H Ballou, "Business Logistics", Pearson Education, Inc. New Delhi, 2004.
3. Tompkins J A & J A White, "Facilities Planning", John Wiley & Sons, Inc. New York, 1984

Course Outcomes

CO	Statement
	After completion of the course, the students will be able to
CO1	Understand the role of Facilities Planning in the Supply Chain.
CO2	Understand the concepts and techniques for material handling and layout modeling.
CO3	Understand the flow systems, activity relationships, and space requirements.
CO4	Apply and analyze quantitative facilities planning models.
CO5	Apply quantitative methods to decision-making in the areas of selecting, preparing, presenting, and implementing facilities plans.

Course Delivery methods

CD1	Lecture by use of virtual whiteboards & presentations & videos.
CD2	Group discussion and one to one interaction.
CD3	Tests & Assignments
CD4	Self-learning through videos & projects.
CD5	Case Study

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	L2	M	-	-	H	-	H	H	-	M	H	H	-	H	H
CO2	L2	M	-	-	H	-	H	H	-	M	H	H	-	H	H
CO3	L2	M	-	-	H	-	H	H	-	M	H	H	-	H	H
CO4	L4	M	-	--	H	-	H	H	--	M	H	H	-	H	H
CO5	L3	M	-	-	H	-	H	H	-	M	H	H	-	H	H

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards & presentations.	CO1, CO2, CO3, CO4, CO5
CD2	Group discussion and one-to-one interaction.	CO1, CO2, CO3, CO4, CO5
CD3	Tests & Assignments	CO1, CO2, CO3, CO4, CO5
CD4	Self-learning through videos & projects	CO1, CO2, CO3, CO4, CO5
CD5	Case Study	CO1, CO2, CO3, CO4, CO5

MBA SC 305: Management of Services

Course Objective:

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 Content

Unit I Introduction

Characteristics of services, components of services, attitude towards services and service sector, role of services in economy

Unit II Service process

Classification of service operating system, policies and flow-charting, balancing supply and demand, challenges for service manager, process improvement.

Unit III Pricing the services

Pricing, price terminology, cost of service, pricing strategy, price determination procedure, price modification.

Unit IV Managing Service Environment & Promotion

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,

Unit V Relationship Marketing

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

Reference Books:

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

Course Outcomes

CO	Statement
	After completion of the course, the students will be able to
CO1	Knowledge and understanding of key concepts, tools, and techniques of service processes.
CO2	Understand service quality models and their applications.
CO3	Understand the concepts and theories of TQM.
CO4	Analyze and apply the TQM tools for problem-solving and process improvement.
CO5	Analyzing the process of statistical process control and types of variation.

Course Delivery methods

CD1	Lecture by use of virtual whiteboards & presentations & videos.
CD2	Group discussion and one to one interaction.
CD3	Tests & Assignments
CD4	Self-learning through videos & projects
CD5	Case Study.

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	L2	-	-	-	-	H	-	H	H	H	M	H	-	H	H
CO2	L3	M	-	L	H	H	-	H	-	H	H	H	-	H	H
CO3	L2	H	H	H	H	H	H	H	-	H	H	H	H	H	H
CO4	L4	H	-	H	H	H	-	H	-	H	H	H	-	H	H
CO5	L4	M	M	L	M	H	-	H	-	H	H	H	-	H	H

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards & presentations.	CO1, CO2, CO3, CO4, CO5
CD2	Group discussion and one-to-one interaction.	CO1, CO2, CO3, CO4, CO5
CD3	Tests & Assignments	CO1, CO2, CO3, CO4, CO5
CD4	Self-learning through videos & projects	CO1, CO3, CO4, CO5
CD5	Case Study	CO1, CO2, CO4, CO5

MBA SC 306: Operations Planning and Control Systems

Course Objective:

1. To develop an ability to apply PPC concepts in a various areas like marketing, accounting, finance, engineering, personnel management, logistics, etc.
2. To integrate operations concepts with other functional areas of business
3. To understand the PPC function in both manufacturing and service organizations

Course Content

Unit I Introduction to PPC & Production Planning

Planning and Control, planning in Engineering, Preplanning: Forecasting & Market Analysis. Preplanning production, capacity planning, forecasting Models

Aggregate Planning, MPS, Material Resource Planning. Routing, Scheduling and Dispatching and its sheets & charts, Production Line Balancing, Quality Control - Mean/Range Charts, Attribute/Proportion Charts, Aggregate Planning - Heuristic Models, Optimizing Models.

Unit II Production and Inventory Control

Progress control through records and charts. Types of inventories, Inventory Classification. Inventory Control under constraints Economic lot (batch) size. Trends in purchasing and store keeping, JIT production MRP II, comparison of Push & Pull systems, ERP, CAPPC.

Unit III Inventory Management

Introduction to inventory management, advantage and disadvantage, Fundamentals of Inventory Management, Purpose and functions of Inventory Management, Inventory replenishment techniques, Inventory Control Process, Introduction to the tools and techniques of Inventory Management, The hidden costs of Inventory Management, types of inventory, inventory management techniques, Replenishment strategy, Economic order quantity / Economic production quantity, Single period inventory / Safety stock, Inventory management performance measurement, Material requirement planning, Type of warehouse and Advantages, Storage system and Warehouse space, Warehouse layout and Inventory record system, Activity in warehouse / Safety, security, hygiene in warehouse, Material handling equipment / Warehouse management performance measurement.

Unit IV Just In Time Systems

Introduction, Basic elements - Flexible Resources, Cellular Layouts, Kanban System, Small-Lot Production, Quick Setups, Standardization, Jidoka, Total Quality Management, Total Productive Maintenance, Life Time Employment. Supply Chain Management, Objectives of JIT, JIT integration, implementation, Advantages of Just-In-Time System

Unit V Scheduling / Maintenance

Maintenance objectives and scopes; Maintenance strategies, Preventive Maintenance: Principles of preventive maintenance, procedures & selection; Preventive Maintenance planning, scheduling and control; Forms & resources; Maintenance work measurement; Modelling and analysis techniques in PM and inspections; Predictive maintenance, Reliability Centered Maintenance - principles of RCM, Benefits of RCM, application of RCM Step-by-step procedure in conducting RCM analysis. The Plant Register. Functions and Failures. Failure mode and effect analysis (FMEA). Failure consequences. Maintenance and decision making. Actuarial analysis and Failure data. Perspective loops. Default action. The RCM Decision diagram, Waiting Line Models

Text Books:

1. Samuel Eilon, "Elements of Production Planning and Control", Universal Publishing Corporation.
2. Baffa & Rakesh Sarin, "Modern Production & Operations management", 8th edition, John Wiley,.

Reference Books:

1. S.N. Chary, "Production & Operations Management", (4th Edition), TMH.
2. Martin K. Starr and David W. Miller, "Inventory Control Theory and Practice", Prentice Hall.
3. Dr. C. Nadha Muni Reddy and Dr. K. Vijaya Kumar Reddy "Reliability Engineering & Quality Engineering", Galgotia Publications, Pvt., Limited.
4. S.K Sharma, Savita Sharma, "A Course in Industrial Engineering and Operations Management", Tata McGraw Hill publications.

Course Outcomes

CO	Statement
	After completion of the course, the students will be able to
CO1	Understand the objectives, functions, and applications of PPC.
CO2	Explain different Inventory control techniques.
CO3	Understand the dynamics of inventory management principles, concepts, and techniques as they relate to the entire supply chain.
CO4	To analyze the role of lean manufacturing through JIT.
CO5	Understand and interpret maintenance strategies for achieving efficient outputs.

Course Delivery methods

CD1	Lecture by use of virtual whiteboards & presentations & videos.
CD2	Group discussion and one to one interaction.
CD3	Tests & Assignments
CD4	Self-learning through videos & projects.
CD5	Case Study

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	L2	L	L	-	L	M	L	L	M	H	L	M	M	H	H
CO2	L2	L	L	-	L	L	L	M	L	H	M	M	M	H	H
CO3	L4	-	-	-	L	L	M	H	M	L	M	M	L	H	H
CO4	L4	L	-	-	-	M	L	M	L	L	M	M	L	H	H
CO5	L3	L	L	L	M	M	M	L	M	M	M	M	M	H	H

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards & presentations.	CO1, CO2, CO3, CO4, CO5
CD2	Group discussion and one-to-one interaction.	CO1, CO2, CO3, CO4, CO5
CD3	Tests & Assignments	CO1, CO2, CO3, CO4, CO5
CD4	Self-learning through videos & projects	CO1, CO3, CO4, CO5
CD5	Case Study	CO2, CO3, CO4, CO5

MBA SC 307: Business Forecasting

Course Objective:

1. Demonstrate the importance of forecasting for business operations.
2. Illustrate and distinguish between qualitative and quantitative types of forecasting methods, including their strengths and weaknesses.

Course Content

Unit I Demand forecasting

Definition, Forecasting in different firms, Characteristics of forecasts, Forecasting Time Horizon, Steps for successful forecasting, Forecasting Hierarchy, Sources of data, Design of forecasting systems, Forecasting Software. Significance of Demand Analysis and Forecasting, Determinants of Demand, Elasticity of Demand, Revenue and Profit of a Firm.

Unit II Forecasting Techniques

Quantitative Forecasting Techniques– Definition, Time Series- Naïve, Average, Simple Moving Average, Weighted Moving Average, Exponential Smoothing; Forecast Errors/Accuracy Rate – MAD, MSE; Trend Projection, Seasonal Indexes, Holt's, winter's Model, Linear Regression. Qualitative Forecasting Techniques- Definition, Delphi, Precautions in administering Delphi, Sales force composite, Consumer Panel Survey, Nominal group, and their Drawback. Barometric Techniques.

Unit III Market Intelligence & Demand Forecasting

Definition, Micro Vs Macro market intelligence; Customer-generated forecasts – Definition, How to incorporate into process? How collaboration takes place? Which customers to work with? CPFRR – Benefits, working, ingredients. Selecting a Forecasting Technique, Purpose of Forecast, Type of Users, Patterns in the Data Series, Lead Time, Minimum Data Requirement, Desired Accuracy, Cost of forecasting, Time Series Analysis, Trend Analysis, Cyclical Variations, Seasonal Effects, Random Fluctuations, Moving Averages, Exponential Smoothing and Other Advanced Techniques, Accuracy of Forecast, Short Run Forecast, Long Term Forecast.

Unit IV Overview of Demand Planning&Sales and Operations Planning

Introduction, Dependent Vs Independent demand, Demand Management, Order winners, Qualifiers, Customer influence in design: production environmental choices like MTS, ATO, MTO with examples.Purpose, General Design, Approaches, Aggregate Strategies – Chase, Level, Time Flexibility, Mixed, Graphical Methods.

Unit V Integration of Demand Planning with production

Master Production Schedule: Definition, Master, Schedule Horizon, Simple Master Schedule, Two-level Master Schedule, Available to Promise (ATP) Logic, Material Requirement Planning: Fundamentals, The Problem with Reorder points, Safety Stock, Bills of Material, MRP Explosion, MRP Challenges, Distribution Requirement Planning (DRP), Enterprise Resource Planning (ERP)

Text Books:

1. Francis X. Diebold, Forecasting in Economics, Business, Finance and Beyond
2. s Hyndman, R.J., & Athanasopoulos, G. (2018) Forecasting: principles and practice, 2nd edition, OTexts: Melbourne, Australia

Course Outcomes

CO	Statement
	After completion of the course, the students will be able to
CO1	Describe the role of demand forecasting and the steps for successful forecasting
CO2	Understand and apply different forecasting techniques for business decision-making.
CO3	Understand and analyze the concept of market intelligence, customer-generated demand forecasts and CPFR
CO4	Demonstrate the concept of Demand & sales and operations planning (S&OP), primarily focusing on aggregate planning strategies like Chase, Level, Time Flexibility and Mixed.
CO5	Describe and analyze the fundamentals of integration of demand planning with production like MPS, ATP, MRP, BOM, DRP, MRP-II, and ERP.

Course Delivery methods

CD1	Lecture by use of virtual whiteboards & presentations.
CD2	Group discussion and one to one interaction.
CD3	Tests & Assignments
CD4	Self-learning through videos & projects.
CD5	Case Study.

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	L2	-	-	-	L	M	M	H	H	L	H	-	L	L	H
CO2	L3	-	-	L	M	H	H	H	M	H	H	-	M	H	H
CO3	L4	-	L	-	L	M	H	H	L	M	M	L	H	M	H
CO4	L3	L	-	-	L	-	M	H	L	H	H	M	H	L	H
CO5	L4	-	-	M	M	M	H	M	H	H	H	H	M	M	M

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards & presentations.	CO1, CO2, CO3, CO4, CO5
CD2	Group discussion and one-to-one interaction.	CO1, CO2, CO3, CO4, CO5
CD3	Tests & Assignments	CO1, CO2, CO3, CO4, CO5
CD4	Self-learning through videos & projects.	CO1, CO3, CO4, CO5
CD5	Case Study	CO1, CO2, CO3, CO4, CO5

MBA 308: Summer Internship Project

Course Objectives:

Summer Internship Project is expected provide students with an opportunity to apply their class room learning to a real life business situation. The students are required to submit a final report in the specific format detailing their learning in the organisation in addition to appraising their academic mentor of the weekly progress.

Course Description

Each student shall undergo practical training of eight weeks during the vacations after fourth semester in an approved business / industrial / service organization and submit at least two copies of the Summer Training Report to the Dean/Director within two weeks of the commencement of the Fifth Semester. The Summer Training Report shall Carry 100 marks. This internal Board of Examiners shall comprise of a minimum of two Internal Faculty Members. The final evaluation would be based on project report, presentation and viva voice

CO	Statement
	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.
CO2	Demonstrate research aptitude
CO3	Examine the working of the real organizations
CO4	Know, observe and discover business organizations in their totality.
CO5	Explore career opportunities in their areas of interest.

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	L3	H	H	H	H	M	H	H	H	H	H	H	M	H	H
CO2	L3,	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	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

Semester - IV

Code No.	Paper	Type	Total Marks	Internal Marks	External Marks	L	P	T	Credits
MBA FS/ AHR/ DM/ SC 401	Industry Internship	Core	300	150	150	-	-	-	12
MBA FS/ AHR/ DM/ SC 402	Capstone Project	Core	200	100	100	-	-	-	8
Total			500	250	250				20

MBA AHR/FS/DM/SC 401: Industry Internship

Course Objectives:

Industry Internship is expected to provide students with an opportunity to apply their class room learning to a real life business situation. The students are required to submit a final report in the specific format detailing their learning in the organisation in addition to appraising their academic mentor of the weekly progress.

Course Description

Each student shall undergo practical training for full semester in an approved business / industrial / service organization and submit at least two copies of the Training Report to the Dean/Director. Training Report shall Carry 300 marks. The internal Board of Examiners shall comprise of a minimum of two Internal Faculty Members. The final evaluation would be based on project report, presentation and viva voice

CO	Statement
	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.
CO2	Demonstrate research aptitude
CO3	Examine the working of the real organizations
CO4	Know, observe and discover business organizations in their totality.
CO5	Explore career opportunities in their areas of interest.

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	L3	H	H	H	H	M	H	H	H	H	H	H	M	H	H
CO2	L3,	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	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 AHR/FS/DM/SC 402: Capstone Project

A capstone project can take many various forms, but its purpose remains the same. The capstone project is a unique opportunity to carry out independent group research in order to devise an innovative solution for a real-world problem. The capstone project is usually the final assignment and plays a vital role in preparing students for the world of work. Thanks to its practical applications and ability to help hone students' professional knowledge and skills.

There are multiple ways in which the evaluation can be carried out however we would require the students to submit a final project assessment report of about 20-30 pages with the following table of contents:

1. Executive Summary
2. Client and Industry Analysis
3. Problem Statement
4. Data Collection and Analysis
5. Test and Control Plan
6. Final Remarks/Conclusion

The internal team of faculty members will evaluate each of the reports. This Project shall Carry 200 marks

Course Outcomes

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

CO	Statement
	After completion of this project , students will be able to:
CO1	Recognise and Relate the domain`s foundation concepts
CO2	Sketch the execution of the domain`s foundation concepts in the industry
CO3	Correlate and Contrast the advantages and disad advantages accruing to the industry
CO4	Plan path breaking and innovative models in the domain
CO5	Design execution plan for innovative models in the domain

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	L3	H	H	H	H	M	H	H	H	H	H	H	M	H	H
CO2	L3,	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	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

11. **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.

12. ASSESSMENT AND OUTCOME MEASUREMENT METHODS (AOMM):

A range of assessment methods which are appropriate to test the understanding of various concepts of courses will be used. Various learning outcomes will be assessed using time-bound examinations, problem solving, assignments and viva-voce examination. For various courses in this programme, the following assessment methods shall be adopted:

- i. Scheduled/unscheduled tests
- ii. Problem solving sessions aligned with classroom lectures
- iii. Practical assignments
- iv. Regular chamber consultation with faculty members
- v. Class Tests and semester end comprehensive examination

Examination and Evaluation:

- I. The medium of instructions and examination shall be English.
- II. Candidates shall be examined according to the scheme of examination and syllabus as approved by the BOS and Academic Council from time to time.
- III. To pass each semester examination, a candidate must obtain at least 40% marks in each written paper, practical work semester examination.
- IV. Each theory paper for the respective semester examination shall be set and evaluation of the answer books shall be done as per the University rules.
- V. The assessment of External Evaluation i.e. End Term Semester Examination will be made out of 70 (Seventy) marks in theory Papers and Internal Evaluation of 30 (Thirty) marks.

Criterion for awarding Grading System:

Criterion for Awarding SGPA and CGPA: The criterion for awarding the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) for the entire professional programme shall be as follows:

- a) The criterion for passing in a subject is that a student should secure minimum pass marks in the total of Internal Evaluation and End Term Examination as laid down in Appendix-I. A Student will earn the credits assigned for a subject if he/she passes in that subject.
- b) A student obtaining less than pass marks as specified in Appendix-I, in each subject (sum of internal and End-Term examinations) he will be declared fail in that subject and will have to re-appear in a End-Term examination of the course in subsequent odd / even semester end term examination, subject to maximum permissible period of n+2 years / n+4 semestersto complete the course.

- c) The University has adopted Absolute Grading System for converting marks into grades. The formula of 10- point grading system for conversion of marks obtained into Letter Grades and converting Letter Grades to Grade Point is given below:

Table 1: Marks, Letter Grades and Grade Points

Marks	Letter Grade	Grade Points
91-100	O (Outstanding)	10
81-90	A+(Excellent)	9
71-80	A(Very Good)	8
61-70	B+(Good)	7
51-60	B(Above Average)	6
46-50	C(Average)	5
40-45	P (Pass)*	4
0-39	F(Fail)	0
-	AB (Absent)	0

*For BBA, MBA, B.Com, Diploma in Engg.,B.Tech, BCA, MCA, M.Tech, B.Sc, B.Sc(Ag.)-Hons., B.A LL.B, BBA.LL.B – 40% in individual paper (See Apendix-I)

For B.Arch, M.Plan, LL.M – 45% in individual paper (See Apendix-I)

- d) *While converting the marks into Letter Grade, the rounding off marks must be considered.*
- e) A student obtaining Grade F shall be considered failed and will be required to reappear in the examination.
- f) For non credit courses "Satisfactory" or Unsatisfactory" shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA.

Computation of SGPA and CGPA

The university has adopted UGC recommended procedure for computation of Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA)

The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the papers/ courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$\text{SGPA (Si)} = \Sigma (C_i \times G_i) / \Sigma C_i$$

Where C_i is the number of credits of the i^{th} course and G_i is the grade point scored by the student in the i^{th} course. The university shall issue Semester Grade Card to the student.

- a) The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

$$\text{CGPA} = \frac{\sum (C_i \times S_i)}{\sum C_i}$$

Where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

- b) *The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.*

Illustration of Computation of SGPA and CGPA and Format for Transcripts

- a) Computation of SGPA and CGPA

Illustration for SGPA

Course	Credit	Grade Letter	Grade Point	Credit Point (Credit x Grade)
Course/Paper 1	3	A	8	3x8=24
Course/Paper 2	4	B+	7	4x7=28
Course/Paper 3	3	B	6	3x6=18
Course/Paper 4	3	O	10	3x10=30
Course/Paper 5	3	C	5	3x5=15
Course/Paper 6	4	B	6	4x6=24
	20			139

Thus, $\text{SGPA} = 139/20 = 6.95$

b) Illustration for CGPA

Semester-1	Semester-2	Semester-3	Semester-4	Semester-5	Semester-6
Credit: 20 SGPA:6.9	Credit: 22 SGPA:7.8	Credit: 25 SGPA:5.6	Credit: 26 SGPA:6.0	Credit: 26 SGPA:6.3	Credit: 25 SGPA:8.0

$$\text{Thus, CGPA} = \frac{20 \times 6.9 + 22 \times 7.8 + 25 \times 5.6 + 26 \times 6.0 + 26 \times 6.3 + 25 \times 8.0}{144} = 6.73$$

144

13. TEACHERS TRAINING (TT):

Learning Outcomes Based Curriculum Framework (LOCF) Quality initiative of UGC based on Outcome Based Education (OBE) is being implemented by the University Grants Commission to enhance the Quality of Higher Education and that of Higher Education Learners and Teachers. Therefore, university arrange following activities for teachers training:

1. Workshops for LOCF implementation.
2. Seminar for LOCF implementation.
3. FDP on LOCF.

4. Outcome based higher education and understanding the learning objectives, learning outcomes, new approaches in the area of outcome measurement, preparing future ready teachers and students.
5. Developing a battery of quality speakers/educators to become resource persons to play role for Training of Trainers (TOT).

14. KEY WORDS:

LOCF, CBCS, Course Learning Outcomes, Employability, Post Graduate Attributes Communication Skills, Critical Thinking, and Descriptors.

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