Faculty of Management Studies

Syllabus

For

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

(Program Code: MG0151)

(2020-21)

Approved by the Academic Council vide resolution no………………………………..

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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 imbibed 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):

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

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.

2. **List of courses in MBA**

A. **Core Courses**

- Management Concept and Applications
- Managerial Economics
- Business Statistics
- Financial Reporting, Statements and Analysis
- Marketing Management
- Organization Behaviour
- Legal and Business Environment
- Indian Economy and Policy
- Corporate Finance
- Operations Management
- Business Research
- Human Resource Management
- Entrepreneurship
- Quantitative Techniques
- Strategic Management
- Project Management
- Corporate Social Responsibility & Sustainability

B. **Elective Courses (Discipline Centric)**

i. **Electives of Human Resource Specialization**

- Training and development

- Performance Management
- Organizational Change & Development
- Manpower Planning and Control
- International HRM
- Strategic HRM
- Employee Relationship Management
- Compensation Management

ii. **Electives of Finance Specialization**
- Investment Analysis and Portfolio Management
- Income Tax: Theory & Practice
- Management of Financial Services
- Cost & Management Audit
- International Financial Management
- Merger, Acquisition and Corporate Restructuring
- Financial Derivatives Management
- Financial Strategic Decision

iii. **Electives of Marketing Specialization**
- Retail & Distribution Management
- Marketing of Services
- Consumer Behaviour
- Integrated Marketing Communication
- Product and Brand Management
- Digital and Social Media Marketing
- Customer Relationship Management
- International Marketing Management

iv. **Electives of Information Technology Specialization**
- Data Mining for Business Decisions
- Managing Software Projects
- Managing Digital Innovation and Transformation
- IT Consulting
- E-Commerce and Digital Markets
- Managing Digital Platforms
- Strategic Management of IT
- System Analysis and Design

C. **Ability Enhancement Compulsory Course (AECC)**
- ANANDAM

D. **Skill Enhancement Course (SEC)**
- Computer Application in Business
- Managerial Skills for Effectiveness

9. PROGRAM STRUCTURE (MBA)
Dual Specialization Scheme
First Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBA101	Computer Application in Business	SEC	30	50(Th.)+ 20(P)	100	1	1	2
MBA102	Management Concepts & Business Communication	Core	30	70	100	3	-	3
MBA103	Financial Reporting, Statements and Analysis	Core	30	70	100	3	-	3
MBA104	Marketing Management	Core	30	70	100	3	-	3
MBA105	Organizational Behavior	Core	30	70	100	3	-	3
MBA106	Business Statistics	Core	30	70	100	3	-	3
MBA107	Managerial Economics	Core	30	70	100	3	-	3
MBA108	Legal and Business Environment	Elective	30	70	100	3	-	3
BA109	ANANDAM	AECC	50	50	100	1	1	2
	Total (with Any one Elective)		**270**	**630**	**900**	**23**	**2**	**25**

Second Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBA201	Indian Economy and Policy	Core	30	70	100	3	-	3
MBA202	Corporate Finance	Core	30	70	100	3	-	3
MBA203	Quantitative Techniques	Core	30	70	100	3	-	3
MBA204	Operations Management	Core	30	70	100	3	-	3
MBA205	Business Research	Core	30	70	100	3	-	3
MBA206	Human Resource Management	Core	30	70	100	3	-	3
MBA207	Entrepreneurship	Core	30	70	100	3	-	3
MBA208	Indian Ethos and Business Ethics	Elective	30	70	100	2	-	2
MBA209	Managerial Skills for Effectiveness	SEC	30	50(Th.)+ 20(P) 70	100	1	1	2
MBA210	ANANDAM	AECC	50	50	100	1	1	2
	Total		**270**	**630**	**900**	**25**	**2**	**27**

Third Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credits
MBA 301	Strategic Management	Core	30	70	100	3	-	3
MBA 302	ANANDAM	AECC	50	50	100	1	1	2
MBA 303	Summer Internship	Core	50	50	100	-	-	3
	Select any 2 specializations (3 papers from each of the specialization of 3 credits each)							
	Total		**310**	**590**	**900**	**22**	**1**	**26**

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

Fourth Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credits
MBA 401	Corporate Governance & Social Responsibility	Core	30	70	100	3	-	3
MBA 402	Project Management	Core	30	70	100	3	-	3
MBA 403	ANANDAM	AECC	50	50	100	1	1	2
	Select any 2 specializations (3 papers from each of the specialization of 3 credits each)							
	Total		**290**	**610**	**900**	**25**	**1**	**26**

SPECIALISATIONS

HUMAN RESOURCE SPECIALISATION

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

FINANCE SPECIALISATION

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

MARKETING SPECILISATION

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

IT SPECIALIZATION

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

Note:
- A student is required to obtain min. 40% marks in individual paper to pass.
- The total credit of MBA Programme is 104. However, the minimum credit required for award of degree shall be 98.
- The credit relaxation will be applicable only on the elective course from different semester (i.e. the student can opt out only elective subject).
- Out of the total credits, 20% of the credits can 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.

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

Semester - I

Code No.	Paper	L	T/P	Credit
MBA101	Computer Application in Business	1	1	2
MBA102	Management Concepts & Business Communication	3	-	3
MBA103	Financial Reporting, Statements and Analysis	3	-	3
MBA104	Marketing Management	3	-	3
MBA105	Organizational Behavior	3	-	3
MBA106	Business Statistics	3	-	3
MBA107	Managerial Economics	3	-	3
MBA108	Legal and Business Environment	3	-	3
MBA109	ANANDAM	1	1	2
	Total	**23**	**2**	**25**

MBA 101: Computers Applications in Business

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

Course Contents

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

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

UNIT-III Computer Applications in Public Services and Business Office
Automation applications – Word Processor (MS -Word), Spreadsheet (MS-Excel), Graphics & Presentation (MS-PowerPoint), Microsoft Access - Introduction to DBMS concepts, Creating a database, Basic queries

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

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

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

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

Course outcomes:

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

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

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	L1, L2	-	L	-	L	H	-	L	L	H	M	L	H	H	M
CO2	L2, L3	-	-	-	M	L	L	M	-	M	-	M	H	M	H
CO3	L4, L5	L	L	L	H	L	M	-	M	M	M	M	H	M	H
CO4	L3,L4	-	M	M	H	L	M	M	-	M	M	-	H	M	M
CO5	L4	-	M	L	H	M	L	M	-	M	-	M	H	H	H

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

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 102: Management Concepts & Business Communication

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

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

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

UNIT-III Organizing
>Organizing as managerial function–organization structures–functional, divisional, matrix, team structure, network structure, boundary less structure, Mechanistic and Organic structure.
>Elements of Organizing – chain of command, span of control, delegation, centralization and decentralization, organizational design.

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

UNIT-V   Managerial Communication
>Types of Organizational Communication, Channels of Communication, Verbal Communication: Oral communication – Presentations, meetings, interviews, listening – types and importance; Written Communication - E-mails, Memorandums, Different Types of Business Messages, Direct Request, Good-News, Bad news and Neutral Messages, Persuasive letters
>Non Verbal Communication: Importance of Non-Verbal Communication, Components: Kinesics, Occulesics, Proxemics, Hepatics, Chronemics, Paralanguage.

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

Text Books:

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

Reference Books

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

Course Outcomes

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

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	L1, L2	M	-	-	-	-	L	M	M	M	M	-	-	H	H
CO3	L3	H	M	H	H	-	H	M	H	M	M	-	-	H	H
CO4	L4	-	-	-	-	-	-	H	-	M	-	-	-	H	H
CO5	L2`	H	H	H	-	-	-	M	M	-	-	-	-	H	H

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

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 103: Financial Reporting, Statements and Analysis

Course Objectives

This course enables the students:

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

Course Contents

UNIT-I Introduction to Accounting

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

UNIT-II Recording of Financial Transaction

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

UNIT-II Summarizing of Financial Transactions

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

UNIT-IV Analysis of Financial statements

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

Reference Books:

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

Course Outcomes

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

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 104: Marketing Management

Course Objectives

This course enables the students:

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

Course contents

UNIT-I   Introduction:

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

UNIT-II   Consumer Behaviour and Market:

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

UNIT-III   Market Segmentation, Targeting and Positioning

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

UNIT-IV   Shaping the Market Offerings and Branding

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

UNIT-V   Distribution channels & Marketing Communications

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

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

Practical Module:

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

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

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

Course Outcomes

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

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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PO12	PSO 1	PSO 2
CO1	L3	M	L	M	H	-	H	H	M	H	-	M	-	M	H
CO2	L5	M	L	M	H	L	H	H	M	H	M	M	-	M	H
CO3	L2	M	L	M	H	L	H	H	M	H	M	M	-	M	H
CO4	L5	M	L	M	H	-	H	H	M	H	-	M	-	M	H
CO5	L2	M	L	M	H	-	H	H	M	H	-	M	-	M	H

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

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 105: Organizational Behavior

Course Objectives

This course enables the students:

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

Course Contents

UNIT-I   Fundamentals of Organizational Behaviour

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

UNIT-II   Dynamics of Individual Behaviour

Personality – Meaning, determinants and theories, MBTI, Big five personality dimensions, Attributes- Locus of Control, Self Esteem, Machiavellianism; Type A and Type B Personality.
Perception–Meaning and definition, Perceptual process, perceptual errors, Attribution Process.
Value & Attitude- Type of Value, Dominant values in today's workforce, Meaning and dimensions of Attitude- Job Satisfaction, Organizational commitment.
*Learning-*Meaning and Importance of learning, Approaches to learning- classical Conditioning, Operant Conditioning, Social Learning

UNIT-III Interpersonal and Team Behavior

Motivation: meaning and importance, Theories of motivation- Maslow's hierarchy of needs theory, Alderfer's ERG theory, Herzberg's Dual-Factor Theory, Mc Cleland's Achievement Motivation Theory, Vroom's expectancy Theory, Equity, goal-setting theories.
Group Dynamics and Teams - Group Formation - Formal Organization and Informal Groups and their interaction - Importance of teams - Formation of teams - Team Work

UNIT-IV Organizational Climate

Conflict: Meaning of Conflict, Functional and Dysfunctional Conflict, Stages of Conflict, Strategies for managing conflict.
Culture: Meaning and Functions of Organizational culture, managing Organizational culture, Organisational Effectiveness

UNIT-V Organisational Change & Development

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

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

Text Books:
1. Robbins, Judge, Sanghi "Organizational Behavior" 12th ed. Prentice Hall New Delhi
2. Margie Parikh and Rajen Gupta "Organizational Behavior" McGraw Hill

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

Course Outcomes

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

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

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

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
CD4	Self- learning advice using internets	CO1, CO2, CO3
CD5	Industrial visit	CO2, CO3, CO4

MBA 106: Business Statistics

Course Objectives

This course enables the students:

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

Course Contents

UNIT-I   Statistics Introduction

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

UNIT-II   Measures of Central Value

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

UNIT-III Measures of Dispersion

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

UNIT-IV Index Number

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

UNIT-V   Correlation and Regression

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

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

Text Books:
1. S. P. Gupta Statistical Methods, Sultan Chand $ Sons
2. Levin, Rubin Statistics for Management, Prantice Hall

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

Course Outcomes

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

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	-	M	H	M	H	L	H	M	H	M	M	M
CO2	L1	L	-	-	M	M	L	H	-	H	H	H	M	M	M
CO3	L3, L4	-	-	-	M	L	M	M	M	H	M	H	-	H	H
CO4	L5	-	-	-	L	L	M	M	L	H	H	H	L	H	H
CO5	L2, L5	-	-	L	M	M	M	H	L	H	M	H	H	H	H

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

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	CO5

MBA 107: Managerial Economics

Course Objectives

This course enables the students:

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

Course Contents

UNIT-I   Basic Concept of Economics and Demand Analysis:

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

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

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

UNIT-II   Production and Cost Analysis:

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

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

UNIT-III Market Structure and Price and Output Determination:

Price and Output Determination in Different Market: - Various Forms of Market Perfect Competition, Monopoly, Monopolistic Compilation, 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

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

Course Outcomes

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

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	L1, L2	L	L	-	M	L	M	H	-	H	L	H	-	H	M
CO2	L2, L4, L6	-	-	-	M	H	M	H	-	H	M	H	-	H	M
CO3	L3, L4, L5, L6	-	-	-	M	H	M	H	-	H	M	H	-	H	M
CO4	L3, L4, L5	-	-	-	M	H	M	H	L	H	M	H	-	H	M
CO5	L2, L3	-	-	-	M		M	H	L	H	H	H	-	H	M

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

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, CO5
CD5	Industrial visit	CO2, CO3, CO4

MBA 108: Legal and Business Environment

Objectives

This course enables the students:

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

Course Contents

UNIT-I   The Indian Contract Act, 1872

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

UNIT-II   The Sale of Goods Act, 1930

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

UNIT-III Indian Partnership Act and Consumer Protection Act

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

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

UNIT-IV   Business Environment

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

UNIT-V   Globalization

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

Text Books:

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

Reference Books:

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

Outcomes

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

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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PO12	PSO 1	PSO 2
CO1	L4	-	L	-	L	-	L	L	L	L	-	L	-	L	L
CO2	L2	-	-	-	L	-	L	L	M	M	-	L	-	L	M
CO3	L2	-	-	-	L	-	L	L	M	L	-	L	-	M	H
CO4	L1	-	-	-	L	-	L	L	M	M	-	L	-	L	M
CO5	L4	-	-	-	L	-	L	L	L	L	-	L	-	L	L

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

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
CD2	Tutorials/Assignments	CO1, CO2, CO3, CO4
CD3	Seminars	CO4, CO5
CD4	Self- learning advice using internets	CO4,CO5
CD5	Industrial visit	CO5

MBA 109: ANANDAM

Objectives:

➢ To instil the joy of giving in young people, turning them into responsible citizens to build up a better society.

➢ To inculcate the habit of service in students across the University.

➢ A compulsory course of 2 credits per semester to be included in each program of University.

➢ Students to be expected to engage in individual and group acts of service and goodness.

Action Plan:

Students will be expected to

➢ Do at least one act of individual service each day
➢ Record this act of service in a dedicated Register / Personal Diary
➢ Share this Register / Personal Diary day in the Anandam Class scheduled per week. The class interaction will include Personal Diary check, Showing of Community based motivation videos, Community based presentations by students, Role playing etc.
➢ Undertake one group service project for 64 hours every semester (outside college hours)
➢ Upload the report on the group project on the Anandam platform
➢ Participate in a sharing and presentation on the group service in the discussion sessions held once in week
➢ There will be some suggested projects and organizations that students can work with. Students can also suggest their own projects which others can join

Each student will finish the year with a portfolio of giving. This will include their Register / Personal Diaries and their reports on group service projects.

Semester - II

Code No.	Paper	L	T/P	Credits
MBA201	Indian Economy and Policy	3	-	3
MBA202	Corporate Finance	3	-	3
MBA203	Quantitative Techniques	3	-	3
MBA204	Operations Management	3	-	3
MBA205	Business Research	3	-	3
MBA206	Human Resource Management	3	-	3
MBA207	Entrepreneurship	3	-	3
MBA208	Indian Ethos and Business Ethics	2	-	2
MBA 209	Managerial Skills for Effectiveness	1	1	2
MBA 210	ANANDAM	1	1	2
	Total	**25**	**2**	**27**

MBA 201: Indian Economy and Policy

Course Objectives

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

Course Content

UNIT-I   Introduction to Indian Economy

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

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

UNIT-II   Issues and Challenges of Indian Economy

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

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

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

UNIT-III   Economic Policies

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

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

UNIT-IV   Sectors of Indian Economy

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

UNIT-V   Foreign Trade

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

investment in India, WTO and India.

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

Practical Module:

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

Text Books:

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

Reference Books:

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

Course Outcomes

After the completion of this course, students will be:

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

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, L4	-	-	-	L	-	H	H	H	M	M	H	-	H	M
CO2	L4, L5	-	-	-	L	-	H	H	H	M	M	H	-	H	M
CO3	L4, L5	-	-	-	L	-	H	H	H	M	M	H	-	H	M
CO4	L4, L5	-	-	-	L	-	H	H	H	M	M	H	-	H	M
CO5	L1, L2	-	-	-	L	-	H	H	H	M	M	H	-	H	M

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

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
CD4	Self- learning advice using internets	CO1, CO2, CO3, CO4, CO5
CD5	Industrial visit	

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

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

Outcomes

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

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

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

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: Quantitative Techniques

Course Objectives:

This course enables the students:

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

Course Contents

UNIT-I   Introduction to Quantitative Techniques

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

UNIT-II   Linear Programming

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

UNIT-III Specially Structured Programming

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

UNIT-IV Game Theory

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

UNIT-V   Decision Theory

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

Text Books:

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

Reference Books:

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

Course Outcomes

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

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

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

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 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   Introduction

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 Organizing 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

Reference Books:

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

Course Outcomes

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

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, L3	-	-	-	L	L	M	H	M	L	M	M	L	H	H
CO4	L3	L	-	-	-	M	L	M	L	L	M	M	L	H	H
CO5	L4	L	L	L	M	M	M	L	M	M	M	M	M	H	H

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

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 to:

1. Understand the concept / fundamentals of research and their types.

2. Understand the practical application of various research techniques.

3. Understand the importance of scaling & measurement techniques and sampling techniques

4. Understand the importance of coding, editing, tabulation and analysis in doing research.

5. Understanding and applying the concept of statistical analysis which includes ANOVA technique and technique of report writing.

Course Contents

UNIT-I   Introduction to Business Research

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

UNIT-II   Research Proposal and Research Design

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

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

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

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

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

UNIT-III   Scaling & Measurement Techniques

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

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

UNIT-IV   Data Collection & Hypothesis Testing

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

Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. One sample test: z test, t test and Chi square test. Two sample test: z test, t test and Chi square test. Analysis of Variance (ANOVA)

UNIT-V   Report Writing and Presentation

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

Text Books:

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

Reference Books:

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

MBA

Course Outcomes

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

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, L2	-	L	-	M	L	M	H	L	H	H	H	-	H	M
CO2	L1 , L4	-	-	-	M	H	H	H	L	H	H	H	--	H	M
CO3	L3, L4, L5	-	-	-	M	M	M	H	-	H	H	H	-	H	M
CO4	L4, L5	-	-	-	M	M	-	M	-	H	H	H	-	H	M
CO5	L5, L6	-	-	L	M	H	H	H	L	H	H	H	-	H	M

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

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

Reference Books:

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

Course Outcomes

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

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

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, L2	H	H	H	H	-	H	L	H	H	H	-	-	H	H
CO2	L3	H	H	H	H	-	H	M	H	H	H	-	-	H	H
CO3	L1, L4	H	H	M	M	-	M	M	H	H	H	-	-	H	H
CO4	L2	H	M	H	-	-	M	-	-	M	-	-	-	H	M
CO5	L2,L4`	H	H	H	-	-	-	M	M	M	-	-	-	H	H

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

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

Reference Books:
1. Kuratko Donald F and Hodgetts Richard M. Entrepreneurship: A ContemporaryApproach HarcourtCollege 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

MBA

Course Outcome:

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

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	L6	H	H	-	H	H	H	-	H	H	H	M	L	H	H
CHO3	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, Ajith Sankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill
- Ghosh, B.: Indian Ethos in Management, Vikas Publishing House Pvt. Ltd., 2nd ed. Reprint, 2009.
- Balchandran, S. Raja K. C. R. and Nain B. K.: Ethics, Indian Ethos & Management, Shroff Publishers & Distributors Ltd., New Delhi.

Reference Books
- Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi 1998
- Nandagopal, Ajith Shankar, Indian Ethos and Values in Management, Tata Mc Graw Hill, 2010
- Chakraborty, S.K., Ethics in Management: Vedantic Perspectives, Oxford University Press, Delhi, 1995

Course Outcome:

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

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	PSO 1	PSO 2
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

MBA209: Managerial Skills for Effectiveness

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

Course Content

UNIT-I   Self Awareness:
Concept of self awareness; Importance of self awareness; Strategies to increase self awareness.

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

UNIT-III Creative thinking & Problem solving:
Concept and process of creative thinking; Techniques; Steps of analytical problem solving; Challenges in generating creative solutions.

UNIT-IV Time Management:
Concept and importance of Time management; Techniques of time management; Barriers to effective time management.

UNIT-V   Presentation skills:
Concept and types of presentation; Subject selection and organizing information; Organizing a presentation.

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

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

Course Outcomes

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

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

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

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, CO5
CD3	Seminars	CO1, CO2, CO3, CO4
CD4	Self- learning advice using internets	CO1, CO2, CO3
CD5	Industrial visit	CO2

MBA 210: ANANDAM

Objectives:

➢ To instil the joy of giving in young people, turning them into responsible citizens to build up a better society.

➢ To inculcate the habit of service in students across the University.

➢ A compulsory course of 2 credits per semester to be included in each program of University.

➢ Students to be expected to engage in individual and group acts of service and goodness.

Action Plan:

Students will be expected to

➢ Do at least one act of individual service each day
➢ Record this act of service in a dedicated Register / Personal Diary
➢ Share this Register / Personal Diary day in the Anandam Class scheduled per week. The class interaction will include Personal Diary check, Showing of Community based motivation videos, Community based presentations by students, Role playing etc.
➢ Undertake one group service project for 64 hours every semester (outside college hours)
➢ Upload the report on the group project on the Anandam platform
➢ Participate in a sharing and presentation on the group service in the discussion sessions held once in week
➢ There will be some suggested projects and organizations that students can work with. Students can also suggest their own projects which others can join

Each student will finish the year with a portfolio of giving. This will include their Register / Personal Diaries and their reports on group service projects.

Semester – III

Code No.	Paper	L	T/P	Credits
MBA 301	Strategic Management	3	-	3
MBA 302	ANANDAM	1	1	2
MBA 303	Summer Internship	-	-	3

Select any 2 specializations (3 papers from each of the specialization of 3 credits each)

Code No.	Paper	L	T/P	Credits
MBAHR-304	Training & Development	3	-	3
MBAHR 305	Performance Management	3	-	3
MBAHR- 306	Organizational Change & Development	3	-	3
MBAHR- 307	Manpower Planning & Control	3	-	3
MBAFM-304	Investment Analysis & Portfolio Management	3	-	3
MBAFM-305	Income Tax: Theory & Practice	3	-	3
MBAFM-306	Management of Financial Services	3	-	3
MBAFM-307	Cost & Management Audit	3	-	3
MBAMKT-304	Retail and Distribution Management	3	-	3
MBAMKT-305	Marketing of Services	3	-	3
MBAMKT-306	Consumer Behavior	3	-	3
MBAMKT-307	Integrated Marketing Communication	3	-	3
MBAIT-304	Data mining for Business Decision	3	-	3
MBAIT-305	Managing Software Projects	3	-	3
MBAIT-306	Managing Digital Innovation and Transformation	3	-	3
MBAIT-307	E-commerce and Digital Markets	3	-	3
	Total	22	1	26

MBA 301: Strategic Management

Course Objectives

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

Course Contents

UNIT-I   Introduction to Strategic Management

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

UNIT-II   Analyzing the Environment

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

UNIT-III Strategy

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

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

UNIT-IV Strategic Analysis and Choice

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

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

Text Books:

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

Reference Books:

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

Course Outcomes

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

Course Delivery methods

CD	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	L	H	H	M	H	M	H	-	M	M
CO2	L4, L6	L	M	L	H	L	H	H	L	H	M	H	-	H	H
CO3	L2, L4	M	H	M	H	M	H	H	M	H	M	M	-	H	H
CO4	L4	M	M	M	H	L	H	H	M	H	M	M	-	H	H
CO5	L2	M	M	M	H	L	H	H	L	H	H	H	-	M	M

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

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: ANANDAM

Objectives:

➢ To instil the joy of giving in young people, turning them into responsible citizens to build up a better society.

➢ To inculcate the habit of service in students across the University.

➢ A compulsory course of 2 credits per semester to be included in each program of University.

➢ Students to be expected to engage in individual and group acts of service and goodness.

Action Plan:

Students will be expected to

➢ Do at least one act of individual service each day
➢ Record this act of service in a dedicated Register / Personal Diary
➢ Share this Register / Personal Diary day in the Anandam Class scheduled per week. The class interaction will include Personal Diary check, Showing of Community based motivation videos, Community based presentations by students, Role playing etc.
➢ Undertake one group service project for 64 hours every semester (outside college hours)
➢ Upload the report on the group project on the Anandam platform
➢ Participate in a sharing and presentation on the group service in the discussion sessions held once in week
➢ There will be some suggested projects and organizations that students can work with. Students can also suggest their own projects which others can join

Each student will finish the year with a portfolio of giving. This will include their Register / Personal Diaries and their reports on group service projects.

MBA 303: Summer Internship

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

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

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

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	L4,L2,L3	H	H	H	H	M	H	H	H	H	H	H	M	H	H
CO2	L3,L2	M	H	M	M	M	H	H	M	M	H	H	M	H	H
CO3	L4	H	H	H	H	H	H	H	H	M	H	H	H	H	H
CO4	L1, L2, L4	H	H	H	H	H	H	H	H	M	H	H	H	H	H
CO5	L4	H	H	H	H	H	H	H	H	M	H	H	H	H	H

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

Mapping between CO and CD

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

MBA HR 304: Training & Development

Course Objectives

The course enables the students:

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

Course Contents

UNIT-I Introduction to Training Concept

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

UNIT-II Learning

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

UNIT-III Process of Training

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

UNIT-IV   Implementation and Evaluation of Training Program

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

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

UNIT-V Technology in Training

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

Text Books:

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

Reference Books:

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

Course Outcomes

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

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

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

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, ,CO4,CO5
CD4	Self- learning advice using internets	CO1
CD5	Industrial visit	CO1, CO2

MBA HR 305: Performance Management

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

Course contents
UNIT-I   Performance Management

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

UNIT-II   Performance Management System

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

UNIT-III Performance Planning and

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

UNIT-IV Performance Appraisal and Competency

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

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

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

Text Books:

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

Reference Books:

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

Course Outcomes

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

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	M	M	-	L	-	-	-	-	-	-	H	H
CO2	L2,L4	M	M	M	M	-	M	M	M	H	M	-	-	H	M
CO3	L2, L4	H	H	H	H	-	H	M	-	-	-	-	-	H	H
CO4	L3	-	-	-	-	-	M	L	L	M	-	-	-	H	H
CO5	L1, L3	M	M	L	-	-	L	-	-	H	-	-	-	H	H

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

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
CD5	Industrial visit	CO3

MBA HR 306: Organizational Change & Development

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

Course contents

UNIT-I   Making Sense of Organizational Change
Understanding the changing environment, concept of change and its nature
Importance and Process of Organizational Change, Change Forces, Change Models, Types of Organizational Change

UNIT-II   Change Consideration
Change Consideration, Resistance to Change, Managing Resistance to Change, Managing Organizational Change

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

UNIT-IV   Making Sense of Organizational Development
Definition and Historical overview of Organization development
Principles of Organizational Development, Managing the Organizational Development process, Action research and OD, Human Resource and Organizational Development

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

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

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

H- High, M- Moderate, L- Low, '-' for No correlation
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, CO3
CD4	Self- learning advice using internets	CO1, CO2, CO3,CO4
CD5	Industrial visit	CO2

MBA HR 307: Manpower Planning & Control

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

Course contents

UNIT-I   HR Planning and Corporate
Strategic HR Planning Process, Employees as Resources, Linking HR Process to Strategy, Involvement in Strategic Planning Process, Strategic HR Planning Model, Staffing System.

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

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

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

UNIT-V   Emerging Trends and Issues in MPP
New HR Roles and Competencies, HR as Strategic Partner, HR and Six Sigma Practice, HR Research, HR and Innovation and Creativity, HR and BPO and HRO, Talent Management

Text Books:
1. Deepak Kumar Bhattachrya "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

MBA

Course Outcomes

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

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	M	M	M	H	-	M	H	H	H	H	-	-	H	H
CO2	L3,L1	H	H	H	M	-	H	H	M	H	H	-	-	H	H
CO3	L2, L3	H	H	M	M	-	L	H	H	H	H	-	-	H	H
CO4	L4,L2	M	M	L	L	-	M	M	M	M	-	-	-	H	H
CO5	L4, L1	H	L	M	-	-	H	L	L	M	-	-	-	H	H

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

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
CD5	Industrial visit	CO1, CO2, CO3

MBA FM 304: Investment Analysis and Portfolio Management

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

Course Contents

UNIT-I   Introduction of Investment & Securities
Investment: Concept of investment-investment objectives, Investment Process, Investment Policy.
Security analysis: Bond Return & Valuation: Bond Basics, Bond Return, Yield to Maturity.
Listing of Securities: Concept, Merits, & Demerits, Qualification for Listing, Listing of Right Shares, High Powered Committee Report, Recent Development.

UNIT-II   FUNDAMENTAL ANALYSIS
Economic Analysis, Economic Vs Industry & Economic Vs Company Analysis: Earnings of Company, Financial Analysis, Growth in Earnings.

UNIT-III Technical Analysis
Tenents of Technical Analysis, Theories of Technical Analysis: Dow Jones theory, Elliott Wave theory, Charts & Trend Lines.
Efficient Market Hypothesis: Random Walk theory, M.M. Hypothesis, Gordon Hypothesis.

UNIT-IV   Introduction to portfolio management:
Portfolio: Meaning of Portfolio, concept of Portfolio, Portfolio Management Process, Construction of Portfolio, and Approaches of Portfolio Construction.
Capital market theory: Capital asset pricing model, Assumption of CAPM model, the capital Market Line, The security Market line & APT (Arbitrage Pricing Theory).

UNIT-V   PORTFOLIO ANALYSIS:
Portfolio- MARCOWITZ Model: Simple Diversification, The Markowitz Model,
The Sharpe Index Model: Single Index Model, Corner Portfolio Sharpe's Optimal Portfolio, Optimum portfolio with short sales.
Portfolio Evaluation: Sharpe's Performance Index.

Text Books:

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

Reference Books:

1. Warren Bufett, Benjamin Graham,David Dodd6th Edition, Securities Analysis
2. Sharpe W.,Investment, Prentice Hall of India.New Delhi.
3. V.A. Avadhani,Securities analysis & Portfolio Management, Himalaya Publishing House.

Course Outcomes

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

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, L3	-	-	-	L	-	-	H	L	H	H	H	-	H	H
CO2	L3, L4, L5	-	-	-	L	-	-	H	-	H	H	H	-	H	H
CO3	L3, L4, L5	-	-	-	L	--	-	H	-	H	H	H	-	H	H
CO4	L1, L2	-	-	-	L	-	L	H	-	H	H	H	-	H	H
CO5	L5,L6	-	-	-	L	-	L	H	-	H	H	H	-	H	H

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

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,CO3,CO4, CO5
CD5	Industrial visit	

MBA FM 305: Income Tax: Theory & Practice

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

Course Contents

UNIT-I   Sources of Income – I

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

UNIT-II   Sources of Income – II

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

UNIT-III   Sources – III

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

UNIT-IV   Assessment of Individual & HUF

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

UNIT-V   Procedure of Assessment
Types of return of income, types of assessment, deduction of tax at source, advance payment of tax.

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

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

MBA

Course Outcomes

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

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	PSO 1	PSO 2
CO1	L3	-	-	-	L	M	-	-	L	L	-	L	-	H	H
CO2	L4	-	-	-	L	M	-	-	L	L	-	M	-	H	M
CO3	L2	-	-	-	L	M	-	-	L	L	-	L	-	M	H
CO4	L3	-	-	-	L	M	-	-	L	L	-	M	-	H	M
CO5	L2	-	-	-	L	M	-	-	L	L	-	M	-	L	L

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

Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2,C03
CD2	Tutorials/Assignments	CO3,CO4,CO5
CD3	Seminars	CO4,CO5
CD4	Self- learning advice using internets	CO3
CD5	Industrial visit	-

MBA FM 306: Management of Financial Services

Course Objectives

This course enables the students:

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

Course Contents

UNIT-I   Financial System:

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

UNIT-II   Leasing & Hire

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

UNIT-III   Venture Capital & Merchant Banking

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

UNIT-IV   Mutual Funds, Housing Finance$ Insurance Services

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

UNIT-V   Other Services

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

Text Books:

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

Reference Books:

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

Course Outcomes

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

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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PO12	PSO1	PSO2
CO1	L1, L2	-	-	-	M	-	-	H	M	M	M	H	-	H	H
CO2	L3,L4	-	-	-	M	-	-	H	M	M	M	H	-	H	H
CO3	L3,L4	-	-	-	M	-	-	H	M	M	M	H	-	H	H
CO4	L3,L4	-	-	--	M	-	-	H	M	M	M	H	-	H	H
CO5	L3,L4	-	-	-	M	-	-	H	M	M	M	H	-	H	H

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

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, CO3, CO4, CO5
CD5	Industrial visit	

MBA FM 307: Cost and Management Audit

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

Course Contents

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

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

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

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

UNIT-V   Review of Policies
Review of Internal Control, Review of Purchasing Control, Review of selling & Distribution Policies, Review of manufacturing policies. Corporate Social Audit − Social Cost & Social Benefits

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

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

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Course Outcomes

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

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, L2	-	-	-	-	-	-	H	--	H	H	H	-	H	H
CO2	L1, L2	-	H	-	-	-	-	H	-	H	H	H	-	H	H
CO3	L6	-	-	-	-	-	-	H	-	H	H	H	-	H	H
CO4	L1, L2	-	H	-	-	-	-	H	-	H	H	H	-	H	H
CO5	L2	-	-	-	-	-	-	H	L	H	H	H	-	H	H

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

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	CO2, CO5
CD5	Industrial visit	

MBA MKT 304: Retail and Distribution Management

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

Course contents

UNIT-I   Introduction to Retail & Distribution Mgmt
Marketing Channels: Definition & Importance, Functions of Marketing Channels, Channel Levels; Wholesaling: Concept, Importance, Functions, Retailing: Nature and Scope, Formats & types.

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

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

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

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

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

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

Course Outcomes

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

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, L1	L	-	M	M	-	H	M	-	M	-	-	-	M	H
CO2	L2	-	-		H	M	H	H	L	H	L	-	-	M	H
CO3	L3	L	-	M	M	-	H	M	-	M	-	-	-	M	H
CO4	L2	L	-	M	M	-	H	M	-	M	M	-	-	M	H
CO5	L2	L	-	M	M	-	H	M	-	M	-	-	-	M	H

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

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, CO4, CO5
CD3	Seminars	CO3
CD4	Self- learning advice using internets	CO2,
CD5	Industrial visit	CO2

MKT 305: Marketing of Services

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

Course Contents:

UNIT 1   Concepts of Marketing of Services

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

UNIT-II   Service Consumer and Buying Process

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

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

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

UNIT-IV   Quality and Pricing the Services

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

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

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

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

Reference Books:
1. Rampal & Gupta, Service M<arketing, Galgotia Publication
2. Kurtz & Clow, Service Marketing John Wiley

Course Outcome

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

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	-	H	H	H	M	H	-	H	H
CO2	L4	M	-	L	H	H	-	H	-	H	H	H	-	H	H
CO3	L6	H	H	H	H	H	H	H	-	H	H	H	H	H	H
CO4	L6	H	-	H	H	H	-	H	-	H	H	H	-	H	H
CO5	L5	M	M	L	M	H	-	H	-	H	H	H	-	H	H

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

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

MBA MKT 306: Consumer Behavior

Course Objectives

This course enables the students:

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

Course Contents

UNIT-I   Introduction and Overview of Consumer Behavior

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

UNIT-II   Consumer as Individuals

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

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

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

Consumer Learning: Nature of Consumer Learning, Learning Theories.

Consumer Attitude: Attitude components**,** Attitude change Strategies, communication characterstices 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.

Reference Books:

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

Course Outcomes:

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

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars/ Self- learning advice using internets
CD4	Minor projects/Dissertation
CD5	Discussion on Case Studies

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-	-	-	L	H	H	H	M	M	L	H	H
CO2	L6	H	M	M	H	M	H	H	H	H	H	M	L	H	H
CO3	L5	H	H	M	M	-	M	H	H	H	H	H	-	H	H
CO4	L2,L1	L	-	L	-	-	-	H	M	H	H	H	L	H	H
CO5	L2,L1, L5	H	M	L	M	M	M	H	H	H	H	H	-	H	H

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

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,CO4,CO5
CD5	Discussion on Case Studies	CO5

MBA MKT 307: Integrated Marketing Communication

Course Objectives

This course enables the students:

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

Course Content

UNIT-I   Introduction to IMC

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

UNIT-II   Tools of IMC-I

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

UNIT-III   Tools of IMC-II

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

UNIT-IV   IMC Design

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

UNIT-V   IMC recent trends

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

Text Books:

1. Integrated Marketing Communications – Kenneth Blown & Donald Bach PHI,2002

2. Advertising and IMC: Principles and Practices, 10th edition,

 Moriarty, Mitchell, Wells, Pearson Education

References Books:

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

Course Outcomes

CO	Statement	Blooms Level
	After completion the student will be able to:	
CO1	Classify advertising and sales promotion types	L4
CO2	Relate a relationship between advertising and publicity	L4
CO3	Examine the use of IMC tools in community relations , Government relations, Employee relations & Crisis Management	L4
CO4	Design Integrated Marketing Communication for a brand	L6
CO5	Evaluating Marketing Communication Programmes	L5

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	L4	-	-	M	M	-	M	H	-	H	H	H	-	M	M
CO2	L4	L	L	M	H	-	H	H	-	H	H	H	-	H	H
CO3	L4	L	M	H	H	-	M	H	-	H	H	H	-	H	H
CO4	L6	H	H	H	H	H	H	H	-	H	H	H	H	M	H
CO5	L5	M	H	H	H	-	H	H	-	H	H	H	-	H	M

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

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,CO5
CD5	Industrial visit	CO1,CO2,CO3,CO4,CO5

MBA IT 304: Data Mining for Business Decisions

Course Objective: This course will enable help the student to:
1. Understand the fundamentals of the data mining process, classification and how data mining works.
2. Understand the tools, techniques and models for intelligence analysis and   isualization are examined with an emphasis on new and emerging technologies in data mining.

Course Content

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

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

UNIT-III   Prediction and classification methods
Multiple Linear Regression, K_NN, Naïve Byes, Classification and Regression tress, Regression, Neural Nets, Discriminate Analysis

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

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

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

References Books:
1. Robert Groth, Data Mining: Building Competitive Advantage, Prentice Hall, 2000. P. N. Tan, M. Steinbach, Vipin Kumar, "Introduction to Data Mining", Pearson Education
2.   Alex Berson and Smith, "Data Mining and Data Warehousing and OLAP", McGraw Hill Publication.

Course Outcomes:

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

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

Mapping of Course Outcomes onto Program Outcomes

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

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

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
CD2	Tutorials/Assignments	CO2, CO3, CO4
CD3	Seminars	CO1, CO4
CD4	Self- learning advice using internets	CO1, CO2, CO34, CO4
CD5	Industrial visit	CO2, CO4

MBAIT 305: Managing Software Projects

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

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

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

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

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

UNIT-V Risk Management, Project Evaluation and Emerging Trends
The Implementation Plan and Project Closure_ project implementation, administrative closure, project evaluation, project audit. IT project risk management planning process, identifying IT project risks, risk analysis and assessment, risk strategies, risk monitoring and control, risk responses and evaluation.

Text Books:
1. Ramesh Gopalaswamy , "Managing and global Software Projects", Tata McGraw Hill Tenth Reprint, 2011.
2. Bob Hughes and Mike Cotterell, "Software Project Management" Second Edition,1999

References Books
1. Roger S. Pressman, "Software Engineering – a Practitioner's Approach", 7th Edition, McGraw Hill, 2010. 3. Daniel Galin, "Software Quality Assurance: from Theory to Implementation", Addison Wesley, 2003.
2. Royce, W. "Software Project Management: A Unified Framework", Addison-Wesley, 1998.
3. Pankaj Jalote, (2002), Software Project Management in Practice, 1st Edition. Pearson Education.

Course Outcomes:

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

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

Mapping of Course Outcomes onto Program Outcomes

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

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

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, CO2, CO4
CD4	Self- learning advice using internets /Dissertation	CO1, CO2, CO3, CO5

MBAIT 306: Managing Digital Innovation and Transformation

Course Objectives:
This course will enable the student to**:**
1. To develop an understanding about E-Commerce practices
2. Understand the model of electronic commerce and web based commercial operations
3. Comprehend and understand the support systems of digital markets-marketing, payments, security, supply chain

Course Contents
UNIT-I   Introduction to Digital Innovation

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

UNIT-II   Transformation of Organization

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

UNIT-III Digital Innovation Process

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

UNIT-IV Emerging Trends in Digital Transformation

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

UNIT-V   Cloud Computing

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

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

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

Course Outcomes:

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

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets/dissertation
CD5	Discussion on case studies

Mapping of Course Outcomes onto Program Outcomes

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

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

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	CO2,CO3
CD4	Self- learning advice using internets/dissertation	CO2,CO3,CO4
CD5	Discussion on case studies	CO2,CO3, CO5

MBA-IT 307: E-Commerce and Digital Markets

Course Objectives: this course will enable the student to**:**
1. To develop an understanding about E-Commerce practices
2. Understand the model of electronic commerce and web based commercial operations
3. Comprehend and understand the support systems of digital markets-marketing, payments, security, supply chain

Course Contents:
UNIT-I   E –Commerce Introduction and Business Models
Introduction to e-Commerce: Framework, Elements, Architecture, Benefits and Impact of e-Commerce, e-Commerce Consumer applications, e-Commerce Organisation Applications, e-commerce in India, Prospects of e-commerce. E-commerce Models: E Commerce business modes, Major B2C Business Models, Major B2B business models, Business models in Emerging E commerce, major activities, major challenges. Other models –Business to Government (B to G), Consumer to Consumer(C to C),Consumer to Business (C to B).
UNIT-II   E-Commerce Infrastructure and Building an E commerce website
Network Infrastructure for e-commerce: Intranet, Extranet, Internet, ISP, Internet Technologies and Middleware, World Wide Web, Building an E Commerce Web site: systematic approach, choosing server software, choosing hardware, other tools.

UNIT-III E Marketing
E- Marketing: Internet Audience and Consumer Behavior, basic marketing concepts.
E commerce marketing and branding strategies, Online Market Research, Online Marketing Communication-Online advertising, direct E-mail, Online catalogs, Public Relations, online and offline mix, website as communication tool,
UNIT-IV   Payment systems, Security and Encryption
Electronic Payment Systems: Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System, Requirements, Metrics of a Payment System. Electronic Data Exchange: Definition, Applications. E-Security: Securing the Business on Internet- Security Policy, Procedures and Practices, Transaction Security, Cryptology, Digital Signatures, Security Protocols for Web Commerce.
UNIT-V   E Commerce: Supply Chain Management
Definition, Evolution, Procurement Process and the Supply chain, Trends in SCM, Net Marketplaces and Private Industrial Networks

Text Books:
1. Kenneth C Laudon, Carol G Traver: E Commerce-Business, Technology, Society, Pearson Education, Delhi
2. Jeffrey F. Rayport; Bernard J. Jaworski: Introduction to E-commerce, TMH, 2003.
References Books:
1. Kalakota & Winston: Frontiers of E-commerce, Pearson Education,Mumbai, 2002.
2. C.S.V.Murthy: E-Commerce-Concepts, Models & Strategies, Himalaya Publishing house, Mumbai, 2003.
3. Kamalesh K Bajaj & Debjani Nag: E-Commerce, the Cutting Edge of Business- Tata McGraw-Hill, New Delhi, 2002.

Course Outcomes:

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

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets/dissertation
CD5	Discussion on case studies

Mapping of Course Outcomes onto Program Outcomes

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

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

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	CO4, CO5, CO3
CD3	Seminars	CO5
CD4	Self- learning advice using internets/dissertation	CO1, CO2, CO3
CD5	Discussion on case studies	CO2, CO3, CO4

Semester – IV

Code No.	Paper	L	T/P	Credits
MBA 401	Corporate Governance & Social Responsibility	3	-	3
MBA 402	Project Management	3	-	3
MBA 403	ANANDAM	1	1	2
Select any 2 specializations (3 papers from each of the specialization of 3 credits each)				
Code No.	Paper	L	T/P	Credits
MBAHR 403	International HRM	3	-	3
MBAHR 404	Strategic HRM	3	-	3
MBAHR-405	Employee Relationship Management	3	-	3
MBAHR-406	Compensation Management	3	-	3
MBAFM-403	International Financial Management	3	-	3
MBAFM-404	Merger, Acquisition and Corporate Restructuring	3	-	3
MBAFM-405	Financial Derivatives Management	3	-	3
MBAFM-406	Financial Strategic Decisions	3	-	3
MBAMKT-403	Product & Brand Management	3	-	3
MBAMKT-404	Digital and Social Media Marketing			3
MBAMKT-405	Customer Relationship Management	3	-	3
MBAMKT-406	International Marketing Management	3	-	3
MBAIT-403	IT Consulting	3	-	3
MBAIT-404	Managing Digital Platforms	3	-	3
MBAIT-405	Strategic Management of IT	3	-	3
MBAIT-406	System Analysis and Design	3	-	3
	Total	**25**	**1**	**26**

MBA 401: Corporate Governance and Social Responsibility

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

Course Contents
UNIT-I   Corporation – An Overview
Definition of the word 'corporation', Evolution of the corporate structure, Purpose of corporation, corporation as a 'person', corporation as a 'moral person' corporation-expectations of society, corporation-expectations of the market.
UNIT-II   Introduction to Corporate Governance
Definition, roles and importance of corporate governance in modern business, evolution of corporate governance, capitalism, free enterprises and the corporation, the legal obligation of directors, ownership and control of corporate.
UNIT-III Business Ethics and Corporate Social Responsibilities
Business ethics, Corporate Governance & Ethics, Ethical organization and its corporate code, Importance and need for business ethics.
Corporate Social Responsibility – Definition, Justification of CSR, Scope of Social Responsibility, Corporate Social Responsibility - Stakeholders (Internal and External), the Role of Business in Society
UNIT-IV   Responsibility for Corporate Governance–The Board & Top Management
Corporate governance: Board Structures & styles, corporate governance: Roles and Responsibilities of Directors, Role, Functions of Chairman, Role of CEO, Functions of CEO, CEO Succession Planning, CEO Compensation, Independent "Outside" Directors, Functions of the Board.
UNIT-V   Codes and Laws, Practices of Corporate Governance
Self regulatory codes, Reports of committees on corporate governance, Corporate governance – Company Law, Not for profit Organizations – the Differences, Future of Corporate Governance in India
Text Books:
1. What Is Corporate Governance?, John L. Colley, Jr., Jacqueline L. Doyle, George W. Logan, and Wallace Stettinius; McGraw-Hill
2. Corporate governance Principles, Policies and Practices, A.C. Fernando, Pearson Education.
3. Corporate governance Principles, Mechanisms and Practice, Swami (Dr.) Parthasarathy, biztantra, Indian Text Edition.
Reference Books:
1. Robert A.G. Monks & Nell Minow "Corporate governance"
2. Corporate Responsibility: A textbook on business ethic, governance, exact: Roles Responsibilitity Cannon Tom.
3. Corporate Social Responsibility: The Corporate Governance of the 21st century Ramon mullerat Danel Brennan

Course Outcomes

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

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

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

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,CO5
CD5	Industrial visit	

MBA 402: Project Management

Course Objectives

The course enables the students to:

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

Reference Books:

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

Course Outcomes

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

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	M	M	L	L	M	M	L	L	M	M
CO2	L1	-	L	-	H	H	M	M	L	M	M	L	L	M	M
CO3	L2	-	-	-	L	M	M	M	L	H	H	H	H	H	H
CO4	L2,L5	M	-	-	-	M	M	H	L	H	M	H	H	H	H
CO5	L1`	L	-	L	L	L	M	M	M	H	M	M	M	H	H

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

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, CO5
CD5	Industrial visit	CO1, CO3

MBA 403: ANANDAM

Objectives:

➢ To instil the joy of giving in young people, turning them into responsible citizens to build up a better society.

➢ To inculcate the habit of service in students across the University.

➢ A compulsory course of 2 credits per semester to be included in each program of University.

➢ Students to be expected to engage in individual and group acts of service and goodness.

Action Plan:

Students will be expected to

➢ Do at least one act of individual service each day
➢ Record this act of service in a dedicated Register / Personal Diary
➢ Share this Register / Personal Diary day in the Anandam Class scheduled per week. The class interaction will include Personal Diary check, Showing of Community based motivation videos, Community based presentations by students, Role playing etc.
➢ Undertake one group service project for 64 hours every semester (outside college hours)
➢ Upload the report on the group project on the Anandam platform
➢ Participate in a sharing and presentation on the group service in the discussion sessions held once in week
➢ There will be some suggested projects and organizations that students can work with. Students can also suggest their own projects which others can join

Each student will finish the year with a portfolio of giving. This will include their Register / Personal Diaries and their reports on group service projects.

MBA HR 403: International HRM

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

Course Contents

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

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

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

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

UNIT-V Special Issues in IHRM
Women Expatriate, mergers ad acquisition and HRM, managing ethics in international context.

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

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

MBA

Course Outcomes:

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

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	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L2,L4	M	H	H	-	-	M	H	H	H	M	-	-	H	H
CO2	L2, L1	M	H	H	M	-	M	H	H	M	M	-	-	H	H
CO3	L2, L3	M	H	H	M	-	H	H	H	M	M	-	-	H	M
CO4	L4	M	-	-	-	-	-	-	H	-	-	L	-	H	H
CO5	L4, L2	M	M	-	-	-	-	-	M	-	-	H	-	H	M

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

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	-
CD5	Industrial visit	-

MBA HR 404: Strategic Human Resource Management

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

Course Contents

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

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

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

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

UNIT-V   HR Scorecard
HR as a strategic partner and measurement challenge, 8 step Model for implementing HR's strategic role, Creating an HR Scorecard, Measuring HR alignment 2 dimensions of alignment assessing internal and external alignment Systems alignment Map

Text Books:
1. Charles R.Greer, "Strategic Human Resource Management", Pearson Education, New Delhi
2. Agrawal-Strategic Human Resource Management, Oxford Press

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

Course Outcomes

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

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

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,L4	H	H	M	H	-	H	H	H	H	H	-	-	H	H
CO2	L4, L3	H	M	M	H	-	H	H	M	H	H	-	-	H	H
CO3	L1, L4	H	M	H	H	-	H	H	H	H	H	-	-	H	H
CO4	L4	H	M	H	-	-	-	M	M	-	-	-	-	H	H
CO5	L3	H	M	-	-	-	-	M	M	M	-	-	-	H	H

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

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
CD5	Industrial visit	CO1, CO2, CO3

MBA HR 405: Employee Relationship Management

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

Course Contents

UNIT-I **Industrial Relation – Conceptual Framework**
Meaning, factors of Industrial Relations, Importance of harmonious Industrial Relations, objectives of Industrial Relation, Emerging trends in Industrial Relations in new economic scenario, ILO- Role and Functions.

UNIT-II **Industrial Democracy**
An overview of Industrial Dispute Act-1948, Causes of Industrial Disputes, Machinery for settlement of Industrial Dispute.
Workers participation in Management, concept, objectives, importance, forms of workers participation in Management. Quality of Work Life: concept, principles techniques for improving QWL.

UNIT-III **Trade Unions and Employers' Association**
Meaning, History of Trade, Functions and Importance of Trade Union, Negotiation and collective settlements , problems of Trade Union in India, Employer Association-concept.

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

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

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

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

Course Outcomes

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

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

	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	PO8M	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L2, L4	H	H	H	H	-	H	M	M	H	H	-	-	H	H
CO2	L2	H	H	H	H	-	H	H	H	H	H	-	-	H	H
CO3	L4	H	H	M	M	-	M	H	M	H	H	-	-	H	H
CO4	L2, L3	H	M	M	-	-	-	M	M	-	-	M	-	H	H
CO5	L3	H	H	H	-	-	-	-	M	M	-	-	-	H	H

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

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	-
CD5	Industrial visit	CO3,CO4,CO5

MBA HR 406: Compensation Management

Course Objectives

This course enables the students:

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

Course Contents

UNIT-I   Overview of Compensation Management

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

UNIT-II   Structural Design of Compensation Management

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

UNIT-III   Performance Based Compensation and Benefits

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

UNIT-IV   Executive Compensation

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

UNIT-V   Managing Compensation System

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

Text Books:

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

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

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

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

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
CD5	Industrial visit	CO4,CO5

MBA FM 403: International Financial Management

Course objectives

This course enables the students:

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

Course Contents

UNIT-I   International Finance

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

UNIT-II   Balance of Payment and FDI

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

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

UNIT-III   Multilateral Development Banks

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

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

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

UNIT-IV   Foreign Exchange Risk

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

UNIT-V   International Accounting and Taxation

International Accounting & GAAP Taxation Including DTAA

Text Books:

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

Reference Books:

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

Course Outcomes

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

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

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

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,CO4
CD3	Seminars	CO5
CD4	Self- learning advice using internets	CO4
CD5	Industrial visit	CO4

MBA FM 404: Merger, Acquisition & Corporate Restructuring

Course Objectives

This course enables the students:

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

Course Contents

UNIT-I   Corporate Restructuring

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

UNIT-II   Traget Valuations & Selection Process

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

UNIT-III   Funding of Merger & Acquisition & Performance Analysis

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

UNIT-IV   Accounting And Tax Aspects of Merger & Acquisition

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

UNIT-V   Legal Implications, Takeovers & Other Issues

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

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

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

Course Outcomes

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

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, l2	-	-	-	-	-	-	H	H	H	H	H	-	H	H
CO2	L4	-	-	-	-	-	L	H	H	H	H	H	-	H	H
CO3	L4	-	-	-	-	-	L	H	H	H	H	H	-	H	H
CO4	L3, L4	-	-	-	-	-	-	H	H	H	H	H	-	H	H
CO5	L1, L2, L3	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 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, CO3, CO4, CO5
CD5	Industrial visit	

MBA FM 405: Financial Derivatives Management

Course objectives

This course enables the students:

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

Course Contents

UNIT-I Introduction

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

UNIT-II Future Markets

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

UNIT-III Forward Market

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

UNIT-IV Options Market

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

UNIT-V Credit Derivatives

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

Text Books:

1. Options, Futures and other Derivatives- John C Hull (Pearson Education)

2. Future and options- Vohra N.D. and Bagri

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

Course outcomes

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

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

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

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	CO3,C04
CD3	Seminars	CO5
CD4	Self- learning advice using internets	CO2,CO3,CO5
CD5	Industrial visit	-

MBA FM406: Financial Strategic Decision

Course objectives

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

Course Contents

UNIT-I   Strategic Financial Management

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

UNIT-II   Financial System in INDIA:

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

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

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

UNIT-III   Financial Markets: Money Market & its Instruments:

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

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

UNIT-IV   Concept of Strategic Decision

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

UNIT-V   Analysis of Enterprise

Concept of Valuation: EVA, MVA, Enterprise Value.

Text Books:

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

Reference Books:

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

Course outcomes

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

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

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

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	CO4,CO5
CD3	Seminars	CO3
CD4	Self- learning advice using internets	CO1,CO2
CD5	Industrial visit	CO4,CO5

MBA MKT 403: 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

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

Course Outcome

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

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	-	-	H	L	H	H	M	H	H	-	-	H	H
CO2	L2	L	-	-	H	L	H	H	M	H	H	-	-	M	M
CO3	L1, L2	L	-	-	H	L	H	H	M	H	H	-	-	M	H
CO4	L1, L2	L	-	-	H	L	H	H	M	H	H	-	-	H	H
CO5	L2	L	-	-	H	L	H	H	M	H	H	-	-	H	M

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

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,CO4,CO5
CD3	Seminars	CO3
CD4	Self- learning advice using internets	CO1, CO2, CO3
CD5	Industrial visit	CO2

MBA MKT 404: Digital and Social Media Marketing

Course Objectives

This course enables student**s:**

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

Course Contents

UNIT-I   Introduction to Digital Marketing

Overview of Digital Marketing, Digital Marketing Plan and Planning Process, Digital Marketing Environment, Ethical and legal issues in Digital Marketing – Trust, Ethics, Privacy, Patents, Copyrights, Data ownership, etc

UNIT-II   Digital Marketing Research

Digital Market Research, Marketing database and Data Warehouses, Consumer online Behaviour

UNIT-III   Digital Marketing Strategies

Segmentation, Targeting, Differentiation and Positioning Strategies for digital marketing, Product, Pricing, Payment and Distribution strategies for online selling, Communication tools, Internet advertising, Public Relations, web sites, online events, Direct marketing – e-mail, viral marketing, text messaging, Search Ads, Interpreting the Results of Search Ads, Search Engine Optimization

UNIT-IV   Social Media Marketing

Introduction to Social Media, Elements of Social Media, Types of social media, Social media strategies, Social media Performance Metrics, Managing Information -Aggregators, Google Alerts, Blogs, Live Chat, Managing and Monitoring Social Media Campaigns, Trend in Social Media Marketing, Top Tactics of Strategic Social Marketers, Multi-media - Video (Video Streaming, YouTube, etc.), Multi-media - Audio & Podcasting (iTunes, etc.), Multi-media - Photos/Images (Flickr, etc.)

UNIT-V   Social Media Analytics

Google Alerts and Giga Alert (Brand, product and service monitoring online), Crowdsourcing, Facebook, Twitter, LinkedIn, Microblogging, Mastering Google (AdWords Advertising, Analytics & Applications), Copy Writing For The Web, Social Media & Mobiles, Mobile social networking – Whatsapp, Viber, On-site web analytics technologies, Mobile web analytics

Text Books:

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

Reference Books:

1. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation (English) 0003 Edition (Paperback) - Author: Ryan Damian Ryan – Kogan Page publishers
2. E-Marketing – Judy Strauss and Raymond Frost – PHI
3. Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media-Author: Evans-Pearson India
4. Social Media Marketing (English) 1st Edition(Paperback) - Author: Michael R. Solomon, Tracy Tuten - Pearson Education
5. Social Media Marketing - Paul Martin and Thomas Ericson - Global vision
6. Social Media Marketing - Shiv Singh and Stephanie Diamond - Wiley India

Course Outcome:

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

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	L4	-	H	M	H	-	-	H	H	H	H	H	-	M	H
CO2	L6	H	M	M	H	H	H	H	-	H	H	H	-	M	H
CO3	L2	L	L	M	M	L	-	H	-	H	H	H	-	M	H
CO4	L2	L	L	M	M	L	H	H	H	H	H	H	-	M	H
CO5	L5	L	L	M	M	L	L	H	L	H	H	H	H	M	H

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

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	CO1, CO2, CO3
CD5	Industrial visit	CO3

MBA MKT 405: Customer Relationship Management

Course Objectives:

The course enables the student to:

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

Course Contents

UNIT-I   Introduction and Role of CRM

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

UNIT-II   Process and Practice of CRM

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

UNIT-III CRM Evolution and Challenges

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

UNIT-IV   Complaint Handling and Retention of Customer

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

UNIT-V   Web Based CRM and Internet Marketing

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

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

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

Course Outcomes:

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

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars/ Self- learning advice using internets
CD4	Minor projects/Dissertation
CD5	Discussion on Case Studies

Mapping of Course Outcomes onto Program Outcomes

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

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

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/ Self- learning advice using internets	CO1,CO2,CO4
CD4	Minor projects/Dissertation	CO2,CO3,CO5
CD5	Discussion on Case Studies	CO1,CO2,CO3,CO4,CO5

MBA MKT 406: International Marketing Management

Course Objectives

This course enables the students:

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

Course Contents

UNIT-I   International Marketing and Environment

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

UNIT-II   Overseas Marketing and Market Entry Strategies

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

UNIT-III   International Product Development & Pricing Strategies

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

UNIT-IV   International Distribution and Promotion Strategies

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

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

UNIT-V   International Marketing Strategies & Challenges before International Marketing

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

Text Books:

1. Dana-Lascu Nicoleta, International Marketing, Biztantra Publication.

2. Philip R Cateora, John L Graham, Prashant Salwant, Intermational Marketing, Tata McGraw-Hill Companies .

Reference Books:

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

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

Course Outcomes

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

Course Delivery methods		
CD1	Lecture by use of boards/LCD projectors/OHP projectors	
CD2	Tutorials/Assignments	
CD3	Seminars/ Self- learning advice using internets	
CD4	Minor projects/Dissertation	
CD5	Discussion on Case Studies	

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L1, L2	-	M	-	M	L	M	L	H	-	H	-	-	H	H
CO2	L2, L3, L4	-	L	L	M	-	M	-	M	L	M	M	L	H	H
CO3	L3, L4	-	M	-	L	L	-	L	H	M	L	L	L	H	H
CO4	L2, L3	-	M	-	M	-	-	M	H	H	L	M	M	H	H
CO5	L3, L4, L5	-	-	M	-	-	M	M	M	H	-	M	-	H	H

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

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	CO2, CO3, CO5
CD3	Seminars	CO1, CO2
CD4	Self- learning advice using internets	CO3, CO4, CO5
CD5	Industrial visit	CO2, CO3, CO4

MBA IT 403: IT Consulting

Course Objectives

This course will enable the student to**:**
1. To define the generic consultancy assignment life cycle;
2. To scope, propose and contract consultancy assignments
3. To structure, plan and control consultancy assignments
4. To apply quality control and measurement within IT consultancy assignments.

Course Content:

UNIT-I Introduction   **Lectures-4**

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

UNIT-II Consultancy Life Cycle

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

UNIT-III   Conducting a consultancy assignment – tools and techniques

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

UNIT-IV Managing Relations

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

UNIT-V Managing consultancy assignments

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

Text Books:

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

Reference Books:

1. Information, Systems and Information Systems – Making Sense of the Field Author: Peter Checkland and Sue Holwell Publisher: John Wiley & Sons Publication Date: 1998 ISBN: 0471958204
2. The Mythical Man Month - essays on software engineering Author: Frederick Brooks Publisher: Addison Wesley Publication Date: 1995 (2nd Edition) ISBN: 978-0201835953

Course Outcomes

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

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Conference/Seminars/Webinars
CD4	Self- learning advice using internets/Dissertation
CD5	Case Study Analysis

Mapping of Course Outcomes onto Program Outcomes

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

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

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	Conference/Seminars/Webinars	CO4, CO5
CD4	Self- learning advice using internets/Dissertation	CO3,CO4, CO5
CD5	Case Study analysis	CO3, CO4, CO5

MBA IT 404: Managing Digital Platforms

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

Course Contents:

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

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

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

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

UNIT-V: IT resources-determinants, challenges
Determining IT and Information System's Resource Needs: Needs Analysis, planning , System Cost Justifying and Investments, Automation and Artificial Intelligence

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

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

Course Outcomes:

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

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Conference/Seminars/Webinars
CD4	Self- learning advice using internets/Dissertation
CD5	Discussions based on Case Study analysis

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	L1, L2	M	L	-	H	L	M	H	L	M	H	M	M	H	H
CO2	L4, L5, L6	L	-	-	H	M	M	H	-	H	H	H	M	M	H
CO3	L1, L2, L3	L	L	-	H	M	M	H	H	H	M	H	-	H	H
CO4	L5, L6	M	-	-	H	L	M	M	-	H	H	H	L	M	H
CO5	L4, L5, L6	-	-	L	M	H	M	H	L	H	L	H	H	M	H

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

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, CO4, CO5
CD3	Conference/Seminars/Webinars	CO1, CO3,CO4
CD4	Self- learning advice using internets/Dissertation	CO1, CO2, CO3, CO4
CD5	Discussions based on Case Study analysis	CO2, CO3, CO4, CO5

MBA IT 405: Strategic Management of IT

Course Objectives:

This course will enable the student to:

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

Course Content:

UNIT-I :Information Technology as competitive advantage

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

UNIT-II: Information Technology and Business process

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

UNIT-III : Information and business decision making

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

UNIT-IV: IT as strategic tool

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

UNIT-V : IT as strategic tool-recent trends

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

Text Books:

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

Reference Books:

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

Course Outcomes:

Statement	Bloom's levels

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

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Conference/Seminars/Webinars
CD4	Self- learning advice using internets/Dissertation
CD5	Case Study analysis

Mapping of Course Outcomes onto Program Outcomes

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

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

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
CD2	Tutorials/Assignments	CO1, CO2, CO3, CO4, CO5
CD3	Conference/Seminars/Webinars	CO1, CO2, CO3
CD4	Self- learning advice using internets/Dissertation	CO1, CO3, CO5
CD5	Discussion based on case studies	CO1, CO2, CO3

MBA IT 406: System Analysis and Design

Course Objectives: The course will enable the student to:
1. Have an insight of the systems concept and the process involving the analysis and design of the same.
2. Understand the systems implementation and scheduling.

Course Content:

UNIT-I   Overview of Information System Development

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

UNIT-II   Requirement Analysis

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

UNIT-III Prototyping

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

UNIT-IV System Design

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

UNIT-V   Quality Assurance, System Testing and Implementation

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

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

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

Course Outcomes:

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

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Conference/Seminars/Webinars
CD4	Self- learning advice using internets/Dissertation
CD5	Case Study Analysis

Mapping of Course Outcomes onto Program Outcomes

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

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

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	Conference/Seminars/Webinars	CO4, CO5
CD4	Self- learning advice using internets/Dissertation	CO3, CO5
CD5	Case Study Analysis	CO3, CO4, CO5

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 MESUAREMENT 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.   i Scheduled/unscheduled tests
  ii.   Problem solving sessions aligned with classroom lectures
 iii.   Practical assignments
  iv.   Regular chamber consultation with faculty members
   v.   Mid semester examination 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. 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 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 semesters to 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 – 40% in individual paper

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.

SGPA (Si) = Σ (Ci x Gi) / ΣCi

Where Ci is the number of credits of the ith course and Gi is the grade point scored by the student in the ith 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.

CGPA = Σ (Ci x Si) / Σ Ci

Where Si is the SGPA of the Ith semester and Ci 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	2	A	8	2x8=16
Course/Paper 2	3	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	3	B	6	4x6=24
Course /Paper 7	3	A	8	3x8=24
Course/Paper 8	3	B	6	3x6=18
Course/Paper 9	2	B	6	2x6=12
	25			185

Thus, SGPA= 185/25= 7.4

b) **Illustration for CGPA**

Semester-1	Semester-2	Semester-3	Semester-4
Credit: 25	Credit: 25	Credit: 26	Credit: 26
SGPA:7.4	SGPA:7.8	SGPA:5.6	SGPA:6.0

Thus, CGPA=   25x7.4+25x7.8+26x5.6+26x6.0

---   = **6.68**

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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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Annexure 1:

POs	Action Verb(s) in POs	Bloom's level(s) for POs
PO1	Adapt	L3
	Develop	L6
PO2	Demonstrate	L3
PO3	Teach	L3
	Develop	L6
PO4	Develop	L6
	Demonstrate	L3
	Give examples	L2
	Practice	L3
PO5	Understand	L2
	Demonstrate	L3
	Apply	L3
PO6	Adapt	L3
PO7	Define	L1
	Analyze	L4
	Design	L6
PO8	Assess	L5
	Know	L1
	Understand	L2

PO9	Apply	L3
	Solve	L4
PO10	Apply	L3
PO11	Analyze	L3
	Apply	L4
PO12	Apply	L4