SYLLABUS FOR
MBA
DEPARTMENT OF
MANAGEMENT STUDIES

JIS UNIVERSITY
2019-2020

SYLLABUS FOR MBA

	COURSE CODE	SUBJECT	PERIODS			CREDIT
			L	T	P	
		CORE				
1	MBA 101	MANAGERIAL ECONOMICS	2	1	1	4
2	MBA 102	LEGAL & BUSINESS ENVIRONMENT	3	0	1	4
3	MBA 103	INDIAN ETHOS & BUSINESS ETHICS	3	0	1	4
4	MBA 104	FINANCIAL REPORTING, STATEMENT & ANALYSIS	2	1	1	4
5	MBA 105	ORGANISATION BEHAVIOR	3	0	1	4
6	MBA 106	QUANTITATIVE TECHNIQUES FOR MANAGERS	2	1	1	4
		TOTAL CREDITS				**24**
		Non-credit				
7	MCS 191	COMPUTER APPLICATIONS & E-BUSINESS FUNDEMENTALS LAB				
SESSIONAL						
8	MSD 182	BUSINESS COMMUNICATION PRACTICE				
9	MSD 183	SKILL X				
10. ANY ONLINE COURSES LIKE NPTEL ETC PER YEAR.						

MBA 101: Managerial Economics

Learning Objectives:
• To introduce the fundamentals, tools and theories of managerial economics
• To orient on micro economic techniques as a decision making process
• To understand macro-economic analysis essential for business managers

Course Outcome

CO1:-To integrate firms' price as well as output decision concepts under several market structure**.**
CO2:-To understand fundamental concepts of demand, supply, equilibrium and their determinants while getting overview on economic goals of firms and optimal decision-making.
CO3:-To gain deep insights to basic concepts of price, cross and income elasticity alongside cost functions and concepts of competition in market
CO4:-To build up in-depth knowledge on how Indian economy and system works.
CO5:- To impart detailed knowledge of economics and its significance among the students, so business decisions can be made scientifically based on proven information

Course Details

- The Economic Way of Thinking-
- Demand Analysis I
- Demand Analysis II
- Estimation-Production & Costs
- Production & Costs:
- Profit-Maximization & Competitive Markets
- Price-Searchers, Cartels
- Oligopoly-Advanced Pricing
- Auctions-Game Theory and Asymmetric Information

CO-PO MAPPING

	Programme Outcomes											
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	3	2	2				2	1			2	3
CO2		3	3	3	2				1		2	3
CO3	3		3	2	2				1		1	2
CO4	2	2				3	3	2	1	1		2
CO5	2					3	2	2		1		2

Suggested Readings
1. Adhikary, M., "Business Economics", Excel Books, 2000
2. Baumol, W. J., "Economic Theory & Operations Analysis" PHI 1996
3. Chopra OP, "Managerial Economics" Tata McGraw Hill 1996
4. Keat, Paul. G and Young, Philips K. Y., "Managerial Economics", PHI, 1996

5. Milgrom, P and J. Roberts, "Economics, Organization & Management", PHI, 1992

MBA 102: Legal and Business Environment (Micro & Macro):

Learning Objective

To familiarize the students with the legal &business environment prevailing in India and in the world to help them understand its implications to business

Course Outcome

CO1:-To apply the concept of Business Environment, Legal environment and External Factors Influencing Business Environment, Dimensions of International Business Environment, Challenges.

CO2:-To know Industrial Policy of the Government Latest Industrial Policy, Foreign Trade Policy, Fiscal Policy and Tax System in India, Monetary Policy and Banks Reforms in India

CO3:-To know and analyze the concept Liberalization and Privatization in India, Impact of Globalization in India, India's Export and Imports, Private and Public Sector in India, Foreign Direct Investment in India.

CO4:-To implement concepts International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Method, International Business Theories, International Trading Blocks, Liberalization: Tariff & Non –tariff barriers

CO5:-To know the concept of Multinational Corporations , International Business Theories, Liberalization: Tariff & Non –tariff barriers; World Trade Organization.

Course Details

- Legal Aspect of Business: Introduction to
- Business Laws- Business Management and Jurisprudence;
- Structure of the Indian Legal Systems: sources of Law; Manager and Legal System;
- Fundamentals of contract laws-Formation of Contracts;
- Principles of Contract Laws
- Legality of Object Consideration; Performance of contract
- Discharge of contract- breach of contract-Quasi contracts-Contract Management
- Special Contracts-Laws of Agency
- Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity
- Sales of Goods- Principles of Sales of Goods
- Transfer of Ownership& Property–Performance of contract
- Consumer Protection Laws-Law relating to Business Organizations-Partnership Trusts
- Company form of organization
- Protecting the property of Business-Copyright, Trademark, secret, Geographical Indications
- Alternate Dispute resolutions

CO-PO Mapping

	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	2		2	2		2	3		3		3
CO2		2	2			3		1		1	3	3
CO3		2	2		3		2		1	1	3	3
CO4		2	2			1	1	2		2	2	3
CO5			1	2	2			2		1	2	3

Suggested Books

- Text Readings:
- Hirschey,M, "Economics for Managers", Cengage, 2006
- Palwar, Economic Environment of Business, PHI, New Delhi, 2009
- Ashwathapa,K, Trehan,A., "Global Business Environment", 2011Tata McGraw Hill
- Cherunilam,F, "International Business Environment", 2010, Himalaya Pub. House

MBA 103: Indian Ethos and Business Ethics

Learning Objectives

The objectives of this course are to help students gain an understanding of Business Ethics and application of Indian values in managerial decision-making.

Course Outcome

CO1:-Able to understand morality, moral standards and ethics that bounds business
CO2:-Develop an understanding of ethics on business and it's utilisation and importance
CO3:-Identify moral responsibility in entrepreneurial ventures and strive for excellence
CO4:-Develop a holistic ethical environment for internal team building and efficient management
CO5:-Understand the importance of building moral goals in business and devising effective ways to fulfill it
CO6 :- Able to strive for excellence in terms of Governance, Culture and Profits

Course Details
- History & Relevance, Principles Practiced by Indian Companies,
- Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya'sArthashastra, Indian Heritage in Business, Management-Production and Consumption. Ethics v/s Ethos , Indian v/s Western Management, Work Ethos and Values for Indian
- Managers- Relevance of Value Based Management in Global Change- Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values , Value System in Work Culture, Stress Management-Meditation for mental health, Yoga, Contemporary Approaches to Leadership- Joint
- Hindu Family Business–Leadership Qualities of Karta, Indian Systems of Learning-

GurukulSystem of Learning , Advantages- Disadvantages of Karma, importance of Karma to Managers-NishkamaKarmaLaws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of

- Connection-Corporate Karma Leadership.
- Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Managing Ethical Dilemma;
- Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas of finance, marketing HRM and international business,
- Ethical Culture in Organization, Developing codes of Ethics and conduct, Ethical and value based leadership. Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics

CO-PO Mapping

	Programme Outcomes											
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	3	2	2				2	1			2	3
CO2		3	3	3	2				1		2	3
CO3	3		3	2	2				1		1	2
CO4	2	2				3	3	2	1	1		2
CO5	2		3	2		3	2	2		1		2
CO6	3		3	2	2				1		1	2

Suggested Readings

1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2009
2. Weiss, Business Ethics concept & cases, 1st edition, 2009, Cengage Learning
3.]Velasquez, Business Ethics,Concepts& Cases, 6th edition, 2009, PHI
4. Murthy, Business Ethics, 2009, Himalaya Publishing House

**MBA 104 Financial Reporting, Statements and Analysis**:

Learning Objectives::- The objectives of the course are to equip the students with the accounting and financial problems. The emphasis will be on the concepts and application .

Course Outcome

CO1:- To understand the preparation of financial statements in accordance with appropriate standards
CO2:- Prepare ledger accounts using double entry bookkeeping and record journal transactions along with Trial Balance
CO3:- To apply and Interpret the business implications of financial statement information , along with adjustment Entries
CO4:-To implement, introduce and develop the knowledge of holding companies accounts
CO5:-To implement the preparation of accounting information for planning and control and for the evaluation of Finance
CO6:-To introduce and develop knowledge of Financial Statement Analysis Methods like Comparative

Balance Sheet / Common size Balance Sheet / Trend Analysis

Course Details

- Accounting principles, concepts and conventions,
- Accounting process, Preparation of Financial statements, Financial Reporting,
- Reporting practices,
- Analysis of Financial Statements with managerial perspective.
- Students should be provided adequate training in understanding and analyzing published financial statements of a company

CO-PO Mapping

	Programme Outcomes											
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1						3	3	3	3	1	2	3
CO2						3	2	3	3	3	3	3
CO3						2	3	3	3	3	2	3
CO4		3	3	2		2		2	2	3	2	3
CO5		3	3	2		3		2	2	1	2	3
CO6				2	2		1	3	3	3	3	3

Suggested Readings
1. I.M. Pandey, Financial Management, Vikas Publication House, 8th Ed., 2009
2. M.Y. Khan and PK Jain, Financial Management, Delhi, TMH, 4th Edition, 2007

MBA 105 OrganisationBehaviour:

Learning Objectives

Objective of this course is to help students to understand human Behavior in organizations at cross cultural level so that they improve their managerial effectiveness.

Course Outcome

CO1:- DESCRIBE the key concepts of organizational behavior.
CO2:- UNDERSTAND theories and models about how managers should behave to motivate and control employees
CO3:-ARTICULATE aspects of organizational culture and interpret cultural diversity
CO4:- BUILD people and leadership skills essential for managerial success
CO5:- ANALYSE causes of conflict and OUTLINE conflict management strategies that managers can use to resolve organizational conflict effectively.

Course Details

- Introduction, Foundations of individual behavior-Ability,
- Attitudes , JobSatisfaction,
- Personality, Values ,
- Perception,
- Motivation–Theories, leadership,
- Foundations of Group behavior -Group development; Group properties: Roles, norms, status, size and cohesiveness, Group decision making, Techniques, Work teams,
- Understanding organizations- Managing organizational culture, Technology and organizational design-,
- Organizational decision making, Managing organizational conflict, power & politics and
- Organizational change

CO-PO Mapping

	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3											
CO2	2	2	2	1								
CO3	1	3	2	1		1						
CO4			2	3			1	1				
CO5		1	2	2			2	2		2	2	1

Suggested Reading

1. Stephen P. Robbins, Timothy A Judge, SeemaSanghi "Organizational Behaviour", Pearson Education, 13th Ed., 2009.
2. Nelson, Organisational Behaviour,1st Edition, Cengage Learning, India
3. R. S. Dwivedi, "Human Relations and Organizational Behavior: A Global Perspective", Macmillan

MBA 106 Quantitative Techniques:

Learning Objective

The objectives of the course are to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

Course Outcome

CO1: Recall the distinctive characteristics of matrix algebra and vectors.
CO2: Understand the theoretical working of set theory, functions, limit, continuity, derivative and integration.

CO3: Discuss critically the uses and limitations of statistical analysis
CO4: Apply the principles of probability to different areas of business and management
CO5: Evaluate the various statistical techniques to solve statistical problems
CO6: Analyze statistical techniques in solving business management problems

Course Details

- Introduction to Linear Programming (LP)- LP Formulations -Graphical
- Solution -Simplex Method, Artificial Variables-Special Cases: Alternative optima, Infeasibility,
- Unbounded -Using Excel solver to solve LP Problems -Duality Concepts -Sensitivity Analysis –
- Transportation Problem, Assignment Problem–Trans-shipment Problem -Shortest Path Problem
- Maximum Flow Problem, Minimum Spanning Tree -Network Models with yields –
- Integer Programming (IP) Formulations -IP Formulations -Additional Problems –
- Game Theory -Dynamic Programming-Introduction-Descriptive Statistics-Data Visualisation - Probability-Random Variable
- Discrete Distributions-Continuous Distributions-Sampling Distributions-
- Confidence Interval
- Hypothesis Testing-The Comparison of two samples-Simple Linear Regression-
- Analysis of Variance
- Multiple Regression-Chi-square Tests

CO-PO Mapping

| | Programme Outcomes | | | | | | | | | | | |
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	1	-	-	-	-	-	-	-	-	1
CO2	3	1	1	-	-	-	-	-	-	-	-	1
CO3	3	2	1	-	3	-	-	-	-	-	-	1
CO4	3	1	1	-	1	-	-	-	-	-	-	1
CO5	3	2	1	-	2	-	-	-	-	-	-	1
CO6	3	2	1	-	3	-	-	-	-	-	-	1

Suggested Reading

1 J.K. Sharma, "Mathematics for Management and Computer Applications", New Delhi, Galgotia Publication,
2 R. K. Ghosh and S. Saha, "Business Mathematics and Statistics", Calcutta, New Central Book Agency
3 S. Saha, "Business Mathematics and Quantitative Techniques", Calcutta, Central Book Agency,

MBA 106 Computer Applications for Business & E-business fundamentals:

Learning Objective – The student should know about the fundamentals of computer applications. The student will be able to know about the basics of computer funamentals.

Current Outcome

CO1 To lean about office automation and application
CO2 To learn and apply word processor and MS word
CO3 To learn and apply MS Excel
CO4 To learn about Graphics and representation
CO5 To learn about MS Access
CO6 To learn about the fundamentals of e-commerce and e-business

Course Details

- Basicfeatures of Computer Systems and their Applications in Managerial Decision Making.
- MS OfficeApplications MS Excel: Graphs and Charts–Calculation of various financial functions-Ms Access: Tables and Queries Unit-IV: MS Power Point: Introduction–Toolbar, their Icons and Commands–Navigating in Power point-Creation of slides, animation, and templates-Designing Presentations–Slide show controls–Making notes on Pages and Handouts–Printing Presentations–Customizing
- Presentations-Auto content Wizard. Unit-V: Computer Networks: Overview of a Network–Communication processors–Communications Media–Types of Network–Network Topologies-Network protocols–Network Architecture.
- Fundamentals, E-Business framework, E-Business application, Technology Infrastructure for EBusiness Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless
- technology and switching method, mobile information access device, mobile computing application. E-Business Models: Elements of Business models, B2B, B2C models Payment Systems: Type of E-payment, digital token–based e-payment, smart card, credit
- card payment systems, risk on e-payment, designing e-payment Security Environment: Security Threats, Technology Solutions, Client–server security, data
- and message security, document security, firewalls. Ethical Social and Political issues in ecommerce. Inter-organization Business: EDI application in business, EDI: legal, security, standardization
- and EDI, EDI software implementation, VANs (value added network) Internet based EDI Future of Electronic-Business: Virtual Factory, Strategies for Electronic Business, Making Money on net, Web portals and portals concepts. Introduction Search Engine Optimization

CO-PO Mapping

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3											
CO2	3			2								
CO3	3			2								
CO4	3			2								
CO5	3			2								
CO6	3			2								

MBA 2ⁿᵈ SEMESTER

Sr. No.	COURSE CODE	SUBJECT	PERIODS			CREDIT
			L	T	P	
CORE						
1	MBA 201	INDIAN ECONOMY & POLICY	3	0	1	4
2	MBA 202	INDIAN FINANCIAL SYSTEMS & FINANCIAL MARKETS	2	1	1	4
3	MBA 203	MARKETING MANAGEMENT	3	0	1	4
4	MBA 204	HUMAN RESOURCE MANAGEMENT	3	0	1	4
5	MBA 205	ENTREPRENEURSHIP	3	0	1	4
6	MBA 206	BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING	2	1	1	4
		TOTAL CREDITS				**24**
Non-credit						
7	MSD 281	SKILL X				
8	MSD 282	BASE – COMMUNICATION / GD & PI PRACTICE / INDUSTRY TALK				

MBA 201 Indian Economy and Policy:

Learning Objective

This course is to enable students understand the current Economic Scenarioes and Policies of India and also how to correlate them with the business.

Course Outcome

CO1:- Student will be able to gain in-depth knowledge on different diversified theories on income, measuring methods of demand and also different economic terms as well as concepts.

CO2:-Student will have proper expertise on analysing relation between inflation and unemployment and understanding fiscal and monetary policy.

CO3:-Student will have thorough understanding on basis of trade to facilitate their understanding.

CO4:-Student will have detailed overview on how Indian economy works to enhance their knowledge on different trade policy reformation

CO5:-Student will achieve support from components and instruments of monetary policies and markets to develop analytical skills on how Indian money market works

Course Details

- Introduction to the course-
- Colonialism and development of the Indianeconomy-
- De-industrialization of Indian economy-
- Business enterprises-Growth and economic reforms
- Poverty and Inequality-Macroeconomic overview and Fiscal and Monetary Policy-Financial sector
- performance and impending reforms-Economic reforms towards more liberalization-Agriculture, industry and services-Government reforms and the emerging energy-economy-environment regulatory framework

CO-PO Mapping

	Programme Outcomes											
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	3					3	3	3			2	
CO2		3	3	3		2				1		3

CO3	3			2		2			2		3	3
CO4		2	2	3		3	3		2	1		3
CO5		3		2	3			2			2	2

Suggested Readings

1. Principles of Macroeconomics - SoumyenSikdar, (OUP)
2. Managerial Economics - Suma Damodaran, (OUP)
3. R**.** Dornbusch , S**.** Fischer and R. Startz**, "**Macroeconomics**"** ,Tata Mcgraw Hill

MBA 202 Indian Financial system and Financial Markets:

Learning Objective : The objective of this course is to provide the students exposure to Cost & Management Accounting, Financial markets and systems with financial concepts.

Course Outcome

CO1:-Tounderstand & familiarize the concept of cost accounting

CO2 :- To implement & gather knowledge on preparation of cost sheet in its practical point of view

CO3:-To understand the idea and meaning of material control with pricing methods

CO4:-To understand & develop the knowledge about remuneration and incentives and overhead cost

CO5:-To introduce the concept of Indian Financial System

CO6:-To understand the concept of Financial Intermediaries, Financial Instruments, Financial Services and Financial Markets

Course Details

- Salient features of Indian Financial System, resource mobilization,
- Channelization of funds, Equity, Debt and Currency markets,
- Markets for short term financing requirements,
- Financial sector reforms and financial markets, contemporary issues.

CO-PO Mapping

	Programme Outcomes											
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1			3	1	1	3		2	3			3
CO2			3	1	1	3	1	3	3			3

CO3	2	3	3	2	3	3	1	3	3	2	3	3
CO4	3		2	1	2	2	2	2	3	3		2
CO5	2		2	3	2	3	1	3	3	2		2
CO6	2		2	1	3	3	3	3	3	2		2

Suggested Readings:

1.Machiraju, 'Indian Financial System' – Vikas Publishing House,
2.Varshney P.N., & Mittal D.K., 'Indian Financial System', Sultan Chand & Sons, New Delhi. 2012.
3. Verma J.C., 'Venture Capital Financing in India', Sage, New Delhi

MBA 203 Marketing Management:

Learning Objective

The objective of this course is to provide the students exposure to modern marketing concepts,
tools, and techniques, and help them develop abilities and skills required for the performance of
marketing functions.

Course Outcomes

CO1:- Acquire an understanding of fundamental concepts of Marketing including sustainability .
CO2:- Understand and analyze the business environment and internal resources for the implementation
of marketing plan.
CO3:- Understand and Relate to the concepts of marketing mix needed for delivering value to the
customer
CO4:-Understand and apply different frameworks, concepts and tools in the area of marketing
CO5:- Develop an understanding of emerging marketing trends in multiple sectors
CO6:- Develop an understanding of emerging global marketing trends

Course Details

- Introduction to Marketing Management-

- Analyzing Marketing Environmentand Competition-
- Consumer Behaviour-
- Market Segmentation- Target Marketing- Positioning for Competitive Advantage- Product/ Service, Product Classification, Branding-
- Product Life Cycle, New Product Development and Product Extension Strategies-
- Pricing- Place- Promotion Decisions

CO-PO Mapping

	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1				3	1	2				1
CO2	3	3	3	3					2	1		
CO3	3	2	2	2					2	1		
CO4	3	3	3	3								
CO5	3	2				1						
CO6	3	2				1	1	2				1

Suggested Readings
1. Kotler,Keller,Koshy,Jha, Marketing Management– A South Asian Perspective, Pearson, 13th Edition, 2008.
2 Kurtz, Principles of Marketing, Cengage Learning, India, 2008

MBA 204 Human Resources Management:

Learning Objective

The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies andpractices at international level.

Course Outcomes

CO1:- Learn to manage human resources effectively in business and Organization
CO2:- Apply scientific methods of job analysis that is job identification job description in recruitment and selection for efficiency and productivity
CO3:- Build realistic and appropriate training and development programs for the growth and building competitive advantage for the organization
CO4:- Design effective performance appraisal system to identify and meet employees and organizations interest and objectives

CO5:- Empathetically resolve grievances and solve disciplinary issues and keep the flow of organizations smooth

CO6:- Identify potential of employees match them with organizations need and make it to use

Course Details

- Introduction, HR as a Factor of Competitive Advantage, Line and
- staff responsibility of HR Managers, Human Resource Planning, Recruitment & Selection process,
- HRD, Training need analysis, Delivery Methodology, Evaluation, Capacity Building.
- Performance Appraisal-methods, limitations and problems, ethics, Potential Appraisals,
- Compensation Management-job evaluation, wage/ salary fixation, incentives, bonus, ESOPs,
- Fringe Benefits, Career Planning & Development, Employee Separations, Downsizing &Outplacement ,
- HRIS,
- Fundamentals of Industrial Relations and Fundamentals of Labour Laws

CO-PO Mapping

	Programme Outcomes											
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	3	-	-	1	-	-	-	2	-	-	-	-
CO2	-	-2	-	-	3	-	-1	-	-	-	-	1
CO3	-	3	-	-	-	3	-1	-	-	-1	1	-
CO4	-	-2	-	-	3	-	-	-	1	-	2	2
CO5	-	-	1	-	3	-	-	-	-	-2	-	-
CO6	2	-3	-	-	-	-	-1	2	-	-	1	3

Suggested Readings

1. G.W. Bohlander and S. A. Snell, "Principles of Human Resource Management", 14 Edition, Cengage Learning Pvt Ltd.

2. Dessler and B.Varrkey, "Human Resource Management", 16th Ed., Pearson

3. P. SubbaRao, International Human Resource Management, 2009, Himalaya Publishing House.

4. K. Asawatthapa International Human Resource Management , TMH, 2007

MBA 205 Entrepreneurship:

Learning Objective:

The objective of this course is to familiarize the students with the ground realities of starting &managing their own Entrepreneurial ventures.

Course Outcome

CO1 Able to identify concept of entrepreneur and entrepreneurship, like between entrepreneurship and economical development

CO2 Able to express about factor influencing entrepreneurship development as well as recourse behind entry of entrepreneur in entrepreneurship

CO3 Able to express about factor influencing entrepreneurship development as well as recourse behind entry of entrepreneur in entrepreneurship and   can be differentiate people for their future career.

CO4 Students can design or development program

CO5 Able to prepare feasibility report for the new business enterprise or new project

CO6 Able to collect information for development or identification of new business idea through the environmental study

Course Details

- Entrepreneurship and Intrapreneurship–similarities and variance-India's start up revolution–Trends, Imperatives, benefits; the players involved in the ecosystem, Business
- IncubatorsRural entrepreneurship, social entrepreneurship, women entrepreneurs- The entrepreneurial mind-setKey attributes an entrepreneur -Desirable and acquirable attitudes and behaviors-Readiness-The right
- time, right age, right conditions-Myths and realities of entrepreneurship-Transition from college/ regular job to the world of start-ups-Personal finance- Explaining to family-Entrepreneurial Stress
- Composition–complementarity- Different life stages- Relative importance- Disagreements-Idea, opportunity and retrospective determinism- To solve something felt and experienced vs I want to be an entrepreneur-
- Where can ideas come from- Creating and appropriating value- Scarcity, choice and trade offs-Identifying 'paying customer', developing market understanding- Narrowing focus-End user profiling, Ideal Persona-Market segmentation, Market sizing- Marketing plan, pricing-Strategy-Rigor of another kind: Heuristics and Gut-feel- Business Plan -How to develop it-What all should it have, what it shouldn't have-Unit economics, scalability, defensibility-
- Venture feasibility analysis-PitchingLegal Matters- Organizational form–partnership, sole proprietorship, corporation- Intellectual property–copyright, trademarks- Tax, Personnel law, contract law-Law vs Ethics-Legal expenses, hiring the service provider- Digital Haves and Havenots- Digital Economy as a resource- Promotion tools-the value of Likes and Shares-
- Matchmakers-Long Tail markets-Micro–Apps-Funding and Incubation-Informal capital–Friends & Family, Angel-Introduction to the world of Venture Capitalists-Evaluation criteria employed by VCs-Selecting the right VC-Financing Mix and the Financing

- Continuum shareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement, Idea / patent,
- Driving force and capital infusion-Go–Live-What proof of concept is needed-Minimum viable productName of product / service- Website / Visiting card /Office space- Struggles-Causes of failure–
- Product/
- market, financing, managerial-Resilience-How many attempts- Valuation and Harvesting-Valuation methods-Term sheet-Strategic sale, negotiations-Management succession

CO-PO Mapping

	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	1	-	-	-	2	-	-	-	-
CO2	-	-	-	-	3	-	-	-	-	-	-	1
CO3	-	3	-	-	-	3	-	-	-	-	1	-
CO4	-	-	-	-	3	-	-	-	1	-	2	2
CO5	-	-	1	-	3	-	-	-	-	-	-	-
CO6	2	-	-	-	-	-	-	2	-	-	1	3

Suggested Readings
1. P.M. Charanthimath, Entrepreneurship development and small business enterprises, Pearson education, 2008
2. D.F. Kuratko and R.M. Hodgetts, "Entrepreneurship in the New Millennium", 2nd Edition, Cengage learning
3. Vasant Desai: Small scale Industries and Entrepreneurship, Himalaya Publishing House,2009.

MBA 206 Business Statistics and Analytics for Decision Making:

Learning Objective:
The primary objective of this course is to develop a research orientation among the Scholars and to acquaint them with fundamentals of basic statistical techniques and their applications in managerial

decision making

Course Outcomes
CO1 : To familiarize with basic concept of research and its process
CO2 : To classify data and use different sampling techniques
CO3 : To enable in conducting research work and formulating proposals and reports
CO4 : To use multivariate techniques and analyse dependence and independence of samples.
CO5 : To understand feasibility and practicability research methodology for analysis of Economy

and Industry

CO6 : Too familiar with ethical issues in educational research.se outcome.

Course Details

- Meaning, types, criteria of good research, marketing research, scientific
- approach to research in physical and management science

- *Applications of inferential statistics in managerial decision-making*

- Causal research

- Exploratory research: Meaning, suitability, collection, hypothesis formulation

- Descriptive Analysis: Meaning, types of descriptive studies, data collection methods Causal research

- Hypothesis: Meaning, Types, characteristics, sources, Formulation of Hypothesis, Errors in hypothesis testing, Parametric and Nonparametric test: T-test, Z-test, F-test, U-test
- Statistical Analysis of Business Research: Bivariate Analysis
- (Chi-square only), Multivariate Analysis -Factor Analysis, Discriminant
- Analysis, Cluster Analysis, Conjoint Analysis, ANOVA – One-way & Two-way classification (Theory only).

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	-		-	1	-	3	3	-	3
CO2	3	3	2	-	2	-	-	-	1	-	-	1
CO3	1	3	3	2	2	-	-	-	1	-	2	2
CO4	2	3	2	1	-	-	-	-	1	-	1	1
CO5	2	3	1	1	-	-	-		2	1	3	1
CO6	1	-	-	-	-	1	-	3	-	-	-	3

Suggested Readings:

- Green, Donald &Tull, Research for Marketing decisions,PrenticeHallofIndia
- CR Kothari, Research Methodology, New Age International

MBA 3RD SEMESTER

Students can opt for Dual specialization – Major & Minor. They are required to choose three electives for Major and two electives for Minor.

Sr No.	COURSE CODE	SUBJECT	PERIODS			CRE DIT
			L	T	P	
		CORE				
1	MBA 301	PROJECT MANAGEMENT	3	0	1	4
2	MBA 302	CORPORATE SOCIAL RESPONSIBILITY & SUSTAINABILITY	3	0	1	4
		TOTAL CORE				**8**
		ELECTIVES / SPECIALIZATIONS				
		MARKETING MANAGEMENT				
3	MM 301	MARKET RESEARCH	2	1	1	4
4	MM 302	CONSUMER BEHAVIOUR	3	0	1	4
5	MM 303	SALES & DISTRIBUTION MANAGEMENT	3	0	1	4
		HUMAN RESOURCE MANAGEMENT				
6	HRM 301	MANPOWER PLANNING ,RECRUITMENT AND SELECTION	3	0	1	4
7	HRM 302	EMPLOYEE RELATIONS	3	0	1	4
8	HRM 303	PERFORMANCE MANAGEMENT SYSTEMS	3	0	1	4
		FINANCIAL MANAGEMENT				
9	FM 301	INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT	2	1	1	4
10	FM 302	CORPORATE FINANCE	2	1	1	4
11	FM 303	TAXATION	2	1	1	4
		SYSTEMS				
12	SSP 301	DATA MINING FOR BUSINESS DECISIONS	2	1	1	4
13	SSP 302	MANAGING SOFTWARE PROJECTS	2	1	1	4
14	SSP 303	MANAGING DIGITAL INOVATION AND TRANSFORMATIONS	2	1	1	4
		BUSINESS ANALYTICS				
15	BA 301	DATA VISUALISATION FOR MANAGERS	3	0	0	3
16	BA 302	BUSINESS FORECASTING	3	0	0	3
		BUSINESS ANALYTICS LAB				
17	BA 391	DATA VISUALISATION FOR MANAGERS	0	0	1	1
18	BA 392	BUSINESS FORECASTING	0	0	1	1
		TOTAL ELECTIVES/SPECIALISATIONS (THEORY)				**20**

SESSIONAL						
19	MSD 381	MAJOR PROJECT WORK I (ELECTIVES/SPECIALISATIONS)	0	0	2	2
		TOTAL ELECTIVES WITH PROJECT				**30**
PRACTICAL						
20	MBA 391	ENTREPRENEURSHIP IN PRACTICE & SKILL X EXHIBITION	0	0	1	1
21	MBA 392	SUMMER INTERNSHIP PROJECT & VIVA	0	0	6	6
		TOTAL CREDITS				**37**

MBA 301 Project Management:

Learning Objective:

To develop understanding of project planning. To develop ability to monitor and control projects and risk involved. To become familiar with tools and techniques used in managing projects.

Course Outcome:

CO1: To identify basic elements of project management and its process with different technical, non-quantitative analysis.

CO2: To learn about different cost of project and financial risk analysis techniques.

CO3: To learn and evaluate best alternative way for any project amongst various alternative paths and also learn how to minimize the slack.

CO4: To enhance the knowledge on time-cost relationship and various project software.

CO5: To enhance the knowledge about key linkages between organizational and project-level issues including decision making, motivation, behavior and ethics.

CO6: To understand and identify best suitable project in terms of profitability and able to understand all reasons of project failure.

Course Details

- Project Lifecycle understanding-Project definition. WBS (Work Breakdown
- Structure), Planning Scope-Planning Schedule-CPM and
- PERT, Schedule Compressions-Cost estimation & Quality definition-Planning Resources & Risks-
- Stakeholder identification, analysis and communication planning-
- Understanding different fundamental contract types and some of the variants-Earned value management
- Behavioural aspects in project management and project closure

CO-PO Mapping:

Programme Outcomes (PO)											
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	2	-	-	-	-	3	1	1	3	-	3	3

CO2	1	-	3	-	-	3	1	3	3	1	3	3
CO3	-	-	3	3	3	-	2	-	3	-	1	3
CO4	-	-	-	3	-	2	1	2	2	2	3	2
CO5	-	1	-	2	-	2	3	2	3	1	3	3
CO6	-	-	-	2	-	2	1	3	3	3	3	3

Suggested Resadings

1. Gido Effective Project Management, Cengage Learning
2. Gray &Larson,ProjectManagement:The Managerial Process,3etmh

MBA 302 Corporate Social Responsibility and Sustainability

Learning Objective:
The student shall develop an understanding on the different models of organization theories, organizational design, organization decision making process, organizational culture and corporate social responsibility and apply the same in real time situations.

Course outcome:

CO1: To demonstrate their conceptual knowledge of nature and scope of organization, theories, structure, models and approaches to measure organizational effectiveness

CO2: To demonstrate their understanding of elements, purpose and challenges of the fundamentals of organization's workflow, organizational design, and matching strategy and structure

CO3 : To make themselves aware of the decision making process, communication, power politics and conflicts of the organization and design solutions to overcome it for one to group of employees.

CO4 : To demonstrate their skill of organizational cultural issues, ethics, corporate social responsibilities and other long term sustainable factors to manage the different organizational hurdles and competitors.

CO5 : To understand the interaction of structural design, job responsibilities and the power positions to combat the negative socio-economic hurdles of 21st century and design a solution for it.

Course Details

- Definition- Evolution- Need for CSR
- Theoretical perspectives-Corporate citizenship-
- Business practices-Strategies for CSR-Challenges and implementation-Evolution of corporate governance-
- Governance practices and regulation-Structure and development of boards-Role of capital market and government-Governance ratings-Future of governance- innovative practices-
- Case studies with lessons learnt. Sustainability: Meaning and ScopeCorporate Social Responsibility and Corporate Sustainability-Sustainability Terminologies and Meanings-
- Why is Sustainability an Imperative-Sustainability Case Studies-Triple Bottom Line (TBL).
- Corporate Sustainability Reporting Frameworks-Global Reporting Initiative Guidelines-National Voluntary
- Guidelines on Social, Environmental and Economic
- Responsibilities of BusinessInternational Standards-Sustainability Indices-Principles of Responsible Investment-Challenges in Mainstreaming Sustainability Reporting-
- Sustainability Reporting Case Studies.

CO-PO Mapping

	PO1	PO2		PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2		2	1								
CO2	2	3		3	3	1				1	1		
CO3		2		3	2				1	2	2	1	
CO4		2			2		3	3	3	1	1		
CO5		2		3	2		2	3	1			1	2

Reference / Suggested Readings:
1. Robbins, S.P. Judge, T.A. and Sanghi, S.: Organizational Behaviour, Pearson
2. Luthans, Fred: Organizational Behaviour, McGraw Hill

MM301Market Research

Learning Objective:
The primary objective of this course is to develop a research orientation among the Scholars and to acquaint them with fundamentals of research methods. Specifically, the Course aims at introducing

them to the basic concepts used in research and to scientific social research methods and their approach. It includes discussions on sampling techniques, research designs and techniques of analysis.

Course Outcomes
CO1 : To familiarize with basic concept of research and its process
CO2 : To classify data and use different sampling techniques
CO3 : To enable in conducting research work and formulating proposals and reports
CO4 : To use multivariate techniques and analyse dependence and independence of samples.
CO5 : To understand feasibility and practicability research methodology for analysis of Economy and Industry
CO6 : Too familiar with ethical issues in educational research.se outcome.

Course Details
- Background to Research: Developing research proposals-Research paradigms
- Contributions of research to theory and practice-Research Ethics-Literature Review: Identifying,
- accessing and managing sources of information and scholarly literature-Academic writing and referencing-Steps in literature review development-Argumentation-
- Qualitative Methods: The nature and types of qualitative research-Data collection methods-primary and secondary sources-Types of data analysis methods-Writing up qualitative research-Quantitative Methods: Data and Variables-The Nature of Quantitative Research-
- Descriptive and Influential Statistics-Sampling-Designing and Coding Questionnaires-Data Entry and Screening-Hypothesis Testing-Association: Correlation
- CoefficientsBivariate Regression-Association-Chi-square Tests-Difference: t-tests-Difference: ANOVA-Reliability, Validity and Rigour-Reporting a Quantitative Study-Research Proposal: Purpose, nature and evaluation-Content and format-Practical considerations-timelines, budgets, supervision management
- Presentation and defense of proposals.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	-		-	1	-	3	3	-	3
CO2	3	3	2	-	2	-	-	-	1	-	-	1
CO3	1	3	3	2	2	-	-	-	1	-	2	2
CO4	2	3	2	1	-	-	-	-	1	-	1	1
CO5	2	3	1	1	-	-	-		2	1	3	1
CO6	1	-	-	-	-	1	-	3	-	-	-	3

Suggested Readings:
- Green, Donald &Tull, Research for Marketing decisions,PrenticeHallofIndia
- CR Kothari, Research Methodology, New Age International
- Naresh K Malhotra, Marketing Research,Pearson EducationAsia,2001

MM302 Consumer Behaviour

Learning Objective:

The purpose of this course is to introduce students to consumers, consumer behaviour in the market place and their impact on marketing strategy. Discussing the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process.

Course Outcome:

CO1: Understand the concepts of the consumer behaviour in the buying products and services in the market

CO2: Understand and analyze the different factors influencing and the interdisciplinary nature of the consumer buying behavior

CO3: Understand and apply the different techniques and models of consumer behavior and consumer decision making process and levels.

CO4: Understand and apply the impacts of internal dynamics such as Personality Motivation, learning and Perception in consumer buying decisions.

CO5: Develop and analyse the impact of consumer insights on marketing decisions.

Course Details

- Market Opportunity Identification–Analysis & Evaluation-Introduction and
- overview-Perception-Learning-Motivation and values–Personality-Attitudes and Persuasion-
- Decision making -Buying and Disposing-Groups and Consumer Behavior-Organizational and
- Institutional Consumer Behavior-Culture and Consumer Behavior-
- Consumer Behavior in the networked era
- Alternative views on Consumer Behavior-Marketing Ethics and Consumer Behavior.

CO-PO Mapping

Programme Outcomes (PO)												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3		1			1	`					
CO2	3	2	2	2		2		1		1		1
CO3	3	2	2	2								

CO4	3	2	2	2								
CO5	3	2	2	2				1		2		1
CO6	3	2	1			1	2					

Suggested Readings
1. ShriPrakash Theory of Consumer BehaviourVikasPublication
2. Hawkins, David, Consumer Behavior , 11E Tata Mcgraw Hill
3. Dogra, B.LRural Marketing1e, Tata Mcgraw Hill

MM303 Sales and Distribution Management

Learning Objective:

The objectives of this course are to expose the students to various aspects of sales and distribution management as an integral part of marketing management, and provide abilities in sales and distribution system

Course Outcome:

CO1: Understand the different aspects of sales and distribution function
CO2: Understand and develop Sales and distribution plan including personal selling process
CO3: Discuss sales forecasting methods, allocation of sales budget, management of sales territories and sales quotas.
CO4: Understand and analyze various channel strategies including wholesaling, and retailing.
CO5: Relate to managing, motivation and leading of sales force
CO6: Understand and relate to logistics ,and supply chain

Course Details
- Introduction to SDM & Marketing Channels-Channel Design
- Channel Migration & Emergent Channels-Power & Conflict in Channel Management-Wholesaling and
- Mass Distribution-Retailing and Modern Retail-Introduction to Sales & Personal Selling-Strategic Sales Management-Managing the sales force-
- Sales Analytics-Sales force Compensation and Evaluation
- Social & Ethical concerns in SDM

CO-PO Mapping

Programme Outcomes (PO)												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12

CO1	3		1			1	2	1			1	
CO2	3	3	2	2								
CO3	3	3	2	2								
CO4	3	3	2	2					2			
CO5	3	2	1	1						2		
CO6	3	2	1			1	2					

Suggested Readings:

1. Krishna K. Havaldar,Vasant M. Cavale, Sales & Distribution Management, Tata McGrawHill ,Latest Edition
2. Richard R. Still,Edward W. Cundiff,Norman A.P. Govoni, Sales Management

HRM 301 Manpower Planning, Recruitment, and Selection

Learning Objectives: To facilitate the understanding of the needs of human resource planning,

manpower hiring through recruitment and selection processes

Course Outcomes

CO 1: To have an understanding of the concepts and process of human resource planning

CO 2: To have an understanding of the concepts of Job Analysis& competency mapping

CO 3: To have an understanding of recruitment process and techniques

CO 4: To have an understanding of selection process and techniques

CO 5: To have an understanding of organizational recruitment and selection policies and employer

branding

Course Details

- Strategic staffing-HR planningprocess,-
- Job analysis and description-
- Competency mapping -procedures and steps, methods of data collection for mapping, developing competency models from raw data,
- Recruitment; employee referrals; recruitment process outsourcing, head hunting,
- Selection Process; Testing for selection of employees, use of psychological test, selection process, interviewing skills, errors in selection.
- Employer branding

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1		1							
CO2	1	3	3	3	1							
CO3	2		1	1		2		1				
CO4		2	2	2					2	2	2	
CO5		3	1	1								

Suggested Readings

Suggested Readings
1. Human Resources Management- Gary Dessler
2. Personnel Management – C.B Mamoria
3. Managing Human Resources - R.S. Dwiwedi

HRM 302 Employee Relations

Learning Objectives: To have an understanding of employee relations practices and processes in organizations

Course Outcomes

CO 1: To have an understanding of the concepts of employee relations

CO 2: To have an understanding of the concepts of Collective Bargaining

CO 3: To have an understanding of recent trends in Industrial disputes

CO 4: To have an understanding of the concepts of trade unionism and ways to manage trade vunions

CO 5: To have an understanding of Labour Laws for effective organizational industrial relations

Course Details

- Concepts of Employee relations; Stakeholders of employee relations
- Collective Bargaining-
- Recent Trends in Industrial Disputes-Lay off, Termination Retrenchment, closures, VRS,
- Trade Unions, Grievances andredressal mechanisms, Code of discipline in industries, .Standing orders, Settlements,
- Managing foreign nationals in Indian organizations: Industrial Acts -Industrial Disputes Act 1947, Payment of Gratuity Act 1982, ESI Act 1948. Role of Indian
- LabourLaws and International bodies such as ILO-Social Audit

CO-PO Mapping

Programme Outcomes (PO)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2										1
CO2	2	1	3									
CO3		2	1		3							
CO4					3					3		1
CO5		1	2		3							
CO6	1			2								

HRM303 Performance Management Systems

Learning Objective:

The purpose of this course is to orient the student about Human Resource Concepts as well as to facilitate understanding of performance management.

Course Outcome:

CO1   Conceptual overview, Design and Development of P M System
CO2   Differences between traditional P.A.and contemporary P.M
CO3   Uses and Objectives of Performance Management system
CO4   Strategic Linkage of PM and business Strategy and business Process
CO5   Gaining overview of major Performance Management Methods
CO6   Special featuresof PM, team based approach,assessment centre etc.

Course Details

- Reviewing & Managing Performance–Performance Managementand strategic planning,
- Alternative models for Assessing Performance-Balance score card;
- EFQM Model; Outcome metrics–
- Economic Value Added (EVA); other economic measures.
- Building a High Performance culture-Performance Management & Employee

Development,
- Performance Management and Rewards-
- Ethics in Performance Management.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1		1							
CO2	1	3	3	3	1							
CO3	2		1	1		2		1				
CO4		2	2	2					2	2	2	
CO5		3	1	1								
CO6			2	2		1			2	3		3

Suggested Readings
1. Human Resources Management- Gary Dessler
2. Personnel Management – C.B Mamoria
3. Managing Human Resources - R.S. Dwiwedi

FM 301 Investment Analysis and Portfolio Management:

Learning Objectives:

The main objective is to help students to learn the various financial services and their role in the overall financial system.

Course Outcomes :

CO1 To apply the concept, meaning, importance and significance of Securities & Portfolio
CO2 To apply strategies to define goals, functions, of securities, risk involved in business, securities valuation
CO3 To Evaluate and Analyze the fundamentals & technical aspects of security analysis
CO4 To implement concepts of different theories in securities and portfolio management and

Contemporary issues in portfolio management,

CO5 To apply the concepts like portfolio diversification, Construction, portfolio management, portfolio revision, portfolio evaluation, portfolio protection, portfolio performance measures

CO6 To implement strategies to make an Impact on the students in taking investment decisions, and properly manage the portfolio

Course Details

- Securities and Risk and Return: Meaning, nature and types of securities, concept of portfolio management
- Concepts of portfolio diversification and its effects, Theories of Portfolio: Capital Asset pricing model, arbitrary pricing model
- Return and Risk (individual and portfolio) –
- Factor pricing models-Equity and Fixed Income valuation-
- Asset allocation techniques-
- Managing equity and bond funds-
- Managing Mutual Funds.

CO PO Mapping

	Programmes Outcome											
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1						3	3	3	3	1	2	3
CO2						3	2	3	3	3	3	3
CO3						2	3	3	3	3	2	3
CO4		3	3	2		2		2	2	3	2	3
CO5		3	3	2		3		2	2	1	2	3
CO6				2	2		1	3	3	3	3	3

Text Books / Reference Books

1. Derivatives & Risk Management, Rajiv Srivastava, 4th Edition, Oxford Publication House
Reference Books:
2. Futures and Option Markets, John C. Hull, Pearson Education

FM302 Corporate Finance

Learning Objective:

The main objective of the course is to provide the conceptual background for corporate financial analysis from the point of corporate value creation. The course develops theoretical framework for understanding and analyzing major financial problems of modern firm in the market environment.

Course Outcome:

CO1: To apply the concept, meaning, importance and significance of Corporate Finance in different business, for decision making

CO2: To apply strategies to accept or reject projects through capital budgeting decisions

CO3: To implement decision making in capital structure of a company, leverage firms, cost of capital, and in distribution of profit and working capital

CO4: To implement concepts of capital rationing, multiple IRR, cost of capital, dividend decisions

CO5: To apply the concept of different models in capital budgeting decision, capital structure, leverage and working capital management

CO6: To implement strategies to make an Impact of these techniques in day to day operations of a business

Course Details

- Introduction to Financial management, Scope, Objectives, Functions of FM, Introduction to Corporate Finance: Meaning of Corporation, Role of Financial Manager, Agency Problem
- Time value of Money, Valuation of Stocks and Bonds
- Capital Structure: Concepts, Component of Capital, Leverage, Models of Capital Structure, NI, NOI
- Capital investment analysis, Capital structure decisions, cost of capital, working capital management and finance.
- NPV as Investment Decision Criteria: Comparing NPV with other methods of Investment Decisions, The problems of multiple rates of Return

CO-PO Mapping

Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1						3	1	1	3		2	3
CO2						3	1	1	3	1	3	3
CO3				2	3	3	2	3	3	1	3	3
CO4				3		2	1	2	2	2	2	3
CO5				2		2	3	2	3	1	3	3
CO6				2		2	1	3	3	3	3	3

Text books:

1. Financial Management: Theory and Practice by Prasanna Chandra McGraw Hill Education;
2. Financial Management: Text, Problems and Cases by M. Y. Khan (Author), P. K. Jain
3. Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi

FM 303 Taxation

Learning Objective:

To provide the students with a working knowledge of the fundamental tax principles and rules that apply to commonly encountered transactions undertaken by companies and individuals

Course Outcome:

CO1: To learn about the various Direct and Indirect Tax, Public Finance, Canons of Taxation, Fundamental concepts and definitions.

CO2: To know the different sources of income under the Income Tax Act.1961, calculation of taxable income.

CO3: To have a thorough understanding about the Taxation issues of new companies, expansion of business, merger amalgamation etc.

CO4: To know the applicability and the techniques of Deductions, set off and carry forward of losses, rebates.

CO5: To learn about the GST it's applicability, definitions, concepts, meaning, levy, exemption, input tax credit, refunds, offenses and penalties, appeal and revision and miscellaneous provisions.

CO6: To learn the basic concepts of Customs Law, types of duties, territorial waters, safeguard duty, import and export procedure, baggage, exemption.

Course Details

- Public finance and taxation issues, the various types of taxation, direct and indirect, assessment year, previous year, financial year
- Tax Obligations
- Impact of various direct and indirect taxes on financial and operational decisions.
- Holding and subsidiary companies, expansion of business, mergers, acquisitions and restructuring. Concepts of zero tax company, MAT, international tax treaties
- Concepts and general principles, Calculation of VAT
- Administration Levy of, and Exemption From, Tax Time and Value of Supply Input Tax Credit Registration Tax Invoice, Credit and Debit Notes, Returns, Payment of Tax

CO-PO Mapping

Programme Outcomes (PO)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		3				3		2	2	2		2
CO2		2	3			3		3		2	3	
CO3	2		3		3		3		2			2
CO4		2	3	3		2		2			3	
CO5	3	2		2	3				3	3		3
CO6			2			2	3	2		3	2	

Text Readings:

1. Taxman Books on Taxation GST / Direct Tax & Indirect Tax
2. Indirect Taxes – Law and Practice; V.S. Datey,
3. Taxmann's Student Guide to Income Tax

SSP 301 Data Mining for Business Decisions

Learning Objectives: To have an understanding of the process and techniques of Data Mining for managerial decision making

Course Outcome:

CO1: To learn about the various concepts of Data Mining.
CO2: To have an understanding of value addition received for managerial decisions by using data analytics.
CO3: To have a thorough understanding about the techniques of Data Analytics.
CO4: To know the applicability and the techniques of Data Analytics for business decisions
CO5: To learn about Best practices in Data analytics and Business Intelligence.

Course Details

- Introduction to Data mining and value from data analytics
- Exploratory Data Analysis (using R)-Predictive Modelling using Rattle-Decision trees,
- Neural Networks, Clustering, and Logistic regression-Associations/ Market Basket analysis
- Text mining-Best practices in data analytics and business intelligence

CO-PO Mapping

	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	3			3	2	3					
CO2		3	3			2			3	3		
CO3	3		3		3			1	2		3	
CO4	3	3			3				3	3		2
CO5	2			3	3				3			3

Text Books -
1. Tan, Steinbach and Kumar, Introduction to Data Mining, Pearson
2. Hanand Camber, Data Mining: Concepts and Techniques, Morgan Kaufmann
3. Foreman, DataSmart: Using Data Science to Transform Information into Insight, JohnWiley

SSP 302 Managing Software Projects:

Learning Objectives: To facilitate the understanding of stakeholder needs and expectations and ensure quality in the planning, execution and evaluation of Software Projects

Course Outcomes

CO 1: To have an understanding of Software Projects \
CO2: To develop an understanding of how to manage and optimize software projects
CO3: To ensure application of techniques for managing software projects
CO4: To have an understanding of Project Life Cycle and their management
CO5: To develop managerial ability for managing Software Projects

Course Details:

- Understanding stakeholder interaction, project context, and project risks-
- Understanding approaches for managing and optimizing the software development process,
- Choosing an appropriate project development methodology (e.g. waterfall, spiral, agile etc.)–
- Applying efficient techniques for managing each phase of the systems development lifecycle

CO-PO Mapping

Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		3				3		2	2	2		2
CO2		2	3			3		3		2	3	
CO3	2		3		3		3		2			2
CO4		2	3	3		2		2			3	
CO5	3	2		2	3				3	3		3
CO6			2			2	3	2		3	2	

SSP 303: Managing Digital Innovation and Transformation

Learning Objectives: To have an understanding of how to manage digital innovation and transformation for facilitating organizational competitiveness

Course Outcomes

CO1: To have an understanding of Digital Innovations in organizations
CO2: To have an understanding of Social Media Transformation for organizational effectiveness
CO3: To be able to handle and develop Digital capabilities in organizations
CO4: To develop the concept and understanding of Digital Transformation
CO5: To develop expertise for Digital Transformation

Course Details

- Introduction to digital transformations and innovation-Classification of digital transformations
- Social Media Transformations-Building
- Digital Capabilities-Challenges in Going Digital-
- Digital Transformations in the space of cloud computing
- Prepare and Drive Digital Transformations

CO-PO Mapping

Programme Outcomes (PO)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3					3		3		2	
CO2		2		3		3		3			3	3
CO3	3			3	3	2	2		3	3	2	2
CO4		3				2	2	3		3		3
CO5	3		2			2					3	3

BA301 Data Visualization for Managers

Learning Objective:

This Module is aimed at providing participants with the most often used methods of statistical analysis of Data visualization along with appropriate statistical tests. The Module is oriented towards application rather than the theoretical aspects.

Course Outcome:

CO1: To apply the concept, meaning, importance and significance of Data Visualization and its significance in Management Decision Making using Data of Organization.

CO2: To apply strategies based on defined goals as well as functions, way of operations of Decision Support System, representing Organizational Data in the form of different Graphs, making the output understandable for the Management, Analysis of Graphs to make Data interpretation easier.

CO3: To Evaluate and Analyze different aspect of the Organizational Data like that of Sales, Marketing, Human Resource, Finance, etc. Evaluation of Data representation and Visualization. Helping to implement proper methods of Data representation in the Data visualization system in the Organization for better performance and better decision-making process.

CO4: To implement concepts of Graphical representation of Graph, Distribution of collected data or organizational Data, probability, sampling, distribution, estimation of different variables, sequential decision making and Hypothesis to be applied in the organization for better Decision-making output.

CO5: To apply the difference between the applicable methods of data distribution, its analysis, creation of probability density function to create and the Organizational variables, its analysis, and different types of Graphical distribution, its interpretation and analysis of the performance of the Data Visualization system in the Organization

Course Details

- Visualization Imperative-Message to Charts-
- Visual Perception

- Grammar of Graphics (using R)-
- Component level design of tables and graphs-
- Storytelling using visualization
- Hypothesis testing: Null and alternate hypotheses; Types of errors, Level of significance, Power of a test, ANOVA Test

CO-PO Mapping

Programme Outcomes (PO)												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3					3		3		2	
CO2		2		3		3		3	2	2	3	3
CO3	3			3	3	2	2		3	3	2	2
CO4		3	3	3		2	2	3		3		3
CO5	3		3	3	3	2		2	2		3	3

Suggested Readings:
1. Levin R.I., Rubin S. David, Statistics for Management, 7th Ed, Pearson,
2. Gupta S.P, Statistical Methods, Sultan Chand & Sons.

BA 302 Business Forecasting

Learning Objective:

Objective of this Module is to understand how regression and forecasting models can be used to analyse real-life business problems.

Course Outcome:

CO1: To apply the concept, meaning as well as the importance and different methods of Business Forecasting

CO2: To analyze the existing system, existing Organizational Forecasting System and introduce new system.

CO3: To Evaluate and Analyze different aspect of Business Forecasting for better performance of actual versus Forecast

CO4: To implement concepts of Business Forecasting at present situation

CO5: To apply the difference between the types of Forecasting methods using the architecture of Data Analytics and analysis of the existing Forecasting tools and upgrading it with updated system for better performance

Course Details

- Overview of Forecasting Process-
- Exploratory Data Analysis-
- Regression Analysis
- Logistic Regression-
- Time Series Forecasting-
- Lifetime Value Models-Credit Scoring Models-
- Loss Forecasting Models
- Introduction to R studios: Programming in R

CO-PO Mapping

Programme Outcomes (PO)												
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	3					3	2			2		
CO2	3	3		3		3	3			2	3	
CO3			3	3	2		3	3			3	3
CO4		3	2	3		3		3	3	3		3
CO5		3		3	3	3					3	
CO6				3	3		3	2	3		3	3

Suggested Readings:

1. Damodar N. Gujarati, Basic Econometrics ,McGraw-Hill Publication,2003
2. Chris Chatfield, The Analysis of Time Series: An Introduction , Chapman and Hall

MBA 4th SEMESTER

Students can opt for Dual specialization – Major & Minor. They are required to choose three electives for Major and two electives for Minor.

Sr No.	COURSE CODE	SUBJECT	PERIODS			CREDIT
			L	T	P	
		CORE				
1	MBA 401	ORGANISATION DESIGN	3	0	1	4
2	MBA 402	CORPORATE STRATEGY	3	0	1	4
		TOTAL CORE				**8**
		ELECTIVES / SPECIALIZATIONS				
MARKETING MANAGEMENT						
3	MM 401	INTEGRATED MARKETING COMMUNICATIONS	4	0	0	4
4	MM 402	DIGITAL & SOCIAL MEDIA MARKETING	4	0	0	4
5	MM 403	SERVICE MARKETING	4	0	0	4
HUMAN RESOURCE MANAGEMENT						
6	HRM 401	COMPENSATION & BENEFIT MANAGEMENT	4	0	0	4
7	HRM 402	STRATEGIC HRM	4	0	0	4
8	HRM 403	INTERNATIONAL HRM	4	0	0	4
FINANCIAL MANAGEMENT						
9	FM 401	MANAGING BANKS AND FINANCIAL INSTITUTIONS	4	0	0	4
10	FM 402	FINANCIAL MARKETS AND SERVICES	4	0	0	4
11	FM 403	MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING	4	0	0	4
SYSTEMS						
12	SSP 401	E COMMERCE AND DIGITAL MARKETS	4	0	0	4
13	SSP 402	STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY	4	0	0	4
14	SSP 403	MANAGING DIGITAL PLATFORMS	4	0	0	4
BUSINESS ANALYTICS						
15	BA 401	DATA MINING SCIENCES	3	0	0	3
16	BA 402	MARKETING ANALYTICS	3	0	0	3
BUSINESS ANALYTICS LAB						
17	BA 491	BUSINESS FORECASTING LAB	0	0	1	1
18	BA 492	MARKETING ANALYTICS LAB	0	0	1	1
		TOTAL				**20**
SESSIONAL						
19	MSD 481	MAJOR RESEARCH PROJECT II (ELECTIVES/SPECIALISATIONS)	0	0	2	2
		TOTAL ELECTIVES WITH PROJECT				**22**

		PRACTICAL				
20	MBA 491	GRAND VIVA AND SEMINAR	0	0	1	1
21	MBA 492	SKILL X	0	0	1	1
		TOTAL CREDITS				**32**

MBA 401 Organisation Design

Learning Objective:

The student shall develop an understanding on the different models of organization theories, organizational design, organization decision making process, organizational culture and corporate social responsibility and apply the same in real time situations.

Course Outcome:

CO1: To demonstrate their conceptual knowledge of nature and scope of organization, theories, structure, models and approaches to measure organizational effectiveness
CO2: To demonstrate their understanding of elements, purpose and challenges of the fundamentals of organization's workflow, organizational design, and matching strategy and structure
CO3: To make themselves aware of the decision making process, communication, power politics and conflicts of the organization and design solutions to overcome it for one to group of employees.
CO4: To demonstrate their skill of organizational cultural issues, ethics, corporate social responsibilities and other long term sustainable factors to manage the different organizational hurdles and competitors.
CO5: To understand the interaction of structural design, job responsibilities and the power positions to combat the negative socio-economic hurdles of 21st century and design a solution for it.

Course Details

- Understanding organizations-Basics of an organizational design-
- Organization and stakeholders-Organizations and environmental influences-Organizational strategy-
- Organizational design -Alternative structures-Management process - Authority and organizational control mechanisms-
- Managing organizational culture Technology and organizational design-
- Organizational decision making and organizational learning &knowledge management-Organizational life cycle and change management-
- Managing organizational conflict, power and politics

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	1								
CO2	2	3	3	3	1				1	1		
CO3		2	3	2				1	2	2	1	
CO4		2		2		3	3	3	1	1		
CO5		2	3	2		2	3	1			1	2

Reference / Suggested Readings:
1. Robbins, S.P. Judge, T.A. andSanghi, S.: Organizational Behaviour, Pearson
2. Luthans, Fred: Organizational Behaviour, McGraw Hill

MBA 402 Corporate Strategy

Learning Objective:

The student will acquire skills to analyze the international business environments, develop entry strategies, and implement marketing plans in international business markets.

Course Outcome:

CO1: Able to analyze the internal and external environments of a business firm to derive strategic frameworks .

CO2: Able to understand the theories, and concepts of strategic management in organizations.

CO3: Develop an understanding of the different types of strategies used by a business firm

CO4: Develop an ability to apply the learned framework, concepts and tools in the area of strategic management

CO5: Able to understand strategic implementation framework in terms of different forms of business structure and functions.

Course Details

- Introduction to Strategic Management
- The External Environment–Industry Analysis-
- Stakeholder Analysis & Non-Market Strategy-Competitive Advantage and Value Chain
- Competing through Business Models –
- Competitive Advantage and Firm Resources –
- Generic Strategies and Competitive Advantage –
- The Dynamics of Competitive Advantage -Competitive Advantage to Corporate Advantage
- Integrative Analysis

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	-	-	2	2	2	-	-	-	2
CO2	3	3	3	2	1	-	-	-	-	-	-	-
CO3	3	3	3	2	1	-	-	-	-	-	-	-
CO4	3	3	3	-	-	-	-	-	2	2	1	-
CO5	3	2	2	-	-	2	-	-	-	-	-	-
CO6	3	-	2	-	-	2	1	-	-	-	-	-

Text Books:
1. Ansoff, H.I. & McDonnel, E.J. : Implementing Strategic Management, Prentice-Hall
2. Kazmi, A. : Business Policy & Strategic Management, Tata McGraw Hill
3. Management Paperback – 1 January 2011, by S. Manikutty , Robert E. Hoskisson , Michael A. Hitt ,& R. Duane Ireland

MM 401 Integrated Marketing Communications (IMC) / Promotion Strategy

Learning Objective:

The general purpose is to build a comprehensive framework that fully integrates the various aspects of managerial decision making related to marketing communications strategy and tactic as well as to understand about brands and brand management.

Course Outcome:

CO1: Understand the areas of integrated marketing communications process and relate to marketing objectives.
CO2: Explain the role, scope, and importance of an integrated marketing communications (IMC) strategy for organizational and business success.
CO3: Develop marketing communication objectives, media strategies and the marketing communications tools to cover these objectives;
CO4: Understand and analyze the various tools of Integrated marketing communication, monitoring , measuring and controlling the impact of communication
CO5: Understand different aspects of brand management including brand equity and monitoring and measuring brand performance

Course Details

- Enhancing Brand Equity through IMC-
- Role of Advertisement and Promotions in Segmentation, Targeting and Positioning-The Communication Process and Consumer Behaviour-
- Endorsers and Message Appeals in Advertising
- Traditional vs Modern Media: Online and Mobile Advertising-
- Social Media for Advertising and Promotion-Direct Marketing and Other Media-
- Advertising Media: Planning and Analysis-Measuring Ad Message Effectiveness-Consumer Sales Promotion: Sampling and Couponing-Consumer Sales Promotions:
- Premiums and Other Promotions-Public Relations, Word-of-Mouth Influence and Sponsorships-Packaging, Point of Purchase Communications and Signage

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3					1	2	2				1
CO2	3					1						
CO3	3	2	2	2								
CO4	3	2	2	2					2			
CO5	3	2	2	2		1	2	2	2			

Suggested Readings
1. Integrated Marketing Communications - Kenneth Clown& Donald Bach
2. Belch, Belch, Advertising & Promotion: An Integrated Marketing Communication Persp. TMH

MM 402 Digital and Social Media Marketing

Learning Objectives:

'Digital Marketing' is now an indispensable part of any effective marketing campaign, because of its targeted reach, customized messaging, low costs and huge availability of data for analysis.

Course Outcome:

CO1 Assess the role of technology on the traditional marketing mix
CO2 Critical analysis of consumer behavior in digital formats
CO3 Understand the latest digital marketing techniques and skill sets
CO4 Develop the process of planning, implementation/application, and analyze of digital marketing campaigns
CO5 Comprehend the concept of online reputation management in current business landscape

Course Details

- Evolution of digital marketing-
- The digital consumer & communities online-Digital marketing landscape-
- Search Engine Marketing-PPC and Online Advertising-
- Social Media Marketing-Social Media Strategy & Customer engagement-
- Affiliate marketing & strategic partnerships-Email marketing-Content strategies-CRM & CX in digital marketing-
- Digital marketing, data, and analytics-Social listening-Web analytics-Social media analytics
- Mobile Marketing-Integrating Digital and Social.-Media Strategies

CO-PO Mapping

	Programme Outcomes											
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	2							2				
CO2		3										
CO3					3					2		2
CO4			2	3					2		1	
CO5						2		3				

Text Books/ Reference Books

1. Digital Marketing: Strategy, Implementation & Practice by Dave Chaffey and Fiona Ellis-Chadwick
2. The Art of SEO by Eric Enge, Stephan Spencer, Rand Fishkin, Jessie Strocchiola
3. Scientific Advertising by Claude Hopkins

MM 403 Services Marketing

Learning Objective

The objectives of the course are to expose students to the nature of services markets and develop abilities to help them apply marketing concepts in these markets.

Course Outcomes

CO1 Understand the importance and criticality of services marketing .
CO2 Understand and apply the seven marketing mixes in the area of services marketing
CO3 Appreciate the differentiating role of services marketing in today's business context
CO4 Understand and relate to the issues of marketing in terms of customer expectation and develop a services strategy.
CO5 Develop an understanding of services marketing in multiple sectors.

Course Details

- Service products, consumers and markets-Service quality-
- Listening to the customer-Designing the service-Performing the service-Communicating the service-Service leadership
- Challenges & Strategic Issues in Service Marketing: Segmentation,
- Marketing Mix in Services Marketing
- Differentiation and Positioning of Services.
- Designing a Service Strategy
- Managing Service quality and Productivity
- Applications of Service Marketing

CO-PO Mapping

	Programme Outcomes											
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	3	2	2	2	-	2	2	1	-	1	-	1
CO2	3	3	3	3	-	-	-	-	-	-	-	-
CO3	3	3	3	3	-	-	-	-	-	-	-	-
CO4	3	3	3	3	-	-	-	-	2	-	1	-
CO5	3	2	2	2	-	1	-	-	-	-	-	-

Text Books/ Reference Books

1. Zeithmal, Bitner, Service Marketing (SIE),4e Tata Mcgraw Hill
2. Hoffman, Marketing of Service 1st 2008 Cengage Learning
3. C Bhattacharya & Ravi Shanker, Services Marketing, Excel Books

HRM 401 Compensation and Benefits Management

Learning Objectives

The objective of the course is to prepare HR managers to understand the different compensation management techniques and ways of job evaluation.

Course Outcomes

CO1 Understand the underlying concepts needed to create an effective total compensation and benefits program

CO2 Recognize how pay decisions help the organization achieve a competitive advantage.

CO3 Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations

CO4 Demonstrate comprehension by constructing a compensation system encompassing; 1) internal consistency, 2) external competitiveness 3) employee contributions, 4) organizational benefit   systems, and 5) administration issues

CO5 Design rational and contemporary compensation systems in modern organizations

Course Details

- Compensation management – An Introduction: Compensation Management, Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups, Significant Compensation Issues
- Job evaluation approach to compensation management
- Bonuses- concept & methods of calculation-
- Pay for performance, competency based pay, equity based rewards, team rewards-
- Reward strategy & psychological contract–Law relating to compensation Executive compensation,
- Benefits administration, employee welfare and working conditions-statutory and voluntary measures.

CO-PO Mapping

	Programmes Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	1	2	1	2	3		3	2			
CO2	2	2	1	3	1	2						
CO3	3	2	3	3	1	3			2			
CO4	2	2	2	3	2	2		2		3		
CO5	3	2	1		1		2		1			

Reference Books/ Text Books

- Knowledge Management Challenges, Solutions, and Technologies. Irma Becerra- Fernandez, Avelino Gonzalez & Rajiv Sabherwal (2004).Prentice Hall.
- Knowledge Management in Theory and Practice - 2nd edition by Kimiz Dalkir

- Knowledge Management for the Information Professional, Srikantaiah T. K., Koening M.

HRM 402 Strategic HRM:

Learning Objectives

The objective of the course is to develop the perspective of strategic human resource management. Specifically the course has the following objectives.

Course Outcomes :

CO1:To gain conceptual knowledge of Strategy, Strategic Management and Strategic Human Resource Management HRM
CO2 : To apply their knowledge of various approaches and models of SHRM
CO3 : To develop an understanding of strategic role of HR and will be able to contribute towards alignment of HR strategy with overall business strategy
CO4 : To impart their knowledge of various HR related strategies that relate to development of organizational capability and performance
CO5 : To understand the contemporary (HR) related issues faced by organizations in the 21st century and find solutions to these.

Course Details:

- Introduction to business and corporate strategies;
- Integrating HR strategies with business strategies,
- Analyzing HR Practices followed by different firms-
- Human Resource System-HR as a Strategic Partner:
- The Measurement Challenge-Implementation of SHRM: Process based approach.
- Human Resource Environment- Technology, structure; Workforce diversity; Demographic changes, Temporary & contract labour;
- Global environment, Recruitment & Retention strategies, training & development strategies: performance management strategies, reward &compensation strategies, retrenchment strategies and human aspects of strategy implementation.

CO-PO Mapping

	Programmes Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	1								
CO2	2	3	2	2	1	1					1	
CO3	2	3	3	1		1		1	1		1	
CO4	1	2	3	3	2	1	1	1			1	
CO5	1		2	1		2	2	2	2	2		
CO6		3	3	2	1	2	2		1		1	3

HRM 403 International HRM

Learning Objectives

The objectives of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organizations.

Course Outcomes
CO1 To understand the basic fundamentals of IHRM
CO2 Understand the Strategic aspect and linkage of IHRM, different effective strategies adopted on the basis of structure system and cultureof the company
CO3 Able to know how MNC and TNCs are working in foreign subsidiaries,recruitment and selection , Management of talents
CO4 Enable to work for a global or multinational companies
CO5 Understanding and analyze business cases in the area of International HRM

Course Details

- Approaches, Challenges in global labour market-
- Linking HR to International expansion strategies, Socio-cultural context, Culture and employee management issues , responding to diversity, challenges of localization, global integration, differentiation,
- Mastering expatriation, Institutional & Structural Context-Managing alliances and joint ventures ,HR challenges in cross-border integrations-
- Legal issues in global workforce management, Staffing in International context, appraisal of expatriate, third and host country employees, issues in international performance management, international training ,
- International compensation-approaches, composition, social security systems across countries, emerging issues
- International Labour Relations ,
- HRM practices in different countries.

CO-PO Mapping

	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3			3								
CO2	3			3								
CO3	1	2	1									
CO4				1								
CO5					3				2	2		

Text Books/ Reference Books

1.   Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press
2.   A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College
3.   Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource

Management, Thomson Learning.

FM 401 Managing Banks and Financial Institutions

Learning Objectives

The objectives of this course is to develop conceptual understanding of the financial institutions and how to manage banks.

Course Outcomes

CO1 To apply the concept, meaning, importance and significance of Banking & Financial Institutions
CO2 To apply strategies to define goals, functions of the Banks and Financial Institutions, Evaluation of Bank's Performance, Basel I, II, & III
CO3 To implement Banking related techniques, like Electronic Banking, Credit Control, Lending Loans, and treatment of NPA, Banker-Customer Relationship, KYC
CO4 To implement concepts of regulation and innovation in banking system, Core Banking Solutions, Electronic Products, and Online Banking,
CO5 To apply the difference between Types of Banks and Banking in India, Mergers of Banks, Privatization of Banks, Banking ombudsman
CO6 To implement strategies to make an Impact of Technology on banks, Cyber Security, Cloud Computing, Mobile & Phone Banking, identify the risk faced by the Banks

Course Details

- Indian banking structure and operations-
- Overview of lending products and loan appraisal process-
- Corporate loan life cycle-
- Trade finance, treasury, investment banking & wealth management-Risk Management-
- Regulatory and legal environment
- Innovations and recent trends in banking

CO-PO Mapping

	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1						3	1	1	3		2	3
CO2						3	1	1	3	1	3	3
CO3				2	3	3	2	3	3	1	3	3
CO4				3		2	1	2	2	2	2	3
CO5				2		2	3	2	3	1	3	3
CO6				2		2	1	3	3	3	3	3

Suggested Readings

1. . "Banking Theory and Practice" by K C Shekhar and Lekshmy Shekhar
2. "Modern Banking: Theory and Practice" by Muraleedharan D
3. "Banking Theory and Practice" by Katait Sanjay

FM 402 Financial markets and Financial Services

Learning Objective:

The objectives of this course is to develop a conceptual understanding of the financial markets and services.

Course Outcome:

CO1 To apply the concept, meaning, importance and significance of Financial System, Financial markets & Financial Services

CO2 To apply strategies to define goals, functions, way of operations of Money Market, Primary Market & Secondary Market, Share Broker, IPO and Outline the participants in the financial markets, Distinguish between them

CO3 To Evaluate and Analyze the current market scenario, share and stock prices and their performances, Understand the instruments of the money and bond markets

CO4 To implement concepts of regulation of Merchant Banking, Underwriting, Mutual Fund, the way of finding NAV, Expense ratio ,Credit Rating, Lease & Hire purchase, Factoring & Forfaiting, Venture Capital

CO5 To apply the difference between the Types of Financial Services offered in India, and their prospects in the Indian Scenario, How is Underwriting done, Gross Liability and Net Liability found, Pre-issue and Post-issue Management, and distinguish each of them separately from the other

Course Details

- Money Markets , Functions, Players and Instruments in Money Market , Money Market Organisation, Structure and Developments, Capital Markets: Primary Market: Activities, Intermediaries and Functions, Secondary Market: Functions, Instruments and Mechanism
- Role of capital market intermediaries-
- Pre and Post issue management, Underwriting, Regulatory framework relating to merchant banking in India
- Regulation of securities markets-Secondary markets-
- Competition among stock exchanges-
- Regulation of asset managers, primary markets, trading and clearing and settlement

CO-PO Mapping

Programme Outcomes (PO)												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1						3	3	3	3	1	2	3
CO2						3	2	3	3	3	3	3
CO3						2	3	3	3	3	2	3

CO4		3	3	2		2		2	2	3	2	3
CO5		3	3	2		3		2	2	1	2	3

Suggested Readings
1) G.S.Batra – Financial Services & Market.
 2) Meir Khan – Financial Institutions and Markets, Oxford Press.
 3) I M.Bhole , Financial Institutions and Market, TATA McGrawHIll

FM 403 Mergers, Acquisitions and Corporate Restructuring

Learning Objectives

The objectives of this course is to develop conceptual and detailed understanding of mergers acquisitions and corporate restructuring .

Course Outcomes

CO1 To Know about the basics Forms of Business Alliances, Strategic choice of type of business, types of Mergers, History of Mergers .
CO2 To know the different strategic processes, Synergies, defining and selecting targets, pricing of Mergers, negotiations approach, Acquisitions and take over.
CO3 To learn the Techniques of valuing Firms, product life cycle effect, corporate Restructuring, divestitures mechanism, Value creation.
CO4 To learn the techniques of Accounting for Mergers, Financing Mergers, commonly takeover tactics, International takeover and Restructuring .
CO5 To know about the legal aspects of M&A, provisions of companies Act, SEBI regulations, schemes of Amalgamation, courts approval.

Course Details

- Corporate Restructuring-Value creation/ destruction through corporate mergers and acquisitions-
- Commonly used takeover tactics and defenses
- How and when to apply valuation techniques-
- Financial modelling tools-
- Stages of the acquisition process-Integration of tools and skills to complete an acquisition

CO-PO Mapping

	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	2	-	-	3	-	3	3	2	-	-
CO2	2	3	2	-	-	2	-	2	-	3	-	-
CO3	-	2	3	-	-	-	2	-	3	-	2	-
CO4	-	2	-	2	3	2	-	2	-	-	3	2
CO5	3	-	3	2	3	-	3	-	-	2	-	3

Suggested Readings

- Ravi Narayan Kar, Minakshi, "Mergers Acquisition & Corporate Restructuring", Taxmann's publication.
- C. Krishnamurti and S.R.Viswanath, "Mergers, Acquisition and Corporate Restructuring", Sage/Texts.
- P.A Gaughan, " Mergers, Acquisition, And Corporate Restructuring", Wiley.

SSP 401 E-Commerce and Digital Markets

Learning Objectives: To have an understanding of the concepts and applications of e-commerce and digital markets

Course Outcomes

CO 1: To develop an understanding of e-commerce techniques
CO 2: To have an understanding of the strategies contributing towards the growth of e-commerce
CO 3: To have an understanding of the various e-commerce models
CO 4: To develop understanding regarding Digital Payment systems used in e-commerce
CO5: To have an understanding of the concepts and opportunities in e-business entrepreneurship

Course Details

- Understanding E-Commerce-Technology and growth of E Commerce,
- Economic Foundations of E-Commerce-
- Business Models on the Internet-Intermediation
- Dis-intermediation in e-Commerce-
- Introduction to Digital Marketing-
- Payment Gateways and Digital Currencies-Designing Electronic Markets-
- E Business Entrepreneurship

CO-PO Mapping

	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1						3	1	1	3		2	3
CO2						3	1	1	3	1	3	3
CO3				2	3	3	2	3	3	1	3	3
CO4				3		2	1	2	2	2	2	3
CO5				2		2	3	2	3	1	3	3

SSP 402 Strategic Management of IT

Learning Objectives: To have an understanding of the concepts of strategic management of IT

Course Outcomes

CO 1: To develop the concepts of strategic management of IT
CO 2: To have an understanding of planning for strategic IT applications
CO 3: To have an understanding of value chain analysis
CO 4: To have an understanding of value chain analysis for service industries
CO 5: To develop visioning of the strategic role of IT in the organization

Course Details

- Top-down approaches to Planning for Strategic IT Applications-
- The Value Chain Analysis
- Approach to IS/IT Strategy Formulation and Value Chain Analysis for Service Industries-
- Organizational movements around the Strategic Grid,
- Drivers behind the transformation implications of the drivers for visioning of the strategic role of IT in the organization\

CO-PO Mapping

	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	3			3	2	3					
CO2		3	3			2			3	3		
CO3	3		3		3			1	2		3	
CO4	3	3			3				3	3		2
CO5	2			3	3				3			3

SSP 403 Managing Digital Platforms

Learning Outcomes: To develop an understanding of strategies for managing digital platform

Course Outcomes

CO 1: To develop an understanding of the types of managing digital platforms
CO 2: To develop concepts of platform architecture
CO 3: To develop knowledge & expertise of Governance of Digital platforms
CO 4: To develop understanding of platform rights, control, and pricing policies
CO 5: To develop concepts and understanding of digital platforms

Course Details

- Understanding various types of managing digital platforms-

- Platform Economics Architecture and Governance of Platforms-
- Platform Competition-
- Participating on Platforms-
- Decision rights, control, and pricing policies

CO-PO Mapping

	Programmes Outcome											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1						3	3	3	3	1	2	3
CO2						3	2	3	3	3	3	3
CO3						2	3	3	3	3	2	3
CO4		3	3	2		2		2	2	3	2	3
CO5		3	3	2		3		2	2	1	2	3

BA 401 Data Mining Sciences

Learning objectives
The learning objective is to understand the concepts of data mining in business decision making and decision support systems.

Course Outcome

CO1 To apply the importance and significance of Data Mining in Businesses Decision making
CO2 To apply strategies for strengthening the Decision Support System of the Organization and develop Plans to Coordinate between the Analysts and the Decision Makers
CO3 To implement Data Mining and Analytics system
CO4 To implement the idea of strengthening the Overall decision-making process with the help of the insight generated from the Data Mining and Analytics process.
CO5 To apply the difference between the Modelled outcome and the actual result obtained After implementation

Course Details:

- Best practices in data analytics and business intelligence–
- Clustering-Decision trees-Neural networks-
- Associations/Market Basket analysis-
- Text Mining Best practices in data analytics and business intelligence–
- Clustering-Decision trees-Neural networks-
- Associations/Market Basket analysis-Text Mining

CO-PO Mapping

	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	3			3	2	3					
CO2		3	3			2			3	3		
CO3	3		3		3			1	2		3	
CO4	3	3			3				3	3		2
CO5	2			3	3				3			3

Text Books / Reference Books -
1. Tan, Steinbach and Kumar, Introduction to Data Mining, Pearson
2. Han and Camber, Data Mining: Concepts and Techniques, Morgan Kaufmann

BA 402 Marketing Analytics

Learning objectives

The learning objective is to understand the concepts of marketing analytics in order to analyze the different phenomenon in the market.

Course Outcome :

CO1 To apply the importance and significance of Marketing Analytics in Market related
    Decision making and make RoI of Marketing better
CO2 To apply strategies for strengthening the Marketing DSS of the Organization and develop
    Plans to Coordinate between the CoE in Analytics and the CMO
CO3 To implement Marketing Analytics system in the Organization
CO4 To implement the idea of strengthening the Marketing decision-making process with the
    help of the insight generated from the Mining and performing Analytics of Marketing Data.
CO5 To apply the difference between the Modelled outcome and the actual result obtained
after implementation of Marketing Analytics

Course Details

- Need for Data Driven Marketing Approach, Marketing Engineering, Model Building in Marketing Engineering,
- Basic Principles of Marketing Analytics to Business Problems, Slicing and Dicing Marketing data with Pivot Tables, Excel Charts to summarize data .
- Product Management-Marketing-Mix Allocation-Customer Management-Digital Marketing
- Simple Regression and Correlation, Multiple Regression to forecast sales, Modeling trend and Seasonality, Ratio to Moving Average Method, Winter's Method .
- Means Clustering,
- Prediction of Customer's segment membership: Discriminant Analysis (DA), two
- Group DA, Logistic Regression

- Customer Lifetime Value (CLV): Concept of CLV, Comparison of CLV with related metrics, Analyzing CLV, Extensions of CLV Analysis, Drivers of CLV, Uses of CLV metrics

CO-PO Mapping

| | Programme Outcomes | | | | | | | | | | | |
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		3				3	2					
CO2		3	2						3	3		
CO3			3		3			1	2		3	2
CO4		3							3	3	3	3
CO5				3	3				3			3

Text Books / Reference Books:
- Marketing Analytics - Data-driven Techniques with Microsoft Excel by Wayne L. Winston
- Marketing and Sales Analytics: Proven Techniques and Powerful Applications from Industry Leaders by Cesar A. Brea
- Marketing Analytics by Winston