

Programme Structure

Sharda School of Business Studies

Master of Business Administration With Specialization In

**Marketing Management / International Business / Business
Analytics / Banking & Finance / Human Resource
Management / Health Care & Hospital Administration /
Entrepreneurship & Family Business / Supply Chain
Management Logistics / Fashion Management / Pharma
Management / Public Policy Management / Dual
Specialization**

Programme Code: SBS0135

Batch: 2023-2025

Vision of the University

To serve the society by being a global University of higher learning in pursuit of academic excellence, innovation and nurturing entrepreneurship.

Mission of the University

**Transformative educational experience
Enrichment by educational initiatives that encourage global outlook
Develop research, support disruptive innovations and accelerate entrepreneurship
Seeking beyond boundaries**

Core Values

**Integrity
Leadership
Diversity
Community**

**Sharda School of Business Studies, Sharda
University**

Vision

To be the center of excellence of global repute in business education to foster learning, attitude, professional prudence, creativity, entrepreneurship, and leadership accountable to the society.

Mission

- M1. Creating a stimulating learning environment**
- M2. Consolidating professional skills and attitude**
- M3. Growing our research acumen, teaching, and industry linkages**
- M4. Delivering leading-edge knowledge in management, business development, leadership and global economy for society.**

Core Values

Integrity, Leadership, Diversity and Community

1. MBA Programme Structure

1.1 Programme Structure- MBA Programme

This Document describes the MBA programme educational objectives, outcomes and mapping of the courses of 101 credits to be spreadover a period of 2yrs with compulsory industry internship.

1.2 Programme Educational Objectives (PEO)

The MBA programme educational objectives are defined in Para in 1.3.1 and mapped in Para 1.3.2.

1.3.1 MBA Programme Education Objectives

The educational objective of the MBA programme of SSBS is:

PEO1: Possess professional skills for employment and lifelong learning in management

PEO2: Develop creative, innovative and entrepreneurial

approach to take managerial decisions

PEO3: Adapt to a rapidly changing complex business

environment and keenness to acquire new skills

PEO4: Become socially responsible and value driven

citizens committed to sustainable development

PEO5: Develop personality and communication skills to

operate in multi-cultural environment.

PEO6: Develop leaders to take decisions and lead teams

1.3.1.2 Programme Specific Outcome

MBA Programme offers various specializations in Finance, Banking & Finance, Marketing, Human Resource, International Business, Supply Chain Management, Business Analytics, Healthcare & Hospital Administration and Entrepreneurship & Family Business. The programme specific outcomes are.

1.3.2 Mapping of PEOs with Mission Statements of School of Business Studies:

PEO Statements	School Mission 1	School Mission 2	School Mission 3	School Mission 4
Possess Professional skills for employment	3	1	2	3
Develop Creative, innovative & entrepreneurial mind-set to take managerial decisions	1	2	3	1



Adapt to a rapidly changing complex business environment and keenness to acquire new skills	1	1	3	3
Become socially responsible and value driven citizens committed to sustainable	1	2	3	3
Develop personality and communication skills to operate in multi-cultural Environment	3	1	3	1
Develop leaders to take decisions and lead teams	1	1	2	3

Note: The Number signifies correlation between the programme outcome and educational objectives as given below.

1.3.3 Programme Outcomes (PO's) of MBA Dual programme of School of Business Studies

The outcome of the programme is expected to be achieved at the end of programme as given below:

PO1 : Business Environment and Domain Knowledge (BEDK): Economic, legal and social environment of Indian business... Graduates are able to improve their awareness and knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolution of business enterprises and exploring the entrepreneurial opportunities

PO2 : Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI): Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources

PO3 : Global Exposure and Cross-Cultural Understanding (GECCU): Demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding

PO4 : Social Responsiveness and Ethics (SRE): Developing responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.

PO5 : Effective Communication (EC): Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and soon).

PO6 : Leadership and Teamwork (LT): Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

1.3.4 Mapping of SBS MBA Programme Outcome's with its Programme Educational Objectives

	PEO1	PEO2	PEO3	PEO4	PEO5	PEO6
Business Environment	2	2	2	2	2	2
Critical Thinking	2	2	2	2	1	2
Cross-Culture	2	1	2	1	2	2
Ethics	1	1	2	2	1	1
Effective Communication	2	2	1	2	2	1
Leadership and Teamwork	2	2	1	1	1	2

Note: The Number signifies correlation between the programme outcome and educational objectives as given below.

1. Slight (Low)

Moderate (Medium)

Substantial (High)

1.3.5 Programme Outcome Vs. Courses Mapping Table:

The MBA Programme is of 101 credits. Each Course is of 3 credits. Summer training report and presentation is 4 credit and dissertation report and viva of 6 credits and Community Connect Of 2 Credits. Student has a choice to specialization one stream or two stream of in specialize in any of Finance, Banking & Finance, Marketing, Human Resource, Operations Management, International Business, Supply Chain Management, Business Analytics, Healthcare & Hospital Administration, Public Policy and Entrepreneurship & Family Business of the two streams.

Statements	School Mission 1	School Mission 2	School Mission 3	School Mission 4
Possess Professional skills for employment	1	2	1	1
Develop Creative, innovative & entrepreneurial mind-set to take managerial Decisions	2	2	1	2
Adapt to a rapidly changing complex business environment and keenness to acquire new skills	2	1	2	1
Become socially responsible and value driven citizens committed to sustainable	2	1	1	2
Develop personality and communication skills to operate in multi-cultural environment	1	1	1	2
Develop leaders to take decisions and lead teams	2	1	2	1

Correlation levels 1, 2, or 3 as defined below:

- 1. Slight (Low) 2. Moderate (Medium) 3. Substantial (High)**

If there is no correlation, put “-“

1.3.3 Programme Outcomes (PO's) and PSOs

- PO1 : Business Environment and Domain Knowledge (BEDK)
- PO2 : Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)
- PO3 : Global Exposure and Cross-Cultural Understanding (GECCU)
- PO4 : Social Responsiveness and Ethics (SRE)
- PO5 : Effective Communication (EC)
- PO6 : Leadership and Teamwork (LT):

PSO1. Understanding of Sectorial environment for organizational sustainability.

PSO2. Acquisition of knowledge, skills and experiential learning in functional areas(s) of management.

PSO3. Ability to visualize managerial problems and identify various alternatives to solve them.

PSO4. Ability to apply contemporary tools and techniques.

MBA- Programme Structure and Credit Distribution (2023-2025) (Choice Based Credit System)

MBA- Programme Structure and Credit Distribution (2023-2025) (Choice Based Credit System)												
		Term 1	Cr		Term 2	Cr		Term 3	Cr		Term 4	Cr
Core Courses	I	MBA434 Management Processes & Organizational Behavior	4	i	MBA156_ Human Resource Management	3	i	MBA260_ Strategic Management	3	i		-
	ii	MBA129_ Financial Reporting & Analysis (FRA)	3	ii	MBA157_ International Business/ Management of Supportive Services	3	-	-	-	-	-	-
	iii	MBA437 Governance, Ethics & Sustainability(Practical)/ Introduction to Hospital and Health Care Management	2	iii	MBA139_ Corporate Finance	3	-	-	-	-	-	-
	iv	MBA131_ Marketing Management	3	iv	MBA162_ Business Research Methods	3	-	-	-	-	-	-
	V	MBA133_ Economic Analysis for Business Decision	3	v	MBA_ Production and Operations Management/ Management of Clinical Services	3	-	-	-	-	-	-
	vi	MBA134_ Quantitative Techniques for Business Decision	3	vi	MBA438 Introduction to Business Analytics	3	-	-	-	-	-	-
	vii	MBA435_ Information Technology for Managers	4	-	MBA439 Entrepreneurship and Startup ideation-	3	-	-	-	-	-	-

Core Courses	i	MBA436_ Managerial Communication- I	2	i	MBA440 Managerial Communication- II	2	i		-	-	-	8	
					MBA441 Legal aspects in Business / Legal aspects in Health Care	3							
Discipline Specific Courses (DSC)	i		0	i			i	DSC- 1 DSC- 2 DSC- 3 DSC- 4 DSC- 5 DSC- 6	18	i	DSC- 7 DSC- 8 DSC- 9 DSC- 10 DSC- 11 DSC- 12	18	
Ability Enhancement Courses/ Skill Enhancement Courses								MBP257_ Industry Readiness	2				
		RBL-1 (Compulsory Audit Course)	0		RBL-2 (Compulsory Audit Course)	0		RBL-3 (Dissertation)	2		RBL- 4(Dissertatio n)	2	
Field Work	-	-	-	i	CCU201_ Community Connect	2	i	MBA314_ Summer Training Report & Presentation	4	i			
Sum Total Credit			24			28			29			20	101

SHARDA UNIVERSITY
Sharda School of Business Studies
Batch: 2023-2025

Programme/ Branch: MBA

TERM: I

Session: 2023-2024

TERM: IS. No.	Paper ID	Course Code	Courses	Teaching Load			Credits	Core/Elective Pre- Requisite/ Co Requisite	Type of Course ² : 1. C 2. AECC 3. SEC 4. DISCIPLINE SPECIFIC COURSE
				L	T	P			
THEORY COURSES									
1.		MBA434	Management Processes & Organizational Behavior	4	0	0	4	Core	CC
2.		MBA436	Managerial Communication- I	2	0	0	2	Core	CC
3.	25072	MBA129	Financial Reporting & Analysis	3	0	0	3	Core	CC
4.		MBA437	Governance, Ethics & Sustainability	0	1	2	2	Core	CC
5.		DSC121	Introduction To Hospital Healthcare Management	2	0	0	2	Core	CC
6.	25074	MBA131	Marketing Management	3	0	0	3	Core	CC
7.	25076	MBA133	Economic Analysis For Business Decision	3	0	0	3	Core	CC
8.	25077	MBA134	Quantitative Techniques For Business Decision	3	0	0	3	Core	CC
9.		MBA435	Information Technology For Managers	3	0	2	4	Core	CC
10.		RBL001	Rbl-1 (Compulsory Audit Course)	0	0	0	0		
TOTAL CREDITS							24		

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TERM: II

Session: 2023-2024

S. No.	Paper ID	Sub Code	Courses	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ³ : 1. CC 2. AECC 3. SEC 4. DISCIPLINE SPECIFIC COURSE
				L	T	P			
THEORY COURSES									
1.	25421	MBA156	Human Resource Management	3	0	0	3	Core	CC
2.	25422	MBA157	International Business/ Management of Supportive Services	3	0	0	3	Core	CC
3.	25110	MBA139	Corporate Finance	3	0	0	3	Core	CC
4.	25427	MBA162	Business Research Methods	3	0	0	3	Core	CC
5.	25428	MBA163	Production and Operations Management/ Management of Clinical Services	3	0	0	3	Core	CC
6.		MBA438	Introduction to Business Analytics	2	1	0	3	Core	CC
7.		MBA439	Entrepreneurship and Startup- Ideation	3	0	0	3	Core	CC
8.		MBA441	Legal Aspects of Business/ Legal Aspects of Healthcare	3	0	0	3	Core	CC
9.		MBA440	Managerial Communication- II	2	0	0	2	Core	
10.		RBL002	RBL-2 (Compulsory Audit Course)	0	0	0	0		
	25601	CCU201	Community Connect	0	0	4	2		
TOTAL CREDITS							28		

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Programme / Branch: MBA

TERM: III

Session: 2024-2025

S. No.	Paper ID	Sub Code	Courses	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ⁴ : 1. CC 2. AECC 3. SEC 4. DISCIPLINE SPECIFIC COURSE
				L	T	P			
THEORY COURSES									
1	25223	MBA260	Strategic Management	3	0	0	3	Core	CC
2			DISCIPLINE SPECIFIC COURSE-1	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
3			DISCIPLINE SPECIFIC COURSE-2	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
4			DISCIPLINE SPECIFIC COURSE-3	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
5			DISCIPLINE SPECIFIC COURSE-4	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
6			DISCIPLINE SPECIFIC COURSE-5	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE

7			DISCIPLINE SPECIFIC COURSE-6	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
PRACTICAL/ VIVA VOCE/ JURY									
		RBL003	RBL-3 (Dissertation 1)	0	0	0	2		
8.	25167	MBA314	Summer Training Report & Presentation	0	0	0	4	Field Work	
9	25613	MBP257	Industry Readiness	0	0	4	2		
			TOTAL CREDITS				29		

Discipline Specific Course III Term

S. No.	Paper ID	Course Code	Marketing Management	Teaching Load			Credits	Core/Elective Pre- Requisite/ Co Requisite	Type of Course ⁵ : 1. CC 2. AECC 3. SEC 4. DISCIPLINE SPECIFIC COURSE
				L	T	P			
1.	25808	DSC127	Marketing in Action	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
2.	25810	DSC079	Sales and Distribution Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
3.	25937	DSC085	Digital Marketing	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
4.	25812	DSC082	Marketing Analytics	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
5.	25809	DSC078	Advertising Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
6.	25813	DSC003	Consumer Behavior	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE

S. No.	Paper ID	Course Code	Human Resources Management	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ⁶ : 5. CC 6. AECC 7. SEC 8. DISCIPLINE SPECIFIC COURSE
				L	T	P			
1.	25814	DSC125	Introduction to Cross- Cultural Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
2.		DSC146	Emotional Intelligence for Employee Wellness	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
3.	25816	DSC025	Organizational Change & Development	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
4.	25816	DSC140	Leadership and Team Effectiveness	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
5.	25818	DSC027	Talent Acquisition & Retention	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
6.	25819	DSC028	Employees Training & Development	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE

S. No.	Paper ID	Course Code	Banking & Finance	Teaching Load			Credits	Core/Elective/Pre-Requisite/Co Requisite	Type of Course ⁷ : 1. CC 2. AECC 3. SEC 4. DISCIPLINE SPECIFIC COURSE
				L	T	P			
1.	25729	DSC001	Managerial accounting for Business Decisions	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
2.	25730	DSC002	Regulatory Framework for Financial Sector	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
3.	25828	DSC047	Security Analysis and Portfolio Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
4.	25829	DSC048	Tax Planning and Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
5.	25874	DSC119	Technology in Banking and CRM & Retail	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
6.	25830	DSC050	Treasury Operations & Risk Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE

S. No.	Paper ID	Course Code	International Business	Teaching Load			Credits	Core/Elective Pre-Requisite/Co Requisite	Type of Course ⁸ : 1. CC 2. AECC 3. SEC 4. DISCIPLINE SPECIFIC COURSE
				L	T	P			
1.	25842	DSC089	Global Competitiveness Analysis	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
2.	25843	DSC090	Global Marketing Strategies	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
3.	25814	DSC023	International Human Resource Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
4.	25844	DSC052	International Financial Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
5.	25743	DSC015	Export Import Documentation	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
6.	25744	DSC016	International Economics	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE

S. No.	Paper ID	Course Code	Supply Chain & Logistics Management	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ⁹ : 1. CC 2. AECC 3. SEC 4. DISCIPLINE SPECIFIC COURSE
				L	T	P			
1		DSC143	Total Quality Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
2	25838	DSC068	Logistics Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
3		DSC147	SCM- Issues & Dimensions	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
4	25840	DSC070	Project Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
5	25739	DSC011	Infra-structure Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
6	25740	DSC012	Procurement and Inventory Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE

S. No.	Paper ID	Course Code	Healthcare & Hospital Administration	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ¹⁰ : 1. CC 2. AECC 3. SEC 4. DISCIPLINE SPECIFIC COURSE
				L	T	P			
1.	25831	DSC056	Health Policy and Healthcare Care Delivery System	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
2.	25735	DSC007	Introduction to Epidemiology	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
3.	25833	DSC058	Hospital Training Logbook and viva	0	0	12	6	Elective	DISCIPLINE SPECIFIC COURSE
4.	25834	DSC059	Quality Management in Healthcare	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
5.	25835	DSC060	Hospital Waste Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE

S. No.	Paper ID	Course Code	Entrepreneurship & Family Business	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ¹¹ : 1. CC 2. AECC 3. SEC 4. DISCIPLINE SPECIFIC COURSE
				L	T	P			
1.	25820	DSC034	Business Plan and New Venture Creation	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
2.	25821	DSC035	Family Business Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
3.	25822	DSC036	Creativity, innovation and Design thinking	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
4.	25824	DSC038	Entrepreneurial Marketing	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE

S. No.	Paper ID	Course Code	Business Analytics	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ¹² : 1. CC 2. AECC 3. SEC 4. DISCIPLINE SPECIFIC COURSE
				L	T	P			
1.	25847	DSC100	Fundamentals of Python	0	0	6	3	Elective	DISCIPLINE SPECIFIC COURSE
2.	25848	DSC101	Fundamentals of SQL	0	0	6	3	Elective	DISCIPLINE SPECIFIC COURSE
3.	25849	DSC102	Time Series Analysis using Minitab	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
4.	25850	DSC103	Data Visualization Techniques	0	0	6	3	Elective	DISCIPLINE SPECIFIC COURSE
5.		DSC148	Data Management Using R and Excel	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
6.	25742	DSC014	Advance Excel & VBA Programming	0	0	6	3	Elective	DISCIPLINE SPECIFIC COURSE

SHARDA UNIVERSITY
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S. No.	Paper ID	Course Code	Courses	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ¹⁴ : 1. CC 2. AECC 3. SEC 4. DISCIPLINE SPECIFIC COURSE
				L	T	P			
THEORY COURSES									
2			DISCIPLINE SPECIFIC COURSE-7	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
3			DISCIPLINE SPECIFIC COURSE-8	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
4			DISCIPLINE SPECIFIC COURSE-9	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
5			DISCIPLINE SPECIFIC COURSE-10	3	0	0	3	Elective	DISCIPLINE
			DISCIPLINE SPECIFIC COURSE-11	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
			DISCIPLINE SPECIFIC COURSE-12	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE

Discipline Specific Course IV Term

S. No.	Paper ID	Course Code	Marketing	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ¹⁵ : 5. CC 6. AECC 7. SEC 8. DISCIPLINE SPECIFIC COURSE
				L	T	P			
1	25936	DSC084	Responsible and Sustainable Marketing	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
2	25811	DSC080	Service Marketing	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
3	25938	DSC086	Customer Relationship Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
4	25939	DSC087	Rural Marketing	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
5	25808	DSC077	Retail Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
6	25813	DSC083	International Marketing	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE

S. No.	Paper ID	Course Code	Human Resources Management	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ¹⁶ : 1. CC 2. AECC 3. SEC 4. DISCIPLINE SPECIFIC COURSE
				L	T	P			
1	25930	DSC029	Organizational Design & Structure	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
2	25927	DSC117	Industrial Relations & Labour Legislation	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
3		DSC149	Diversity, Inclusion & Employee Engagement	3	0	0	3	Elective	DISCIPLIN ESPECIFIC COURSE
4	25959	DSC032	Human Resources Analytics	0	0	6	3	Elective	DISCIPLINE SPECIFIC COURSE
5		DSC023	International Human Resource Management	3	0	0	3	Elective	DISCIPLIN ESPECIFIC COURSE
6	25815	DSC024	Performance & Compensation Management	3	0	0	3	Elective	DISCIPLIN ESPECIFIC COURSE

S. No.	Paper ID	Course Code	Banking & Finance	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ¹⁷ : 1. CC 2. AECC 3. SEC 4. DISCIPLINE SPECIFIC COURSE
				L	T	P			
1	25933	DSC051	Financial Derivatives and Risk management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
2	25844	DSC052	International Financial Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
3	5934	DSC053	International Banking	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
4	25935	DSC054	Merger, Acquisition and Corporate Restructure	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
	25826	DSC045	Corporate Banking	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
	25827	DSC046	Project Finance and Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE

S. No.	Paper ID	Course Code	International business	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ¹⁸ : 1. CC 2. AECC 3. SEC 4. DISCIPLINE SPECIFIC COURSE
				L	T	P			
1	25951	DSC095	Management of Trans-National Corporations	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
2	25952	DSC096	Globalization and Indian Business Scenario	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
3	25953	DSC097	Global Value chain & Trade Facilitation	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
4	25935	DSC054	Merger, Acquisition and Corporate Restructure	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
5	25845	DSC093	Management of International Logistics	3	0	0	3	Elective	DISCIPLIN ESPECIFIC COURSE
6	25846	DSC094	Trade Environment Diversity and Global Business	3	0	0	3	Elective	DISCIPLIN ESPECIFIC COURSE

S. No.	Paper ID	Course Code	Supply Chain & Logistics Management	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course: 1. CC 2. AECC 3. SEC 4. DISCIPLINE SPECIFIC COURSE
				L	T	P			
1		DSC150	Shipping and Maritime Law	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
2	25878	DSC071	Supply Chain Dynamics and E-Commerce	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
3		DSC151	Lean and Agile Manufacturing	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
4	25877	DSC074	International Transportation and Logistics	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
		DSC153	Green Supply Chain Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
6	25841	DSC072	Trends in Supply Chain Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE

S. No.	Paper ID	Course Code	Healthcare & Hospital Administration	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ²⁰ : 1. CC 2. AECC 3. SEC 4. DISCIPLINE SPECIFIC COURSE
				L	T	P			
1	25943	DSC062	Hospital Accreditation Systems	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
2	25944	DSC063	Hospital Planning and Designing	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
3	25945	DSC064	Material & Equipment Management in Hospitals	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
4	25946	DSC065	National Health Programs	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
5	25832	DSC057	Hospital Management Information System	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
6		DSC141	Healthcare Project Management	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE

S. No.	Paper ID	Course Code	Entrepreneurship & Family Business	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ²¹ : 1. CC 2. AECC 3. SEC 4. DISCIPLINE SPECIFIC COURSE
				L	T	P			
1	25940	DSC037	Entrepreneurial Finance and evaluation	0	3	0	3	Elective	DISCIPLINE SPECIFIC COURSE
2	25941	DSC041	Social Entrepreneurship and Sustainable Development	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
3		DSC154	Managing Growth of New Ventures	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
4	25958	DSC042	Technology Platform Business and Strategy	0	0	6	3	Elective	DISCIPLINE SPECIFIC COURSE

S. No.	Paper ID	Course Code	Business Analytics	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ²² : 1. CC 2. AECC 3. SEC 4. DISCIPLINE SPECIFIC COURSE
				L	T	P			
1	25947	DSC106	Big Data Architecture	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
2	25948	DSC107	Enterprise Resource Planning (ERP)	0	0	6	3	Elective	DISCIPLINE SPECIFIC COURSE
3	25949	DSC108	Cyber and Information Security	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
4	25950	DSC109	Artificial Intelligence in Business Environment	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
5	25851	DSC104	Introduction to Big Data, Text Analytics and Web Analytics	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE
6	25742	DSC013	Data Mining Techniques- Predictive Modelling and Pattern (Discovery Using R)	3	0	0	3	Elective	DISCIPLINE SPECIFIC COURSE

SYLLABI OF ALL COURSES OF MBA PROGRAMME

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2023-2024
Branch:		Term: I
1	Course Code	MBA434
2	Course Title	Management Processes and Organizational Behavior
3	Credits	04
4	Contact Hours (L-T-P)	4-0-0
	Course Status	Core
5	Course Objective	<p>This course aims to improve students understanding of basic concepts of management and human behaviour in organization and the ability to lead people to achieve more effectively toward increased organizational performance and effectiveness.</p> <p>After completing this course, students should be able to:</p> <ul style="list-style-type: none"> • To understand the concepts of management as and how it can be applied to current environment of the workplace. • To know individual behaviour in organizations, including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories. • To comprehend group behaviour in organizations, including communication, leadership, power and politics, conflict, and negotiations. • To explore the organizational system, including organizational levels and human resources.
6	Course Outcomes	<p>After successful completion of the course the students will be able to:</p> <p>CO1: Apply their understanding management principles, and their impact at the modern workplace.</p> <p>CO2: Examine concepts of OB and their role in organizational functioning.</p> <p>CO3: Evaluate the impact of individual personality on organizational performance.</p> <p>CO4: Analyze the impact of learning and motivation on behavior of individuals and groups in organizations.</p> <p>CO5: Evaluate critically the impact of teams and Group dynamics on organizational functioning.</p>

		CO6: Analyze the role of leadership, power and politics on organizational growth.	
7	Course Description	This course provides conceptual knowledge of management and detailed analysis of individual and group behavior in organizations. Its purpose is to provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life.	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Management and Evolution of Management Theories	
	A	Management Thoughts and Organization: Principles of FW Taylor, Fayol and implications of Hawthorne studies on evolution of management	CO1
	B	Managerial Functions – Planning and Organizing-Concept and Overview	CO1
	C	Directing & Controlling-Concept and overview	CO1,CO5
	Unit 2	Introduction to OB	
	A	Concept, Meaning, nature and significance of OB	CO2,
	B	Contributing Disciplines, Models of OB	CO2, CO4
	C	Challenges and limitations of OB, OB in a global context	CO2,
	Unit 3	Individual Differences	
	A	Perception – Meaning, Factors influencing perception, Perceptual Errors, Attribution theory, Managerial application of perception	CO2,
	B	Attitudes- components, Job Satisfaction: Concept & Factors	CO2,
	C	Personality- Determinants, Trait Theory- Big 5 Model, MBTI, Freudian Theory of personality	CO2, CO4,CO5
	Unit 4	Learning and Motivation	
	A	Learning Concepts and Theories- Classical, Operant, and social learning theory	CO4
	B	Motivation– Concept, types and importance	CO4
	C	Theories of Motivation-Maslow’s hierarchy of needs, Two factor theory, Vroom’s expectancy theory	CO4
	Unit 5	Group and Leadership	
	A	Group: Concept, Group Development Process (Tuckman), Group Characteristics Teams-Types and challenges in functioning	CO5
	B	Group Decision Making process and Techniques- Brainstorming, Nominal Group Technique, Delphi Technique	CO5
	C	Leadership Theories- Trait theory, Behavioral theory (Managerial Grid), Situational Leadership (Blanchard theory), Likert’s leadership Style Organizational Power and Politics-Types and basics of Power, Functional and Dysfunctional Politics and impact on organizations	CO6
	Mode of	Theory	

examination			
Weightage Distribution	CA-25%	MTE	ETE-50%
Text book/s*	L M Prasad, Principles & Practices of Management, Sultan Chand & Sons, 2007 Aswathappa K. - Organizational Behavior, Himalaya Publishing House		
Other References	1. Koontz O'Donnel – Principles of Management 2. Kavita Singh, “Organization Behavior”, Pearson ed. 2010 3. L. M. Prasad “Organizational Behavior”, Sultan Chand and Sons		

Course Articulation Matrix

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	2	1	2	2	1	-	-	-	-
CO2	3	3	1	3	3	3	-	-	-	-
CO3	3	2	1	2	3	2	-	-	-	-
CO4	3	2	1	2	3	2	-	-	-	-
CO5	3	2	1	3	3	2	-	-	-	-
CO6	3	3	1	2	3	3	-	-	-	-
Avg	3	2.16	1	2.33	2.5	2.16	-	-	-	-

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2023-2024	
Branch:		Term: 1	
1	Course Code	MBA436	
2	Course Title	Managerial Communication- I	
3	Credits	2	
4	Contact Hours (L-T-P)	2-0-0	
	Course Status	Core	
5	Course Description	To prepare students for effective communication at the workplace by focusing on their relationship building and liasoning skills.	
6	Course Objective	<ol style="list-style-type: none"> 1. How to communicate in business situations 2. How to communicate accurately and effectively (PRIDE). 3. An overview of Stakeholder Management. 4. How to write professional e-mails, memos, develop resumes and video resumes effectively. 	
7	Course Outcomes	<p>After successful completion of the course the student would be able to –</p> <p>CO 1: Understand significance of effective communication in various managerial roles.</p> <p>CO 2: Handle various organizational issues in physical as well as virtual setting through effective and strategic communication.</p> <p>CO 3: Negotiate business deals effectively.</p> <p>CO 4: Interpret verbal and non-verbal messages and use them wisely.</p> <p>CO 5: Make effective presentations in business situations.</p> <p>CO 6: Draft various types of business correspondence and documents.</p>	
8	Outline syllabus	CO Mapping	
	Unit 1	Introduction	
	A	<ul style="list-style-type: none"> • Communication, Management and Leadership 	CO1
	B	<ul style="list-style-type: none"> • Communication Concerns of the Managers 	CO1
	C	<ul style="list-style-type: none"> • Purpose, Process & Classification of Communication 	CO1
	Unit 2	Organizational Communication	
	A	<ul style="list-style-type: none"> • Flow of communication, Interpersonal communication 	CO2
	B	<ul style="list-style-type: none"> • Conflict management, Negotiation skills and resolving communication, (Thomas-Kilmann Conflict Mode Management) 	CO2, CO3
	C	<ul style="list-style-type: none"> • Communication in the virtual world: Dos and 	CO2

		Don'ts		
Unit 3	Non-Verbal Communication & Soft Skills			
A	<ul style="list-style-type: none"> • Role of Non-Verbal Communication 		CO4	
B	<ul style="list-style-type: none"> • Classification of Non-Verbal Communication 		CO4	
C	<ul style="list-style-type: none"> • Soft skills and professional success 		CO4	
Unit 4	Presentation Skills			
A	<ul style="list-style-type: none"> • Planning the Presentation and creating the original content 		CO5	
B	<ul style="list-style-type: none"> • Preparing the presentation and getting the drafts approved. 		CO5	
C	<ul style="list-style-type: none"> • Delivering the presentation with panache 		CO5	
Unit 5	Business Correspondence			
A	<ul style="list-style-type: none"> • Components of effective written communication 		CO6	
B	<ul style="list-style-type: none"> • Email writing, agenda, minutes 		CO6	
C	<ul style="list-style-type: none"> • Report Writing 		CO6	
Mode of examination	Theory			
Weightage Distribution	Internal	External		
	25%	75%		
Text book/s*	Business Communication for the Internet enabled Generation: Raymond Lesikar and Marie Flatley. McGraw-Hill Publictaions.			
Other References	Effective Business Communication: Asha Kaul. PHI Learning. Useful links: https://www.thebalancecareers.com/conflict-management-skills-2059687			

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	1	1	2	3	3	-	-	-	-
CO2	3	2	3	3	2	3	-	-	-	-
CO3	3	3	1	3	3	3	-	-	-	-
CO4	3	2	2	2	2	2	-	-	-	-
CO5	3	2	1	3	3	2	-	-	-	-
CO6	2	2	3	1	3	1	-	-	-	-
Avg.	2.5	2	1.83	2.33	2.66	2.33	-	-	-	-

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2023-24
Branch:		Term: I
1	Course Code	Financial Reporting & Analysis
2	Course Title	MBA129
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	<ol style="list-style-type: none"> 1. Understand the applications of financial accounting in various managerial decisions. 2. Understand the Accounting Cycle and Financial statements. 3. Apply the understanding of different techniques of analysis of financial statements in managerial planning and decision making; 4. To provide students with a firm foundation for their second-year studies in financial specialization. <p>Acquire refined numerical, analytical, presentational, group work and time management skills.</p>
5	Course Objective	<ol style="list-style-type: none"> 1. Understand the applications of financial accounting in various managerial decisions. 2. Understand the Accounting Cycle and Financial statements. 3. Apply the understanding of different techniques of analysis of financial statements in managerial planning and decision making; 4. To provide students with a firm foundation for their second year studies in financial specialization. <p>Acquire refined numerical, analytical, presentational, group work and time management skills.</p>
6	Course Outcomes	<p>After the successful completion of this course students will be able to:</p> <p>CO1. Define the key concepts of financial reporting & financial statements</p> <p>CO2. Explain the element of financial statement of corporate and non-corporate entities</p> <p>CO3. Application of accounting concepts, standards and IFRS.</p> <p>CO4. Analysis and understanding of different techniques of analysis of financial statements in managerial planning and decision making.</p> <p>CO5. Evaluate the financial statement of various sectors.</p> <p>CO6. Remembering group work and time management skills.</p>
7	Course Description	Financial Analysis and reporting are an integral part of overall financial analysis carried out by various business organizations in India and all around the world. It depicts the financial health of any company and helps the companies to augment their financial resources and management of generated funds efficiently. It compels the business firms to remain

		judicious in fund allocation to different activities and sub activities and use the generated funds carefully. Financial analysis guides the companies about their future course of action and the direction that any particular company should move on.	
8	Outline syllabus		CO Mapping
	UNIT 1		
	A	Introduction of course and its significance in business.	CO1
	B	Purpose of financial reporting, users of financial reports. A brief introduction of Annual report and its contents with Annexure.	CO1
	C	Meaning and types of financial statements, Types of financial analysis; steps involved in Financial Statement Analysis; Techniques and limitations of Financial Analysis.	CO1, CO3
	UNIT 2	Definition, functions Uses, Understanding of various items Of Balance-sheet and Income Statement.	CO1,CO2
	A	Forms of Balance Sheet & Income Statement –Contents & Presentation, Relationship between Balance-sheet & Income Statement	CO1,CO2
	B	Revenue & Capital Expenditures and Receipts, Inventories,Receivables, Assets (Fixed, Tangible, Intangible) Revenue, Retained Earnings, Income Tax , Dividend, Diluted Dividend etc.	CO1,CO2
	C		
	UNIT 3	The Analyst's checklist; Reformulation of Balance sheet	CO4
	A	The Analyst's checklist; Reformulation of Income State -Workshop	CO4
	B	Notes to the Accounts and Significant Accounting Policies.- Workshop	CO4,CO5,C O6
	C		
	UNIT 4	Introduction, Techniques –Comparative Financial Statements and Interpretation of Financial Statements	CO4
	A	Common Size Statement analysis –Introduction, Analysisand Interpretation – Demonstration of various sectors – Workshop	CO4,CO5,C O6
	B	Trend Analysis - Introduction, Analysis and Interpretation – Demonstration of various sectors – Workshop	CO5,CO6
	C		
	UNIT 5	Ratio Analysis-Profitability, Liquidity, Turnover, Shareholders etc. Meaning, Uses, Sources and Uses of Cash, Preparation of Cash Flow Statement as per AS-3	CO1
	A	Annual Report –Director's Report, Auditor's Report,	
	B	Report on Corporate Governance, Report on CSR etc., Management Discussion & Analysis - Workshop	
	C	Ratio Analysis-Profitability, Liquidity, Turnover,	

		Shareholders etc.			
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	<p align="center">Financial Statement Analysis and Reporting by Peddina Mohana Rao, PHI Learning Private Limited, New Delhi</p>			
	Other References	<ul style="list-style-type: none"> • Corporate Financial Reporting and Analysis by Young 3ed; WILEY India Pvt.Ltd. • Accounting Text and Cases by Anthony, Hawkins and Merchant 12th Edition Tata McGraw Hill • Financial Accounting: For Business Managers, Bhattacharyya Ashish K, Prentice Hall of India Pvt Ltd. • Financial Accounting: A Managerial emphasis, Ashok Bannerjee, Excel Books • Introduction to Financial Accounting, Horngren, Pearson Education • Financial Accounting – A Managerial Perspective by R.Narayanaswamy 3rd Edition PHI Learning Pvt Ltd. <p>Journals</p> <ul style="list-style-type: none"> ➤ Management Accountant ➤ Chartered Accountant ➤ Chartered Finance Analyst ➤ Journal of Accounting and Finance <p>Websites</p> <ul style="list-style-type: none"> ➤ Online Courses: Financial Accounting, David F. Hawkins, Paul M. Healy, Michael Sartor by Harvard Business School Publications (http://hbsp.harvard.edu/) ➤ For Accounting standards please refer to the following link http://www.icai.org/post.html?post_id=474 ➤ <u>For International Financial Reporting Standards (IFRS) refer to the following link</u> http://www.ifrs.com/overview_landing.html <p align="center">www.accountingformanagement.com</p>			

Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	2	3	2	2	-	-	-	-
CO2	2	2	3	2	2	2	-	-	-	-
CO3	2	3	2	2	2	2	-	-	-	-
CO4	1	2	2	2	2	2	-	-	-	-
CO5	2	2	2	3	1	2	-	-	-	-
CO6	2	2	2	3	2	2	-	-	-	-
Avg	1.67	2.16	2.16	2.5	1.83	2	-	-	-	-

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2023-2024	
Branch:		Term: I	
1	Course Code	MBA437	
2	Course Title	Governance, Ethics and Sustainability	
3	Credits	2	
4	Contact Hours (L-T-P)	0-1-2	
	Course Type	Core Course	
5	Course Description	This course introduces students to sustainability, ethics, and governance concepts and practices in contemporary business. Moreover, it introduces students to concepts, issues, and challenges related to ethics and corporate governance relevant for businesses to gain a social license.	
6	Course Objective	The objectives of this course are to: <ul style="list-style-type: none"> • Examine the importance of Governance, sustainability, and ethics for the conduct of businesses • Examine ethical theories and ethical issues in the workplace • Explore diverse governance structures and environmental, sustainability related issues (ESG) 	
7	Course Outcomes	On the completion of the course, the student will be able to: CO1: Describe the scope of societal impacts from business on a global community CO2: Illustrate the need of ethical decision making in businesses CO3: Demonstrate an understanding of the concept of sustainability and sustainable development and its application to corporate strategies. CO4: Analyze the importance of corporate governance and the systems in different countries. CO5: Explain the need for business to act in a responsible manner towards the society CO6: Assess the issues related to sustainability, ethics and mgovernance relevant for businesses to gain a social license	
8	Syllabus Outline		CO Mapping
	Unit 1	Corporate Governance	
	A	Corporate governance -concepts and dimensions;	CO1
	B	Good governance Principles & practices	CO1
	C	Corporate Governance System in Leading countries	CO1
	Unit 2	Business and Society	
	A	Role of business in Society	CO2
	B	Triple bottom line approach	CO2
	C	Stakeholder Management Strategies and CSR Practices	CO2
	Unit 3	Business Ethics	
	A	Concepts & Principles of ethics, Application in the business context and the implications for business Conduct	CO2
	B	Consumerism and Ethical Responsibility,	CO2
	C	Ethics in the Global business setting	CO2, CO4
	Unit 4	Sustainable Business	
	A	Concepts of sustainability and sustainable business, Climate	CO3,4

		Change			
	B	Introduction to Sustainable Development Goals			CO3,4
	C	Key social and ecological challenges, Addressing sustainability issues in business strategy			CO3,5
	Unit 5	Sustainable Business & Role of Government			
	A	ESG Framework and relevance			CO5
	B	Role of government and politics towards sustainability			CO4, CO6
	C	Technology and sustainability in Global Context			CO5, CO6
	Mode of examination	Practical			
	Weightage Distribution	CA	CA VIVA	ETE	
		25%	25%	50%	
	Text book/s*	Corporate Governance by Francis Cherunilam			
	Other References	Reading from contemporary periodicals			

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	1	1	1	1	2	1	-	-	-
CO2	2	2	1	2	-	2	-	-	-
CO3	2	3	1	2	3	1	-	-	-
CO4	3	3	2	2	-	3	-	-	-
CO5	1	3	3	3	3	3	-	-	-
CO6	1	2	3	3	3	3	-	-	-
Avg	1.67	2.33	1.83	2.16	1.83	1.67	-	-	-

- 1-Slight (Low)
- 2-Moderate (Medium)
- 3-Substantial (High)

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2023-2024
Branch: HCHA		Term: I
Course Code		DSC121
2	Course Title	Introduction To Hospital And Healthcare Management
3	Credits	2
4	Contact Hours(L-T-P)	2-0-0
	Course Type	Theory
5	Course Objective	The main objective of this course is to enhance the basic knowledge of medical terms. It will focus on all major systems in the body and be able to discuss implications for disease and disability. It will also introduce students from multiple disciplines to the fundamental characteristics of health care systems and hospital management concepts.
6	Course Outcomes	<p>CO1: To define and describe the normal function of the different body systems, medical terms for the purpose of medical audits and other review systems.</p> <p>CO2: The student will be able to Understand the development and preconditions of health care services in India.</p> <p>CO3: The student will be able to illustrate problem solving and leadership skill in healthcare sector.</p> <p>CO4: The student will be able to Analyze the structure and interdependence of healthcare system elements.</p> <p>CO5: The students will be able to evaluate the importance of health education and communication .</p> <p>CO6: Remembering health care systems and hospital management concepts</p>
7	Course Description	This course will introduce to the basic knowledge of various aspects of Health Care Industry. After the successful completion of the course student will be familiar with the scope and functions of Healthcare management.

		This course is related to medical terminology, health care systems, hospital networks and administration of hospitals. To provide the students a basic insight into the main features of Indian health care delivery system and how it compares with the other systems of the world.
8	Outline syllabus	CO Mapping
	Unit 1	Introduction To Medical Terminology
	A	Introduction to medical terminology, prefixes ,suffixes, Word formation, Basic Anatomical Terms and abnormal conditions
	B	Basics of Medical Transcription, HIPAA
	C	Quality in Medical Transcription
	Unit 2	Body systems
	A	Cardiovascular system ,Gastrointestinal tract, Respiratory tract,
	B	Nervous System, Five Senses,
	C	Musculoskeletal system, Renal system
	Unit 3	Fundamentals of Healthcare Management
	A	Health sector Planning & Management
	B	Indian and Global Healthcare Industry- value chain,segments
	C	Health Systems in India, healthcare of the community,Nutrition & Health
	Unit 4	Fundamentals of Hospital Administration
	A	Hospital based healthcare and its changing scenario:Changing Role and History,
	B	Hospital as a social system, Classification of Hospital,functions of hospital, Hospital & Community.
	C	Patient rights & responsibility, Patient related schemes, Feedback system, Hospital utilisation statistics, HospitalCommittee, Standard Operating Procedures, Flow charts
	Unit 5	Health Communication

A	Communication Process, Types of communication, Functions of health communication			CO2, CO3, CO6
B	Health Education: Objectives, approach, models			CO5. CO6
C	Principles of Health educations, Practices of health Education			CO5. CO6
Mode of examination	Theory/Jury/Practical/Viva			
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Text book/s	Principles of Management by Tripathi & Reddy Principles of Hospital Administration & Planning by B M Sakharkar, Preventive & Social Medicine by K Park, Management by VSP Rao Excel Publications.			
Other References	Faculty Notes			

Course Articulation Matrix

POs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2	PSO3	PSO4
Cos										
CO1	2	2	2	2	2	2	-	-	-	-
CO2	2	2	1	2	2	2	-	-	-	-
CO3	2	2	1	2	2	1	-	-	-	-
CO4	2	1	2	1	2	1	-	-	-	-
CO5	2	2	1	1	1	1	-	-	-	-
CO6	2	2	2	2	2	2	-	-	-	-
Avg.	2	1.83	1.5	1.67	1.83	1.5	-	-	-	-

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme:		Current Academic Year: 2023-2024	
Branch:		Term: I	
1	Course Code	MBA131	
2	Course Title	Marketing Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Core	
5	Course Objective	This course is aimed at imparting to the students a broad-based understanding of the principles and practices of the marketing function in business organizations	
6	Course Outcomes	<p>After the successful completion of course, students will be able to:</p> <p>CO1: The student will be able to understand the basic marketing concepts, principles and philosophies of marketing.</p> <p>CO2: The student will be able to describe and explain the different bases of market segmentation, selection of target market and the different approaches to positioning of products.</p> <p>CO3: The student will be able to illustrate the different components of the marketing mix for a given product.</p> <p>CO4: The student will be able to explain in detail the marketing plan for a proposed product launch.</p> <p>CO5: The student will be able to predict the future trends in a given marketing situation.</p> <p>CO6: Remembering the challenges of modern-day marketing</p>	
7	Course Description		
8	Outline syllabus		CO Mapping
	UNIT 1		
	A	Overview of marketing: Marketing concepts and principles of marketing, Understanding the marketplace & customer needs, Selling Vs Marketing, Measuring and Managing the marketing efforts	CO1
	B	Analyzing the Marketing Environment: Micro Environment & Macro Environment, Marketing Research	CO1
	C	Consumer Behavior: Consumer behaviour Model, Characteristics affecting consumer behaviour, Types of buying decision behaviour, The buying decision process, Business Market & Business buyer behaviour	CO1
	UNIT 2		
	A	Market Segmentation: Bases for segmenting consumer market, Business Market and International Market	CO2

	B	Targeting: Evaluating market segments, Selecting Target Market, Niche Marketing	CO2						
	C	Positioning: Positioning & Repositioning strategies	CO2						
	UNIT 3								
	A	Introduction to marketing Mix: What is product, Level of product and services, Product and Service Classifications, Product and Service decision, Product line decision, Product Mix decision, Service Marketing	CO3						
	B	New product development process, Product life cycle strategy, Brand Management, Packaging and labelling	CO3						
	C	Price: Understanding & Capturing customer value, Pricing strategies, factors affecting pricing decisions	CO3						
	UNIT 4								
	A	Marketing Channels: The nature & importance of marketing channels of distribution, Channel design & Management decision, Channel Behaviour and Organisation, Types of Marketing intermediaries: Wholesaler & Retailers	CO4						
	B	Marketing Communication: Marketing communication process, Promotion Mix: Advertising, Personal Selling, Sales Promotion, Publicity, Direct and online marketing, Integrated marketing communication	CO4						
	C	International Marketing: Process, Strategies and challenges	CO4						
	UNIT 5								
	A	Role of Technology in marketing, opportunities and challenges, Introduction of Digital Marketing	CO5,CO6						
	B	Introduction to Sustainable Marketing, Green Marketing	CO5,C06						
	C	Importance of Marketing in customer relationship management ,Social Responsibility and Ethics issues in Marketing	CO5,CO6						
	Mode of examination	Theory/Practical							
	Weightage Distribution	<table border="1"> <thead> <tr> <th>CA</th> <th>MTE</th> <th>ETE</th> </tr> </thead> <tbody> <tr> <td>25</td> <td>25</td> <td>50</td> </tr> </tbody> </table>	CA	MTE	ETE	25	25	50	
CA	MTE	ETE							
25	25	50							
	Text book/s*	<ul style="list-style-type: none"> • ‘Marketing Management – A South Asian Perspective’ by Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithileshwarJha (Pearson) 							
	Other References	<ul style="list-style-type: none"> • ‘Marketing Management – Global Perspective, Indian Context’ byV. S. Ramaswamy and S. Namakumari (Om Books) • ‘Marketing Management’ by RajanSaxena(McGraw-Hill) 							

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	1	1	-	-	-	-
CO2	2	2	2	1	1	1	-	-	-	-
CO3	2	2	2	1	1	-	-	-	-	-
CO4	2	2	2	2	1	2	-	-	-	-
CO5	2	2	2	1	1	-	-	-	-	-
CO6	2	2	2	3	1	2	-	-	-	-
Avg	2.00	2.00	1.83	1.66	1.00	1.00	-	-	-	-

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2023-2024	
Branch:		Term: I	
1	Course Code	MBA 133	
2	Course Title	Economic Analysis for Business Decisions.	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Core	
5	Course Objective	<p>1. To provide a conceptual framework of how a business firm operates and makes decisions on output, input, pricing and strategizing</p> <p>2. To orient them towards economic theories which are critical in managerial decision-making.</p> <p>3. To expose the learners into operation of economic concepts in real time decision making and market activities around them.</p> <p>4. To make them conscious about interaction of macroeconomic factors with decision-making approaches and techniques</p>	
6	Course Outcomes	<p>CO1: Describe firm level business decisions through conceptual framework of an economic unit as well as of an economic system consisting external environment.</p> <p>CO2: Analyse constraints and scope of consumer demand and producer's supply potential with the help of economic methods.</p> <p>CO3: Evaluate the impact of business decisions in economic terms and assess their viability, efficacy and sustainability.</p> <p>CO4: Demonstrate a clear grasp on role of government policy, firm level competition and external sector in explaining economic growth.</p> <p>CO5: Assess managerial decisions in local and global scenarios with economic perspective.</p> <p>CO6: Remembering decision-making approaches and techniques</p>	
7	Course Description	<p>The Emphasis of this course is on interdisciplinary approaches of learning economic concepts and their applications. A fair bit of understanding of Economics is essential for managers for contextualizing business scenarios in view of prevailing economic conditions. This course is concerned about the application of economic methods in the managerial decision-making process. It includes microeconomic approaches along with macroeconomic variables and country specific economic policy issues. Plentiful Case Studies, Examples and Numerical Problems are key elements of pedagogical features of this course. The recommended text book is well Equipped with problem solving approaches in each of chapter-ends.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Nature, Scope and Methods of Managerial Economics (Chapter 1) Theory of Firm (Chapter 2)	CO1

A	Definitions and Relationships with other Disciplines (Sections 1.1 & 1.2) Elements of Managerial Economics (Section 1.3)	CO1,CO2,C O3
B	Theory of the Firm (Chapter 2) Nature of the Firm;	CO1,CO2,
	Transaction Cost Theory, Motivation Theory, Property Rights Theory (Section 2.2)	CO3
C	Basic Profit Maximizing Model (Section: 2.3) Multi-product strategy Product Line Profit Maximization & Product Mix Profit Maximization (Section 2.7)	CO1,CO2, CO3
Unit 2	Demand Theory (Chapter 3) and Consumer Theory (Section 3.3) in Business Decisions	CO2,CO1, CO3
A	Definition, Representation and Meaning of Demand; Factors determining demand, Demand Schedule, Law of Demand and Law of Supply	CO1,CO2, CO3
B	Consumer Behaviour -Utility: - Cardinal and Ordinal, Budget Line, Indifference Curve, Law of Diminishing Marginal Utility	CO2,CO3
C	Inferior Goods, Giffen Goods, Substitute and Complementary Goods, Consumer Equilibrium. Price Elasticity and Income Elasticity	CO2,CO3, CO4
Unit 3	Theory of Production, Cost Theory, Pricing and Market Structure in Business Decisions (Chapters 5, 6,8 &10)	CO1, CO2, CO3
A	Short Run and Long Run Production Decisions (Sections 5.2 & 5.3), Break-Even Points, Economies of Scale, Scope and Diseconomies	CO1, CO2, CO3
B	Short Run & Long Run Cost Behaviour (Sections 6.2 & 6.3), Normal Profit, Super Normal Profit and Optimization of Cost	CO1, CO2, CO3, CO5,CO6
C	Market Structure and Pricing (Chapter 8) Pricing Strategy, Price Discrimination, Perfect Competition & Imperfect Competitions	CO2, CO3, CO5,CO6
Unit 4	The Economics of Information, Market Failure and Application of Game Theory	CO3,CO4, CO5,CO6
A	The Problem of Adverse Selection and Moral Hazard	CO3, CO4
B	Market Failure- Externalities; Positive and Negative Externality, Public Goods, Merit Goods, Non-Merit Goods,	CO3,CO4, CO5,CO6
C	Games of Complete Information- Pure Strategy, Mixed Strategy, Nash Equilibrium and Games of Incomplete Information- Contract, Auctions, Signaling in job markets	CO3, CO5,CO6
Unit 5	Macroeconomic Concepts and Policies in Business Decisions	CO1, CO2, CO4

A	Macroeconomic Environment, National Income Accounting, Definition and application of Key Macroeconomic Terms; (GDP, Balance of Payment, Inflation, Unemployment, Repo/Reverse Repo Rates, Fiscal Deficit and IIP- Index of Industrial Production)			CO1, CO2, CO3, CO4
	B	Keynesian Aggregate Demand, Autonomous Investment,		CO1, CO2,
C	Multiplier & Accelerator. Application of Monetary and Fiscal Policies in Business Decisions			CO3, CO4
	Government Regulations in Business Decisions – Meaning, Objectives and Effects of Industrial Policy, Competition Policy and Foreign Exchange Management Policy,			CO1, CO2, CO3, CO4
Mode of examination:- Theory	Theory			
Weightage Distribution	CA		MTE	ETE
	25%		25%	50%
	Quizzes – 5, (One in Each Course Outcome)			
	Assignment – 5 (One in Each Course Outcome)			
Textbook/s	<ol style="list-style-type: none"> 1. Managerial Economics: A Problem Solving Approach – Author- Nick Wilkinson, Cambridge University Press. (Available Online) http://www.railassociation.ir/Download/Article/Books/Managerial%20Economics-%20A%20Problem%20Solving%20Approach.pdf 2. Principles of Economics – Author- N. Mankiw, Cengage Publishing. (Available in School Library) 3. Indian Economy- Sanjeev Verma, Unique Publisher 2nd Edition 			
Other References	<ol style="list-style-type: none"> 1. Managerial Economics : Principles and Worldwide Applications Author : Dominick Salvatore, Adapted by Ravikesh Srivastava (Available in School Library) 2. Microeconomics for Management Students- Autho- R.H.Dholakia and A. N.Oza, Oxford University Press, 1999. (Available in School Library) 3. Economics for Managers, International Edition, - Mark Hirschey, South Western College Publishing, (Available in School Library) 4. Managerial Economics: Foundations of Business Analysis and Strategy Author- Thomas and Maurice McGraw Hill Education; 10 edition (1 July 2017) 5. Indian Economy:- Mishra and Puri, Himalya Publishing House, (Available in School Library) 			

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO 4	PO5	PO6	PSO 1	PSO 2	PSO3	PSO 4
CO1	3	1	1	1	3	-	-	-	-	-
CO2	1	2	2	2	3	2	-	-	-	-
CO3	2	2	3	2	3	3	-	-	-	-
CO4	1	-	-	-	2	2	-	-	-	-
CO5	2	2	2	2	3	3	-	-	-	-
CO6	1	2	2	2	3	2	-	-	-	-
Avg.	1.67	1.5	1.67	1.5	2.5	2	-	-	-	-

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2023-2024	
Branch:		Term: I	
1	Course Code	MBA134	
2	Course Title	Quantitative Techniques for Business Decisions	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
5	Course Objective	An introductory course in statistics, designed to provide with the basic concepts and methods of statistical analysis for processes and products. The cardinal objective of the course is to increase the extent to which statistical thinking is embedded in management thinking for decision making. The course includes tools such as MS-Excel, Minitab and SPSS so as to make teaching pragmatically oriented rather being confide to books, thereby contributing towards enhancing the employability in Industry	
6	Course Outcomes	After Completion of the course, the students are able To CO1: Demonstrate understanding of basic concepts of probability and statistics embedded in various management problems CO2: Demonstrate proficiency in analyzing data using statistical methods in their course which is required as a stepping stone to study other management modules CO3: Show proficiency in basic statistical skills embedded in their course for effective decision making CO4: Analyze data for business organization CO5: Integrate the business needs with corporate goals and strategies by using Course learning CO6: Examine Statistical understanding in other Courses and in overall Perspective in life.	
7	Course Description	The course provides with the basic concepts and methods of statistical analysis so as to enhance statistical thinking for decision making	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Statistics and Data Collection & Presentation	
	A	Definition of Statistics, Importance of Statistics, Role of Statistics in Decision making, Limitations of Statistics	CO1,CO2
	B	Collection of Data, Data and Information	CO2,
	C	Frequency Distribution, Bar Diagrams, Histograms, Ogives, Pie Charts ,	CO2, CO3
	Unit 2	Measures of Central Tendency	
	A	Introduction, Requisite of a good measures of a central tendency	CO1, CO2
	B	Mean or Averages, Weighted Arithmetic Mean , Median and Mode, Quartiles	CO1,CO2
	C	Harmonic Mean , Geometric Mean for grouped and grouped	CO2,CO3

		data, Empirical relation between mean, median and mode.			
	Unit 3	Measures of Dispersion			
	A	Range and Inter-quartile range and deviation, Mean Deviation and Mean Absolute Deviation,			CO1,CO2,CO3,C O4
	B	Variance and Standard Deviation, Coefficient of variation. Empirical relationship between different measures of variation			CO2,CO3,CO6
	C	Measures of Skewness, Measures of Kurtosis,			CO2,CO3,CO6
	Unit 4	Correlation and Regression			
	A	Correlation Correlation analysis-meaning and types of correlation, Karl Pearson's coefficient of correlation, Spearman's rank correlation			CO2,CO3,CO5
	B	Regression: Regression analysis, Method of least square, Properties of regression coefficients and Relationship between and Regression coefficients and Correlation, Introduction to Multiple Correlation and Regression.			CO2,CO3,CO4,C O5,CO6
	C	Class Exercise : Introduction to using Excel to run statistics tools.			CO2,CO3,CO4,C O5
	Unit 5	Probability & Probability Distributions			
	A	Probability: Basic set theory, Addition and Multiplication Theorem of Probability, Conditional Probability, Baye's Theorem			CO1,CO2,CO5
	B	Probability Distributions: Random variable , Discrete RV and Continuous RV,			CO1,CO2,CO3
	C	Probability Distributions: - Binomial, Poisson and Normal Probability distributions			CO1,C02,CO3,CO 5
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	1. Business Statistics-S.P Gupta & M.P Gupta, 2014-15-16 Edition,			
	Other References	2. Levin & Rubin, Statistics For Business (Prentice Hall of India, N. Delhi), latest edition 2018 3. Paul Newbold, Statistics for Business and Economics (Pearson Education)2018 4. Anderson, Quantitative Methods in Business (Thomson Learning, Bombay),2018 5. R.S Bhardwaj, Business Statistics (Excel, N. Delhi) 6. J.S. Chandan, An Introduction to Statistical Methods (Vikas Publishing House, N.Delhi), latest Edition 2019 7. Deepak chawla and Neena Sondi – Statistics			

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	3	1	1	1	1	-	-	-	-
CO2	1	3	1	1	1	1	-	-	-	-
CO3	1	3	1	1	1	1	-	-	-	-
CO4	1	2	1	2	2	1	-	-	-	-
CO5	1	3	1	2	2	1	-	-	-	-
CO6	2	2	1	2	1	1	-	-	-	-
Avg.	1.16	2.66	1	1.5	1.33	1	-	-	-	-

1. *Slight (Low=1)*
2. *Moderate (Medium=2)*
3. *Substantial (High=3)*

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2023-2024	
Branch: MBA		Term: I	
1	Course Code	MBA435	
2	Course Title	Information Technology for Managers	
3	Credits	4	
4	Contact Hours (L-T-P)	3-0-2	
	Course Type	Core	
5	Course Objective	<p>1. To introduce the concept of Information Technology and its application in organizations</p> <p>2. The course would expose the students to the managerial issues relating to IT and will help them identify and evaluate various organizational applications of IT.</p> <p>3. This course leads students to imparts an understanding of professional, ethical, legal, security and social issues, and responsibilities in information technology.</p> <p>4. It will help them to have ability to hold progressively more responsible positions in the IT field, including positions that are supervisory or managerial in nature.</p>	
6	Course Outcomes	<p>After Successful completion of this course students will be able to:</p> <p>CO1: The student will be able to identify organizational requirements and current and emerging technologies</p> <p>CO2: The student will be able to describe the impact of IT solutions in a global, societal, and ethical context</p> <p>CO3: The student will be able to apply problem solving skills, core IT concepts, best practices and standards to information technologies</p> <p>CO4: The student will be able to analyze local and global impact of computing on individuals, organizations, and society.</p> <p>CO5: The student will be able to evaluate business situations and problems related to information technology</p> <p>CO6: Remembering and evaluating various organizational applications of IT.</p>	
7	Course Description	<p>A good understanding of information technology is of vital importance for any manager in today's scenario. Effective management and implementation of IT resources have now become routine task for many middle level and senior managers. It includes computer and information literacy, with the main emphasis on competency with software through hands-on practice. Topics includes E-business, ERP, SCM and CRM, DBMS , Business Intelligence & DSS, Managing IT projects.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	IT in the Organizations	
	A	IT Supports Organizational Performance in Turbulent Business	CO1
	B	Information Technologies: Concept, Types and IT Support	CO2
	C	Case Study –A study on different level of MIS	CO3

	Unit 2	Digital, Mobile and Social Commerce			
	A	E-Business & E-Commerce Models and Strategies			CO1
	B	Mobile Technologies and Commerce, Web 2.0 and social media			CO4
	C	Case Study on Digital Media			CO5
	Unit 3	Organizational Applications			
	A	Functional Business Systems, Enterprise Systems ERP, SCM and CRM			CO5,CO6
	B	Inter organizational, Large-Scale and Global Information Systems			CO5,CO6
	C	Case Study- IRCTC, DBMS			CO5,CO6
	Unit 4	Decision Making and Strategy			
	A	Business Intelligence and Decision Support Systems			CO1,CO2
	B	IT Strategy and Planning, Impact of IT on Enterprises, Users and the Environment			CO4,CO5,CO6
	C	Case Study on Decision making system			CO6
	Unit 5	Managing IT			
	A	Adopting IT Projects, Implementing IT Projects			CO3
	B	Business Process Management, Managerial Issues			CO2
	C	Case Study-Expert System/AI			CO5,CO6
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	O'Brien, James A., George M. Marakas, and Ramesh Behl (2013). Management Information Systems, 10/e; New Delhi: McGraw Hill Education			
	Other References	1. Laudon, Kenneth C., Laudon, P. Jane (2013). Management Information System -Managing the Digital Firm, 12/e; New Delhi: Pearson Education 2. Turban, Efraim and Linda Volonino (2015). Information Technology for Management - Transforming Organizations in the Digital Economy, 7/e; New Delhi: Wiley India			

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	1	1	-	-	-	-
CO2	2	1	2	1	1	1	-	-	-	-
CO3	2	2	1	1	1	1	-	-	-	-
CO4	1	2	1	2	1	1	-	-	-	-
CO5	1	2	1	2	1	1	-	-	-	-
CO6	1	2	2	1	1	1	-	-	-	-
Avg	1.50	1.67	1.33	1.33	1.00	1.00	-	-	-	-

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2023-2024
Branch:		Term: I
1	Course Code	RBL001
2	Course Title	Research Based Learning :1 (RBL1)
3	Credits	Audit
4	Contact Hours (L-T-P)	0-0-0
	Course Status	Compulsory Audit
5	Course Objective	To understand & develop the basic research skills including a research plan.
6	Course Outcomes	<p>On the completion of this Course, the students will be able to:</p> <p>CO1: To understand the concepts and components of research.</p> <p>CO2: To understand the steps involved in formulation of dissertation and Research Project/Plan.</p> <p>CO3: To identify the field of research to be undertaken. CO4: To identify the research gaps in the identified topic.</p> <p>CO5: To identify the research problem based on the existing literature available on the identified topic.</p> <p>CO6: To finalize a dissertation/research project title.</p>
7	Course Description	<p>Research-based learning (RBL) presents as an alternative learning model that can develop the critical thinking skills. The research-based learning is conducted under constructivism which covers four aspects: learning which constructs student's understanding, learning through developing prior knowledge, learning which involves social interaction process, and meaningful learning which is achieved through real-world experience. The major focus is to engage students in the inquiry process where they formulate questions, conduct investigations, apply information and media to learning, and generate products that illustrate learning. The 5E learning cycle adopted for RBL leads students through five phases: Engage, Explore, Explain, Elaborate, and Evaluate which results in greater benefits concerning student's ability for scientific inquiry.</p>
8	Outline syllabus	
		Guidelines for Research Based Learning Report

As per course-curriculum of MBA, the research-based learning will be conducted in first Term(audit), second Term (audit), third Term (2 credit), and fourth Term (2 credit).

General guidelines:

- Publishing research paper and development of the product/process /Case that the students work on during the Term to demonstrate identified problem through extensive literature.
- Students work on the projects in teams with **four** students per team, and teams may form in interdisciplinary nature.
- The deliverables for the projects include submission of reports on regular basis as per the rubrics.
- The students also present their work at the end of the Term in the presence of external experts in the form of Written and oral communication components are intertwined with the project deliverables through required project reports and oral project presentations.
- It is recommended that the all activities are to be record on regular basis and proper documents are to be maintained by students and faculty mentor.
- The report should be prepared in the consultation of the faculty guide and the student should be in regular touch with the faculty guide to complete the work.
- The content of the research report should be original and not copied from any other sources. To justify this, the student has to check the plagiarism of the report through Turnitin software. The plagiarism should be less than 10%. The plagiarism report has to be attached within the research report at the end.
- The student should submit the soft copy of the research report to the guide and after getting his/her approval and signature, the final report should be submitted.

The report should be original and shall be submitted after checking for plagiarism. Please note the following guidelines for the preparation and submission of the report:

RBL 1: Zeroth Level/Title approval phase, it would have three levels of evaluation divided into three phases.
The review of work in progress would be in three phases in RBL 1(R0, R1,R2)
Annexures I/R1.1/R1.2

R0		
A	Information collection and analysis of identified problem: Student collects information from multiple sources and analyzes the information in-depth.	CO1,CO2
B	Knowledge Acquired on Problem Domain: Complete explanation of the key concepts of the identified problem.	CO1,CO2
C	Appropriateness of Problem Title: Title is clearly defined and context for research provided	CO1,CO2
R1		
A	Interpreting Findings from the Collected Information: Student provides a logical interpretation of the findings and reaches a conclusion.	CO3,CO4
B	Creativity and Originality in Problem:	CO3,CO4
C	Scope of Problem: Effectively defines the scope of the research question or problem.	CO3,CO4
R2		
A	Literature Review of Problem Domain: Collects a detailed and extensive explanation of the specifications. Clearly elaborated the limitations and benefits of the existing systems.	CO5
B	Knowledge of related problem and proposed use of resources and methodology/ approach / tool: Extensive knowledge related to the problem. Synthesizes in-depth information from relevant sources representing various points of view/approaches.	CO5
C	Synthesis of Idea/Problem: demonstrated insight into problem; conclusions strongly supported	CO6
Oral Communication (Presentation), Report Writing and Submission after every review process		
Mode of examination	CA and Oral presentation	
Assessment Criteria	Internal	VIVA
	50%	50%
Other References	Medema, S., & Samuels, W. (1996). <i>Foundations of research in economics: how do economists do economics?</i> Edward Elgar Publishing. Malhotra, N., Nunan, D., & Birks, D. (2017). <i>Marketing research: An applied approach</i> . Pearson. Wilson, A. M. (2006). <i>Marketing research: an integrated approach 2nd edition</i> . FT Prentice Hall.	

Course Articulation Matrix

Pos Courses	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	1	1	1	-	-	-	-
CO2	1	1	1	1	1	1	-	-	-	-
CO3	2	2	2	1	1	3	-	-	-	-
CO4	2	2	2	1	1	3	-	-	-	-
CO5	2	2	2	1	1	3	-	-	-	-
CO6	2	2	2	1	1	3	-	-	-	-
Avg,	1.67	1.67	1.67	1	1	2.33	-	-	-	-

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

RUBRICS FOR RESEARCH BASED LEARNING (RBL -1)Annexures I
**Project Title Approval Form
 Zeroth Review (R0): PG_RBL-1_Zeroth_Evaluation**

	Parameters	EXCELLENT Marks (>6 to ≤8)	GOOD Marks (>4 to ≤6)	AVERAGE Marks (>1 to ≤4)	POOR Marks (0 or 1)
A	Information Collection and Analysis of the Identified Problem (CO1 & CO2)	<ul style="list-style-type: none"> Student collects information from multiple sources and analyzes the information in-depth. 	<ul style="list-style-type: none"> Student collects adequate information and performs basic analyses. 	<ul style="list-style-type: none"> Student collects inadequate information to perform meaningful analyses. 	<ul style="list-style-type: none"> Student collects no viable information.
B	Knowledge Acquired on Problem Domain (CO1 & CO2.)	<ul style="list-style-type: none"> Complete explanation of the key concepts of the identified problem. 	<ul style="list-style-type: none"> Clear explanation of the key concepts of the identified problem. 	<ul style="list-style-type: none"> Incomplete explanation of the key concepts of the identified problem. 	<ul style="list-style-type: none"> Inappropriate explanation of the key concepts of the identified problem.
C	Appropriateness of Problem Title (CO1 & CO2)	<ul style="list-style-type: none"> Title is clearly defined and context for research provided 	<ul style="list-style-type: none"> Title is fairly defined and context for research fairly provided 	<ul style="list-style-type: none"> Title is defined but context for research not provided 	<ul style="list-style-type: none"> Title is not defined and context for research not provided
D	Oral Communication (Presentation) (CO1 & CO2)	<ul style="list-style-type: none"> Contents of presentation are appropriate and well delivered. Proper eye contact with audience and clear voice with good language 	<ul style="list-style-type: none"> Contents of presentation are fine but not well delivered. Eye contact with few people with clear voice 	<ul style="list-style-type: none"> Contents of presentation are appropriate but not well delivered. Eye contact with few people and unclear voice 	<ul style="list-style-type: none"> Contents of presentation are not appropriate and not well delivered. Poor delivery of presentation
E	Report Writing and Submission (CO1 & CO2)	<ul style="list-style-type: none"> All the necessary information is included. References and citations are appropriate and well mentioned. Report organised according to the given template and submitted within the deadline. 	<ul style="list-style-type: none"> Necessary information is included with some irrelevant information. References and citations are appropriate but not mentioned well. Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Important information is left out. In-sufficient references and citations Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Irrelevant information is included. References and citations are not appropriate Not followed the template guidelines.

First Review (R1): PG_RBL-1_R1.1

	Parameters	EXCELLENT Marks (>6 to ≤8)	GOOD Marks (>4 to ≤6)	AVERAGE Marks (>1 to ≤4)	POOR Marks (0 or 1)
A.	Interpreting Findings from the Collected Information (CO3 & CO4.)	<ul style="list-style-type: none"> Student provides a logical interpretation of the findings and reaches a conclusion. 	<ul style="list-style-type: none"> Student provides an adequate interpretation of the findings and reaches a conclusion. 	<ul style="list-style-type: none"> Student provides an inadequate interpretation of the findings and do not reach a conclusion. 	<ul style="list-style-type: none"> Student does not interpret the findings/reach a conclusion.
B.	Creativity and Originality in Problem (CO3 & CO4)	<ul style="list-style-type: none"> Product shows a large amount of original thought. Ideas are creative and inventive. 	<ul style="list-style-type: none"> Product shows some original thought. Work shows new ideas and insights. 	<ul style="list-style-type: none"> Uses other people's ideas (giving them credit), but there is little evidence of original thinking. 	<ul style="list-style-type: none"> Uses other people's ideas, but does not give them credit.
C.	Scope of Problem (CO3 & CO4)	<ul style="list-style-type: none"> Effectively defines the scope of the research question or problem. 	<ul style="list-style-type: none"> Defines the scope of the research question or problem completely. 	<ul style="list-style-type: none"> Defines the scope of the research question or problem incompletely (parts are missing, remain too broad or too narrow, etc.). 	<ul style="list-style-type: none"> Has difficulty defining the scope of the research question or problem.
D.	Oral Communication (Presentation) (CO3 & CO4)	<ul style="list-style-type: none"> Contents of presentation are appropriate and well delivered. Proper eye contact with audience and clear voice with good language 	<ul style="list-style-type: none"> Contents of presentation are fine but not well delivered. Eye contact with few people with clear voice 	<ul style="list-style-type: none"> Contents of presentation are appropriate but not well delivered. Eye contact with few people and unclear voice 	<ul style="list-style-type: none"> Contents of presentation are not appropriate and not well delivered. Poor delivery of presentation
E.	Report Writing and Submission (CO3 & CO4)	<ul style="list-style-type: none"> All the necessary information is included. References and citations are appropriate and well mentioned. Report organised according to the given template and submitted within the deadline. 	<ul style="list-style-type: none"> Necessary information is included with some irrelevant information. References and citations are appropriate but not mentioned well. Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Important information is left out. In-sufficient references and citations Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Irrelevant information is included. References and citations are not appropriate Not followed the template guidelines.

Second Review (R1): PG_RBL-1_R1.2

	Parameters	EXCELLENT Marks (>6 to ≤8)	GOOD Marks (>4 to ≤6)	AVERAGE Marks (>1 to ≤4)	POOR Marks (0 or 1)
A.	Literature Review of Problem Domain (CO5 & CO6)	<ul style="list-style-type: none"> Collects a detailed and extensive explanation of the specifications. Clearly elaborated the limitations and benefits of the existing systems. 	<ul style="list-style-type: none"> Collects a great deal of information on related problems Good justification to the objectives; Good study of the existing systems. 	<ul style="list-style-type: none"> Collects some information of the existing systems Moderately explained the specifications. 	<ul style="list-style-type: none"> Minimal explanation of the specifications and the limitations of the existing systems. Collects incomplete information related to the problem
B.	Knowledge of related problem and proposed use of resources and methodology/ approach / tool (CO5 & CO6)	<ul style="list-style-type: none"> Extensive knowledge related to the problem Synthesizes in-depth information from relevant sources representing various points of view/approaches. 	<ul style="list-style-type: none"> Fair knowledge related to the problem Presents in-depth information from relevant sources representing various points of view/approaches. 	<ul style="list-style-type: none"> Limited knowledge related to the problem Presents information from relevant sources representing limited points of view/approaches. 	<ul style="list-style-type: none"> Poor knowledge related to the problem Presents information from irrelevant sources representing limited points of view/approaches.
C.	Synthesis of Idea/Problem (CO5 & CO6)	<ul style="list-style-type: none"> Excellent Analysis and synthesis presented; demonstrated insight into problem; conclusions strongly supported 	<ul style="list-style-type: none"> Clear analysis and synthesis of Ideas is presented; discussed the history and relationships among key points found in the literature 	<ul style="list-style-type: none"> Limited analysis and synthesis of Ideas is presented; discussed the history and relationships among key points found in the literature 	<ul style="list-style-type: none"> Did not attempt to synthesize the information or discuss the topic in the broader context of the scholarly literature
D.	Oral Communication (Presentation) (CO5 & CO6)	<ul style="list-style-type: none"> Contents of presentation are appropriate and well delivered. Proper eye contact with audience and clear voice with good language 	<ul style="list-style-type: none"> Contents of presentation are fine but not well delivered. Eye contact with few people with clear voice 	<ul style="list-style-type: none"> Contents of presentation are appropriate but not well delivered. Eye contact with few people and unclear voice 	<ul style="list-style-type: none"> Contents of presentation are not appropriate and not well delivered. Poor delivery of presentation
E.	Report Writing and Submission (CO5 & CO6)	<ul style="list-style-type: none"> All the necessary information is included. References and citations are appropriate and well mentioned. Report organised according to the given template and submitted within the deadline. 	<ul style="list-style-type: none"> Necessary information is included with some irrelevant information. References and citations are appropriate but not mentioned well. Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Important information is left out. In-sufficient references and citations Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Irrelevant information is included. References and citations are not appropriate Not followed the template guidelines.

Project Title Approval Form: RBL-1
Zeroth Review (R0): PG_RBL-1_Zeroth_Evaluation

Annexure 02

Name of School	
Name of Department	
Project Course code and Term	
Academic Session	
Date of Evaluation	
Guide's Name	

Project Title:.....

Component	RUBRICS FOR RBL-1		Name of Student1 & Student 2	Name of Student3 & Student 4	Overall Comment(s) by Committee Members
	EXCELLENT – Marks (>6 to ≤8)				
	GOOD – Marks (>4 to ≤6)				
	AVERAGE – Marks (>1 to ≤4)				
	POOR – Marks (0 or 1)		System ID	System ID	
	Sub-Components	Max Marks	Marks Obtained	Marks Obtained	
Zeroth Review (R0): PG_RBL-1_Zeroth_Evaluation	Information Collection and Analysis of the Identified Problem (CO1 & CO2.)	8			
	Knowledge Acquired on Problem Domain (CO3.)	8			
	Appropriateness of Problem Title (CO4.)	8			
	Oral Communication (Presentation) (CO5)	8			
	Report Writing and Submission (CO6.)	8			
	Guide's Marks	10			
	Total Marks	50			Signature of Panel Members

First Review (R1): PG_RBL-1_R1.1

Name of School	
Name of Department	
Project Course code and Term	
Academic Session	
Date of Evaluation	
Guide's Name	

Project Title:.....

Component	RUBRICS FOR RBL-1		Name of Student1 & Student 2	Name of Student3 & Student 4	Overall Comment(s) by Committee Members
	EXCELLENT – Marks (>6 to ≤8)				
	GOOD – Marks (>4 to ≤6)				
	AVERAGE – Marks (>1 to ≤4)				
	POOR – Marks (0 or 1)		System ID	System ID	
	Sub-Components	Max Marks	Marks Obtained	Marks Obtained	
First Review (R1): PG_RBL-1_R1.1	Interpreting Findings from the Collected Information (CO1 & CO2.)	8			
	Creativity and Originality in Problem (CO3.)	8			
	Scope of Problem (CO4.)	8			
	Oral Communication (Presentation) (CO5.)	8			
	Report Writing and Submission (CO6)	8			
Guide's Marks	10				
Total Marks	50			Signature of Panel Members	

Second Review (R2): PG_RBL-1_R1.2
Annexure R1.2

Name of School	
Name of Department	
Project Course code and Term	
Academic Session	
Date of Evaluation	
Guide's Name	

Project Title:.....

Component	RUBRICS FOR RBL-1		Name of Student1 & Student 2	Name of Student3 & Student 4	Overall Comment(s) by Committee Members
	EXCELLENT – Marks (>6 to ≤8)				
	GOOD – Marks (>4 to ≤6)				
	AVERAGE – Marks (>1 to ≤4)				
	POOR – Marks (0 or 1)				
	System ID				
Sub-Components	Max Marks	Marks Obtained	Marks Obtained		
Literature Review of Problem Domain (CO1 & CO2)	8				
Knowledge of related problem and proposed use of resources and methodology / approach/tool (CO3.)	8				
Synthesis of Idea/Problem (CO4.)	8				
Oral Communication (Presentation) (CO5)	8				
Report Writing and Submission (CO6)	8				
Guide's Marks	10				
Total Marks	50				

Signature of Panel Members

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2023-2024	
Branch: -		Term: II	
1	Course Code	MBA156	
2	Course Title	Human Resource Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Core	
5	Course Description	This course examines the role of the human resource professional as a strategic partner in managing today 's organizations. Key functions such as Recruitment, selection, development, appraisal, retention, compensation, and labor relations are examined.	
6	Course Objective	<p>Expose the students to different aspects of Human Resource Management and</p> <ul style="list-style-type: none"> <input type="checkbox"/> To develop a clear conceptual understanding of HRM <input type="checkbox"/> To Sensitize the students regarding the importance of HRM <input type="checkbox"/> To Facilitate students to understand the functionalities of HRM 	
7	Course Outcomes	<p>After successful completion of this course, students will be able to :</p> <p>CO1: Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.</p> <p>CO2: Administer and contribute to the design and evaluation of the performance management program.</p> <p>CO3: Develop, implement, and evaluate employee orientation, training, and development programs.</p> <p>CO4: Facilitate and communicate the human resources component of the organization's business plan</p> <p>CO5: Develop a basic understanding of the Industrial relations in regards to Disciplinary action and Grievance handling mechanisms</p> <p>CO6: Remembering different aspects of Human Resource Management</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction -HRM Concepts	
	A	Concept and Scope	CO1

	B	Significance, Functions and objectives;	CO1	
	C	Contemporary issues and trends in HRM	CO2	
	Unit 2	Human Resource Planning,		
	A	Concept of HRP, Importance of HRP, Process of HRP	CO2	
	B	Job Analysis, Job Evaluation- Concept, Methods & Difference	CO1	
	C	Recruitment: Process, Sources & Methods Selection: Process, Interviews, Types of Interview, Employment Test	CO1	
	Unit 3	Placement, Induction, Training & Development		
	A	Placement- Concept & Benefits Induction/Orientation: Concept, Process	CO4	
	B	Training: Need, TNA – Process, Types of training-On the job & off the job;	CO3	
	C	Management Development – Concept & Methods (Case Analysis, In- Basket, Management Games, T- Training, Coaching & Mentoring)	CO3	
	Unit 4	Performance Management & Compensation		
	A	Performance Appraisal: Concept, Process, Methods (Assessment center, Ranking, Rating, 360 degree), Errors	CO2	
	B	Compensation: Objectives, factors & Components of pay Structure	CO4	
	C	Concept of Wages (Minimum, Fair & Living) Incentives- Individual & Group, Employee (Fringe) Benefits	CO2, CO4	
	Unit 5	Industrial Relations & Managing Separations	CO4, CO5, CO6	
	A	Industrial Relations-Concept & Importance, Grievance Handling Procedure	CO3, CO5, CO6	
	B	Separations- Voluntary, Involuntary	CO4	
	C	Discipline-Concept and Process	CO4, CO5, CO6	
	Mode of Examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%

	Text book/s*	Rao V. S. P., Human Resource Management- text and cases, Excel Books	
	Other References	<ul style="list-style-type: none"> Aswathapa K., Human Resource Management- Text and Cases, The McGraw Hill Cascio: Managing Human Resources, Tata McGraw Hill Decenzo: Fundamentals of HRM , Wiley 	

Course Articulation Matrix

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	2	1	2	-	-	-	-
CO2	2	1	2	3	3	2	-	-	-	-
CO3	2	2	1	1	3	1	-	-	-	-
CO4	1	2	2	2	2	3	-	-	-	-
CO5	1	2	1	1	1	2	-	-	-	-
CO6	2	1	2	1	2	2	-	-	-	-
Avg	1.67	1.67	1.67	1.67	2.00	2.00	-	-	-	-

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2023-2024	
Branch:		Term: II	
1	Course Code	MBA157	
2	Course Title	International Business	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	CORE	
5	Course Objective	<ol style="list-style-type: none"> 1. To make students relate with the Prospects and Consequence of Globalization and to make them awareness about major issues in international business today. 2. To make the students explain various trade theories and hence, make them understand the reason for the international trade. 3. To make students illustrate various Environmental Forces affecting the international trade. 4. To make students categorize factors impacting international business strategy 5. To make students explain contemporary issues in International Operations 	
6	Course Outcomes	<p>After the completion of the course, the students will be able to:</p> <p>CO1: Relate with the Prospects and Consequence of Globalization and with major issues in international business today.</p> <p>CO2: Explain various trade theories and hence, would be able to understand the reason for the international trade.</p> <p>CO3: Illustrate various Environmental Forces affecting the international trade. K3</p> <p>CO4: Categorize the factors impacting international business strategy in terms of country evaluation selection and the impact of trade policy.</p> <p>CO5: Explain contemporary issues in International operations.</p> <p>CO6: Remembering major issues in international business</p>	
7	Course Description	International Business course is a great mix of theories and practices that will prepare the students for business on a global platform. The course with cover topics such as Globalization issues, trade theories, global environment, factors impacting international strategy making and International Operations.	
8	Outline syllabus		CO Mapping
	Unit 1	Globalization and forces pushing it	
	A	Introduction to Globalization: Features, effects of Globalization. Case – The global playground. Opening case of Chapter number 1.	CO1
	B	Measurement of Globalization, Indices of globalization.	CO1

	C	Eastward shift in balance of economic power: Reading - https://ourworldindata.org/trade-and-globalization , Modes of entry into IB, International Trade and FDI: Reading Chapter 1 – page 18 to 21.			CO1
	Unit 2	Theories of International Trade			
	A	Balance of Payment - theory and practice. Case – Costa Rica. Opening case of chapter 6 of the text book.			CO2
	B	Mercantile theory, Absolute cost advantage theory, Comparative cost advantage theory. Factor endowment theory, Stolper-Samuelson theorem and New trade theory.			CO2
	C	Product Life Cycle (PLC) and Porter Diamond Theory. Case – Factor Mobility Theory in IT Industry. Chapter ending case of chapter 6 of the text book.			CO2
	Unit 3	International Business Environment			
	A	Brief of PESTLE framework. Culture and its impact of international and Global Business. Case – -The Java Lounge – adjusting to Saudi Arabian Culturel. Opening case of chapter 2.			CO3
	B	Financial Environment: IMF, Foreign Exchange Market. Case – -Going down to the wire in money transfer marketl. Opening case of chapter 9.			CO3
	C	Trade Blocks – PTA, FTA, Customs Union, Common Market, Monetary Union and Political Union. Case – -Toyota’s European Drivell. Opening case of chapter 8.			CO3
	Unit 4	International Business Strategy			
	A	Country Evaluation and Selection. Case – -Carrefore: finding retail space in all the right placesl. Opening case of chapter 12.			CO4
	B	Foreign Trade Policy and reasoning. Case – -A Small-Business Export Strategyl. Opening case of chapter 13.			CO4
	C	WTO. Reading – Chapter 8.			CO4
	Unit 5	International Business and Operations			
	A	International pricing mechanisms. Reading – Chapter 16, Page 625.			CO5,CO6
	B	International Marketing. Case – -Avon Calls for Global Marketl. Opening case study of chapter 16.			CO5,CO6
	C	Global Manufacturing. Case – -Samsonite’s Global Supply Chainl. Opening case study of chapter 17.			CO5,CO6
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	Daniels John D., Lee H. Radebaugh, Daniel P. Sullivan and			

		PrashantSalwan, <i>International Business- Environment and Operations</i> , 12 th Edition (2010), Pearson, New Delhi.	
Other References		<ol style="list-style-type: none"> Swami (Dr.) Parthasarathy: 2010: Global Trade in New Millennium: 2nd edition Krugman, P & Obsfield, Maurice: International Economics. Ministry of Commerce, Handbook of procedure, Vol I & II, Government of India, New Delhi. Ball, Donald A., Wendell H. McCulloch, Jr.; J Michael Geringer, Michael S. Minor and Jeanne M McNett, <i>International Economics</i>, 2008, McGraw Hill, Chapter 7 & 13. Samuelson Paul A. and William D. Nordhaus, <i>Economics</i>, (18th Ed.), Tata McGraw Hill Publishing Company; Part 4. Hanley, Nick, Jason F. Shogren, and Ben White <i>Environmental Economics in Theory and Practice</i>, Macmillan, reprinted 2008, Chapter 14. Dobson, Wendy, <i>Gravity shift—How Asia’s New Economic Powerhouses will shape the 21st century</i>. Hachette India, 2010. Mahabir Sawhney and Philip Kotler—‘Marketing in the Age of Information Democracy’ in <i>Kellogg on Marketing</i>, Edited by Dawn Iacobucci, Wiley, India, 2006. <i>Harvard Business Review on Emerging Markets</i>, Harvard Business Press, 2008. 	

Course Articulation Matrix

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO1 2	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	2	2	2	1		-	-	-	-
CO2		3		2	2	2		-	-	-	-
CO3	3		1	2	2	2		-	-	-	-
CO4	2			2	2	1		-	-	-	-
CO5			3	2	2			-	-	-	--
CO6	2	1	-	2-	2		-	-	-	-	-
Avg	2.33	2.00	2.00	2	2	1	-	-	-	-	-

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

CORPORATE FINANCE

School: SSBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2023-2024	
Branch:		Term: II	
1	Course Code	CORPORATE FINANCE	
2	Course Title	MBA139	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	CORE	
5	Course Objective	<p>Every decision that a firm makes has a corporate finance component to it. The Course, corporate finance thus includes all of a firm 's decision that has financial implications. Those broadly include (i) Financial Decisions, (ii) Investment Decisions & (iii) Dividend Decisions. These decisions have the implications on the firms' market/share value.</p> <p>As a Finance Manager, you have to take the above decisions. The objective of this course is to provide you with the conceptual framework necessary to understand above financial issues and the techniques to manage them efficiently and effectively. You may choose a career in manufacturing companies, non-governmental or service sector, investment banks or management consultancy, thorough learning of the art of financial management is a must</p>	
6	Course Outcomes	<p>After the successful completion of this Course the student will be able to:</p> <p>CO1. Recognize complexities involved in Project Management.</p> <p>CO2. Interpret the market and demand through technical projections of the project</p> <p>CO3. Apply various methods of capital budgeting and risk analysis</p> <p>CO4. Explain the sequential steps of the project management</p> <p>CO5. Evaluate the project scope, project time, project cost and budgets, project resources, project quality</p> <p>CO6: Remembering the conceptual framework of Finance</p>	
7	Course Description	Project Finance and Management deals with the decision of project planning, analysis, selection, financing, Implementation and review. A project manager will be concerned with project financial and managerial Decisions	
8	Outline syllabus		CO Mapping
	Unit 1		
	A	Introduction of the module, need and Importance of financial management, Financial Functions, Financial Decisions, Objectives & Scope of Financial Management	CO1

	B	Operating environment, Risk and Uncertainty, Measurement of Risk, Relationship between Risk and Return General Pattern of Risk and Return.	CO1,CO2
	C	Time Value of Money, Valuation concepts. Techniques, Practical applications of Compounding and Present Value Techniques. (Practical Questions)	CO1,CO2
	Unit 2		
	A	A brief description of various instruments of long-term sources of finance; Introduction, Meaning & definition of capital structure, Determinant and Pattern of Capital Structure, Optimum Capital Structure. (Practical Questions & Case Studies)	CO2
	B	Concept, Classification & Importance of cost of capital, Measurement of cost of capital of different components of cost of capital, Computation of Weighted Average Cost of Capital, Marginal cost of Capital (Practical Questions & Case Studies)	CO2
	C	Meaning of Lease, Types of Lease, Difference between Operating lease and Finance Lease	CO2
	Unit 3		
	A	Introduction, Need, Scope, Importance and Limitations of Capital Budgeting Decisions, Capital Budgeting process and Approaches of Capital Budgeting Decisions – Traditional and Discounted Cash Flow (DCF) approaches. (Practical Questions)	CO3
	B	Risk in Capital Budgeting Decisions, Investment Decisions under Risk and Uncertainty – Non-Quantitative and Quantitative Methods. (Practical Questions)	CO3
	C	Mergers, Amalgamation & Corporate Restructuring – Forms, Reasons, Synergy of mergers and Dangers of Mergers etc.	CO3,CO4
	Unit 4		
	A	Introduction, Meaning, types & Determinants of working capital; Importance of the Management of Working Capital, Sources of Financing of Working Capital, Components of Working Capital, Working Capital Cycle, Computation of Working capital. (Practical Questions & Case Studies)	CO3,CO4
	B	Introduction: Meaning & Objective of Receivables Management, Factors affecting the size of Receivables, Optimum Credit Policy, Analysis of terms of Credit Policy,	CO3

	Evaluation of Credit Policy, Motives for holding cash, Factors determining cash, Cash Management models. (Practical Questions & Case Studies) - Workshop		
C	Introduction, Objectives, Importance of Inventory Management, Techniques of Inventory Control, Financial Manager's Role in Inventory Management. (Practical Questions & Case Studies) - Workshop	CO4,CO5,CO6	
Unit 5			
A	Introduction, Meaning and Types of dividends; Dividend Policy –Meaning, Factors influencing dividend policy, Types of Dividend Policy, Workshops on Dividend Policy in Indian Companies.	CO5,CO6	
	Relationship between Dividend Policy and Value of Firm, Relevance Theory of Dividend – Walter's approach & Criticism. Gordon's approach & Criticism. (Practical Questions & Case Studies)		
B	Irrelevant concept of dividend, Modigliani and Miller's approach, Criticism of M-M Approach. (Practical Questions & Case Studies)	CO3,CO6	
C	Introduction, Meaning and Types of dividends; Dividend Policy –Meaning, Factors influencing dividend policy, Types of Dividend Policy, Workshops on Dividend Policy in Indian Companies.	CO6	
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	25%	25%	50%
Text book/s*	“Financial Management – Theory and Practice”, Prasanna Chandra, 7ed. (Tata McGraw Hill)		
Other References	- -Financial Management, IM Pandey (Vikas Publishing House) - -Financial Management & Policy, James C. Van Horne, (Prentice Hall, New Delhi) - -Fundamentals of Corporate Finance by Ross, Waterfield Jordan, (Tata McGraw Hill) - -Corporate Finance – Theory & Practice Aswath Damodaran, (John Wiley & Sons) - Financial Management, MY Khan and PK Jain,		

		(TataMcGraw Hill) Newspaper, Magazines and Journals - Economic Times, Business Line, Business Standard - Journal of Finance - Business India, Business Today, Capital Market - Management Accountant - Chartered Accountant - Chartered Finance Analyst - Journal of Accounting and Finance	
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Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	1	1	1	-	-	-	-
CO2	2	2	2	1	-	1	-	-	-	-
CO3	2	2	2	1	1	-	-	-	-	-
CO4	2	2	2	2	-	1	-	-	-	-
CO5	2	2	2	1	-	-	-	-	-	-
CO6	2	2	2	2	-	-	-	-	-	-
Avg	2.00	2.00	2.00	1.33	1.00	1.00	-	-	-	-

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2023-2024	
Branch:		Term: II	
Course Code		MBA162	
1	Course Title	Business Research Methods	
2	Credits	3	
3	Contact Hours (L-T-P)	3-0-0	
4	Course Status	CORE	
5	Course Description	This course is aimed at imparting students an understanding of business research methods, such that they are able to conduct business research function in business organizations. To have a thorough understanding of the various Research methods and its role in effective utilization of resources to compete in the every changing Global Business scenario	
6	Course Objectives	<p>To provide the students with an adequate understanding of how business research methods can be used as a decision making tool by the managers in organizations.</p> <p>To produce Managers with expertise in the area of Business Research methods and its scope of applications to improve the Organization productivity and market share in Global marketing environment.</p>	
7	Course Outcomes	<p>After the successful completion of this course students will be able to:</p> <p>CO1: To define the concepts of Business Research methods and its importance in the modern-day Organizations</p> <p>CO2: To demonstrate an understanding of application of Research tools in business operations in order to effectively utilize their resources.</p> <p>CO3: To enhance student ability to analyze the implications of Business Research techniques</p> <p>CO4: To explain the applications of specific Research tools and techniques used for business research</p> <p>CO5: To evaluate Research report analysis and decision making with appropriate Statistical tools</p> <p>CO6: Remembering the business research methods</p>	
8		Outline syllabus	
	Unit 1	Introduction to research	CO Mapping
	A	Research: Meaning, Nature Scope of Research.	
	B	Types of Business Research, Ethical issues in business research	CO1
	C	Criteria of good research, Types of research.	CO1

		.	
	Unit 2	Fundamentals of Business research and Process	CO1
	A	Business Research: An overview Research process Steps involved in preparing business research plan/proposal	
	B	problem formulations	CO1
	C	management problem v/s. research problem	CO2
	Unit 3	Business Research Design	CO2
	A	Business Research Design: Exploratory, Descriptive, & Causal research.	
	B	Exploratory research: Meaning, suitability, collection, hypothesis formulation Descriptive research: Meaning, types of descriptive studies, data collection methods.	CO3
	C	Causal research: Meaning, various types of experimental designs, types of errors affecting research design	CO3
	Unit 4	Data Collection Methods	CO3
	A	Data collection Methods: Primary and Secondary data – Sources – advantages/disadvantages.	
	B	Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Criteria for good measurement, attitude measurement – Likert's Scale, Semantic Differential Scale, Thurston-equal appearing interval scale, MDS – Multi Dimensional Scaling	CO4
	C	Data collection Types – Observations, Survey, Interview, Questionnaire design, Qualitative Techniques of data collection.	CO4
	Unit 5	Data Presentation, Analysis & Interpretation, Writing Report	CO4
	A	Editing, Coding, Classification, Tabulation, Analysis, & Interpretation.	
	B	Data analysis-I: Testing of hypothesis-- Tests of significance Z, t, F and Chi-Square. Data analysis-II: Correlation and Regression techniques	CO4
	C	Data Analysis III: Introduction of Multivariate Data Analysis: Factor Analysis, Multiple Regression, Discriminant analysis, Cluster analysis	CO4

		Research report: Oral report, Written reports, Types & Advantages/Disadvantages of oral and written reports, Components of written research report			CO4, CO5,CO6
	Mode of examination	Theory			
	Weightage Distribution	CA			
	Weightage Distribution	25%	MTE	ETE	
	Text book/s	Business Research Methods by Nava l Bajpai by Pearson	25%	50%	
	Other References	Research methodology by, Kothari Marketing Research by Parsuraman, grewal& Krishnan by Biztantra			

Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	1	-	-	1	1	-	-	-	-
CO2	1	2	1	-	2	1	-	-	-	-
CO3	1	2	-	2	1	1	-	-	-	-
CO4	1	2	2	2	2	1	-	-	-	-
CO5	1	2	-	1	2	1	-	-	-	-
CO6	2	1	-	-	1	1	-	-	-	-
Avg	1.50	1.66	1.50	1.67	1.50	1.00	-	-	-	-

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2023-2024	
Branch: HCHA		Term: II	
1	Course Code		
2	Course Title	Management Of Clinical Services	
3	Credits	03	
4	Contact Hours(L-T-P)	3-0-0	
	Course Type	Core	
5	Course Objective	<p>The purpose of this course is to enable students to</p> <ul style="list-style-type: none"> • Acquaint them about fundamental aspects of various clinical services in a hospital • To have knowledge about the staffing pattern and the equipment's in the various clinical departments • Prepare them about the various policies and procedures in various clinical departments • Deepen their understanding about the various managerial issues present in the various clinical departments. 	
6	Course Outcomes	<p>CO1: The student will be able to identify the various clinical departments present in a hospital and their functioning. CO2: The student will be able to understand the various planning considerations and engineering specifications for clinical departments in hospital. CO3: The student will be able to relate managerial policies as per the functional requirement of clinical departments. CO4: The student will be able to analyse various quality improvement measures for clinical services departments. CO5 :Students will be able to evaluate policies in the hospital .CO6: Remembering various clinical services in a hospital</p>	
7	Course Description	<p>The course covers all aspects of the clinical services which are present in a hospital such as Out Patient Department, In patient Department, Operation Theatre, Emergency Services, Intensive Care Unit</p>	
8	Outline syllabus	CO Mapping	
	Unit 1	Outpatient Services	
	A	Brief history functions and types –role and functions ,staffing ,equipment ,importance ,objectives	CO1, CO2
	B	Policy procedures managerial considerations	CO3
	C	Key performance indicators	CO4
	Unit 2	Accident and Emergency Services	
	A	Role and functions ,definitions ,development and scope ,staffing ,equipment	CO1, CO2

B	Policy and procedures –Ambulance services ,registration and records ,investigation and management ,medico-legal issues management	CO2	
C	Monitoring and evaluation – Review (audit) committee ,grievance redressal systemsKey performance indicators	CO4	
Unit 3	Operation Theatre		
A	History , Types of operation theatres ,staffing ,equipment , Zoning and Aseptic / Sterile Techniques	CO1,CO2	
B	Policy and procedures –Operating scheduling ,administration ofOT , punctuality ,maintenance of OT and aseptic standard	CO3	
C	Key performance indicators , process mapping	CO4	
Unit 4	Intensive Care Unit		
A	Introduction, Definition, types of ICU, types of patients in ICU , staffing ,equipment, role and functions of ICU	CO1, CO2	
B	Policy and procedures –admission procedure, day to day careand discharge procedure, Process mapping	CO3	
C	Quality indicators, Ethical principles governing critical care	CO4,CO6	
Unit 5	Inpatient services		
A	Ward management , objectives , Functions of the nursing unit , ,staffing ,equipment's	CO1,CO2	
B	Policies and procedures, Process mapping	CO3	
C	Managerial issues ,factors influencing patient careKey performance indicators	CO4,CO6	
Mode of examination	Theory/Jury/Practical/Viva		
Weightage Distribution	CA	MTE	ETE
	25%	25%	50%
Text book/s*	Hospital Administration by DC Joshi and Mamta Joshi Jaypee Digital, Principles of Hospital Administration by BM Sakharkar		
Other References	NA		

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	2	2	-	-	-	-
CO2	2	2	1	1	2	2	-	-	-	-
CO3	2	2	2	1	2	2	-	-	-	--
-C- O4	2	2	2	1	2	2	-	-	-	-
CO5	2	1	2	1	1	2	-	-	-	-
C06	2	2	2	2	2	2	-	-	-	-
Avg.	2	1.67	1.67	1.16	1.83	2	-	-	-	-

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2023-2024	
Branch:		Term: II	
1	Course Code	MBA163	
2	Course Title	Production and Operations Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
5	Course Objective	<p>The aim of this course is to develop an understanding of the various concepts and techniques involved in the production and operations management.</p> <p>The focus of this course is to:</p> <ul style="list-style-type: none"> • Provide students with the understanding of role and importance of operations as core of business. • Facilitate students to identify, apply and analyze various issues of challenges faced by operations manager. • Develop skills to use of different tools for solving operations management problems. 	
6	Course Outcomes	<p>At the end of this course , Students will be able to :</p> <p>CO1 The students should be able to Identify and define type of process as per the requirement of particular product and also importance of Production</p> <p>CO2. The students should be able to explain and differentiate various issues and challenges faced by operations manager.</p> <p>CO3. The students should be able to solve data related numerical problems in operations.</p> <p>CO4. The students should be able to analyze critical dimensions of production.</p> <p>CO5. The students should be able to evaluate alternatives and take decision about operational problems.</p> <p>CO6. The students should be able to remember and solve specific problem while working in a production system.</p>	
7	Course Description.	In this course, you will learn how to apply the various concepts of POM and interpret technical issues which are theoretical as well as practical in real life.	
8	Outline Syllabus Topics		CO Mapping
	Unit I	Introduction to Production and Operation Management	
	A	Introduction to Production and Operations Management, Role of operations management in an organisation, Operations Management – Concept; Functions and activities.	CO1
	B	Product and Service Design; New Product Development Process, Prototyping, Concurrent Design and DFMA; Service design	CO1,CO2
	C	Types of process , Types and selection of production Systems, Cellular Manufacturing,	CO2,CO3,CO4
	Unit II	Facility Location and Layout	
	A	Facility location – factors to be considered, Site location decisions - Point Rating Method.	CO1
	B	Facility Layout – facility layout for different types of production systems.	CO1,CO2
	C	Capacity Planning: Issues in capacity Planning , Capacity and Process	CO2,CO3,CO4,

	Analysis in manufacturing and services	CO6
Unit III	Materials Management	
A	Inventory Management – EOQ, EOQ Models, ABC , VED Analysis.	CO1,CO2,CO3
B	Materials Management: Aggregate Planning, Purchase Management - Concept, Objectives, Functions	CO1,CO2,CO3
C	Material Requirement Planning, Bill of Material, JIT	CO1CO2,CO3
Unit IV	Project Management	
A	Introduction to the concepts of project management.	CO1,CO3,CO5
B	Critical Path Method (CPM)	CO2,CO3,CO5
C	Programme Evaluation and Review Technique (PERT)	CO2,CO3,CO5
Unit V	Quality Management & Quality Control Techniques	
A	Basic Quality Concepts, Total Quality Management (TQM), Continuous Improvement (Kaizen), 7 tools of quality, 5S and Six Sigma, Introduction to ISO 9000.	CO2,CO3,CO6
B	Acceptance Sampling and Statistical Process Control- X bar chart, R chart, P chart and C chart.	CO3,CO4,CO5 ,CO6
C	Quality Circles and its applications.	CO3,CO4,CO5 ,CO6
	<ul style="list-style-type: none"> • Mode of Examination: Theory 	
Weightage Distribution	<ul style="list-style-type: none"> • Continuous Assessment 30% • Mid Term 20% • End Term Examination 50 % 	
Text book	Operations Management by B Mahadevan, Pearson Publications	
Other references	<ol style="list-style-type: none"> 1. Operations Management, Jay Heizer , Barry Render , Jagadeesh Rajasekhar, Pearson Education 2. Operations Management along the supply chain by Russell and Taylor, Wiley India Edition, 2012, 2015 	

Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	1	1	2	-	-	-	-
CO2	2	2	2	2	1	2	-	-	-	-
CO3	2	3	2	1	2	2	-	-	-	-
CO4	2	3	2	1	2	2	-	-	-	-
CO5	2	2	2	1	1	2	-	-	-	-
CO6	2	1	2	1	1	2	-	-	-	-

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch : 2023-2025	
Programme: MBA HCHA		Current Academic Year: 2023-2024	
Branch:		Term: II	
1	Course Code		
2	Course Title	Management of Hospital supportive services	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Core	
5	Course Objective	<ol style="list-style-type: none"> 1. The course aim is to introduce the students to the various kind of utility and support services in a hospital. 2. To apprise students with the importance and functions of various utility and support services in a hospital. 3. To apprise students with the issues, staffing pattern , documentation and monitoring and evaluation of the various utility and support services in a hospital 	
6	Course Outcomes	<p>After the successful completion of this course students will be able to:</p> <p>CO1: The student will be able to define the various types of services present in a hospital and medical gases</p> <p>CO2: The student will be able to understand about importance of medical gases , medical stores function, staffing pattern of all utility and support services in a hospital</p> <p>CO3: The student will be able to illustrate the importance of all utility and support services in a hospital</p> <p>CO4: The student will be able to analyse the issues in all the support services in a hospital</p> <p>CO5: The student will be able to evaluate and monitor all the issues and documentations in support and utility services in a hospital</p> <p>CO6; Remembering various kind of utility and support services in a hospital.</p>	
7	Course Description	<p>On successful completion of this module students will be able to identify the major utility and support services in a hospital .They will understand the basic concepts of functions in various support services in a hospital .They can then appreciate the staffing pattern ,process flow and documentation in various support services in a hospital and analyze the issues present in various support services in a hospital .</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Classification and Hospital Functional Requirements	
	A	Classification of hospital services	CO1
	B	Organization and Management of Medical Gases	CO1 ,CO2,CO3 ,CO4,CO5,CO6
	C	Organization and Management of Linen and laundry	CO2 ,CO3,CO4

					,CO5,CO6
	Unit 2	Clinical Support Services			
	A	Organization and Management of Dietary services			CO2 ,CO3,CO4,CO5
	B	Organization and Management of Mortuary services			CO2,CO3,CO4, CO5,CO6
	C	Organization and Management of Ambulance services			CO2 ,CO3,CO4
	Unit 3	Utility services			
	A	Organization and Management of Engineering services			CO2,CO3, CO4,CO5,CO6
	B	Organization and Management of Medical stores			CO2 ,CO4,CO3
	C	Organization and Management of fire safety			CO2,CO3,CO4
	Unit 4	Supportive services-I			
	A	Organization and Management of radiological services			CO2,CO3,CO4,CO5,CO6
	B	Organization and Management of Laboratory services			CO2,CO3,CO4,CO5,CO6
	C	Organization and Management of medical records services			CO2,CO3,CO4CO5,CO6
	Unit 5	Supportive services-II			
	A	Organization and Management of pharmacy services			CO2,CO3,CO4,CO5,CO6
	B	Organization and Management of blood bank services			CO2CO3,CO4, CO5
	C	Organization and Management of CSSD services			CO2, CO3 ,CO4,CO5,CO6
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	B M Sakharkar, Principles of Hospital Administration and Planning, Jaypee Publishers			

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	-	1	-	-	-	-	-	-	-
CO2	1	1	-	1	1	1	-	-	-	-
CO3	1	1	-	1	1	1	-	-	-	-
CO4	1	3	1	1	1	1	-	-	-	-
CO5	1	3	1	1	1	1	-	-	-	-
CO6	1	2	2	1	1	1	-	-	-	-
AVG	1.00	2.00	1.00	1.00	1.00	1.00	-	-	-	-

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch :2023-2025
Programme: MBA		Current Academic Year: 2023-2024
Branch:		Term - II
1	Course Code	MBA438
2	Course Title	Introduction to Business Analytics
3	Credits	3
4	Contact Hours (L-T-P)	2-1-0
	Course Type	Core
5	Course Objective	<ol style="list-style-type: none"> 1. To develop the understanding of the basics, intermediate and advanced concepts of data analysis. 2. To apply data analysis techniques with R and Microsoft Excel . 3. To apply quantitative modelling and data analysis techniques to the solution of real world business problems, communicate findings, and effectively present results using data visualization techniques. 4. To demonstrate knowledge of statistical data analysis techniques utilized in business decision making. 5. To apply principles of Data Science to the analysis of business problems. 6. To use data mining software to solve real-world problems.
6	Course Outcomes	<p>After the successful completion of this course students will be able to :</p> <p>CO1:The student will be able to recognize the concept of Business Analytics</p> <p>CO2: The student will be able to describe deterministic and stochastic data</p> <p>CO3: The student will be able to use Monte Carlo Simulation and carry out risk analysis</p> <p>CO4: The student will be able to analyze trendline and R2 Analysis.</p> <p>CO5: The student will be able to solve the mathematical and statistical problems using Excel and R</p> <p>CO6: The student will be able to create graphs and visualize data for deriving meaningful insights</p>
7	Course Description	<p>The problems faced by decision makers in today's competitive business environment are often extremely complex and can be addressed by numerous possible courses of action. Evaluating these alternatives and gaining insight from past performance is the essence of business analytics. This course is designed as an introduction to Business Analytics, an area of business administration that considers the extensive use of data, methods, and fact-based management to support and improve decision making. While business intelligence focuses on data handling, queries and reports to discover patterns and generate information associated with products, services and customers, business analytics uses data and models to explain the performance of a business and how it can be improved. This course</p>

		discusses the benefits of employing analytics and a structured approach to problem-solving in management situations.	
8	Outline syllabus		CO Mapping
	Unit 1	Analytics on Spreadsheets and Using R	
	A	What is Business Analytics? Business Analytics vs Data Analytics, Descriptive, Inferential ,Predictive and Prescriptive Analytics, Tools for Business Analytics	CO2
	B	Excel as an Analytics tool, functions and formulas Using R as an Analytics Tool, R and R Studio, Using Packages, Variables and Data Sets; Mathematical and statistical functions in Excel and R Visualisation and Exploring Data in Excel and R Modelling	CO2, CO5
	C	Attitude Measurement and Scaling: Types of Measurement, Classification of scales, Data Classification and Measurement Scales (Ordinal, Interval and Ratio),Single Item Vs. Multiple Item Scale, Comparative Vs. Non-Comparative scale, Measurement error Questionnaire Designing: Criterion, Types of questionnaire, types of questions, Testing reliability and validity , Pilot testing	CO2, CO5
	Unit 2	Fundamentals of Business Statistics Using R and Excel (Not formulae based)	
	A	Average , Types of Average, Measurement of Average, Choosing right average, Dispersion, Need to study dispersion , Absolute and relative measure of dispersion, Coefficient of variation, Skewness and Kurtosis, Karl pearsons coefficient of skewness, Karl pearsons coefficient of kurtosis Beta 2 and Gamma 2.	CO1, CO2
	B	Hypothesis Testing Formulation of null and alternative hypothesis, Level of Significance, Type I ,Type II errors, Steps for hypothesis testing, One tail and Two tailed tests Parametric Tests: Test concerning single mean-Population variance known and unknown , Tests concerning single proportion,	CO1, CO2,CO5
	C	Test concerning difference between two means and two proportions, F-test, Cheeking normality of data Applying R,Excel/SPSS for carrying out aforesaid parametric tests	CO1, CO2,CO5
	Unit 3	ANOVA	
	A	Introduction-What is ANOVA? One Way ANOVA	CO1, CO2
	B	Two Way ANOVA-One observation per cell, Two Way ANOVA-More than one observation per cell	CO1, CO2,CO5
	C	Applying Excel/SPSS for ANOVA;	CO2,CO5
	Unit 4	Non Parametric Tests	
	A	Chi Square Test- Goodness of fit, Run Test –Theoretically	CO2

		and by using SPSS,	
	B	Mann-Witney U test, Kruskal-Wallis test, Kolmogrov – Smirnov Test	CO2,CO4
	C	Applying Excel/SPSS for non-parametric test	CO4
	Unit 5	Correlation: Introduction, Quantitative estimate of a Linear Correlation, Multiple Scatter Plot, Bivariate Correlation, Partial Correlation	
	A	Correlation Analysis using Excel/SPSS	CO1, CO3,CO6
	B	CASE STUDY	CO1, CO3
	C	Regression:Introduction, Standard Multiple Regression Assumption,Multiple regression model ,Test of significance of Regression Parameters ,Goodness of fit of regression equation, Coefficient of Determination, Uses of regression analysis in prediction	CO1, CO3,CO5,C O6
	Mode of examination	Theory/Jury/Practical/Viva	
	Weightage Distribution	Internal	External
		25%	75%
	Text book/s*	Business Analytics by James R Evans, Pearson Education “R In Action” by Robert I. Kabacoff , Dreamtech Press; Second edition	
	Other References	<ol style="list-style-type: none"> 3. “Integrated Business Analytics Principles, Concepts and Applications:What, Why and How with SAS” By Marc J. Schniederjans, Dara G. Schniederjans abd Christopher M. Starkey, Pearson Education 4. “Handbook of statistical analysis and data mining applications” By Gary Miner, Robert Nisbet, John Elder, Academic Press 5. Business Analytics : - An Application Focus” by Purba Halady Rao 	

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	-	1	-	-	-	-	-
CO2	2	2	1	-	2	-	-	-	-	-
CO3	2	2	2	2	2	2	-	-	-	-
CO4	2	3	1	2	2	2	-	-	-	-
CO5	2	3	1	2	2	1	-	-	-	-
CO6	2	2	1	-	2	-	-	-	-	-
Avg	2	2.16	1.16	1	2.16	0.83	-	-	-	-

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2023-2024	
Branch:		Term: II	
1	Course Code	MBA439	
2	Course Title	Entrepreneurship And Startup Ideation	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Core	
5	Course Description	<p>This course is designed as a primer on entrepreneurship. The focus is on assessing fit between the candidate's attitude and aptitude and of that of successful entrepreneurs. Problem areas are identified and addressed.</p> <p>It will hands on exercises/cases which are useful for aspiring entrepreneurs to do the requisite groundwork to start their business.</p>	
6	Course Objective	<ol style="list-style-type: none"> 1. The course aims at helping students with entrepreneurial aspirations to assess their existing entrepreneurial competence/disposition. 2. This course facilitates exercises that equip budding entrepreneurs to acquire entrepreneurial competency to start their entrepreneurial journey. 3. The objective of this course is to encourage students to develop their entrepreneurial ideas and pitch to investors. 	
7	Course Outcomes	<p>CO1: Students will be able to assess and hone their entrepreneurial orientation.</p> <p>CO2: Students will be equipped with skills to identify the opportunity that they wish to choose for their entrepreneurial journey.</p> <p>CO3: Students will be able to identify the critically evaluate opportunity that they wish to choose for their entrepreneurial journey.</p> <p>CO4: Students will be able to defend their ideas against feasibility parameters.</p> <p>CO5: Students will develop a persuasive start-up pitch and present it to prospective investors</p>	
8	Syllabus Outline		CO Mapping
	Unit 1	Understanding Entrepreneurship and Entrepreneurial Ecosystem	
	A	Entrepreneurship: Mapping the territory -concepts, types, process, evolution etc.	CO1
	B	Innovation – meaning, types, views of leading scholars Entrepreneurial Ecosystem,	CO1
	C	Startup Ecosystem and support system in India; Global Perspective on Startup ecosystem	CO1
	Unit 2	Creativity to Idea Generation	
	A	Creativity and Innovation; business model innovation	CO2

B	Creative thinking, Idea generation, Business Opportunity			CO2
C	Toolkit for Idea Generation			CO2
Unit 3	Opportunity Assessment			
A	Opportunity identification-Product/Market Fit			CO2
B	Opportunity identification-Value Proposition Canvas-I and II			CO2
C	Assess the opportunity identified, Feedback on the opportunity identified			CO2, CO4
Unit 4	Feasibility Analysis			
A	Product and market feasibility			CO3,4
B	Industry and organizational feasibility			CO3,4
C	Technical and financial feasibility			CO3,4
Unit 5	Developing & Presenting the Business Idea Pitch			
A	Developing a persuasive start-up pitch			CO5
B	Taking your pitch to crowd-sourcing platforms			CO5
C	Investors' expectations; Presenting business pitch			CO5
Mode of examination	Theory			
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*	New Business Road Test by John Mullins (Published By Financial Times; 2017) Entrepreneurship, Kuratko and T V Rao			
Other References	Entrepreneurship, Hisrich, 10e New Venture Creation by Timmons, McGraw			

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	1	2	1	-	-	-	-
CO2	2	2	1	2	-	2	-	-	-	-
CO3	2	3	1	2	3	3	-	-	-	-
CO4	3	3	2	2	3	3	-	-	-	-
CO5	1	3	3	3	3	3	-	-	-	-
Avg	2.20	2.40	1.60	2.00	2.80	2.40	-	-	-	-

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch : 2023-2025
Programme: MBA HCHA		Current Academic Year: 2023-2024
Branch:		Term: II
1	Course Code	Code to be allocated
2	Course Title	Legal Aspects in Healthcare
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Core
5	Course Objective	<p>The objective of this course is to provide-</p> <ol style="list-style-type: none"> 1. A basic understanding of various aspects of law as they affect business relationships, organisations and operations in the healthcare domain 2. Acquaint them with the need and importance of Legal compliances in healthcare while undertaking various businesses 3. Encourage the need of resorting to alternative dispute resolution methods for dispute resolution and importance of ethical decisions in healthcare domain
6	Course Outcomes	<p>After the successful completion of this course students will not be able to:</p> <p>CO1: The student will be able to tell about the laws related to healthcare organizations</p> <p>CO2: The student will be able to identify Importance of Legal Compliances in Hospitals, cases of medical negligence, consent and donor in organ donation , Laws Governing medico Legal Aspects of Healthcare, safety and management of patients and the laws related to business transactions</p> <p>CO3: The student will be able to apply laws related to medico Legal Aspects of Healthcare, laws with respect to management of patients and CSR provisions</p> <p>CO4: The student will be able to analyse the Importance of Legal Compliances in Hospitals and medical ethics</p> <p>CO5: The student will be able to evaluate medico- legal cases and ethics in healthcare.</p> <p>CO6: The students will be able to understand the industrial relation related to healthcare.</p>
7	Course Description	<p>On successful completion of this module students will be able to identify the major laws related to healthcare organizations, the laws related to business transactions and laws Governing medico Legal Aspects of Healthcare. They will understand the basics of the legal aspect of healthcare in India. They can then appreciate the medico- legal cases and ethics in healthcare. Also they can analyse the importance of Legal Compliances in Hospitals and medical ethics.</p>
8	Outline syllabus	CO Map ping

Unit 1	Laws relating to healthcare system in India			
A	Introduction - Constitutional Background of Health Law - Legal Procedures. • Court, Affidavit, Evidence, Complaint, Investigation, Oath, Offence, Warrant, Summons			CO1
B	Preventive Steps for Doctors/Hospitals to Avoid Litigation. • Consent Form • Life Support • Dying Declaration • Death Certificate • High Risk • Post Mortem			CO1
C	Emergency Healthcare and Laws, Criminal Liability in Medical Profession			CO1
Unit 2	Laws governing the conduct and practice of professionals			
A	Registration of professionals under Indian Medical Council Act, 1956, Indian Nursing Council Act, Indian Dental Council Act, The Pharmacy Act, 1948 – Specific provisions			CO2
B	Indian Medical Council (Professional Conduct, Etiquette, and Ethics Regulations), 2002- Medical Ethics			CO2
C	Rights & Duties of Medical Practitioner			CO2
Unit 3	Laws governing to sale, storage of drugs and safe medication			
A	Drugs and Cosmetics Act, 1940 Food & Drug Adulteration Act, 1954 Drug and Magic Remedies (Objectionable) Advertisement Act, 1954 Narcotic and Psychotropic Substances Act, 1985			CO3
B	Blood Bank Regulations			CO3
C	GMP for Drugs and Medical equipment – A basic understanding			CO3
Unit 4	Laws governing safety of patients			
A	PCPNDT Act, 1994: Medical Termination of Pregnancy Act, 1971			CO4
B	The Mental Health Act, 1987; Transplantation of Human Organs Act, 1994, Consumer Protection Act			CO4
C	The Radiation Surveillance Procedures for the Medical Application of Radiation 1989, Radiation Protection Rules 1971			CO4
Unit 5	Industrial Relations			
A	Industrial relations in Healthcare Industry – Stakeholders, Importance, Problems			CO5
B	Contract Act., Environment Protection Act, 1986			CO5
C	Basics Of IPR-Intellectual Property Right			CO5
Mode of examination	Theory/Jury/Practical/Viva			
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*	<ul style="list-style-type: none"> • Legal and Ethical Aspects of Healthcare Sheila McLean • Reflections on Medical Law and Ethics in India :Eastern • Law House 2016 			
Other References				

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	-	1	-	-	-	-	-	-	-
CO2	1	1	-	1	1	1	-	-	-	-
CO3	1	1	-	1	1	1	-	-	-	-
CO4	1	3	1	1	1	1	-	-	-	-
CO5	1	3	1	1	1	1	-	-	-	-
C06	1	2	2	1	1	1	-	-	-	-
AVG	1.00	2.00	1.00	1.00	1.00	1.00	-	-	-	-

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2023-24	
Branch:		Term: II	
1	Course Code	MBA441	
2	Course Title	Legal Aspects of Business	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	CORE	
5	Course Objective	The purpose of this course is to: <ul style="list-style-type: none"> • Introduce the legal framework that affects business relationships, organizations and their operations. • Improve the ability to recognize and manage the legal risks arising in business situations • Encourage critical thinking in order to examine all sides of a business situation • Develop capacity for analysis, research and problem-solving skills within the context of the Legal framework. 	
6	Course Outcomes	On the completion of the course, the student will be able to: CO1: Identify the appropriate type of business organization suited to one's business needs and the necessary legal compliances CO2: Predict potential problems in day-to-day business activities and know when to consult with a legal expert. CO3: Prepare a course of action to respond to consumer issues in a given business situation. CO4: Analyze the emerging legal issues related to Intellectual Property Rights, Virtual currency and the environment. CO5: Evaluate the effect of cyber law on businesses in a digital world. CO6: Plan and take business decisions in changing business environment keeping the legal framework in mind.	
7	Course Description	The course introduces the student to the Legal Framework within which the businesses are required to operate. The course covers various laws relating to Business Organizations, Business Transactions and Laws relating to cyberspace etc.	
8	Outline syllabus		CO Mapping
	Unit 1	Business Organizations	
	A	Limited Liability Partnership Act 2008	CO1
	B	Companies Act 2013 - Salient Features of Companies, Formation of Companies, Memorandum and Articles of Association, Directors, Meetings, Winding up	CO1
	C	Corporate Social Responsibility, Corporate Governance, ESG, Annual Report, Business Responsibility Report Corporate Frauds	CO1
	Unit 2	Business Transactions	
	A	Indian Contract Act 1872; Essentials of a Valid Contract, Discharge of Contract, Breach of Contract, Remedies, E contract, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency	CO2

B	The Sales of Goods Act 1930; Essentials of a contract of sale, Sale and agreement to sell, conditions and warranties, Rights of	CO2		
		Buyers and Sellers, A brief overview of International Sale Contracts		
C		International Law and International Business: The Big Picture		CO2
	Unit 3	Conduct of Business		
A		The Consumer Protection Act 2019: Rights of Consumer, Consumer dispute, Consumer Dispute Redressal Agencies		CO2, CO3
B		Competition Act 2002 - Salient features		CO3
C		Legal issues related to e-commerce		CO3
	Unit 4	Aspects of New Economy and Laws		
A		Intellectual Property Rights – Copyright, Trademarks, Patent, Geographical Indications		CO4, CO6
B		Virtual Currency - An emerging Regulatory framework		CO4, CO6
C		Laws relating to Environmental Protection – An overview		CO4, CO6
	Unit 5	Legal framework for Cyber Space		
A		Information Technology Act,2000 - Introduction, Digital Signature, Electronic records, Controlling and certifying authority, cyber regulation appellate tribunals, Cybercrimes and remedies		CO5, CO6
B		Data Protection and Privacy		CO5, CO6
C		Emerging Legal issues in an AI driven world		CO5, CO6
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Legal Aspects of Business, Text, Jurisprudence and cases, Daniel Albuquerque, Oxford University Press,		
	Other References	<ul style="list-style-type: none"> • Kuchhal, M.C., Mercantile Law, 7th ed., 2009, Vikas Publishing House • Gulshan, S.S., Business Law, 3rd ed., 2006, Excel Books • Tulsian, P.C., Business Law, 2nd ed., 2001, Tata McGraw-Hill • Bare Acts 		

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	-	1	-	-	-	-	-	-	-
CO2	1	1	-	1	1	1	-	-	-	-
CO3	1	1	-	1	1	1	-	-	-	-
CO4	1	3	1	1	1	1	-	-	-	-
CO5	1	3	1	1	1	1	-	-	-	-
C06	1	2	2	1	1	1	-	-	-	-
AVG	1.00	2.00	1.00	1.00	1.00	1.00	-	-	-	-

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2023-2024	
Branch: -		Term: II	
1	Course Code	MBA440	
2	Course Title	Managerial Communication-II	
3	Credits	2	
4	Contact Hours (L-T-P)	2-0-0	
Course Status		Ability Enhancement course	
5	Course Description	To enhance the holistic development of students and improve their employability skills with the help of various tools and also emphasizing on reading variety of texts, enacting them and performing them in order to equip them with appropriate body language and vocal aptitude.	
6	Course Objective	<ol style="list-style-type: none"> 1. To enable students to understand their personality. 2. To hone their speaking and presentation skills. 3. To enable students to understand the significance of non-verbal communication and apply emotional intelligence. 4. To polish their soft skills. 5. To improve their employability skills. To sharpen their reading skills, analytical skills and decision-making skills.	
7	Course Outcomes	The students will be able to – CO1: Understand their own personality, strength, and weaknesses. CO2: Develop effective speaking and presentation skills in professional settings. CO3: Understand the significance of non-verbal communication and apply emotional intelligence. CO4: Develop their overall personality. CO5: Assess and read a variety of genres and review them. CO6: Develop professionals and employability skills.	
8	Outline syllabus		CO Mapping
	Unit 1	PERSONALITY: Understanding & Analyzing	
	A	Introduction, Need for Personality Development.	CO1
	B	SWOT in terms of Self Analysis	CO1
	C	Self-Awareness, Goal Setting	CO1
	Unit 2	Oratory Presentation	
	A	Presenting oneself, Confidence Building	CO2. CO6
	B	Jam session and Speech	CO2, CO6
	C	Debate, Role Play	CO2, CO6
	Unit 3	Corporate Etiquettes	
	A	Body Language and Para Language	CO3, CO6

	B	Attitude and behavior, Time Management, Dressing and Dining		CO3, CO6
	C	Telephone & E-mail etiquettes, Business etiquette		CO3, CO6
	Unit 4	Analysis of Impactful Videos,		
	A	The most Inspiring people		CO4, CO6
	B	The roller-coaster faced by the companies		CO4,CO6
	C	Social Issues		CO4, CO6
	Unit 5	Group Discussion & Mock Interviews		
	A	Group Discussion		CO5, CO6
	B	Interview Preparatory Process		CO5,CO6
	C	Mock Interviews		CO5, CO6
	Mode of examination	Practical		
	Weightage Distribution	Internal 25%	External 75%	
	Text book/s*	Mitra, Barun K Mitra, Barun K. Personality Development and Soft Skills. New Delhi Oxford University Press		
	Other References	Hurlock,Elizabeth.B, Personality_development, : New Delhi Tata McGraw-Hill		

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	-	1	-	-	-	-	-	-	-
CO2	1	1	-	1	1	1	-	-	-	-
CO3	1	1	-	1	1	1	-	-	-	-
CO4	1	3	1	1	1	1	-	-	-	-
CO5	1	3	1	1	1	1	-	-	-	-
CO6	1	2	2	1	1	1	-	-	-	-
AVG	1.00	2.00	1.00	1.00	1.00	1.00	-	-	-	-

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)



School: SBS		Batch: 2023-2025
Programme: BBA		Current Academic Year: 2023-2024
Branch:		Term: II
1	Course Code	RBL002
2	Course Title	Research Based Learning :2 (RBL2)
3	Credits	Audit
4	Contact Hours (L-T-P)	0-0-0
	Course Status	Compulsory Audit
5	Course Objective	To understand & develop the basic research skills including a research plan.
6	Course Outcomes	<p>On the completion of this Course, the students will be able to:</p> <p>CO1: Identify the research gap.</p> <p>CO2: List the research objectives.</p> <p>CO3: Frame the research objectives of the identified research topics.</p> <p>CO4: Select the appropriate research tools to attain the identified research objectives.</p> <p>CO5: Identify the appropriate research methodology to implement the research study.</p> <p>CO6: Schedule the research process to be undertaken on the identified research topic.</p>
7	Course Description	<p>Research-based learning (RBL) presents as an alternative learning model that can develop the critical thinking skills. The research-based learning is conducted under constructivism which covers four aspects: learning which constructs student's understanding, learning through developing prior knowledge, learning which involves social interaction process, and meaningful learning which is achieved through real-world experience. The major focus is to engage students in the inquiry process where they formulate questions, conduct investigations, apply information and media to learning, and generate products that illustrate learning. The 5E learning cycle adopted for RBL leads students through five phases: Engage, Explore, Explain, Elaborate, and Evaluate which results in greater benefits concerning student's ability for scientific inquiry.</p>
8	Outline syllabus	
		<p>Guidelines for Research Based Learning Report</p> <p>As per course-curriculum of MBA the research based learning will be conducted in first Term (audit), second Term (audit), third Term (2 credit), and fourth Term (2 credit).</p> <p>General guidelines :</p> <ul style="list-style-type: none"> • Publishing research paper and development of the product/process



		<p>/case that the students work on during the Term to demonstrate identified problem through extensive literature.</p> <ul style="list-style-type: none"> • Students work on the projects in teams with four students per team, and teams may form in interdisciplinary nature. • The deliverables for the projects include submission of reports on regular basis as per the rubrics. • The students also present their work at the end of the Term in the presence of external experts in the form of Written and oral communication components are intertwined with the project deliverables through required project reports and oral project presentations. • It is recommended that the all activities are to be record on regular basis and proper documents are to be maintained by students and faculty mentor. • The report should be prepared in the consultation of the faculty guide and the student should be in regular touch with the faculty guide to complete the work. • The content of the research report should be original and not copied from any other sources. To justify this, the student has to check the plagiarism of the report through Turnitin software. The plagiarism should be less than 10%. The plagiarism report has to be attached within the research report at the end. • The student should submit the soft copy of the research report to the guide and after getting his/her approval and signature, the final report should be submitted. <p>The report should be original and shall be submitted after checking for plagiarism. Please note the following guidelines for the preparation and submission of the report:</p>
		RBL 2: The review of work in progress would be in two phases in RBL 2(R1 and R2) Annexure I/R2.11/R2.2
	R 1	
	A	Research Gap: Important issues or ideas were raised, which may not have been represented in the literature cited. The gaps in current knowledge were clearly identified, and significant directions and approaches that fill these gaps were identified.
	B	Formulation of Research Objectives: All objectives of the proposed work are well defined
	C	Identify & prioritize relevant constraints and requirement specification: Accurately identifies & prioritize all relevant constraints, additional information and tools/formulas needed to solve the problem.
	R 2	



	A	Methodology: Methodology for addressing the identified research problem. Steps to be followed to solve the defined problem are clearly specified	CO 4
	B	Planning & Scheduling: Developed a comprehensive plan and schedule of research work activities/ tasks with realistic due dates.	CO 5
	C	Distribution of work among Team: Followed appropriate distribution of research work	CO 6
Oral Communication (Presentation), Report Writing and Submission after every review process			
	Mode of examination	CA and oral and written presentation	
	Assessment Criteria		Internal VIVA
			50% 50%
	Reference books.	Medema, S., & Samuels, W. (1996). <i>Foundations of research in economics: how do economists do economics?</i> Edward Elgar Publishing. Malhotra, N., Nunan, D., & Birks, D. (2017). <i>Marketing research: An applied approach</i> . Pearson. Wilson, A. M. (2006). <i>Marketing research: an integrated approach 2nd edition</i> . FTPrentice Hall.	

Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	1	1	1	-	-	-	-
CO2	1	1	1	1	1	1	-	-	-	-
CO3	2	2	2	1	1	3	-	-	-	-
CO4	2	2	2	1	1	3	-	-	-	-
CO5	2	2	2	1	1	3	-	-	-	-
CO6	2	2	2	1	1	3	-	-	-	-
Avg	1.67	1.67	1.67	1	1	2.33	-	-	-	-

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

RUBRICS FOR RESEARCH BASED LEARNING (RBL -2)

First Review (R1): PG_RBL-2_R2.1

	Parameters	EXCELLENT Marks (>6 to ≤8)	GOOD Marks (>4 to ≤6)	AVERAGE Marks (>1 to ≤4)	POOR Marks (0 or 1)
A.	Research Gap (CO1.)	<ul style="list-style-type: none"> Important issues or ideas were raised, which may not have been represented in the literature cited. The gaps in current knowledge were clearly identified, and significant directions and approaches that fill these gaps were identified. 	<ul style="list-style-type: none"> Related literature was credibly summarized. The gaps in current knowledge were identified, and directions and approaches that fill these gaps were identified. 	<ul style="list-style-type: none"> Related literature was summarized. The gaps in current knowledge and approaches that fill these gaps were not identified. 	<ul style="list-style-type: none"> Related literature was not well summarized. The gaps in current knowledge and approaches that fill these gaps were not identified.
B.	Formulation of Research Objectives (CO2.)	<ul style="list-style-type: none"> All objectives of the proposed work are well defined. 	<ul style="list-style-type: none"> Good justification to the proposed objectives. 	<ul style="list-style-type: none"> Only some objectives of the proposed work are well defined. 	<ul style="list-style-type: none"> Objectives of the proposed work are either not identified or not well defined.
C.	Identify & prioritize relevant constraints and requirement specification (CO1 & CO2.)	<ul style="list-style-type: none"> Accurately identifies & prioritize all relevant constraints, additional information and tools/formulas needed to solve the problem. 	<ul style="list-style-type: none"> Accurately identifies & prioritize most relevant constraints, additional information and tools/formulas needed to solve the problem. 	<ul style="list-style-type: none"> Accurately identifies & prioritize some relevant constraints, additional information and tools/formulas needed to solve the problem. 	<ul style="list-style-type: none"> Minimally identifies & prioritize relevant constraints, information and tools/formulas needed to solve the problem.
D.	Oral Communication (Presentation) (CO3 & CO4)	<ul style="list-style-type: none"> Contents of presentation are appropriate and well delivered. Proper eye contact with audience and clear voice with good language 	<ul style="list-style-type: none"> Contents of presentation are fine but not well delivered. Eye contact with few people with clear voice 	<ul style="list-style-type: none"> Contents of presentation are appropriate but not well delivered. Eye contact with few people and unclear voice 	<ul style="list-style-type: none"> Contents of presentation are not appropriate and not well delivered. Poor delivery of presentation
E.	Report Writing and Submission (CO3 & CO4)	<ul style="list-style-type: none"> All the necessary information is included. References and citations are appropriate and well mentioned. Report organised according to the given template and submitted within the deadline. 	<ul style="list-style-type: none"> Necessary information is included with some irrelevant information. References and citations are appropriate but not mentioned well. Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Important information is left out. In-sufficient references and citations Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Irrelevant information is included. References and citations are not appropriate Not followed the template guidelines.



Second Review (R2): PG_RBL-2_R2.2

	Parameters	EXCELLENT Marks (>6 to ≤8)	GOOD Marks (>4 to ≤6)	AVERAGE Marks (>1 to ≤4)	POOR Marks (0 or 1)
A.	Methodology (CO5)	<ul style="list-style-type: none"> Excellent methodology for addressing the identified research problem Steps to be followed to solve the defined problem are clearly specified. 	<ul style="list-style-type: none"> Good methodology for addressing the identified research problem Work flow to be followed is specified but detailing is not done. 	<ul style="list-style-type: none"> Methodology goes some way towards addressing the identified research problem Steps are mentioned but unclear. 	<ul style="list-style-type: none"> Selected methodology does not satisfactorily address the identified research problem Steps to be followed to solve the defined problem are not specified properly.
B.	Planning & Scheduling (CO5 & CO6)	<ul style="list-style-type: none"> Developed a comprehensive plan and schedule of research work activities/ tasks with realistic due dates 	<ul style="list-style-type: none"> Developed a comprehensive plan and schedule of research activities/tasks but identified unrealistic due dates 	<ul style="list-style-type: none"> Developed a plan and schedule that omitted significant research activities/tasks 	<ul style="list-style-type: none"> Did not develop a plan and schedule of research work activities/tasks
C.	Distribution of work among Team (CO5 & CO6.)	<ul style="list-style-type: none"> Followed appropriate distribution of research work 	<ul style="list-style-type: none"> Followed inappropriate distribution of research work 	<ul style="list-style-type: none"> Followed uneven distribution of research work 	<ul style="list-style-type: none"> Followed inappropriate distribution of research work
D.	Oral Communication (Presentation) (CO5 & CO6)	<ul style="list-style-type: none"> Contents of presentation are appropriate and well delivered. Proper eye contact with audience and clear voice with good language 	<ul style="list-style-type: none"> Contents of presentation are fine but not well delivered. Eye contact with few people with clear voice 	<ul style="list-style-type: none"> Contents of presentation are appropriate but not well delivered. Eye contact with few people and unclear voice 	<ul style="list-style-type: none"> Contents of presentation are not appropriate and not well delivered. Poor delivery of presentation
E.	Report Writing and Submission (CO5 & CO6.)	<ul style="list-style-type: none"> All the necessary information is included. References and citations are appropriate and well mentioned. Report organized according to the given template and submitted within the deadline. 	<ul style="list-style-type: none"> Necessary information is included with some irrelevant information. References and citations are appropriate but not mentioned well. Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Important information is left out. In-sufficient references and citations Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Irrelevant information is included. References and citations are not appropriate Not followed the template guidelines.

**Research Plan Monitoring Form: RBL-2
First Review (R1): PG_RBL-2_R2.1**

Annexure R2.1

Name of School	
Name of Department	
Project Course code and Term	
Academic Session	
Date of Evaluation	
Guide's Name	

Project Title:.....

Component	RUBRICS FOR RBL-2		Name of Student1 & Student 2	Name of Student3 & Student 4	Overall Comment(s) by Committee Members
	EXCELLENT – Marks (>6 to ≤8)				
	GOOD – Marks (>4 to ≤6)				
	AVERAGE – Marks (>1 to ≤4)				
	POOR – Marks (0 or 1)				
	Sub-Components	Max Marks	System ID	System ID	
			Marks Obtained	Marks Obtained	
First Review (R1): PG_RBL-2_R2.1	Research Gap (CO1)	8			
	Formulation of Research Objectives (CO2 & CO3.)	8			
	Identify & prioritize relevant constraints and requirement specification (CO4.)	8			
	Oral Communication (Presentation) (CO5.)	8			
	Report Writing and Submission (CO6.)	8			
	Guide's Marks	10			Signature of Panel Members
	Total Marks	50			

Second Review (R2): PG_RBL-2_R2.2
Annexure R2.2

Name of School	
Name of Department	
Project Course code and Term	
Academic Session	
Date of Evaluation	
Guide's Name	

Project Title:.....

Component	RUBRICS FOR RBL-2		Name of Student1 & Student 2	Name of Student3 & Student 4	Overall Comment(s) by Committee Members
	EXCELLENT – Marks (>6 to ≤8)				
	GOOD – Marks (>4 to ≤6)				
	AVERAGE – Marks (>1 to ≤4)				
	POOR – Marks (0 or 1)		System ID	System ID	
	Sub-Components	Max Marks	Marks Obtained	Marks Obtained	
Second Review (R2): PG_RBL-2_R2.2	Methodology (CO1 & CO2)	8			
	Planning & Scheduling (CO3 & CO4)	8			
	Distribution of work among Team (CO4.)	8			
	Oral Communication (Presentation) (CO5.)	8			
	Report Writing and Submission (CO6.)	8			
Guide's Marks	10			Signature of Panel Members	

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch:		Term: III	
1	Course Code	MBA 260	
2	Course Title	Strategic Management	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory /Core	
5	Course Objective	<p>The objective of this course is to make students as how to prepare the strategic intent documents; analyse implications thereof in a global business environment with emphasis on the following:</p> <ul style="list-style-type: none"> Assess the structure of an industry and its influence on potential for profitability of firms in the industry. Assess a firm's resources and organizational capabilities for their ability to generate competitive advantage. Develop a strategic plan based on understanding of the industry/market, the resources/capabilities of the firm and its' competitive advantage. Evaluate growth strategies of a firm such as vertical integration; diversification and internationalization Understand implementation and control issues of a strategic plan. 	
6	Course Outcomes	<p>Having completed the course, the student will be able to</p> <p>CO1: Define and describe the basic concepts of strategic management CO2: Understand various tools and frameworks for strategic analysis CO3: Apply the various tools and frameworks for strategic analysis CO4: Analyse the real-life situations of company using a strategic management perspective CO5: Evaluate critically real-life company situations CO6: Remembering implementation and control issues of a strategic plan</p>	
7	Course Description	<p>Being a capstone course, Strategic Management (SM) course provides integrated learning from all functional areas. The broad purpose of the course is making students to learn as how to establish a vision for the organization and strategically manage its future. Students would be required to acquire relevant skills for analyzing an organization's situation, identifying appropriate strategies, making a choice and executing the strategy. The course would cover topics including concepts and frameworks of Strategic Management, strategy perspectives, and levels; Competitive I/O and RBV model of strategy, Generic competitive Strategies, and the Value Chain; Corporate level strategies, Strategy execution: Structure, Systems and People, The BSC and 7S Framework. The dominant pedagogy of the course would be case method.</p>	
8	Syllabus Outline		CO Mapping
	Unit 1	Introduction to Strategic Management	
	A	Introduction to Strategic Management: concepts	CO1
	B	Perspectives/Approaches Framework, Evolution of strategic Management	CO1
	C	Scanning the environment for Firm: PEST, SWOT Analysis	CO1

	Unit 2	Strategy Formulation			
	A	Analyzing External Environment: Industry Analysis, Porter's five forces model			CO2, CO3, CO4
	B	Analyzing External Environment: Competitive Analysis, Strategic groups			CO1, CO2, CO3
	C	Analysis Resources and Capabilities: Resource based view			CO2, CO3, CO4
	Unit 3	Business Level Strategies			
	A	Business Level Strategy: Generic strategies			CO2, CO3, CO4
	B	Low Cost Strategy			CO4, CO5, CO6
	C	Differentiation Strategy			CO4, CO5, CO6
	Unit 4	Corporate Level Strategies			
	A	Corporate-Level Strategy, Portfolio analysis: BCG, GE Diversification: what and why			CO1, CO2, CO4, CO5, CO6
	B	Inorganic Growth Strategies: Mergers & Acquisitions, Strategic Alliances			CO3, CO4, CO5
	C	Global Strategy: Competing in foreign markets			CO3, CO4, CO5, CO6
	Unit 5	Strategy Implementation			
	A	Strategy Implementation: Organizational structure			CO4, CO5, CO6
	B	Leadership and Corporate culture			CO4, CO5, CO6
	C	Strategy Evaluation & Control			CO4, CO5
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	<ul style="list-style-type: none"> Robert M Grant: Contemporary Strategic Management (Wiley India) Hill and Jones: Strategic Management, 9th edition, Cengage 			
	Other References	<ul style="list-style-type: none"> Fred R David: Strategic Management, Pearson, 14th Edition Wheelen, Hunger & Rangarajan: Strategic Mgmt. & Bus. Policy (Pearson Edu) 			

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	1	1	1	3	-	-	-	-	-
CO2	1	2	2	2	3	2	-	-	-	-
CO3	2	2	3	2	3	3	-	-	-	-
CO4	1	-	-	-	2	2	-	-	-	-
CO5	2	2	2	2	3	3	-	-	-	-
CO6	1	2	2	2	3	2	-	-	-	-
Avg.	1.67	1.5	1.67	1.5	2.8	2	-	-	-	-

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

Industrial Readiness

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch:		Term: III
1	Course Code	MBP 257
2	Course Title	<u>Industrial Readiness</u>
3	Credits	2
4	Contact Hours(L-T-P)	0-0-4
Course Status		Skill enhancement course
5	Course Description	<p>The course aims at catching the students “young” and provide them a 360- degree exposure to learning elements of Business English readiness program,behavioural traits, achieve softer communication levels and a positive self- branding along with augmenting numerical and altitudinal abilities.</p> <p>To up skill and upgrade students across varied industry need to enhance employability skills. By the end of this Term, the students will have entered the threshold of his/her 1st phase of employability enhancement and skill building activity exercise.</p>
6	Course Objective	<ol style="list-style-type: none"> 1. To enhance holistic development of students and improve their employability skills 2. To provide a 360-degree exposure to learning elements of Business English readiness program, behavioural traits, achieve softer communication levels and a positive self-branding along with augmenting numerical and altitudinal abilities.
7	Course Outcomes	<p>After successful completion of this course students will be able to :</p> <p>CO1: The student should be able to identify his level of awareness and understanding through SWOT analysis and TNA.</p> <p>CO2: The student should be able to show themselves in social & professional settings, understanding attitude and behaviour. (APPLY)</p> <p>CO3: The student should be able to prioritize and Manage time (Eisenhower’s Matrix) (Analyse)</p> <p>CO4: The student should be able to develop constructive criticism and decision-making skills.</p> <p>CO5: The student should be able to develop intrapersonal, writing, pronunciation skills, interpersonal skills and be an effective goal oriented team player.(Create)</p> <p>CO6: Should demonstrate right skills and etiquettes needed to succeed incorporate sector. (Demonstrate)</p>
Course Contents Courseware		Course Outcome
<i>Un1</i>	BELLS (Building Essential Language and Life Skills)	

A	<i>Know Yourself: Core Competence.</i> A very unique and interactive approach through an engaging questionnaire to ascertain a student's current skill level to design, architect and expose a student to the right syllabus as also to identify the correct TNI/TNA levels of the student.		CO1
B	Techniques of Self Awareness Self Esteem & Effectiveness Building Positive Attitude Building Emotional Competence		CO1 & CO2
C	Positive Thinking & Attitude Building Goal Setting and SMART Goals – Milestone Mapping Enhancing L S R W G and P (Listening Speaking Reading Writing Grammar and Pronunciation) Verbal Abilities - 1		CO3 & CO5
Unit 2	Campus to Corporate		
A	Avoiding Arguments The Art of Assertiveness Constructive Criticism The Personal Effectiveness Grid Assessing our Strengths & Limitations and Creating an Action Plan for Learning with the 4M Model Verbal Abilities-3		CO1 & CO4
B	Empathy VS Sympathy Workbook Verbal Abilities-4		CO2
C	Innovative & Critical Thinking Problem Solving		CO4
	Team Building & Team Synergy Ownership Accountability Trust		CO5
Unit 3	Group Discussion and Personal Interview		
A	GD rounds		CO5
B	Grilling Interviews		CO5
Unit 4	Change Management and Agility		
A	How to cope with Change		CO2,C O3 &CO5
B	Agility and the concept		CO2,C O3 &CO5
C	Role Play and Exercises		CO2,C O3 &CO5
Unit 5	Presentation, Delivery, Etiquette and Corporate Skills		
A	Learning Presentation Skills (Acc. Corporate Standard)		CO2
B	Developing and practicing Corporate Skills		CO5 & CO6
C	Observing proper corporate etiquette		CO6
Course Evaluation			
Parameters	Continuous Assessment	MTE	VIVA
<i>Class Assignment/Free Speech Exercises / JAM</i>		25%	75%

<i>Group Presentations/Mock Interviews/GD/Reasoning, Quant & Aptitude</i>		
Reading Content		
Text books Library links Reading Resources	<ul style="list-style-type: none"> • The 6 Pillars of self-esteem and awareness – Nathaniel Brandon • Goal Setting (English, Paperback, Wilson Dobson) • Study Material and Reading Material provided by faculty. 	

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	-	-	-	2	3	1	2	-	3	3
CO2	2	2	2	2	3	2	2	2	2	3
CO3	-	2	-	2	3	3	3	1	3	1
CO4	2	3	1	2	2	3	2	3	2	3
CO5	1	2	1	1	3	3	2	-	3	3
CO6	-	1	1	2	3	3	2	-	3	3
Avg	0.83	2.00	1.25	1.83	2.83	2.50	2.17	1.00	2.67	2.67

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-25
Branch:		Term: III
1	Course Code	RBL003
2	Course Title	Research Based Learning :3 (RBL3) (Dissertation 1)
3	Credits	2
4	Contact Hours (L-T-P)	0-0-0
	Course Status	Compulsory
5	Course Objective	The purpose of this course is to make the student publish their work of research.
6	Course Outcomes	On the completion of this Course, the students will be able to: CO1: Schedule the research work flow. CO2: Differentiate primary and secondary data CO3: Using suitable data collection & sampling techniques for the identified research topic. CO4: Examine the data collection tool validity and reliability CO5: Analyze the data & examine its appropriateness for the study CO6: Execute the work flow of the developed research plan
7	Course Description	Research-based learning (RBL) presents as an alternative learning model that can develop the critical thinking skills. The research-based learning is conducted under constructivism which covers four aspects: learning which constructs student's understanding, learning through developing prior knowledge, learning which involves social interaction process, and meaningful learning which is achieved through real-world experience. The major focus is to engage students in the inquiry process where they formulate questions, conduct investigations, apply information and media to learning, and generate products that illustrate learning. The 5E learning cycle adopted for RBL leads students through five phases: Engage, Explore, Explain, Elaborate, and Evaluate which results in greater benefits concerning student's ability for scientific inquiry.
8	Outline syllabus	
		Guidelines for Research Based Learning Report
		As per course-curriculum of MBA the Research based learning will be conducted in first Term(audit), second Term (audit), third Term (4 credit), and fourth Term (4 credit). General guidelines :

	<ul style="list-style-type: none"> • Publishing research paper and development of the product/process /case that the students work on during the Term to demonstrate identified problem through extensive literature. • Students work on the projects in teams with four students per team, and teams may form in interdisciplinary nature. • The deliverables for the projects include submission of reports on regular basis as per the rubrics. • The students also present their work at the end of the Term in the presence of external experts in the form of Written and oral communication components are intertwined with the project deliverables through required project reports and oral project presentations. • It is recommended that the all activities are to be record on regular basis and proper documents are to be maintained by students and faculty mentor. • The report should be prepared in the consultation of the faculty guide and the student should be in regular touch with the faculty guide to complete the work. • The content of the research report should be original and not copied from any other sources. To justify this, the student has to check the plagiarism of the report through Turnitin software. The plagiarism should be less than 10%. The plagiarism report has to be attached within the research report at the end. • The student should submit the soft copy of the research report to the guide and after getting his/her approval and signature, the final report should be submitted. <p>The report should be original and shall be submitted after checking for plagiarism. Please note the following guidelines for the preparation and submission of the report:</p>	
	RBL 3: The review of work in progress would be in two phases in RBL 2(R1 and R2) Annexure 4,6,8 /R3.1/R3.2/R3.3. All review will be done by Internal examiners	
R3.1		
A	Formulation of Work Flow or Block Diagram: All objectives of the proposed work are well defined. Steps to be followed to solve the defined problem are clearly specified	CO1
B	Relevancy of theory if any with respect to the Problem Identified: Applying the theory correctly and clearly establishes their relevance	CO1
C	Initial Implementation: Implements the solution in a manner	CO2

		that addresses thoroughly and deeply multiple contextual factors of the problem.	
R3.2			
	A	Data Collection tools if any required to be developed	CO3
	B	Testing the reliability and validation of the data collection tool.	CO3
	C	Data collection, sampling design and collection of data scheduling	CO4
R3.3			
	A	Explanation of the purpose and need of the problem identified: Detailed and extensive explanation of the purpose and need of the project	CO5
	B	Work flow followed and specified: mainly data collection both primary or secondary	CO6
	C	Scrutiny of data and validating the data.	CO6
Oral Communication (Presentation), Report Writing and Submission after every review process			
	Mode of examination	CA and oral and written presentation	
	Assessment Criteria	Internal	VIVA
		50%	50%
	Reference books.	Medema, S., & Samuels, W. (1996). <i>Foundations of research in economics: how do economists do economics?</i> Edward Elgar Publishing. Malhotra, N., Nunan, D., & Birks, D. (2017). <i>Marketing research: An applied approach.</i> Pearson. Wilson, A. M. (2006). <i>Marketing research: an integrated approach 2nd edition.</i> FT Prentice Hall.	

Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	1	1	1	-	-	-	-
CO2	1	1	1	1	1	1	-	-	-	-
CO3	2	2	2	1	1	3	-	-	-	-
CO4	2	2	2	1	1	3	-	-	-	-
CO5	2	2	2	1	1	3	-	-	-	-
CO6	2	2	2	1	1	3	-	-	-	-
Avg	1.67	1.67	1.67	1	1	2.33	-	-	-	-

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

RUBRICS FOR RESEARCH BASED LEARNING (RBL -3)

First Review (R1): PG_RBL-3_R3.1

	Parameters	EXCELLENT Marks (>6 to ≤8)	GOOD Marks (>4 to ≤6)	AVERAGE Marks (>1 to ≤4)	POOR Marks (0 or 1)
A.	Formulation of Work Flow (CO1.)	<ul style="list-style-type: none"> All objectives of the proposed work are well defined. Steps to be followed to solve the defined problem are clearly specified. 	<ul style="list-style-type: none"> Good justification to the proposed objectives. Work flow to be followed is specified but detailing is not done. 	<ul style="list-style-type: none"> Incomplete justification to the proposed objectives. Steps are mentioned but unclear. 	<ul style="list-style-type: none"> Only some objectives of the proposed work are well defined. Steps to be followed to solve the defined problem are not specified properly.
B.	Relevancy of research methods with respect to the Problem Identified (CO1.)	<ul style="list-style-type: none"> Apply appropriate research methods and clearly establishes their relevance for the study 	<ul style="list-style-type: none"> Provides good computing framework for project; apply research methods correctly to the given study 	<ul style="list-style-type: none"> Basic principles and techniques relevant to the study are included, but some are missing. Fails to develop a proper research design 	<ul style="list-style-type: none"> Basic understanding of the research methods. Fails to apply appropriate research methods to the study.
C.	Data Collection & Sampling Technique (CO2, CO3, CO4)	<ul style="list-style-type: none"> Implements the sampling technique in a manner that addresses thoroughly and deeply multiple contextual factors of the problem. 	<ul style="list-style-type: none"> Implements the sampling technique in a manner that addresses multiple contextual factors of the problem in a surface manner. 	<ul style="list-style-type: none"> Implements the sampling technique in a manner that addresses the problem statement but ignores relevant contextual factors. 	<ul style="list-style-type: none"> Implements the sampling technique in a manner that does not directly address the problem statement.
D.	Oral Communication (Presentation) (CO5.)	<ul style="list-style-type: none"> Contents of presentation are appropriate and well delivered. Proper eye contact with audience and clear voice with good language 	<ul style="list-style-type: none"> Contents of presentation are fine but not well delivered. Eye contact with few people with clear voice 	<ul style="list-style-type: none"> Contents of presentation are appropriate but not well delivered. Eye contact with few people and unclear voice 	<ul style="list-style-type: none"> Contents of presentation are not appropriate and not well delivered. Poor delivery of presentation
E.	Report Writing and Submission (CO6.)	<ul style="list-style-type: none"> All the necessary information is included. References and citations are appropriate and well mentioned. Report organised according to the given template and submitted within the deadline. 	<ul style="list-style-type: none"> Necessary information is included with some irrelevant information. References and citations are appropriate but not mentioned well. Report partially follows the given template and submission exceeds 	<ul style="list-style-type: none"> Important information is left out. In-sufficient references and citations Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Irrelevant information is included. References and citations are not appropriate Not followed the template guidelines.

			the given deadline.		
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Second Review (R2): PG_RBL-3_R3.2

	Parameters	EXCELLENT Marks (>6 to ≤8)	GOOD Marks (>4 to ≤6)	AVERAGE Marks (>1 to ≤4)	POOR Marks (0 or 1)
A.	Importance of data management (CO4)	<ul style="list-style-type: none"> The data collection tool is appropriate and answers the problem statement. 	The data collection tool answers the problem statement or is correct.	<ul style="list-style-type: none"> The programme partially answers the problem statement or is partially correct. 	<ul style="list-style-type: none"> The data collection tools doesn't answer the problem statement or is incorrect.
B.	Data Reliability (CO5)	<ul style="list-style-type: none"> The data collection tool is appropriate and answers the problem statement. The data validation is excellent 	<ul style="list-style-type: none"> The data collection tool answers the problem statement or is correct. The data validation is correct 	<ul style="list-style-type: none"> The programme partially answers the problem statement or is partially correct. The data validation is partially correct 	<ul style="list-style-type: none"> The data collection tools doesn't answer the problem statement or is incorrect. The data validation is incorrect
C.	Data Validity (CO5)	<ul style="list-style-type: none"> 80% Objectives are achieved as per time frame 	<ul style="list-style-type: none"> 60 % Objectives achieved as per time frame 	<ul style="list-style-type: none"> 40% Objectives achieved as per time frame 	<ul style="list-style-type: none"> Less than 40% Objectives not achieved as per time frame
D.	Oral Communication (Presentation) (CO5)	<ul style="list-style-type: none"> Contents of presentation are appropriate and well delivered. Proper eye contact with audience and clear voice with good language 	<ul style="list-style-type: none"> Contents of presentation are fine but not well delivered. Eye contact with few people with clear voice 	<ul style="list-style-type: none"> Contents of presentation are appropriate but not well delivered. Eye contact with few people and unclear voice 	<ul style="list-style-type: none"> Contents of presentation are not appropriate and not well delivered. Poor delivery of presentation
E.	Report Writing and Submission (CO6)	<ul style="list-style-type: none"> All the necessary information is included. References and citations are appropriate and well mentioned. Report organized according to the given template and submitted within the deadline. 	<ul style="list-style-type: none"> Necessary information is included with some irrelevant information. References and citations are appropriate but not mentioned well. Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Important information is left out. In-sufficient references and citations Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Irrelevant information is included. References and citations are not appropriate Not followed the template guidelines.

Review by internal committee (R3): PG_RBL-3_R3.3

	Parameters	EXCELLENT Marks (>6 to ≤8)	GOOD Marks (>4 to ≤6)	AVERAGE Marks (>1 to ≤4)	POOR Marks (0 or 1)
A.	Explanation of the purpose and need of the problem identified (CO5 & CO6)	<ul style="list-style-type: none"> Detailed and extensive explanation of the purpose and need of the project 	<ul style="list-style-type: none"> Well explained the purpose and need of the project 	<ul style="list-style-type: none"> Average explanation of the purpose and need of the project; 	<ul style="list-style-type: none"> No explanation of the purpose and need of the project
B.	Work flow followed and specified (CO5 & CO6)	<ul style="list-style-type: none"> Workflow or steps to be followed to solve the defined problem are clearly specified. 	<ul style="list-style-type: none"> Work flow to be followed is specified but detailing is not done. 	<ul style="list-style-type: none"> Steps are mentioned but unclear. 	<ul style="list-style-type: none"> Incomplete and improper specification.
C.	Team Work (CO5 & CO6.)	<ul style="list-style-type: none"> Excellent team work 	<ul style="list-style-type: none"> Working as a team 	<ul style="list-style-type: none"> Working as a team partially 	<ul style="list-style-type: none"> Working in an individual mode
D.	Oral Communication (Presentation) (CO5.)	<ul style="list-style-type: none"> Contents of presentation are appropriate and well delivered. Proper eye contact with audience and clear voice with good language 	<ul style="list-style-type: none"> Contents of presentation are fine but not well delivered. Eye contact with few people with clear voice 	<ul style="list-style-type: none"> Contents of presentation are appropriate but not well delivered. Eye contact with few people and unclear voice 	<ul style="list-style-type: none"> Contents of presentation are not appropriate and not well delivered. Poor delivery of presentation
E.	Report Writing and Submission (CO6.)	<ul style="list-style-type: none"> All the necessary information is included. References and citations are appropriate and well mentioned. Report organized according to the given template and submitted within the deadline. 	<ul style="list-style-type: none"> Necessary information is included with some irrelevant information. References and citations are appropriate but not mentioned well. Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Important information is left out. In-sufficient references and citations Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Irrelevant information is included. References and citations are not appropriate Not followed the template guidelines.

**Project Implementation Form: RBL-3
First Review (R1): PG_RBL-3_R3.1**

Annexure 04

Name of School	
Name of Department	
Project Course code and Term	
Academic Session	
Date of Evaluation	
Guide's Name	

Project Title:.....

Component	RUBRICS FOR RBL-2		Name of Student1 & Student 2	Name of Student3 & Student 4	Overall Comment(s) by Committee Members
	EXCELLENT – Marks (>6 to ≤8)				
	GOOD – Marks (>4 to ≤6)				
	AVERAGE – Marks (>1 to ≤4)		System ID	System ID	
	POOR – Marks (0 or 1)				
	Sub-Components	Max Marks	Marks Obtained	Marks Obtained	
First Review (R1): PG_RBL-3_R3.1	Formulation of Work Flow (CO1.)	8			
	Relevancy of research methods with respect to the Problem Identified (CO1.)	8			
	Data Collection & Sampling Technique (CO2 , CO3, CO4)	8			
	Oral Communication (Presentation) (CO5)	8			
	Report Writing and Submission (CO6.)	8			
Guide's Marks	10				
Total Marks	50			Signature of Panel Members	

Second Review (R2): PG_RBL-3_R3.2

Annexure 06

Name of School	
Name of Department	
Project Course code and Term	
Academic Session	
Date of Evaluation	
Guide's Name	

Project Title:.....

Component	RUBRICS FOR RBL-2		Name of Student1 & Student 2	Name of Student3 & Student 4	Overall Comment(s) by Committee Members
	EXCELLENT – Marks (>6 to ≤8)				
	GOOD – Marks (>4 to ≤6)				
	AVERAGE – Marks (>1 to ≤4)				
	POOR – Marks (0 or 1)				
	System ID		System ID		
	Sub-Components	Max Marks	Marks Obtained	Marks Obtained	
Second Review (R2): PG_RBL-3_R3.2	Explanation of the purpose and need of the problem identified (CO5 & CO6)	8			
	Work flow followed and specified (CO5 & CO6)	8			
	Team Work (CO5 & CO6.)	8			
	Oral Communication (Presentation) (CO5.)	8			
	Report Writing and Submission (CO6.)	8			
Guide's Marks		10			Signature of Panel Members
Total Marks		50			

Review by internal committee (R2): PG_RBL-3_R3.3

Annexure 08

Name of School	
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Name of Department	
Project Course code and Term	
Academic Session	
Date of Evaluation	
Guide's Name	

Project Title:.....

Component	RUBRICS FOR RBL-2		Name of Student1& Student 2	Name of Student3 & Student 4	Overall Comment(s) by Committee Members
	EXCELLENT – Marks (>6 to ≤8)				
	GOOD – Marks (>4 to ≤6)				
	AVERAGE – Marks (>1 to ≤4)				
	POOR – Marks (0 or 1)		System ID	System ID	
	Sub-Components	Max Marks	Marks Obtained	Marks Obtained	
Review by internal committee (D2)	Explanation of the purpose and need of the problem identified (CO5 & CO6)	8			
	Work flow followed and specified (CO5 & CO6)	8			
	Team Work (CO5 & CO6.)	8			
	Oral Communication (Presentation) (CO5)	8			
	Report Writing and Submission (CO6)	8			
	Guide's Marks	10			
Total Marks	50				
Research Paper in Communication (Evaluation will be done in the Next Term)		Yes / No	Yes / No	Signature of Panel Members	
Total Marks	50				

Second Review (R2): PG_RBL-3_R3.2

Annexure 06

Name of School	
Name of Department	
Project Course code and Term	
Academic Session	
Date of Evaluation	
Guide's Name	

Project Title:.....

Component	RUBRICS FOR RBL-2		Name of Student1& Student 2	Name of Student3 & Student 4	Overall Comment(s) by Committee Members
	EXCELLENT – Marks (>6 to ≤8)				
	GOOD – Marks (>4 to ≤6)				
	AVERAGE – Marks (>1 to ≤4)				
	POOR – Marks (0 or 1)		System ID	System ID	
	Sub-Components	Max Marks	Marks Obtained	Marks Obtained	
Second Review (R2): PG_RBL-3_R3.2	Explanation of the purpose and need of the problem identified (CO5 & CO6)	8			
	Work flow followed and specified (CO5 & CO6)	8			
	Team Work (CO5 & CO6.)	8			
	Oral Communication (Presentation) (CO5.)	8			
	Report Writing and Submission (CO6.)	8			
Guide's Marks	10				
Total Marks	50			Signature of Panel Members	

Review by internal committee (R2): PG_RBL-3_R3.3

Annexure 08

Name of School	
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Name of Department	
Project Course code and Term	
Academic Session	
Date of Evaluation	
Guide's Name	

Project Title:.....

Component	RUBRICS FOR RBL-2		Name of Student1& Student 2	Name of Student3 & Student 4	Overall Comment(s) by Committee Members
	EXCELLENT – Marks (>6 to ≤8)				
	GOOD – Marks (>4 to ≤6)				
	AVERAGE – Marks (>1 to ≤4)				
	POOR – Marks (0 or 1)		System ID	System ID	
	Sub-Components	Max Marks	Marks Obtained	Marks Obtained	
Review by internal committee (R2): PG_RBL-3_R3.3	Explanation of the purpose and need of the problem identified (CO5 & CO6)	8			
	Work flow followed and specified (CO5 & CO6)	8			
	Team Work (CO5 & CO6.)	8			
	Oral Communication (Presentation) (CO5)	8			
	Report Writing and Submission (CO6)	8			
	Guide's Marks	10			
Signature of Panel Members					

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-25
Branch:		Term: IV
1	Course Code	RBL004
2	Course Title	Research Based Learning :4 (RBL4)
3	Credits	2
4	Contact Hours (L-T-P)	0-0-4
	Course Status	Compulsory
5	Course Objective	The purpose of this course is to make the student publish their work of research.
6	Course Outcomes	On the completion of this Course, the students will be able to: CO1: Manage the sampled data CO2: Demonstrate the analysis of collected data efficiently CO3: Draw inferences from the collected & available primary and secondary data. CO4: Represent the primary and secondary data analysis. CO5: Compile the study in form of project or research paper. CO6: Publish research paper/patent/prototype/copyright.
7	Course Description	Research-based learning (RBL) presents as an alternative learning model that can develop the critical thinking skills. The research-based learning is conducted under constructivism which covers four aspects: learning which constructs student's understanding, learning through developing prior knowledge, learning which involves social interaction process, and meaningful learning which is achieved through real-world experience. The major focus is to engage students in the inquiry process where they formulate questions, conduct investigations, apply information and media to learning, and generate products that illustrate learning. The 5E learning cycle adopted for RBL leads students through five phases: Engage, Explore, Explain, Elaborate, and Evaluate which results in greater benefits concerning student's ability for scientific inquiry.
8	Outline syllabus	
		Guidelines for Research Based Learning Report
		As per course-curriculum of MBA /B.com the Research based learning will be conducted in first Term(audit), second Term (audit), third Term (2 credit), and fourth Term (2 credit).
		General guidelines :

	<ul style="list-style-type: none"> • Publishing research paper and development of the product/process /case that the students work on during the Term to demonstrate identified problem through extensive literature. • Students work on the projects in teams with four students per team, and teams may form in interdisciplinary nature. • The deliverables for the projects include submission of reports on regular basis as per the rubrics. • The students also present their work at the end of the Term in the presence of external experts in the form of Written and oral communication components are intertwined with the project deliverables through required project reports and oral project presentations. • It is recommended that the all activities are to be record on regular basis and proper documents are to be maintained by students and faculty mentor. • The report should be prepared in the consultation of the faculty guide and the student should be in regular touch with the faculty guide to complete the work. • The content of the research report should be original and not copied from any other sources. To justify this, the student has to check the plagiarism of the report through Turnitin software. The plagiarism should be less than 10%. The plagiarism report has to be attached within the research report at the end. • The student should submit the soft copy of the research report to the guide and after getting his/her approval and signature, the final report should be submitted. <p>The report should be original and shall be submitted after checking for plagiarism. Please note the following guidelines for the preparation and submission of the report:</p>	
	RBL 3: The review of work in progress would be in two phases in RBL 2(R1 and R2) Annexure R4.1/R4.2/R4.3/R4.4/10/12/14/16. All review will be done by Internal examiners	
	R4.1	
A	Overall Project Implementation: All defined objectives are achieved.	CO1
B	Data analysis/product analysis	CO1
C	Synchronization of Design & Implementation	CO2
	R4.2	
A	Enhanced Implementation/ completion of objective number:	CO3

		Implements the solution in a manner that addresses thoroughly and deeply multiple contextual factors of the problem.	
	B	Result Verification: The project is completely tested against the requirements mentioned in the objectives of the project.	CO3
	C	Validity of Result, Assumption and System Model if any	CO4
		R4.3	
	A	Quality of Solution/ Result analyses: All outcomes/ outputs are clearly tied to proposed objectives and organized in a tight, logical fashion.	CO5
	B	Result Analysis, discussion, conclusion and Future Suggestions: Results are presented in very appropriate manner in project report. Project work is well summarized and concluded. Future extensions in the project are well specified.	CO6
		R4.4(External)	
	A	Objectives and information Methodology of the Proposed Work: All objectives of the proposed work are well defined; Steps to be followed to solve the defined problem are clearly specified	CO5
	B	All outcomes/ outputs are clearly tied to proposed objectives and organized in a tight, logical fashion.	CO6
	C	Project demonstration /final presentation	CO6
Oral Communication (Presentation), Report Writing and Submission after every review process			
	Mode of examination	CA and oral and written presentation	
	Assessment Criteria	Internal	VIVA
		50%	50%
	Reference books.	<p>Medema, S., & Samuels, W. (1996). <i>Foundations of research in economics: how do economists do economics?</i> Edward Elgar Publishing.</p> <p>Malhotra, N., Nunan, D., & Birks, D. (2017). <i>Marketing research: An applied approach</i>. Pearson.</p> <p>Wilson, A. M. (2006). <i>Marketing research: an integrated approach 2nd edition</i>. FT Prentice Hall.</p>	

Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	1	1	1	-	-	-	-
CO2	1	1	1	1	1	1	-	-	-	-
CO3	2	2	2	1	1	3	-	-	-	-
CO4	2	2	2	1	1	3	-	-	-	-
CO5	2	2	2	1	1	3	-	-	-	-
CO6	2	2	2	1	1	3	-	-	-	-
Avg	1.67	1.67	1.67	1	1	2.33	-	-	-	-

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

RUBRICS FOR RESEARCH BASED LEARNING (RBL -4)

First Review (R1): PG_RBL-4_R4.1

	Parameters	EXCELLENT Marks (>6 to ≤8)	GOOD Marks (>4 to ≤6)	AVERAGE Marks (>1 to ≤4)	POOR Marks (0 or 1)
A.	Overall Project Implementation (PO5, PO6)	<ul style="list-style-type: none"> All defined objectives are achieved. Each module working well and properly implemented All modules are well integrated and system working is accurate. 	<ul style="list-style-type: none"> All defined objectives are achieved. Each module working well and properly implemented Integration of all modules not done and system working is not very satisfactory. 	<ul style="list-style-type: none"> Some of the defined objectives are achieved. Modules are working well in isolation and properly implemented. Modules are not properly integrated. 	<ul style="list-style-type: none"> Defined objectives are not achieved. Modules are not in proper working form that further leads to failure of integrated system.
B.	Synchronization of Design & Implementation (PO5 & PO6)	<ul style="list-style-type: none"> All outcomes/ outputs are clearly tied to proposed objectives and organized in a tight, logical fashion. 	<ul style="list-style-type: none"> Most of the outcomes/ outputs are clearly tied to proposed objectives and organized in a tight, logical fashion. 	<ul style="list-style-type: none"> Only few of the outcomes/ outputs are tied to proposed objectives so need major improvement. 	<ul style="list-style-type: none"> The outcomes/ outputs are not clearly tied to proposed objectives.
C.	Oral Communication (Presentation) (PO5)	<ul style="list-style-type: none"> Contents of presentation are appropriate and well delivered. Proper eye contact with audience and clear voice with good language 	<ul style="list-style-type: none"> Contents of presentation are fine but not well delivered. Eye contact with few people with clear voice 	<ul style="list-style-type: none"> Contents of presentation are appropriate but not well delivered. Eye contact with few people and unclear voice 	<ul style="list-style-type: none"> Contents of presentation are not appropriate and not well delivered. Poor delivery of presentation
D.	Report Writing and Submission (PO6.)	<ul style="list-style-type: none"> All the necessary information is included. References and citations are appropriate and well mentioned. Report organised according to the given template and submitted within the deadline. 	<ul style="list-style-type: none"> Necessary information is included with some irrelevant information. References and citations are appropriate but not mentioned well. Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Important information is left out. In-sufficient references and citations Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Irrelevant information is included. References and citations are not appropriate Not followed the template guidelines.

Second Review (R2): PG_RBL-4_R4.2

	Parameters	EXCELLENT Marks (>6 to ≤8)	GOOD Marks (>4 to ≤6)	AVERAGE Marks (>1 to ≤4)	POOR Marks (0 or 1)
A.	Enhanced Implementation/ completion of objective number (CO3,CO4,CO5)	<ul style="list-style-type: none"> Implements the solution in a manner that addresses thoroughly and deeply multiple contextual factors of the problem. 	<ul style="list-style-type: none"> Implements the solution in a manner that addresses multiple contextual factors of the problem in a surface manner. 	<ul style="list-style-type: none"> Implements the solution in a manner that addresses the problem statement but ignores relevant contextual factors. 	<ul style="list-style-type: none"> Implements the solution in a manner that does not directly address the problem statement.
B.	Result Verification(CO5 , CO6.)	<ul style="list-style-type: none"> The research report is completely tested against the requirements mentioned in the objectives of the project. 	<ul style="list-style-type: none"> Verification of research report is satisfactory. 	<ul style="list-style-type: none"> Little verification of research report is accomplished. 	<ul style="list-style-type: none"> No verification of research report is accomplished.
C.	Validity of Result, Assumption and System Model (CO5,CO6)	<ul style="list-style-type: none"> Validation options are identified across all the levels. 	<ul style="list-style-type: none"> Validation options are identified across most of the levels (>80% levels have validation options identified). 	<ul style="list-style-type: none"> Validation options are partially identified across most of the levels. 	<ul style="list-style-type: none"> No validation of project is accomplished.
D.	Oral Communication(Presentation) (CO5)	<ul style="list-style-type: none"> Contents of presentation are appropriate and well delivered. Proper eye contact with audience and clear voice with good language 	<ul style="list-style-type: none"> Contents of presentation are fine but not well delivered. Eye contact with few people with clear voice 	<ul style="list-style-type: none"> Contents of presentation are appropriate but not well delivered. Eye contact with few people and unclear voice 	<ul style="list-style-type: none"> Contents of presentation are not appropriate and not well delivered. Poor delivery of presentation
E.	Report Writing and Submission (CO6)	<ul style="list-style-type: none"> All the necessary information is included. References and citations are appropriate and well mentioned. Report organized according to the given template and submitted within the deadline. 	<ul style="list-style-type: none"> Necessary information is included with some irrelevant information. References and citations are appropriate but not mentioned well. Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Important information is left out. In-sufficient references and citations Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Irrelevant information is included. References and citations are not appropriate Not followed the template guidelines.

Third Review (R3): PG_RBL-4_R4.3

	Parameters	EXCELLENT Marks (>6 to ≤8)	GOOD Marks (>4 to ≤6)	AVERAGE Marks (>1 to ≤4)	POOR Marks (0 or 1)
A.	Quality of Solution/ Resultanalyses (CO2, CO3, CO4)	<ul style="list-style-type: none"> All outcomes/ outputs are clearly tied to proposed objectives and organized in a tight, logical fashion. 	<ul style="list-style-type: none"> Most of the outcomes/ outputs are clearly tied to proposed objectives and organized in a tight, logical fashion. 	<ul style="list-style-type: none"> Only few of the outcomes/ outputs are tied to proposed objectives so need major improvement. 	<ul style="list-style-type: none"> The outcomes/ outputs are not clearly tied to proposed objectives.
B.	Result Analysis, discussion, conclusion and Future Suggestions(CO3 , CO4 , CO5)	<ul style="list-style-type: none"> Results are presented in very appropriate manner in project report. Research report is well summarized and concluded. Future extensions in the research report are well specified. 	<ul style="list-style-type: none"> Results are presented in good manner in research report. Research report summary and conclusion is not very appropriate. Future extensions in the research report are specified. 	<ul style="list-style-type: none"> Results presented are not much satisfactory in research report. Research report summary and conclusion is not very appropriate. Future extensions in the research report are well specified. 	<ul style="list-style-type: none"> Results are not presented properly in project report. Research report is not summarized and concluded. Future extensions in the research report are not specified.
C.	Oral Communication(Presentation) (CO5)	<ul style="list-style-type: none"> Contents of presentation are appropriate and well delivered. Proper eye contact with audience and clear voice with good language 	<ul style="list-style-type: none"> Contents of presentation are fine but not well delivered. Eye contact with few people with clear voice 	<ul style="list-style-type: none"> Contents of presentation are appropriate but not well delivered. Eye contact with few people and unclear voice 	<ul style="list-style-type: none"> Contents of presentation are not appropriate and not well delivered. Poor delivery of presentation
D.	Report Writing and Submission (CO6.)	<ul style="list-style-type: none"> All the necessary information is included. References and citations are appropriate and well mentioned. Report organized according to the given template and submitted within the deadline. 	<ul style="list-style-type: none"> Necessary information is included with some irrelevant information. References and citations are appropriate but not mentioned well. Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Important information is left out. In-sufficient references and citations Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Irrelevant information is included. References and citations are not appropriate Not followed the template guidelines.

Review by External Expert (R4): PG_RBL-4_External

	Parameters	EXCELLENT Marks (>6 to ≤8)	GOOD Marks (>4 to ≤6)	AVERAGE Marks (>1 to ≤4)	POOR Marks (0 or 1)
A.	Objectives and information Methodology of the Proposed Work (CO2.)	<ul style="list-style-type: none"> All objectives of the proposed research work are well defined; Steps to be followed to solve the defined problem are clearly specified 	<ul style="list-style-type: none"> Few Objectives of the proposed research work are well defined; Steps to be followed to solve the defined problem are partially specified 	<ul style="list-style-type: none"> Average justification to the objectives proposed; Steps are mentioned but unclear; without justification to objectives. 	<ul style="list-style-type: none"> Objectives of the research work are either not identified or not well defined; Incomplete and improper specification
B.	Synchronization of Design & Implementation (CO3 , CO4, CO5)	<ul style="list-style-type: none"> All outcomes/ outputs are clearly tied to proposed research objectives and organized in a tight, logical fashion. 	<ul style="list-style-type: none"> Most of the outcomes/ outputs are clearly tied to proposed research objectives and organized in a tight, logical fashion. 	<ul style="list-style-type: none"> Most of the outcomes/ outputs are clearly tied to proposed research objectives but the organization is not clear or logical. 	<ul style="list-style-type: none"> The outcomes/ outputs are not clearly tied to proposed research objectives.
C.	Project Demonstration (Modules properly Implemented with correct results) (CO4 , CO5.)	<ul style="list-style-type: none"> All modules are working with correct output. 	<ul style="list-style-type: none"> Modules are working but with few incorrect output 	<ul style="list-style-type: none"> Few Modules are not working with correct output. 	<ul style="list-style-type: none"> No Module is working.
D.	Oral Communication (Presentation) (CO5)	<ul style="list-style-type: none"> Contents of presentation are appropriate and well delivered. Proper eye contact with audience and clear voice with good language 	<ul style="list-style-type: none"> Contents of presentation are fine but not well delivered. Eye contact with few people with clear voice 	<ul style="list-style-type: none"> Contents of presentation are appropriate but not well delivered. Eye contact with few people and unclear voice 	<ul style="list-style-type: none"> Contents of presentation are not appropriate and not well delivered. Poor delivery of presentation
E.	Report Writing and Submission (CO6.)	<ul style="list-style-type: none"> All the necessary information is included. References and citations are appropriate and well mentioned. Report organized according to the given template and submitted within the deadline. 	<ul style="list-style-type: none"> Necessary information is included with some irrelevant information. References and citations are appropriate but not mentioned well. Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Important information is left out. In-sufficient references and citations Report partially follows the given template and submission exceeds the given deadline. 	<ul style="list-style-type: none"> Irrelevant information is included. References and citations are not appropriate Not followed the template guidelines.

Project Verification and Validation Form: RBL-4
First Review (R1): PG_RBL-4_R4.1

Annexure 10

Name of School	
Name of Department	
Project Course code and Term	
Academic Session	
Date of Evaluation	
Guide's Name	

Project Title:.....

Component	RUBRICS FOR RBL-2		Name of Student1 & Student 2	Name of Student3 & Student 4	Overall Comment(s) by Committee Members
	EXCELLENT – Marks (>6 to ≤8)				
	GOOD – Marks (>4 to ≤6)				
	AVERAGE – Marks (>1 to ≤4)				
	POOR – Marks (0 or 1)				
	Sub-Components	Max Marks	System ID	System ID	
			Marks Obtained	Marks Obtained	
First Review (R1): PG_RBL-4_R4.1	Overall Project Implementation (CO3,CO4)	8			
	Synchronization of Design & Implementation (CO3,CO4,CO5)	8			
	Oral Communication (Presentation) (CO5)	8			
	Report Writing and Submission (CO 6)	8			
	Research Paper in Communication (CO6.)	8			
	Guide's Marks	10			Signature of Panel Members
	Total Marks	50			

Second Review (R2): PG_RBL-4_R4.2
Annexure 12

Name of School	
Name of Department	
Project Course code and Term	
Academic Session	
Date of Evaluation	
Guide's Name	

Project Title:.....

Component	RUBRICS FOR RBL-2		Name of Student1 & Student 2	Name of Student3 & Student 4	Overall Comment(s) by Committee Members
	EXCELLENT – Marks (>6 to ≤8)				
	GOOD – Marks (>4 to ≤6)				
	AVERAGE – Marks (>1 to ≤4)				
	POOR – Marks (0 or 1)				
	System ID				
Sub-Components	Max Marks	Marks Obtained	Marks Obtained		
Second Review (R2): PG_RBL-4_R4.2	Enhanced Implementation/ completion of objective number (CO3,CO4,CO5)	8			
	Result Verification (CO5 , CO6.)	8			
	Validity of Result, Assumption and System Model (CO5,CO6)	8			
	Oral Communication (Presentation) (CO5)	8			
	Report Writing and Submission (CO6)	8			
Guide's Marks	10				
Total Marks	50				Signature of Panel Members

Third Review (R3): PG_RBL-4_R4.3
Annexure 14

Name of School	
Name of Department	
Project Course code and Term	
Academic Session	
Date of Evaluation	
Guide's Name	

Project Title:.....

Component	RUBRICS FOR RBL-2		Name of Student1 & Student 2	Name of Student3 & Student 4	Overall Comment(s) by Committee Members
	EXCELLENT – Marks (>6 to ≤8)				
	GOOD – Marks (>4 to ≤6)				
	AVERAGE – Marks (>1 to ≤4)				
	POOR – Marks (0 or 1)		System ID	System ID	
	Sub-Components	Max Marks	Marks Obtained	Marks Obtained	
Third Review (R3): PG_RBL-4_R4.3	Quality of Solution/ Resultanalyses (CO3,CO4.)	8			
	Result Analysis, discussion,conclusion and Future Suggestions (CO4 , CO5)	8			
	Oral Communication (Presentation) (CO5)	8			
	Report Writing andSubmission (CO6)	8			
	Research Paper Publication (CO6)	8			
	Guide's Marks	10			
	Total Marks	50			Signature of Panel Members

Review by External Expert (R4): PG_RBL-4_External
Annexure 16

Name of School	
Name of Department	
Project Course code and Term	
Academic Session	
Date of Evaluation	
Guide's Name	

Project Title:.....

Component	RUBRICS FOR RBL-2		Name of Student1 & Student 2	Name of Student3 & Student 4	Overall Comment by External Expert
	EXCELLENT – Marks (>6 to ≤8)				
	GOOD – Marks (>4 to ≤6)				
	AVERAGE – Marks (>1 to ≤4)				
	POOR – Marks (0 or 1)		System ID	System ID	
	Sub-Components	Max Marks	Marks Obtained	Marks Obtained	
Review by External Expert (R4): PG_RBL-4_External	Objectives and information Methodology of the Proposed Work (CO2.)	8			
	Synchronization of Design & Implementation (CO3 , CO4, CO5)	8			
	Project Demonstration (Modules properly Implemented with correct results) (CO4 , CO5.)	8			
	Oral Communication (Presentation) (CO5)	8			
	Report Writing and Submission (CO6.)	8			
Guide's Marks		10			
Total Marks		50			
Minimum Criteria to Fulfill in last two Terms (One Option is applicable for each Grade)					
Maximum 'C' Grade: 01 Research Paper is neither published/ submitted nor accepted OR A prototype is neither developed nor designed with a patent (utility) is not even published	For Other Grades above 'C' Grade: 01 Research Paper is published in SCI/ SCOPUS/ WoS/ PubMed Indexed Journal or 01 Research Paper in Conference Proceedings indexed in SCI/ SCOPUS/ WoS/ IEEE/ MDPI / Elsevier / Springer/ PubMed indexed journals OR A product is fully functional with a patent (utility) is published		'C' Grade / Other Grade above 'C'	'C' Grade / Other Grade above 'C'	Signature of External Experts

**List of Discipline Specific Courses (DISCIPLINE
SPECIFIC COURSEs) of Marketing**

Sr No.	Term	Course
1	III	Marketing in Action
2	III	Sales and Distribution Management
3	III	Digital Marketing
4	III	Marketing Analytics
5	III	Advertising Management
6	III	Consumer Behavior
7	IV	Responsible and Sustainable Marketing
8	IV	Service Marketing
9	IV	Customer Relationship Management
10	IV	Rural Marketing
11	IV	Retail Management
12	IV	International Marketing

School: SSBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: -		Term: III	
1	Course Code	DSC127	
2	Course Title	Marketing in Action	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Description	The objective of this course is to introduce the concept of Marketing and Designing Product Proposal by applying basics to advanced-level tools and other applications of Marketing.	
6	Course Objective	<p>This modules aims to:</p> <ul style="list-style-type: none"> • Demonstrate the functions of Marketing in business applications. • Introducing to the business areas for which marketing management may be applied • Determine the performance of Marketing concepts in applications. 	
7	Course Outcomes	<p>At the end of the course students will be able to:</p> <p>CO1: Critically analyzing industry situations and solution of such problems with the help of marketing concepts</p> <p>CO2: Realize the strength and importance of marketing to achieve bottom line business solutions.</p> <p>CO3: Evaluating the competitive and operational impacts of adopting marketing processes and determine the performance of business.</p> <p>CO4: Critically analyzing business reports and designing business plans.</p> <p>CO5: Critically analyze the market environment</p> <p>CO6: Remembering Marketing concepts in applications</p>	
8	Outline syllabus		CO Mapping

	Unit 1	Environmental Scanning	
	A	Internal Environment Analysis	CO1,CO2
	B	External Environment Analysis	CO1,CO2
	C	SWOT/SWOC Analysis	CO1,CO2
	Unit 2	Marketing Plan I - Industry Report Analysis	
	A	Market Features	CO1,CO2, CO3
	B	Market Description	CO1, CO2,CO3
	C	Market Trends, Patterns and Projection	CO1, CO2,CO3
	Unit 3	Marketing Plan II- Analysis of Consumer Behaviours	
	A	STP- Framework	CO1,CO2,CO3
	B	Consumer Needs and Preference Mapping	CO1,CO2,CO3
	C	Consumer Insight Analysis	CO1, CO2,CO3
	Unit 4	Marketing Plan III – 4 Ps Analysis	
	A	Product- Planning Differentiation, Line, Diversification	CO1, CO2,CO3
	B	Pricing and Promotion Trends and Pattern Analysis	CO1, CO2,CO3
	C	Distribution Trends and Pattern Analysis	CO1, CO2,CO3
	Unit 5	Marketing Plan IV- Report Assessment and Writing	
	A	Product Proposal for Planning and Production	CO1,CO2,CO3 , CO4,CO5,CO6

B	Industry Descriptions and Insights		CO1,CO2,CO3 , CO4,CO5,CO6
C	Project writing		CO1,CO2,CO3 , CO4,CO5,CO6
Mode of examination	Practical		
Weightage Distribution		Internal	VIVA
		50%	50%
Text book/s*	1. Principles of Marketing by Philip T. Kotler, Gary Armstrong, et al. Pearson.		
Other References	Marketing A Managerial Introduction Jc Gandhi Published by Tata Mcgraw Hill Publishing Co Ltd		

Course Articulation Matrix

POs/Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	3	1	1	2	2	2	2	-	-
CO2	2	3	1	1	2	1	1	2	-	-
CO3	2	2	1	1	1	1	-	2	2	-
CO4	2	3	1	1	1	2	2	-	2	2
CO5	2	3	1	1	1	2	-	-	2	3
CO6	2	1	1	1	1	2	1	2	2	2
Avg	2.00	2.50	1.00	1.00	1.33	1.67	1.50	2.00	2.00	2.00

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme:		Current Academic Year: 2024-2025	
Branch:		Term: III	
1	Course Code	DISCIPLINE SPECIFIC COURSE079	
2	Course Title	SALES AND DISTRIBUTION MANAGEMENT	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Compulsory	
5	Course Objective	<ul style="list-style-type: none"> To familiarize the students with the various Sales & Distribution concepts and strategies used. To enable them to develop the Sales & Distribution strategies and plans To develop an acumen among the students to understand the practices of Sales & Distribution industry in India. 	
6	Course Outcomes	<p>On successful completion of this module students will be able to:</p> <p>CO1: To define fundamental concepts of sales management</p> <p>CO2: To explain various sales management models for organizations</p> <p>CO3: To understand various concepts of distribution management</p> <p>CO4: To illustrate various channels of distribution and new trends in distribution.</p> <p>CO5: To analyze different aspects of supply chain management</p> <p>CO6: Remembering the practices of Sales & Distribution industry in India.</p>	
7	Course Description	This course intent to cover the basic aspect of sales management and distribution management. It also covers the basic aspects of supply chain management	
8	Outline syllabus		CO Mapping
	UNIT 1		
	A	Evolution of Sales Management, Nature and Importance, Roles, Types and Skills of Sales Managers, Difference in sales and Marketing.	CO1
	B	Sales Objectives, Different sales Strategies and Tactics, Emerging Trends, Linking Sales and Distribution Management	CO1
	C	Sales Knowledge and Sales Related Marketing Policies, Sales Process, Transactional and Relationship Selling	CO1
	UNIT 2		
	A	Selling process, Marketing and personal selling strategies	CO2
	B	Sales forecasting, Market Demand and Methods of Forecasting.	CO2
	C	Concepts of Sales Organization, Types of Sales Organization Structures, Recruitment of Sales force, Sales force motivation and compensation, Evaluating and Controlling the performance of Sales Force, Sales Force Audit. Sales budget, Sales territory management, Sales	CO2

	Quotas			
UNIT 3	Distribution Management			
A	Definition, Need for Distribution Management, Need for Distribution Channels, Value Addition of Distribution Management,			CO3
B	Introduction to Distribution Channels – Designing Distribution Channels Structure, Functions and Flows – Channel Participants, Channel Levels, Service Channels.			CO3
C	Retailer as a Salesman, Trading /Retail Formats, E-Tailing, Wholesale – Functions & Classification, Major Wholesaling decisions, Distributors, Dealers / Stockists			CO3
UNIT 4				
A	Logistic Management, Channel Design Factor, Channel Planning Process, Ideal Channel Structure, Training, Motivating & Evaluating Channel members.			CO4
B	Channel Design Comparison, Implementation, Vertical Integration, Channel Management, Power & Conflict, Principles of Channel Management, Channel Information System			CO4
C	E- Distribution, International Sales and Distribution Management.			CO4
UNIT 5				
A	Introduction to SCM, Inbound, Outbound Logistics			CO5,CO6
B	Benefits & Issues Related to SCM			CO5,CO6
C	Reverse Logistics			CO5,CO6
Mode of examination	Theory/Practical			
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*	Sales and Distribution Management by Dr Tapan K. Panda ,Dr Sunil Sahadev – Oxford Press			
Other References	Marketing Channels, Stern, L. W. El Ansari, A.L.,Coughlan, A.T.PHI			

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	-	-	1	1	2	1	1	1
CO2	1	2	1	-	2	1	2	2	1	2
CO3	1	2	-	2	1	1	2	2	2	2
CO4	1	2	2	2	2	1	2	2	2	2
CO5	1	2	-	1	2	1	2	2	2	2
CO6	2	2	1	1	2	1	2	2	2	2
Avg	1.33	1.83	1.00	1.50	1.67	1.00	2.00	1.83	1.67	1.83

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch:		Term: III	
1	Course Code	DISCIPLINE SPECIFIC COURSE085	
2	Course Title	Digital Marketing	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Description	This course is aimed at imparting students an understanding of digital marketing tools like social media marketing, email marketing, content ,marketing, Google ad words and other practical usages of digital marketing in organizations	
6	Course Objectives	<ol style="list-style-type: none"> 1. Today's marketer has to be aware of the digital Market interventions and this course has been designed keeping in mind the requirement of industry on one end and competence enhancement on the other. 2. At the end of this course you will be equipped with the skill to understand and initiate digital marketing. 	
7	Course Outcomes	<p>CO1: Understand the basic nuances of digital marketing and its role in modern day marketing.</p> <p>CO2: Evaluate the search engine optimizations as a digital marketing strategy</p> <p>CO3: Understand the role of digital analytics and the various tools to manage them.</p> <p>CO4: Evaluate the social media marketing as a digital marketing strategy</p> <p>CO5: Evaluate and assess the role of digital marketing in the overall marketing strategy. Learn about other digital marketing tools apart from those above.</p> <p>CO6: Remembering the tools like social media marketing, email marketing, and content</p>	
8		Outline syllabus	CO Mapping
	Unit 1	Introduction to Digital Marketing	
	A	What is digital marketing; Trends & Scenarios of the Digital Marketing Industry; How can digital marketing be the ultimate tool for success for businesses	CO1
	B	Aligning Internet with Business Objectives	CO1
	C	User Behaviour & Navigation	CO1
	Unit 2	Search Engine Optimization	
	A	Introduction: Understanding SEO. Search engine friendly website structure. SEO and key phrases.	CO2
	B	On & off-page Optimisation , Duplicate Content, Keyword Research, Local SEO, Algorithm Updates	CO2

	C	Meta Tags, Layout, Content updates Inbound Links & Link Building		CO2
	Unit 3	Digital Analytics		
	A	Introduction to Digital Analytics, Management Perspectives of Digital Analytics, Segmentation		CO3
	B	Analysis Process, Marketing Management, Experimentation & Testing		CO3
	C	Reports & Dashboard		CO3
	Unit 4	Social Media Marketing		
	A	What is Social Media Marketing? Social Media Channels Engaging with Influencers		CO4
	B	Overview of Facebook, Twitter, LinkedIn, Blogging, Youtube and other growing social media		CO4
	C	Listening & Reputation Management, Social Media Measurement		CO4
	Unit 5	Digital Marketing Strategy		
	A	Understanding digital strategy		CO5,CO6
	B	Email Marketing , Affiliate marketing Content marketing, freelancing		CO5,CO6
	C	Google Adwords , Website Management		CO5,CO6
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s	Teacher Notes		
	Other References	Digital Marketing, VandanaAhuja, Oxford		

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	1	-	-	1	1	2	1	1	1
CO2	1	2	1	-	2	1	2	2	1	2
CO3	1	2	-	2	1	1	2	2	2	2
CO4	1	2	2	2	2	1	2	2	2	2
CO5	1	2	-	1	2	1	2	2	2	2
CO6	1	1	2	1	2	1	2	2	2	2
Avg	1.33	1.67	1.00	1.50	1.67	1.00	2.00	1.83	1.67	1.83

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch : 2023-2025	
Programme:		Current Academic Year: 2024-2025	
Branch:		Term: III	
1	Course Code	DISCIPLINE SPECIFIC COURSE082	
2	Course Title	Marketing Analytics	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Course	
5	Course Objective	<p>1. This course will provide you with an introduction to marketing analytics.</p> <p>2. To understand various tools for generating marketing insights from empirical data.</p> <p>2. To understand data usage in decision making in marketing concepts such areas as segmentation, targeting and positioning, satisfaction management, customer lifetime analysis, customer choice, and product and price decisions.</p> <p>3. To understand marketing analytics techniques (visualization, predictive analytics and prescriptive analytics) that are used in data empowered marketing strategy.</p>	
6	Course Outcomes	<p>The students will be able to :</p> <p>CO1: Define what marketing and analytics are; how they differ from business intelligence and data mining; and why organizations are actively adopting this orientation for strategic advantage</p> <p>CO2: Describe and classify marketing analytics for better decision making.</p> <p>CO3: apply and interpret necessary marketing data and information for effective marketing decision making.</p> <p>CO4: Analyze output from statistical and data mining procedures and draw correct conclusions for effective marketing decisions.</p> <p>CO5: Evaluate output from statistical and data mining procedures and draw correct conclusions for effective marketing decisions.</p> <p>CO6: Create and compile detailed analysis.</p>	
7	Course Description	<p>The aim of the course is to cover topics in marketing analytics, an area that remains the decision enabler of utmost importance for many of the marketing companies'. The objective of the course is to give students a general understanding of this vital area in marketing while demonstrating critical application areas in online and offline marketing channels.</p>	
8		Outline syllabus	CO Mapping
	Unit 1	Introduction to Marketing Analytics	
	A	Why Marketing Analytics. Marketing Experiments: Type of variables. Explore the design of basic experiments, Explore web experiments.	CO1,CO2

B	Before-after type of experiments: Before-after without control, before-after with control, after- only with control	CO2
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C	Completely randomized design, randomized block design, Latin-square design.	CO2
Unit 2	Metrics for Measuring Brand Assets, Customer Life time value and ROI	
A	To build and define brand architecture	CO1
B	To measure the impact of marketing efforts on brand value over time.	CO1, CO2
C	Customer churn Customer Life time value and ROI(Return on Investment)	CO2
Unit 3	Creating a Dataset and Data Visualization	
A	Import and prepare the data. Learn how to select, sub setting, and transforming data. Data Filtering, Managing data in a more conducive format.	CO2, CO3
B	Pivot chart to summarize market researchsurvey, using statistical functions to summarize marketing data, utilizing data to improve marketing strategy, improving the marketing process with Analytics	CO2, CO3
C	Create graphs in a variety of formats. Modify a graph's axes, fonts, symbols, lines and colors. Add titles, subtitles, labels, plotted text, legends and reference lines.	CO2, CO3
Unit 4	Data Analysis	
A	Basic Data analysis, Hypothesis testing	CO3, CO4
B	Use of Hypothesis testing	CO4, CO5
C	Use of Correlation and Regression	CO4, CO5
Unit 5	Advanced Data Analysis	
A	Application of Factor analysis	CO5, CO6
B	Application of Cluster analysis	CO5, CO6
C	Application of Logistic and Discriminant analysis	CO5, CO6

	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution		Internal	VIVA	
			50%	50%	
	Text book/s*	Marketing Research – Malhotra, Dash			
	Other References	<ul style="list-style-type: none"> • Levin and Rubin – statistics for Management, 7th ed., Pearson • An Introduction to Business Analytics, Ger Koole, Lulu.com, 2019 • Business Research Methods by Donald Cooper & Pamela Schindler, TMCH, 9th Edition. • Business Research Methods, Naval Bajpai, Pearson Education 			

Course
Articulation
Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	3	-	-	1	-	2	2	1	1
CO2	2	3	1	-	1	-	1	2	1	-
CO3	1	3	-	-	-	-	1	2	1	1
CO4	2	3	-	-	-	-	2	1	-	-
CO5	2	3	-	-	-	-	1	2	2	2
CO6	2	3	-	-	-	2	1	1	2	2
Avg	1.83	3.00	1.00	-	1.00	2.00	1.33	1.67	1.40	1.50

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme:		Current Academic Year: 2024-2025	
Branch:		Term: III	
1	Course Code	DISCIPLINE SPECIFIC COURSE078	
2	Course Title	Advertising and Brand Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Compulsory	
5	Course Objective	<ol style="list-style-type: none"> 1. To make the students aware of the theoretical principles and best practices of advertising 2. To make the students familiar with the mechanics of campaign planning and execution 3. To make the students comprehend the intricacies of media management in advertising 4. To make the students aware of the conceptual constructs of branding 5. To make the students familiar with the formulation and execution of branding strategies in the marketplace 	
6	Course Outcomes	<p>On successful completion of this module students will be able to:</p> <p>CO1: The student will be able to clearly define the different components of promotion-mix and types of advertising</p> <p>CO2: The student will be able to explain the different creative strategies that can be used in a proposed advertisement.</p> <p>CO3: The student will be able to prepare a media plan for a proposed advertising campaign.</p> <p>CO4: The student will be able to distinguish between brand identity and brand image</p> <p>CO5: The student will be able to recommend strategies for brand positioning, repositioning and rejuvenation</p> <p>CO6: Remembering execution of branding strategies in the marketplace</p>	
7	Course Description	This course aims to familiarize the students with the intricacies of advertising and also equip them with the fundamental knowledge of branding and brand management.	
8	Outline syllabus		CO Mapping
	UNIT 1		
	A	Introduction To Advertising: Meaning, Objectives, Functions and importance of Advertisement; Growth of modern advertising; advertising and the marketing mix; types and classification of advertisement; advertising spiral; Advertising as part of integrated marketing communications	CO1

	B	Marketing communication models- AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy.	CO1	
	C	Objective of Advertising-The DAGMAR approach	CO1	
	UNIT 2			
	A	Message design strategy and tactics	CO2	
	B	Creative approaches, copy writing and copy testing	CO2	
	C	Advertising copy design -copy layout	CO2	
	UNIT 3			
	A	Advertising Appeals and Themes.	CO3	
	B	Advertising Media: Types of Media, Media planning, Media decision-Media class, media vehicle and media scheduling.	CO3	
	C	Advertising Budgeted, Advertising agency, Advertising Regulation, Advertisement Evaluation techniques, Ethics and social responsibilities in advertising	CO3	
	UNIT 4			
	A	Introduction to branding and brand management; meaning and importance of brand; product versus brand,	CO4	
	B	branding challenges and opportunities; strategic brand management process	CO4	
	C	Concept of brand equity; sources of brand equity; brand elements; brand loyalty, brand personality, brand identity versus brand image	CO4	
	UNIT 5			
	A	Brand building, Brand positioning and values brand repositioning.	CO5, CO6	
	B	Designing and implementing brand strategies; brand extension; brand hierarchy, Brand reinforcement, Brand revitalization.	CO5, CO6	
	C	Brand rejuvenation; Managing brands overtime, globalizing a domestic brand - standardization versus customization.	CO5, CO6	
	Mode of examination	Theory/Practical		
	Weightage Distribution	CA	MTE	ETE
		25	25	50
	Text book/s*			
	Other References			

Course Articulation Matrix

POs/COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	1	2	2	1	1
CO2	2	2	2	1	1	1	2	2	2	1
CO3	2	2	2	1	1	1	2	2	1	2
CO4	2	2	2	1	1	1	2	2	1	2
CO5	2	2	2	1	1	1	2	2	1	2
CO6	2	1	2	1	1	1	2	2	2	2
Avg	2.00	1.67	2.00	1.00	1.00	1.00	2.00	2.00	1.33	1.67

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme:		Current Academic Year: 2024-2025	
Branch:		Term: III	
1	Course Code	DISCIPLINE SPECIFIC COURSE003	
2	Course Title	Consumer Behaviour	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Compulsory	
5	Course Objective	<ol style="list-style-type: none"> 1. To provide an overview and understanding of the basic premises of Consumer Behaviour. 2. To introduce students to the various theories that model consumer behaviour while illustrating the unique challenges faced by marketers 3. To assist students to integrate into their thinking the important individual and social dimensions that shape up decision making. 4. To develop an approach to handle post purchase consumer behaviour. 	
6	Course Outcomes	<p>On successful completion of this module students will be able to:</p> <p>CO1: The students will be able to define and explain key theories and concepts underlying consumer behaviour.</p> <p>CO2: The students will be able to describe and identify the Consumer Decision Making Process.</p> <p>CO3: The students will be able to illustrate and assess individual factors that shape consumer behavior along with their marketing implications.</p> <p>CO4: The students will be able to recognize and examine group and social influences that guide consumer behavior and their marketing implications</p> <p>CO5: The students will be able to recognize and interpret post-purchase processes as an inherent aspect of modern-day consumer behavior</p> <p>CO6: Remembering the individual and social dimensions that shape up decision making.</p>	
7	Course Description	This course is aimed at imparting students an understanding of consumer behavior, such that they are able to strategize and design for the marketing function in business organizations.	
8	Outline syllabus		CO Mapping
	UNIT 1		
	A	The Development of Marketing Concept, Customer Value Satisfaction and Retention,	
	B	Consumer behavior and its strategic applications; A simplified model of consumer decision making,	
	C	Consumer Research, Models in consumer behaviour	
	UNIT 2		
	A	Consumer Motivation: as a psychological force; goals; types & system of needs, Theories	
	B	Consumer Perception: elements and dynamics; Consumer imagery	

	C	Consumer Learning: elements, learning theories			
	UNIT 3				
	A	Consumer Attitude: formation and change, structural models of attitude			
	B	Reference Group and Family influences, Family decision making			
	C	Social class and consumer Behavior,			
	UNIT 4				
	A	The influence of Culture and subculture on consumer behavior			
	B	Cross culture consumer behavior: An international perspective			
	C	Post-purchase Processes: Dissonance, Dispositions, Evaluation			
	UNIT 5				
	A	Communication and consumer behavior,			
	B	Consumer influence and the Diffusion of Innovation			
	C	Technology driven consumer behavior			
	Mode of examination	Theory/Practical			
	Weightage Distribution	CA	MTE	ETE	
		25	25	50	
	Text book/s*	1. Schiffman, L. G., & Kanuk, L. L., Consumer Behavior, Ninth Edition, Pearson 2. Hawkins, D. I., Mothersbaugh, D. L., & Mookerjee, A., Consumer Behavior – Building Marketing Strategy, Eleventh Edition, McGraw Hill			
	Other References	Solomon, M. R., Consumer Behavior – Buying, Having & Being, Ninth Edition, Prentice Hall India			

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	1	-	-	1	1	2	1	1	1
CO2	1	2	1	-	2	1	2	2	1	2
CO3	1	2	-	2	1	1	2	2	2	2
CO4	1	2	2	2	2	1	2	2	2	2
CO5	1	2	-	1	2	1	2	2	2	2
CO6	1	2	-	-	1	1	2	2	1	2
Avg	1.33	1.83	1.50	1.67	1.50	1.00	2.00	1.83	1.50	1.83

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

Responsible and Sustainable Marketing

School: SSBS		Batch 2023-2025	
Programme: MBA		2023-2024	
Branch: -		Term: IV	
1	Course Code	DISCIPLINE SPECIFIC COURSE084	
2	Course Title	Responsible and Sustainable Marketing	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Description	This course will explore current challenges and opportunities facing firms in the area of environmental sustainability. It will begin with an introduction to sustainability, with a particular focus on how environmental sustainability is relevant to business.	
6	Course Objective	<ul style="list-style-type: none"> • To equip the students with thorough understanding of Topics such as unsustainable consumption/consumer behavior, market research sustainable product design, sustainable value chains. • To make students explores the role of sustainability in companies' risk management efforts, and looks at the ways to hedge climate-change related risks. 	
7	Course Outcomes	<p>CO1: Understand the importance of sustainability for business.</p> <p>CO2: Engender comprehension of the nature of sustainable business and the inherent challenges.</p> <p>CO3: Learn about specific topics consumer behavior, market research, product design, value chains and communications using the sustainability lens in business.</p> <p>CO4: Design solutions and develop enterprise plans for sustainable business initiatives.</p> <p>CO5: Apply the bottom-up approach for sustainable business initiatives in any context.</p> <p>CO6: Remembering market research sustainable product design, sustainable value chains.</p>	
8	Outline syllabus		CO Mapping
	Unit A	Sustainability and Consumption	
	A 1	Introduction to sustainability	Co1
	A 2	Sustainable business practices	Co1
	A 3	Unsustainable consumption and motivations for sustainable consumer behavior	Co1,Co2
	Unit B	Sustainable Product Design and Market Research	
	B 1	Market research in the arena of sustainability	Co1,Co5,CO6

	B 2	How to develop sustainable products	Co1,Co2	
	B 3	The bottom-up approach in terms of immersion, emersion, and design as applied to sustainable business enterprise	Co3,Co5,CO6	
	Unit C	Sustainable Value Chains and Communications		
	C 1	Communication of Sustainable offerings	Co3,	
	C 2	Communication of Sustainable offerings by low involvement Products	Co2,Co3	
	C 3	Communication of Sustainable offerings by High involvement Products	Co3	
	Unit D	Managing Sustainability Risks		
	D 1	Introduction to Issues and Risk Management	Co2	
	D 2	Managing Sustainability Risks	Co1,Co2	
	D 3	Managing risk in Global Context	Co3	
C	Unit E	Creating Shared Value		
	E 1	Introduction to Shared Value Strategy	Co3,Co4,CO6	
	E 2	Nestle's Creating Shared Value Strategy	Co3,Co4,CO6	
	E 3	Sustainability: A Competitive advantage	Co2,Co3	
	Mode of Examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	<ul style="list-style-type: none"> Online resources of IIMBx and HBR case repository 		
	Other References	<ul style="list-style-type: none"> Belz, F. M., &Peattie, K. J. (2009). <i>Sustainability marketing: A global perspective</i>. Wiley. Martin, D. M., & Schouten, J. (2011). <i>Sustainable marketing</i> (p. 264). Pearson Prentice Hall. 		

Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	3	2	2	2	3	3	2	2	3
CO2	2	2	2	3	2	2	2	3	2	3
CO3	2	3	2	2	2	2	3	3	3	3
CO4	2	3	2	2	2	3	2	2	3	3
CO5	2	3	1	3	2	3	1	2	2	3
CO6	2	1	1	2	2	1	1	2	2	3
Avg	2.00	2.50	1.67	2.33	2.00	2.33	2.00	2.33	2.33	3.00

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch 2023-2025	
Programme:MBA		2024-2025	
Branch: -		Term: IV	
1	Course Code	DISCIPLINE SPECIFIC COURSE080	
2	Course Title	Service Marketing	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Description	The course equips the students with specialized skills in Services Mktg and provides an overall Service Quality aspect in various Service Sectors.	
6	Course Objective	1. To equip the students with thorough understanding of Services Marketing core concepts & its role in employability of students. 2. To specialize the students with Services Marketing as their choice with reference to everchanging Demand in Service sector globally.	
7	Course Outcomes	CO1: To primarily understand the key differentiating factors between products and services and how service quality aspects play a unique role in planning service quality and execution at the work place CO2: To articulate the key service strategies which play a significant role in operations, management information systems and human resource systems in effective handling of service design in organizations CO3: To analyze the typical problems faced by services marketing professionals and the demand for unique service Talent across the globe in various segments CO4: To be in a position to formulate the best Service positioning strategies for Service organizations to compete in the changing global environment CO5: To analyze CRM strategies in Service Industry CO6: Remembering everchanging Demand in Service sector globally	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to services	
	A	Service economy – evolution and growth of the service sector – nature and scope	Co1
	B	Characteristics and classification of services	Co1
	C	Service market potential	Co1,Co2
	Unit 2	Fundamentals of services marketing	
	A	Assessing opportunities for services marketing; expanded marketing-mix for services	Co1
	B	Consumer behaviour specific to services; service quality	Co1,Co2
	C	Service market segmentation; targeting and selection of service Markets	Co3
	Unit 3	Customer relationship management in services marketing	

	A	Relationship marketing in service consumption; understanding customer needs and expectations in services	Co3,						
	B	Strategic responses to the intangibility of service performance; The Servicescape: curating the service environment	Co2,Co3						
	C	Service life cycle; new service development	Co3						
	Unit 4	Service delivery							
	A	People in services; service process	Co2						
	B	Distributing services – direct distribution, channel functions, channel selection	Co1,Co2						
	C	Design and layout of service delivery; capacity and demand Management; Effective complaint handling and service recovery	Co3						
C	Unit 5	Services Marketing & Information Technology							
	A	Service-marketing strategies in various Sectors	Co3,Co4,CO5,CO6						
	B	Designing communications-mix for promoting services	Co3,Co4,CO5,CO6						
	C	Role of information technology in services marketing	Co2,Co3						
	Mode of examination	Theory							
	Weightage Distribution	<table border="1"> <tr> <td>CA</td> <td>MTE</td> <td>ETE</td> </tr> <tr> <td>25%</td> <td>25%</td> <td>50%</td> </tr> </table>	CA	MTE	ETE	25%	25%	50%	
CA	MTE	ETE							
25%	25%	50%							
	Text book/s*	1. Services Marketing - Integrating Customer Focus Across the Firm' by Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler and Ajay Pandit (McGraw-Hill)Services Marketing, People,Technology, Strategy, 7 th Edition, by Lovelock Wirtz&Chatterjee(Pearson)							
	Other References	<p>‘Services Marketing – The Indian Context’ by R. Srinivasan (Prentice Hall)‘Services Marketing – Text and Cases’ by Harsh V. Verma (Pearson)<u>Case studies</u>Air Lines & Air India</p> <p>Mc-Donalds Apollo Hospitals ICICI Bank Life Insurance Corporation & Private Insurance Cos</p>							

Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	3	2	2	2	3	3	2	2	3
CO2	2	2	2	3	2	2	2	3	2	3
CO3	2	3	2	2	2	2	3	3	3	3
CO4	2	3	2	2	2	3	2	2	3	3
CO5	2	3	1	3	2	3	1	2	2	3
CO6	2	1	1	2	2	1	1	2	2	3
Avg	2.00	2.50	1.67	2.33	2.00	2.33	2.00	2.33	2.33	3.00

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

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School: SCHOOL OF BUSINESS STUDIES		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: -		Term: IV	
1	Course Code	DISCIPLINE SPECIFIC COURSE086	
2	Course Title	Customer Relationship Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Description	The course aims to develop an understanding for the customer relationship management and analyze customer relationship management-related abilities among the students.	
6	Course Objective	<ol style="list-style-type: none"> 1. To provide an understanding and necessary knowledge, skills, and competencies for handling customers 2. To help in identifying and exploiting opportunities through CRM via database 3. To give necessary knowledge required to deal with the various issues relating to customer relationship 4. Equip the necessary knowledge and skill sets required for managing the established CRM. 	
7	Course Outcomes	<p>The student will be able to:</p> <p>CO1: Describe the knowledge, skills, and competencies relating to CRM. CO2: Discuss the issues of database CRM activities CO3: Apply the knowledge of database marketing in business scenarios. CO4: Analyze the impact of CRM on the business organization. CO5: The students will be able to describe and identify the Consumer Decision Making Process. CO6: Remembering the knowledge and skill sets required for managing the established CRM.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Customer Relationship Management	

A	<ul style="list-style-type: none"> • Why CRM • The Concept & changes concerning market place, data storage technology, marketing function. • Acquiring customers, customer loyalty, and optimizing customer relationships • Benefits of the database customer value management approach 	CO1, CO2
B	<ul style="list-style-type: none"> • CRM Industry and Discipline Specific Course (Evolution of CRM) • CRM and IT Revolution. • Factors driving the CRM industry forward. 	CO2
C	<ul style="list-style-type: none"> • CRM in Marketing: One-to-one Relationship Marketing, Cross Selling & Up Selling, • Customer Retention, Behaviour Prediction, Customer Profitability & Value Modeling • Strategic CRM versus Functional CRM. 	CO1, CO2
Unit 2	Strategic CRM	
A	<ul style="list-style-type: none"> • Components of strategic CRM • CRM implementation 	CO3, CO4, CO5, CO6
B	<ul style="list-style-type: none"> • Developing a CRM strategy 	CO1, CO3
C	<ul style="list-style-type: none"> • Implementing a CRM strategy (elements, ROI, operational projects & Analytical projects) 	CO1, CO2, CO6
Unit 3	Implementation of Database marketing in CRM	
A	<ul style="list-style-type: none"> • Types of databases • Categorizing on database technology • Benefits of marketing databases. 	CO2, CO4
B	<ul style="list-style-type: none"> • What is loyalty? • Loyalty profit chain (link between loyalty and profit) 	CO4
C	<ul style="list-style-type: none"> • Key objectives and effectiveness of the loyalty program. 	CO1, CO4
Unit 4	Data mining in CRM	
A	<ul style="list-style-type: none"> • Understanding the need for data mining • Business value of data mining 	CO4
B	<ul style="list-style-type: none"> • Data mining process 	CO2, CO4
C	<ul style="list-style-type: none"> • Identifying relevant predictive variables and campaign management 	CO4
Unit 5	Application of CRM	

A	<ul style="list-style-type: none"> customer life time and firm profitability. Customer heterogeneity. Choosing CRM tools: Defining functionalities, Homegrown versus outsourced approaches 	CO2, CO5	
B	<ul style="list-style-type: none"> Application of customer value framework to marketing decisions Optimal resource allocation. 	CO2, CO5, CO6	
C	<ul style="list-style-type: none"> Purchase sequence analysis. 	CO6	
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	25%	25%	50%
Text book/s*	<ul style="list-style-type: none"> Customer relationship management (A database approach) V.Kumar, Werner.J.Reinartz, Wiley 		
Other References	Teachers notes		

Course Articulation Matrix

POs/ COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	2	-	-	2	2	3	-
CO2	1	2	2	1	-	-	2	2	3	1
CO3	2	1	1	1	1	-	3	2	2	2
CO4	1	1	2	1	2	-	3	2	2	1
CO5	1	1	2	1	2	-	3	2	2	2
CO6	1	1	2	2	1	-	1	2	1	1
Avg	1.16	1.16	1.67	1.33	1.50	-	2.33	2.00	2.16	1.40

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (Hig)

School: SBS		Batch: 2023-2025	
Programme: MBA Single		Current Academic Year: 2024-2025	
Branch: - Marketing		Term: IV	
1	Course Code	DISCIPLINE SPECIFIC COURSE087	
2	Course Title	Rural Marketing	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Description	Rural markets represent a substantial portion of the Global Marketplace. Despite of huge potential, rural markets have been traditionally ignored by most multinationals from advanced countries, as well as by local large-scale manufacturers of packaged products. The course introduces the student to the various aspects of Indian rural markets as the study of rural marketing has become significant because of the saturation of the urban markets and the increase in the purchasing power of the rural population	
6	Course Objective	<p>1. To provide an understanding of the changing profile of the rural consumer and its consumption pattern.</p> <p>2. To provide conceptual skills in designing product, price, distribution and promotional strategies for different classes of product targeted at rural consumers.</p>	
7	Course Outcomes	<p>CO 1: The student will be able to describe various concepts of Rural Marketing</p> <p>CO 2: The student will be able to identify wants and need of Rural Customers</p> <p>CO 3: The student will be able to evaluate the environmental issues in marketing rural products to urban areas</p> <p>CO4: The student will be able to evaluate the environmental issues in marketing urban products to rural areas</p> <p>CO5 The Student will be able to analyze methodology for conducting the research in rural market.</p> <p>CO6: Remembering strategies for different classes of product targeted at rural consumers.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Rural Marketing	
	A	Basics of rural marketing, Myth & reality, changing dynamics of rural marketing in India.	CO1

	B	The growth story of rural marketing in India	CO1
	C	Issues in rural marketing, Problems & perspectives,	CO1
	C	Marketing issues, social issues & other environmental Issues	CO1
	Unit 2	Rural Environment in India	
	A	Geographical divisions of rural market in India, segmenting Indian rural markets, political, economic, socio cultural, technological and other environmental factors	CO1
	B	Changing rural environment of India	CO2
	C	Growing rural markets, Key industries of growth in rural markets, changing marketing mix for rural market	CO2
	Unit 3	Rural market customers and their characteristics	
	A	Understanding Rural Customers: Characteristics of Rural consumers - Buying decision process	CO2
	B	Segmenting, Targeting and Positioning, Conditions for Effective Market Segmentation, Approaches for Segmenting the Rural Market, Rural Market Segmentation Tools	CO2
	C	The role of socio-cultural factors in defining behaviour of rural customers	CO3
	Unit 4	Rural-Urban-Rural	
	A	Rural Vs Urban Marketing Marketing of rural products to urban markets, Key agricultural products, issues in marketing agricultural products in India, marketing other farm products, challenges in marketing non-farm products	CO3
	B	Marketing of urban products to rural markets, Marketing challenges for organizations to market their products in rural India	CO3
	C	Marketing of agricultural inputs, Defining agricultural inputs, types of agricultural inputs, marketing of agricultural inputs	CO4,CO5,CO6
	Unit 5	Rural Marketing Strategies	
	A	Key strategies in rural marketing	CO4,CO5,CO6
	B	Emerging trends in rural marketing in India, impact of globalization for rural marketing	CO4,CO5,CO6
	C	Cases from industry, ITC e chaupal, HLL shakti etc.	CO4,CO5,CO6

	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	Rural Marketing, Gopaldaswamy (Vikas)			
	Other References	1. Rural Marketing, Rajagopal, (Rawat) 2. Rural Marketing Management by Sukhpal Singh – Vikas Publishing			
		3. Principles of Marketing, Philip Kotlar and Armstrong 4. Rural Marketing (Second Edition) by PradeepKashyap – Pearson. 5. The Rural Marketing Book by PradeepKashyap and S. Raut (Reprint Edition 2010)-Biztantra Publication.			

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	1	1	1	3	3	1	1
CO2	3	3	2	1	2	3	1	3	1	3
CO3	3	3	2	2	3	3	1	3	3	3
CO4	3	3	3	3	3	3	1	3	3	3
CO5	3	3	3	3	3	3	1	3	3	3
CO6	3	3	2	2	2	2	1	3	3	2
Avg	3.00	3.00	2.33	2.00	2.33	2.50	1.33	3.00	2.33	2.50

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme:		Current Academic Year: 2024-2025	
Branch:		Term: IV	
1	Course Code	DISCIPLINE SPECIFIC COURSE077	
2	Course Title	Retail Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Objective	<ol style="list-style-type: none"> To impart to the students an in-depth understanding of Retail Marketing concepts. To make students aware of Retailers strategy to attain competitive advantage by quick organizational response to changing consumer demands and marketing environment. To help the students understand the challenges of modern-day Retail Marketing 	
6	Course Outcomes	<p>On successful completion of this module students will be able to:</p> <p>CO1: The student will be able to identify and understand Retailing concepts in prevailing retail environment.</p> <p>CO2: The student will be able to explain market segment for a given format and also differentiate their positioning strategy.</p> <p>CO3: The student will be able to interpret and contrast Retail Marketing Mix strategies.</p> <p>CO4: The student will be able to evaluate future trends of Retail marketing.</p> <p>CO5 : The student will analyze Customer relationship strategies CO6: Rembering the challenges of modern-day Retail Marketing</p>	
7	Course Description	This course is aimed at enable critical thinking and analysis of retail marketing.	
8	Outline syllabus		CO Mapping
	UNIT 1		
	A	Introduction, Meaning of Retailing, Significance of Retailing	CO1
	B	Retailing Management Decision Process, Product Retailing vs. Service Retailing	CO1
	C	Types of Retailers, Retailing strategy, Trends in Indian Retail Industry	CO1
	UNIT 2		
	A	Retail Marketing Environment Introduction, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues	CO1
	B	Segmentation in Retail, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions , Limitations of Market Segmentation	CO2
	C	Retail Branding, Globalization and Retailing,	CO2
	UNIT 3		
	A	Retail Marketing Mix; Product & service assortment mix	CO3

	B	Communicating with retail customers, Retail Advertisement, Sales promotion and personal selling, Retail selling process	CO3
	C	Retail logistics, Managing customer services in Retailing, Retail security	CO3
	UNIT 4		
	A	Managing Retail: Store Location and Layout	CO3
	B	Merchandise Management, Category Management	CO3
	C	Retail Pricing & Merchandise Performance, Private Branding in Retail	CO3
	UNIT 5		
	A	Retail Marketing Strategy: Different Retail Format, Strategy at different levels of Business	CO4,CO5,C O6
	B	Building a Sustainable Competitive Advantage, Electronic commerce and Retailing, E-Retailing, Online & Offline Retailing	CO4,CO5,C O6
	C	Store experience to delight customers, Airport retailing.	CO4,CO5,C O6
	Mode of examination	Theory/Practical	
	Weightage Distribution	CA 25	MTE 25
			ETE 50
	Text book/s*	<ul style="list-style-type: none"> • Berman , Barry and Joel Evans Retail Management 	
	Other References	<ul style="list-style-type: none"> ▪ Cooper, J. Strategy planning in Logistics andTransportation ▪ Cox, Roger and Paul Brittain Retail Management ▪ Levy &Weitz Retailing Management ▪ Gibson and Vedmani: Retail Management 	

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2	PSO3	PSO4
CO1	2	1	-	-	1	1	2	2	1	1
CO2	2	2	2	-	1	1	2	2	2	1
CO3	2	2	2	-	1	1	2	2	1	2
CO4	2	2	2	1	-	-	2	2	1	2
CO5	2	2	2	1	-	-	2	2	1	2
CO6	2	2	2	1	1	1	2	2	2	2
Avg	2.00	1.83	2.00	1.00	1.00	1.00	2.00	2.00	1.33	1.67

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: -		Term: IV	
1	Course Code	DISCIPLINE SPECIFIC COURSE083	
2	Course Title	International Marketing	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Description	<p>To give an overview of the scenario on international marketing which offer unlimited opportunities to the organization.</p> <p>2. To equip students with the understanding of environments with capability to develop products and other marketing mix elements to develop effective international market plan.</p>	
6	Course Objective	<ol style="list-style-type: none"> 1. To make students explain the concept of International Marketing. 2. To make students analyze the various environmental variables affecting International Marketing 3. To make students explain various product and price strategies followed in International Marketing 4. To make students explain various distribution and promotion strategies followed in International Marketing 5. To make students assess the Foreign Trade Policy and Documentation structure facilitating international marketing 	
7	Course Outcomes	<p>After the completion of the course the students will be able to:</p> <p>CO1: To make the students understand the basics of international marketing and its role in competitive Globalized markets</p> <p>CO2: To equip the students with core concepts and knowledge related to International Marketing ever changing disruptive product innovations.</p> <p>CO3: To inculcate the students with state-of-the-art Knowledge expertise and skill development to handle product innovations in International markets</p> <p>CO4: To nurture the students with strategic knowledge base of upcoming International trade facilitation trends and procedures</p> <p>CO5: To mold the students as professionals in foreign trade documentation with sound analytical domain knowledge</p> <p>CO6: Remembering marketing mix elements to develop effective international market plan</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to International Marketing	

A	<ul style="list-style-type: none"> Nature and scope, basis of international trade 	CO1
B	<ul style="list-style-type: none"> Difference between domestic, international, multinational, global and transnational marketing 	CO1
C	<ul style="list-style-type: none"> EPRG framework 	CO1
Unit 2	International Business Environment	
A	<ul style="list-style-type: none"> Scanning of International Environment: Social, cultural, political and legal environments 	CO2
B	<ul style="list-style-type: none"> Market analysis and foreign market entry strategies, trade barriers, regional and international agreements 	CO2
C	<ul style="list-style-type: none"> International marketing research and information System 	CO2
Unit 3	International Marketing- Product & Price	
A	<ul style="list-style-type: none"> Product strategies: International product planning, product design strategies – standardization v/s customization (adaptation), adoption and diffusion of new products 	CO3
B	<ul style="list-style-type: none"> branding strategies, international product life cycle Global product policy, Global branding and different positioning of the same brand in different countries 	CO3
C	<ul style="list-style-type: none"> Pricing Strategies: Methods of pricing, factors affecting international pricing, transfer pricing, dumping, price escalation, balance of trade, balance of payments 	CO3
Unit 4	International Marketing- Distribution & Promotion	
A	<ul style="list-style-type: none"> Distribution Strategies: Direct and indirect channels of distribution, factors affecting channel decisions, international channel members – their role and Functions 	CO4
B	<ul style="list-style-type: none"> Promotion Strategies: Promoting product/ service in international market, advertising decisions – standardization v/s localization, media decisions 	CO4
C	<ul style="list-style-type: none"> IMC in International Marketing 	CO4
Unit 5	Exim Policy & Documentation	
A	<ul style="list-style-type: none"> Overview of EXIM Policy 	CO5,CO6
B	<ul style="list-style-type: none"> Basic understanding of export & import documentation and procedures 	CO5,CO6
C	<ul style="list-style-type: none"> Issues in international Marketing India's International Policy and Impact on Economy: Government measures and export incentives, ECGC services, Role of Indian banks & F.I's, Balance of trade/payments, Current stand on WTO, Services export from India 	CO5,CO6

	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	International Marketing, P.K. Vasudeva, (Excel)			

	Other References	1. Jain Subhash C., 'International Marketing', South – Western Thomson Learning 2. Cateura Philip R and Graham John L, International Marketing, TMH	

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	-	-	1	1	2	1	1	1
CO2	1	2	1	-	2	1	2	2	1	2
CO3	1	2	-	2	1	1	2	2	2	2
CO4	1	2	2	2	2	1	2	2	2	2
CO5	1	2	-	1	2	1	2	2	2	2
CO6	1	1	1	1	2	1	2	2	2	2
Avg	1.16	1.67	1.00	1.50	1.67	1.00	2.00	1.832	1.67	1.83

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

**List of Discipline Specific Courses (DISCIPLINE
SPECIFIC COURSEs) of HR**

Sr No.	Term	Course
1	III	Introduction to Cross Cultural Management
2	III	Emotional Intelligence for Employee Wellness
3	III	Organizational Change & Development
4	III	Leadership and Team Effectiveness
5	III	Talent Acquisition & Retention
6	III	Employees Training & Development
7	IV	Organizational Design & Structure
8	IV	Industrial Relation & Labor Legislations
9	IV	Diversity, Inclusion & Employee Engagement
10	IV	Human Resource Analytics
11	IV	International Human Resource Management
12	IV	Performance & Compensation Management

Introduction to Cross Cultural Management

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch:		Term: III	
1	Course Code	DSC125	
2	Course Title	Introduction to Cross Cultural Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Course	
5	Course Objective	<ol style="list-style-type: none"> 1. To introduce the key concepts of culture. 2. To introduce how to develop and sustain culture. 3. To understand differences in national culture. 4. To understand the team management, leadership, conflict management and communication in multicultural context. 	
6	Course Outcomes	<p>After successful completion of this course student will be able to:</p> <p>CO1: The student will be able to define different facets and levels of culture.</p> <p>CO2: The student will be able to define how to develop and sustain culture.</p> <p>CO3: The student will be able to explain the different national cultures</p> <p>CO4: The student will be able to illustrate the dynamics of teams, leadership and conflict management in a multicultural context.</p> <p>CO5: The student will be able to analyze the relationship between culture and communication including.</p> <p>CO6: Remembering the team management, leadership, conflict management and communication in multicultural context</p>	
7	Course Description	<p>This Course provides an understanding of culture and its importance for organizational and individual success. The course describes the various facets and levels of culture</p> <p>This course also explains the various cultural models and concept of Industry/corporate and Professional culture.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Culture- Introduction	
	A	Culture- meaning, characteristics and Importance	CO1
	B	Determinants of culture: Facets of culture, levels of culture	CO1
	C	Types of Culture- Strong vs. weak, mechanistic vs organic culture, authoritarian vs. participative culture, dominant vs. sub culture	CO1
	Unit 2	Creating, sustaining and changing culture	
	A	Creation of culture, culture artifacts	CO1,CO2
	B	Sustaining Culture, effects of culture	CO1,CO2
	C	Changing Culture, culture as a liability	CO1,CO2
	Unit 3	Comparing National Culture	

B	Culture differences across countries- Japan, India, America, U.K., China	CO3	
C	Business Culture differences between east and west	CO3	
Unit 4	Cultural diversity in organizations		
A	Dynamics of cross-cultural leadership	CO4	
B	Managing and motivating multicultural teams	CO4	
C	Conflict management in cross cultural context	CO4	
Unit 5	Cross Culture communication		
A	Business communication across cultures	CO5,CO6	
B	Barriers to intercultural communication	CO5,CO6	
C	Improving cross cultural communication	CO5,CO6	
Mode of examination	/Jury/Practical/Viva		
Weightage Distribution	CA	MTE	VIVA
	25%	25%	50%
Text book/s*	Browaays, M.J. 7 Prince, R., Understanding Cross Cultural Management by II edition, Pearson Publication, New Delhi		
Other References	Luthans, F.& Doh, P.J. (2006), International management: Culture, Strategy and Behaviour, 8 Edition, Tata Mc -Graw Hill		
A	National Stereotypes, Hofstede Model	CO3	

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1	1	2	2	1	1	1	2	1	1
CO2	1	1	1	1	1	2	1	1	1	1
CO3	2	1	2	2	1	1	2	1	1	1
CO4	2	1	2	1	1	1	1	1	1	1
CO5	1	1	1	1	1	1	1	1	1	2
CO6	2	1	2	1	1	2	2	2	1	2
Avg	1.50	1.00	1.67	1.33	1.00	1.33	1.33	1.33	1.00	1.33

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: HR		Term: III	
1	Course Code	DSC146	
2	Course Title	Emotional Intelligence and Managerial Effectiveness	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Objective	<ol style="list-style-type: none"> 1. To identify and manage human emotions 2. To understand different aspects of Emotional Intelligence (EI) and its implications on Managerial Effectiveness 3. To understand and use different Emotional Intelligence models 4. To learn best practices in feeling, thinking, and behaving in an emotionally intelligent manner. 	
6	Course Outcomes	<p>The students will be able to -</p> <p>CO1: Illustrate the role of emotional physiology and intelligence in the modern organizations</p> <p>CO2: Apply the understanding of key emotional intelligence components to employee success</p> <p>CO3: Analyze critically EI models and strategies for professional success and manage human emotions at workplace</p> <p>CO4: Evaluate the tools and strategies of Emotional intelligence to improve managerial effectiveness</p> <p>CO5: Examine the role played by Employee wellness and mental health on Emotional Intelligence competencies</p> <p>CO6: Remembering best practices in feeling, thinking, and behaving in an emotionally intelligent manner</p>	
7	Course Description	<p>The course aims to develop an understanding of different human emotions and how to manage these for success in personal and professional life. The course, further aims to examine the impact of emotional intelligence on managerial effectiveness and human relations.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Emotional Intelligence: Introduction	
	A	Emotions: Concept & Physiology ; implications on job satisfaction and Performance	CO1
	B	Emotional intelligence: Evolution & concept	CO1
	C	Role and benefits of emotional intelligence at the workplace	CO1
	Unit 2	Emotional intelligence: Key Components	

A	Understanding key elements of EI			CO2
B	Self -Awareness: Components and Strategies			CO2
C	Self- Regulation: Components and strategies			CO2
Unit 3	Emotional Intelligence: Models & Assessment			
A	Models- Ability based ((Mayer & Salovey), Trait based (K.V. Petrides), Mixed (Daniel Goleman)			CO3
B	Initial Self- Assessment of EI through Questionnaire			CO3
C	DISC Test			CO3
Unit 4	Emotional Intelligence Skills and Managerial Effectiveness			
A	Empathy and Persuasion: Significance and strategies/tactics			CO4/CO6
B	Mindfulness: Basics of Mindfulness, Strategies to develop mindfulness			CO4/CO6
	EI & Effective Communication: SCARF Model			CO4/CO6
Unit 5	Employee Wellness and Emotional Intelligence			
A	Employee Wellness: Concept and Significance			CO5
B	Employee Wellness and Mental Health: Stress Management at workplace			CO5
C	EI & Effective Leadership: Competencies, Situational Leadership and creation of effective teams, Conflict Management			CO5/CO6
Mode of examination	Theory			
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*	Working with Emotional Intelligence: Bloomsbury Publication-Daniel Goleman (1998)			
Other References	The Language of Emotional Intelligence: The Five Essential Tools for Building Powerful and Effective Relationships: Jeanne Segal (2008) The Brain and Emotional Intelligence: New Insights : Daniel Goleman HBR's 10 Must Reads on Emotional Intelligence (2015)			

Course Articulation Matrix

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2	2	2	3	2	2	1
CO2	2	2	1	...	1	...	2	2	2	2
CO3	2	2	2	2	2	3	2	2	1	2
CO4	2	2	2	2	1	1	2	2	1	3
CO5	2	2	2	2	2	2	2	2	...	2
CO6	2	2	2	2	2	2	2	2	2	2
Avg	2.00	1.80	1.80	2.00	1.60	2.00	2.20	2.00	1.50	2.00

1-Slight (Low)

2- Moderate (Medium)

3-3-Substantial (High)

School: SSBS		Batch: 2023-2025
Programme: MBA(HR)		Current Academic Year: 2024-2025
Branch:		Term: III
1	Course Code	DISCIPLINE SPECIFIC COURSE025
2	Course Title	Organizational Change and Development
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
Course Status		Elective
5	Course Objective	<ol style="list-style-type: none"> 1. To understand the functioning of business organisations, basic concepts of organisational structure and design. 2. To explain the various concepts related to organizational change and development. 3. To understand the organisational change process and examine individual, group as well as organisational reactions to change. 4. To provide different perspectives on Organizational Development at the individual, group, and organizational levels of analysis. 5. To identify organizational situations that would benefit from Organisational Development interventions.
6	Course Outcomes	<p>The student will be able to:</p> <p>CO1: Describe the functioning of organizations, basic concept of Organizational design, structure and system.</p> <p>CO2: Explain the concept of organizational change, different approaches of its management, how organizations behave and react to change, why change efforts can fail, overcoming organizational resistance, making change successful, the strategic role of change in the organization and the impact of change (or failure to change) on Organizational performance.</p> <p>CO3: Apply the competencies which are required for effective change Management at organization, group and individual levels.</p> <p>CO4: Analyze change management process in an organization.</p> <p>CO5: Develop effective organizational development intervention strategies and functions for an organization in transition.</p> <p>CO6: Remembering benefit from Organizational Development interventions.</p>
7	Course Description	This course aims to provide a deep understanding about the key concepts of organizational changes, issues in managing organizational changes, the need for change, why organizations fail to change, why individuals resist for change and how change helps organizations become more competitive and profitable.

		In this course, students will also be exposed to the concept and significance of organizational development and its intervention.	
8	Outline syllabus		CO Mapping
	Unit 1	Understanding Organizational System, Structure and Design	
	A	Definition – Organization, Organizing, Organizational Structure;	CO1
	B	Types of Organizational Structure-Hierarchical, Matrix, Bureaucratic model of Max weber, Adhocracy	CO1
	C	Organizational Design-Concept, importance and principles	CO1
	Unit 2	Introduction to Organizational Change	
	A	Concept and Nature and need for Organizational Change; Barriers to Change	CO2
	B	Types of Change: Continuous or Incremental Change, Discontinuous or Radial Change, Participative and Directive Change, Planned Change, Transitional and Transformational Change	CO2
	C	Levels of Change: Fine Tuning, Incremental adjustment, Process Re-engineering, modular transformation, corporate transformation	CO2
	Unit 3	Managing Organisational Change	
	A	Organisational Change Process, Requirement for change management, Change Management Iceberg	CO3, CO4
	B	Organizational Change- models; Kotter's Change Management Model, Lewin's Change Management Model, Kübler-Ross Five Stage Change Management Model, ADKAR Change Management Model. McKinsey 7-S Change Management Model.	CO2/CO3/CO4
	C	Resistance to Change, Forms of Resistance, Reactions to Change, Techniques to Overcome Resistance, Change Agents- Meaning and role, Types of Change Agents, Change Agent Styles	CO3/CO4
	Unit 4	Organizational Development (OD)	
	A	Meaning and Concept of OD, Characteristics of OD; Need and Significance of OD in organizations; Goals of OD	CO5,CO6
	B	Assumptions of OD, Process of OD, Model of OD- Action Research, Business Process Re-engineering & Leavitt's Model	CO5,CO6
	C	OD and Leadership Development; TQM and OD	CO5,CO6
	Unit 5	Organizational Development (OD) Interventions	
	A	Definition and concept of OD Interventions, Factors Affecting Success of Interventions	CO5,CO6
	B	Types and Process of OD Interventions, Evaluating OD Interventions, OD Intervention Strategies	CO5,CO6
	C	Human process interventions – coaching, training and	CO5,CO6

		development, third party intervention, and team building. Techno structural interventions – downsizing, reengineering, employee involvement, work design.			
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	<ol style="list-style-type: none"> 1. Organizational Change and Development, Dipak Kumar Bhattacharyya, Oxford University Press. 2. Kavitha Singh Organizational change and Development, Excel Books New Delhi, 2010. 			
	Other References	<ol style="list-style-type: none"> 1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi. 2. Hurst, David K., Crisis and Renewal: Meeting the Challenge of Organisational Change, Harvard University Press, Mass. 3. Robert A Paton, James Mc Calman, 'Change Management; A guide to effective implementation', Response books, 2005. 			

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	1	1	2	1	1	1
CO2	3	1	2	1	1	1	2	2	1	1
CO3	1	2	1	1	2	2	2	2	1	2
CO4	2	3	2	2	2	1	2	2	1	1
CO5	2	3	1	1	2	2	2	2	1	1
CO 6	2	2	1	1	2	2	2	2	1	2
AVERAGE	2.00	2.00	1.33	1.16	1.67	1.50	2.00	1.83	1.00	1.33

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: -		Term: III	
1	Course Code	DSC140	
2	Course Title	Leadership and Team Effectiveness	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Compulsory	
5	Course Objective	<p>To provide a framework for the students to understand the importance of Leadership and team effectiveness in organizations.</p> <p>To develop an understanding of the interpersonal processes and group dynamics.</p> <p>To provide a theoretical understanding of leadership practices in organizations.</p> <p>To provide an understanding of factors influencing teamwork and team leadership.</p> <p>To evaluate the role of leadership in the development of an institution.</p>	
6	Course Outcomes	<p>On completion of the course, the students will be able to:</p> <p>CO1: Define and memorize basics of leadership and theories of leadership.</p> <p>CO2: Explain & recognize importance of intelligence and character on leadership.</p> <p>CO3: Interpret the effect of culture on leadership.</p> <p>CO4: Examine the role of leaders on team effectiveness.</p> <p>CO5: Critically evaluate leadership Vs gender and Leadership Vs followers</p> <p>CO6: Investigate the role of communication on leadership and design high performing teams.</p>	
7	Course Description		
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Leadership and Theories of Leadership	
	A	<ul style="list-style-type: none"> ● Introduction to Leadership and Team Management ● Leadership myths & Facts ● Interactional Framework for Analyzing Leadership ● Leadership Development: The First 90 days as a leader ● Leader Development- The Action- Observation- Reflection Model 	CO1
	B	<ul style="list-style-type: none"> ● Leader – Member Exchange (LMX) Theory ● Normative Decision Model ● Situational Leadership Model ● Contingency Model and Path- Goal Theory 	CO1
	C	<ul style="list-style-type: none"> ● Charismatic and Transformational Leadership ● Leadership for Tomorrow 	CO1

		<ul style="list-style-type: none"> ● Leadership Attributes ● Personality Traits & Leadership ● Personality Types & Leadership 	
	Unit 2	Leadership: Intelligence and Character	
	A	<ul style="list-style-type: none"> ● Intelligence & Leadership ● Emotional Intelligence & Leadership ● Power & Leadership ● The Art of Influence in Leadership ● Leadership and “Doing the Right Things” 	CO2
	B	<ul style="list-style-type: none"> ● Character Based Approach to Leadership ● Role of Ethics and Values in Organizational Leadership ● Leadership Behavior ● Leadership Pipeline 	CO2
	C	<ul style="list-style-type: none"> ● Assessing Leadership Behavior : Multi-rater feedback instruments ● The Dark side of Leadership- Destructive Leadership ● Managerial Incompetence and Derailment 	CO2
	Unit 3	Leadership: Negotiation, Culture & Global Perspective	
	A	<ul style="list-style-type: none"> ● Negotiation in Leadership ● Leadership in Crisis Situation ● The Situation and the Environment 	CO3
	B	<ul style="list-style-type: none"> ● Culture & Leadership ● Global Leadership 	CO3
	C	<ul style="list-style-type: none"> ● Motivation & Leadership ● Characteristics of Leaders Followers and Situation 	CO3
	Unit 4	Groups & Teams	
	A	<ul style="list-style-type: none"> ● Group Dynamics ● Team Formation ● Delegation and Empowerment ● Leading Teams: Enhancing Teamwork within a Group ● The Leader’s Role in Team- Based Organizations 	CO4
	B	<ul style="list-style-type: none"> ● Leader Actions that Foster Team Effectiveness ● Offsite Training & Team Development ● Understanding Team Process and Team Coaching ● Team Decision Making and Conflict Management ● Virtual Teams 	CO4
	C	<ul style="list-style-type: none"> ● Managing Multi Cultural Teams ● Building Great Teams ● Experiential Learning ● Action Learning ● Development Planning: GAPS Analysis 	CO4
	Unit 5	Leadership: Women; Communication and Effectiveness	
	A	<ul style="list-style-type: none"> ● Coaching and Mentoring ● Women in Leadership Roles ● Building Effective Relationship with Subordinates and 	CO5

		Peers	
	B	<ul style="list-style-type: none"> Fostering Followers Satisfaction The Art of Communication Setting Goals and Providing Constructive Feedback Enhancing Creativity Problem Solving Skill 	CO6
	C	<ul style="list-style-type: none"> Building High-Performance Teams: The Rocket Model Building Credibility and Trust Skills for Developing Others 	CO6
	Mode of examination	Theory	
	Weightage Distribution	CA	MTE
		30%	20%
	Text book/s*	<p>Leadership: Enhancing the lessons of experience by Hughes, R.L., Ginnett, R.C., & Curphy, G.J. (2019), 9th Edition, McGraw Hill Education, Chennai, India.</p> <p>Introduction to Leadership: Concepts and Practice by Peter G. Northouse, Paperback, ISBN13: 978-1452259666, 3rd Edition</p> <p>Leadership: Theory, Application and Skill Development by Robert N. Lussier, Paperback, ISBN13: 978-1285866352, 6th Edition</p> <p>Leadership: Theory, Application and Skill Development by Robert N. Lussier, Paperback, ISBN13: 978-1111827076, 5th Edition</p>	
	Other References		

Course Articulation Matrix

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	2	2	2	2	1	2	-
CO2	2	2	1	1	2	2	1	1	1	1
CO3	2	2	2	1	2	3	1	-	2	1
CO4	1	2	1	1	3	3	-	2	1	2
CO5	2	1	3	2	2	3	1	1	1	1
CO6	3	2	2	2	3	2	1	1	1	1
Avg.	2.16	1.83	1.83	1.5	2.33	2.5	1	1	1.33	1

- 1-Slight (Low)
 2-Moderate (Medium)
 3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: -		Term: III	
1	Course Code	DISCIPLINE SPECIFIC COURSE027	
2	Course Title	Talent acquisition & retention	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Description	The course aims to develop an understanding of talent and how to manage talent through proper acquisition and retention. The course, further aims to Examine the importance of managing the talent globally.	
6	Course Objective	<ol style="list-style-type: none"> 1. To develop an appreciation of the talent environment and the criticality of Recruitment and selection process. 2. To draw inspiration from the best practices in the industry to be able to design and implement talent acquisition & retention strategies for critical mass 3. To develop a strategic view of the levers every company & every leader should pull to attract, develop, assess and retain highly talented managers 	
7	Course Outcomes	CO1: Understand the concept and importance of talent. CO2: Apply a detailed Manpower Planning Strategy. CO3: Develop and implement talent retention strategy. CO4: Evaluate the complete cycle of managing talent and design a robust talent pipeline for the team and organization. CO5: Understand and apply the latest tools and techniques in hiring and retaining talent CO6: Rembering implementing of talent acquisition & retention strategies	
8	Outline syllabus		CO Mapping
	Unit 1	Human Resources Planning and Job analysis	
	A	HRP defined, Issues and challenges	CO1
	B	HRP Process, Demand Forecasting- Benchmarking, Supply forecasting- Markov analysis, skill inventories, replacement charts, staffing tables, wastage analysis, succession planning	CO1
	C	Job analysis- steps in job analysis, methods, job description and job specification, application of job analysis	CO1
	Unit 2	Talent acquisition	
	A	Internal and external environment effecting recruitment	CO2
	B	Internal and External methods of recruitment	CO2

	C	Recruitment through various sources - social media (LinkedIn, whatsapp), Portals (naukri.com, Monster.com), Recruiting for diversity. New career opportunities Recruiting in good and bad times	CO2, CO5, CO6						
	Unit 3	Selection							
	A	Process of selection, different types of interviews- Behavioral, Situational, technical, tests, reliability & validity of tests, Assessment center,	CO2						
	B	Evaluating the recruitment/selection process: Budget. Time, Selection and acceptance rates. Induction & socialization, Exit & stay interview.	CO2						
	C	Legal issues: Apprenticeship Act, Compulsory notification of employment Act.	CO2						
	Unit 4	Retention							
	A	Concept of retention, Retention model- Discussion model, employee turnover, employee loyalty, Retirement and Redundancy	CO3, CO5, CO6						
	B	Employee Engagement Strategy	CO3						
	C	Career progression, career development in generating employee engagement	CO4						
	Unit 5	Contemporary issues							
	A	Job sculpting, employer branding, changing workforce- options ahead	CO4						
	B	Global talent acquisition	CO4						
	C	Global talent management	CO4						
	Mode of examination	Theory							
	Weightage Distribution	<table border="1"> <tr> <td>CA</td> <td>MTE</td> <td>ETE</td> </tr> <tr> <td>25%</td> <td>25%</td> <td>50%</td> </tr> </table>	CA	MTE	ETE	25%	25%	50%	
CA	MTE	ETE							
25%	25%	50%							
	Text book/s*	1. Human Resource Selection, published: 2009 Author Gate wood , Field(Cengage)							
	Other References	1 Employee Selection: Lilly Berry (Cengage) 2. Human Resource management: Sharon Pande (Pearson) 3. Human Resource Management: Biswajit Pattanayak (PHI)							

Course Articulation Matrix

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	3	2	1	2	1	1	2	1	2
CO2	2	2	2	1	1	2	2	2	2	2
CO3	2	2	2	1	1	2	3	2	2	2
CO4	2	3	3	1	2	3	1	1	3	3
CO5	2	3	3	1	2	3	1	1	3	3
CO6	2	2	2	1	2	2	2	2	2	2
Avg	2.00	2.50	2.33	1.00	1.67	2.17	1.67	1.67	2.17	2.33

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: - HR		Term: III
1	Course Code	DISCIPLINE SPECIFIC COURSE028
2	Course Title	Employee Training and Development
3	Credits	03
4	Contact Hours (L-T-P)	(3-0-0)
	Course Status	Discipline Specific Course
5	Course Description	<p>This course aims to develop comprehensive knowledge of the basic fundamentals of training and development. The system of training is described through the framework of ADDIE model.</p> <p>The course aims to offer basic skills of gap identification, content designing, training delivery & training evaluation etc, which are crucial for the success of a learning & development professional.</p> <p>This course guides the students to conduct training needs analysis, create a suitable design, develop the appropriate material, successfully implement training and finally evaluate the effectiveness of training and management development programmes.</p>
6	Course Objective	<ol style="list-style-type: none"> 1. To provide the students with fundamental knowledge about the training & development process used across the globe. 2. Guide them to comprehend, analyze and apply the effective T & D practices. Provide them practice & feedback opportunity through the use of hands-on approach aiming towards experiential learning. 3. Develop the ability to discern between the various methods/practices available & choose the appropriate strategic aspect required for each step of T & D. 4. Inculcate & hone the training skills lurking beneath each student.

7	Course Outcomes	<p>The students will be able to:</p> <p>CO1: Describe the concept, need, objectives, importance, process, opportunities, challenges, associated strategies and trends of Training and Management Development Program.</p> <p>CO2: Analyze the training and non-training needs in the organizational setting.</p> <p>CO3: Design & Develop training program.</p> <p>CO4: Choose suitable training method(s) for the implementation of the training program.</p> <p>CO5: Evaluate the outcomes of the training program for maximizing the effectiveness of the program.</p> <p>CO6: Evaluating appropriate strategic aspect required for each step of T&D.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Employee Training	
	A	<ul style="list-style-type: none"> ● Meaning and Concept of Training ● Need, Objectives and Importance of Training ● Benefits of Training to Employees & Employers 	CO1
	B	<ul style="list-style-type: none"> ● Align training with Strategy ● Developing an HRD Strategy ● Opportunities and Challenges for Training ● Roles and Responsibilities of Trainers and Trainees ● Trends in Training 	CO1
	C	<ul style="list-style-type: none"> ● Training Process Model (ADDIE) ● Difference between Training, Development & Education ● KSAs ● Understanding Learning, Motivation and Performance 	CO1
	Unit 2	Training Need Analysis, Design & Develop	
	A	<ul style="list-style-type: none"> ● Understanding Training & Non-Training Needs ● TNA Model - A systematic view to TNA ● Why & When to Conduct TNA 	CO2
	B	<ul style="list-style-type: none"> ● Training Design ● Key consideration in designing a training program ● Organizational Constraints in Designing a Training Program ● Facilitation of Learning: Focus on Trainees and Training Design 	CO3

	C	<ul style="list-style-type: none"> Development of Training – Instructional strategy, materials and equipment 			CO3
	Unit 3	Training Methods			
	A	<ul style="list-style-type: none"> On-the-Job Training Methods Off-the-Job Training Methods 			CO4
	B	<ul style="list-style-type: none"> Traditional Training Methods: Lectures and Demonstrations, Games and Simulations, Business Games, In-Basket Technique, Case Studies, Role Play, Behavior Modeling. 			CO4
	C	<ul style="list-style-type: none"> Technology-Based Training Methods – E-learning, MOOC, Virtual Reality, LMS, Webcasts, Podcasts, Social-Media, Video Conferencing, Satellite TV, CD-ROM, DVD. 			CO4
	Unit 4	Training Implementation & Evaluation			
	A	<ul style="list-style-type: none"> Implementation of Training Dry Run and Pilot Program Transfer of Training 			CO5,CO 6
	B	<ul style="list-style-type: none"> Evaluation of Training Resistance to Training Evaluation 			CO5,CO 6
	C	<ul style="list-style-type: none"> Types of evaluation Data Collected - Process Data and Outcome data Kirkpatrick Four Level Approach for Evaluation 			CO5,CO 6
	Unit 5	Management Development Program			
	A	<ul style="list-style-type: none"> Understanding Management Development Programs and its Purpose 			CO1
	B	<ul style="list-style-type: none"> Types of Management Development Programs 			CO1
	C	<ul style="list-style-type: none"> Strategies for Development of Executives and Future Executives 			CO1
	Mode of Examination	Theory			
	Weightage Distribution	MTE	CA	ETE	
		25%	25%	50%	
	Text book/s * Other	Blanchard P. Nick and James W. Thacker (2009) Effective Training- Systems, Strategies and Practices. Pearson Education			

	References	<ul style="list-style-type: none"> ● Rao, P. L. (2008). Enriching Human Capital Through Training & Development. Excel Books ● Sahu, R. K. (2005). Training for Development. Excel Books. 	
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Course Articulation Matrix

POs COs	PO 1	P O2	P O 3	PO 4	P O5	PO 6	PSO 1	PSO 2	PS O3	PS O4
CO1	2	1	1	1	1	2	3	2	3	3
CO2	3	3	2	2	1	2	2	3	2	3
CO3	2	3	2	3	2	2	2	2	3	3
CO4	2	3	2	3	2	2	2	3	2	2
CO5	3	3	3	3	3	3	2	3	1	1
CO6	2	2	2	2	2	2	2	2	2	2
AVERAGE	2.33	2.50	2.00	2.33	1.83	2.17	2.17	2.50	2.17	2.33

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

Organizational Design and Structure

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: HR		Term: IV	
1	Course Code	DISCIPLINE SPECIFIC COURSE029	
2	Course Title	Organizational Design and Structure	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Objective	<ol style="list-style-type: none"> 1. To identify and manage various organizational structures and 2. To learn about the various theories of organization and its relevance to business 3. To understand and use of different organizational structures for business. 4. To learn the process of organizational design and its relevance to business needs. 	
6	Course Outcomes	<p>The students will be able to -</p> <p>CO1: identify and define key components of organizational design and structure.</p> <p>CO2: Interpret the organizational designs and its application</p> <p>CO3: Apply relevant organizational structure and best practices for business success.</p> <p>CO4: Analyse critically various organizational structures and designs.</p> <p>CO5: assess contemporary issues in organization.</p> <p>CO6: Understand organizational evolutions</p>	
7	Course Description	<p>The course aims to develop an understanding of different human emotions and how to manage these for success in personal and professional life. The course, further aims to examine the impact of emotional intelligence on managerial effectiveness and human relations.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Organizational Design and Structure: Introduction	
	A	Organization and Concepts	CO1
	B	Organization Theories, - Scientific management, Hawthorne Studies, Warren Bennis- Bureaucracy	CO1/CO2
	C	Environmental Perspective- Katz and Kahn	CO1/CO2
	Unit 2	Organizational Structure	
	A	Determinants of Organization Structure	CO3/CO1
	B	Organization Size- its relationship with Structure	CO4

	C	Organization Strategy – relationship with Structure	CO4
	Unit 3	Organizational Design	
	A	Organization Design- Choosing the right form	CO2/CO4
	B	Hierarchical- Bureaucratic	CO2/CO4
	C	Adhocracy- Matrix, Flatter , Networked	CO2/CO4
	Unit 4	Contemporary issues in organizational theory	
	A	Managing organization change	CO5
	B	Managing Organization culture	CO5
	C	Managing organization conflict	CO5
	Unit 5	Managing Organizational Evolution	
	A	How organizations grow	CO6
	B	Organizational decline-accepting the new reality	CO6
	C	Explaining cutbacks in middle management	CO6
	Mode of examination	Theory	
	Weightage Distribution	CA 25%	MTE 25%
			ETE 50%
	Text book/s*	Organization Theory- Structure, Design and Applications by Stephen .P. Robbins, Mary Mathew, Prentice Hall of India 1990	
	Other References	<ol style="list-style-type: none"> 1. Organization Theory: Design and change, 5th . by Gareth Jones, Mary Mathew, Pearson Education 2007 2. Organization Theory and Design by Richard Daft, 6edn, south western College publishing, 1998 	

Course Articulation Matrix

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	2	2	1	1	-	1
CO2	3	3	2	2	2	2	2	1	-	1
CO3	3	3	2	2	2	2	2	1	-	2
CO4	2	3	1	1	2	2	3	2	-	2
CO5	2	3	1	1	2	3	2	2	-	2
CO6	2	2	1	1	2	2	2	2	-	2
Avg	2.40	2.60	1.40	1.40	2.00	2.20	2.00	1.40	-	1.60

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: HR		Term: IV	
1	Course Code	DISCIPLINE SPECIFIC COURSE117	
2	Course Title	Industrial Relations & Labour Legislation	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Objective	<p>The objective of the course is</p> <ul style="list-style-type: none"> • To Expose students to labor legislations in India • To identify the current labor legislations and its applicability to industries • To learn about Various compliances under the provisions of the different Acts • To understand the implications of noncompliance of relevant provisions as applicable to each industry. 	
6	Course Outcomes	<p>the students will be able to:</p> <p>CO1: Identify the different labor legislations applicable to relevant segment of industry.</p> <p>CO2: Interpret the important provisions of various labor legislations.</p> <p>CO3: Apply the relevant provisions of the act for specific industry.</p> <p>CO4: Analyze critically various provisions of the labour legislations.</p> <p>CO5: Assess the importance of each provision of the acts for its application</p> <p>CO6: Remembering current labour legislations and its applicability to industries</p>	
	Course Description	The course aims to develop an understanding of various laws under Indian labour legislation and how to apply the same to relevant industry.	
8	Outline syllabus		CO Mapping
	UNIT 1	Industrial Relations	

A	<ul style="list-style-type: none"> • Meaning, Scope and Evolution of IR in India 	CO1
B	<ul style="list-style-type: none"> • Changing Dimensions of IR in India 	CO2
C	<ul style="list-style-type: none"> • ILO- role and important conventions 	CO4/CO5/CO6
UNIT 2	Employment and working conditions	
A	Industrial employment standing orders act	CO1/CO2/CO3
B	Factories Act 1948 <ul style="list-style-type: none"> • Important definitions • Provisions related to safety • Provisions related to employment of child and women in factories • Provisions related to welfare and leaves 	CO1/CO2/CO3/CO4 CO6 & CO5
C	Industrial disputes Act 1948 <ul style="list-style-type: none"> • Concept of Industry and workmen, Important definitions and provisions related to Retrenchment, lay off, closure and strike • Dispute Resolution methods and machinery- conciliation, Arbitration, adjudication, Industrial tribunals and labour courts • Various Schedules Schedule 1-5th 	CO1/CO2/CO3/CO4 CO6 & CO5
Unit 3	Trade unions Act 1926	
	<ul style="list-style-type: none"> • Concept, functions objective, structure and types of trade Unions • Trade Union Act, 1926 -applicability, Registration, Recognition, revocation of registration • Immunities available to trade union officials 	CO2/CO3/CO4/CO6
UNIT 4	PAYMENT OF WAGES ACT 1936 and MINIMUM WAGES ACT 1948	
A	• Overview important definitions and applicability of the acts	CO1/CO2/CO3
B	• Main provisions of Payment of wages Act	CO4/CO5/CO6/CO6
C	• Minimum wages Act	CO1/CO2
Unit 5	WELFARE LEGISLATIONS	
A	Employee provident fund and Misc. Act 1952	CO1/CO2/CO3
B	Employee State Insurance Act 1948 and Maternity Benefit Act	CO3/CO4/CO5
C	Payment of Gratuity Act 1972	CO1/CO2/CO3/CO4/
Mode of examination	Theory	

	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	Labour laws for Managers, B.D Singh, Excel Books			
	Other References	1. Bare Acts 2. Labour laws journal			

Course Articulation Matrix

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	-	2	2	2	1	1	-	2
CO2	2	2	-	2	2	2	2	2	-	3
CO3	2	2	-	2	2	2	2	2	-	3
CO4	2	3	-	2	2	3	2	2	-	3
CO5	2	3	-	2	2	2	2	2	-	2
CO6	2	2	-	2	2	2	2	2	-	2
Avg	2.00	2.17	-	2.00	2.00	2.17	1.83	1.83	-	2.50

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: HR		Term: IV	
1	CourseCode		
2	CourseTitle	Diversity, Inclusion and Employee Engagement	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	CourseStatus	Discipline Specific Course	
5	Course Objective	1. To enable students to develop fundamental knowledge, skills and attitude for managing and promoting workforce diversity in organizational settings. 2. To enable students to effectively manage a diverse workforce. 3. To know about employee engagement and to understand the relationship between employee engagement and motivation	
6	Course Outcomes	CO1: The student will be able to discuss the need for managing diversity and its associated challenges and benefits. CO2: The student will be able to differentiate diversity and inclusion and critically analyze and understand the current issues concerning diversity. CO3: The student will be able to Identify best practices for achieving workforce diversity and how HR can support the diversity and inclusion goals of organization. CO4: To understand about employee engagement and also able to understand the employee engagement models. CO5: Assess the employee engagement level. CO6: Develop the outcomes from employee engagement to engage low energy employees	
7	Course Description	In this course, students will become familiar with the concepts of diversity and inclusion. Students will gain practice knowledge about how to avoid workplace bias and what are best diversity and inclusion strategies.	
8	Outline syllabus		CO Mapping
	Unit 1	Understanding Diversity	
	A	Meaning and concept of diversity, importance and need for managing diversity, Benefits and challenges of managing a diverse workforce	CO1
	B	Understanding Diversities: Linguistic, Socio-Cultural, Economic, Gender and Disability	CO1
	C	Constitutional Provisions and Legal Framework for Diversity	CO1
	Unit 2	Diversity and Inclusion	
	A	Inclusion- Meaning and Definition, Difference between	CO2

		diversity and inclusion	
	B	Diversity and inclusion strategies	CO2
	C	Unconscious bias at the workplace, Current trends in diversity- Multigenerational diversity, LGBTQ	CO2
	Unit 3	Developing and promoting a Diverse workforce	
	A	Best practices in developing a diverse workforce	CO3
	B	Role of human resource management in managing diversity-hiring, compensation, onboarding	CO3,
	C	Role of artificial intelligence in promoting diversity, Sensitivity Training	CO3
	Unit 4	Understanding Employee Engagement & Its Models	
	A	Define Employee Engagement, Evolution of the concept of employee engagement	CO4
	B	IES Model, Robinson Model of Employee Engagement	CO4
	C	Schmidt Model of Employee Engagement	CO6
	Unit 5	Measuring Employee Engagement & Its outcomes	
	A	Gallup Work Audit (GWA)	CO6
	B	Role-based Performance to define Engagement	CO5
	C	Leadership Energy, Engaging low energy employees	CO5
	Weightage and Mode of examination	Continous Assessment-25% Mid Term Examination-25% End Term Examination-50%	
	Text and References	<ul style="list-style-type: none"> Harvey, C. & Allard, M.J. (Eds.) (2005) Understanding and Managing Diversity: Readings, Cases, and Exercises. (3rd Edition). New York: Prentice Hall. Kirton, G. & Greene, A-M. (2005) The Dynamics of Managing Diversity: A Critical Approach. (2nd Edition). Oxford: Elsevier. Various diversity reports and notes provided by the instructor Employee Engagement (S. Ramadoss Debashish Sengupta) 	

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2	2	2	3	2	2	1
CO2	2	2	1	...	1	...	2	2	2	2
CO3	2	2	2	2	2	3	2	2	1	2
CO4	2	2	2	2	1	1	2	2	1	3
CO5	2	2	2	2	2	2	2	2	...	2
CO6	2	2	2	2	2	2	2	2	2	2
Avg	2.00	1.83	1.83	2.00	1.67	2.00	2.83	2.00	1.50	2.00

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

HR ANALYTICS

School: SSBS		Batch: 2023-2025
Programme: MBA-HR		Current Academic Year: 2024-2025
Branch:		Term: IV
1	Course Code	DISCIPLINE SPECIFIC COURSE032
2	Course Title	Human Resource Analytics
3	Credits	3
4	Contact Hours (L-T-P)	0-0-6
Course Type		Discipline Specific Course
5	Course Objective	<ol style="list-style-type: none"> 1. Provide an understanding of the different analytical approaches used by HR Professionals to solve real business problems 2. Opportunities to examine actual business cases and apply problem solving and critical thinking skills through group case studies. 3. Options to learn how to make impact with data by using effective storytelling techniques. 4. Help in developing presentation skills and demonstrate the ability to work effectively in teams.
6	Course Outcomes	<p>CO1: The student will be able to reproduce concepts based on fundamentals of HR analytics</p> <p>CO2: The student will be able to understand and relate with the HR issues where HR analytics can be used</p> <p>CO3: The student will be able to collect the data and apply various HR Metrics</p> <p>CO4: The student will be able to categorize the HR problem & choose the suitable tool fit for use</p> <p>CO5: The student will be able to estimate and convert data for predicting HR situations</p> <p>CO6: The student will be able to formulate the reports from the analytics used</p>
7	Course Description	<p>This course will serve as an introduction to Human Resource Analytics. Student will explore the use of analytics within the Human Resource discipline.</p> <p>Hiring, developing and retaining the right employees are crucial for success in modern firms. Big data is transforming how firms recruit and develop talent. Hiring, training and promotion practices increasingly rely on both economic principles and quantitative analysis. The purpose of this course is to introduce the use of analytics to make better informed decisions on personnel strategy.</p>
8	Outline syllabus	CO Mapping
	Unit 1	Introduction of HR Analytics

A	Definition of HR Analytics	CO1, CO2
B	Use & Benefits of HR Analytics in HR Decision making	CO1, CO2
C	Phases of development of HR Analytics	CO1, CO2
Unit 2	HR Analytics through Quality Control Tools	
A	LAMP Model	CO1, CO2
B	Data analysis through graphical tools	CO1, CO2
C	Use of Pareto chart & Yields for HR Decision making	CO3, CO4, CO5, CO6
Unit 3	Applications for HR Analytics in Staffing	
A	Issues in Manpower Planning & attrition	CO3, CO4, CO5, CO6
B	HR Analytics for Recruitment & Selection	CO3, CO4, CO5, CO6
C	HR Analytics for attrition related HR Decision making	CO3, CO4, CO5, CO6
Unit 4	Applications for HR Analytics in Performance Management & Cost, Revenues estimates for employees	
A	Using HR Analytics in Training & Development	CO3, CO4, CO5, CO6
B	HR Analytics for Performance Evaluation	CO3, CO4, CO5, CO6
C	Cost and Revenue Estimates of employees	CO3, CO4, CO5, CO6
Unit 5	HR dashboards	
A	Concept of HR dashboard	CO1, CO2
B	HR Metrics used through HR dashboard	CO3, CO4,
C	Creating an HR Dashboard	CO5, CO6
Mode of examination	Theory/Jury/ Practical /Viva	Practical
Weightage Distribution	Internal	ETE
	50%	50%
Text book/s*	The new HR Analytics –predicting the economic value of your company’s human capital investments by Jac Fitz-Enz , Published by Amacom-American management Association New York	
Other References	Articles from faculty repository	

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	1	1	2	1	1	3	1	1	1
CO2	3	1	1	2	1	2	3	1	1	2
CO3	3	3	1	2	1	1	3	1	1	2
CO4	3	3	1	2	1	1	3	1	1	1
CO5	3	3	1	2	1	1	3	1	1	2
CO6	3	3	3	2	3	3	3	3	1	3
Avg	3.00	2.20	1.00	2.00	1.00	1.20	3.00	1.00	1.00	3.00

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch:		Term: IV	
1	Course Code	DISCIPLINE SPECIFIC COURSE023	
2	Course Title	International Human Resources Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
5	Course Objective	<p>1. To cover the basic concepts & techniques/practices of Human Resource Management in the International context.</p> <p>2. To make the students sensitive to cross cultural issues and understanding of international approaches to dealing with people in organizations.</p> <p>3. To understand the concept of cross-cultural diversity & management.</p> <p>4. To outline the key concerns of International Organizations and trade unions and the potential constraints that trade union may have on multinationals.</p>	
6	Course Outcomes	<p>On completion of this course, students will be able to:</p> <p>CO1: Develop generic skills- especially in diagnosing international HR issues.</p> <p>CO2: Evaluate the developing role of human resources in the global arena.</p> <p>CO3: Understand external forces (e.g. globalisation, sociocultural changes, political and economic changes) that have the potential to shape international HRM; and</p> <p>CO4: Exhibit a global minDISCIPLINE SPECIFIC Course and sensitivity to cultural issues in organizations.</p> <p>CO5: Identify the Human Resource Management challenges facing multinational corporations, including staffing, training & development, performance management, and compensation</p> <p>CO6: Remembering the concerns of International Organizations and trade unions</p>	
7	Course Description	<p>This course examines both applied and theoretical perspectives of the effect of national differences on the processes and systems associated with managing human resources across national boundaries, as in the case of multinational corporations. We look at the diverse ways to conceptualize cross-national differences and challenges facing the management of multinational firms.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	IHRM- overview	
	A	Difference between HRM and international HRM	CO1

	B	Factors affecting IHRM	CO1
	C	Challenges to IHRM	CO1, CO2
	Unit 2	Diversity	
	A	What is diversity, Dimensions of Diversity and Reasons for increasing diversity	CO1
	B	Management of Diversity	CO1, CO4
	C	Challenges and barriers to managing diversity at workplace	CO1
	Unit 3	IHRM- Functions & Practices	
	A	Influences of cross-cultural issues on organizations Selection of international employees	CO1, CO4
	B	Global Training and appraisal systems for a cross cultural workforce Training, and development of International Staff	CO1
	C	Compensation and Performance Management – An international perspective	CO1, CO4
	Unit 4	Expatriation and Repatriation	
	A	Reasons for expatriation	CO3, CO4
	B	Reasons for expatriate failure	CO1, CO3
	C	Repatriation process	CO3, CO3
	Unit 5	International Labour relations – A brief overview	
	A	Role of International Organizations	CO1
	B	Employment and Labour Laws – An international Perspective	CO1
	C	Trade unions	CO4
		Individual incentives Plans-straight piece rate, standard hour, Hasley Premium Plan, Profit sharing, Stock options, Group Incentive Plans- Taylor differential piece rate system, Priests Mans plan	CO5
	Weightage Distribution	CA 25%	MTE 25%
			ETE 50%
	Text book/s*	INTERNATIONAL HUMAN RESOURCES MANAGEMENT- PETER J. DOWLING, MARION FESTING & ALLEN D. ENGLE CENGAGE FIFTH EDITION	

	Other References	IHRM TONY EDWARDS CHRIS REES PEARSON 2007	
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Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	1	1	3	1	1	1
CO2	1	1	1	1	2	1	3	2	1	1
CO3	2	1	1	1	2	1	3	2	1	2
CO4	1	1	1	2	2	1	3	2	1	1
CO5	1	1	1	2	2	1	3	2	1	1
CO6	2	1	1	2	2	1	3	2	1	1
Avg	1.50	1.00	1.00	1.50	1.83	1.00	3.00	1.83	1.00	1.16

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025
Programme:		Current Academic Year: 2024-2025
Branch: -		Term: IV
1	Course Code	DISCIPLINE SPECIFIC COURSE024
2	Course Title	Performance & Compensation Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
Course Status		Discipline Specific Course
5	Course Description	The aim of the course is to help the students to understand the role and scope of performance management, along with its applications. The content elaborates the complete process of Performance management. Its main focus is towards enhancing the student's knowledge and application ability of available methods of performance management and competency mapping. Further it aims to give an understanding of the various components of employee compensation and its importance. It further aims to develop the skills of the students to design compensation policies of Employees at different levels in the organisation.
6	Course Objective	<ol style="list-style-type: none"> 1. To understand the nature and types of compensation 2. To evaluate and analyse the compensation systems of Indian and multinational companies. 3. To develop conceptual capability towards the knowledge base of performance management and Competency Mapping. 4. To enhance students understanding of the various available performance methodology & skills towards selecting the most appropriate model. 5. To provide research insight to equip the students with knowledge & skills for creating the competency framework; identify the competencies for all critical role

7	Course Outcomes	<p>Students will be able to:</p> <p>CO1: Student will have proper understanding of Performance management process and compensation management systems.</p> <p>CO2: Students will be able to plan, identify and implement performance management appraisal and compensation management system.</p> <p>CO3: Students will be able to successfully handle managerial issues related to the implementation of performance management, competency and compensation system and resolve it.</p> <p>CO4: Able to develop performance criteria including Key performance areas and Competency framework</p> <p>CO5: Evaluate and analyze the compensation systems of multinational companies as well as reward and progression of employees</p>	
		CO6: Develop Performance , competency models and framework and compensation package for managerial level	
8	Outline syllabus		CO Mapping
	Unit 1	Performance Management System – Introduction, Process & Methods	
	A	<ul style="list-style-type: none"> Performance management: Meaning, scope, Objective, difference between Performance management and appraisal importance & Principles. 	CO1/CO2
	B	<ul style="list-style-type: none"> Performance Management Process - Planning, Managing and implementation: Setting Goal & Performance criteria , Performance Counseling, Reward & Development. 	CO2/ CO3/CO4/CO5
	C	<ul style="list-style-type: none"> Designing Performance Appraisal formats- Ranking, Rating and 360 degrees 	CO6
	Unit 2	Introduction to Competency Management	
	A	<ul style="list-style-type: none"> Competency management - Definition, Importance and Scope 	CO1/CO2
	B	<ul style="list-style-type: none"> Competency Models – Iceberg & Lancaster (Burgoyne) 	CO1/CO2
	C	<ul style="list-style-type: none"> Application of competency Mapping-Individual development plan & its follow-up 	CO3
	Unit 3	Process of Competency Mapping	
	A	<ul style="list-style-type: none"> Process of Competency Identification, Competency Assessment, Competency Mapping 	CO1/CO2/CO3
	B	<ul style="list-style-type: none"> Designing Competency framework 	CO4
	C	<ul style="list-style-type: none"> Developing Competency formats 	CO6
	Unit 4	Introduction to Compensation Management	

A	<ul style="list-style-type: none"> • Meaning, objectives and nature, Types of compensation 	CO1/CO2	
B	<ul style="list-style-type: none"> • Various theories of compensation -Two Factor theory, ERG theory & Bargaining theory 	CO2/CO3/CO4	
C	<ul style="list-style-type: none"> • Strategic Compensation system 	CO4	
Unit 5	Management of Compensation, developing compensation package for managerial level and Global Compensation Practices		
A	<ul style="list-style-type: none"> • Workers Compensation- Legal framework • Components of Executive Compensation and its importance in Business. 	CO3/CO4	
	•		
B	<ul style="list-style-type: none"> • Compensation Practices of Multinational Companies 	CO5	
C	<ul style="list-style-type: none"> • Developing compensation package for managerial cadre 	CO6	
	companies, Components of Compensation at Global level		
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	25%	25%	50%
Text book/s*	<ol style="list-style-type: none"> 1. Compensation Management by Dipak Kumar Bhattacharyya, 2. Oxford University Press, 2009 3. Deb T. Kohli A.S “<i>Performance Management</i>” Oxford University Press. 4. Sanghi Seema; “The Handbook of Competency Mapping” 2nd edition Response. (For Unit C D & E) 		
Other References	<ol style="list-style-type: none"> 1. Paying for Performance: A Guide to Compensation Management, by Peter T. Chingos, 2. Strategic Compensation: A Human Resource Management Approach, Book by Joseph J Martocchio 3. 1. Sahu RK..; “Competency Mapping” Excel Publication. 4. 2. Teacher’s Notes 		

Course Articulation Matrix

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	2	2	2	1	1	1	2
CO2	2	2	2	2	2	2	2	2	1	1
CO3	2	2	1	2	2	2	2	2	1	1
CO4	2	3	1	2	2	3	2	2	1	1
CO5	2	3	1	2	2	2	2	2	1	1
CO6	2	3	1	2	2	2	2	2	1	1
AVG	2	2.33	1.16	2.00	2.00	2.17	1.83	1.83	1.00	1.16

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

List of Discipline Specific Courses -Finance		
Sr. No.	Term	Course
1	III	Managerial Accounting for Business Decisions
2	III	Regulatory Framework for Financial sector
3	III	Security Analysis and Portfolio Management
4	III	Tax Planning and Management
5	III	Treasury Operations & Risk Management
6	III	Technology in Banking and CRM & Retail
7	IV	Financial Derivatives and Risk management
8	IV	International Financial Management
9	IV	International Banking
10	IV	Mergers, Acquisitions and Corporate Restructuring
11	IV	Corporate Banking
12	IV	Project Finance and Management

School: SSBS		Batch: 2023-2025	
		Current Academic Year :2024-2025	
1	Course Code	DSE001	
2	Course Title	Managerial Accounting for Business Decisions	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	DISCIPLINE SPECIFIC COURSE	
5	Course Objective	<ul style="list-style-type: none"> The objective of this course is to familiarize the student with both, capital budgeting aspect and the contents of a bankable feasibility report. Working knowledge of estimating cash flows for a project. Students will develop working knowledge of preparing market and technical report. Aware of the practical difficulties in implementing a project 	
6	Course Outcomes	<p>On completion of this module the student will be able to:</p> <p>CO1. Recognize complexities involved in Project Management.</p> <p>CO2. Interpret the market and demand through technical projections of the project.</p> <p>CO3. Apply various methods of capital budgeting and risk analysis</p> <p>CO4. Explain the sequential steps of the project management</p> <p>CO5. Evaluate the project scope, project time, project cost and budgets, project resources, project quality</p> <p>CO6: Remembering practical difficulties in implementing a project</p>	
7	Course Description	Project Finance and Management deals with the decision of project planning, analysis, selection, financing, Implementation and review. A project manager will be concerned with project financial and managerial Decisions	
8	Outline syllabus		CO Mapping
	Unit 1		
	A	Introduction of the module, need and Importance in various business decisions, Functions, Tools, Scope, and limitations of Management Accounting, Distinction between Financial Accounting and Management Accounting; Installation of Management Accounting System; Organization of Management Accounting.	CO1

B	Introduction of cost, costing, Cost Accounting ; Distinction between Cost Accounting and Management Accounting.	CO1,CO2
C	Various Types of Cost concepts for Decision making and Profit Planning. (Practical Questions & Case Studies)	CO1,CO2
Unit 2		
A	Introduction, Components, Preparation of Cost-sheet, Determination of Tender or Quotation price. (Practical Questions & Case Studies)	CO2
B	Introduction, Computation of cost & Profit; Advantages and Limitations of Variable Costing. (Practical Questions & Case Studies)	CO2
C	A comparison and preparation of Reconciliation Statement. (Practical Questions & Case Studies)	CO2
Unit 3		
A	Introduction, Break-Even Analysis, Break-Even Chart; Profit-Volume Analysis; Margin of Safety; Key Factor (Practical Questions & Case Studies)	CO3
B	Concept of Decision-making, steps in Decision-making; Determination of Sales Mix; Discontinuance of a Product Line, Make or Buy decision, shut down or continue etc. (Practical Questions & Case Studies)	CO3
C	Introduction, Budget –Definition, Objectives, Advantages & Limitations; Types of Budgets; Preparation of Cash Budget, Flexible Budget, Master Budget etc. Zero Base Budgeting. - Workshop (Practical Questions & Case Studies)	CO3,CO4
Unit 4		
A	Introduction, Meaning & types of Standards; Establishment of Cost Standards; Components of Standard Cost; Quality Costs.	CO4,CO5
B	Introduction, Material Variances and Labour Variances, Reporting to Management of variances. - Workshop (Practical Questions & Case Studies)	CO3,CO4
C	Introduction, Sales Variances, Profit Variances and Variance Reporting. - Workshop (Practical Questions & Case Studies)	CO4
Unit 5		
A	Introduction, Meaning and Objectives and Types of Responsibility Centers. (Practical Questions)	CO5
	An Introduction of emerging terms used in managerial accounting.	
B	Introduction, Cost driver, Application of Activity Based Costing, Difference between traditional costing and activity-based costing.	CO3,CO5

C	Introduction, Meaning and Objectives and Types of Responsibility Centers. (Practical Questions)			CO4
Mode of examination	Theory			
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*	Management Accounting by M Y Khan & P K Jain, TATA McGraw Hill Publication, Latest Edition.			
Other References	<ul style="list-style-type: none"> - Introduction to Management Accounting by Charles T.Horngren, Gary L. Sundem,William O. Stratton, Pearson Education, Thirteenth Edition. - Management and Cost Accounting by Colin Drury, International Thomson Business Press, Fourth Edition. - Managerial Accounting by James Jiambalvo; Wiley India Pvt. Ltd, New Delhi - Advanced Management Accounting – Robert S.Kaplan & Anthony A. Atkinson – Pearson Education Asia, Third Edition. <p>Journals</p> <ul style="list-style-type: none"> ➤ Management Accountant ➤ Chartered Accountant ➤ Chartered Finance Analyst <p>Journal of Accounting and Finance</p>			

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	1	1	1	1	1	1
CO2	2	2	2	1	-	1	1	1	1	1
CO3	2	2	2	1	1	-	1	1	1	1
CO4	2	2	2	2	-	1	1	1	1	1
CO5	2	2	2	1	-	-	1	1	1	1
CO6	2	2	2	2	1		1	1	1	1
Avg	2.00	2.00	2.00	1.33	1.00	1.00	1.00	1.00	1.00	1.00

1- Slight (Low)

2- Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch :2023- 2025
		Current Academic Year: 2024-25
		Term: III
1	Course Code	DSC002
2	Course Title	Regulatory Framework for Financial Sector
3	Credits	03
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Discipline Specific Course
5	Course Objective	<p>The students with specialization in banking & finance are to be prepared to work in financial sector. They may either work in the banks/financial institutions/ financial services or in corporate. They must have knowledge and skill in this area. For them to have the requisite skill, it is important for them:</p> <ol style="list-style-type: none"> 1: To Understand the Concept of Banking. 2: Clear Understanding of the Indian Financial System. 3: Banking Technology applications.
6	Course Outcomes	<p>On completion of this module the student will be able to:</p> <p>CO 1: describe the concept of banking</p> <p>CO 2: explain the Indian Financial System</p> <p>CO 3: relate understanding of documentation aspect of Practice, Process and Compliance of all the assets and liabilities products of the banking system.</p> <p>CO 4: analyze the marketing channels of the bank</p> <p>CO 5: evaluate banking technology application on different processes</p> <p>CO 6: write customized documentation which will help the bank customer for their different requirements.</p>
7	Course Description	<p>This course explores the fundamental principles and practices of banking and credit in India. These fundamentals of banking course give an excellent overview of financial services. Topics to be covered include: money and interest, negotiable instruments, mortgages, commercial lending, security and the role of banking in today's economy. Textbook chapter topics include:</p> <ul style="list-style-type: none"> • The Business of Banking • Development of the Indian Banking System • Money and Interest • Deposit Accounts • Negotiable Instruments • Mortgages • Commercial Lending

		<ul style="list-style-type: none"> Specialized Banking Security and Frauds 	
8	Outline syllabus		CO Mapping
	Unit 1	Indian Financial System with focus on banking	
	A	Structure of Banking and financial institutions.	CO 1
	B	RBI, SEBI, IRDA etc: their major functions, Role & Functions.	CO 2
	C	Negotiable Instruments- Definition, Characteristics, NI Act	CO 2
	Unit 2	Banking Deposit Products	
	A Basic Understanding of Banking Products	Banker-Customer relations - Know your Customer (KYC) guidelines-Different Deposit Products - services rendered by Banks	CO 3
	B Managing different accounts	Opening of accounts for various types of customers - minors - joint account holders - HUF - firms - companies - trusts - societies - Govt. and public bodies Importance of AML	CO 4
	C Banking Process and Regulation	Garnishee Order, Income Tax Attachment Order, Conduct of Account and Supervision. Customers' Grievance Redressal – Mechanism of Ombudsman	CO 3
	Unit 3	Credit Products	
	A Basics of Credit Products	Principles of lending - various credit Products / Facilities - working capital and term loans - credit management - credit monitoring - NPA Management.	CO 3
	B Credit products and development with Indian Banking Perspective	Lending - sectors - targets - issues / problems - recent developments - Financial Inclusion. Agriculture / SMEs / SHGs / SSI / Tiny Sector financing	CO 2, CO 3

C Banking	Credit Cards / Home Loans / Personal Loans / ConsumerLoans-Brief outline of procedures and practices.	CO 3	
Products of the Bank	Ancillary Services: Remittances, Safe Deposit lockers		
Unit 4	Risk Management		
A Risk Management	Importance of risk Management in banking with Indian Scenario	CO 3	
B Regulatory Process	Credit Information Bureau Ltd.(CIBIL), Basel-II norms Money Laundering - KYC & Prevention of Money Laundering Act	CO 4	
C Present Banking Scenario	Alliances / mergers / consolidation	CO 4	
Unit 5	Technology and Marketing of Banking Service Products		
A Technology applied	Anywhere Anytime Banking - Home banking (Corporate and personal) Electronic Payment systems. Electronic funds transfer systems - data communication) - structured messages (SWIFT, etc... Information Technology Act, Right to Information Act, Foreign Exchange Management Act	CO 5	
B Global Trends in Banking	Global developments in Banking Technology - Information Technology in finance and service delivery Impact of Technology on Banks - Protecting the confidentiality and secrecy of data - effect on customers and service quality	CO6	
C Banking Product Pricing & Distribution	Pricing of bank products and services - Factors Influencing the Pricing Decisions, Importance of Pricing. Distribution, Factors Influencing - Direct and Indirect Channels of bank products	CO 6	
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	25%	25%	50%

Text book/s*	1. Indian Financial System by Bharti V Pathak. 2. Indian Financial System By M Y Khan. 3. 1.Banking Theory and Practice- K. C Shekhar 4. Modern Banking- Muraleedharan D 5. Banking Service and Information Technology- The Indian Experience by R.K .Uppal
Other References	Online Resources:
	www.capitalideasonline.com www.sebi.gov.in www.amfiindia.com www.capitalmarket.com

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	-	1	2	1	2	1	2	1
CO2	1	2	2	1	2	1	1	1	2	1
CO3	1	1	1	1	2	1	1	2	1	1
CO4	1	2	2	-	3	1	1	2	2	1
CO5	1	3	-	-	2	1	1	1	2	1
CO6	1	2	-	-	2	-	1	2	1	1
Avg	1.17	1.83	1.67	1.00	2.17	1.00	1.17	1.50	1.67	1.00

1- Slight (Low)

2- Moderate (Medium)

3-Substantial (High)



School: SSBS		Batch :2023- 2025	
		Current Academic Year: 2024-25	
		Term: III	
1	Course Code	CORPORATE BANKING	
2	Course Title	DSC045	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Course	
5	Course Objective	The objectives of this module are: To understand the meaning and importance of corporate banking To understand various services offered by banks to corporate, such as: Cash Management, Debtors Management, Business advisory, Off shore services etc.	
6	Course Outcomes	On completion of this module the student will be able to: CO1. Gain in-depth knowledge of fund mobilization and its application. CO2. Understand the concept of corporate banking. CO3: Apply knowledge of special skills required for credit appraisal CO4: Classify Project and Infrastructure Finance CO5: Evaluate the risks involved in Corporate and Project Finance CO 6: Plan out post sanction compliance of the corporate loans	
7	Course Description	Due to globalization and liberalization process gaining ground all over the world, Corporate Banking has grown many folds. But at the same time, risks involved in their appraisal have also become a very challenging task. It is very much imperative for all banks to be more competent to identify these challenges and take corrective measure in time.	
8	Outline syllabus		CO Mapping
	Unit 1	CORPORATE BANKING AND FINANCE	
	A	Corporate Banking	
	B	Corporate Deposits	CO 1
	C	Corporate Finance	CO 1
	Unit 2	CREDIT MANAGEMENT IN BANKS	CO 2
	A	Deployment of Bank's Funds	
	B	Government Regulation of Credit	CO 1
	C	Credit institutions in India, Evolving System of Bank Credit and Credit Policy of Banks.	CO 1
	Unit 3	Appraisal of Credit Proposals: Sanctioning of Credit Limits.	CO 2
	A	Meaning and Scope of Credit Appraisal	
	B	The Credit Process- Pre- Sanction and Post- Sanction	CO3
	C	Expected Qualities/ Traits of a Good Credit Officer/ Manager	CO 2 & CO6
	Unit 4	Project and Infrastructure Finance	CO 3

	A	Features of Project Finance, Managing Risk in Project Financing			
	B	Appraisal of Project Finance Proposals, Disbursement, Monitoring, Supervision and Follow up of Project Finance Loans			CO 4
	C	RBI Guidelines on Financing of Infrastructure Projects			CO 4 & CO6
	Unit 5	Post-Sanction Compliance: Monitoring/ Supervision of Advances			CO 4
	A	Purpose and process of Documentation			
	B	Documentation for Fresh Advances/ Renewal/ Enhancement in Limits/ Death of the borrower			CO 5
	C	Post sanction follow up and supervision through visits			CO6
	Mode of examination	Theory			CO 6
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	Corporate Banking by Indian Institute of Banking & Finance, Macmillan Education			
	Other References	-Strategic Credit Management in Banks- G.S.Popli & S.K.Puri; PHI Learning Private Limited\			

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	1	-	-	2	2	2	2	1	2
CO2	2	3	-	-	2	-	2	1	2	1
CO3	2	2	-	-	1	1	-	2	2	1
CO4	1	3	1	1	2	1	-	1	1	1
CO5	2	3	1	1	1	1	-	1	1	-
CO6	1	2	1	1	1	1	-	1	1	-
Avg	1.83	2.33	1.00	1.00	1.50	1.20	2.00	1.33	1.33	1.25

School: SSBS		Batch :2023- 2025	
		Current Academic Year: 2024-25	
		Term: III	
1	Course Code	DSC046	
2	Course Title	Project Finance and Management	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Objective	<p>The objective of this course is to familiarize the student with both, capital budgeting aspect and the contents of a bankable feasibility report. Working knowledge of estimating cash flows for a project. Behavioral aspects of project finance are also dealt with. Students should develop working knowledge of preparing market and technical report. Aware of the practical difficulties in implementing a project</p>	
6	Course Outcomes	<p>On completion of this module the student will be able to CO1. Recognize complexities involved in Project Management. CO2. Interpret the market and demand through technical projections of the project. CO3. Apply various methods of capital budgeting and risk analysis CO4. Explain the sequential steps of the project management CO5. Evaluate the project scope, project time, project cost and budgets, project resources, project quality CO6: Evaluating practical difficulties in implementing a project</p>	
7	Course Description	Project Finance and Management deals with the decision of project planning, analysis, selection, financing, Implementation and review. A project manager will be concerned with project financial and managerial Decisions	
8	Outline syllabus		CO Mapping
	Unit 1		
	A	Project: Concept Phases of Capital Budgeting Facets of Project Analysis Generation & Screening of project ideas	CO1
	B	Monitoring the environment Tools for identifying investment opportunities Corporate Appraisal	CO1,CO2
	C	Preliminary Screening Project Rating Index Sources of Positive Net Present value	CO1,CO2

	Unit 2			
	A	Objectives Collection of Secondary Information, Industry specific sources of information Conduct of market survey Analysis tools		CO2
	B	Demand Forecasting Qualitative methods: Jury of executive method, Delphi method Time series projection method: Trend projection, Exponential smoothing and moving average method. Casual methods: Chain ratio, consumption level method, End use method, Bass diffusion method		CO2
	C	Technical Analysis of projects Financial Estimates & Projections of projects		CO2
	Unit 3			
	A	Investment Criteria Discounted Cash flow techniques		CO3
	B	Project Cash flows Project Cost of Capital		CO3
	C	Project Risk Analysis		CO3,CO4
	Unit 4			
	A	Social Cost Benefit Analysis UNIDO approach		CO4,CO5,CO6
	B	Network techniques for project management CPM & PERT Models		CO4,CO5,CO6
	C	Practical applications of CPM & Models Time and Resource planning		CO4,CO5,CO6
	Unit 5			
	A	Control of in-progress projects The post-audit Abandonment Analysis		CO5,CO6
	B	Evaluating the capital budgeting		CO3,CO4
	C	Financing Infrastructure Projects Financing Power Projects. Public Private Partnership (PPP- Model)		CO5,CO6
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Prasana Chandra, „Projects: Planning, Analysis, Selection, Financing, Implementation, and Review, 7th Edition, Mc Graw Hill		
	Other	Prasana Chandra, „Projects: Planning, Analysis, Selection, Financing, Implementation, and Review, 7th Edition, Mc Graw Hill		
	References	Implementation, and Review, 7th Edition, Mc Graw Hill		

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	1	1	1	1	1	1
CO2	2	2	2	1	-	1	1	1	1	1
CO3	2	2	2	1	1	-	1	1	1	1
CO4	2	2	2	2	-	1	1	1	1	1
CO5	2	2	2	1	-	-	1	1	1	1
CO6	2	2	2	2	1	1	2	1	1	1
Avg	2.00	2.00	1.83	1.33	1.00	1.00	1.16	1.00	1.00	1.00

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)



School: SSBS		Batch :2023- 2025	
		Current Academic Year: 2024-25	
		Term: III	
1	Course Code	DSC047	
2	Course Title	Security Analysis and Portfolio Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Objective	<p>To acquaint the students with theoretical and practical background of financial investments.</p> <p>To highlight the importance of valuing financial securities</p> <p>To comprehend the working knowledge of the methods of calculating risk and managing it.</p> <p>To adept in developing portfolio of financial securities and measuring its performance.</p>	
6	Course Outcomes	<p>On completion of this module the student will be able to:</p> <p>CO1. Describe the basic concept of investment, securities, security market, risk, and return.</p> <p>CO2. Analyze the security's performance through Fundamental and Technical analysis</p> <p>CO3: Apply security analysis techniques to select financial securities for investment.</p> <p>CO4: Construct portfolio of financial investments for investors. CO5: Appraise and review portfolio performance.</p> <p>CO6: Evaluating portfolio construction of financial securities and measuring its performance.</p>	
7	Course Description	<p>Security Analysis and Portfolio Management concerns itself with investment in financial assets with specific attention to the returns and risk associated with investing in securities. The Course is aimed at providing insight to the various analytical techniques used in evaluation of the various investment opportunities. The course also provides of extension of these concepts to the portfolio of securities and the concept of diversification, management of a portfolio.</p>	
8	Outline syllabus		
	Unit 1	Introduction to Security Analysis and Portfolio Management	
	A	Investment: A conceptual framework, Objectives, Investment V/S Speculation, Investment Attributes and Avenues, Meaning of Security- Types of Securities	CO1
	B	Structure of Indian Security markets- An overview, Investment Alternatives, Securities, and Exchange Board of India – regulatory functions and role, Recent development in Securities markets	CO1

	C	Understanding the risk and return of a security, Systematic and Unsystematic Risks, Measurement of Risk, Beta Coefficient and its applications.	CO1 CO2
	Unit 2	Valuation of Securities and introduction to Financial Derivatives	
	A	Valuation of Equity Shares: Constant growth rate, two stage growth model and Multiple periods holding models, Valuation through P/E ratio.	CO2
	B	Valuations of Bonds: Measurement of bond prices and yields - Yield to maturity, risk in bonds.	CO2
	C	An overview of Financial Derivatives – Forward, Futures, Options and Swaps	CO1
	Unit 3	Fundamental and Technical Analysis	
	A	Introduction to Fundamental Analysis: E-I-C Framework – Economic Analysis: Macroeconomic activities and security markets, The Cyclical Indicator Approach, Monetary Variables.	CO1, CO2
	B	Fundamental Analysis: E-I-C Framework – Industry Analysis – Business Cycles and industry sectors, Evaluating Industry life cycle, analysis of industry competition and industry rate of returns Company Analysis, SWOT Analysis, Analysis of Financial Statement and Stock Valuation	Co1, CO2
	C	Fundamental v/s Technical Analysis, Advantages, Challenges, Tools and Techniques of Technical Analysis: Charting Techniques, Dow Theory, technical indicators, Efficient Market Hypothesis: Concept of „Efficient Market“ and its implications for security analysis and portfolio management	CO1, CO2
	Unit 4	Portfolio Analysis and Selection	
	A	Portfolio Construction: Analysis of Constraints, Determination of Objectives	CO3, CO4
	B	Portfolio Analysis: Portfolio Risk and Return upto three security. Markowitz and Sharpe index model.	CO1, CO3, CO4,
	C	Portfolio Analysis: Sharpe index model and selecting optimal Portfolio	CO3, CO4,CO6
	Unit 5	Asset Pricing Theories and Portfolio Performance Measurement	
	A	Capital Market Theory, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory (APT)	CO3, CO4,CO6
	B	Sharpe’s Performance measure, Treynor’s Performance measure, Jensen’s Performance measure.	CO4, CO5,CO6
	C	Mutual Fund Operations, Mutual Funds Performance Evaluation Portfolio revision and strategies	CO1, CO4, CO5,CO6

	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas publications, Reprint 2018			
		Reference Books Security Analysis and Portfolio Management – Donald E. Fischer & Ronald J. Jordan (Prentice Hall of India, New Delhi) Investment Analysis and Portfolio Management – M. Ranganathan & R Madhumathi (Peason Education) Investments (6th edition) by W.F. Sharpe, G.J. Alexander and J.V. Bailey. Investment Management – V.A.AVADHANE (Himalaya Publishing House) Investment Management – V.K. Bhalla (S. Chand) Gitman and Joehnk (2008) Fundamental of Investments. Pearson. Investment Analysis and Portfolio Management –R.P. Rustagi (Sultan Chand & Sons, New Delhi) Investment Analysis and Portfolio Management, Reilly and Brown (2006), (Thomson) Bodie, Zvi (2008) Investments. McGraw'Hill/Irwin			

Course Articulation Matrix

POsCOs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	-	1	1	-	2	2	2
CO2	2	2	-	-	-	1	1	2	2	1
CO3	2	3	-	-	-	1	1	2	3	1
CO4	2	3	-	-	-	1	-	2	3	2
CO5	2	3	-	-	1	1	-	2	2	2
CO6	2	2	1		1	1	1	2	2	2
Avg	2.00	2.33	1.00	-	1.00	1.00	1.00	2.00	2.33	1.67

Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

1-



School: SSBS		Batch :2023- 2025	
PROGRAMME: MBA		Current Academic Year: 2024-25	
Branch : Finance		Term: III	
1	Course Code	DSC048	
2	Course Title	TAX PLANNING & MANAGEMENT	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Objective	The basic objective of this course is to provide an in-depth insight into the concept of Corporate Tax Planning & Management and to equip the students with a reasonable knowledge of tax planning devices. The focus of this course would be exclusively on Direct Taxes.	
6	Course Outcomes	The specific learning outcome of this course is able to: CO1: define the key terms used in Taxation; CO2: describe the significance of tax planning & management in various business decisions; CO3: Analyze the tax planning strategies to increase the return on investment CO4: Evaluate and monitor the various tax compliances applicable to business entity. CO5: To make them to be a tax consultant in preparing the tax planning, tax management. Payment of tax and filing of tax returns. CO6: Evaluate knowledge of tax planning devices	
7	Course Description	As a Finance Manager, you have to take the various decisions. The objective of this course is to provide you with the conceptual framework necessary to understand above taxation issues and the techniques to manage tax efficiently and effectively. Here in this course, students will learn and able to analyses the various constituents of tax planning, tax evasion, tax avoidance and tax management etc. You may choose a career in manufacturing companies, non-governmental or service sector, investment banks or management consultancy, thorough learning of the art of Taxation management is a must.	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Income Tax Act, 1961. – An Overview	
	A Basic concepts	Income, Agricultural Income, Person, Assessee, Assessment Year, Previous Year, Gross Total Income, Total Income.	CO1,
	B Residential Status	Individual, Hindu Undivided Family (HUF), Firm, Company, Association of Persons (AOP), Body of individuals (BOI) etc.	CO1, CO5



	C	Scope of Total Income, Exempted Income, Agricultural	CO1, CO5
	Incidence of Tax	Income & its tax treatment, Aggregation of Income & Tax computation.	
	Unit 2	Introduction to Tax Planning	
	A Tax Planning	Meaning, objectives, per-cautions in tax planning, Limitations of tax planning, Tax evasion, Tax avoidance, Tax management	CO2,
	B Taxation of Companies & Tax planning	Computation of tax liability and tax liability of companies; Minimum Alternative Tax.	CO2, CO3, CO5
	C Dividend Tax	Dividend tax – When the additional tax should be paid? Basis of charge	CO2, CO3, CO5
	Unit 3	Employee Remuneration and Tax Planning	
	A Income under the head of Salary	Meaning of Employee Remuneration, Allowances, Perquisites, Deductions etc.	CO2, CO3, CO5
	B Special provisions for tax planning	Special provisions for tax planning relating to Employee’s remunerations from the point of view of Employer and Employee.	CO2, CO3, CO5
	C Total Income and tax computation	Computation of Taxable Salaries, and tax liability on employee remuneration.	CO2, CO3, CO5
	Unit 4	Tax Planning and Managerial Decisions	
	A Tax Planning for new business	Tax Planning for new business with reference to location, nature and form of organization of new business	CO3, CO5, CO6
	B Tax Planning relating to Financial Management	Tax Planning relating to capital structure decision, dividend policy and bonus shares	CO3, CO5, CO6
	C Tax Planning relating to various corporate decisions.	Tax Planning in respect of own or lease, Make or Buy decisions, Repair, Replace, Renewal or Renovation and Shut-down or Continue Decisions & Tax issues relating to Amalgamation	CO3, CO5, CO6

	Unit 5	Tax Management			
	A	Payments covered by TDS Schemes			CO4 , CO5,CO6
	Tax Deductions and Collection at Source	When and how tax is to be deducted at source from various incomes; Tax collection at source – who is responsible to collect tax at source. Tax compliance about the tax deductions and collection at source.			
	B Advance payment of tax	Liability to advance tax – when to arise; Due dates of payment of advance tax; Tax compliance about the advance payment of tax.			CO4, CO5
	C Filing of Return & Assessments	Time for filing return of income, when return of loss should be filed? Types of Return, Interest and Penalties on default.			CO4, CO5,CO6
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	Ahuja Girish, Dr. Gupta Ravi, Simplified Approach to Corporate tax, Planning and Management, Flair Publications Pvt Ltd. New Delhi			
	Other References	Dr. Vinod Singhania & Dr Monica Singhania - Direct Taxes Planning & Management by Taxman Publications Pvt., Ltd., Latest publication; Dr. S.P.Goyal - Corporate Tax Planning and Management; Sahitya Bhawan Publications, Agra			

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	-	1	-	-	-	3	2	1
CO2	2	3	-	1	-	-	-	3	2	2
CO3	2	3	2	1	-	-	-	3	2	1
CO4	2	3	2	-	-	-	-	2	2	1
CO5	2	2	-	-	1	-	-	2	2	2
CO6	2	2	2	-	-	-	-	2	2	2
Avg	2.00	2.33	2.00	1.00	1.00	-	-	2.50	2.00	1.50

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch :2023- 2025
		Current Academic Year: 2024-25
		Term: III
1	Course Code	DSC119
2	Course Title	Technology in Banking CRM & Retail
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Course
5	Course Description	The Course is about the application and usage of New Technology in Banking, Understanding the importance of CRM in Customer service with respect to business development and understanding the Concept of Retail banking and how to make it a profitable proposition by analyzing the individual Cost Centres and working in a positive direction The new dimensions of Banking Needs to be understood Very
6	Course Objective	The course will make students understand the latest technological innovation in banking so that they can practically implement it for better customer service and higher business delivery. The student will understand the Profit Centre Concept and will work practically to make all the Profit Centers Profitable. They will be able to face the challenges of Retail Banking and will work towards making the Retail Banking more customer friendly process and subsequently a Profitable Proposition. Students will have a conceptual understanding of regulatory aspects of RBI for better development of Banking Business.
5	Course Outcomes	The specific learning outcome of this course: CO1. Identify the latest and commonly used banking technology adopted by banks. CO2. Demonstrate the techno implications of customer convenience in service industry in a big way and connect it with customer engagement. CO3. Assess the legal and business aspect of Banker Customer relationship and analysis it with different dimensions. CO4. Discuss the Scope of Retail Banking in the existing Indian banking Space and business development strategies in coordination with wholesale banking. CO5. Appraise the Customer Relationship Management concept for new acquisition and growth of the existing Business and its implementation in core bank's strategy of Current account and savings account growth. CO6: Evaluate regulatory aspects of RBI for better development of Banking Business.

8	Outline syllabus		CO Mapping
	Unit 1	Technology in Banks	
	A Understanding Technology Tools	Technological Tools, Internet Banking, Request for information	CO 1, CO6
	B Usage of technology in online Payments	E-Commerce. Online Tax Accounting System- OLTAS, Electronic Accounting System in Excise and Service Tax-EASIEST	CO 1, CO 2
	C Regulatory aspects of technology	Global Packet Radio Services- GPRS, IT Act2000 in India-Important Sections, RBI's Financial Sector Technology Vision Document	CO 1, CO 2
	Unit 2	Electronic Banking Vs Traditional Banking	
	A Understanding the electronic Products of Bank	Electronic products- Internet Payment Gateway, Merchant Services, Remittance Products and Wealth Management Products	CO 2, CO 3
	B Understanding of Banking Technology for Vital Processes	Banking Technology- Distribution Channels- Teller Machines at the bank counters- cash dispensers- ATMs, Home banking, Mobile banking, Electronic fund transfer, ECS, NEFT, RTGS, SWIFT	CO 2, CO 3
	C Key Operations Technology Module	Electronic Payment Systems, Online Banking, Smart cards, Account number portability, CTS, micro fiche, note and coin counting devices	CO 3



	Unit 3	Retail Banking	
	A Understandin g g the concept of Retail Banking	Definition of customer- Banker & Customer relationship, Point of contact, Types of retail customers, Changing expectations & Perceptions	CO 2, CO4
	B Relationship Management	Need for building up customer relationship and importance of customer service in a country like India, Termination of Relationship	CO 2
	in Retail Banking		
	C Future Growth Prospects of Retail Banking	Future of Retail in India with Perspective to Financial Services. Concept of recent Trends in Branch Banking in Coordination with Wholesale Banking.	CO2
	Unit 4	Retail Banking---cont.	
	A Understandin g g of Retail Portfolio on Assets and Liabilities Side	Retail Lending Schemes, Retail Liability Schemes. Working Capital and Term Plan. MUDRA Scheme.	CO 5
	B Understandin g g of Important Liability products in Retail Banking	Current Accounts, Term Deposit accounts, Recurring deposit accounts. CASA Strategy of Bank.	CO 5,CO6
	C Regulators Role in Retail Banking	Reserve Bank of India's Model Policy on Bank Deposits .	CO 4,CO6
	Unit 5	Customer Relationship Management	
	A Understandin g g CRM	CRM concepts, Acquiring customers, customers loyalty, and optimizing customer relationship	CO5,CO4,C O 6

B Managing the CRM	CRM links in E-Business, Managing and sharing customer data			CO 5,CO6
C Choosing the right CRM for the best Usage	Choosing CRM Tools, Managing Customer relationship			CO4,CO6
Mode of examination	Theory			
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*				
Other References	Introduction to Banking- Vijayaraghavan Iyer Banking Law & Practice in India – M.L Tannan Principles & Practice of Banking- P.N.Varshney Banking Law & Practice in India – M.L Tannan Online Resources: www.sebi.gov.in www.amfiindia.com www.rbi.org.in www.iba.org.in www.imf.com www.hdfcbank.com			

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	3	2	-	3	1	1	1	3	3
CO.2	2	2	1	3	2	2	-	3	2	2
CO.3	3	1	3	2	1	-	2	2	3	2
CO.4	1	2	1	1	3	2	1	1	1	3
CO.5	3	-	1	2	1	1	3	1	2	2
CO6	2	2	2	2	2	-	2	2	2	2
Average	2.00	2.00	1.67	2.00	2.00	1.50	1.75	1.67	2.17	2.33

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch :2023- 2025	
PROGRAMME: MBA		Current Academic Year: 2024-25	
Branch : Finance		Term: III	
1	Course Code	DSC050	
2	Course Title	Treasury Operations & Risk Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Course	
5	Course Objective	<p>Risk is inherent in the financial market when you undertake any type of transaction. However, it is essential to understand the various types of risk, measure it and take mitigating measures. Quantum of Risk is an essential element in deciding pricing of financial products.</p> <p>The course prepares the student in the above area so that he can take suitable decisions in the Finance transactions.</p>	
6	Course Outcomes	<p>The specific learning outcome of this course:</p> <p>CO1: The student would be able to recognize the investment opportunities in the financial market to invest surplus funds and borrow funds when in deficit to optimize profits.</p> <p>CO2: To enable students to identify & differentiate in ways and means of raising resources at optimum cost so as to maximize profit for the organization.</p> <p>CO3: To enable students to choose the type of risks in specific transactions, assess & calculate the risk and mitigate the same. CO4: He will be able to analyze the reasons for different pricing for different financial products.</p> <p>CO5: To enable students in taking decisions in tune with the prescribed risk appetite in terms of the policy of the organization.</p> <p>CO6: To enable students to develop strategy to modify & rearrange the assets & liabilities for optimization of profits in banking organization.</p>	
7	Course Description	The course covers the area of expertise involved in Treasury as also in the Risk Management Departments of Banks, Financial Institutions and also in the corporate world.	
8	Outline syllabus		CO Mapping
	Unit 1	TREASURY – BASICS	
	A	Meaning & Objectives of Treasury; changes in the context of globalization	CO1, CO2
	B	Different Treasury Instruments	CO1, CO2
	C	Functions of Treasury & Its structure; role and functions of a treasurer	CO1, CO2
	Unit 2	LIQUIDITY MANAGEMENT	
	A	Need & objectives of Liquidity Management	CO1, CO2

	B	Sources & deployment of funds for liquidity management in a treasury	CO1, CO2
	C	Internet usage for the purpose, RTGS, CCIL	CO2
	Unit 3	Sources & deployment of funds for liquidity management in a treasury	
	A	Internet usage for the purpose, RTGS, CCIL	CO2
	B	Various Financial Risks, credit, market, legal & operation risk, liquidity risk, interest rate risk, price risk, reputation risk, etc." Risk rating exercise	CO3
	C	Risk Process and risk organization	CO3, CO4
	Unit 4	RISK MANAGEMENT AS APPLIED IN ORGANIZATION	
	A	Use of Asset & Liability Management to manage the risk	CO4, CO5,
	B	ALCO techniques / tools - GAP Analysis, Simulation, Duration Analysis, Linear and other statistical methods of Internal Control	CO5, CO6
	C	Risk Management policies & procedure, Organization for Risk Management	CO5
	Unit 5	OTHER RISK CONTROL TOOLS & CAPITAL ADEQUACY	
	A	Risk Hedging Instruments – derivatives, currency swaps, interest rate swaps	CO5
	B	Arbitrage, forwards, futures, options	CO5
	C	Capital Adequacy- BASLE I & II and changes proposed in BASLE III	CO5, CO6
	Mode of examination	Theory	
	Weightage Distribution	CA	MTE
		25%	25%
		ETE	50%
	Text book/s*	Treasury & Risk Management by Indian Institute of Banking & Finance (Macmillan Publishers India Pvt. Limited)	
	Other References	Treasury Management: Macmillan Publishers India Pvt. Limited – IIBF	

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	1	1	1	2	3	3
CO2	2	1	1	1	1	1	1	2	3	3
CO3	2	1	1	1	1	1	1	2	3	2
CO4	2	1	1	1	1	1	1	2	3	2
CO5	2	1	1	1	1	1	1	2	3	2
CO6	2	1	1	1	1	1	1	2	3	2
Avg	2.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	3.00	2.33

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch :2023- 2025	
PROGRAMME:MBA		Current Academic Year: 2024-25	
Branch : Finance		Term: IV	
1	Course Code	INTERNATIONAL BANKING	
2	Course Title	DSC053	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Course	
5	Course Objective	The objective of this module is to acquaint the students with the latest changes happening around the Global banking industry in the area of International Banking.	
6	Course Outcomes	<p>On completion of this module the student will be able to:</p> <p>CO 1: Identify latest changes in international laws in banking operations</p> <p>CO 2: Distinguish the risks involved in foreign exchange operations performed by different banks.</p> <p>CO 3: To assess the size of export-import portfolio of the bank and accordingly can take a call in reducing it or increasing the size,</p> <p>CO 4: Categorize the risk involved in Trade Finance activity and would always take decision in the bank keeping in mind the type of risk involved in a particular big ticket Trade finance deal.</p> <p>CO 5: Choose any specific hedging tool out of different tools available for covering foreign exchange risk.</p> <p>CO 6: Design specific terms and conditions for the LC before negotiating documents under LC keeping in mind the financial interest of the bank.</p>	
7	Course Description	Due to globalization and liberalization process initiated by the states all over the world, the international trade and financial markets have grown in multifold resulting into rising level of all types of risks for market participants such as market risk, interest rate risk, foreign exchange risk and price risk. Managing all these risks is essential and significant to be successful in financial and trading activities. This course will equip the students with in depth knowledge of the latest changes happening around the world in the banking sector so that they can implement it while working in the banks to further the growth in banking sector.	
8	Outline syllabus		CO Mapping
	Unit 1	Exchange Rate Mechanism-Factors determining Exchange Rates	
	A Exchange Rate Mechanism	Factors determining exchange rates-national/international, political and economic; PPP Theory	CO 1, CO 2
	B Types of Rates	Direct/Indirect rates, Spot, Forward, Premium, Discount	CO 1



C Derivatives	Basics of Derivatives-forward exchange rates, future contracts, currency options, Swaps	CO 1
Unit 2	Types of Foreign Accounts in International Banking	
A Foreign Accounts	NRI Accounts-Indian Rupee and foreign currency accounts. Implications of these accounts in Balance of Payment	CO 2, CO 3
B Correspon dent Banks	Correspondent Banking Arrangement , Nostro Accounts, Vostro Accounts, Escrow Accounts	CO 2, CO 3
C International Remittances	International Remittances - SWIFT, CHIPS, CHAPS, FEDWIRE	CO 2, CO 03
Unit 3	Role of different institutions involved in International Banking	
A Role of different Institutions in International Banking	. International Financial Institutions: IMF, World Bank- Their role in maintaining foreign currency balance	CO1,CO 2
B EXIM Bank	Role of EXIM Bank, RBI & Exchange Control Regulations in India	CO 1,CO 2
C FEMA	FEMA, Foreign Trade risk, Role of ECGC, Types of insurance and guarantee covers of ECGC	CO 1 ,CO 2
Unit 4	Covering Exchange Risk Exposure	
A Exchange Risk	Internal Techniques of Hedging	CO 4,CO 5
Covering		



	B Exchange Risk Covering	External Techniques of Hedgingcontinued...			CO 5, CO 6
	C Exchange Risk Covering	Case Study; General Motors			CO 5
	Unit 5	Export Finance			
	A Types of Export Finance	Export Finance- Meaning & Scope			CO 1
	B LC Business	Trade Finance & LC Business, Bill Discounting & Purchasing			CO 5 , CO6
	C Negotiation of Documents	Negotiations of documents under LC: Import payments			CO 5 , CO 6
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	Text Book: Indian Institute of Banking & Finance--- International Banking, Macmillan Publishers, India			
	Other References	International Financial Management by TANMAN Financial Engineering --- Marshall, John F; Bansal, Vipul K (Prentice Hall of India) Financial Derivatives --- Kumar, S S S (Prentice Hall of India) International Financial Management by P.K Jain Online Resources: www.capitalideasonline.com www.sebi.gov.in www.amfiindia.com www.capitalmarket.com www.nsdl.co.in www.icicidirect.com www.bseindia.com www.bondmarkets.com www.nse-india.com			
		www.debtonnet.com www.motilaloswal.com			

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	-	1	1	1	2	2	-
CO2	1	2	2		2	1	1	2	2	1
CO3	1	2	1	-	2	2	1	2	3	-
CO4	2	2	2	-	2	2	1	3	3	-
CO5	2	2	1	-	1	1	1	2	2	-
CO6	2	2	1	-	1	1	1	2	2	-
Avg	1.67	2.00	1.33	-	1.50	1.33	1.00	2.17	2.33	1.00

1-Slight (Low)2-Moderate (Medium)3-Substantial (High)

School: SSBS		Batch :2023- 2025
PROGRAMME:MBA		Current Academic Year: 2024-25
		Term: IV
1	Course Code	DSC052
2	Course Title	International Financial Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Course
5	Course Objective	<p>This course aims the students to:</p> <p>Provide the students with an in-depth knowledge of international finance fundamentals and an overview about the types of financial management problems confronted by the modern-day Multinational and Transnational Corporations. Introduce to the International finance theory international financing/investing activities/ Working and International financial markets. Describe the international monetary system and the foreign exchange markets. Examine the Balance of Payments (BOP) data and determine its implications for international competition. Develop knowledge, capability, and skills necessary for making sound financial decisions for a multinational firm in a global environment.</p>
6	Course Outcomes	<p>After completion of this course student will be able to</p> <p>CO1: Define International Financial & Monetary Environment and recognize the nature & scope of International Financial functions in the operation of a MNC.</p> <p>CO2: Identify risk relating to exchange rate fluctuations and develop strategies to deal with them.</p> <p>CO3: Discover & appraise investment & financing opportunities in the international environment.</p> <p>CO4: Explain & analyze various aspects of international financial management including the operations of currency markets, capital structure, capita budgeting and short-term working capital needs in international business environment.</p> <p>CO5: Evaluate foreign direct investment and international acquisition</p> <p>CO6: Evaluate financial decisions for a multinational firm in a global environment</p>

		opportunities.	
7	Course Description	This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment. Emphasizing broad concepts and real-world practices rather than extensive quantitative material, the course offers a concise introduction to international finance and provides a clear, conceptual framework for analyzing key financial decisions in multinational firms. The approach of the course is to treat international financial management as a natural and logical extension of the principles learned in the introductory financial management course.	
8	Outline syllabus		CO Mapping
	Unit 1	International Financial and Monetary Environment	
	A	International Business and its modes, MNC: the Key participants in International Financial functions, Nature of International Financial Functions and the Scope of IFM. Issues in Financial decisions of a multinational firm.	CO1,CO3,
	B	IFM v/s Domestic Financial Management, Understanding of International Flow of Funds:	CO1,CO3
	C	Balance of Payments, Capital Account Convertibility. International Liquidity & Bretton Woods System of Exchange rates.	CO1,CO3
	Unit 2	Markets for Foreign Exchange rate and Mechanism	
	A	Understanding of the Foreign Exchange Market, Distinctive features and its major participants.	CO2,CO3
	B	Exchange rate Quotations, Understanding of Nominal, Real and Effective Exchange rates	CO2, CO3,CO4
	C	Understanding of SPOT and FORWARD markets and determination of Exchange rate in the spot market. Theories of Exchange rate behavior and determination of Exchange rate in Forward Market.	CO2,CO3,CO4
	Unit 3	International Investment Decisions	
	A	Foreign Direct Investment- Theories of FDI and Costs and benefits of FDI.	CO2,C03,C04
	B	International Capital Budgeting- Evaluation criteria, Computation of Cash flows, Cost of Capital and Adjusted present value approach, Sensitivity analysis	CO3,CO4,CO6
	C	Non Financial Factors in Capital Budgeting/ Evaluation and Management of Political Risks./International Investment.	CO3,CO4,CO6
	Unit 4	International Financial Decisions	
	A	Overview of the International Financial Market- Channels for International Flow of Funds, Selection of Sources and forms of Funds.	CO2,CO3,CO4,C05,CO6

B	The World Bank and International Finance Corporation Asian Development Bank, The Process of Internationalization and International Banking, Direction and purposes of lending and Lending risk.	CO2,CO3,CO4,CO6		
C	Global Cash Management and Control of International Banks. International Financial Market instruments and Financial Swaps.	CO3,CO3,CO4,CO6		
Unit 5	International Working Capital and Miscellaneous Issues			
A	International Working Capital policy, Basics of managing cash and Near Cash assets, Management of Receivables and Inventory, Financing of current assets.	CO4,CO5		
B	Financing of Foreign trade and modes of payment in international trade.	CO4,CO5,		
C	International Accounting, In debted ness and International Taxation	CO4,CO5,		
Mode of examination	Theory			
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*	Vyuptakesh Sharan, International Financial Management, Prentice Hall of India.			
Other References	P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi, 2004. Alan C.Shapiro, Multinational Financial Management, 4/e, Prentice Hall India Private Ltd, 2004 Jeff Madura, International Financial Management, 6th edition, Thomson Publications.			

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	1	1	1	2	1	1	1	2
CO2	1	2	2	2	1	1	2	1	2	1
CO3	2	3	3	3	-	1	1	2	2	1
CO4	1	2	2	2	3	1	1	2	2	2
CO5	2	2	2	2	2	2	2	2	2	2
CO6	2	2	2	2	-	2	2	2	2	2
Avg	1.50	2.17	2.00	2.00	1.75	1.50	1.50	1.67	1.83	1.67

1-Slight (Low)2-Moderate (Medium)3-Substantial (High)

School: SSBS		Batch :2023- 2025	
PROGRAMME:MBA		Current Academic Year: 2024-25	
Branch : Finance		Term: IV	
1	Course Code	DSC051	
2	Course Title	FINANCIAL DERIVATIVES & RISK MANAGEMENT	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Objective	The course aims primarily to acquaint participants with the basic logic of different types of financial innovations (derivatives, their processes, products & institutions) and develop a framework for financial engineering. The primary focus of the course is on analyzing the various derivative instruments keeping in view the domestic as well as global scenario.	
6	Course Outcomes	On completion of this module the student will be able to: CO 1: Explain the risks and different ways of managing risk CO 2: Describe the various derivative products and participants & functions of derivative markets CO 3: Illustrate the basic Mechanism of a Future Contract – Pricing of Futures CO 4: Analyze the option-based strategies CO 5 Categories the various types of swaps.CO6: Evaluate various derivatives	
7	Course Description	Due to globalization and liberalization process initiated by the states all over the world, the international trade and financial markets have grown in multifold resulting into rising level of all types of risks for market participants such as market risk, interest rate risk, foreign exchange risk and price risk. Managing all these risks is essential and significant to be successful in financial and trading activities. Financial Derivatives like options, futures, forwards and swaps have emerged in the financial markets to handle and manage such risks.	
8	Outline syllabus		CO Mapping
	Unit 1	Financial Derivatives: An Overview	
	A Introduction –Risk Management	Meaning of Risk, Types of business risks Managing Risk Measurement of risk Risk Manager’s role and responsibilities Limitations of risk management	

B Overview of Derivatives	Derivative Contracts, Products, Participants and functions, Types of Derivatives, Significance of derivatives, Derivatives market in India	CO 1,
C Forwards and Futures	Forward contracts, limitations of forward markets, Introduction to futures, Distinction between futures and forwards Contracts, Futures Terminology, Pricing of Forward/Futures Contracts, Types of Futures.	CO 1, CO 2
Unit 2	Understanding of Index Derivatives and Stock Futures	
A Index Futures	Index derivatives, Forward Contracts on Indices, Payoff for derivatives contracts, Payoff for futures, Applications of Index Futures.	CO 1, CO 2
B Stock Futures	Forward Contracts on Stocks, Features and Specifications of Stock Futures	CO 2, CO 3
C Pricing Stock and Index Futures	Pricing equity index futures, Pricing stock futures Cross hedging, Stock index futures, Rolling the hedge forward	CO 2, CO 3
Unit 3	Understanding of the valuation concept of options	
A Options Basics	Meaning of Option, Terminology of Options, and Types of Options.	CO 2, CO3
B Option Pricing-I	Introduction –Intrinsic Value and Time Value, Boundary Conditions for Option Pricing.	CO 2, 4
C Option Pricing-II	Valuation and pricing of options: Binomial Option Pricing Model Black-Scholes Option Pricing Model Put Call Parity	CO 2, 4
Unit 4	Analysis of option-based strategies	
A Bullish Strategies	An introduction and analysis of various types of Bullish Strategies e.g.- Long Call, Short Call, Covered Call, Protective put, Call Bull Spread, Put Bull Spread and Straps.	CO 2, 4
B Bearish Strategies	An introduction and analysis of various types of Bearish Strategies - Short Call, Long put, Call Bear Spread, Put bear Spread, and Strips.	CO 4
C Neutral Strategies	An introduction and analysis of various types of Neutral Strategies – Long Straddle, Short Straddle, Long Strangle, Short Strangle, Call time Spread, Put Time Spread, Long Call Butterfly, Short Call Butterfly etc.	CO 4 , 2, 5,6
Unit 5	Understanding of the Concept of Financial Swaps	

	A Introduction of Swaps	Evolution and Definition of swaps, Features of Swaps, Advantages, Disadvantages and Usage of swaps, Special Terms in Swap Contracts			CO 4
	B Interest Rate & Currency Swaps	Introduction and different types of interest rates of swaps. Purposes of Currency Swaps.			CO 2, 5,6
	C Pricing of Swaps	Meaning and Valuation Swap Valuation Models Types of Swap Risks Market simulation lab sessions on internet-based software to develop trading skills for derivative market.			CO 2, 5,6
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Weightage Distribution Text book/s*	Financial Derivatives: Theory, Concepts and Problems --- Gupta, S L (PHI Learning Pvt. Ltd, Delhi)			
	Other References	Derivatives – Principles and Practice; Sundaram, Das (Mc Graw Hill Education, Indian Edition) Dubofsky, David A; Miller, Thomas W (Oxford University Press) Financial Engineering --- Marshall, John F; Bansal, Vipul K (Prentice Hall of India) Financial Derivatives --- Kumar, S S S (Prentice Hall of India) Derivatives & Risk Management, 1e --- Varma, J R (Tata McGraw- Hill Publishing Company) Derivatives and Risk Management --- Srivastava Rajiv (Oxford University Press)			

	<p>Journals/ Magazines: Students are advised to refer to the current and back issues of the Journal of Chartered Financial Analyst, The Journal of Finance, The Journal of Derivatives, Economist, Fortune, Outstanding Investor Digest etc. which incorporate many papers that are both deeply rooted in the academic literature and understandable by practitioners. Online Resources: www.capitalideasonline.com www.sebi.gov.in www.amfiindia.com www.capitalmarket.com www.nsdl.co.in www.icicidirect.com www.bseindia.com www.bondmarkets.com www.nse-india.com</p>	
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Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	-	-	-	1	2	1	1
CO2	2	3	2	1	-	-	1	2	1	1
CO3	2	3	2	-	-	-	1	2	2	1
CO4	2	3	2	-	-	-	1	2	2	1
CO5	2	3	2	-	-	-	1	2	1	1
CO6	2	2	2	-	-	-	1	2	2	1
Avg	2.00	2.67	2.00	1.00	-	-	1.00	2.00	1.50	1.00

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

Syllabus for MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING

School: SSBS		Batch : 2023-2025	
Programme : MBA		Current Academic Year: 2023-2024	
Branch: Finance (Dual), IB –(Dual & Single)		Term: IV	
1	Course Code	DISCIPLINE SPECIFIC COURSE054	
2	Course Title	MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Description	Mergers and Acquisitions (M &As) is a comprehensive course which explores the core concepts of mergers & acquisitions and corporate restructuring and the challenges encountered in implementing them. Beginning with the conceptual framework of corporate restructuring, the course goes on to discuss takeovers and M & A, the concept and process of due diligence and legal issues in M & As. The key issues relating to valuation and accounting will be explained. This course will also be discussing the post-merger issues, the human aspects of M &As and cross-border acquisitions.	
6	Course Objective	The objective of this course is to acquaint the students with the applications of various concepts and techniques of valuation and standards actually applied in real life M & As cases and challenges in any contemplated M & A transaction so that it enhances the chances of success.	
7	Course Outcomes	On completion of this module the student will be able to : CO 1 classify the different forms of mergers & corporate restructuring. CO 2 analyse how a company can create value by adopting different forms of restructuring. CO 3 value how, when and what valuation techniques are to be applied to determine optimum swap ratio. CO 4 deals with the accounting and legal issues in a merger & acquisitions CO 5 assess how to plan post- merger integration. CO6: Remembering M & A transaction	
8	Outline syllabus		
	Unit 1	An Introduction to Mergers, Acquisitions and Other Restructuring Activities	CO Mapping

A Understanding Mergers & Acquisitions	Introduction Meaning of Merger, amalgamation, acquisition, takeover. Types of Mergers, reverse merger, Motives and Benefits of Mergers and Acquisitions divestiture, de merger, Diversification etc. Reasons for failure of M & As. Process of M &A.	
B Corporate Restructuring	Introduction Corporate Restructuring –Meaning, types. Causes of Corporate Restructuring. Barriers of Restructuring Key elements of Restructuring Process and Strategies for restructuring Implications of Corporate Restructuring	CO1,
C Takeovers	Introduction Forms of Takeover, Takeover Defences Benefits and disadvantages of Takeovers Buyback of Shares and its process	CO1,
Unit 2	Corporate Valuation	CO1,
A Corporate Valuation : Concepts and Principles	Basics of Value, Various Expressions of Value. Relationship among different types of value Purposes of Valuation and Impacts on the Value estimates; Methods of Valuation Principles of Business Valuation	
B Corporate Valuation: Techniques	Valuation as a cause of M & A Failure. Right Valuation to determine Right Price. Approaches to Corporate Valuation Economic Gains and Costs of M & A. The Share Exchange Ratio. Problems and Cases on Valuation of firms.	CO2,
C Valuing Synergy	Introduction Benefits from Synergy Types of Synergy Synergy and Value Creation in M & A Synergy and Merger Success	CO2, CO3
Unit 3	Corporate Strategy & Organizing for M&A	CO2, CO3
A Corporate Restructuring Strategies	Strategies for entering a New Market; Tools for Strategy Analysis – SWOT etc Framework for M & A Strategies Formulating Strategies for M & A. Alternative perspectives on mergers, sources and limits of value creation in different forms of mergers.	
B Strategic Alliance	Cross-border acquisitions – Needs, Benefits and difficulties in Cross Border Acquisitions. Strategic alliances as an alternative to M&As.	CO2,
C	Leveraged buyouts (LBO) & LBO Sponsors and Mode of	CO2,

Leveraged Buyouts	LBO Criteria for Selecting LBO Candidate Concept of Financial Leverage and Risk Theories of LBO Exit Strategies for LBO			
Unit 4	Accounting & Legal Issues			CO1, 2,
A Accounting for M & A	Accounting treatment as per Ind. AS. Controversies and Dilemma in Accounting for M & A. Problems and Cases on Purchase Consideration.			
B Due Diligence	Scope and Types of Due Diligence, Transactions requiring Due Diligence Due Diligence Process. Parties interested in Due Diligence Due Diligence in Cross-border Deals.			CO4
C Legal Aspects of M & A.	Procedural aspects under the Companies Act/Rules. Scheme of Amalgamation. Statutory obligations and SEBI (Substantial Acquisition of Shares & Takeovers) Regulations 2011 Tax issues relating to M & A.			CO4
Unit 5	Post – Acquisition Integration –			CO4
A Post-Merger integration	Types of Integration, Tools for Integration Issues involved in Integration Role of HRM in M & A Integration Integrating Cross-border Acquisitions			
B Corporate Culture	Integrated Organisation. Corporate Culture Due Diligence. Redesigning Post Merger Cultural Process.			CO2,5,6
C Integration for M & A Success	Meeting the challenges of M&As. Post-Merger Growth Strategies for Post-merger Success Case Studies on M & A.			CO2,5,6
Mode of examination	Theory			CO2,5,6
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Weightage Distribution Text book/s*	MERGERS AND ACQUISITIONS –Strategy, Valuation, Leveraged Buyouts, and Financing by Sheeba Kapil, Kanwal N. Kapil, Wiley India Pvt. Ltd., New Delhi			
Other References	<ul style="list-style-type: none"> • MERGERS AND ACQUISITIONS –Strategy, Valuation and Integration by Kamal Ghosh Ray, Published by PHI Learning Pvt., Ltd., New Delhi. • Mergers & Acquisitons by Rajinder S. Aurora, Kavita Shetty from Oxford Higher Educaiton • “Creating Value from Mergers and Acquisitions” by Sudi Sudarsanam (Pearson Education) 			

	<ul style="list-style-type: none"> • Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases and Solutions, by Donald Depamphilis, (London, Academic Press, 2001) • Mergers & Acquisitions : A Guide to creating value for stakeholders, by Michael A. Hitt, Jeffrey S. Harrison and Duane R. Ireland., (New York, Oxford, 2011) <p>Journals/ Magazines</p> <ul style="list-style-type: none"> • Business Today • Business World • Business India. <p>Websites</p> <ul style="list-style-type: none"> • www.investopedia.com • www.trak.in • www.livemint.com
Industry Linked Projects	<ul style="list-style-type: none"> • Gruh Finance and Bandhan Bank Merger • Dena Bank, Vijya Bank with Bank of Baroda merger • Flipkart and Walmart merger • Vodafone Indian Subsidiary and Idea Cellular Merger • Dr. Reddy Laboratories Ltd acquires Imperial Credit Private Ltd • Sony Corporation acquires TEN Sports from Zee • Bharti Airtel acquires Telenor India • Havells India acquires Lloyd Electric's Consumer Durable Business • Housing.com merges with PropTiger • Flipkart's acquisition of eBay India • Airtel-Telenor merger • Jaiprakash Associates – Ultra Tech Cement

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	1	1	-	2	2	1	1
CO2	2	3	2	1	-	-	2	2	1	1
CO3	2	3	1	-	-	-	1	2	1	2
CO4	2	3	2	1	-	-	1	2	2	2
CO5	2	2	1	2	2	2	1	2	1	1
CO6	2	2	2				2	2	2	2
Avg	2.00	2.50	1.67	1.25	1.50	2.00	1.50	2.00	1.33	1.50

1-Slight (Low) 2 Moderate (Medium) 3-Substantial (High)

List of Discipline Specific Courses International Business.

Sr No.	Term	Course
1	III	Introduction to Cross Cultural Management
2	III	Export Import Documentation
3	III	International Economics
4	III	Global Competitiveness Analysis
5	III	Global Marketing Strategy
6	III	International Human Resource Management
7	IV	Management of International Logistics
8	IV	Trade Environment Diversity and Global Business
9	IV	International Finance Management
10	IV	Management of Trans-national Corporations
11	IV	Globalization and Indian Business Scenario
12	IV	Global Value chain & Trade facilitation

School:SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: IB		Term: III	
1	Course Code	DSC 125	
2	Course Title	Introduction to Cross Cultural Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Course	
5	Course Objective	5. To introduce the key concepts of culture. 6. To introduce how to develop and sustain culture. 7. To understand differences in national culture. 8. To understand the team management, leadership, conflict management and communication in multicultural context.	
6	Course Outcomes	CO1: The student will be able to define different facets and levels of culture. CO2: The student will be able to define how to develop and sustain culture. CO3: The student will be able to explain the different national cultures CO4: The student will be able to illustrate the dynamics of teams, leadership and conflict management in a multicultural context. CO5: The student will be able to analyze the relationship between culture and communication including. CO6: Remembering communication in multicultural context	
E	Course Description	This Course provides an understanding of culture and its importance for organizational and individual success. The course describes the various facets and levels of culture This course also explains the various cultural models and concept of Industry/corporate and Professional culture.	
8	Outline syllabus		CO Mapping
	Unit 1	Culture- Introduction	
	A	Culture- meaning, characteristics and Importance	CO1
	B	Determinants of culture: Facets of culture, levels of culture	CO1
	C	Types of Culture- Strong vs. weak, mechanistic vs organic culture, authoritarian vs. participative culture, dominant vs. sub culture	CO1
	Unit 2	Creating, sustaining and changing culture	
	A	Creation of culture, culture artefacts	CO1,CO2
	B	Sustaining Culture, effects of culture	CO1,CO2
	C	Changing Culture, culture as a liability	CO1,CO2

	Unit 3	Comparing National Culture	
	A	National Stereotypes, Hofstede Model	CO3
	B	Culture differences across countries- Japan, India, America, U.K., China	CO3
	C	Business Culture differences between east and west	CO3
	Unit 4	Cultural diversity in organizations	
	A	Dynamics of cross-cultural leadership	CO4
	B	Managing and motivating multicultural teams	CO4
	C	Conflict management in cross cultural context	CO4
	Unit 5	Cross Culture communication	
	A	Business communication across cultures	CO5,CO6
	B	Barriers to intercultural communication	CO5,CO6
	C	Improving cross cultural communication	CO5,CO6
	Mode of examination	/Jury/Practical/Viva	
	Weightage Distribution	Internal	VIVA
		50%	50%
	Text book/s*	Browaeys, M.J. 7 Prince, R., Understanding Cross Cultural Management by II edition, Pearson Publication, New Delhi	
	Other References	Luthans, F.& Doh, P.J. (2006), International management: Culture, Strategy and Behaviour, 8 Edition, Tata Mc -Graw Hill	

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1	1	2	2	1	1	1	2	1	1
CO2	1	1	1	1	1	2	1	1	1	1
CO3	2	1	2	2	1	1	2	1	1	1
CO4	2	1	2	1	1	1	1	1	1	1
CO5	1	1	1	1	1	1	1	1	1	2
CO6	1	1	1	1	1	1	1	1	1	2
Avg	1.33	1.00	1.50	1.33	1.00	1.16	1.16	1.16	1.00	1.33

1-Slight (Low) 2 Moderate (Medium) 3 Substantial (High)

School: SSBS		Batch:2023-2025	
SEM-III		Academic Session: 2024-25	
1	Course number	DISCIPLINE SPECIFIC COURSE015	
2	Course Title	Export Import Documentation	
3	Credits	3	
4	Learning Hours L-T-P	3-0-0	
5	Course Objective	<p>The course aims:</p> <ul style="list-style-type: none"> To provide an overview and understanding of the basic foundational processes of export import documentation To introduce students to various organizations and agencies involved in export import. To assist students to integrate the concept export-import policy in export import documentation To develop an understanding about custom and shipment procedures 	
6	Course Outcomes	<p>On successful completion of this module students will be able to:</p> <p>CO1 explain the role of export import documentation in global business.</p> <p>CO2 describe the role of export promotion council and procedures involved in export.</p> <p>CO3 illustrate the role of logistics, Inspection agencies and promotion councils</p> <p>CO4 illustrate the role Insurance, ECGC, Foreign Embassies and chambers of commerce in Export and Import from India</p> <p>CO5 illustrate the procedures in export import clearance.</p> <p>CO6 Remembering export-import policy in export import documentation</p>	
7	Outline syllabus		
7.01	1	Unit 1	<p>Introduction to Export Import Documentation</p> <p>Outcome : Students will be able to</p>
		A	<p>What is export- import documentation</p> <p>CO1</p>

		B	Need for export- import documentation	
		C	Brief introduction to India's export import policy	
2	Unit 2	Regulation, Customs and Central and Commercial Banks in Export Import		
		A	Statutory regulations on trade control	CO2
		B	Role of Customs and Central Excise Deptt	
		C	Role of RBI and Banks	
3	Unit 3	Transportation, Inspection and Promotion councils		
		A	Role of Transport companies: shipping, airfreighting, road, rail etc	CO3
		B	Role of Export Inspection Agency	
		C	Role of Export Promotion Councils	
4	Unit 4	Documentation Insurance and Commercial Organizations		
		A	Role of Insurance Companies	CO4,CO6
		B	Role of ECGC and Foreign Embassies	
		C	Role of Chambers of Commerce	
5	Unit 5	Custom Documentation and Post-Shipment Documentation		
		A	Procedure for Custom Clearance	CO5,CO6
		B	Preshipment Documentation	
		C	Post shipment Documentation	
8.01	Course Evaluation	Continuous Assessment (CA) – 25 % Mid Term Examination (MTE)– 25 % End Term Examination (ETE)– 50%		
8.02	Continuous Assessment(CA)	<ul style="list-style-type: none"> ▶ [Total No. = 5] – Assignments / Class Activity (Average of Best 3) – {10 marks} ▶ [Total No. = 1]- Project – {10 marks} ▶ [Total No. = 4] – Quiz (Average of Best 2) – {5 marks} ▶ Group/Individual Presentations – {5 marks} 		
9.01	References			

9.02	Text book*	Book: Export Import Management by Justin Paul (Oxford Press) Rs 225/-
9.03	Readings	Export-Import and Logistics Management By Usha Kiran Rai Export-Import Management By Ajay Pathak

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO 1	3	2	2	1	1	1	2	3	2	2
CO 2	3	1	2	1	1	2	1	3	1	2
CO 3	2	2	2	-	1	3	1	3	2	2
CO 4	3	-	2	2	2	-	2	3	1	2
CO 5	3	1	3	2	1	1	1	3	1	2
CO6	2	1	2	1	2	1	2	3	1	2
AVERAGE	2.67	1.16	2.17	1.16	1.33	1.33	1.5	3.00	1.16	2.00

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: IB		Term: III	
1	Course Code	DSC-016	
2	Course Title	International Economics	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Elective	
5	Course Objective	To make students relate with the major international economic concepts. To make students explain various trade theories and the motivation for trade. To make students illustrate Balance of Payment concept and the associated factors. To make students explain understand economics of foreign exchange .	
6	Course Outcomes	After the completion of the course, the students will be able to: <ol style="list-style-type: none"> 1. Explain the introductory international economics and the terminology adopted in international economics; 2. Describe various International Trade Theories 3. Illustrate the Factor Price and trade concepts 4. Differentiate between various BOP accounts 5. Analyze the factors impacting the exchange rates. 6. Remembering international economic concepts 	
7	Course Description	This course offers an overview of various aspects of international economics as a discipline specific open elective for the students interested in the international business specialization. The course is the foundation for next discipline specific courses.	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to International Economics	
	A	Nature, Scope and Importance of International Economics. Features of International Economics and Trade.	CO1
	B	Gains from International Trade. Economic Growth and International Trade. International Trade Vs. Domestic Trade.	CO1
	C	Reasons of International Economic Theories and Polices. Current International Economic Opportunities and Challenges. https://www.theigc.org/reader/trading-benefits-exporting-small-firms/	CO1
	Unit 2	International Trade Theories	
	A	Adam Smith's Theory of Absolute Cost Advantage. Ricardian Theory of Comparative Cost Advantage.	CO2
	B	Haberfer's Theory of Opportunity Cost. Heckscher-Ohlin Theory of International Trade.	CO2
	C	Leontief's paradox, Samuelson's Factor Equalization Theorem.	CO2
	Unit 3	International Trade and Factor Price	
	A	Porter's Theory of Competitive Advantage of Nations. Terms of Trade – Concept and Types of Terms of Trade.	CO3
	B	Theory of Reciprocal Demand. Marshall – Edgeworth Offer Curves.	CO3

C	Factors Affecting Terms of Trade. Causes of Unfavourable Terms of Trade of Developing Nations			CO3
Unit 4	Balance of Payment and Capital Movements			
A	Nature and Importance of Balance of Trade and Balance of Payments. Structure of Balance of Payments. Disequilibrium in Balance of Payments – Kinds, Causes and Measures			CO4
B	International Capital Movements – Meaning, Classification and Role International Capital Movements.			CO4
C	Foreign Direct Investment – Concept, Significance and Impact.			CO4
Unit 5	Foreign Exchange Concepts			
A	Meaning and Importance of Foreign Exchange.			CO5/CO6
B	Determination of Exchange Rate – Mint Parity Theory, Purchasing Power Parity Theory and Balance of Payments Theory.			CO5/CO6
C	Exchange Control – Meaning, Objectives, Methods and Effects of Exchange Control.			CO5/CO6
Mode of examination	Theory/Jury/Practical/Viva			
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*	The World Economy: Resources, Location, Trade, and Development, 5th Edition by F.P. Stutz and B. Warf, Pearson Prentice Hall, 2007. ISBN 0-13-243689-2			
Other References	<ol style="list-style-type: none"> 1. Krugman, Paul R. & Obstfeld Maurice – International Economics : Theory and Policy (Pearson Education). 2. Salvatere, Dominick – International Economics (John Coileyacons). 3. Chacholiades, Miltiades – International Economics (Mc Graw-Hill). 4. Mithani, D.M. – International Economics (Himalaya Publishing House). 5. Agrawal, Raj – International Trade (Excel Books). 6. Jhingan, M.L. – International Economics (Vrinda Publications). 7. Vaish, M.L. & Singh, S. – International Economics. 8. Varshney R.L. & Maheshwari – International Economics. 			

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO.1	2	2	2	2	2	2	2	2	2	2
CO.2	2	2	2	2	2	2	2	2	2	2
CO.3	2	2	2	2	2	2	2	2	2	2
CO4	2	2	2	2	2	2	2	2	2	2
CO5	2	2	2	2	2	2	2	2	2	2
CO6	2	2	2	2	2	2	2	2	2	2
AVG.	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School:SSBS	Batch : 2023-2025
Programme: MBA	Current Academic Year: 2024-2025
Branch: IB	Term: III
1 Course Code	DISCIPLINE SPECIFIC COURSE089
2 Course Title	Global Competitiveness Analysis
3 Credits	3
4 Contact Hours (L-T-P)	3-0-0
Course Type	Elective
5 Course Objective	<p>The objectives of this course are:</p> <p>a) to provide a conceptual and analytical framework for estimating competitiveness of a country sector</p> <p>b) to introduce excel based analytical tools to estimate competitiveness and</p> <p>c) to expose the learners to India's global competitiveness across sectors</p> <p>d) to provide a critical understanding of various business and competition centered management perspectives</p> <p>e) to develop effective interpretation, analysis and decision-making processes of firms of any size.</p>
6 Course Outcomes	<p>The student will be able to :</p> <p>CO1: Recognize the complexity and the elusiveness of "competitiveness", for any country.</p> <p>CO2: Examine the links between the concepts of competitiveness and development of a country.</p> <p>CO3: Identify the economic, political and social determinants of competitiveness and their interdependencies.</p> <p>CO4: Analyze different quantitative and qualitative approaches regarding the creation and measurement of competitiveness.</p> <p>CO5: Summarize strategic and tactical decisions taken by firms to enter and compete in international markets</p> <p>CO6: Remembering decision-making processes of firms</p>

7	Course Description	This module will give introduction to the concept of competitiveness and examine the historical evolution of the concept. Participants should deduct main characteristics and become aware of the fact that competitiveness is an extremely multifaceted concept. Competitiveness is regarded as a crucial prerequisite of success, and expected to bring about economic growth, sustained development and increase in the standard of living of populations. By the same token, there are concerns about the links between competitiveness and economic prosperity and the level of poverty, in particular of developing countries.	
8	Outline syllabus		CO Mapping
	Unit 1	Global Competitiveness Index	
	A	The 12 pillars of global competitiveness: Country specific analysis - Providing background & overview of the global competitiveness, the global competitiveness index(GCI)	CO1,C02
	B	Analytical methods in estimating global competitiveness - Analyze the fundamental analytical methods used to measure global competitiveness, describing & discussing 12 pillars of global competitiveness	CO1,C02
	C	Trends in India's Competitiveness Profile – Understand India's position & trend of the competitiveness vis-à-vis other countries, peer comparison, analysing in details each 12 pillars - institutions, infrastructure, macroeconomic environment, health and primary education, higher education and training, goods market efficiency, labor market efficiency, financial market development, technological readiness, market size, business sophistication, and innovation	CO1,C02
	Unit 2	Measuring Competitiveness of a sector	
	A	Price and cost competitiveness – Elucidate basic concepts of competitiveness with respect to price and cost, analytical details	CO2, CO4
	B	Import ,export and overall competitiveness – Analyze the details of Import ,export and overall competitiveness, peer comparison, explaining implication of outcomes	CO3,CO4
	C	Indicators of global competitiveness – Understand and analyse in details indicators of global competitiveness and implications thereof	CO3,CO4
	Unit 3	Developing Policy Analysis Matrix (PAM) to analyse competitiveness in agricultural sector	
	A	Definition, Representation and Meaning of PAM – Analysing in details concepts, purposes& meaning of PAM, understanding Framework for Agricultural Policy Analysis, private &	CO3,CO4

	social profitability	
B	EPAM – including environmental components in PAM – Understanding environmental externalities in PAM, -environmental market failures due to environmental degradation/negative externalities, public policy to combat such externalities and implications thereof.	CO4, CO5,CO6
C	Calculating nominal protection coefficient and effective protection coefficient (using Excel) Learning hands on experience about calculating nominal protection coefficient (npc) and effective protection coefficient (epc); understanding concepts of npc epc using excel and implications thereof	CO4, CO5,CO6
Unit 4	Domestic Resource Cost Ratio	
A	DRCR – an analytical framework - Understanding concepts of DRCR, its calculation and implications	CO4, CO5,CO6
B	Estimating private and social prices - Concepts of private and social prices, methodology of estimation & implications	CO4, CO5,CO6
C	Sensitivity analysis – Basic understanding of sensitivity analysis, methodology, implications	CO4, CO5,CO6
Unit 5	Revealed Comparative Advantage	
A	Concept and meaning – trade creation and trade diversion – Understanding concepts of trade creation & trade diversion and their implications through historical as well as contemporary events/incidents, country studies	CO4, CO5,CO6
B	Estimating RCA using excel – Understanding how revealed comparative advantages (RCAs) can be calculated in excel, their implications and use in international economics & trade, conceptual understanding of RCAs	CO4, CO5,CO6
C	Analysing Free Trade agreement using RCA - Understanding how FTAs can be analysed through the concepts & applications of RCAs	CO4, CO5,CO6

Mode of examination	Theory/Jury/Practical/Viva		
Weightage Distribution	CA	MTE	ETE
	25%	25%	50%
Text book/s*	The Global Competitiveness Report 2018-19 (available for free download at- http://www3.weforum.org/docs/GCR2018/05FullReport/TheGlobalCompetitivenessReport2018.pdf)		

Other References	Indicators of international competitiveness: Conceptual aspects and evaluation by Mattine Durand and Claude Giorno(available for free download at https://www.oecd.org/eco/outlook/33841783.pdf) – Computing summary ratios (available for free download at http://web.stanford.edu/group/FRI/indonesia/courses/manuals/pam/pam-book/)
	RCEP – Thailand Trade Creation and Trade Diversion: Evidence and Analysis (available for free download at http://ageconsearch.umn.edu/bitstream/205432/2/2015_AAEA%20Conference_RCEP%20Thailand%20Trade%20Creation%20and%20Trade%20Diversion_(Wanasin).pdf)

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	2	2	3	1	1	2	1
CO2	3	1	1	1	1	1	1	2	2	1
CO3	3	2	2	1	1	2	3	1	1	1
CO4	2	3	1	-	2	1	2	2	1	2
CO5	1	1	1	1	1	1	1	1	1	1
CO6	2	2	2	2	1	1	2	2	2	2
AVERAGE	2.33	1.83	1.50	1.16	1.33	1.5	1.67	1.50	1.50	1.33

1- Slight (Low)

2- Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: - IB		Sem- III	
1	Course Code	DSC090	
2	Course Title	Global Marketing Strategies	
3	Credits	3	
4	Contact Hours (L-T-P)	(3-0-0)	
	Course Status	Discipline Specific Course	
6	Course Objective	<ol style="list-style-type: none"> To primarily make the students understand the role of Global marketing in changing dynamic global markets. To have an overview of Global markets and opportunities and challenges ahead for Organizations in view of Global trends and products competitiveness 	
	Course Outcomes	<p>After the completion of the course the students will be able to:</p> <p>CO1: Differentiate between Domestic markets, International Markets and Global Markets with their key characteristics and differentiation</p> <p>CO2: Identify the Global Trading Environment with focus on social, cultural environment and regulatory issues in foreign markets</p> <p>CO3: Relate with Global demographic profiles of ever-changing Global markets and formulate requisite pricing strategies to sustain in Globalization</p> <p>CO4: Categorize the factors impacting pricing and media communication in global environment</p> <p>CO5: Identify the role of Mobile commerce and digital global marketing in the 21st century trading environment and its role in handling security aspects of global trade</p> <p>CO6: Remembering Global trends and products competitiveness</p>	
	Course Description	<p>The course is designed to nurture the students with upcoming trends in Global marketing and its implications for Global Companies to re-design their Global Marketing strategies to succeed in the competitive environment. The course primarily aims to provide the students with thorough understanding of ever-changing Global Markets, the role of Governments in restructuring the goods and services taxes on Products crossing across Borders. The course facilitates the students understanding of Global markets with focus on various types of Orientations of Companies operating in various regions across the Globe.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Global Marketing Environment	
	A	<ul style="list-style-type: none"> Domestic, International, Transnational, Global company 	CO1

B	<ul style="list-style-type: none"> Global Economic and Trade Environments, Social and Cultural Environments 	CO1	
C	<ul style="list-style-type: none"> Political, Legal, and Regulatory Environments Global Information Systems and Market Research 	CO1	
Unit 2	Global Markets and Segmentation		
A	<ul style="list-style-type: none"> Global market Segmentation 	CO1, CO2	
B	<ul style="list-style-type: none"> Targeting & Positioning Target Market strategy Options 	CO1, CO2	
C	<ul style="list-style-type: none"> Global market entry mode Product Market decisions 	CO2	
Unit 3	Global Strategic partnerships		
A	<ul style="list-style-type: none"> Portfolio Analysis , PLC, Portfolio model of analysis, BCG Matrix, GE & McKinsey Matrix 	CO3	
B	<ul style="list-style-type: none"> Sustainable Competitive Advantage, Core Competency 	CO3	
C	<ul style="list-style-type: none"> Generic Strategies, Growth Strategies 	CO3	
Unit 4	Global Pricing Strategies		
A	<ul style="list-style-type: none"> Brand and Product Decisions in Global Marketing Global Packaging and Labeling 	CO4,CO6	
B	<ul style="list-style-type: none"> Pricing Decisions, Dumping and Marketing Channels Environmental influences on Pricing decisions 	CO4,CO6	
C	<ul style="list-style-type: none"> Global Marketing Communication Global Media decisions 	CO4	
Unit 5	Global Strategy and Leadership		
A	<ul style="list-style-type: none"> Global Marketing and the Digital Revolution Mobile Commerce and Wireless connectivity 	CO5,CO6	
B	<ul style="list-style-type: none"> Global marketing Audit 	CO5,CO6	
C	<ul style="list-style-type: none"> Role of WTO in Global Trade facilitation I.M.F and International Liquidity 	CO5,CO6	
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	25%	25%	50%

	Text book/s*	Keegan, W. J., & Green, M. C. (2015). Global marketing. Pearson/ Prentice Hall. 8e	
	Other References	<ul style="list-style-type: none"> • Johansson, Johnny K., Global Marketing, Tata McGraw Hill. • International marketing by Rakesh Mohan Joshi, (Oxford) <p>Case Studies</p> <ol style="list-style-type: none"> 1. WTO and Global Trade disputes settlement 2. Emami (Entry into foreign markets) 3. Procter & Gamble Market Expansion strategies 4. Amazon Expansion into Asian markets 5. Reliance industries & ONGC Arbitration case KG Basin 	

Course Articulation Matrix

Pos Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	3	1	2	2	3	2	2
CO2	2	3	1	1	2	1	2	2	1	1
CO3	1	1	2	2	1	1	2	2	2	2
CO4	2	2	2	1	1	1	1	1	2	1
CO5	2	2	1	1	1	2	2	1	1	1
CO6	2	2	1	1	1	2	2	1	1	2
AVG	2.00	2.00	1.50	1.50	1.16	1.5	1.83	1.67	1.50	1.50

1- Slight (Low)

2- Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: IB		Term: III
1	Course Code	DISCIPLINE SPECIFIC COURSE023
2	Course Title	INTERNATIONAL HUMAN RESOURCES MANAGEMENT
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
5	Course Objective	<ol style="list-style-type: none"> 1. To cover the basic concepts & techniques/practices of Human Resource Management in the International context. 2. To make the students sensitive to cross cultural issues and understanding of international approaches to dealing with people in organizations. 3. To understand the concept of cross-cultural diversity & management. 4. To outline the key concerns of International Organizations and trade unions and the potential constraints that trade union may have on multinationals.
6	Course Outcomes	<p>On completion of this course, students will be able to:</p> <p>CO1: Develop generic skills- especially in diagnosing international HR issues.</p> <p>CO2: Evaluate the developing role of human resources in the global arena.</p> <p>CO3: Understand external forces (e.g., globalization, sociocultural changes, political and economic changes) that have the potential to shape international HRM.</p> <p>CO4: Exhibit a global minimum sensitivity to cultural issues in organizations.</p> <p>CO5: Identify the Human Resource Management challenges facing multinational corporations, including staffing, training & development, performance management, and compensation</p> <p>CO6: Remembering cross-cultural diversity & management</p>

7	Course Description	This course examines both applied and theoretical perspectives of the effect of national differences on the processes and systems associated with managing human resources across national boundaries, as in the case of multinational corporations. We look at the diverse ways to conceptualize cross-national differences and challenges facing the management of multinational firms.		
8	Outline syllabus	CO Mapping		
	Unit 1	IHRM- overview		
	A	Difference between HRM and international HRM		CO1
	B	Factors affecting IHRM		CO1
	C	Challenges to IHRM		CO1, CO2
	Unit 2	Diversity		
	A	What is diversity, Dimensions of Diversity and Reasons for increasing diversity		CO1
	B	Management of Diversity		CO1, CO4
	C	Challenges and barriers to managing diversity at workplace		CO1
	Unit 3	IHRM- Functions & Practices		
	A	Influences of cross-cultural issues on organizations Selection of international employees		CO1, CO4
	B	Global Training and appraisal systems for a cross cultural workforce Training, and development of International Staff		CO1
	C	Compensation and Performance Management – An international perspective		CO1, CO4
	Unit 4	Expatriation and Repatriation		
	A	Reasons for expatriation		CO3, CO4
	B	Reasons for expatriate failure		CO1, CO3
	C	Repatriation process		CO3, CO3
	Unit 5	International Labour relations – A brief overview		
	A	Role of International Organizations		CO1
	B	Employment and Labour Laws – An international Perspective		CO1
	C	Trade unions		CO4,CO6
		Individual incentives Plans-straight piece rate, standard hour, Hasley Premium Plan, Profit sharing, Stock options, Group Incentive Plans- Taylor differential piece rate system, Priests Mans plan		CO5,CO6
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%

Text book/s*	INTERNATIONAL HUMAN RESOURCES MANAGEMENT- PETER J. DOWLING, MARION FESTING & ALLEN D. ENGLE CENGAGE FIFTH EDITION	
Other References	IHRM TONY EDWARDS CHRIS REES PEARSON 2007	

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	1	1	3	1	1	1
CO2	1	1	1	1	2	1	3	2	1	1
CO3	2	1	1	1	2	1	3	2	1	2
CO4	1	1	1	2	2	1	3	2	1	1
CO5	1	1	1	2	2	1	3	2	1	1
CO6	1	1	1	2	2	1	3	2	1	1
AVG	1.33	1.00	1.00	1.50	1.83	1.00	3.00	1.83	1.00	1.16

1- Slight (Low)

2- Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch : 2024-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: IB		Term: III
1	Course Code	DISCIPLINE SPECIFIC COURSE052
2	Course Title	International Financial Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
Course Type		Compulsory
5	Course Objective	<p>This course aims the students to:</p> <ul style="list-style-type: none"> • Provide the students with an in-depth knowledge of international finance fundamentals and an overview about the types of financial management problems confronted by the modern-day Multinational and Transnational Corporations. • Introduce to the International finance theory international financing/investing activities/ Working and International financial markets. • Describe the international monetary system and the foreign exchange markets. Examine the Balance of Payments (BOP) data and determine its implications for international competition. • Develop knowledge, capability, and skills necessary for making sound financial decisions for a multinational firm in a global environment.
6	Course Outcomes	<p>The student will be able to</p> <p>CO1: Define International Financial & Monetary Environment and recognize the nature & scope of International Financial functions in the operation of a MNC.</p> <p>CO2: Identify risk relating to exchange rate fluctuations and develop strategies to deal with them.</p> <p>CO3: Discover & appraise investment & financing opportunities in the international environment.</p> <p>CO4: Explain & analyze various aspects of international financial management, including the operations of currency markets, capital structure, capital budgeting and short-term working capital needs in international business environment.</p> <p>CO5: Evaluate foreign direct investment and international acquisition opportunities.</p> <p>CO6: Remembering international finance fundamentals</p>

7	Course Description	This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment. Emphasizing broad concepts and real-world practices rather than extensive quantitative material, the course offers a concise introduction to international finance and provides a clear, conceptual framework for analyzing key financial decisions in multinational firms. The approach of the course is to treat international financial management as a natural and logical extension of the principles learned in the introductory financial management course.
8	Outline syllabus	CO Mapping
	Unit 1	International Financial and Monetary Environment
	A	International Business and its modes, MNC: the Key participants in International Financial functions, Nature of International Financial Functions and the Scope of IFM. Issues in Financial decisions of a Multinational firm.
	B	IFM v/s Domestic Financial Management, Understanding of International Flow of Funds :
	C	Balance of Payments, Capital Account Convertibility. International Liquidity & Bretton Woods System of Exchange rates.
	Unit 2	Markets for Foreign Exchange rate and Mechanism
	A	Understanding of the Foreign Exchange Market, Distinctive features and its major participants.
	B	Exchange rate Quotations , Understanding of Nominal, Real and Effective Exchange rates
	C	Understanding of SPOT and FORWARD markets and determination of Exchange rate in the spot market. Theories of Exchange rate behaviour and determination of Exchange rate in Forward Market.
	Unit 3	International Investment Decisions
	A	Foreign Direct Investment- Theories of FDI and Costs and benefits of FDI.
	B	International Capital Budgeting- Evaluation criteria, Computation of Cash flows, Cost of Capital and Adjusted present value approach, Sensitivity analysis
	C	Non Financial Factors in Capital Budgeting/ Evaluation and Management of Political Risks./International Investment.
	Unit 4	International Financial Decisions
	A	Overview of the International Financial Market- Channels for International Flow of Funds, Selection of Sources and forms of Funds.

B	The World Bank and International Finance Corporation Asian Development Bank, The Process of Internationalization and International Banking, Direction and purposes of lending and Lending risk.			CO2,CO3,CO4,CO6
C	Global Cash Management and Control of International Banks. International Financial Market instruments and Financial Swaps.			CO3,CO3,CO4
Unit 5	International Working Capital and Miscellaneous Issues			
A	International Working Capital policy, Basics of managing cash and Near Cash assets, Management of Receivables and Inventory, Financing of current assets.			CO4,CO5,CO6
B	Financing of Foreign trade and modes of payment in International trade.			CO4,CO5,CO6
C	International Accounting, Indebtedness and International Taxation			CO4,CO5,CO6
Mode of examination	Theory			
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*	Vyuptakesh Sharan, International Financial Management, Prentice Hall of India.			
Other References	P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi, 2004. Alan C.Shapiro, Multinational Financial Management, 4/e, Prentice Hall India Private Ltd, 2004 Jeff Madura, International Financial Management, 6th edition, Thomson Publications.			

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	1	1	1	2	1	1	1	2
CO2	1	2	2	2	1	1	2	1	2	1
CO3	2	3	3	3	-	1	1	2	2	1
CO4	1	2	2	2	3	1	1	2	2	2
CO5	2	2	2	2	2	2	2	2	2	2
CO6	2	2	2	2	3	2	2	2	2	2
AVERAGE	1.50	2.17	2.00	2.00	2.00	1.50	1.50	1.67	1.83	1.67

1- Slight (Low)

2- Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch : 2023-2025	
Program me:MBA		Current Academic Year: 2024-2025	
Branch: -		Term: III	
1	Course Code	DISCIPLINE SPECIFIC COURSE093	
2	Course Title	Management of International Logistics	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Elective	
6	Course Objective	To enrich the students with the core concepts of international logistics and its applications in developing economies. To train the students in various upcoming trends in Logistics in a Globalized scenario and primarily the role of technology in facilitating Logistics and its co-ordination with various other domains in real time scenario.	
7	Course Outcomes	<p>After the completion of the program, the students will be able to:</p> <p>CO1: understand the role of Logistics within the Organization at various levels and its co-ordination with other stake holders</p> <p>CO2: understand the role of transportation in facilitating the logistics and value chain functions in an organization</p> <p>CO3: Explain the Documentation process involved in Export/Import businesses related to Logistics Management</p> <p>CO4: Illustrate the International transportation policies, Inter-Modal transport, Shipping and Containerization functions in Logistics management.</p> <p>CO5: Analyze the emerging trends in Logistics Information systems and application software widely used in International Logistics</p> <p>CO6: Remembering International logistics and its applications in developing economies.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to International Logistics Management	
	A	What is logistics? Inter-firm logistic, Intra-firm logistics and international logistics What is the goal of logistics	CO1
	B	Regional logistics assessment, - Military, Business and Civil. Performance Cycle; Transportation, Distribution and Documentation/ Communication The role of transportation- Shipper, Carrier and Consignee	CO1,CO 2

C	A brief history of logistics and transportation, Computerization, Quality Management andDeregulation of Transportation.			CO1, CO3
Unit 2	Structure and function of Logistics			
A	<ul style="list-style-type: none"> Global Structure of Shipping, International Shipping- Liner and TrampStructure, Chartering, Steps in Charting; Pre-Fixing, Fixture negotiation, Voya Management, Post-Fixture ge 			CO2,CO3
B	<ul style="list-style-type: none"> Unitization, Containerization, Types of Containers,Intramodal/Multimodal 			CO3
	Transport; Benefits and Challenges. CFS- Container Freight Stations, InlandContainer Depot (ICD),			
C	<ul style="list-style-type: none"> Indian Shipping- Types of Ports, Port Trust, Global Overview of Port Sector, Indian Port Sector, Ailments of Indian Port Sector, Reform in Indian Port Sector 			CO4
Unit 3	International Transportation and Documentation in Export/Import processes			
A	<ul style="list-style-type: none"> International Transportation Processes, Buyer-Seller Agreement, OrderPreparation, Documentation- Export Licenses 			CO3, CO5, CO6
B	<ul style="list-style-type: none"> Sales Documents- A prof-forma invoice, A Commercial Invoice & AConsular Invoice. Financial Documents-The letter of Credit, Transportation Documents -Bill of Lading, Selection of Port or Gateways 			CO3,CO4
C	<ul style="list-style-type: none"> Ocean Transportation- Liners, Tramps & Private Vassels, InternationalFreight Forwarders. Land Mini and Micro Bridges. Shipping Conferences. 			CO3,CO 5,CO6
Unit 4	International Transportation Policies			
A	<ul style="list-style-type: none"> Laws and Licenses- Air, Sea and Intermodal 			CO3,CO 4,CO6
B	<ul style="list-style-type: none"> DCI and Dedicated Global, Incoterms or International CommercialTerms , UN Convention on Contracts for International sale of Goods. 			CO4
C	<ul style="list-style-type: none"> Harmonized Tariff Schedule, International Harmonized Commodity Coding and Classification system, The World Customs Organization. 10 digit classification code numbers HTS 			CO5,CO6
Unit 5	Logistics Information systems and Global Positioning systems			
A	<ul style="list-style-type: none"> Emerging trends in Logistics Information systems 			CO4, CO3
B	<ul style="list-style-type: none"> Role of GPS in Scheduling and traffic management 			CO5,CO6
C	<ul style="list-style-type: none"> Changing role of 3rd party and 4th Party logistics in international scenario 			CO5,CO6
Mode of examination	Theory			
Weightage	CA	MTE	ETE	

Distribution n n	25%	25%	50%	
Text book/s*	Logistic and Supply Chain Management by Donald J. Bowerson, Publisher: PrenticeHall of India			

Other References	Suggested Readings: 1. Logistic Management and World Sea Borne Trade by Multiah Krishnaveni, Publisher: Himalaya Publication 2. International Marketing by Sak Onkvisit & John J. Shaw, Publisher: Prentice Hall of India 3. International Marketing by Gupta and Varshing, Publisher: Sultan Chand and Sons	
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Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	2	3	1	2	3	2	2	2
CO2	3	2	3	3	2	1	2	2	2	1
CO3	2	2	2	2	1	2	3	2	1	1
CO4	2	2	2	3	1	1	2	2	2	1
CO5	2	1	2	2	1	1	2	2	1	1
CO6	2	1	2	2	1	1	2	2	1	1
AVERAGE	1.67	1.67	2.17	2.50	1.16	1.331	2.33	2.00	1.50	1.16

1- Slight (Low)

2- Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-25	
Branch:IB		Term: III	
1	Course Code	DSC094	
2	Course Title	TRADE ENVIRONMENT DIVERSITY AND GLOBAL BUSINESS	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	ELECTIVE	
5	Course Objective	<p>The objective of the course is to highlight the role of diversities in creating opportunities and challenges for global business.</p> <p>A. Understanding the governing systems of economies of the world</p> <p>B. Developing rationale for diversity in political economies of the countries of the world.</p> <p>C. Learning to interpret trade related outcomes form the perspective of diversity in economy, culture, ethical practices and global openness</p>	
6	Course Outcomes	<p>On successful completion of this module students will be able to:</p> <p>CO1: Identify the concepts of Globalization, Management Focus and Country Focus</p> <p>CO2: Describe National Difference in Political Economy</p> <p>CO3: Illustrate the relation of Political Economy and Economic Development</p> <p>CO4: Analyze the impact of The Political Economy of international Trade and FDI</p> <p>CO5: Determine most suitable ethical, cultural, religious and economic philosophy in the international business operation.</p> <p>CO6: Remembering diversity in economy, culture, ethical practices and global openness</p>	
7	Course Description		
8	Outline syllabus		CO Mapping
	UNIT 1	Globalization, Management Focus and Country Focus	
	A	TheGlobalizationofMarket(p5) The Globalization of Production(p6) Drivers of Globalization(p10), Globalization jobs and income(p27), Globalization- labor policies and Environment(29), Globalization and National Sovereignty (p31)	CO1
	B	Management Focus (pp 7-14) & (pp 21-23):- The Emergence of Global Institutions (p8), DecliningTrade and Investment Barriers (p10), The Changing World Output and World Trade Picture(p14), Anti-globalization Protest (p23)	CO1
	C	Country Focus (pp 16-20)&(pp24-40):-The Changing world order-FDI,MNCs and ManagingMarketplace in Globalization	CO1
	UNIT 2	National Difference in Political Economy(Chapter 2, pp-44-68)	
	A	Introductionand Opening Cases (pp44-48) - Political Systems, Collectivism and Individualism, Democracyand Totalitarianism	CO2

B	Country Focus (pp49-58)- Market Economy, Command Economy, Mixed Economy, Difference in Legal System, Case of Corruption in Nigeria & Venezuela under Hugo Chavez(1999-2013), Case of Poland's Economy			CO2
C	Management Focus (pp-59-66), Did Wal-Mart Violate the Foreign Corruption Practices Act? The Protection of Intellectual Property,			CO2
	Starbucks Wins Key Trademark Cases in China, Product Safety and Product Liability and Its Implication for Managers.			
UNIT 3	Political Economy and Economic Development(Chapter 3, pp-68-100)			
A	Differences in Economic Development, Broader Conceptions of Development by Amartya Sen, Political Economy and Economic Progress			CO3
B	Human Development Index, Innovation and Entrepreneurship Require a Market Economy & Property Rights			CO3
C	The Nature of Economic Transformation- Deregulating and Privatization. Country Cases on GNI, GDP, GNI Per Capita and Economic Transformation			CO3
UNIT 4	The Political Economy of International Trade and FDI (Chapters 7 & 8, pp 226-294)			
A	Instruments of Trade Policy- Tariffs and Subsidies. Import Quotas and Anti-Dumping Policies			CO4
B	Development of the World Trading System (241-248) Estimating Case of Gains from Trade for America and Implication for Managers (249)			CO4
C	Foreign Direct Investment (pp 261-294); Trends, Directions and Source. Political Ideology and FDI, Benefits and Cost of FDI, Implications for Managers(284)			CO4
UNIT 5	Ethics in International Business(Chapter 5 pp 140-179)			
A	Ethical Issues in International Business, Employment Practices, Human Rights, Environmental Pollution			CO5
B	Corruption, Moral Obligation, Ethical Dilemmas, The Roots of Unethical Behaviour			CO6
C	Philosophical Approaches to Ethics, Case- Working Conditions in a Chinese Factory, Disaster in Bangladesh: The Collapse of Rana Plaza Building.			CO6
Mode of examination	Theory/Practical			
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*	International Business: competing in the Global Market Place: Charles Holland Arun Kumar Jain: McGraw Hill Publication 10th Edition, Special Indian Edition			

	Other References	Framework, C. E., Model, A. S. G. E., Games, F. T. P., & Infrastructure, L. Springer Texts in Business and Economics.	
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Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO 1	3	2	2	1	1	2	3	2	2	2
CO 2	3	2	2	1	2	1	3	2	2	1
CO 3	3	2	2	2	1	1	3	2	1	1
CO 4	3	2	2	1	1	1	3	2	1	1
CO 5		2	2	3	1	1		2	1	1
CO6	3	2	2	1	1	1	3	2	1	1
AVERAGE	3.00	2.00	2.00	3.00	1.16	1.16	3.00	2.00	1.33	1.16

1Slight (Low) Moderate (Medium)3-Substantial (High)

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: IB DISCIPLINE SPECIFIC COURSE		Term: IV
1	Course Code	DISCIPLINE SPECIFIC COURSE095
2	Course Title	Management of Trans-national Corporations (TNCs)
3	Credits	03
4	Contact Hours (L-T-P)	3-0-0
Course Type		DISCIPLINE SPECIFIC COURSE
5	Course Objective	<p>The objectives of this course are to provide global managers with a clear conceptual understanding of</p> <ul style="list-style-type: none"> The fundamental economic, financial, and political factors affecting the international expansion of the firm as distinct from purely domestic factors. The persistence of deep and momentous cross-national differences in the world that affect the strategy, performance, and value of the multinational firm. The optimal sequence, speed, and mode of international expansion depending on the characteristics of the industry, the firm, and the host country. The models for organizing and managing a multinational network of subsidiaries, including how to coordinate and to transfer useful knowledge across borders.
6	Course Outcomes	<p>The student will be able to:</p> <p>CO1: Implement the conceptual tools to navigate through the mass of information about how international competition takes place.</p> <p>CO2: Classify the differences between multi-domestic, global, International and Transnational corporations.</p> <p>CO3: Evaluate the global strategies that will help enhance the firm's long-term profitability and value.</p> <p>CO4: Illustrate the management of a global workforce and the challenges in managing global business across different cultures.</p> <p>CO5: Interpret the effects of economic, cultural, financial, political, and social factors on TNCs management decisions.</p> <p>CO6: Remembering models for organizing and managing a multinational network of subsidiaries</p>
7	Course Description	Globalization is the single most significant development changing business dynamics in this century. With the improvements in transportation and communication technologies there is a sea change in the way the

		<p>companies are run. This module explores these issues through a variety of perspectives from different strands of literature. This allows students to capture the essence of the transnational corporation, but at the same time appreciate the differences in the nature of management practice across the globe. For instance, there are often noted (and sometimes subtle) differences in the management styles and strategies of Western and Asian TNCs. Such differences can raise tensions, particularly in the case of international joint ventures. A salient issue is the extent to which management practices have converged towards a global norm.</p>		
8	Outline syllabus			CO Mapping
	Unit 1	TNCs and International Business		
	A	Understanding and Managing the TNC		CO1
	B	Home Country and International Competitive Advantage		CO1
	C	Distance & Global Strategy: Host-Country Choices		CO2
	Unit 2	Controlling and Coordinating Multinationals		
	A	Managing the Value Chain across Borders: The Coordination		CO2
	B	Cross-Border Mergers and Acquisitions (M&As)		CO3
	C	Negotiating Globally: Cross-cultural Negotiation		CO2, CO3
	Unit 3	Corporate Governance		
	A	Corporate Governance and Sarbanes Oxley Act 2002:An Overview		CO2, CO3
	B	Impact of Sarbanes Oxley (SOX) Act on Midsize and Big Four Accounting Firms		CO1, CO2
	C	International Corporate Governance. The Case of China		CO1, CO3
	Unit 4	TNCs and International Human Resource Management (IHRM)		
	A	Concept of direction- nature and scope		CO4, CO5,CO6
	B	IHRM from the Host Country Perspective; Industry and Organisational level IHRM; Challenges in HRM in MNCs		CO4, CO5,CO6
	C	HRM practices in foreign MNCs (multinationals) operating in the People republic of China(PRC): an institutional perspective		CO4,CO6
	Unit 5	TNCs and Cultures		
	A	Cultures Evolve? Socialisation and Cultural Identity		CO3, CO4
	B	South Asia as a Context for Managing in TNCs; National Cultures		CO5,CO6
	C	The Cultures of TNCs; The Reemergence of Indian TNCs		CO4, CO5,CO6
	Mode of examination	Theory/Jury/Practical/Viva		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%

Text book/s*	Ietto-Gillies G (2012) Transnational Corporations and International Production, Concepts Theories and Effects. 2nd Edition. Edward Elgar.
Other	Students are provided with a range of academic journal articles, extracts
References	from supplementary text books and other reports or material. They will also consider a number of Case Studies. These comprise the Module Reader which forms an essential part of this course.

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	2	3	2	3	1	2	1
CO2	2	3	1	1	2	1	2	2	1	2
CO3	1	2	2	2	1	2	1	1	1	1
CO4	1	1	1	1	1	1	1	2	1	1
CO5	1	1	1	1	1	1	1	2	1	1
CO6	1	1	1	1	1	1	1	1	1	1
AVR	1.50	1.67	1.33	1.33	1.5	1.33	1.50	1.50	1.16	1.16

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

1- Slight (Low)

2- Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch : 2023-2025	
Program me:MBA		Current Academic Year: 2024-2025	
Branch: - IB DISCIPLINE SPECIFIC COURSE		Term: IV	
1	Course Code	DISCIPLINE SPECIFIC COURSE 096	
2	Course Title	Globalization and Indian Business Scenario	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	IB Specialization	
5	Course Description	The purpose of this course is to examine the effects of various international economic policies on India's domestic business. The focus will be on studying the implications of international trade in goods and services in terms of threats, Opportunities, and preparedness.	
6	Course Objective	<ol style="list-style-type: none"> 1. To make students explain the structural features of India's foreign trade. 2. To make students analyze the domestic response to globalization at a Disaggregated sectorial level. 3. To make students explain various threats and opportunities in doing business from an India-centric perspective in some emerging fields of global business. 4. To make students identify the policy environment in India facilitating and/or inhibiting international business. 	
	Course Outcomes	The students will be able to: CO1: Describe the structural features of India's foreign trade CO2: Explain the domestic response to globalization at a disaggregated sectorial level CO3: Illustrate various threats and opportunities in doing business from an India-centric perspective in some emerging fields of global business CO4: Classify the policy environment in India facilitating and/or inhibiting international business CO5: Understand various policies which regulate Indian Business Environment CO6: Remembering the domestic response to globalization	
8	Outline syllabus		CO Mapping
	Unit 1	Characteristics of India's Foreign trade	
	A	India's International Trade-Present Scenario	CO1,
	B	Trends in composition of India's foreign trade	CO1,

	C	Factors contributing to recent changes		CO1,
	Unit 2	Domestic policy response to globalization		
	A	Manufacturing Sector: Concepts of Non-Agricultural Market Access		CO2,
	B	Most Favored Nation		CO2,
	C	National Treatment, Anti-dumping duties		CO2,
	Unit 3	Domestic policy response to globalization		
	A	Service Sector: Implications of GATS		CO3,
	B	Agriculture, forestry and fisheries Sector: Implications of subsidies, tariff and non-tariff barriers in international agri-business		CO3,
	C	Media industry: Implications of Globalizations for Entertainment, Advertising, Print and News Industries		CO3,
	Unit 4	Sunrise sectors in international business		
	A	Energy, entertainment, retail trade and India's position thereof		CO4,
	B	Education, Health services, ITES and India's position thereof		CO4,
	C	Agro-processing, tourism and hospitality and India's position thereof		CO4,
	Unit 5	India's policy environment for international business		
	A	Industrial policy		CO5, CO6
	B	Agricultural policy, Forest & Environment policy		CO5,C O6
	C	Land Acquisition policy and Labour policy		CO5,C O6
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%

Text books	<ul style="list-style-type: none"> • Garg Pawan Kumar, 2002, Export of India's major products: Problem & Prospects, New Century Publications. • Datta, Samar K. & Deodhar Satish (eds) (2001): 'Implications of WTO Agreements for Indian Agriculture', Oxford & IBH Company, N.Delhi, 2001, CMA Monograph no.191. • Datta, Samar K. & Chakrabarti, Milindo (2001): A Note on the Definition of a 'Resource Poor-Farmer' : Chapter 18 in 'Implications of WTO Agreements for Indian Agriculture', Oxford & IBH Company, N.Delhi, 2001, CMA Monograph no.191: pp.552-568. • Datta, Samar K., Nilkanthan, R & Chakrabarti, Milindo (2010): Towards Evolving Agricultural Policy Matrix in a Federal Structure – The Post- WTO Scenario in India: Allied Publishers, New Delhi. 	
Other References	<ul style="list-style-type: none"> • http://commerce.nic.in/trade/faqs_gats.pdf • https://www.indianeconomy.net/splclassroom/what-is-aggregate-measurement-of-support-ams/ • https://www.livemint.com/Opinion/PvLKsYsU800Eq0so6rLoaL/Farm-subsidies-the-coming-fight-at-the-WTO.html • https://www.livemint.com/Politics/RSxoNQuz04CjrTcVutX8ul/Why-India-opposed-deal-to-end-fisheries-subsidies-at-WTO.html • https://www.bloomberqint.com/markets/media-entertainment-to-become-a-rs-2-lakh-crore-industry-by-2020#gs.xm4pB_E • https://www.bloomberqint.com/markets/media-entertainment-to-become-a-rs-2-lakh-crore-industry-by-2020#gs.tnBL_nc • https://www.ibef.org/industry/media-entertainment-india.aspx • http://www3.weforum.org/docs/WEF_Future_Electricity_India_case_.pdf • https://oilprice.com/Energy/Energy-General/How-Globalization-Will-Create-An-Energy-Crisis.html • http://www.kalpavriksh.org/images/CLN/Globalisation%20Brochure.pdf 	

	<ul style="list-style-type: none"> http://www.mondaq.com/india/x/535572/Inward+Foreign+Investment/FDI+i+n+Indian+Education+Sector https://academic.oup.com/intqhc/article/17/4/277/2886510 https://www.ibef.org/industry/healthcare-india.aspx https://timesofindia.indiatimes.com/business/india-business/why-are-investors-lining-up-for-indias-hospitals/articleshow/64985069.cms https://www.business-standard.com/article/economy-policy/govt-approves-100-fdi-in-medical-devices-114122400663_1.html https://www.ibef.org/download/IT-ITeS-Report-Jan-2018.pdf https://www.ibef.org/industry/information-technology-india.aspx http://www.papertyari.com/general-awareness/economics/industrial-policy-india-since-independence/ https://www.businesstoday.in/current/economy-politics/biggest-reform-30-years-modi-govt-soon-unveil-new-industrial-policy/story/281159.html https://www.oecd-ilibrary.org/agricultural-policies-in-india_5j8r20vmcpl.pdf?itemId=%2Fcontent%2Fpublication%2F9789264302334-en&mimeType=pdf 	
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Course Articulation Matrix

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	2	1	2	1	1			
CO2		3		2	1	2	1	3		
CO3	3		1	2	1	2				
CO4	2			1	1	1		3		
CO5			3	1	1	1			2	2
CO6	1	1	2	1	1	1	1	3	2	2
AVERAGE	1.33	0.83	1.33	1.33	1.16	1.33	1.00	1.5	0.66	0.66

1- Slight (Low)

2- Moderate (Medium)

3-Substantial (High)

School- SSBS		Batch 2023-2025	
Programme: - MBA		Current Academic Year 2024-2025	
Branch		Term: IV	
1	Course No.	DISCIPLINE SPECIFIC COURSE097	
2	Course Title	Global Value Chain and Trade Facilitation	
3	Credits	3	
4	Contact Hours (L-T-P)	(3-0-0)	
5	Course Objective	<p>The objectives of this course are</p> <ul style="list-style-type: none"> a) to provide a conceptual framework of Global Value Chain Networks b) to introduce analytical concepts related with analysis of global value chain networks and its role in designing trade policies c) to expose students to different aspects of global collaboration in trade and trade related production between developing and developed countries 	
6	Course Outcomes	<p>On successful completion of this module students will be able to:</p> <p>CO1: Explain the concept of trade in value added in view of global trade dynamics</p> <p>CO2: Describe the implications of using value added trade data.</p> <p>CO3: Demonstrate grasp over the factors responsible for growth in trade of some of the East Asian countries and lessons for other countries including India</p> <p>CO4: Categorize the comparative growth prospects of industries in India and other developing countries in view of requirements of global value chain networks.</p> <p>CO5: Analyze trade facilitation for Global and Regional Value Chains</p> <p>CO6: Remembering Global Value Chain Networks</p>	
7	Outline syllabus:		
	Unit 1	Estimating trade in value added: Why and How?	Outcomes
	A	What is trade in value-added? Motivation for Trade in value-added and Measurement of Trade in value-added.	CO 1
	B	Early Evidence of Trade in Value Added – OECD and WTO Databases. Export requires Import, High Share of Intermediate Imports Used to Serve Export Market	CO 1
	C	Electronic Equipment- Gross Export Decomposed by Source Since 2009, Services in Value Added- Domestic and Foreign Content, Estimating Trade in Value Added	CO 1
	Unit 2	The implications of using value-added trade data for applied trade policy analysis	
	A	Some Key Implications of Value added data on Trade Policy.	CO2
	B	Value-added trade data and CGE experiments of two hypothetical US-Asia rebalancing scenarios. United States' Import of Electronics, Chinese Import of Electronics	CO2
	C	Value-added trade data and estimation of exchange rate and price pass through effects. Trade Elasticity- with and without value added	CO2
	Unit 3	The geometry of global value chains in East Asia: The role of industrial networks and trade policies	

	A	Evolution of East Asian Supply Chain, Input Output Models and Supply Chain, Motivations and Analysis of Evolution	CO3
	B	Tariffs, Transport and Trade Facilitation- Cascading Transaction Costs in production networks, Regional Production Networks and Shock Transmission	CO3
	C	Effective Production Rates and Anti-Export Bias	CO3
	Unit 4	Global value chain-oriented industrial policy: the role of emerging economies,	
	A	Emerging Economies in Comparative Perspective, Global Value Chain and Industrial Policy	CO4,CO6
	B	Industrial Policy in Action: A Case of Brazil's Industrial Policy, Leveraging Consumer Electronics Industry	CO4,CO6
	C	Development of Automative Value Chain in Mekong Region (Thailand)	CO4,CO6
	Unit 5	Trade Facilitation for Global and Regional Value Chains	
	A	Intra-regional trade and freight flows in South African custom union	CO5,CO6
	B	Trade Facilitation by low income countries (LICs) and Least developed countries (LDC)	CO5,CO6
	C	Connecting LICs and LDCs in Global Value Chains and achieving sustainable development	CO5
8	Course Evaluation		
8.1	CA	25%	
8.2	MTE	25%	
8.3	End-term examination: 50%		
9	References		
9.1	Text book	Shepherd, Ben - Trade Facilitation and Global Value Chains: Opportunities for Sustainable Development Published by International Centre for Trade and Sustainable Development , https://www.ictsd.org/sites/default/files/research/trade_facilitation_and_global_value_chains_0.pdf Elms, K, Deborah and Patrick Low, Global Value Chains in the Changing World, Published by World Trade Organization, Geneva 21, Switzerland (2013) https://www.wto.org/english/res_e/booksp_e/aid4tradeglobalvalue13_e.pdf	
9.2	Other references	Growth and Intelligence Network: Trade Facilitation for Global and Regional Value Chains in SACU	

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO 6	PS O1	PSO2	PSO3	PSO4
CO1	3		2	2	1	2		2	2	
CO2	3	3	2	1	1	1		2	2	3
CO3	3	3	2	1	1	1	3	2	2	
CO4	3	3	2	1	2	1	3	2	1	
CO5	3	3	2	1	1	2	3	2	1	
CO6	3	3	2	1	1	1	3	2	1	3
AVG	3.00	2.5	2.00	1.16	1.16	1.33	2	2.00	1.5	1

1- Slight (Low)

2- Moderate (Medium)

3-Substantial (High)

School: School of Business Studies (SBS)		Batch : 2023-2025
Programme : M.B.A.		Current Academic Year: 2024-2025
Branch: IB		Term: IV
1	Course Code	DISCIPLINE SPECIFIC COURSE054
2	Course Title	MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING
3	Credits	03
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Elective
5	Course Description	Mergers and Acquisitions (M &As) is a comprehensive course which explores the core concepts of mergers & acquisitions and corporate restructuring and the challenges encountered in implementing them. Beginning with the conceptual framework of corporate restructuring, the course goes on to discuss takeovers and M & A, the concept and process of due diligence and legal issues in M & As. The key issues relating to valuation and accounting will be explained. This course will also be discussing the post-merger issues, the human aspects of M & As and cross-border acquisition.
7	Course Objective	The objective of this course is to acquaint the students with the applications of various concepts and techniques of valuation and standards actually applied in real life M & As cases and challenges in any contemplated M & A transaction so that it enhances the chances of success.

8	Course Outcomes	<p>On completion of this module the student will be able to:</p> <p>CO1 : classifies the different forms of mergers & corporate restructuring.</p> <p>CO 2 analyse how a company can create value by adopting different forms of restructuring.</p> <p>CO 3 value how, when and what valuation techniques are to be applied to determine optimum swap ratio.</p> <p>CO 4 deal with the accounting and legal issues in a merger & acquisitions</p> <p>CO 5 assess how to plan post- merger integration.</p> <p>CO6: Remembering Mergers and Acquisitions</p>	
8	Outline syllabus	CO Mapping	
	Unit 1	An Introduction to Mergers, Acquisitions and Other Restructuring Activities	
	<i>A Understanding Mergers & Acquisitions</i>	<ul style="list-style-type: none"> • Introduction • Meaning of Merger, amalgamation, acquisition, takeover. • Types of Mergers, reverse merger, • Motives and Benefits of Mergers and Acquisitions • divestiture, de merger, Diversification etc. • Reasons for failure of M & As. Process of M & A. 	CO1,
	<i>B Corporate Restructuring</i>	<ul style="list-style-type: none"> • , Introduction • Corporate Restructuring –Meaning, types. • Causes of Corporate Restructuring. • Barriers of Restructuring • Key elements of Restructuring Process and Strategies for restructuring • Implications of Corporate Restructuring 	CO1,
	<i>C Takeovers</i>	<ul style="list-style-type: none"> • Introduction • Forms of Takeover, Takeover Defenses • Benefits and disadvantages of Takeovers • Buyback of Shares and its process 	CO1,
	Unit 2	Corporate Valuation	

A <i>Corporate Valuation : Concepts and Principles</i>	<ul style="list-style-type: none"> Basics of Value, Various Expressions of Value. Relationship among different types of value Purposes of Valuation and Impacts on the Value estimates; Methods of Valuation Principles of Business Valuation 	CO2,
B <i>Corporate Valuation: Techniques</i>	<ul style="list-style-type: none"> Valuation as a cause of M & A Failure. Right Valuation to determine Right Price. Approaches to Corporate Valuation Economic Gains and Costs of M & A. 	CO2, CO3
	<ul style="list-style-type: none"> The Share Exchange Ratio. Problems and Cases on Valuation of firms. 	
C <i>Valuing Synergy</i>	<ul style="list-style-type: none"> Introduction Benefits from Synergy Types of Synergy Synergy and Value Creation in M & A Synergy and Merger Success 	CO2, CO3
Unit 3	Corporate Strategy & Organizing for M&A	
A <i>Corporate Restructuring Strategies</i>	<ul style="list-style-type: none"> Strategies for entering a New Market; Tools for Strategy Analysis – SWOT etc Framework for M & A Strategies Formulating Strategies for M & A. Alternative perspectives on mergers, sources and limits of value creation in different forms of mergers. 	CO2,
B <i>Strategic Alliance</i>	<ul style="list-style-type: none"> Cross-border acquisitions – Needs, Benefits and difficulties in Cross Border Acquisitions. Strategic alliances as an alternative to M&As. 	CO2,

C <i>Leveraged Buyouts</i>	<ul style="list-style-type: none"> • Leveraged buyouts (LBO) & LBO Sponsors and Mode of LBO • Criteria for Selecting LBO Candidate • Concept of Financial Leverage and Risk • Theories of LBO • Exit Strategies for LBO 	CO1, 2,
Unit 4	Accounting & Legal Issues	
A <i>Accounting for M & A</i>	<ul style="list-style-type: none"> • Accounting treatment as per Ind. AS. • Controversies and Dilemma in Accounting for M & 	CO4
	A. Problems and Cases on Purchase Consideration.	
B <i>Due Diligence</i>	<ul style="list-style-type: none"> • Scope and Types of Due Diligence, Transactions requiring Due Diligence • Due Diligence Process. Parties interested in DueDiligence • Due Diligence in Cross-border Deals. 	CO4
C <i>Legal Aspects of M & A.</i>	<ul style="list-style-type: none"> • Procedural aspects under the Companies Act/Rules. Scheme of Amalgamation. • Statutory obligations and SEBI (Substantial Acquisition of Shares & Takeovers) Regulations 2011 • Tax issues relating to M & A. 	CO4
Unit 5	Post – Acquisition Integration –	
A <i>Post-Merger integration</i>	<ul style="list-style-type: none"> • Types of Integration, Tools for Integration • Issues involved in Integration • Role of HRM in M & A Integration • Integrating Cross-border Acquisitions 	CO2,5,6
B <i>Corporate Culture</i>	<ul style="list-style-type: none"> • Integrated Organisation. • Corporate Culture Due Diligence. • Redesigning Post Merger Cultural Process. 	CO2,5,6

C	<i>Integration for M & A Success</i>	<ul style="list-style-type: none"> • Meeting the challenges of M&As. • Post-Merger Growth Strategies • Strategies for Post-merger Success • Case Studies on M & A. 	CO2,5,6	
	Mode of examination	Theory/Jury/Practical/Viva		
	Weightage Distribution	CA	MTE	ETE
		25 %	25%	50%
	Text book/s*	<ul style="list-style-type: none"> • MERGERS AND ACQUISITIONS –Strategy, Valuation, Leveraged Buyouts, and Financing by Sheeba Kapil, Kanwal N. Kapil, Wiley India Pvt.Ltd.,New Delhi 		
	Other References	<ul style="list-style-type: none"> • MERGERS AND ACQUISITIONS –Strategy, Valuation and Integration by Kamal Ghosh Ray, Published by PHI Learning Pvt., Ltd., New Delhi. • Mergers & Acquisitons by Rajinder S. Aurora, Kavita Shetty from Oxford Higher Educaiton • “Creating Value from Mergers and Acquisitions” by Sudi Sudarsanam (Pearson Education) • Mergers, Acquisitions, and Other Restructuring Activities : An Integrated Approach to Process, Tools, Cases and Solutions, by Donald Depamphilis, (London, Academic Press, 2001) • Mergers & Acquisitions : A Guide to creating value for stakeholders, by Michael A. Hitt, Jeffrey S. Harrison and Duane R. Ireland., (New York, Oxford,2011) <p>Journals/ Magazines</p> <ul style="list-style-type: none"> • Business Today • Business World • Business India. <p>Websites</p> <ul style="list-style-type: none"> • www.investopedia.com • www.trak.in • www.livemint.com 		



Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	1	2	-	2	2	1	1
CO2	2	3	2	1	-	-	2	2	1	1
CO3	2	3	1	-	-	-	1	2	1	2
CO4	2	3	2	1	-	-	1	2	2	2
CO5	2	2	1	2	2	2	1	2	1	1
CO6	2	2	1	1	2	2	1	2	1	1
AVG	2.00	2.50	1.50	1.00	2.00	2.00	1.33	2.00	1.16	1.33



List of Discipline Specific Courses of Supply Chain Management.

Sr No.	Term	Course
1	III	Total Quality Management
2	III	Logistic Management
3	III	SCM- Issues & Dimensions
4	III	Project Management
5	III	Infra-structure Management
6	III	Procurement and Inventory Management
7	IV	Shipping and Maritime Law
8	IV	Supply Chain Dynamics & E-Commerce
9	IV	Lean and Agile Manufacturing
10	IV	International Transportation & Logistics
11	IV	Green Supply Chain Management
12	IV	Trends in Supply Chain Management



School : SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: SCM			
1	Course Code	DSC143	
2	Course Title	Total Quality Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Elective	
5	Course Objective	<p>This module aims</p> <ol style="list-style-type: none"> To prepare students to use quality as a strategy for continuous improvement in business performance to gain competitive advantage. Facilitate students to identify, apply and analyze various issues related to quality control and quality management. Develop skills to use of different tools for quality control. 	
6	Course Outcomes	<p>At the end of this course, Students will be able to:</p> <p>CO1: To understand philosophy of Quality for any organization CO2: To understand process of TQM implementation CO3: To understand Supplier Performance Measures CO4: To understand Lean production and applying tools of Quality CO5: To understand various quality control standards. CO6: Plan and implement suitable quality control measures in Quality Circles to TQM.</p>	
	Course Description	This course focuses on the various concepts, tools and techniques of quality control and quality management and interpret issues related to quality which are theoretical as well as practical in real life.	
8	Outline syllabus		CO Mapping
	Unit 1	QUALITY	
	A	Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs - Analysis Techniques for Quality Costs	CO1
	B	Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership – Concepts, Customer satisfaction – Customer Perception of Quality	CO1,CO2
	C	Customer Complaints, Service Quality, Customer Retention, Continuous Process Improvement – Juran Trilogy, PDSA Cycle, 5S, Kaizen, Supplier Partnership – Partnering, sourcing	CO1,CO2
	Unit 2	TQM PHILOSOPHY, CUSTOMER AND SUPPLIER	
	A	Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation	CO1,CO2, CO3
	B	Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Continuous Process Improvement – 5S, Kaizen	CO1, CO2,CO3
	C	Supplier Partnering, Sourcing Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Performance Measure	CO1,CO2, CO3
	Unit 3	TOOLS OF QUALITY	
	A	The seven tools of quality, Statistical Fundamentals – Measures of central Tendency and Dispersion	CO1,CO2, CO4
	B	Concept of six sigma, Green transportation and Production	CO1,CO2,CO4



C	Benchmarking – Reasons to Benchmark, Benchmarking Process ,Total Productive Maintenance (TPM) – Concept, Improvement Needs	CO1, CO2, CO4	
Unit 4	ISO AND QUALITY		
A	Introduction and concept of quality system, Benefits of ISO registration	CO2,CO4, CO6	
B	ISO 9000 series of standards, Need for ISO 9000, Sector specific standards, ISO 9001 requirements	CO2,CO4, CO6	
C	Quality System elements, Implementation of Quality System, Documentation, Internal Audits, Registration	CO2,CO4, CO6	
Unit 5	STATISTICAL PROCESS CONTROL (SPC)		
A	Statistical fundamentals, measures of central tendency and dispersion, population and sample, normal curve	CO1,CO2,CO6	
B	Pareto Diagram, Process flow Diagram, Cause effect diagram, histogram, Control charts, Variable control charts for variables and attributes, process capability	CO1,CO2,CO6	
C	Concept of six sigma, new seven management tools, Measurement Systems Analysis (MSA)	CO2,CO4,CO6	
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	25 %	25%	50%
Text book/s*	Dale H.Besterfiled, et al., Total Quality Management, Pearson Education, Inc. 2003. (Indian reprint 2004). ISBN 81-297-026		
Other References	1. Quality Management for Organizational Excellence Introduction to Total Quality by David L. Goetsch, Pearson; 8th edition 2. Teacher's notes		

Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	1	1	2	2	2	2	2
CO2	2	2	2	2	1	2	2	2	2	2
CO3	2	3	2	1	2	2	3	2	3	2
CO4	2	3	2	1	2	2	2	3	2	2
CO5	2	2	2	1	1	2	2	2	2	1
CO6	2	2	2	1	2	2	2	2	3	2
AVG	2.0	2.3	2.0	1.2	1.5	2.0	2.2	2.2	2.3	1.8

1- Slight (Low)

2-Moderate (Medium)

3-Substantial (High)



School: SSBS		Batch : 2023-2025	
Programme: MBASCM		Current Academic Year: 2024-25	
Branch: -SCM		Term: III	
1	Course Code		
2	Course Title	Logistics Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
6	Course Objective	To ensure that the students understand the basics of Logistics Management and its role in facilitating economic growth and prosperity in the region. To gain insights into the role of Logistics Management in capacity planning and development of the economy.	
7	Course Outcomes	<p>CO1: To understand the changing trends and the role of Logistics in development of the region</p> <p>CO2: To gain insights into Capacity planning and the role of Infrastructure Management in designing Effective Logistics strategy..</p> <p>CO3: To understand the role of Intermodal Transport in facilitating Logistics Planning and Traffic Management in modern economies</p> <p>CO4: To enrich the students with the challenging role of Supply chain Management and its significance in achieving competitiveness</p> <p>CO5: To equip the students with state of the art applications of Supply chain in organizations and its role in achieving competitiveness.</p> <p>CO6: Implementing and using theoretical understanding of the Course at work.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Logistics Management	
	A	Basic Concepts of Logistics Management	CO1
	B	Relevance of Logistics Management with SCM	CO1,CO2



	C	Logistics Value Proposition and Effective Logistics Strategy	CO1, CO2	
	Unit 2	Logistics Capacity planning		
	A	Reverse Logistics Management	CO2,CO3	
	B	Logistics Infrastructure and planning	CO3	
	C	Material Requirement planning	CO3	
	Unit 3	Transportation Management Process		
	A	Logistics Delivery and Fulfilment	CO3, CO4	
	B	Transportation Carrier selection	CO3, CO4	
	C	Transportation and Traffic Management	CO3,CO4,C O6	
	Unit 4	Logistics Strategy		
	A	Logistics Strategy and SCM	CO3,CO5	
	B	Warehousing	CO4	
	C	Inventory management and technology in logistics	CO4,CO6	
	Unit 5	Supply Chain Management		
	A	Characteristics of Global supply chains	CO4, CO5	
	B	Supply Chain collaboration and flexibility	CO4,CO6	
	C	Push and Pull view of Supply Chains	CO5	
	Mode of examination	Theory and Continuous Assessment		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s	1. S L Ganapathi, S K Nandi Logistics Management,oxford university press. India 2. Donald J. Bowersox, David J Closs, Logistical Management, TMH		
	Other References	Case studies:DHL Express GATI,Transport Corporation of India		

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	2	3	2	2	1	1	2	1
CO2	2	2	3	3	2	2	2	2	1	1
CO3	2	1	2	2	3	2	2	1	1	2
CO4	1	2	2	3	2	2	1	1	1	1
CO5	1	2	2	2	2	2	1	1	1	1
CO6	1	1	-	-	-	-	1	1	1	1
Avg	1.40	1.80	2.20	2.60	2.20	2.00	1.5	1.16	1.16	1.16

1. Slight(Low)
2. Moderate (Medium)
3. 3.Substantial(High)

School: SSBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
1	Course number	Codes to be allocated	
2	Course Title	SCM Issues & Dimensions	
3	Credits	3	
4	Contact Hours(L-T-P)	3-0-0	
5	Course Objective	1. To understand issues and dimensions of Supply Chain Management. 2. To understand the criticalness of transportation in SCM. 3. To understand the role of inventory management in SCM. 4. To understand the obstacles of SCM. 5. To understand the involvement of technology in SCM.	
6	Course Outcomes	On successful completion of this module students will be able to: CO1 Be able to manage the inventory of the supply chain. CO2 Will be Capable to formulate and execute transportation issues in SCM. CO3 Capable of implementing the core practices of SCM. CO4 Capable of training and executing technological innovation in SCM. CO5 Capable of resolving the challenges related to different dimensions of SCM. CO6: Apply the knowledge of core practices to resolve technical issues in SCM	
7	Course Description.	In this course, you will learn how to apply the various core practices of SCM and interpret technical issues which are theoretical as well as practical in real life.	
8	Outline Syllabus Topics		CO Mapping
	Unit I	Introduction and Strategic View of Supply Chains	
	A	Understanding Supply Chain Management, Evolution of SCM	CO1
	B	Logistics and SCM	CO1,CO3
	C	Importance of SCM and its enablers.	CO2,CO3
	Unit II	Role of transportation in Supply Chain	
	A	Key Role players in transportation.	CO2
	B	Transportation Performance, cost and value measure	CO2,CO3
	C	Transportation Cost Management	CO2,CO3,CO5
	Unit III	Inventory management in SCM	
	A	Definitions and types of Inventory	CO1,CO2,CO3
	B	Inventory Management	CO1,CO2,CO3
	C	Inventory Models	CO1CO2,CO3
	Unit IV	Managing obstacles in SCM	
	A	Financial flow Management	CO2,CO4
	B	Bullwhip effect	CO2,CO4
	C	Behavioral obstacles	CO2,CO4,CO5
	Unit V	Application of Technology in SCM	

	A	SCM information system	CO2,CO4
	B	Technology Device in SCM	CO3,CO4,CO5
	C	Benefits of Supply Chain Information Systems	CO3,CO4,CO5
Mode of Examination:			
Weightage Distribution	<ul style="list-style-type: none"> • Continuous Assessment 25% Mid Term 25% • End Term Examination 50 % 		
Text book	Supply Chain Management (Process System and Practices) By N. Chandrasekaran		
Other references	1. Introduction to supply chain management by Handfield and Nichols		

Course Articulation Matrix										
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	3	3	2	2	1	2	1	1
CO2	2	2	2	2	2	2	2	1	2	1
CO3	2	2	2	2	2	2	2	1	1	1
CO4	2	2	2	2	2	3	1	1	1	1
CO5	2	2	2	2	1	2	1	1	1	1
CO6	2	2	2	2	2	2	1	1	1	1
Avg	1.83	2.00	2.17	2.17	1.83	2	1.33	1.16	1.16	1.

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: - SCLM			
1	Course Code	DSC070	
2	Course Title	Project Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Elective	
6	Course Objective	To ensure that the students understand the basics of Project Management and its role in facilitating economic growth and prosperity in the country	
7	Course Outcomes	After completion of course the student will be able to : CO1: To understand the changing trends and the role of Project management in society development CO2: To gain insights into Project planning and periodic review of projects CO3: To understand the role of Projects in providing employment, infrastructure development in the region CO4: To enrich the students with the challenging role of Projects in raising the standard of living CO5: To understand the role of Technology in project appraisal and review CO6: To put theoretical understanding to practical use	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Project Management	
	A	Principles and concepts, Historical overview and evolution of project management	CO1
	B	Project management methodologies and frameworks(e.g., PMBOK, Agile, PRINCE2) Project life cycle and phases	CO1,CO2
	C	Project stakeholders and their roles Project selection and strategic alignment	CO1, CO2
	Unit 2	Project Planning and Initiation	
	A	Project charter and its importance Defining project objectives, scope, and deliverables Work breakdown structure (WBS) and its components	CO2,CO3
	B	Project scheduling techniques (e.g., Gantt charts, network diagrams) CPM, PERT	CO3

	C	Resource allocation and management Risk identification and assessment	CO3	
		Project feasibility analysis		
	Unit 3	Project Execution and Control		
	A	Team formation and development Effective project communication and stakeholder management	CO3, CO4, CO6	
	B	Project quality management Procurement management and vendor selection Monitoring and controlling project progress	CO3, CO4	
	C	Change management and handling project scope creep Earned value management and performance measurement	CO3, CO4	
	Unit D	Project Risk and Resource Management		
	A	Risk management planning and strategies Risk identification, analysis, and response planning	CO3, CO5, CO6	
	B	Quantitative and qualitative risk assessment techniques Risk mitigation and contingency planning	CO4	
	C	Resource allocation and optimization Managing project constraints (time, cost, scope) Conflict resolution and negotiation skills	CO5	
	Unit E	Project Closure and Evaluation		
	A	Project closure process and activities Project handover and documentation	CO4, CO5	
	B	Post-project evaluation and lessons learned Project success criteria and performance measurement Project sustainability and benefits realization	CO4, CO6	
	C	Ethical considerations in project management Emerging trends and challenges in project management	CO5, CO6	
	Mode of examination	Theory and Continuous Assessment		
	Weightage Distribution	CA	MTE	ETE
		25%	225%	50%

Text book/s	1. Prasanna Chandra - Project Planning Analysis Selection Implementation and Review - Tata Mc Graw Hill Publishing Co.Ltd. 2006 2. K.R. Sharma - Project Management, NationalPublishing House. 2010
Other References	1. Supplementary Text - H.PS. Pahwa - Project Reports and Appraisals - Bharat Law House , 2010 . 2. Vasant Desai - Project Management - Himalaya Publishing House. 2008

Course Articulation Matrix

	PO 1	PO 2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	3	3	2	2	1	1	2	2
CO2	2	2	2	2	2	2	1	2	2	2
CO3	2	2	2	2	2	2	1	2	1	1
CO4	2	2	2	2	2	3	1	1	1	1
CO5	2	2	2	2	1	2	1	1	1	2
CO6	2	2	2	2	2	2	1	1	1	1
	1.8 3	2 . 0 0	2.17	2.17	1.83	2.17	1	1.33	1.33	1.5

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: SCM		Term: III	
1	Course Code	DISCIPLINE SPECIFIC COURSE011	
2	Course Title	Infra-structure Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
6	Course Objective	To equip the students with basic understanding of emerging issues in Infrastructure Management and its role in facilitating infrastructure led economic growth and prosperity in the region. To further understand the role of Infrastructure in facilitating Logistics planning and capacity utilization in the economy.	
7	Course Outcomes	<p>CO1: To understand the challenging role of Infrastructure management in Nation building and employment generation.</p> <p>CO2: To gain insights into the role of Infrastructure Management in designing Effective Logistics planning and implementation in the region</p> <p>CO3: To understand the role of Infrastructure management in modern economies and its role in transformation to developed economies</p> <p>CO4: To enrich the students with the role of Infrastructure management and its significance in all round development of the country</p> <p>CO5: To finally analyze the role of Infrastructure development in various public-private partnerships and optimum utilization of resources in the country.</p> <p>CO6: Remembering issues in Infrastructure Management</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Infrastructure Development Management	
	A	Infrastructure Development in India	CO1

	B	Policies, Programs and Institutions involved in Infrastructure planning			CO1,CO2
	C	State level Organizations involved in Infrastructure planning			CO1, CO2
	Unit 2	Infrastructure Development Implementation Issues			
	A	Land acquisition Acts related to Infrastructure development			CO2,CO3
	B	Human Settlements/Re-habilitation programs			CO3
	C	Commissions/Committees/Task force related to Infrastructure			CO3
	Unit 3	Public-Private Partnerships (PPP) inInfrastructure			
	A	Types of BoT Models			CO3, CO4
	B	Public/Citizen participation in Infrastructure planning			CO3,CO4
	C	Role of NGO's in Infrastructure implementation			CO3,CO5,C O6
	Unit 4	Decision Making for Infrastructure Development			
	A	Role of State level and Local organizations			CO3,C04
	B	Implementation Issues and policy frameworks			CO4
	C	Periodic Evaluation and Review			CO4
	Unit 5	Infrastructure Finance			
	A	Role of Banks in facilitating Infrastructure development			CO4, CO5,CO6
	B	Policy formulations and Intervention strategies			CO5,CO6
	C	Role of Financial Institutions in Infrastructure development			CO4,CO5,C O6
	Mode of examination	Theory and Continuous Assessment			
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s	1. Kulwant Singh ed. "Integrated Urban Infrastructure Development in India" 2. Ganesan S. ed (2001), "Infrastructure Development and Financing"			

	Other References	1. Five Year Plans I to XII, Government of India Publications 2. India Year Book (2012,2013,2016) , Ministry of I & B.C. Govt of India 3. Reserve Bank of India Reports & Bulleteins, 2018,2019	
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Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	3	3	3	1	3
CO2	2	1	2	1	2	3	3	3	1	3
CO3	2	1	2	2	3	3	3	3	3	3
CO4	2	1	3	3	3	3	3	3	3	3
CO5	2	2	1	1	2	2	3	3	3	3
CO6	2	2	2	2	2	2	3	3	2	3
Avg	2.00	1.33	2.00	1.67	2.17	2.67	3.00	3.00	2.17	3.00

1- Slight (Low)

2- Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch : 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: SCM		Term: III
1	Course Code	DSC012
2	Course Title	Procurement and Inventory Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Course
5	Course Objective	<p>1: The course is designed to provide basic knowledge & understanding of typical Procurement and Inventory Management systems, and the advantages and limitations of implementing such systems</p> <p>2 : To understand the various concepts of Procurement and Inventory management.</p> <p>3: It further aims to develop students' skills in Purchasing, vendor management and inventory control techniques.</p> <p>4: To appreciate the importance of inventory in achieving integration in SCM.</p>
6	Course Outcomes	<p>At the completion of the course students should be able to:</p> <p>CO1: To understand the role of Inventory Management in facilitating the day to day Operations in the organization</p> <p>CO2: To equip the students with type of purchasing principles, procedures and systems widely used in Organizations</p> <p>CO3:To make the students understand the key issues in procurement & Lay hands in the new methods of procurement in the organization</p> <p>CO4: Understand inventory costs and importance of safety stock in the Organization</p> <p>CO5:To enrich the students with the knowledge of basic models in Inventory management and its applications in real time environment</p> <p>CO6: Remembering concepts of Procurement and Inventory management.</p>
7	Course Description	Inventory and warehousing are critical components of domestic and global supply chain management.
8	Outline syllabus	CO Mapping

Unit 1	Procurement	
A	Introduction to Procurement , Principles and Strategies of Procurement Strategic Procurement	CO1, CO2
B	Procurement and Sourcing Management Procurement Strategies and Sustainable Development	CO2,CO3,CO6
C	Circular economy and Waste Management	
Unit 2	Purchasing	
A	Purchasing Organization, Importance Of Purchasing As A Function	CO2, CO3
B	Purchasing Principles, Procedures And Systems	CO1,CO2
C	Importance Of Seller-Buyer Relations, Negotiation And Factors Of Negotiation, Codification, Price Analysis, Market structure	CO2,CO3
Unit 3	Sourcing	
A	Procurement strategies	CO4, CO5,CO6
B	Vendor selection & rating, Advantages	
C	Risk Sharing & Supply Chain performance, Supplier Selection - Auction & negotiation Elements & Principle of warehouse design, Significance of warehouse in SCM, MHEs safety & security, Warehouse Management Systems	CO3,CO4 CO3,CO4
Unit 4	Inventory Management & SCM	
A	Role, Function & Types	CO4,CO5
B	Role of IM in Competitive Strategy	,CO6
C	Inventory Cost, Need To Hold Inventory, Uncertainty in Supply Chain, Safety inventory	CO3,CO4 CO4,CO5,CO6
Unit 5	Economic Order Quantity Models	
A	Purchasing model with Minimum Waste	CO3, CO5
B	Manufacturing model with Minimum Waste Management, Inventory Control Techniques	CO3,CO5
C	Purchasing models and Role of Information systems in handling Purchasing and Inventory	CO6 CO4,CO5,CO6

Mode of examination	Theory/Jury/Practical/Viva		
	MTE	CA	ETE
	25%	25%	50%
Text book/s*	. Supply chain Logistics Management-Bowersox, Closs & Cooper- McGraw Hill,2 nd Indian edition. Sunil Chopra , Peter Meindl, Supply Chain Management, Pearson Education, India, 2014		
Other References	1,IMPLEMENTING SAP ERP SALES By Glynn C. Williams 2. Global Operations & Logistics – Philippe-Pierre Dornier, John Wiley & Sons Inc.		

COURSE ARTICULATION MATRIX										
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	1	3	3	3	1	1	1	2	2
CO2	1	2	3	3	3	1	1	2	1	1
CO3	2	3	3	3	3	3	1	2	1	1
CO4	3	3	3	3	3	3	1	1	1	2
CO5	1	2	3	3	3	3	1	1	2	1
CO6	2	2	3	3	3	3	1	1	1	1
Avg.	1.67	2.17	3	3	3	2.33	1	1.33	1.33	1.33

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-25	
Branch: LSCM		Term: IV	
1	Course Code	Code to be allocated	
2	Course Title	Shipping and Maritime Law	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Elective	
5	Course Objective	To make the students understand the importance and contribution of shipping and maritime industry to the growth of trade in the region	
6	Course Outcomes	<p>On successful completion of this module students will be able to:</p> <p>CO1: To identify the terminologies used in the Shipping and Maritime Industry, the process of registration of ships and the scope of UNCLOS</p> <p>CO2: To list the essentials of voyage planning and Shipping Contracts</p> <p>CO3: To understand the role of Cargo handling, importance of safety & standards, insurance claims, Protection and Indemnity issues</p> <p>CO4: To describe the different modes of Maritime Dispute Resolution</p> <p>CO5: To identify the role of IMO and the dimensions of marine environment and its pollution.</p> <p>CO6: To determine the various conventions affecting the shipping industry and maritime environment</p>	
7	Course Description	Outline Syllabus	
8	Outline syllabus		CO Mapping
	UNIT 1	Introduction to Shipping Industry	
	A	Structure of Shipping Industry in India, Principal dimensions - Ship's tonnages (GT, NT, DWT) - Cargo carrying capacity	CO1
	B	Baselines and Island and Marine spaces under National Jurisdiction, Marine spaces beyond National Jurisdiction, United Nations Convention on the Law of the Sea (UNCLOS)	CO1, CO6
	C	Ship Registrations, Documentation and Insurance	CO1, CO2, CO6
	UNIT 2	Commercial Shipping	
	A	Essentials of Voyage planning - Hires and freight - Commissions - Commercial operations, Procedure of survey and inspections, Third party recoveries - Claims and handling -- Protection and indemnity	CO2
	B	Bills of lading and cargo claims	CO2
	C	Shipping Contracts	CO2
	UNIT 3	Cargo, Geographic Factors, Vessel Management Systems Software	CO3

A	Board and Safety procedures - Liquid cargoes - Tank cleaning, Routing services - Load lines, Petroleum, Dangerous cargo and Procedures Codes	CO3	
B	Recruitment, training and placement of officers and crew on board, Systems software for Vessel Management	CO3	
C	Marine crew travel - Compliance of ISPS code	CO3, CO6	
UNIT 4	Law of Maritime Dispute resolution		
A	Collision Claims, Limitation Claims	CO4, CO6	
B	Ship Mortgage	CO4	
C	Maritime Arbitration	CO5, CO6	
UNIT 5	Law of Marine environment and IMO conventions		
A	International Maritime Organisation	CO5, CO6	
B	Pollution in the marine environment, Response to Marine Pollution Casualties	CO5	
C	International Law for Ocean and Climate	CO5, CO6	
Mode of examination	Theory/Practical		
Weightage Distribution	CA	MTE	ETE
	25%	25%	50%
Text book/s*	<ol style="list-style-type: none"> JOHN. W. DICKE. 2014, Reeds 21st Century Ship Management. Bloomsbury Publishing, U.K. LUNY.H.V., LAI K.-H., CHENG T.C.E. CHENG. 2010, Shipping and Logistics Management.” Springer, U.K. ALAN E BRANCH & MICHAEL ROBARTS (2014) Branch’s Elements of Shipping. 9 th Edition, Routledge Publication. 		
Other References	<ol style="list-style-type: none"> PROSHANTO K.MUKHERJEE, MARK BROWNRIGG (2013), Farthing on International Shipping.4th edition, Springer. CLAUS, HYLDAGER (2013) Logistics and Multi-modal Transport. 2013 Edition, Institute of Chartered Shipbrokers. Reference Books <ol style="list-style-type: none"> HARIHARAN, K. V. (2002) A Text Book on Containerization and Multimodal Transport. Shroff Publishers and Distributors: New Delhi. 		

Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	2	3	2	2	3	2	3	2
CO2	2	2	3	2	2	2	2	2	2	1
CO3	2	3	2	2	2	2	3	3	2	2
CO4	1	2	2	2	2	2	2	3	2	2
CO5	2	2	2	3	1	2	3	2	3	1
CO6	2	2	2	3	2	2	3	2	3	1
Avg	1.67	2.16	2.16	2.5	1.83	2	2.66	2.33	2.5	1.5

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-25	
Branch:LSCM		Term: IV	
1	Course Code	Code to be allocated	
2	Course Title	Lean and Agile Manufacturing	
3	Credits	3	
4	Contact Hours(L-T-P)	3-0-0	
	Course Status	Elective	
5	Course Objective	This modules aims 1. To facilitate the students to acquire knowledge about lean and agile manufacturing systems. 2. To prepare students to use lean and agile manufacturing strategies for continuous improvement in production and operations.	
6	Course Outcomes	At the end of this course, Students will be able to : CO1: To understand the concept and paradigm of lean and agile manufacturing CO2: To understand process of waste reducing through lean manufacturing. CO3: To identify the lean manufacturing tools to find and eliminate wastes CO4: To identify the framework of agile manufacturing CO5: To able to achieve total productive maintenance through lean manufacturing CO6: To learn the implementation of lean and agile manufacturing in organizations	
7	Course Description	This course focuses on the various concepts, tools and techniques of lean and agile manufacturing and interpret issues related to reducing waste to achieve agility in theoretical as well as practical in real life.	
8			CO Mapping
	UNIT 1	Introduction	
	A	Introduction, Emergence of Lean Manufacturing and Agile Manufacturing Paradigm, Lean Manufacturing through Waste Elimination	CO1
	B	Origin of Lean Manufacturing at Ford, Lean Manufacturing from Toyota Production System, Wastes to be Eliminated in Lean Manufacturing Paradigm, Tools and Techniques to Eliminate Wastes	CO1, CO2

C	5S Concepts, Stages of 5S, 5S for Waste Elimination, Kaizen in Lean Manufacturing Paradigm, Steps of Kaizen, Lean Manufacturing through Kaizen	CO1, CO2
UNIT 2	SMED	
A	Single Minute Exchange of Die, Theory of SMED, Design for SMED, Strategic SMED, Waste Elimination through SMED	CO1, CO2, CO3
B	Pull Production through Kanban Card System, Kanban Card Control, Single Card Kanban System, Two Card Kanban System, Implementation Procedure	CO1, CO2, CO3
C	One-Piece Flow Production System – Fundamentals, Lean Manufacturing through One-Piece Flow, Procedure	CO1, CO2, CO3
UNIT 3	Lean Manufacturing through Total Productive Maintenance	
A	Lean Manufacturing through Total Productive Maintenance, Principles of TPM, Eight Pillars of TPM, Six Major Losses,	CO1, CO2, CO4
	Computation of OEE, Leanness through TPM, Procedure for Implementing TPM in Lean Manufacturing Paradigm in Traditional and Moderate Organisations	
B	The Fundamental Structure of Agile Manufacturing Paradigm, Agile Manufacturing through Management Driver, Organisational Structure for Achieving Agility, Devolution of Authority for Implementing Agile Manufacturing Practices	CO1, CO2, CO4
C	Employee Status in Agile Manufacturing Environment, Agile Manufacturing through Employee Involvement, Nature of Management Required for Implementing Agile Manufacturing Practices, Agile Manufacturing through Executing Changes in Business and Technical Processes, Agile Manufacturing through Time Management	CO1, CO2, CO4
UNIT 4	Agility in manufacturing	
A	Agility through Technology Driver, Agile Manufacturing through - Design Automation Technologies, Advanced Production Technologies, Integrated Manufacturing Technologies for Acquiring Agility, Agile Manufacturing through IT Integration	CO2, CO4, CO6
B	Agility through Manufacturing Strategy Driver, Quick Manufacturing Set-ups for Achieving Agility, Agility through - Quick Response, Product Life Cycle Management, Product Service Elimination, Automation Type for Achieving Agility	CO2, CO4, CO6

C	Agility through Competitive Driver, Status of Quality in Agile Manufacturing Companies, Status of Productivity in Agile Manufacturing Companies, Agile Manufacturing Compatible Cost Accounting System			CO2,CO4, CO6
UNIT 5	Implementation of lean and agile manufacturing			
A	Implementation of Agile Manufacturing Paradigm in Moderate and Smart Organisations, Twenty Criteria Agile Measurement Model, Agile Manufacturing Implementation in Moderate Companies, Agile Manufacturing Implementation in Smart Companies			CO1,CO2,CO6
B	Contemporary Scenario of Implementing Lean and Agile Manufacturing Paradigms, Lean and Agile Manufacturing Paradigms for Academia, Consultants, Practising Engineers, and Practising Managers			CO1,CO2,CO6
C	Lean and Agile Manufacturing Paradigms for Practising Managers, Lean and Agile Manufacturing Paradigms for Researchers, Decision on Implementing Lean or Agile Manufacturing Paradigm			CO2,CO4,CO6
Mode of examination	Theory			
Weightage Distribution	CA	MTE	ETE	
	25 %	25%	50%	
Text book/s*	Dale H.Besterfiled, et al., Total Quality Management, Pearson Education, Inc. 2003. (Indian reprint 2004). ISBN 81-297-026			
	<ol style="list-style-type: none"> Lean And Agile Manufacturing: Theoretical, Practical and Research Futurities. by S. R. Devadasan, V. Sivakumar, R. Murugesh, P. R. Shalij. Teacher's notes 			

Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	<i>PSO1</i>	<i>PSO2</i>	<i>PSO3</i>	<i>PSO4</i>
CO1	2	2	2	1	1	2	2	2	2	2
CO2	2	2	2	2	1	2	2	2	2	2
CO3	2	3	2	1	2	2	3	2	3	2
CO4	2	3	2	1	2	2	2	3	2	2
CO5	2	2	2	1	1	2	2	2	2	1
CO6	2	2	2	1	2	2	2	2	3	2
Avg.	2	2.33	2	1.16	1.5	2	2.16	2.16	2.33	1.83

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-25	
Branch:LSCM		Term: IV	
1	Course Code	DSC071	
2	Course Title	Supply Chain Dynamics & E-Commerce	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Elective	
5	Course Objective	This course aims at: 1.To Understand the Role of Supply Chain Management in E-Commerce Practices and Identify the Problems Occurring in Creating and Maintaining a Supply Chain management System for E-Commerce Industry. 2.To Understand the Effect of Supply Chain Agility in The Face of Rapid Changes Managing Complexity and Rapid Change. 3. Streamlining Supply chain Operations by Using Technology	
6	Course Outcomes	After the successful completion of this course students will be able to: CO1: Be able to manage the operational aspects of supply chain in e commerce environment in a medium enterprise. CO2: Will be Capable to formulate and execute logistics plans in hyper local environment in e retail CO3: Capable of training and executing online research and development CO4: To equip the students with the knowledge and innovations in the area of e-commerce and Supply chain operations CO5: To enrich the students with Research and Development in the area of Supply chain and E-commerce sector CO6: To equip the students regarding the application of E-commerce.	
7	Course Description	Supply chain management includes Business process From Manufacturing operations, Purchasing, Transportation, and Physical distribution to end user. Application of various technologies like AI, additive manufacturing, Internet of thing etc. Applications of ERP, MRP, CRM, SRM, E-procurement, E-Disposal. Minimized delay, cost	
8			
	UNIT 1	Introduction to Supply Chain Dynamics	
	A	Introduction, Basic Principles And Structure Model Of Supply chain Management Under E-Commerce Environment	CO1
	B	The Advantages Of Supply Chain Management Under E-CommerceEnvironment	CO1
	C	Main Question Of Enterprise Supply Chain Management Under E-Commerce Environment	CO1
	UNIT 2	Solution Of Supply Chain Management Under Ecommerce environment	
	A	The impact of e-commerce on supply chain relationships	CO3
	B	The nature of the e-commerce environment	CO3
	C	E payment modes, architecture, facilities and security concerns	CO3

	UNIT 3	E procurement and processes			
	A	Global out sourcing Collaboration and competition			CO2
	B	Suppliers management Japanese concepts of suppliers management vis a vis Indian , Western concepts			CO2
	C	Leveraging E commerce for enhancing productivity and profitability of legacy stores and un organizaed rural markets.			CO2, CO3
	UNIT 4	The Hidden Key to e-Commerce Success			
	A	The e-Fulfillment Opportunity, The Logistics of Consumer-Direct Fulfillment			CO4
	B	Technological Framework for e-Commerce			CO4
	C	Case-study. Business Example			CO4
	UNIT 5	Integration Of E-Commerce			
	A	Integration of E-commerce and Supply Chain Management			CO2,CO3
	B	The Scope of E-commerce Application: Business Examples			CO2,CO5, CO6
	C	Case Study & Live Project on the Scope of E-commerce Application: Business Examples			CO2,CO5, CO6
	Mode of examination	50% Continuous Assessment and 50% External			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	1..Sunil Chopra , Peter Meindl, Supply Chain Management, Pearson Education, India 2013 2.Project Management: A Systems Approach to Planning, Scheduling and Controlling, 10ed, by Harold Kerzner, Wiley Publications 2012			
	Other References	Supply Chain Management: Processes, Partnerships, Performance, Douglas M. Lambert (ed).2 nd Edition, 2005 Selected case studies: Air India, Thomas Cook, UPS , DHL etc			

Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	2	3	2	2	2	2	3	3
CO2	3	2	3	3	2	2	2	2	2	3
CO3	2	2	2	2	3	2	3	2	3	3
CO4	2	2	2	3	2	2	2	3	3	3
CO5	2	2	3	2	2	3	2	2	2	2
CO6	1	2	1	1	1	2	1	2	1	1
Avg	1.83	2	2.16	2.33	2	2.16	2	2.16	2.33	2.5

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-25
Branch:LSCM		Term: IV
1	Course Code	DSE074
2	Course Title	International Transportation and Logistics
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Discipline Specific Elective
5	Course Objective	<ol style="list-style-type: none"> 1. To provide Domain knowledge of International Transportation Modes and its role in overall economic growth of the Nation 2. To equip the students with Knowledge of Disruptive Innovations in the area of Sustainable Transportation 3. To train the students with Domain knowledge and expertise in the area of International Transportation and Logistics 4. To provide insights and overview of international transportation and logistics in the development of the region and transformation of the economy
6	Course Outcomes	<p>After the successful completion of this course students will be able to:</p> <p>CO1: To gain thorough knowledge of International Transportation and Logistics and its applications in the development of the region and Nation</p> <p>CO2: To provide insights into the emerging trends and technological advancements in the domain area of International Transportation and Logistics</p> <p>CO3: To analyze the growing importance of International Transportation and Logistics as a engine of growth to allied sectors in the Economy</p> <p>CO4: To pave the way for Sustainable Transportation in the region with focus on Infrastructure development for benefit of all the Sectors in the economy.</p> <p>CO5: To equip the students with the know-how in Transportation Infrastructure management and its role in Nation development</p> <p>CO 6 : To implement and integrate theory with practice.</p>
7	Course Description	The course aims to provide a holistic view of International Transportation and Logistics role in the economic growth of a Nation. The various emerging Disruptive technologies and its role in enhancing the growth of International Transportation connecting Inter-states and regions across the Nation. The course highlights the emerging trends and the role of Information technology in facilitating the growth of International Transportation and Logistics for economic growth of the Nation
8		CO Mapping

	UNIT 1	Introduction to International Trade Logistics			
	A	Concept of Trade Logistics			CO1, CO2
	B	Evaluation and development of International Trade Logistics			CO2
	C	Transportation Elements in Logistics- Ocean, Air , Road , rail , Inland Waterways , Pipeline Transportation			CO2
	UNIT 2	Integrated Logistics and Sub System Elements			
	A	Integrated Logistics , 3PL			CO1
	B	Export Order Processing, Inventory management, warehousing			CO2,
	C	Innovations in Logistics – Japanese Hybrid Cubical Melons, Knocked down furniture			CO2
	UNIT 3	Information and Order Processing			
	A	Challenges in Information Processing , LIS ,			CO2
	B	Packing and Packaging			CO3
	C	Packaging and Transport hazard			CO3
	UNIT 4	Unitization and Palletization			
	A	Introduction to Unitization and Palletization			CO3,CO6
	B	Evaluation of pallets			CO4
	C	Stowage of cargo			CO4
	UNIT 5	Containerization			
	A	Containerization & its advantage in International Logistics			CO3,CO5,C O6
	B	Out-sourcing, 3 rd Party Logistics, 4 th Party Logistics			CO3
	C	Logistics and Supply chain relationship management			CO5,CO6
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	1) Logistics Management by Ganapathi & Nandi, Oxford Publishing 2015			
	Other References	1) International Trade logistics by Ram Singh, Oxford Publishing, 2015 2) Handbook of Ocean Container Transport Logistics by Chung Yee-Lee, Qiang Meng Editors, 2016 , Springer			

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	2	3	2	2	2	2	3	3
CO2	3	2	3	3	2	2	2	2	2	3
CO3	2	2	2	2	3	2	3	2	3	3
CO4	2	2	2	3	2	2	2	3	3	3
CO5	2	2	1	3	2	2	2	2	1	2
CO6	2	2	2	2	2	1	1	2	2	2
Avg	2.00	2.00	2.00	2.80	2.20	2.00	2.20	2.20	2.40	2.80

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-25	
Branch:LSCM		Term: IV	
1	Course Code	Code to be allocated	
2	Course Title	Green Supply Chain management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Open elective	
5	Course Objective	To understand the serious need of Green supply chain management practices in the procurement of materials, utilization and re-cycling of waste to ensure Sustainable Development across the Globe	
6	Course Outcomes	<p>CO1: To be familiar with Green supply chain practices in specific industries and analyse the Green supply chain contribution to Sustainable development</p> <p>CO2:To have a thorough understanding of Green Supply chain framework and the decision making process for optimum utilization and recycling of resources</p> <p>CO3: To evaluate the role of Information technology in facilitating Green supply chain management practices to achieve Sustainable Development</p> <p>CO4:To be an expert and role model in implementing Green Supply chain management practices and formulate various Legislations /Acts related to Green supply chain management</p> <p>CO5: To be familiar with the initiatives of green supply chain management and global warming.</p> <p>CO6: To have an understanding about Sustainable Development and Renewable Energy.</p>	
7	Course Description		
8			CO Mapping
	UNIT 1	Introduction to Supply chain management	
	A	Green Supply chain process cycle	CO1
	B	Green Supply chain strategy/Design	CO1,CO2
	C	Cycle view of Green Supply chain processes	CO1, CO2
	UNIT 2	Supply chain Network Design & Co-ordination	
	A	Green Supply chain framework	CO2,CO3
	B	Green Supply Chain and Sustainable Development	Co2,co3
	C	Sustainable development in india	CO3
	UNIT 3	Aggregate Planning in Supply chain	
	A	Role of I.T in Green Supply chain mgmt	CO3, CO4
	B	Emerging Technologies & Green Supply chain mgmt	CO3,CO4
	C	Examples of emerging Technologies	CO3,CO4
	UNIT 4	Green Supply Chain Management	
	A	Green Supply chain initiatives	CO3,Co4
	B	Global warming	CO4
	C	Environmental legislation	CO4

UNIT 5	Sustainable Development and Renewable Energy	
A	Recycling /Service Agreements	CO4, Co3
B	Sustainable Transportation	CO4
C	Renewable Energy	CO4



Mode of examination	Theory			
Weightage Distribution	CA	MTE	ETE	
	30%	20%	50%	
Text book/s*	i) Green Supply Chain Management: A Concise Introduction , by Joseph Sarkis and Yijie Dou ii) Green Management by Sandeep Kumar and Swetha Bakshi iii) Supply chain management ,Strategy Planning and Operation , by Sunil Chopra and Peter Meindl, Third edition			
Other References	Case studies: 1. Walmart's : Sustainability Strategy 2. Polaris Industries: Sourcing 3. Seven Eleven Japan 4. KG Basin, Oil Exploration case study 5. Reliance Industries and ONGC , KG Basin 6. Dell supply chain strategy 7. McKinsey and Co. (2011). Resource revolution: Meeting the worlds energy,materials, foods, and water needs (available from: http://www.mckinsey.com/business-functions/sustainability-and-resourceproductivity/our-insights/resource-revolution) 8. • Mena, C., Terry, L.A., Williams, A. and Ellram, L., 2014. Causes of wastecross multi-tier supply networks: Cases in the UK food sector. <i>International Journal of Production Economics</i> , 152, 144-158			

Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO 1	1	2	2	3	2	2	3	2	3	2
CO 2	2	2	3	2	2	2	2	2	2	1
CO 3	2	3	2	2	2	2	3	3	2	2
CO 4	1	2	2	2	2	2	2	3	2	2
CO 5	2	2	2	3	1	2	3	2	3	1
CO 6	2	2	2	3	2	2	3	2	3	1
Avg	1.67	2.16	2.16	2.5	1.83	2	2.66	2.33	2.5	1.5

1-Slight (Low)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-25	
Branch:LSCM		Term: IV	
1	Course Code	DSC072	
2	Course Title	Trends in Supply Chain Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
5	Course Objective	<p>1: The course is designed to provide basic knowledge & understanding of the trends in SCM.</p> <p>2 : To understand the various concepts of developments in SCM.</p> <p>3: It further aims to develop students' skills in contemporary developments in the field of logistics.</p> <p>4: To appreciate the importance of coordination and operation flow in SCM.</p> <p>5. To understand the application of lean and agile techniques in supply chain management.</p>	
6	Course Outcomes	<p>At the completion of the course students should be able to: CO1: Discuss various development phases in SCM.</p> <p>CO2: Analyze the contemporary development in SCM. CO3: Discuss the key issues in SCM and their pattern.</p> <p>CO4: Understand technological costs and importance of technology in development of SCM</p> <p>CO5: Describe the basic developmental models in SCM.</p> <p>CO6 : Evaluate techniques in supply Chain</p>	
7	Course Description	Development is critical components of domestic and global SCM.	
8			
	UNIT 1	Warehousing Types	
	A	Vendor Managed Inventory	CO1, CO2
	B	Cross-docking	CO2, CO3
	C	Robotics in warehousing	
	UNIT 2	IT and SCM	
	A	Augmented Reality, Artificial Intelligence,	
	B	Internet of Things	
	C	Cloud computing	
	UNIT 3	Digitization	
	A	Digitization in Supply Chain	
	B	Evolution of Digital Supply Chain	
	C	Autonomous Delivery Vehicles	
	UNIT 4	Infrastructure & SCM	

A	Logistics in the Global Environment			
B	Competitive Strategy			
C	Logistics Outsourcing			
UNIT 5	Strategies in SCM			
A	Lean & Agile Supply Chain			
B	Business process re-engineer			
C	3PL, 4PL			
Mode of examination	Theory/Jury/Practical/Viva			
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*	1. Supply Chain Management: Processes, Partnerships, Performance, Douglas M. Lambert (ed). 2 nd Edition, 2005			
Other References	1..Sunil Chopra , Peter Meindl, Supply Chain Management, Pearson Education, India 2013 2. Project Management: A Systems Approach to Planning, Scheduling and Controlling, 10ed, by Harold Kerzner, Wiley Publications			

Course Articulation Matrix

POs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
COs										
CO1	3	1	2	1	1	3	3	3	1	3
CO2	3	1	2	1	2	3	3	3	1	3
CO3	3	1	2	2	3	3	3	3	3	3
CO4	3	1	3	3	3	3	3	3	3	3
CO5	3	1	1	1	2	3	3	3	3	3
CO6	3	1	3	2	2	3	3	3	3	3
AVG	3.00	1.00	2.17	1.67	2.17	3.00	3.00	2.33	2.33	3.00

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

**List of Discipline Specific Courses (DISCIPLINE
SPECIFIC COURSEs) of HCHA**

List of Discipline Specific Courses (DSCs)

S No.	Term	Course Name
1	III	Introduction to Epidemiology
2	III	Health Policy and Healthcare Delivery systems
3	III	Quality Management in Healthcare
4	III	Hospital Waste Management
5	III (6 credit)	Hospital Training Log Book and Viva
6	IV	Hospital Planning and Designing
7	IV	Hospital Accreditation Systems
8	IV	Material and Equipment Management in hospital
9	IV	National Health Programs
10	IV	Hospital Management Information systems
11	IV	Healthcare Project Management

School: SSBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: HCHA		Term: III	
1	Course Code	DSC007	
2	Course Title	Introduction to Epidemiology	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DISCIPLINE SPECIFIC COURSE	
5	Course Objective	To become familiar with epidemiology terminology, outcome measures and study design. To appreciate application of epidemiology to subfields (Eg. Infectious disease, reproductive health, genetics) To apply principles of epidemiology and biostatistics in the prevention of disease and improvement of health. To Combine appropriate epidemiological concepts and statistical methods.	
6	Course Outcomes	CO1: The student will be able to define the purpose & goals of epidemiology. CO2: The student will be able explain the determinants of health and causation of disease. CO3: The student will be able to apply epidemiological principles in quarantine health research. CO4: The student will be able to analyze data of epidemiological studies using common statistical methods for inference. CO5: The student will be able to evaluate measures of disease occurrence and correlates in populations CO6: Remembering epidemiology terminology, outcome measures and study design	
7	Course Description	Introduces basic epidemiological and bio statistical principles, concepts, and procedures for the surveillance and investigation of health-related states or events. Introduces collecting data and analysing disease incidence and prevalence to provide analyses leading to effective interventions and preventions.	
8	Outline syllabus		CO Mapping
	Unit 1	Basics of Epidemiology	
	A	Definition and scope of epidemiology, Achievements of epidemiological studies	CO1
	B	Definitions of health and disease, Measures of disease frequency	CO1,CO2
	C	Health Indicators	CO1, CO2,CO4
	Unit 2	Epidemiological Studies	
	A	Observational Epidemiology	CO2, CO3, CO4
	B	Experimental Epidemiology	CO2,CO3, CO4,CO6
	C	Potential Errors in Epidemiological Studies	CO2
	Unit 3	Infectious Disease Epidemiology	
	A	Dynamics of Disease Transmission	CO1, CO2

	B	Concept of cause, factors in causation, establishing the cause of a disease	CO2, CO4, CO6, CO6	
	C	Risk difference, attributable fraction (exposed) population attributable risk, risk ratio	CO3, CO4	
	Unit 4	Application of epidemiological Principles		
	A	Epidemiology and prevention: introduction, levels of prevention, surveillance & screening	CO2, CO3	
	B	Communicable diseases epidemiology, non-communicable epidemiology	CO2, CO3	
	C	Environmental and Occupational epidemiology	CO1, CO2	
	Unit 5	Basics of Biostatistics		
	A	Definition & functions, application and uses of biostatistics as a science, collection of data	CO1, CO2	
	B	Frequency distribution, Measures of central tendency, Measures of variability, probability	CO1, CO5, CO6	
	C	Normal distribution Estimation Relationship between two variables	CO4, CO5, CO6	
	Mode of examination	Theory/Jury/Practical/Viva		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Parks Text Book of Preventive & Social Medicine, by K Park		

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	-	3	2	1	1
CO2	1	2	2	1	1	-	2	1	2	1
CO3	1	2	2	1	1	1	2	2	1	1
CO4	2	2	1	1	2	1	2	2	2	2
CO5	1	1	1	1	2	1	2	2	2	2
CO6	1	1	1	1	1	1	1	1	1	1
Avg.	1.3	1.5	1.5	1.0	1.3	1.0	2.0	1.7	1.5	1.3

	School: SSBS	Batch : 2023-2025	
	Programme :MBA	MBA HCHA	Current Academic Year: 2024-2025
	Branch:	Term: III	
	Course Code	DSC059	
	Course Title	Quality management in Healthcare	
	Credits	3	
	Contact Hours (L-T-P)	3-0-0	
	Course Type	DISCIPLINE SPECIFIC COURSE	
5	Course Objective	The purpose of this course is to enable students to : <ol style="list-style-type: none"> 1. Acquaint them about fundamental aspects of quality in healthcare. 2. Understand the meaning and importance of patient safety. 3. Prepare them to understand the insurance sector with regards to healthcare. 4. Deepen their understanding for the various methods in quality and the differentschools of thoughts with regards to quality in healthcare. 	
6	Course Outcomes	CO1: To identify the need for quality in healthcare management CO2: To explain the concept of quality in healthcare and the various concepts by which it can be achieved . CO3: To develop an understanding about patient safety CO4: To analyse the improvements in quality in the healthcare sector CO5:To evaluate the quality management in different departments in a hospital CO6:Remembering aspects of quality in healthcare	
7	Course Description	The course covers all aspects of quality in healthcare like quality assurance ,clinical audits ,TQM ,quality circles , continuous quality management .It also coversin great details health insurance and patient safety ..	
8	Outline syllabus		CO Mapping
	Unit 1	Fundamentals of Quality	
	A	Dimensions Of Quality in Healthcare, Evolution ofConcept of quality	CO1, CO2,CO3
	B	Basic concepts in quality management, Principles of Quality management Leadership, Team Work, Communication	CO1
	C	International and Indian Scenario, Cost Of Quality	CO2 ,CO3
	Unit 2	Improvement of Quality services in hospitals	

A	improvement of Quality in healthcare: Different approaches			CO1 ,CO2,CO4
B	Tools and Techniques in quality Cost of quality ,quality assurance , quality control ,			CO1, CO2 ,CO3
C	continuous quality improvement ,TQM , Standards in quality , benchmarking Evaluation Of Performance			CO2 ,CO3
Unit 3	Quality Management in hospitals			
A	Statutory Compliance in hospital, PSMP			CO2 ,CO3
B	Equipment Management Program, Infection control Program			CO1 , CO2
C	Training Program, Rights & Responsibility of patient, patient information, and education program			CO1,CO2 , CO3
Unit 4	Quality management at Departmental level			
A	Clinical Services			CO2 ,CO3,CO5,C O6
B	Non-Clinical Services			CO2,CO3,C O5,CO6
C	Support Services			CO1,CO2 CO4 ,CO5,CO6
Unit 5	Patient safety			
A	Patient safety movement ,global perspective on patient safety			CO1 ,CO2 ,CO3,CO6
B	Patient safety guidelines , Healthcare error , Patient safety and technology			CO2 ,CO3
C	Patient safety goals, Establishing Criteria for Diagnosis, Investigations and Treatment			CO2 ,CO3
Mode of examination	Theory/Jury/Practical/Viva			
	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*	Quality management in Hospitals by SK Joshi Insurance Industry in India: Features, Reforms & Outlook Hardcover by <u>Uma Narang</u>			
Other References	NA			

Course Articulation Matrix

POs Cos	PO 1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	2	2	1	3	3	2	2
CO2	3	2	2	2	2	1	3	2	2	2
CO3	3	2	2	2	2	1	2	2	2	2
CO4	3	2	2	1	2	1	2	2	2	2
CO5	3	2	2	1	1	1	3	2	2	2
CO6	3	2	2	2	2	1	2	2	2	2
AVG	3.00	2.00	2.00	1.67	1.83	1.00	2.50	2.17	2.00	2.00

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

	School: SSBS	Batch : 2023-2025	
	Programme: MBA	Current Academic Year: 2024-2025	
	Branch:	Term: III	
	Course Code	DSC056	
	Course Title	Health policy and healthcare delivery system	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DISCIPLINE SPECIFIC COURSE	
5	Course Objective	<ol style="list-style-type: none"> The course aim is to introduce the students to the structure and functions of the Indian health care system. To apprise students with our public health policy and community health initiatives for understanding of healthcare services, government agencies 	
6	Course Outcomes	<p>CO1: The student will be able to describe the healthcare system in India and the various health programs and policies in healthcare</p> <p>CO2: The student will be able to understand about basics of healthcare , Public Policy , delivery of care and Health Systems Development</p> <p>CO3: The student will be able to discover transitions, role of government in public health and Current status of communicable and non- communicable disease</p> <p>CO4: The student will be able to analyse healthcare agenda for Indian government , challenges in healthcare and the various health policies and Programs</p> <p>CO5: The student will be able to evaluate the challenges in healthcare</p> <p>CO6: Remembering Indian health care system</p>	
7	Course Description	<p>On successful completion of this module students will be able to identify the major components of the Indian Health Care System and discuss the way they interrelate to each other. They will understand the basic concepts of public healthcare delivery .The students will be able to appreciate the health problems across nations and also the issues concerning population growth and reproductive and child health. They will understand the national health policy of India.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Healthcare System	
	A	Definition of community, health, community health , health systems and health services and basics of healthcare	CO1
	B	Determinants of health , natural history of disease	CO1
	C	Overview of the Indian health care system	CO1
	Unit 2	Public healthcare delivery	
	A	Role of government in public health	CO2

	B	National Rural Health Mission			CO2
	C	National Urban Health Mission			CO2
	Unit 3	Public Policy and Health Systems Development			
	A	Steps to accelerate development towards sustainable development goals			CO3
	B	National Health policy(NHP)			CO3
	C	Problems of population growth, Reproductive and child health			CO3
	Unit 4	Disease status and Public health policy			
	A	Transitions , Current status of communicable and non-communicable disease			CO4
	B	National Mental Health Policy National Research Policy			CO4
	C	National AIDS prevention & control policy National blood policy			CO4,CO6
	Unit 5	Challenges and reforms in healthcare			
	A	Health sector reforms and the healthcare agenda for government			CO5,CO6
	B	Challenges in healthcare industry			CO5,CO6
	C	Ethical challenges in healthcare ,indigenous system of medicine			CO5,CO6
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	Textbook of Preventive & Social Medicine: K.Park2011 Global Health Care: Issues and Policies :CarolHoltz ,2 nd Edition Health Care Reform: Ethics and Politics:Timothy H. Engström ,Wade I. Robison 2015			
	Other References	NA			

Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2	2	1	3	2	2	1
CO2	2	2	1	1	2	2	2	2	2	2
CO3	2	1	2	2	1	1	3	2	2	1
CO4	1	1	2	2	2	2	2	2	2	2
CO5	1	2	1	1	1	1	3	2	2	3
CO6	1	1	1	1	1	1	1	1	1	1
Avg. 1	1.5	1.33	1.5	1.5	1.5	1.33	2.33	1.83	1.83	1.83

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: HCHA		Term: III	
1	Course Code	DSC060	
2	Course Title	HOSPITAL WASTE MANAGEMENT	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DISCIPLINE SPECIFIC COURSE	
5	Course Objective	<ul style="list-style-type: none"> To understand Safe and effective management of Bio Medical Waste. To understand about BMW management legislation To have knowledge about emerging challenges with BMW management. 	
6	Course Outcomes	<p>CO1: The student will be able to describe about bio medical waste and its impact on health and environment.</p> <p>CO2: The student will be able to understand principals and act involved in managing waste effectively and safely.</p> <p>CO3: The student will be able to apply existing legislation, concept, and practices regarding biomedical waste management.</p> <p>CO4: The student will be able to analyse the interrelationship between health, environment & waste management.</p> <p>CO5: Students will be able to evaluate the importance of waste management in hospitals. CO6; Remembering emerging challenges with BMW management</p>	
7	Course Description	<p>Bio-medical waste (BMW), by its very nature, has a high potential for causing injury and infection than any other type of waste. It must, therefore be handled with sound and safe methods wherever generated. Inappropriate handling of bio-medical waste will have serious public health consequences and also impacts on the environment. This course aims to impart knowledge and skills in BMW management and prepare the people for its safe and effective management.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Concept of Biomedical waste	
	A	Introduction, Global & Indian Scenario, Definition of BioMedical Waste	CO1
	B	Classification of BMW, Sources of BMW	CO1
	C	Categories of waste management	CO1
	Unit 2	Bio Medical Waste Management	
	A	WHO Hospital WM cycle, Steps for waste management	CO1, CO2
	B	Bio Medical Waste storage, Bio Medical Waste Collection	CO2, CO4
	C	Segregation, Treatment & Disposal	CO2, CO4
	Unit 3	Principles of Healthcare waste management	
	A	Principles of Managing different categories of waste, Principles of Managing sharps, Chemical Disinfectants	CO2, CO3
	B	BMW Act, significance of Act, Enforcement of Act, responsibilities	CO2
	C	BMW by outreach activities	CO2
	Unit 4	Management Requirement for BMW—1	

A	Role & Responsibility of Healthcare facility wrt BMW Management Rules, 2016			CO1
B	Authorization under BMW Management Rules , 2016			CO3, CO4
C	Reporting to state Pollution control Board			CO3, CO4,CO6
Unit 5	Management Requirement for BMW—2			
A	Health Hazards, Occupational safety, Employee Health Check, Immunization,			CO2, CO3
B	Training of Healthcare workers, Monitoring & Review			CO2, CO3,CO6
C	Management of general waste, management of other waste, Methods of disinfection, Monitoring & controlling of crossinfection			CO2, CO3,CO5 ,CO6
Mode of examination	Theory/Jury/Practical/Viva			
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*	Biomedical Waste Disposal ,by Singh Anantpreet, Kaur Sukhjit; Hospital Waste Management: Principles and Guidelines,by Mohd Faisal Khan			
Other References	NA			

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2	1	-	3	2	2	2
CO2	2	2	1	1	1	1	3	2	2	2
CO3	2	2	1	1	2	1	2	2	1	2
CO4	1	2	1	2	2	2	3	2	2	2
CO5	1	2	1	1	1	1	2	2	1	2
CO6	2	2	2	2	2	-	2	2	2	2
	1.7	1.8	1.3	1.5	1.5	1.3	2.5	2.0	1.7	2.0

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: HCHA		Term: III	
1	Course Code	DSC058	
2	Course Title	HOSPITAL TRAINING LOGBOOK & VIVA	
3	Credits	6	
4	Contact Hours (L-T-P)	0-0-12	
	Course Type	DISCIPLINE SPECIFIC COURSE	
5	Course Objective	<p>This course intends to familiarize and enhance understanding of the students about the managerial practices in different departments of the hospital with special emphasis on patient care.</p> <p>The purpose of this course is to enable students to</p> <ul style="list-style-type: none"> • Acquaint them about fundamental aspects of various services in a hospital • Prepare them about the various policies and procedures in various departments • Deepen their understanding about the various managerial issues present in the various departments. 	
6	Course Outcomes	<p>CO1: The student will be able to identify about the functioning of various departments and general working environment of the hospital .</p> <p>CO2: They are supposed to learn and get familiar with the process flow of different departments of the hospital.</p> <p>CO3: The student will be able to understand special demands and understand various managerial protocols, in different patient care areas of the hospital. CO4: The student will be able to analyse various quality improvement measures for various services departments. CO5: The students will be able to evaluate the quality improvement measures for various departments .</p> <p>CO6: Remembering various services in a hospital</p>	
7	Course Description	Students will be posted in various departments of Sharda Hospital .Students will prepare a report highlighting managerial functions undertaken in the hospital and scope of improvement in the hospital The course covers all departments which are present in a hospital such as clinical Department and non -clinical Department .	
8	Outline syllabus		CO Mapping
	Unit 1	Outpatient Department	
	A	<p>Involvement in :-</p> <p>1) Layout of Reception Desk in OPD 1) Registration and department wise OPD Card segregation 2) Location of the concerned Department 3) Reception of patients 4) Physical facilities in OPDs 5) Close supervision of Doctor's Chamber for the followings:- Availability of a) Prescription Pad, b) Stethoscope c) View Box, d) Bed Trolley e) Weigh Machine</p> <p>f) Torch Light g) Gloves h) Liquid soap and towel 5) Records maintenance of OPD 6) Supervision of patient waiting area and its seating arrangement 7) Adequate communication with other departments / units / wards etc. 8) Public Addressing System</p>	CO1, CO2

B	Staffing , Deployment of Staff like Jr. Doctor, Para Medical Staff, Receptionist, Assistant etc.	CO1
C	Policy procedures, managerial considerations	CO3,CO4,CO5
Unit 2	IPD Department	
A	Role and functions ,definitions ,development and scope ,staffing ,equipment Observation of wards	CO1, CO2
B	Policy and procedures , Admission and Discharge procedures ,Billing system / generation of bills based on bed head ticket entry ,Cleanliness 12) Duty arrangement of various medical and para medical staff	CO1,CO2, CO3
C	Monitoring and evaluation – Review (audit) committee ,grievance redressal systems Key performance indicators	CO4,CO5,CO6
Unit 3	Operation Theatre and ICU	
A	History , Types of operation theatres ,staffing ,equipment ,Zoning and Aseptic / Sterile Techniques, Introduction ,Definition , types of ICU ,types of patients in ICU ,staffing ,equipment, role and functions of ICU	CO1,CO2
B	Policy and procedures –Operating scheduling ,administration of OT , punctuality ,maintenance of OT and aseptic standard ,ICU process mapping	CO3
C	Key performance indicators , managerial issues	CO4,CO5,CO6
Unit 4	Support Departments -I	
A	Bio-Medical Department 1) Bio Medical equipment and their function 2) Observation of Bio-Medical Equipments 3) Knowing the name of the Bio-Medical Equipments 4) Importance and fundamental functions of Bio-Medical Equipments 5) Maintenance procedures of Bio-Medical Equipments 6) Need assessment and procurement procedure 7)	CO1, CO2,CO3,CO 4,CO5,CO6
B	Dietary services	CO1, CO2,CO3,CO 4,CO5,CO6
C	Linen and laundry services-process mapping ,workflows, staffing , policies, managerial issues	CO1, CO2,CO3,CO 4,CO5,CO6
Unit 5	Support Departments -II	
A	Pharmacy services - process mapping ,workflow staffing ,policies, managerial issues	CO1, CO2,CO3,CO 4,CO5,CO6
B	Laboratory services - process mapping ,workflow staffing ,policies, managerial issues	CO1, CO2,CO3,CO 4,CO5,CO6
C	Imaging services - process mapping ,workflow staffing , policies, managerial issues	CO1, CO2,CO3,CO 4,CO5,CO6
Mode of examination	Practical/Viva	

	Weightage Distribution	CA	ETE	VIVA	
		25%	25%	50%	
	Text book/s*	Hospital Administration by DC Joshi and Mamta Joshi Jaypee Digital, Principles of Hospital Administration by BM Sakharkar			
	Other References	NA			

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	1	2	2	1	1	2	1
CO2	2	2	1	1	2	2	3	2	2	1
CO3	2	2	2	1	2	2	3	2	2	2
CO4	2	2	2	1	2	2	3	2	2	2
CO5	2	2	1	1	1	1	2	3	3	2
CO6	2	2	2	2	2	2	2	2	2	2
Avg	1.83	1.83	1.50	1.17	1.83	1.83	2.33	2.00	2.17	1.67

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: HCHA		Term: IV	
1	Course Code	DSC062	
2	Course Title	HOSPITAL ACCREDITATION SYSTEMS	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DISCIPLINE SPECIFIC COURSE	
5	Course Objective	<ol style="list-style-type: none"> 1. Understand the accreditation process, the agencies involved in quality management and basics of quality assurance and quality control. 2. Understand the importance of access, assessment and continuity of care and care of patients. 3. Understand the importance of patient rights and education and hospital infection control. 4. Analyse the responsibilities of management for the continuous quality improvement program of hospital. 	
6	Course Outcomes	<p>CO1: The student will be able to recognise the accreditation agencies involved in quality management and basics of quality assurance in hospitals & healthcare agencies.</p> <p>CO2: The student will be able to explain the accreditation process.</p> <p>CO3: The student will be able to illustrate the various chapters, standards, objectives of NABH accreditation process.</p> <p>CO4: The student will be able to analyse the relationship between accreditation and current approaches to quality improvement.</p> <p>CO5: The student will be able to Use a structured approach to evaluate quality improvement initiatives of hospital.</p> <p>CO6: Remembering quality improvement program of hospital.</p>	
7	Course Description	The course aims to apprise students with the accreditation standards and guidelines for a hospital with special reference to the NABH standards.	
8	Outline syllabus		CO Mapping
	Unit 1	Accreditation: Basics	
	A	Definition of accreditation, Understanding the terms:- Accreditation, Licensure and Certification	CO1
	B	QCI, NABH, JCI and ISO(in brief), ISQua.	CO1, CO2
	C	Six Sigma, Quality Assurance Cycle, factors influencing quality, verification and validation, accuracy and precision	CO1
	Unit 2	NABH Accreditation	
	A	Overview of NABH Accreditation	CO2,CO3
	B	NABH Accreditation Process	CO2,CO3
	C	NABH standards, Documentation Requirement	CO2,CO3
	Unit 3	NABH Chapters: AAC, COP, MOM	
	A	Access, Assessment and Continuity of Care(AAC)	CO4, CO5,CO6
	B	Care of Patients(COP)	CO4, CO5,CO6

C	Management of Medication(MOM)			CO4, CO5,CO6
Unit 4	NABH in detail: PRE, HIC and CQI			
A	Patient Rights and Education(PRE)			CO4, CO5,CO6
B	Hospital Infection Control(HIC)			CO4, CO5,CO6
C	Continuous Quality Improvement(CQI)—Tools & Techniques			CO4, CO5,CO6
Unit 5	NABH in detail: ROM,FMS, HRM, IMS			
A	Responsibilities of Management(ROM)			CO4, CO5,CO6
B	Facility Management and Safety(FMS)			CO4, CO5
C	Human Resource Management & Information Management System			CO4, CO5,CO6
Mode of examination	Theory/Jury/Practical/Viva			
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*	Patient Safety and Hospital Accreditation: A Model for Ensuring Success 1st Edition by Sharon Ann, Hospital and Healthcare: Accreditation by Rajoriya Brajkishore			
Other References	NA			

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	-	2	3	1	1
CO2	2	2	2	1	1	-	2	3	2	2
CO3	2	2	1	2	1	2	2	2	2	2
CO4	1	2	1	2	2	1	2	2	2	2
CO5	1	1	1	2	1	1	2	2	2	2
CO6	2	1	1	1	1	2	2	1	1	1
AVG	1.67	1.50	1.33	1.50	1.16	1.50	2.00	2.17	1.67	1.67

1- Slight (Low)

2- Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: HCHA		Term: IV	
1	Course Code	DSC063	
2	Course Title	Hospital Planning and Designing	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DISCIPLINE SPECIFIC COURSE	
5	Course Objective	1. To provide introduction to origin of hospitals and its development 2. To familiarise with the planning and maintenance of hospital systems. 3. To familiarise with operation management system and emergency preparedness	
6	Course Outcomes	CO1: The student will be able to describe the type of hospitals, services in hospital and basic guiding principles for planning hospital. CO2: The student will be able to understand basic operational activities of hospitals & optimum utilization of resources for hospital planning and designing. CO3: The student will be able to illustrate the concept and principle involved in planning for hospital functional requirement. CO4: The student will be able to analyse the requirements of planning a hospital and emergency management plan of hospital. CO5: The student will be able to evaluate the criticality and operational working of hospital. CO6: Remembering planning and maintenance of hospital systems	
7	Course Description	Course is intended to planning and operation of hospitals in a detailed manner which will include all facets of hospital planning activities covering every department that is involved both in clinical care as well as supportive services.	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Hospital planning	
	A	Definition, classification of hospital, changing roles of hospital hospital as system	CO1,CO2
	B	Guiding principles for planning of hospita Steps in Hospital Planning	CO2, CO3
	C	Preparation of project plan	C03
	Unit 2	Effective Hospital management	
	A	Principles of Management, Managerial activities of a hospital, Governing Board	CO2
	B	Planning: Forecasting, Strategic & Operational Planning	CO3,CO4
	C	Organizing: organizational chart, committee as part of organization	CO3,C04
	Unit 3	Planning of Patient Care Units	
	A	Planning for the outpatient services, accident and emergency services, and day care services	CO3,CO4
	B	Planning for Inpatient care units	CO3,CO4

C	Planning for nursing services- functions of nursing services,	CO3,CO4	
Unit 4	Hospital Operations Management-I		
A	Introduction to hospital operation management, different functional department of hospital, management of quality assured services of professional service units of hospital Function, location, flow chart of operation, design based on flow chart	CO1,CO2	
B	Physical facilities and space requirements, statutory requirements, special features, problem situations, Staff requirements, work load estimation, document Equipment and supplies	CO1,CO2	
C	Hospital operation strategy: Introduction, trends affecting operation strategies	CO3,CO4, CO5,CO6	
Unit 5	Hospital Operations Management-II		
A	Hospital Emergency Plan: Define Disaster and risk, Classification of disasters, role of district medical authorities, organization of health delivery system in disaster.	CO2,CO3	
B	Aim & objectives of hospital emergency/disaster Plan, Principles of hospital disaster plan.	CO3,CO4,CO6	
C	Phases of disaster plan: Pre disaster plan, disaster phase, post disaster phase, disaster Manual.	CO4,CO5,CO6	
Mode of examination	Theory/Jury/Practical/Viva		
Weightage Distribution	CA	MTE	ETE
	25%	25%	50%
Text book/s	Hospitals-Facilities Planning & Management 1 st edition by G D Kunders, Principles of Hospital Administration and Planning, by Sakharkar		
Other References			

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	2	1	-	-	-	3	2	1	1
CO2	2	1	2	2	1	1	2	2	2	1
CO3	1	2	1	2	1	1	2	2	2	2
CO4	1	1	2	2	2	2	2	2	2	2
CO5	1	2	1	2	2	2	2	2	2	2
CO6	1	1	2	2	-	-	1	1	1	1
AVG	1.50	1.50	1.50	2.00	1.50	1.50	2.00	1.83	1.67	1.50

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: HCHA		Term: IV	
1	Course Code	DSC064	
2	Course Title	Material and Equipment Management in Hospitals	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DISCIPLINE SPECIFIC COURSE	
5	Course Objective	The purpose of this course is to enable students to 1. Acquaint them about fundamental aspects of materials management in ahospital. 2. To have knowledge about the equipment Planning and maintenance in ahospital.	
6	Course Outcomes	CO1: The student will be able to identify the role and scope of materials &equipment management department in hospitals CO2: The student will be able to understand material & equipment planning,procuring, storing and dispensing scope, including maintenance. CO3: The student will be able to apply the principles of material management tooptimum inventory turnover. CO4: The student will be able to analyse operative goals of materials management. CO5 :The students will be able to evaluate the managerial issues in materials management . CO6: Remembering equipment Planning and maintenance in a hospital.	
7	Course Description	The purpose of this course is to acquaint students with the principles and practices of materials management. Effective management of materials requires proper purchasing policies and procedures to make it available at the right quality, right quantity, right time, right price and right source. Also, suitable materials handling and warehousing are essential elements of materials management Moreover, the course covers the important topics in purchasing, handling, and warehousing withemphasis on inventory control systems.	
8	Outline syllabus		CO Mapping
	Unit 1	Material Management and Equipment Maintenance	
	A	Introduction, Operative Goals and Objectives of Materials Management	CO1
	B	Planning and Selection of Equipment	CO1, CO2
	C	Equipment Maintenance	CO1,CO2
	Unit 2	Materials Management Process-I	
	A	Demand, forecasting & Planning	CO1, CO
	B	Purchasing	CO1,CO2
	C	Receipt, Inspection & Storage	CO1,CO2
	Unit 3	Inventory fundamentals	
	A	Inventory control, Functions of Inventory Control	CO2,CO3
	B	Concepts and Techniques in Inventory Control	CO2,CO3
	C	Economic Order Quantity (EOQ)	CO3,CO4
	Unit 4	Material Management Process-II	
	A	Issue /distribution, disposal and /condemnation	CO2,CO3

B	Minimizing loss & Pilferage			CO2,CO3
C	Management of issues in materials management			CO3,CO4,CO5,CO6
				5,CO6
Unit 5	Hospital pharmacy			
A	Introduction to pharmacy services, physical planning			CO1
B	Drug and therapeutic committee, Hospital formulary			CO1, CO2
C	Indenting, storage & distribution of drugs			CO3, CO4,CO5,CO6
Mode of examination	Theory/Jury/Practical/Viva			
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*	Principles of Hospital Administration & Planning by B M Sakharkar, Material management Gopalkrishnan, InventoryControl A C Dutta			
Other References	NA			

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	1	3	2	2	2
CO2	2	1	2	1	2	2	3	2	2	2
CO3	2	2	2	1	2	2	3	2	2	2
CO4	2	2	2	1	2	2	3	2	2	2
CO5	2	1	1	1	1	1	3	2	2	2
CO6	2	2	2	2	2	2	3	2	2	2
	2.0	1.5	1.8	1.2	1.7	1.7	3.0	2.0	2.0	2.0

School: SSBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
Branch: HCHA		Term: IV	
1	Course Code	DSC065	
2	Course Title	NATIONAL HEALTH PROGRAMS	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DISCIPLINE SPECIFIC COURSE	
5	Course Objective	The purpose of this course is to enable students to <ul style="list-style-type: none"> Identify health problems of the community in the context of the socioculturalmilieu Initiate, implement and supervise National Health Programs Set objectives, prepare action plan, implement programs and monitor, supervise and evaluate them. 	
6	Course Outcomes	CO1: The student will be able to define health programs in the Indian context.CO2: The student will be able to understand program planning and development skills to address public health challenges. CO3: The student will be able to demonstrate adequate knowledge & skills to wide range of public health programs. CO4: The student will be able to compile & analyse national healthcare programs to improve health indicators. CO5:Students will be able to evaluate the national health programs .CO6: Remembering National Health Programs	
7	Course Description	National Health Programs are to enhance the knowledge base of students in the field of healthcare planning & delivery. It talks about prevention of diseases and promotion of good health through cross sectorial action, access to technologies, developing human resources, building the knowledge base required for better health. It will also let students to monitor and assure quality in program implementation.	
8	Outline syllabus		CO Mapping
	Unit 1	Health Planning in India	
	A	Health committees in India	CO1, CO2
	B	Public Health in the post independent era	CO1, CO2
	C	National Health Programs in India , Communication in conducting health program	CO1, CO2
	Unit 2	Health Program, Policy & Planning	
	A	Basics of Health Policy	CO1, CO2
	B	Health Policy framework	CO1, CO2
	C	Introduction to different national health policies	CO1, CO2
	Unit 3	Design & Evaluation of Public Health Programs	
	A	Introduction to Program evaluation	CO2, CO3
	B	Framework for Program Evaluation in Public Health	CO2, CO3
	C	Impact Evaluation of Public Health Programmes	CO2, CO3
	Unit 4	Program me Related to Communicable Disease	
	A	National vector borne disease control program (NVBDPC)	CO2, CO3, CO4,CO5,CO6
	B	Revised National Tuberculosis Control Program, National	CO2,CO3,

		Leprosy Eradication Program	CO4,CO5
	C	Integrated Disease Surveillance Program	CO2, CO3, CO4,CO5,CO6
	Unit 5	Program me Related to Non-Communicable Disease	
	A	National Program for Prevention and control of cancer ,Diabetes, CVD and stroke (NPCDCs)	CO2, CO3, CO4,CO5,CO6
	B	National Tobacco Control Program, National Oral Health Program	CO2, CO3, CO4,CO5,CO6
	C	National Program for Prevention and control of Deafness(NPPCD), National Program for Prevention and control of Blindness	CO2, CO3, CO4,CO5, C06
	Mode of examination	Theory/Jury/Practical/Viva	
	Weightage Distribution	CA	MTE
		25%	25%
		ETE	50%
	Text book/s*	Parks Text Book Of Preventive & Social Medicine, K. Park	
	Other References	NA	

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	2	1	1	3	2	1	1
CO2	2	1	1	2	2	2	3	2	1	1
CO3	2	1	1	2	2	2	3	2	2	2
CO4	2	2	1	2	2	2	3	2	2	2
CO5	2	2	1	1	1	1	3	2	1	1
C06	2	2	2	2	2	2	3	2	2	2
	2	2	1	2	2	2	3	2	2	2

School: SSBS		Batch :2023-2025	
Programme:		MBA HCHA	
Current Academic Year		2024-2025	
Branch:		Term: IV	
1	Course Code	DSC057	
2	Course Title	Hospital Management Information System	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
Course Type		DISCIPLINE SPECIFIC COURSE	
5	Course Objective	<p>The purpose of this course is to enable students to :</p> <ol style="list-style-type: none"> 1. Learn about fundamental aspects of health information. 2. Understand about information management in hospitals. 3. Prepare them to understand about the hospital information system. 4. Deepen their understanding about enterprise resource planning and management. 	
6	Course Outcomes	<p>CO1: To define the need for information in the healthcare sector .CO2: To understand the concept of hospital information system .</p> <p>CO3: To apply the knowledge of hospital system to solve problems in hospitals .CO4: To analyse the impact of digitalization and hospital information system . CO5: To evaluate the impact of digitalization on healthcare organizations .</p> <p>CO6: Remembering information management in hospitals</p>	
7	Course Description	<p>The course covers all aspects of the fundamentals in health information in hospitals .The course is intended to provide in-depth knowledge of Hospital Information System, its structure and functions. The students will be imparted knowledge of decision making in health care and strategic management with respect to digitalization of hospitals .</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Health Information	
	A	Data & Information, medical records	CO1
	B	Benefits of digitalization	CO1
	C	Concepts and Goals of Information Systems in Healthcare Delivery Organizations	CO1
	Unit 2	Information management	
	A	Uses of information in hospitals	CO2
	B	Strategic management for hospital information system	CO2
	C	Data capture	CO2
	Unit 3	Basics of Hospital Information System	
	A	Hospital Information System –I	CO3

	B	Hospital Information System –II			CO3
	C	Modules in Hospital Information System			CO3
	Unit 4	Organization of Hospital Information System			
	A	Vendor selection, project management			CO4
	B	Implementation ,change management			CO4
	C	Challenges in Hospital Information System, barriers in IT ,e health initiatives			CO4,CO6
	Unit 5	ENTERPRISE RESOURCE PLANNING			
	A	Basics of Enterprise resource planning in healthcare			CO5,CO6
	B	Enterprise resource planning implementation			CO5,CO6
	C	Impact of enterprise resource planning			CO5,CO6
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	HOSPITAL INFORMATION SYSTEM – A CONCISE STUDY (KELKAR)			
	Other References	NA			

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	2	1	3	3	1	2
CO2	2	2	1	1	2	1	3	2	2	1
CO3	1	1	1	1	1	1	2	2	2	1
CO4	1	1	1	1	1	1	2	2	2	1
CO5	2	1	1	1	1	1	3	2	2	1
CO6	2	2	2	2	2	2	2	2	2	2
	1.67	1.50	1.17	1.17	1.50	1.17	2.50	2.17	1.83	1.33

	School: SSBS	Batch : 2023-2025	
	Programme: MBA	Current Academic Year: 2024-25	
	Branch: HCHA	Term: IV	
	Course Code	Codes to be allocated	
	Course Title	Healthcare Project Management	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory	
5	Course Objective	<p>The objective of this course is to provide-</p> <ul style="list-style-type: none"> • A basic understanding of project management, Program and Portfolio Management in healthcare. • Acquaint them with the various steps involved in project management in healthcare. 	
6	Course Outcomes	<p>CO1: The student will be able to define a project and list various attributes of a project CO2: The student will be able to understand key elements of project management framework CO3: The student will be able to apply their knowledge in healthcare to project planning , execution and monitoring CO4: The student will be able to analyse the various projects in healthcare CO5: The student will be able to evaluate the various projects in healthcare CO6: To design basic outline of a healthcare project</p>	
7	Course Description	This course develops the competencies and skills for planning and controlling projects and understanding interpersonal issues that drive successful project outcomes and understand the basic steps in project management.	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Project Management in Healthcare	
	A	An Introduction to Project, Program, and Portfolio Management in Healthcare, nature of healthcare projects, characteristics of healthcare project team members	CO1, CO2
	B	Brief history of project management, projects attributes ,project constraints, project lifecycle & tools	CO1, CO2
	C	Project, Program and Portfolio Selection, project stakeholders	CO2
	Unit 2	Project Planning in Healthcare	
	A	Initiating Projects (Phases of project, standard practices in project planning, sustainable design, time line for project)	CO2
	B	Planning Projects, Part I (Project Integration, Scope, Time, and Cost Management)	CO2
	C	Planning Projects, Part II (Project Quality, Human Resource, Communications, Stakeholder, Risk, and Procurement Management)	CO2
	Unit 3	Execution of Projects in Healthcare	

	A	Time management, cost management, quality management, risk management.	CO2, CO3
	B	Issue management, procurement management, acceptance management, communication management.	CO2, CO3
	C	Change management, project handling , project clarity.	CO2, CO3
	Unit 4	Monitoring Projects in Healthcare	
	A	Monitoring and controlling projects, importance of monitoring,	CO3, CO4
		evaluation & controlling	
	B	Analytical Techniques (Root cause analysis, trend analysis)	CO2
	C	Tools for monitoring, key performance indicators	CO2
	Unit 5	Closing Projects in Healthcare	
	A	Introduction to Closing Projects	CO5
	B	Project quality, leadership in projects	CO5
	C	Best practices in Project Management ,projects success and failure ,examples of healthcare projects	CO5, CO6
	Mode of examination	Theory/Jury/Practical/Viva	
	Weightage Distribution	CA	MTE
		25%	25%
		ETE	50%
	Text book/s*	Project Management for Healthcare by David Shirley 2011	

Course Articulation Matrix

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	2	1	3	2	1	1
CO2	2	2	1	1	2	1	2	2	2	2
CO3	2	1	2	1	1	1	3	2	2	1
CO4	1	1	2	2	2	2	2	2	2	2
CO5	1	1	2	2	2	2	2	2	2	2
CO6	1	1	1	2	2	2	2	2	2	2
avg	1.5	1.16	1.67	1.5	1.83	1.5	2.33	2	1.83	1.67

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

List of Discipline Specific Courses E&FB
(DISCIPLINE SPECIFIC COURSEs) of

Sr No.	Term	Course
1	III	Creativity, innovation and design thinking
2	III	Business Plan and new venture creation
3	III	Family Business Management
4	III	Entrepreneurial Marketing
5	IV	Entrepreneurial Finance and Valuation
6	IV	Managing Growth of New Ventures
7	IV	Social entrepreneurship and sustainable development
8	IV	Technology Platform Strategy

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-25	
Branch:		Term: III	
1	Course Code	DSC036	
2	Course Title	CREATIVITY, INNOVATION AND DESIGN THINKING	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Elective	
5	Course Description	Innovation is essential for the development of successful new ventures and critical to the survival of existing organizations, especially in competitive industries. This module is designed to introduce participants to the use of creativity to help them develop more innovative business solutions. The course also emphasizes the significance of adopting a design thinking mindset and of applying design thinking principles and process for success in business, especially in the context of service organizations.	
6	Course Objective	The course aims at helping students with entrepreneurial aspirations to harness their creative potential and enable them to understand the basic fundamentals of innovative idea generation and its evaluation for business proposition. The course helps prepare students of entrepreneurship to provide innovative solutions utilizing techniques such as design thinking to counter problems in their entrepreneurial journey.	
7	Course Outcomes	The student will be able to CO1: Identify elements of creativity and innovation that are useful to an entrepreneur CO2: Utilize various means of creative idea generation CO3: Translate broadly defined opportunities into actionable innovation possibilities CO4: Evaluate a business model in terms of its innovation potential CO5: Utilize design thinking as a tool to develop feasible business ideas/solutions, including service organizations. CO6: Remembering design thinking and of applying design thinking principles and process for success in business	
8	syllabus Outline	CO Mapping	
	Unit 1	Entrepreneurship, Creativity & Innovation	
	A	Concept of creativity and innovation How creativity leads to innovation	CO1 CO1
	B	Creativity Process Creative Problem Solving through opportunity scouting and idea generation	CO1,2
	C	Exploring creative and divergent thinking strategies Enhancing individual and organizational creativity potential	CO2
	Unit 2	Organizational Innovation	
	A	Importance of innovation Types of Innovation	CO1
	B	Innovation challenges – People desirability – Business viability – Technical feasibility	CO3

	C	Fostering innovation culture to build an innovative organization			CO3
	Unit 3	Business Model Innovation			
	A	Introduction to Business Model Innovation			CO3,4
	B	Innovation through Platform based Business Models			CO
	C	Role of technology (Internet of Things) in revolutionizing Business Models			CO1,3
	Unit 3	Design Thinking			
	A	Introduction to Design Thinking Design Thinking as a tool to foster innovation			CO4
	B	Stages in Design Thinking (Empathise, Define, Ideate, Prototype, and Test)			CO4
	C	Developing the Design Thinking Mindset			CO4
	Unit 4	Design Thinking for Service Organizations			
	A	Applicability of Design thinking to service organizations			CO5, CO6
	B	Principles of service design thinking			CO5, CO6
	C	Leveraging Design Thinking to drive new ideas and deliver meaningful solutions			CO5, CO6
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	Innovation Management and New Product Development, 4e 2009, Trott			
	Other References	Design Thinking by Tim Brown (Harvard Business Review) Managing Innovation Integrating Technological, Market and Organizational Change, 4 th Edition, Joe Tidd and John Bessant https://www.interaction-design.org/ https://enterpriseproject.com/article/2019/1/5-design-thinking-ted-talks			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	1	1	1	1	1	1	1
CO2	1	2	1	1	3	1	2	2	2	3
CO3	2	3	2	2	3	2	2	3	3	2
CO4	2	3	2	2	2	2	3	3	3	3
CO5	3	3	2	2	3	2	3	3	3	3
CO6	3	2	2	2	2	2	2	2	2	2
AV	2.00	2.33	1.67	1.67	2.33	1.67	2.17	2.33	2.33	2.33

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-25	
Branch		Term: III (odd)	
1	Course Code	DSC034	
2	Course Title	Business Plan and New Venture Creation	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Description	The purpose of this course is to motivate and equip the students with the necessary knowledge and skills which are required to develop business plan and also necessary skills and attitude required to start a new venture.	
6	Course Objective	<ol style="list-style-type: none"> 1. To help the students in developing an understanding of the various issues and aspects relating to the development of business plan. 2. To provide the necessary knowledge towards developing the business plan and also the business models. 3. To help the students to develop their understanding towards various issues relating to the new venture creation. 	
7	Course Outcomes	<p>The student will be able to:</p> <p>CO1: Describe and demonstrate the knowledge of the various issues and aspects relating to the development of an effective business plan.</p> <p>CO2: Understand and explain the various issues and aspects relating to Business plan and new venture creation.</p> <p>CO3: Understand and apply the knowledge of business plan and new venture creation to address the various complex issues while developing business plan and in the process of new venture development.</p> <p>CO4: Analyze and Evaluate the various factors relating to new venture planning and creation.</p> <p>CO5: Evaluate and Point out the various issues relating to business plan development and new venture creation.</p> <p>CO6: Remembering various issues and aspects relating to the development of business plan.</p>	
8	Syllabus Outline		CO Mapping
	Unit 1	Developing a Business Plan	
	A	Understanding the business plan and Why to develop a detained business plan; Business Plan vs. Business Model	CO1
	B	Components of a business plan	CO1, CO2
	C	Analysis of a sample business plans	CO2
	Unit 2	Writing and Presenting Business Plan	
	A	Skills required to develop an effective business plan	CO3
	B	Writing a Business Plan	CO3
	C	Presenting a business plan	CO1, CO3

	Unit 3	New Venture Creation: New Venture Team and Selection of Ownership Structure			
	A	<ul style="list-style-type: none"> Forming the New venture Team: members of a new venture team, Steps and Procedures to start a new venture in India 			CO2, CO3
	B	<ul style="list-style-type: none"> Selection of Ownership Structure for a new venture Decisions relating to organizational Design and Structure 			CO2, CO3
	C	<ul style="list-style-type: none"> Exercise/ Activity: Forming New Venture Team 			CO3, CO4, CO5
	Unit 4	New Venture Creation: IPR and Legal Issues Relating to New Venture Creation			
	A	<ul style="list-style-type: none"> Legal aspects of a starting a new venture in India 			CO2, CO3
	B	<ul style="list-style-type: none"> IPR issues in starting a new venture 			CO3, CO5
	C	<ul style="list-style-type: none"> Different types of IPRs 			CO3, CO6
	Unit 5	New Venture Creation: Financing the New Venture			
	A	<ul style="list-style-type: none"> Financing the New Venture: Various sources of finance including: short term vs. Long term financing sources 			CO4, CO5, CO6
	B	Angel Investors; Venture capitalist;			CO3, CO4
	C	<ul style="list-style-type: none"> Private equity and IPOs 			CO3, CO4, CO5
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	<ul style="list-style-type: none"> Entrepreneurship: Successfully Launching New Ventures by Barringer; Pearson Education Entrepreneurship: a South Asian Perspective, Donald F. Kuratko, Cengage Learning 			
	Other References	<ul style="list-style-type: none"> New Venture Creation by Timmons, McGraw Hill Publication 			

Course Articulation Matix

Pos/ COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	-	1	-	2	1	1	2	1
CO2	2	2	-	1	1	2	1	1	2	2
CO3	-	2	-	1	1	-	-	-	2	2
CO4	-	2	1	1	2	1	1	-	2	1
CO5	-	2	1	2	2	1	-	1	2	2
CO6	1	-	1	2	2	2	1	-	2	2
Avg	1.50	2.00	1.00	1.20	1.50	1.50	1.00	1.00	2.00	1.60

- 1-Slight (Low)
 2-Moderate (Medium)
 3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-25	
Branch		Term: III (odd)	
1	Course Code	DSC035	
2	Course Title	Family Business Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Description	<p>Managing businesses have become more challenging these days because of the increased complexity and dynamics in the today's business environment. Managing a family business is more challenging as family considerations add additional levels of complexity in the process of managing the family enterprises. This course is designed to particularly those students who wants to enter into the management of family Businesses, either their own family's or someone else's, and also the students who will do businesses with family firms, consult to them, or will work with them.</p>	
6	Course Objective	<ol style="list-style-type: none"> 1. To help the students to develop their understanding towards unique aspects of a family business. 2. Understand the distinctive advantages of a family business and unique challenges facing such entities. 3. Identify various stakeholders of a family business and understand their relationship to business performance. 4. To help the students to develop their thinking and understanding towards various issues relating to family business conflicts, and succession of family enterprises. 	
7	Course Outcomes	<p>The student will be able to:</p> <p>CO1: Describe and demonstrate the knowledge of the various issues and aspects relating to the Management of Family enterprises.</p> <p>CO2: Understand and explain the uniqueness of Family Business enterprises along-with the various dynamics of family business enterprises..</p> <p>CO3: Understand and apply the knowledge of Family Business models and management learning to resolve issues relating to the management and growth of Family Business enterprises.</p> <p>CO4: Analyze and Evaluate various factors relating to family business conflicts, succession of family enterprises, and governance of family business enterprises.</p> <p>CO5: Evaluate, Point out and address the various issues relating to the family business management.</p> <p>CO6: Creating strategies and insights for Family Business Houses</p>	
8	syllabus Outline		CO Mapping
	Unit 1	Understanding the Family Businesses	
	1 A	Understanding and constituents of a family business An overview of family businesses in India	CO1
	1 B	The Unique Nature & Characteristics of Family Business The Family firm advantages	CO1, CO2

	1 C	Family businesses in India	CO2	
	Unit 2	The Family Business Dynamics		
	2 A	Family Businesses vs. Non Family Businesses Understanding the Family Business Dynamics	CO2	
	2 B	The Three Circle Model of Family business Managing and balancing the interest of various stakeholders	CO2	
	2 C	Managing and balancing the interest of various stakeholders	CO2, CO4	
	Unit 3	Management Issues in Family Businesses		
	3 A	Handling Family Business Conflicts Building Trust and Commitment	CO3	
	3 B	Issues relating to the compensation When Family Members Leave the Family Business	CO3, CO5	
	3 C	Estate Planning; Practicing entrepreneurship in family firms Case Study	CO1,CO3	
	Unit 4	Growth and Succession Planning in Family Businesses		
	4 A	Family growth vs. Business growth Balancing the family and business growth Preparing for changing culture, marketplace, and family dynamics	CO2, CO3	
	4 B	Succession Issues in Family Business The succession models for a family business Understanding the Profile of a Successful Successors	CO4, CO5, CO6	
	4 C	Constraints and challenges to growing family businesses Internationalization of Family firms; Case Study	CO3, CO6	
	Unit 5	Governance of Family Firms		
	5 A	Issues relating to Governance of Family Firms Role of the family in different stages of the business	CO4, CO5	
	5 B	Listing on the stock exchange, ownership, and board structure Advisory board and board of directors	CO4, CO5	
	5 C	Role and Significance of the Family Council and family meetings	CO3, CO6	
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Family Business, Third Edition; Ernesto J. Poza by Cengage		
	Other References	Governance of Family Firms by Rajesh Jain ; Macmillan Publication		

Course Articulation Matix

Pos/ COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	-	-	1	1	1	1	2	-	-
CO2	1	-	1	-	-	1	1	2	-	-
CO3	-	2	1	1	2	2	1	-	2	2
CO4	2	3	-	1	2	2	1	-	1	3
CO5	1	1	-	1	-	2	1	-	2	2
CO6	-	2	-	1	3	2	1	2	1	1
Avg	1.50	2.00	1.00	1.00	1.67	1.60	1.00	2.00	1.67	2.33

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-25	
Branch		Term: III (odd)	
1	Course Code	Codes to be allocated	
2	Course Title	Managing Growth of New Ventures	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Description	This course focuses on managing growth in start-up firms. New venture creation is not about just starting a business but making it that becomes successful. Managing growth can be like navigating a minefield. One misstep and your emerging business can be in serious trouble. The purpose of the course is to prepare students for what challenges – operational, legal etc.- they can come across when growing a firm and how they can minimize the risk of failure.	
6	Course Objective	<ul style="list-style-type: none"> To help the students in developing an understanding of the various issues and aspects relating to growth of Start-ups. To introduce students to applied concepts of entrepreneurship, focused mostly post-startup, growth-phase activities. To introduce students to gain understanding of conducting a comprehensive analysis and venture development plan for a business To introduce students to various aspects relating to IPR, globalisation and succession 	
7	Course Outcomes	<p>The student will be able to:</p> <p>CO1: Describe and demonstrate the knowledge of the various issues and aspects relating to growth of new ventures</p> <p>CO2: Demonstrate the knowledge required to start and manage the ventures.</p> <p>CO3: Understand and apply the knowledge of approaches to address the early growth issues of new ventures.</p> <p>CO4: Analyse and Evaluate various factors relating to new ventures growth and development.</p> <p>CO5: Evaluate, point out and develop the various solutions to issues and problems relating to growth of new ventures.</p> <p>CO6: Creating growth strategies for new ventures</p>	
8	Syllabus Outline		CO Mapping
	Unit 1	Early-Stage Growth Issues	
	1 A	Venture life cycle stages	CO1
	1 B	Early-stage issues relating to new Startups	CO1, CO2
	1 C	Motivation and Preparing for Growth; Managing the challenges of the growth	CO1, CO2
	Unit 2	Managing Intellectual Property Rights (IPRs)	
	2 A	Understanding role and process to use IPRs	CO3,
	2 B	IPRs Types: Patents, Trademarks, Copyrights, Trade secrets	CO2, CO3,
	2 C	IPRs in digital age and context	CO3
	Unit 3	Scaling: Challenges and Strategies	
	3 A	What is Scaling: SCALE framework	CO2, CO3
	3 B	Why new ventures scale (What are the reasons to scale) Product-market fit as a condition to scale.	CO4, CO5

	3 C	Where and when to scale?	CO5
	Unit 4	Strategies for Venture Growth	
	4 A	Internal growth – New product development and others	CO2, CO3
	4 B	External growth -Mergers & Acquisitions, Alliance etc.	CO2, CO3
	4 C	Franchising	CO4
	Unit 5	Further issues in manging the growth	
	5 A	Role of Family in new venture management	CO2, CO5
	5 B	Professionalisation and Succession	CO4, CO6
	5 C	Going Global, The Harvest and Beyond	CO5, CO6
	Mode of examination	Theory	
	Weightage Distribution	CA	MTE
		25%	25%
	Text book/s*	<ul style="list-style-type: none"> • New Venture Creation by Timmons, McGraw Hill Publication • Barringer & Ireland: Entrepreneurship, Pearson Education, 2011 	
		<ul style="list-style-type: none"> • Hishrich & Peters: Entrepreneurship; TMH, New Delhi, 2010 	
	Other References		

Course Articulation Matix

Pos/COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	-	-	1	1	1	1	2	-	-
CO2	1	-	1	-	-	1	1	2	-	-
CO3	-	2	1	1	2	2	1	-	2	2
CO4	2	3	-	1	2	2	1	-	1	3
CO5	1	1	-	1	-	2	1	-	2	2
CO6	-	2	-	1	3	2	1	2	1	1
Avg	1.50	2.00	1.00	1.00	1.67	1.60	1.00	2.00	1.67	2.33

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-25	
Branch:		Term: III (odd)	
1	Course Code	DSC037	
2	Course Title	Entrepreneurial Finance and Evaluation	
3	Credits	03	
4	Contact Hours (L-T-P)	0-3-0	
	Course Type	Discipline Specific Course	
5	Course Description	With the growth of start-up culture, it is imperative for entrepreneurs to look for financing their venture. Thanks to the rise of private equity and venture capitalists, entrepreneurs are not dependent on banks for financing requirements. In addition, valuation of a start-up or unlisted firm brings a fresh perspective to the domain. This course intends to provide students with the requisite knowledge to finance their ventures and value their business.	
6	Course Objective	<ul style="list-style-type: none"> • To recognize how to raise funds for entrepreneurial ventures. • To appraise the difference between different sources of raising finance. • To develop strategies for entrepreneurial financing. • To learn and apply tools to value an entrepreneurial venture. To manage risk during financing and valuation of entrepreneurial ventures.	
7	Course Outcomes	Having completed the course, the student will be able to: CO1: Identify the concept of entrepreneurial financing and valuation (Knowledge). CO2: Explain the rationale of financing preference on entrepreneurial ventures (Comprehension) CO3: Apply their knowledge of financing sources and strategies to determine how entrepreneurial ventures start and grow (Apply). CO4: Apply their knowledge of valuation theories and methodologies to value entrepreneurial ventures (Apply). CO5: Analyse why and how some entrepreneurial ventures are able to raise finance at particular valuation (Analyse) CO6: Developing financing strategies for new ventures (Create)	
8	Syllabus Outline		CO Mapping
	Unit 1	Introduction to Entrepreneurial Financing	
	1 A	Why entrepreneurs need Resources/money? Bootstrapping, outside people resources	CO1, CO2
	1 B	Entrepreneurial Financing in Indian and global context	CO1, CO2
	1 C	Stages of Financing- Early Stage, Expansion, Mezzanine	CO1, CO2
	Unit 2	Sources of Financing	
	2 A	Market for financing ventures- financial markets and other sources	CO1, CO2
	2 B	Series Funding Entrepreneurial Venture-issue, process	CO2, CO3
	2 C	Equity vs Debt Financing Banks as source of finance, Other Sources: Angel Investors, Venture Capitalists, Private Equity	CO1, CO2, CO5
	Unit 3	Strategies for financing the venture	
	3 A	Determining capital requirement, crafting strategies for fund raising, Risks involved in debt and equity financing at different stages of start-up journey	CO2, CO3, CO4

3 B	Financing through venture capital, Buy back from venture capitalists	CO3, CO4	
3 C	Financing through other equity sources	CO3, CO5	
Unit 4	Debt Financing and valuation issues		
4 A	Debt financing sources for startups, ventures in India	CO1, CO2	
4 B	Managing Issues related to lending decision	CO4, CO5	
4 C	Issues, determinants and difficulty in valuation; Entrepreneur “over-value” and venture capitalists’ “under-value”	CO2, CO6	
Unit 5	The Deal: Valuation, Structure and Negotiation		
5 A	Valuation techniques for start-ups	CO2, CO3, CO4	
5 B	Structuring the Deal	CO4, CO6	
5 C	Valuation and Negotiation	CO4, CO5, CO6	
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	25%	25%	50%
Text book/s*	Entrepreneurial Finance: Venture Capital, Deal Structure & Valuation. Smith & Smith. Stanford Business Books (2019) New Venture Creation by Timmons and Spinelli, TMH		
Other References	HBR Guide to Buying a Small Business: Think Big, Buy Small, Own Your Own Company. Ruback and Yudkoff. Harvard Business Review Press (2017)		

Mapping of COs with POs (program objectives)

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	-	2	2	2	1	1
CO2	2	2	2	1	2	2	2	2	1	1
CO3	2	2	2	2	3	-	1	1	2	3
CO4	2	2	-	1	3	3	2	1	2	3
CO5	2	2	3	1	3	3	1	2	3	3
CO6	1	2	2	2	2	-	2	2	2	
Avg	1.83	1.83	2.20	1.33	2.60	2.50	1.67	1.67	1.83	2.20

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-25	
Branch:		Term: IV	
1	Course Code	DSC038	
2	Course Title	Entrepreneurial Marketing	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Course	
5	Course Description	This course focuses on the strategies and methods used by early-stage companies to acquire customers (through outbound, inbound or social media marketing) and to activate them with a focus on customer acquisition cost and lifetime value analysis. The course also focusses on revisiting the marketing mix for entrepreneurial firm and preparation and pitching of a marketing plan for a proposed entrepreneurial venture.	
6	Course Objective	The objective of the course is to develop frameworks and conceptual tools for students to explore new venture opportunities, understand the business model of entrepreneurial firms, analyze problems to develop the optimal marketing strategy for products and services in a digital-first world. The course will also revisit the traditional marketing mix and see to what extent does it apply to entrepreneurial firms. The course will culminate into preparation and pitching of marketing plan.	
7	Course Outcomes	CO 1: Explain marketing and entrepreneurship interface. CO 2: Apply marketing strategies for an entrepreneurial venture. CO 3: Apply traditional and entrepreneurial marketing mix to early stage ventures CO 4: Apply concepts of Digital Marketing Program for an entrepreneurial venture CO 5: Prepare and pitch basic marketing plan for a proposed entrepreneurial firm. CO6: Prepare and Present marketing plan for a new venture	
8	Syllabus Outline		CO Mapping
	Unit 1	Marketing & Entrepreneurship Interface	
	1 A	Marketing-Entrepreneurship Interface; Concepts, Dimensions	CO1
	1 B	Entrepreneurial Market identification	CO1, CO2
	1 C	Entrepreneurial Market Segmentation	CO1, CO 2
	Unit 2	Marketing Issues for Early-Stage Ventures	
	2 A	Business Models	CO2, CO3
	2 B	Business Model Canvas	CO 2, CO 3
	2 C	Customer acquisition cost (CAC) and customer lifetime value (CLTV)	CO 2, CO 3
	Unit 3	Four Ps in the context of Entrepreneurial Marketing	
	3 A	Product and Pricing Policy in Entrepreneurial Marketing	CO3, CO 5
	3 B	Distribution Policy in Entrepreneurial Marketing	CO3, CO5
	3 C	Promotional Policy in Entrepreneurial Marketing	CO 3, CO 5
	Unit 4	Digital Marketing for New Ventures	
	4 A	Key elements of Digital Marketing	CO 4
	4 B	Inbound and Outbound Marketing	CO 4
	4 C	Social Media Networks and Mobile Marketing	CO 4, CO6
	Unit 5	Entrepreneurial Marketing Plan Development	

5 A	Marketing Plan			CO3, CO5
5 B	Components of Marketing Plan			CO3, CO5
5 C	Presentation and Pitching a Marketing Plan			CO 5, CO6
Mode of examination	Theory			
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*	Entrepreneurial Marketing A Practical Managerial Approach Robert D. Hisrich and Veland Ramadani, published by E. Elgar The Start-up Owner's Manual: The Step-by-Step Guide for Building a Great Company			
Other References	Articles from multiple sources			

Mapping of COs with POs (program objectives)

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO 4
CO1	2	1	3	1	1	3	1	2	3	2
CO2	2	2	2	2	-	2	3	2	3	2
CO3	3	2	3	2	2	3	3	2	3	3
CO4	3	3	3	1	1	3	3	2	3	3
CO5	2	1	1	3	2	3	3	2	3	3
CO6	-	2	1	1	1	1	3	2	3	1
Avg	2.40	1.83	2.17	1.67	1.40	2.50	2.67	2.00	3.00	2.33

2-Moderate (Medium)

3-Substantial (High)

1-Slight (Low)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-25	
Branch:		Term: IV	
1	Course Code	DSC041	
2	Course Title	Social Entrepreneurship and Sustainable Development	
3	Credits	03	
4	Contact Hours (L-T-P)	03-0-0	
	Course Type	Discipline Specific Course	
5	Course Description	Social entrepreneurship is a rapidly developing and changing business field in which business and non-profit leaders design, grow, and lead mission-driven enterprises. As the traditional lines blur between non-profit enterprises, government, and business, it is critical that business students understand the opportunities and challenges in this new landscape and how social entrepreneurship is redefining itself in terms of it's structure, measurement of impact that it has been able to create, scaling up and sustainability.	
6	Course Objective	<ol style="list-style-type: none"> 1. Understand the social entrepreneurial landscape and how social entrepreneurial opportunities are scouted. 2. Develop a Strategic Plan for a Social Venture. 3. Understand organizational structure of a Social Venture 4. Measuring and scaling Social Ventures. 5. Understand the concept of Social Entrepreneurship with relation to sustainability. 	
7	Course Outcomes	<p>CO1: The student will be able to <i>describe the social venture and other social entities</i></p> <p>CO2: The student will be able to <i>assess different kinds of opportunities available and the role of market failures for a social enterprise.</i></p> <p>CO 3 The student will able to <i>prepare a strategic plan for a social venture</i></p> <p>CO4: The student will be able to <i>comprehend different organizational structures and funding available for a social venture.</i></p> <p>CO 5: The student will be able to <i>prepare a social venture strategy including measuring and scaling up social ventures and sustainability.</i></p> <p>CO6: Remembering how social entrepreneurship is redefining itself</p>	
8	syllabus Outline		CO Mapping
	Unit 1	Introduction to Social Entrepreneurship	
	1 A	What is social entrepreneurship: Definitions and Perspective; Social Entrepreneurs; Social Advocates and Social Activists	CO1
	1 B	Correcting Market Failures	CO1. CO2
	1 C	Lean Start-up for Social Enterprises.	CO1
	Unit 2	Recognizing Social Opportunities	
	2 A	Social Ideas and the role of Innovation	CO 2, CO 3
	2 B	Opportunity Recognition and Opportunity Recognition Tools	CO2, CO 3
	2 C	Opportunity Assessment and opportunity assessment tool	CO2; CO3, CO5
	Unit 3	Developing a Strategic Plan for a Social Venture and Organization Structure of A Social Venture	
	3 A	The importance of Social Venture Planning	CO 3
	3 B	Developing a Social Venture Plan	CO 3
	3 C	General Organization Structures of a Social Venture.	CO 4
	Unit 4	Measuring Social Impact and Scaling Social Ventures	
	4 A	Measuring Social Impact defining SVP	CO4; CO 5

4 B	Growth Strategies for a social venture			CO4;CO 5
4 C	Scaling Enhancers for a Social Venture			CO 4; CO 5
Unit 5	Social Entrepreneurship and Sustainability			
5 A	Social Entrepreneurship and sustainability			CO 4, CO5
5 B	Challenges in sustainability			CO5, CO6
5 C	Sustainability Strategies for Social Enterprises			CO5, CO6
Mode of examination	Theory/Jury/Practical/Viva			
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*	Understanding Social Enterprise by Jill Kickul and Thomas S Lyons published by Routledge 2016.			
Other References	Articles from SSIR			

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO 4
CO1	2	1	3	1	1	3	3	2	3	2
CO2	2	2	2	2	2	2	3	2	3	2
CO3	1	2	3	2	2	3	3	2	3	3
CO4	1	3	3	1	1	3	3	2	3	3
CO5	1	2	3	2	2	3	3	2	3	3
CO6	-	2	1	1	2	1	1	2	3	2
Avg	1.40	2.00	2.80	1.60	1.60	2.80	3.00	2.00	3.00	2.60

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA		Current Academic Year: 2024-25	
Branch:		Term: IV (even)	
1	Course Code	DSC042	
2	Course Title	Technology Platform Business and Strategy	
3	Credits	03	
4	Contact Hours (L-T-P)	0-0-6	
	Course Type	Discipline Specific Course	
5	Course Description	New businesses are adopting platforms, especially technology led platforms that have different strategies from the traditional “pipeline” businesses. The course aims at developing an understanding of strategies followed by technology led platform businesses thereby enabling students to start and manage platform businesses. This course intends to equip the students with the necessary knowledge, skills and competencies helpful in starting and managing platform businesses.	
6	Course Objective	<ul style="list-style-type: none"> • To acquire knowledge about platform business and its importance in today’s businesses. • To differentiate products and platforms businesses and how to develop a platform mind-set. • To understand the basics of platform architecture, ecosystem and design. • To implement and scale up a platform business. To manage risk in technology platform businesses.	
7	Course Outcomes	Having completed the course, the student will be able to: CO1: Identify the concept of platform business and how they are different from pipeline businesses (Knowledge). CO2: Explain and differentiate strategies for starting and managing platforms (Comprehension) CO3: Apply their knowledge of theories and tools to strategies adopted by platform businesses across the globe (Apply). CO4: Analyse how to ideate, implement, and grow a platform business (Analyse). CO5: Analyse how platform businesses leverage “networks” for launch and growth (Analyse) CO6: Develop strategy for a platform business firm	
8	Syllabus Outline		CO Mapping
	Unit 1	Introduction and importance of Platforms	
	1 A	Platform Business- Evolution, Concept and Importance	CO1, CO2
	1 B	Platforms and Pipelines, Technology based platforms	CO1, CO2
	1 C	Entrepreneurial Mindset and Platforms	CO1, CO2
	Unit 2	Strategy Formulation for Platform Business	
	2 A	Moving away from a product mind-set to a platform mind-set	CO1, CO2
	2 B	Platform architecture, ecosystem, and design	CO1, CO2, CO3
	2 C	Networks and Platforms	CO1, CO2, CO5
	Unit 3	Platform Launch Strategy	
	3 A	Launching a successful technology platform	CO1, CO2, CO3
	3 B	Developing a platform business model	CO1, CO2
	3 C	Leveraging “networks”	CO1, CO2, CO5

Unit 4	Scaling Up a Platform Business			
4 A	Factors to consider while scaling up a platform business			CO1, CO2
4 B	Process of Platform Scale			CO1, CO2, CO4
4 C	Managing risk in platform scale			CO1, CO2
Unit 5	Measuring Platform businesses' performance			
5 A	Metrics to measure platform performance			CO2, CO3, CO4
5 B	Openness and Governance in platform business			CO1, CO2
5 C	The Future of Platform business			CO5, CO6
Mode of examination	Theory			
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*	Platform Revolution – How Networked Markets are Transforming the Economy? and How to Make Them Work for You. Parker, Alystyn & Choudary. W. W. Norton & Company (2017)			
Other References	Platform Scale: How an emerging business model helps startups build large empires with minimum investment. Sangeet Paul Choudary. Platform Thinking Labs (2015)			

Mapping of COs with POs (program objectives)

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	2	1	1	1	1	1
CO2	2	2	2	2	2	2	1	1	1	1
CO3	2	2	2	2	3	2	1	2	1	3
CO4	2	2	2	2	3	2	2	2	3	1
CO5	2	2	1	1	2	3	1	2	2	1
CO6	-	1	2	2	2	2	2	2	3	2
Avg	2.00	1.80	1.80	1.60	2.40	2.00	1.20	1.60	1.60	1.40

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

List of Discipline Specific Courses (DISCIPLINE SPECIFIC COURSES) of Business Analytics

Sr No.	Term	Course
1	III	Fundamentals of Python
2	III	Fundamental if SQL
3	III	Time Series Analysis Using Minitab
4	III	Data Visualization Techniques
5	III	Data Management Using R and Excel
6	III	Advance Excel and VBA Programming
7	IV	Big Data Architecture
8	IV	Enterprise Resource Planning (ERP)
9	IV	Cyber and Information Security
10	IV	Artificial Intelligence in Business Environment
11	IV	Introduction to Big Data, Text Analytics and Web Analytics
12	IV	Data Mining Techniques- Predictive Modelling and Pattern (Discovery Using R)

	School: SSBS	Batch: 2023-2025	
	Program me: MBA (BA)	Current Academic Year: 2024-2025	
	Branch:	Term: III	
	Course Code	DSC100	
	Course Title	Fundamentals of Python	
	Credits	3	
	Contact Hours (L-T-P)	0-0-6	
	Course Status	Practical	
5	Course Objective	<ul style="list-style-type: none"> To provide prospective management studies students with the skills necessary to use Python Programming Language to generate reports, analyses and decisions based on a study of relevant data. To provides the set of skills that are most frequently used in the work place for business analytics. To enrich students with various programming skills with their applications in various Industries 	
		<p>CO1: The students will be able to recognize the significance of Python Programming Language to solve management problems.</p> <p>CO2: The students will be able to compare the programming techniques in appropriate manner for managerial decision making</p> <p>CO3: The students will be able to use basic knowledge and understanding of data analysis and interpretation using Python Programming</p> <p>CO4: The students will be able to select an appropriate technique of Python Programming for addressing the requirement of data analysis</p> <p>CO5: The students will be able to evaluate different programming approaches.</p> <p>CO6: The students will be write basic program in Python for evaluating mathematical functions and solving basic business models</p>	
7	Course Description	The course provides with the basic concepts and methods of Python programming skills so as to enhance business analytics programming skills.	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Python	
	A	Introduction to Python: What is Python? Python vs R, Installing Python based IDE, learning to run basic programs.	CO1, CO2
	B	Working with Data and Datatypes: tuples, lists, dictionaries, and sets	CO1, CO2

	C	Writing Functions: organize larger programs into functions.		CO3, CO4, CO5
	Unit 2	Modules and Libraries		
	A	How to organize programs into modules		CO2, CO3
	B	Designing modules for efficient programming.		CO2, CO3
	C	Learning to write Module based programming		CO3, CO4, CO5
	Unit 3	Classes and Objects		
	A	Introduction to object-oriented programming in Python		CO2, CO3, CO4
	B	Designing and using object-oriented programming		CO2, CO3, CO4
	C	Application of object-oriented programming		CO3, CO4, CO5
	Unit 4	Testing, Debugging, and Software Development Practice		
	A	How to test Python programs		CO2, CO3, CO4
	B	How to debug Python programs		CO2, CO3, CO4
	C	Best practices for Python based Software Development		CO3, CO4, CO5
	Unit 5	Creating plots.		
	A	Python programming for creating managerial plots.		CO2, CO3, CO4
	B	Usage of Python Package Matplotlib		CO2, CO3, CO4,CO5,CO6
	C	Application programs for plotting for managerial reports.		CO3, CO4, CO5,CO6
	Mode of examination	Lab		
	Weightage Distribution	Internal	External	
		60%	40%	
	Text book/s*	1. Kenneth A. Lambert, The Fundamentals of Python: First Programs, 2011, Cengage Learning 2. Y. Daniel Liang “Introduction to Programming using Python” Pearson		
	Other References	Robert Sedgewick, Kevin Wayne, Robert Dondero, “Introduction to Programming in Python” Pearson		

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO 4
CO1	2	1	3	1	1	3	3	2	3	2
CO2	2	2	2	2	2	2	3	2	3	2
CO3	1	2	3	2	2	3	3	2	3	3
CO4	1	3	3	1	1	3	3	2	3	3
CO5	1	2	3	2	2	3	3	2	3	3
CO6	-	2	1	1	2	1	1	2	3	2
Avg	1.40	2.00	2.80	1.60	1.60	2.80	3.00	2.00	3.00	2.60

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA (BA)		Current Academic Year: 2024-2025	
Branch: Business Analytics		Term: III	
1	Course Code	DSC101	
2	Course Title	Fundamentals of SQL	
3	Credits	3	
4	Contact Hours (L-T-P)	0-0-6	
	Course Status	Elective	
5	Course Objective	<ol style="list-style-type: none"> To provide prospective management studies students with the skills necessary to organize, store and retrieve data needed for managerial decisions. To provides the set of skills that are most frequently used in the work place to design and maintain database for managerial reports. 	
6	Course Outcomes	<p>CO1: The students will be able to describe basic DBMS with reference to business and management problems / issues</p> <p>CO2: The students will be able to express DBMS in appropriate manner for managerial decision making</p> <p>CO3: The students will be able to apply basic knowledge and understanding of SQL in relation to the organizing, storing and retrieving required data for an organization</p> <p>CO4: The students will be able to select an appropriate technique for optimizing DBMS.</p> <p>CO5: The students will be able to support various industry related decision making with the use of SQL programming</p> <p>CO6: The student will be able to create SQL code to provide solution to DBMS queries.</p>	
7	Course Description	The course provides with the basic concepts and methods of SQL programming skills so as to enhance business analytics programming skills.	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to SQL	
	A	Introduction to databases	CO1, CO2
	B	Need of a database	CO1, CO2
	C	Overview of MySQL or any other SQL?	CO2, CO3
	Unit 2	Working with SQL	
	A	Writing queries to get required data	CO2, CO3
	B	Learning the basics of Query Processing	CO2, CO3
	C	Overview of Query Optimization for efficient programming	CO2, CO3
	Unit 3	Designing Database	
	A	Introducing High-Level Database Models	CO2, CO3, CO4
	B	Learning to use Constraints and Triggers	CO2, CO3, CO4

	C	The process of Creating tables		CO2, CO3, CO4
	Unit 4	Database Keys and Index		
	A	The basics of Database views		CO2, CO3, CO4
	B	Learning to use Database Keys		CO2, CO3, CO4
	C	How to create Database index		CO2, CO3, CO4
	Unit 5	SQL Project		
	A	Using SQL in an Industrial Application		CO3, CO4, CO5
	B	Optimizing DBMS performance		CO3, CO4, CO5
	C	Case from Industries (e.g. Education, Healthcare)		CO3, CO4, CO5
	Mode of examination	Lab		
	Weightage Distribution	Internal	External	
		60%	40%	
	Text book/s*	1. Database Systems: The Complete Book, 2/e by Garcia-Molina, Ullman and Widom, Pearson Publication		
	Other References	Concepts of Database Management System, 1/e by Naik, Pearson Publication		

Course Articulation Matrix

POS COS	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	1	1	2	1	2	2
CO2	1	2	1	1	1	1	1	2	2	2
CO3	1	2	1	1	1	1	2	2	1	2
CO4	1	2	1	1	1	1	1	2	2	2
CO5	1	2	1	1	2	1	1	1	2	2
CO6	1	2	1	1	1	1	1	2	2	2
	1.2	2.0	1.0	1.0	1.2	1.0	1.3	1.7	1.8	2.0

1- Slight (Low)

2- Moderate (Medium)

3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA (Dual)		Current Academic Year: 2024-2025	
Branch: Business Analytics		Term: III	
1	Course Code	DSC102	
2	Course Title	Time Series Analysis Using Minitab	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DISCIPLINE SPECIFIC COURSE	
5	Course Objective	<ol style="list-style-type: none"> 1. To understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly 2. To teach a practical approach to modeling time series data 3. To help student identify and propose models, estimate them with data, diagnose whether they fit, and interpret their meanings. 4. Though Computer software is utilized, an understanding of underlying concepts and methods would be stressed 	
	Course Outcomes	<p>CO1: The student will be able to describe the types of forecasting methods (quantitative and qualitative)</p> <p>CO2: The student will be able to interpret the concept, importance and components of time series</p> <p>CO3: The student will be able to apply regression model for trend analysis and forecasting</p> <p>CO4: The student will be able to prioritize various forecasting models for data analysis</p> <p>CO5: The student will be able to implement model building strategy</p> <p>CO6: Remembering the approach to modeling time series data</p>	
7	Course Description	<p>In today's highly dynamic business environment, managers have to forecast the future and design strategies accordingly. Managers use forecasting techniques to make strategic decisions about selling, buying, hiring etc. every day. The past data is used by the managers to make predictions about the future. Forecasting is a technique which can aid in future planning. Time series is an important tool that can be used to predict the future. The main objective of Time series and forecasting is to understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to time series and forecasting And Measurement of trend-Trend Extrapolation	
	A	Introduction to forecasting, Types of forecasting method Introduction to Time Series: Utility of time series analysis, Stationary and non-stationary time series, Univariate and multivariate methods, Scaling of time series, Components of time series, Secular Trend, Seasonal Variations,	CO1, CO2

		Cyclical Variations, Random or Irregular Variations, Decomposition models of time series-Additive & Multiplicative Model	
	B	Preliminary-Types of curves: <ul style="list-style-type: none"> • Linear • Parabola • Hyperbola • Exponential • Modified exponential • Logistic • Gompertz 	CO1, CO2
	C	Introduction to Trend Analysis, Need to study trend measurement, Types of trend, Freehand or Graphic Method Using MS Excel for Trend Extrapolation, Fitting a trend to Time Series, Using a trend chart function to forecast time series, Trend Parameters and Calculations	CO1,CO2
	Unit 2	Forecasting Errors	
	A	Forecasting Errors: Introduction, Error Measurement	CO1,CO2
	B	Types of error, Interpreting errors, Error inspection	CO1,CO2
	C	Confidence intervals, Standard error in time series	CO1,CO2
	Unit 3	Time Series Smoothing (Advanced trend Analysis)	
	A	Time Series Smoothing: Introduction, Moving average method. Weighted moving average method, Semi-Averages method, Using MS-Excel for Moving Average	CO3,CO4
	B	Exponential Smoothing(Exponential weighted moving average method-EWMA):Concept of Exponential Smoothing ,Forecasting with Exponential Smoothing	CO3,CO4
	C	Double Exponential Smoothing-Holt's technique ,Using Excel/Minitab/SPSS for Exponential Smoothing	CO3,CO4
	Unit 4	Regression Trend Analysis	
	A	Introduction to Regression Trend Analysis, Linear regression trend model, Quadratic trend model ,Using Excel/Minitab/SPSS for Regression Trend Analysis	CO3,CO4
	B	Seasonal Variation: Method of simple averages, Ratio –to – Trend method , Ratio-to-Moving Average method ,Link relative method	CO3,CO4
	C	Using Excel/Minitab/SPSS to determine Seasonal Variation , Solving problems involving all four components of time series	CO3,CO4
	Unit 5	The Box-Jenkins(ARIMA) Methodology for Business Forecasting	
	A	Introduction, Autoregressive models ,Moving average models ,Autoregressive integrated moving average models	CO3,CO4,C05,CO6
	B	Implementing the Model-Building Strategy <ul style="list-style-type: none"> • Model identification 	CO3,CO4,C05,CO6

		<ul style="list-style-type: none"> Model estimation Model checking Forecasting with the model 	
	C	Model Selection Criteria ;Using Minitab for ARIMA Models	CO3,CO4,C O5,CO6
	Mode of examination	Theory and Practical	
	Weightage Distribution	CA	MTE
		25%	25%
		ETE	50%
	Text book/s*	John E.Hanke,DeanW.Wichern, <i>Business Forecasting</i> (Pearson Education)	
	Other References	<ol style="list-style-type: none"> Levin & Rubin, <i>Statistics For Business</i> (Prentice Hall of India, N. Delhi) Paul Newbold, <i>Statistics for Business and Economics</i> (Pearson Education) S. P. Spiegel & Murray, <i>Theory & Problems for Statistics</i> (Schaum Outline Series, Mc Graw Hill) Anderson, <i>Quantitative Methods in Business</i> (Thomson Learning, Bombay) 	

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	2	1	2	2	2	2
CO2	1	1	1	1	1	1	2	2	2	2
CO3	1	2	1	1	2	1	2	2	2	2
CO4	1	2	1	1	2	1	2	2	2	2
CO5	1	1	1	1	1	1	2	2	2	2
CO6	2	2	1	1	1	1	2	2	2	2
AV G	1.33	1.67	1.00	1.00	1.50	1.00	2.00	2.00	2.00	2.00

- 1- Slight (Low)
 2- Moderate (Medium)
 3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA(BA)		Current Academic Year: 2024-25	
Branch: Business Analytics		Term: III	
1	Course Code	DSC 103	
2	Course Title	Data Visualization Techniques	
3	Credits	3	
4	Contact Hours (L-T-P)	0-0-6	
	Course Type	Practical	
5	Course Objective	1. To understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly 2. To teach the practical approach (using software) of visualizing the data 3. To help student identify the right visual that represent the data 4. To explain the underlying concepts and methods of visualization	
6	Course Outcomes	CO1: The student will be able to list the application of visualization techniques in Managerial Decision Making CO2: The student will be able to describe some real time business situations in the form of visualization CO3: The student will be able to design various kind of visualization using contemporary software CO4: The student will be able to infer the visualization for taking business decisions CO5: The student will be able to construct dashboard. CO6: The student will be able to create visualizations using Excel and Tableau to enable Managers to make informed business decisions	
7	Course Description	Data Visualization is the process of presenting the large volume of complex data in a graphical format which is much simpler to understand. It helps the business to understand the hidden facts and its significance. Due to its ability to transform the complexity of the data in much simpler form, Data Visualization has now becoming an indispensable part of the business world. An effective data visualization should be informative, efficient, appealing and in some cases, interactive and predictive. This program will help you to understand data better, using one of the most popular and powerful tools, Tableau, and make your data powerful and efficient. Tableau enables businesses to make critical decisions using its visualization feature, available for business users of any background and industry. It empowers businesses to keep up with the continuously evolving technology and out perform its competition through an innovative means of visualizing their data.	
8	Outline syllabus		CO Mapping
	Unit 1	Visual Analytics:	
	A	Visual Analytics: Introduction and Purpose	CO1, CO2

	B	Concept of Dashboard		CO1, CO2
	C	Business cases of Visual Analytics: Choosing the right visual		CO1,CO2
	Unit 2	Visualization using Excel		
	A	Bar Chart; Column Chart		CO1,CO2
	B	Pie Chart; Line Graph		CO1,CO2,C O3
	C	Scatter Plot; Limitation of Excel Visualization		CO1,CO2,C O3
	Unit 3	Visualization using Tableau: Part-I		
	A	Tableau Overview: Dimension & Measure; Visual Construct		CO3,CO4
	B	Creating Simple Table: Total-Subtotal-Table Calculations		CO3,CO4
	C	Chart & Graph: Bar-Column-Pie		CO3,CO4
	Unit 4	Visualization using Tableau: Part-II		
	A	Advanced Visualization: Area Chart, Bubble Chart , Trend		CO3,CO4
	B	Tableau Features: Filter, Tooltip, Color, Format		CO3,CO4
	C	Calculated Field and Parameter		CO3,CO4
	Unit 5	Visualization using Tableau: Part-III		
	A	Working with various Data Sources; Export data		CO3,CO4,C O5
	B	Constructing Dashboard		CO3,CO4,C O5, CO6
	C	Internal Evaluation – Project Allocation		CO3,CO4, CO6
	Mode of examination	Theory and Practical		
	Weightage Distribution	Internal	External	
		60%	40%	
	Text book/s*	Tableau Your Data: Fast and Easy Visual Analysis with Tableau Software by Daniel G. Murray (Wiley)		
	Other References	Tableau Public Web Tutorials		

Pos Cos	PO1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	1	1	2	1	2	2	2	2
CO2	1	1	1	1	1	1	2	2	2	2
CO3	1	2	1	1	2	1	2	2	2	2
CO4	1	2	1	1	2	1	2	2	2	2
CO5	1	2	1	2	1	2	2	1	2	1
CO6	1	2	1	1	2	1	2	2	2	2
	1.2	1.8	1.0	1.2	1.7	1.2	2.0	1.8	2.0	1.8

1- Slight (Low)
 2- Moderate
 (Medium)3-
 Substantial
 (High)

School: SSBS		Batch : 2023-2025
Programme: MBA (BA)		Current Academic Year: 2024-2025
Branch: Business Analytics		Term: III
1	Course Code	DSC013
2	Course Title	Data Mining Techniques – Predictive Modeling and Pattern Discovery- using R
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Program Specific Core Course
5	Course Objective	<ol style="list-style-type: none"> 1. To understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly 2. To teach the predictive modelling and data mining with practical approach 3. To help student to formulate a business problem, identify and propose models, estimate and diagnose, and finally interpret their meanings 4. Though analytical software is utilized, an understanding of underlying concepts and methods would be stressed 5. To help students to evaluate latest data mining techniques like factor analysis, cluster analysis, conjoint analysis.
6	Course Outcomes	<p>CO1:The student will be able to list the application of predictive techniques in Managerial Decision Making</p> <p>CO2:The student will be able to describe some real time business situations as a mathematical model</p> <p>CO3:The student will be able to solve a problem, work out its optimum (fit)solution and interpret the result</p> <p>CO4: The student will be able to infer the R output for taking business decisions</p> <p>CO5: The student will be able to evaluate factor, cluster and conjoint analysis.</p> <p>CO6 : The student will be able to use theoretical understanding to practical use</p>
7	Course Description	<p>This course is designed to teach students how to manage and analyze data using R. R is a very powerful data management tool and statistical software used by 93% of the top 2011 FORTUNE Global 500 corporations and numerous academic institutions and government agencies worldwide. The course will provide hands-on demonstrations of statistical concepts and methods on data manipulations and analyses. Students will learn how to read in data, produce descriptive statistics and graphs, and perform basic predictive analyses based on the needs of the study and nature of the outcomes.</p>

8	Outline syllabus		CO Mapping
	Unit 1	Multivariate Analysis: Statistical Recap	
	A	Mathematical and Statistical Prerequisites, Statistical vs Deterministic, Regression vs Causation, Regression vs Correlation	CO1, CO2
	B	Terminology and Notation, Types of Data, Supervised Learning and Unsupervised Learning - Preparing Data for predictive modeling Statistical Foundation: Central Tendency, Dispersion	CO1, CO2
	C	Data Exploration - Decision Trees - Cultivating Decision Trees	CO1,CO2
	Unit 2	Predictive Modeling Fundamentals Data Preparation Techniques for Modeling	
	A	Predictive modeling fundamentals : What and Why, Data Preparation for Modeling, Variable investigations	CO1,CO2
	B	Missing Value Handling – All Methods, Creating Tables: Test and Validation, Simple Regression Model, Interpreting Regression Outputs.	CO1,CO2,CO3
	C	Special cases Working with Ordinal Variable, Working with Categorical Variable (Variable Transformation)	CO1,CO2,CO3,CO6
	Unit 3	Logistic Regression (LOGIT) Modeling	
	A	Variable Investigations, Box – Plot Graph preparation, Model Building, Testing significance & Model Interpretation	CO3,CO4
	B	Logistic Regression: Validation, Concordant – Discordant – C Statistics – Somer’s D, Model Predict-ability and Classify-ability, ROC Curve	CO3,CO4
	C	PROBIT Modeling	CO3,CO4
	Unit 4	Factor Analysis , Cluster Analysis and Conjoint Analysis	
	A	Factor Analysis :Use of Factor Analysis, Conditions for a Factor Analysis, Steps in Factor Analysis, Factor score coefficient matrix, Factor loading and computation of eigen values, Communality, Establishing the statistical independence of extracted factor, Rotation Factors, Leveling or naming the factors	CO3,CO4, CO5
	B	Cluster Analysis: Classification Technique, Differentiating Cluster Analysis, Usages of Cluster Analysis, and Statistics Associated with Cluster Analysis, A Simplified Illustration of the Technique, Process of Clustering Step I and Step II, Hierarchical methods, Combination Methods. Implementing Predictive Models-Ensemble Models-Clustering and Segmentation Analysis K-Means Clustering-Profilng and Interpreting Clusters	CO3,CO4,CO5,CO6
	C	Conjoint Analysis: Basic Concept in Conjoint Analysis, Statistics and Term Associated with Conjoint Analysis, Conducting Conjoint Analysis, Formulate the Problem,	CO3,CO4, CO5

		Assessing Reliability and Validity.		
	Unit 5	Multidimensional Scaling		
	A	Multidimensional Scaling: Objectives, Overview, Basic Concept, Statistics and Terms Associated with MDS, Problem Formulation, Data Input, Dimension, Interpretation, Reliability and Validity, Limitation		CO3,CO4
	B	Simultaneous Equation: Nature of Simultaneous Equation, Notation and Definition, Identification Problem, Rules for Identification, A Test for Simultaneity, Test for Exogeneity, Methods of Indirect Least Squares, Methods of Two Stage Least Square		CO3,CO4,CO6
	C	Introduction of Decision Tree and Random Forest Algorithm, Optimizing the Complexity of Decision Trees - Interpreting Decision Trees Marketing Mix Modeling: Business Scenarios, Simulation		CO3,CO4,CO6
	Mode of examination	Practical		
	Weightage Distribution	Internal	Project-Viva	
		60%	40%	
	Text book/s*	Data Mining and Predictive Analytics, 2ed (MISL-WILEY) by Daniel T. Larose and Chantal D. Larose		
	Other References	<ol style="list-style-type: none"> 1. Max Kuhn and Kjell Johnson ,<i>Applied Predictive Modeling</i>,Second Edition (Springer Publication) 2. Naresh K. Malhotra, <i>Marketing Research: An Applied Orientation</i>, Fifth Edition (Pearson Education) 3. William G Zikmund, <i>Business Research Methods</i> ,Seventh Edition (Thomson, Singapore) 4. Alan Bryman and Emma Bell, <i>Business Research Methods</i>, Third Edition (Oxford university Press) 5. Ken Black, <i>Business Statistics for Contemporary Decision Making</i>,Fourth Edition (John Wiley & Sons) 		

POs COs	PO1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	1	1	2	1	2	2	2	-
CO2	1	1	1	1	1	1	2	2	2	-
CO3	1	2	1	1	2	1	2	2	2	-
CO4	1	2	1	1	2	1	2	2	2	-
CO5	1	2	1	1	2	1	2	2	2	-
CO6	2	1	2	2	2	2	2	2	1	-
Avg	1.33	1.67	1.17	1.17	1.83	1.17	2.00	2.00	1.83	

- 1- Slight (Low)
- 2- Moderate (Medium)
- 3-Substantial (High)

School: SSBS		Batch :2023-2025
Programme: MBA (BA)		Current Academic Year: 2024-2025
Branch: Business Analytics		Term: III
1	Course Code	DSC014
2	Course Title	Advance Excel & VBA Programming
3	Credits	3
4	Contact Hours (L-T-P)	0-0-6
Course Type		DISCIPLINE SPECIFIC COURSE
5	Course Objective	<ol style="list-style-type: none"> 1. To introduce advanced features and tools in Excel. 2. The course would expose the students to learn how and when to use the advanced formulas 3. To equip participants with the knowledge on how to debug and audit the advanced formulas. 4. To gain insights from data using Advanced Excel

	Course Outcomes	<p>CO1: The student will be able to recognize worksheet and table data using multiple techniques.</p> <p>CO2: The student will be able to summarize information using excel pivot tables, and generate reports</p> <p>CO3: The student will be able to display data in various formats with Pivot tables, conditional formatting, advanced filtering, and sorting options.</p> <p>CO4: The student will be able to analyse data using Excel Pivot Tables and Pivot Charts</p> <p>CO5: The student will be able to perform Lookup easily with V-lookup & H-Lookup Functions in Excel</p> <p>CO6: Remembering Advance Excel & VBA Programming</p>
7	Course Description	<p>Advanced Excel plays a very important role in structuring & presenting data so that it looks impressive. This course is tailored for those who perform intensive data analysis. This course will introduce you how to create, format, and modify PivotTables, perform various summary techniques when displaying data, and create pivot charts. This course will also explore more advanced techniques such as grouping items in PivotTables, creating calculated fields, and using the slicer tools. This advanced excel module will help you become a world-class financial analyst for careers in investment banking, private equity, corporate development, equity research and FP&A.</p>
8	Outline syllabus	CO Mapping
	Unit 1	Introduction to Advance Excel
	A	Formulas, VLOOKUP, COUNTIFS: COUNT, IF, COUNTIF. COUNTIFS,
	B	Filters, Quick Filtering, Filtering by Multiple Criteria
	C	Saving the Filtered Data, Performing Calculations on Filtered Data
		CO1, CO3

	Unit 2	PivotTables& Building a PivotTable Report 1 and 2		
	A	Defined, Basic PivotTable Data, Inserting a Pivot Table, PivotTable Geography		CO2, CO3
	B	Building a PivotTable Report – Part One: Adding row labels, adding column data, changing formulas in columns, changing headers & number, formats		CO2, CO3
	C	Building a PivotTable Report – Part Two: Adding multiple row labels, collapsing and expanding, drill down to data, sorting, & refreshing		CO2, CO3
	Unit 3	Building a PivotTable Report 3 and 4		
	A	Building a PivotTable Report -Part Three: Grouping by dates, grouping by ranges, show items with no detail,		CO3, CO5, CO6
	B	Show values in empty cells, grouping across columns		CO3, CO5, CO6
	C	Building a PivotTable Report – Part Four: User defined groups, adding/removing subtotals		CO3, CO5, CO6
	Unit 4	Building a PivotTable Report 5 and 6		
	A	Building a PivotTable Report – Part Five: Using formulas on pivoted data		CO2, CO4
	B	Building a PivotTable Report – Part Six: Displaying multiple row labels in columns, or tabular form		CO2, CO4
	C	Create pivot tables		CO2, CO4
	Unit 5	Building a PivotTable Report 7 and 8		
	A	Pivot Table – Part Seven: Report Filters		CO2, CO4
	B	Slicers, Expanding Filter Results to Individual Tabs		CO2, CO4
	C	Formatting as a Table - Part Eight.		CO2, CO4
	Mode of examination	Practical		
	Weightage Distribution	CA	MTE	VIVA
		25%	25%	50%
	Text book/s*	1. Microsoft Excel Bible by John Walkenbach, Wiley India		
	Other References	1. Turban, Rainer, Potter, Introduction to Information Technology, John Wiley &- Sons. 2. Information Technology for Management: Ramesh Behl (Tata Mc Graw Hill).		

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	1	1	1	2	1
CO2	2	1	2	1	2	2	2	1	1	2
CO3	1	2	2	2	1	1	2	2	2	2
CO4	1	2	2	1	1	1	2	2	1	1
CO5	1	2	3	2	1	1	2	2	2	2
CO6	1	2	1	2	1	1	2	2	2	1
AVG	1.33	1.67	2.00	1.50	1.16	1.16	1.83	1.67	1.67	1.50

1- Slight (Low)

2- Moderate (Medium)

3- Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA (BA)		Current Academic Year: 2024-2025	
Branch: Business Analytics		Term: IV	
1	Course Code	DSC106	
2	Course Title	Big Data Architecture	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	DISCIPLINE SPECIFIC COURSE	
5	Course Objective	Identify the importance of data governance for managing Big Data Outline the components needed in a Big Data Platform Compare and contrast different types of big data architectures To be able to create new applications using different types of big data architectures To derive new models by using different big data architectures To be able to use different types of big data architectures	
6	Course Outcomes	At the end of the course students will be able to: CO1: The students will be able to recall the basic knowledge and understanding of Big Data architectures. CO2: The students will be able to demonstrate the basic algorithms of different big data architectures. CO3: The students will be able to choose among the different big data architectures and apply the same in a real time business scenario. CO4: The students will be able to compare the different big data architectures. CO5: The students will be able to support different managerial decisions related to big data. CO6: Evaluate different types of big data architectures	
7	Course Description	Majority of big data is unstructured and text oriented, thanks to the proliferation of online sources such as blogs, e-mails, and social media. While the amount of textual data is increasing rapidly, businesses' ability to summarize, understand, and make sense of such data for making better business decisions remain challenging. Emphasizing practical skills as well as providing theoretical knowledge, this course takes a comprehensive look at how to use different types of big data architectures on data for extracting insightful information from large collections of documents and using such information for improving business operations and performance.	
8	Outline syllabus		CO Mapping
	Unit I	Introduction to Big Data Architecture	
	A	Why Big Data?	CO1
	B	Characteristics of Big Data Architecture	CO1, CO2
	C	Elements of Big Data Architecture	CO2, CO3
	Unit 2	Big Data Architecture: Lambda Architecture	
	A	Introduction to Lambda Architecture	CO2, CO3
	B	Design of Lambda Architecture	CO2, CO3

	C	Case	CO4, CO5, CO6	
	Unit 3	Big Data Architecture: Batch Processing		
	A	Introduction to Batch Processing	CO2, CO3	
	B	Design of Batch Processing	CO2, CO3	
	C	Case	CO4, CO5, CO6	
	Unit 4	Big Data Architecture: Speed Processing		
	A	Introduction to Speed Processing	CO2, CO3	
	B	Design of Speed Processing	CO2, CO3	
	C	Case	CO4, CO5, CO6	
	Unit 5	Top Success Stories of Big Data Architectures in Industries		
	A	Big Data Architectures in Healthcare	CO4, CO5, CO6	
	B	Big Data Architectures in Manufacturing	CO4, CO5, CO6	
	C	Big Data Architectures in Media and Entertainment	CO4, CO5, CO6	
	Mode of examination	Theory		
	Weightage	CA	MTE	ETE
	Distribution	25%	25%	50%
	Text book/s*	Bahaaldine Azarmi, “Scalable Big Data Architecture: A practitioners guide to choosing relevant Big Data architecture”, 1st Edition, Apress Publication		
	Other References	W.H. Inmon, Dan Listed, “Data Architecture: A Primer for the Data Scientist: Big Data, Data Warehouse and Data Vault, Morgan Kaufmann Publications		

Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	1	1	1	2	1
CO2	2	1	2	1	2	2	2	1	1	2
CO3	1	2	2	2	1	1	2	2	2	2
CO4	1	2	2	1	1	1	2	2	1	2
CO5	1	2	3	2	1	1	2	2	2	2
CO6	1	1	2	2	2	2	2	2	2	2
AVG	1.33	1.50	2.17	1.50	1.33	1.33	1.50	1.67	1.67	1.83

School: SSBS		Batch : 2023-2025	
Programme: MBA(BA)		Current Academic Year: 2024-2025	
Branch:		Term: IV	
1	Course Code	DSC108	
2	Course Title	Cyber and Information Security	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory	
5	Course Objective	1. To introduce the basic concepts Cyber and Information Security 2. The course would expose the students to the managerial issues relating to Security issues relating to organizations' information 3. This course leads students to decide what strategies actually should be used. 4. It will help them to have ability to hold progressively more responsible positions in the analytics field.	
6	Course Outcomes	CO1: The student will be able to identify various issues to Cyber and Information Security. CO2: The student will be able to compare right strategies to overcome security issues CO3: The student will be able illustrate the managerial issues relating to Cyber and Information Security. CO4: The student will be able to point out organizational and regulatory needs related to Cyber and Information Security.	
		CO5: The student will be able to choose various techniques of Cyber and Information Security. CO6: The student will be able to relate theory in practical use	
7	Course Description	This course will focus on the various threats to Cyber and Information Security. The Cyber and Information Security is gaining attention to many leading organizations. Designing right strategy for Cyber and Information Security requires knowledge of business, system architecture, and technology.	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Cyber Security	
	A	Why Study Information Security?	CO1
	B	Information Security Principles of Success	CO1, CO2
	C	Certification Programs and the Common Body of Knowledge	CO1, CO2
	Unit 2	Security Management	
	A	Basics of Security Architecture	CO1, CO2
	B	Designing Security Architecture Models	CO1, CO2
	C	Case from Industry (e.g. Banking)	CO1, CO2, CO6
	Unit 3	Business Continuity Planning and Disaster Recovery Planning	
	A	Basics of Business Continuity Planning	CO2, CO3
	B	Elements of Disaster Recovery Planning	CO2, CO3

	C	Case from Industry (e.g. E-commerce)	CO2, CO3,CO6
	Unit 4	Law, Investigations, and Ethics	
	A	Introducing Security Laws	CO3, CO4
	B	The process of Security Investigations	CO3, CO4,CO6
	C	The elements of Security Ethics	CO3, CO4,CO6
	Unit 5	Cryptography	
	A	Why Cryptography?	CO4, CO5
	B	Applications of Cryptography	CO4, CO5,CO6
	C	Case from Industry (e.g. Government)	CO4, CO5,CO6
	Mode of examination	Theory	
	Weightage Distribution	CA	MTE
		25%	25%
		ETE	50%
	Text book/s*	Information Security: Principles and Practices, 1/e by Mark Merkow and James Breithaupt, Pearson	
	Other References	Security in Computing, 4/e by Charles P. Pfleeger and Shari Lawrence Pfleeger, Pearson Charlie Kaufman, Radia Perlman and Mike Speciner, "Network	

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	1	1	2	1	1	-
CO2	2	1	2	1	1	1	2	1	1	-
CO3	2	2	1	1	1	1	1	2	2	-
CO4	1	2	1	2	1	1	2	2	2	-
CO5	1	2	1	2	1	1	2	1	2	-
CO6	1	2	1	2	2	2	2	2	1	-
Avg.	1.5	1.67	1.16	1.5	1.16	1.16	1.83	1.5	1.5	-

- 1- Slight (Low)
- 2- Moderate (Medium)
- 3- 3-Substantial (High)

School: SSBS		Batch: 2023-2025	
Programme: MBA (BA)		Current Academic Year: 2024-2025	
Branch: Business Analytics		Term: IV	
1	Course Code	DSC109	
2	Course Title	Artificial Intelligence in Business Environment	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	DISCIPLINE SPECIFIC COURSE	
5	Course Objective	<p>To introduce the basic concepts of AI for business applications. The course would expose the students to the managerial issues relating to AI implementation This course leads students to decide what algorithms actually should be used and what the desired and possible outcomes of the analysis should be. It will help them to have ability to hold progressively more responsible positions in the analytics field.</p>	
6	Course Outcomes	<p>CO1: The student will be able to discover the powerful tools at hand for AI applications CO2: The student will be able to work with intelligent AI based agents. CO3: The student will be able to prepare reports on usage of AI applications. CO4: The student will be able to analyse AI algorithms. CO5: The student will be able to evaluate usage of AI applications. CO6: Evaluate managerial issues relating to AI implementation</p>	
7	Course Description	<p>This course will focus on the design and management of Artificial Intelligence systems. AI is getting significant attention by managers to build smart machines to replace repetitive work. Machine learning and pattern recognition algorithms are becoming prominent in large as well as small startup companies, which has resulted into requirement of huge skilled talents.</p>	
8	Outline syllabus		CO Mapping
	Unit I	Introduction to AI	
	A	AI for managers?	CO1, CO6
	B	Foundations and History of Artificial Intelligence, Applications of Artificial Intelligence	CO1, CO2, CO6
	C	Usage of Intelligent Agents, Structure of Intelligent Agents.	CO1, CO2, CO6
	Unit 2	Search & Knowledge Representation	
	A	Searching for solutions, Uniformed search strategies, Informed search strategies	CO1, CO2
	B	Propositional logic, Theory of first order logic, Inference in First order logic	CO1, CO2
	C	How to use Forward & Backward chaining	CO1, CO2

	Unit 3	Machine Learning			
	A	Design for Supervised and unsupervised learning			CO2, CO3
	B	Applying Decision trees, Statistical learning models, Learning with complete data - Naive Bayes models			CO2, CO3
	C	Applying Learning with hidden data - EM algorithm, Reinforcement learning			CO2, CO3
	Unit 4	Pattern Recognition			
	A	Design principles of pattern recognition system, Statistical Pattern recognition,			CO3, CO4
	B	Comparing Parameter estimation methods – Principle Component Analysis (PCA) and Linear Discriminant Analysis (LDA),			CO3, CO4
	C	Classification Techniques – Nearest Neighbor (NN) Rule, Bayes Classifier, Support Vector Machine (SVM), K – means clustering			CO3, CO4
	Unit 5	Success Stories from Industries			
	A	AI systems in Health care			CO4, CO5
	B	AI systems in E-commerce			CO4, CO5
	C	AI systems in Transportation			CO4, CO5
	Mode of examination	Theory			
	Weightage	CA	MTE	ETE	
	Distribution	25%	25%	50%	
	Text book/s*	Artificial Intelligence – A Modern Approach by Stuart Russell, Peter Norvig, Pearson			
	Other References	Artificial Intelligence and Expert Systems by Dan W. Patterson Prentice Hall of India Artificial Intelligence: With an Introduction to Machine Learning by Neapolitan, R.E., & Jiang, X. (2018). Chapman and Hall/CRC			

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	1	1	2	1	1	1
CO2	2	1	2	1	1	1	2	1	1	1
CO3	2	2	1	1	1	1	1	2	2	2
CO4	1	2	1	2	1	1	2	2	2	2
CO5	1	2	1	2	1	1	2	1	2	1
CO6	1	2	1	2	1	1	1	2	1	2
AVG	1.50	1.67	1.16	1.50	1.00	1.00	1.67	1.50	1.50	1.50

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: Business Analytics		Term: IV
1	Course Code	DSC104
2	Course Title	Introduction to Big Data, Text Analytics, Web Analytics
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	DISCIPLINE SPECIFIC COURSE
5	Course Objective	<ol style="list-style-type: none"> 1. Identify the importance of data governance for managing Big Data Outline the components needed in a Big Data Platform 2. Compare and contrast the roles of: data-at-rest processing, data-in- motion processing, data-warehouse processing, and contextual search 3. To be able to create clusters from text data to understand customer segments 4. To derive topics from text data to better understand customer conversation 5. To create rules from text data to make predictions: combine text data with numeric data to build better models 6. To be able to create statistical, rule-based, and hybrid models for understanding and predicting customer sentiments 7. To be able to use various tools for Quantifying Text-Text Mining Application to Pattern Discovery-Text Mining Application to Predictive Modeling
6	Course Outcomes	<p>CO1: The student will be able to define Big Data.</p> <p>CO2: The student will be able to demonstrate basic knowledge and understanding of Big Data and Text mining</p> <p>CO3: The student will be able to discuss the scope of Text mining Application.</p> <p>CO4: The student will be able to apply text mining in a real time business scenario.</p> <p>CO5: The student will be able to write basic algorithms of Text mining</p> <p>CO6: Evaluate Big Data and Text mining</p>



7	Course Description	Majority of big data is unstructured and text oriented, thanks to the proliferation of online sources such as blogs, e-mails, and social media. While the amount of textual data are increasing rapidly, businesses' ability to summarize, understand, and make sense of such data for making better business decisions remain challenging. No marketing or customer intelligence program can be effective today without thoroughly understanding how to analyze textual data. Emphasizing practical skills as well as providing theoretical knowledge, this course takes a comprehensive		
		look at how to organize, manage, and mine textual data for extracting insightful information from large collections of documents and using such information for improving business operations and performance.		
8	Outline syllabus			CO Mapping
	Unit I	Introduction to Big Data-Structuring of Big Data		
	A	Big Data intuition		CO1, CO2,CO6
	B	Big Data Characteristic		CO1, CO2
	C	Data Structure		CO1, CO2
	Unit 2	Elements of Big Data-Business Applications of Big Data		
	A	Big Data Architecture		CO2, CO3
	B	Distributed File System		CO2, CO3
	C	Application of Big Data		CO2, CO3
	Unit 3	Handling Big Data Technologies-Data Mining &Text Mining		
	A	Big Data Technologies		CO3, CO4,CO6
	B	Data Mining Techniques		CO2, CO3, CO4
	C	Text Mining Techniques		CO2, CO3, CO4,CO6
	Unit 4	Working with Data Sources for Text Mining-Data Preparation for Text Analytics		
	A	Loading Text Data		CO4,CO5
	B	Text Data Processing		CO4,CO5
	C	Building Word Cloud		CO4,CO5
	Unit 5	Methods for Quantifying Text-Text Mining Application to Pattern Discovery-Text Mining Application to Predictive Modeling		
	A	Sentiment Analysis		CO3, CO5
	B	Text Classification		CO3, CO5
	C	Text Mining – Industry Application		CO3, CO5, CO6
	Mode of examination	Practical		
	Weightage	Internal	External	
	Distribution	60%	40%	

	Text book/s*	1. Michele Chambers, Michael Minelli, AmbigaDhiraj., “Big Data Big Analytics, Emerging Business Intelligence and Analytic Trends for Today's Businesses” ,1st Edition, Wiley Publications 2. Gert H. N. Laursen, JesperThorlund, “Business Analytics for Managers” Taking Business Intelligence Beyond Reporting, Wiley Publications.
	Other References	Big Data Analytics by Venkat Ankam (Packt Publication)

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	1	1	1	2	2
CO2	2	1	2	1	2	2	2	1	1	1
CO3	1	2	2	2	1	1	2	2	2	2
CO4	1	2	2	1	1	1	2	2	1	1
CO5	1	2	3	2	1	1	2	2	2	2
CO6	1	1	1	2	1	1	1	1	1	1
AVG	1.33	1.50	2.00	1.50	1.16	1.16	1.67	1.50	1.50	1.50



School: SSBS		Batch :2023-2025	
Programme: MBA(BA)		Current Academic Year: 2023-2024	
Branch: Business Analytics		Term: I	
1	Course Code	Code to be allocated	
2	Course Title	Data Management and R	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DISCIPLINE SPECIFIC COURSE	
5	Course Objective	<p>1. To introduce the concept of Business Analytics, Data management and R.</p> <p>2. The course would expose the students to maintain data.</p> <p>3. This course leads students to impart an understanding of role of data in a business.</p> <p>4. It will help them to ha handle more volume of data in effective manner using R</p>	
6	Course Outcomes	<p>CO1:The student will be able to identify the main sources of Data in the real world</p> <p>CO2: The student will be able to demonstrate an ability to use frameworks like R to efficiently store retrieve and process Data for Analytics.</p> <p>CO3: The student will be able to create a RDBMS for a real life application, with constraints using R.</p> <p>CO4: The student will be able to analysethe existing design of a database schema and apply concepts of normalization to design an optimal database.</p> <p>CO5: The student will be able to retrieve any type of information from a data base using R.</p> <p>CO6:Remembering Business Analytics, Data management and R</p>	
7	Course Description	<p>Data is abundant and its abundance offers potential for new discovery, and economic and social gain. But data can be difficult to use. It can be noisy and inadequately contextualized. This course will examine the underlying principles and technologies needed to capture data, clean it, contextualize it, store it, access it, and trust it for a repurposed use.</p> <p>This is an introductory course on how to use the R programming language and software environment for data manipulations , creating database Refinement and Normalization Microsoft Access and R.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Business Analytics	
	A	Introduction to Business Analytics ,Competing on Analytics, The New Science of Winning Business Analytics :Definition, Market, Trends and People	CO1
	B	The Paradigm Shift from Data to Insight and from Business Intelligence to Business Analytics	CO1, CO2
	C	Descriptive , Predictive and Prescriptive Analytics	CO1, CO2
	Unit 2	Business Analytics Cycle	



A	The Business Analytics Cycle Information summary about Books, Tools ,Blog, Resources,Groups, Communities ,Videos Useful links	CO1, CO2	
B	Sources of Data ,Database Architecture and Data Gathering Process	CO1, CO2	
C	Types of Data ,Overview of an online survey/research project	CO1, CO2,CO5	
Unit 3	Introduction to R programs		
A	Intro to R programs, Running R programs ,	CO3.CO5,CO6	
B	Mastering Fundamental R concepts How to diagnose and correct syntax errors	CO3.CO5,CO6	
C	Getting familiar with R data sets	CO3.CO5,CO6	
Unit 4	Creating R data sets		
A	Creating R data sets, Reading raw data files (column input/formatted input)	CO3,CO4	
B	Assigning variable attributes ,Changing variable attributes	CO3,CO4	
C	Reading MS spread sheets in R	CO3,CO4	
Unit 5	Reading R data sets and creating variables		
A	Reading Delimited Raw Data Files Using Excel for Data Management , Purpose of the Database	CO3,CO4,CO5,CO6	
B	Relational Databases Entities, Relationships and Attributes Specify Keys, Primary and Foreign, Create Relationships among Tables	CO3,CO4,CO5	
C	Refinement and Normalization Microsoft Access and R	CO3,CO4,CO5,C O6	
Mode of examination	Practical		
Weightage Distribution	CA	MTE	VIVA
	25%	25%	50%
Text book/s*	KristienBrieny “Data Management for Researchers: Organize, maintain and share your data for research success” September 2015, Paperback		
Other References	Beginning R: The Statistical Programming Language - The Statistical Programming Language (English, Paperback, Gardener Mark)		



Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	1	2	1	1	1
CO2	2	1	2	1	1	1	2	1	1	2
CO3	2	2	1	1	1	1	1	2	2	2
CO4	1	2	1	2	1	1	2	3	2	2
CO5	1	2	1	2	1	1	2	2	2	2
CO6	1	1	1	1	1	1	2	2	2	2
AV G	1.50	1.50	1.33	1.33	1.00	1.00	1.83	1.83	1.67	1.83

1-Slight (Low)
Moderate (Medium)
ubstantial (High)



School: SSBS		Batch :2023-2025	
Programme: MBA(BA)		Current Academic Year: 2024-2025	
Branch: Business Analytics		Term: IV	
1	Course Code	DSC107	
2	Course Title	Enterprise Resource Planning (ERP)	
3	Credits	3	
4	Contact Hours (L-T-P)	0-0-6	
	Course Type	DISCIPLINE SPECIFIC COURSE	
5	Course Objective	<p>1. To introduce the concept of ERP</p> <p>2. The course would expose the students to learn different technologies used in ERP.</p> <p>3. This course leads students to imparts an understanding of ERP Manufacturing Perspective and ERP Modules</p> <p>4. It will help them to have ability to use the different tools used in ERP.</p>	
6	Course Outcomes	<p>CO1:The student will be able to recognize the basic concepts of ERP.</p> <p>CO2: The student will be able to describe different technologies used in ERP. CO3: The student will be able to apply the concepts of ERP Manufacturing Perspective and ERP Modules.</p> <p>CO4:The student will be able to discuss the benefits of ERP</p> <p>CO5: The student will be able to implement the ERP life cycle.</p> <p>CO6: Remembering different technologies used in ERP.</p>	
7	Course Description	<p>Successful business and governmental organizations must focus on managing and optimizing their key business processes. Many large and mid-sized organizations are focusing on accomplishing this goal through the installation of integrated business systems known originally as Enterprise Resource Planning (ERP) systems. These broad and complex applications, known today as enterprise systems (ES), now form the transaction backbone of many organizations in the private, governmental and non-governmental non-profit sectors. Increasingly small to medium enterprises (SMEs) are finding ways to incorporate ERP systems into their portfolio of enterprise systems. Furthermore ERP systems are currently being extended to include customer relationship management (CRM), business warehouse (BW), strategic enterprise management (SEM) systems and services via the Internet.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	INTRODUCTION TO ERP	
	A	Integrated Management Information Seamless Integration Supply Chain Management ,Integrated Data Model ,Benefits of ERP	CO1,CO2 ,CO4,CO6
	B	Business Engineering and ERP, Definition of Business Engineering ,Principle of Business Engineering	CO1,CO2,CO 6
	C	Business Engineering with Information Technology	CO1,CO2,CO 6
	Unit 2	BUSINESS MODELLING FOR ERP	
	A	Building the Business Model ,ERP Implementation, An Overview	CO2,CO3



B	Role of Consultant, Vendors and Users, Customization Precautions	CO3,CO5
C	ERP Post Implementation Options, ERP Implementation Technology, Guidelines for ERP Implementation.	CO2,CO3, CO5
Unit 3	ERP AND THE COMPETITIVE ADVANTAGE ERP Domain	
A	MPGPRO, IFS/Avalon	CO3, CO5
B	Industrial and Financial Systems , Baan IV SAP	CO3, CO5
C	Market Dynamics and Dynamic Strategy.	CO3, CO5
Unit 4	Decision Making and Strategy	
A	COMMERCIAL ERP PACKAGE Description	CO4,CO5
B	Multi-Client Server Solution, Open Technology	CO4,CO5
C	User Interface, Application Integration.	CO4,CO5
Unit 5	ARCHITECTURE	
A	Basic Architectural Concepts, The System Control Interfaces, Services	CO5
B	Presentation Interface	CO5
C	Database Interface - Cases.	CO5
Mode of examination	Practical	
Weightage Distribution	CA	MTE
	25%	25%
Text book/s*	Ray, “Enterprise Resource Planning”, Tata McGraw Hill.	
Other References	<ol style="list-style-type: none"> Alexis Leon, “ERP Demystified”, Tata McGraw Hill. Goyal , “Enterprise Resource Planning”, A Managerial Perspective, Tata McGraw Hill. 	

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	1	1	2	1	1	2
CO2	2	1	2	1	1	1	2	1	1	2
CO3	2	2	1	1	1	1	1	2	2	1
CO4	1	2	1	2	1	1	2	2	2	2
CO5	1	2	1	2	1	1	2	2	2	2

1-S light (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SSBS		Batch : 2023-2025
Programme: MBA (BA)		Current Academic Year: 2024-2025
Branch: Business Analytics		Term: III
1	Course Code	DSC104
2	Course Title	Introduction to Big Data, Text Analytics ,Web Analytics
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	DISCIPLINE SPECIFIC COURSE
5	Course Objective	<ol style="list-style-type: none"> 1. Identify the importance of data governance for managing Big Data Outline the components needed in a Big Data Platform 2. Compare and contrast the roles of: data-at-rest processing, data-in-motion processing, data-warehouse processing, and contextual search 3. To be able to create clusters from text data to understand customer segments 4. To derive topics from text data to better understand customer conversation 5. To create rules from text data to make predictions: combine text data with numeric data to build better models 6. To be able to create statistical, rule-based, and hybrid models for understanding and predicting customer sentiments 7. To be able to use various tools for Quantifying Text-Text Mining Application to Pattern Discovery-Text Mining Application to Predictive Modeling
6	Course Outcomes	<p>CO1: The student will be able to define Big Data.</p> <p>CO2: : The student will be able to demonstrate basic knowledge and understanding of Big Data and Text mining</p> <p>CO3: The student will be able to discuss the scope of Text mining Application.</p> <p>CO4: The student will be able to apply text mining in a real time business scenario.</p> <p>CO5: The student will be able to write basic algorithms of Text mining</p> <p>CO6; Remembering Big Data and Text mining</p>

7	Course Description	Majority of big data is unstructured and text oriented, thanks to the proliferation of online sources such as blogs, e-mails, and social media. While the amount of textual data are increasing rapidly, businesses' ability to summarize, understand, and make sense of such data for making better business decisions remain challenging. No marketing or customer intelligence program can be effective today without thoroughly understanding how to analyze textual data. Emphasizing practical skills as well as providing theoretical knowledge, this course takes a comprehensive look at how to organize, manage, and mine textual data for extracting insightful information from large collections of documents and using such information for improving business operations and performance.		
8	Outline syllabus	CO Mapping		
	Unit I	Introduction to Big Data-Structuring of Big Data		
	A	Big Data intuition		CO1, CO2, CO6
	B	Big Data Characteristic		CO1, CO2
	C	Data Structure		CO1, CO2
	Unit 2	Elements of Big Data-Business Applications of Big Data		
	A	Big Data Architecture		CO2, CO3
	B	Distributed File System		CO2, CO3
	C	Application of Big Data		CO2, CO3
	Unit 3	Handling Big Data Technologies-Data Mining &Text Mining		
	A	Big Data Technologies		CO3, CO4, CO6
	B	Data Mining Techniques		CO2, CO3, CO4
	C	Text Mining Techniques		CO2, CO3, CO4, CO6
	Unit 4	Working with Data Sources for Text Mining-Data Preparation for Text Analytics		
	A	Loading Text Data		CO4, CO5
	B	Text Data Processing		CO4, CO5
	C	Building Word Cloud		CO4, CO5
	Unit 5	Methods for Quantifying Text-Text Mining Application to Pattern Discovery-Text Mining Application to Predictive Modeling		
	A	Sentiment Analysis		CO3, CO5
	B	Text Classification		CO3, CO5
	C	Text Mining – Industry Application		CO3, CO5, CO6
	Mode of examination	Practical		
	Weightage Distribution	CA	MTE	VIVA
		25%	25%	50%
	Text book/s*	1. Michele Chambers, Michael Minelli, AmbigaDhiraj., “Big Data Big Analytics, Emerging Business Intelligence and Analytic Trends for Today's Businesses” ,1st Edition, Wiley Publications 2. Gert H. N. Laursen, JesperThorlund, “Business Analytics for Managers” Taking Business Intelligence Beyond Reporting, Wiley Publications.		



	Other References	Big Data Analytics by Venkat Ankam (Packt Publication)	
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Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	1	1	1	2	2
CO2	2	1	2	1	2	2	2	1	1	1
CO3	1	2	2	2	1	1	2	2	2	2
CO4	1	2	2	1	1	1	2	2	1	1
CO5	1	2	3	2	1	1	2	2	2	2
CO6	1	1	1	2	1	1	1	1	1	1
AV G	1.33	1.50	2.00	1.50	1.16	1.16	1.67	1.50	1.50	1.50

1-Slight (Low)

2-Moderate (Medium)

3-3-Substantial (High)

School: SSBS		Batch : 2023-2025	
Programme: MBA (BA)		Current Academic Year: 2023-2024	
Branch: Business Analytics		Term: II	
1	Course Code	DSC013	
2	Course Title	Data Mining Techniques – Predictive Modeling and Pattern Discovery- using R	
3	Credits	3 (LAB)	
4	Contact Hours (L-T-P)	0-0-6	
	Course Type	DISCIPLINE SPECIFIC COURSE	
5	Course Objective	<ol style="list-style-type: none"> 1. To understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly 2. To teach the predictive modelling and data mining with practical approach 3. To help student to formulate a business problem, identify and propose models, estimate and diagnose, and finally interpret their meanings 4. Though analytical software is utilized, an understanding of underlying concepts and methods would be stressed 	
6	Course Outcomes	<p>CO1:The student will be able to list the application of predictive techniques in Managerial Decision Making</p> <p>CO2:The student will be able to describe some real time business situations as a mathematical model</p> <p>CO3:The student will be able to solve a problem, work out its optimum (fit)solution and interpret the result</p> <p>CO4: The student will be able to infer the R output for taking business decisions</p> <p>CO5: The student will be able to evaluate factor, cluster and conjoint analysis.</p> <p>CO6: Remembering predictive modelling and data mining</p>	
7	Course Description	<p>This course is designed to teach students how to manage and analyze data using R. R is a very powerful data management tool and statistical software used by 93% of the top 2011 FORTUNE Global 500 corporations and numerous academic institutions and government agencies worldwide. The course will provide hands-on demonstrations of statistical concepts and methods on data manipulations and analyses. Students will learn how to read in data, produce descriptive statistics and graphs, and perform basic predictive analyses based on the needs of the study and nature of the outcomes.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Multivariate Analysis: Statistical Recap	
	A	Mathematical and Statistical Prerequisites, Statistical vs Deterministic, Regression vs Causation, Regression vs Correlation	CO1, CO2
	B	Terminology and Notation, Types of Data, Supervised Learning and Unsupervised Learning - Preparing Data for predictive modeling	CO1, CO2
		Statistical Foundation: Central Tendency, Dispersion	
	C	Data Exploration - Decision Trees - Cultivating Decision Trees	CO1, CO2



	Unit 2	Predictive Modeling Fundamentals Data Preparation Techniques for Modeling	
	A	Predictive modeling fundamentals : What and Why, Data Preparation for Modeling, Variable investigations	CO1,CO2,CO6
	B	Missing Value Handling – All Methods, Creating Tables: Test and Validation, Simple Regression Model, Interpreting Regression Outputs.	CO1,CO2,CO3,CO6
	C	Special cases Working with Ordinal Variable, Working with Categorical Variable (Variable Transformation)	CO1,CO2,CO3,CO6
	Unit 3	Logistic Regression (LOGIT) Modeling	
	A	Variable Investigations, Box – Plot Graph preparation, Model Building, Testing significance & Model Interpretation	CO3,CO4
	B	Logistic Regression: Validation, Concordant – Discordant – C Statistics – Somer’s D, Model Predict-ability and Classify-ability, ROC Curve	CO3,CO4
	C	PROBIT Modeling	CO3,CO4
	Unit 4	Factor Analysis , Cluster Analysis and Conjoint Analysis	
	A	Factor Analysis :Use of Factor Analysis, Conditions for a Factor Analysis, Steps in Factor Analysis, Factor score coefficient matrix, Factor loading and computation of eigen values, Communality, Establishing the statistical independence of extracted factor, Rotation Factors, Leveling or naming the factors	CO3,CO4, CO5
	B	Cluster Analysis: Classification Technique, Differentiating Cluster Analysis, Usages of Cluster Analysis, and Statistics Associated with Cluster Analysis, A Simplified Illustration of the Technique, Process of Clustering Step I and Step II, Hierarchical methods, Combination Methods. Implementing Predictive Models-Ensemble Models-Clustering and Segmentation Analysis K-Means Clustering-Profiling and Interpreting Clusters	CO3,CO4,CO5
	C	Conjoint Analysis: Basic Concept in Conjoint Analysis, Statistics and Term Associated with Conjoint Analysis, Conducting Conjoint Analysis, Formulate the Problem, Assessing Reliability and Validity.	CO3,CO4, CO5,CO6
	Unit 5	Multidimensional Scaling	
	A	Multidimensional Scaling: Objectives, Overview, Basic Concept, Statistics and Terms Associated with MDS, Problem Formulation, Data Input, Dimension, Interpretation, Reliability and Validity, Limitation	CO3,CO4

B	Simultaneous Equation: Nature of Simultaneous Equation, Notation and Definition, Identification Problem, Rules for Identification, A Test for Simultaneity, Test for Exogeneity, Methods of Indirect Least Squares, Methods of Two Stage Least Square	CO3,CO4
C	Introduction of Decision Tree and Random Forest Algorithm, Optimizing the Complexity of Decision Trees - Interpreting Decision Trees Marketing Mix Modeling: Business Scenarios, Simulation	CO3,CO4
Mode of examination	Practical	
Weightage Distribution	CA	MTE
	25%	25%
Text book/s*	Data Mining and Predictive Analytics, 2ed (MISL-WILEY) by Daniel T. Larose and Chantal D. Larose	
Other References	<ol style="list-style-type: none"> 1. Max Kuhn and Kjell Johnson ,<i>Applied Predictive Modeling</i>,Second Edition (Springer Publication) 2. Naresh K. Malhotra, <i>Marketing Research: An Applied Orientation</i>, Fifth Edition (Pearson Education) 3. William G Zikmund, <i>Business Research Methods</i> ,Seventh Edition (Thomson, Singapore) 4. Alan Bryman and Emma Bell, <i>Business Research Methods</i>, Third Edition (Oxford university Press) 5. Ken Black, <i>Business Statistics for Contemporary Decision Making</i>,Fourth Edition (John Wiley & Sons) 	

Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	2	1	2	2	2	2
CO2	1	1	1	1	1	1	2	2	2	2
CO3	1	2	1	1	2	1	2	2	2	2
CO4	1	2	1	1	2	1	2	2	2	2
CO5	1	2	1	1	2	1	2	2	2	2
C06	1	1	1	1	1	1	2	2	2	2
AV G	1.16	1.67	1.00	1.00	1.67	1.00	2.00	2.00	2.00	2.00

1- Slight (Low)

2- Moderate (Medium)

3- Substantial (High)