

**School of Business Studies,
Sharda University**

**Program Structure
MBA (BANKING & FINANCE)
2018-2020**

1. Standard Structure of the Program at University Level

1.1 Vision, Mission and Core Values of the University

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**

School of Business Studies, Sharda University

Vision

To be centre 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 attitude and Skills**
- 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

1.3 Programme Educational Objectives (PEO)

1.3.1 Writing Programme Educational Objectives (PEO)

Program educational objectives are broad statements that describe the career and professional accomplishments that the program is preparing graduates to achieve.

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

PEO2: Develop creative, innovative and entrepreneurial mindset 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

[Note: Prepare a file for the same, how you arrive for PEO's]

1.3.2 Map PEOs with Mission Statements:

Statements	School Mission 1	School Mission 2	School Mission 3	School Mission 4
Possess professional skills for employment and lifelong learning in management	2	3	2	1
Develop creative, innovative and entrepreneurial mindset to take managerial decisions	2	2	2	2

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

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

1.3.3 Program Outcomes (PO's)

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 so on).

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.

PSO 1 : Understanding of the basic management concepts and behavioral processes in organizations.

PSO 2 : Understanding of the essential elements of financial management and the financial environment and gaining ability to analyze financial statements including consolidated financial statements.

PSO 3 : Getting acquainted with the conceptual framework of the key decision areas in international finance and the financial environment in which multinational firms operate.

PSO 4 : Developing knowledge regarding the theory and practice of Security Analysis, Portfolio Management and Investment Decision Making Process.

PSO 5 : Acquiring knowledge and skills for practical banking and treasury operations as well as risk management. Learning about NBFCs and rural banking practices. Imparting knowledge on use of information technology in banking.

1.3.4 Mapping of Program Outcome Vs Program Educational Objectives

	PEO1	PEO2	PEO3	PEO4	PEO5	PEO6
Business Environment	3	2	3	2	2	2
Critical Thinking	3	3	2	3	1	3
Cross-Culture	3	1	3	1	3	2
Ethics	1	1	2	3	1	1
Effective Communication	3	2	1	2	3	1
Leadership and Teamwork	2	3	1	1	1	3
PSO1	2	2	1	3	3	3
PSO2	3	2	2	3	2	2
PSO3	1	1	3	1	3	2
PSO4	2	3	3	1	1	1

1. Slight (Low)

2. Moderate (Medium)

3. Substantial (High)

1.3.5 Program Outcome Vs Courses Mapping Table¹:

Program Outcome/ Courses	PO 1	PO 2	PO3	PO 4	PO5	PO 6	PSO1	PSO2	PSO3	PSO4	PSO5
Sem-1											
MBA 150	3	1	1	2	2	2	3	-	-	-	-
MBA183	2	2	1	2	3	3	2	-	-	-	-
MBA 129	2	2	1	-	-	-	1	3	3	2	-
MBA153	3	2	1	3	2	1	3	-	-	-	-
MBA131	3	1	2	1	3	3	2	-	-	-	-
MBA133	3	3	1	1	1	2	2	-	-	-	-
MBA134	1	3	1	-	2	2	2	-	-	-	-

MBA154	2	1	-	-	2	2	-	-	-	2	3
Sem-2											
MBA156	1	1	2	2	3	3	1	-	-	-	-
MBA165	2	1	-	1	1	1	1	-	-	-	3
MBA157	2	2	3	1	2	2	3	-	-	-	-
MBA158	2	2	3	1	2	2	3	-	-	-	-
MBA159	2	3	-	2	1	1	-	3	2	-	-
MBA139	2	3	1	1	-	-	-	3	-	2	-
MBA193	2	3	1	-	-	2	1	2	-	-	-
MBA163	2	3	1	-	-	2	1	2	-	-	-
MBP116	1	1	2	2	3	3	1	-	-	-	-
Sem-3											
MBA214	2	3	1	1	-	-	-	3	2	2	-
MBA241	2	3	1	1	1	1	-	3	3	2	3
MBA242	2	1	1	2	1	1	-	2	-	-	3
MBA243	2	3	1	1	-	-	-	2	-	2	3
MBA215	2	3	1	-	-	-	-	2	2	3	2
MBA282	2	2	2	1	-	-	1	2	-	-	3
MBA 257	-	-	-	2	-	-	-	-	-	-	-
	2	-	-	2	3	-	-	-	-	-	-
MBP219	2	-	-	3	3	-	-	-	-	-	-
Sem-4											
MBA280	2	2	-	2	1	1	1	2	-	-	3
MBA260	3	3	2	1	2	3	2	1	-	-	-
MBA281	2	2	3	-	-	-	1	3	3	2	2
MBA261	2	2	3	1	-	2	2	3	3	2	-
MBP219	-	2	-	-	-	-	-	2	1	2	3
MBP220	2	2	-	1	2	2	2	1	-	-	3
MBA416	3	2	2	3	3	3	2	1	-	-	-

1. Slight (Low)

2. Moderate (Medium)

3.

Substantial

(High)

Program Structure
School of Business Studies
MBA / Banking and Finance
Batch: 2018-2020
TERM: I

S. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Core/Elective Pre-Requisite/Co Requisite	Type of Course ² : 1. CC 2. AECC 3. SEC 4. DSE
				L	T	P			
THEORY SUBJECTS									
1.		MBA 150	Principles of Management	3			3	Core	
2.		MBA183	Managerial Communication	3			3	Core	
3.		MBA 129	Financial Reporting & Analysis	3			3	Core	
4.		MBA153	Organizational Behavior	3			3	Core	
5.		MBA131	Marketing Management	3	0	0	3	Core	
6.		MBA133	Economic Analysis of Business Decisions	3			3	Core	
7.		MBA134	Quantitative Techniques for Business Decisions	3	0	0	3	Core	
8.		MBA154	Information Technology for Managers	3	0	0	3	Core	
TOTAL CREDITS							24		

Program Structure
SCHOOL OF BUSINESS STUDIES
Program MBA (B&F)
Batch: 2018-2020
TERM: II

S. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ³ : 1. CC 2. AECC 3. SEC 4. DSE
				L	T	P			
THEORY SUBJECTS									
9.		MBA156	Human Resource Management	3			3	Core	
10.		MBA165	Principles & Practices of Banking	3			3	Elective	
11.		MBA157	International Business	3			3	Core	
12.		MBA158	Legal Aspects of Business	3			3	Core	
13.		MBA159	Managerial accounting for Business Decisions	3			3	Core	
14.		MBA139	Corporate finance	3			3	Core	
15.		MBA193	Operations Research	3			3	Core	
16.		MBA163	Business research methods	3			3	Core	
17.		MBP116	Total Personality Development	3			3	Ability	

								Enhancement	
TOTAL CREDITS							27		

Program Structure
SCHOOL OF BUSINESS STUDIES
Program MBA (B&F)
Batch: 2018-2020
TERM: III

S. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ⁴ : 5. CC 6. AECC 7. SEC 8. DSE
				L	T	P			
THEORY SUBJECTS									
18.		MBA214	Project Finance and Management	3			3	Elective	
19.		MBA241	Corporate Banking	3			3	Elective	
20.		MBA242	Regulatory Framework for Financial & Banking Sector	3			3	Elective	
21.		MBA243	Treasury Operations & Risk Management	3			3	Elective	
22.		MBA215	Security Analysis and Portfolio Management	3			3	Elective	
23.		MBA282	Technology in banking, CRM & Retail	3			3	Elective	

			Banking						
24.			Open Electives	3			3		
25.		MBA 257	Summer Training Report & Presentation	4			4		
26.		MBP219	Industry Readiness	2			2		
TOTAL CREDITS							27		

Program Structure
SCHOOL OF BUSINESS STUDIES
Program MBA (B&F)
Batch: 2018-2020
TERM: IV

S. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ⁵ : 9. CC 10. AECC 11. SEC 12. DSE
				L	T	P			
THEORY SUBJECTS									
27.		MBA280	Micro finance & Rural Credit	3			3	Elective	
28.		MBA260	Strategic Management	3			3	Core	
29.		MBA281	International Banking	3			3	Elective	
30.		MBA261	International Financial Management	3			3	Elective	
31.		MBP219	Module on Finacle	3			3	Elective	
32.		MBP220	Rural Banking Immersion Project (Field Project)	6			6	Elective	
33.		MBA416	Entrepreneurship Development	3			3	Core	
TOTAL CREDITS							24		
Total Credit							102		

C. Course Templates

1. Principles of Management

School: SBS		Batch : 2018-20
Program: MBA		Current Academic Year: 2018
Branch: -		Semester: I
1	Course Code	MBA 150
2	Course Title	Principles of Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Compulsory
5	Course Description	Principles of Management is a dynamic subject about management and managers. It helps students to understand managing organizations in changing business conditions. It helps them to understand how to confront change and to best prepare themselves for that reality.
6	Course Objective	<ol style="list-style-type: none"> 1. Cover the basic concepts of management. 2. Identify the key competencies of a manager. 3. Provide the students the capability to apply theoretical knowledge in Integrate simulated & real life settings
7	Course Outcomes	<p>CO1: Students will get knowledge to integrate management principles into management practices.</p> <p>CO2: Ability to understand managerial practices and choices relative to ethical principles and standards.</p> <p>CO3: Interpret how the managerial tasks of planning, organizing, and controlling can be executed in a variety of circumstances.</p> <p>CO4: Appraise the most effective action to take in specific situations..</p>
8	Outline syllabus	
	Unit A	
	A 1	<ul style="list-style-type: none"> • Management: Concept and Process • levels of management and Managerial roles (Mintzberg) & skills, contemporary skills and practices in management • Current trends & issues-workforce diversity, Entrepreneurship, Managing in E-business world, knowledge management & learning organization, quality management
	A 2	<ul style="list-style-type: none"> • Management theory: F.W. Taylor, • Fayol's principles, • Hawthorne experiment, • Systems theory • Contingency approach
		CO Mapping
		CO1
		CO1

	A 3	<ul style="list-style-type: none"> Ethical & social environment Emerging ethical issues social responsibility & organizations whistle blowing 	CO2
	Unit B		
	B 1	<ul style="list-style-type: none"> Organizational goals & objectives: hierarchy of objectives, traditional goal setting, MBO hierarchy of plans, Planning: time frames, 	CO2
	B 2	<ul style="list-style-type: none"> planning process Managing decision making – process, making decisions-rationality, bounded rationality and intuition 	CO3
	B 3	<ul style="list-style-type: none"> Planning tools & techniques –environmental scanning, forecasting, benchmarking Contemporary planning techniques 	CO3
	Unit C		
	C 1	<ul style="list-style-type: none"> Defining organization structure: work specialization, departmentalization, chain of command and Span of Control) Centralization and Decentralization, Authority, Responsibility & Delegation 	CO4
	C 2	<ul style="list-style-type: none"> Organization design decisions-mechanistic & organic organizations 	CO4
	C 3	<ul style="list-style-type: none"> Contemporary organization designs 	CO4
	Unit D		
	D 1	<ul style="list-style-type: none"> Concept of direction- principles and techniques of direction 	CO3
	D 2	<ul style="list-style-type: none"> Concept and process of control in organisation, Tools of control 	CO3
	D 3	Types of control- Feedback, Feed forward, Concurrent	CO3
	Unit E		
	E 1	Concept of Coordination, types of coordination, distinction between coordination & cooperation	CO3
	E 2	<ul style="list-style-type: none"> Comparative study of management practices in India, Japan, USA and china with reference to planning, organizing, directing and controlling 	CO4
	E 3	<ul style="list-style-type: none"> Presentation of Business plan and model, 	CO4
	Mode of examination	Theory	
	Weightage	CA	MTE ETE

	Distribution	30%	20%	50%	
	Text book/s*	1. Robbins & Coulter, “ <i>Management</i> ” Prentice Hall of India,			
	Other References	2 Griffin, “ Management” Biztantra 3 James A. F. Stoner, “ <i>Management</i> ” Pearson Education, 6 th Edition.			

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	3	1	3	3	3	3	1
CO2	2	1	2	3	3	2	3	3	1	1
CO3	2	3	1	1	3	1	2	2	3	2
CO4	1	3	2	2	2	3	2	2	1	3

1-Slight (Low)

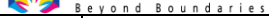
2-Moderate (Medium)

3-Substantial (High)

2. Managerial Communication-1

School:	Batch : MBA
Program:	Current Academic Year: 2018-2019

Branch: -		Semester: 1	
1	Course Code		
2	Course Title	Managerial Communication-1	
3	Credits	3	
4	Contact Hours (L-T-P)	2-0-1	
	Course Status	Compulsory	
5	Course Description	To prepare students for effective communication at the work place by focusing on their relationship building and liasoning skills.	
6	Course Objective	1. How to communicate in business situations 2. How to communicate accurately and effectively (PRIDE). 3. An overview of Stakeholder Management. 3. How to write professional e-mails, memos, develop resumes and video resumes effectively.	
7	Course Outcomes	CO1: The student should be able to memorize business communication and its importance in the recent time CO2 : The student should be able to interpret verbal and non-verbal messages CO3: The student should be able to show and present themselves effectively in business situations CO 4: The student should be able to use visual aids. CO5: The student should be able to design various types of internal & external correspondence	
8	Outline syllabus		CO Mapping
	Unit A	Business Communication	
	A 1	<ul style="list-style-type: none"> Purpose, Process & Classification of Communication 	CO1
	A 2	<ul style="list-style-type: none"> Barriers Of Communication with activities 	CO1
	A 3	<ul style="list-style-type: none"> 7Cs of Communication and ABCD of Writing for Communication 	CO1
	Unit B	Organizational Communication	
	B 1	<ul style="list-style-type: none"> Importance & Functions of Communication in Management, Conflict management, Negotiation skills and resolving communication crisis. (Thomas-Kilmann Conflict Mode Management) 	CO3
	B 2	<ul style="list-style-type: none"> Communication Concerns (Relationship 	CO3



		Management)of the Managers			
	B 3	<ul style="list-style-type: none"> Communication Structures in Organization, Behavioral Interview discussion and practice 			CO4
	Unit C	Non-Verbal Communication			
	C 1	<ul style="list-style-type: none"> Role of Non Verbal Communication 			CO2
	C 2	<ul style="list-style-type: none"> Classification of Non Verbal Communication 			CO2
	C 3	<ul style="list-style-type: none"> Guidelines for developing Non Verbal Communication 			CO2
	Unit D	Presentation Skills			
	D 1	<ul style="list-style-type: none"> Planning the Presentation and creating the original content 			CO4 & CO5
	D 2	<ul style="list-style-type: none"> Preparing the presentation and getting the drafts approved. 			CO4 & CO5
	D 3	<ul style="list-style-type: none"> Delivering the presentation with panache 			CO4 & CO5
	Unit E	Business Correspondence			
	E 1	<ul style="list-style-type: none"> Business Letters, Letter of Application; Video resume practice and Resume writing 			CO4 & CO5
	E 2	<ul style="list-style-type: none"> E-mail and cold calling 			CO4
	E 3	<ul style="list-style-type: none"> Memo, Circular, Notice 			CO4
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
30%		20%	50%		
	Text book/s*	Business Communication Today : Bovee, Thill, Chaturvedi. Pearson Publictaions.			
	Other References				

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

3. FINANCIAL REPORTING & ANALYSIS

School:	Batch : 2017-19
Program:	MBA
	Current Academic Year: 2018

Branch:		Semester: I	
1	Course Code	FINANCIAL REPORTING & ANALYSIS	
2	Course Title	MBA-129	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory	
5	Course Objective	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. 5. Acquire refined numerical, analytical, presentational, group work and time management skills.	
6	Course Outcomes	CO1. Define the key concepts of financial reporting & financial statements CO2. Explain the element of financial statement of corporate and non-corporate entities CO3. Application of accounting concepts, standards and IFRS. CO4. Analysis and understanding of different techniques of analysis of financial statements in managerial planning and decision making. CO5. Evaluate the financial statement of various sectors. CO6. Composition of important components of an annual report.	
7	Course Description	Financial Analysis and reporting is 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. Purpose of financial reporting, users of financial reports. A brief introduction of Annual report and its contents with Annexure.	CO1
	B	Meaning and types of financial statements, Types of financial analysis; steps involved in Financial Statement Analysis; Techniques and limitations of Financial Analysis.	CO1

	C	(i) GAAP in India, (ii) Accounting Standards (AS) –applicability, brief introduction and scope. (iii) International Financial Reporting Standards (IFRSs)	CO1,CO3
	Unit 2		
	A	Definition, functions Uses, Understanding of various items of Balance-sheet and Income Statement.	CO1,CO2
	B	Forms of Balance Sheet & Income Statement –Contents & Presentation, Relationship between Balance-sheet & Income Statement	CO1,CO2
	C	Revenue & Capital Expenditures and Receipts, Inventories, Receivables, Assets (Fixed, Tangible, Intangible) Revenue, Retained Earnings, Income Tax , Dividend, Diluted Dividend etc.	CO1,CO2
	Unit 3		
	A	The Analyst’s checklist; Reformulation of Balance sheet	CO4
	B	The Analyst’s checklist; Reformulation of Income State- Workshop	CO4
	C	Notes to the Accounts and Significant Accounting Policies.- Workshop	CO4,CO5
	Unit 4		
	A	Introduction, Techniques –Comparative Financial Statements and Interpretation of Financial Statements	CO4
	B	Common Size Statement analysis –Introduction, Analysis and Interpretation – Demonstration of various sectors - Workshop	CO4,CO5
	C	Trend Analysis - Introduction, Analysis and Interpretation – Demonstration of various sectors – Workshop	CO5
	Unit 5		
	A	Ratio Analysis-Profitability, Liquidity, Turnover, Shareholders etc. Meaning, Uses, Sources and Uses of Cash, Preparation of Cash Flow Statement as per AS-3	CO1,CO6
	B	Annual Report –Director’s Report, Auditor’s Report, Report on Corporate Governance, Report on CSR etc., Management Discussion & Analysis - Workshop	CO6
	C	Ratio Analysis-Profitability, Liquidity, Turnover, Shareholders etc.	CO4,CO6
	Mode of examination	Theory	
	Weightage Distribution	CA 30%	MTE 20%
			ETE 50%
	Text book/s*	Financial Statement Analysis and Reporting by Peddina	

		Mohana Rao, PHI Learning Private Limited, New Delhi	
	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 Mc Graw 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.icaai.org/post.html?post_id=474 ➤ For International Financial Reporting Standards(IFRS)refer to the following link http://www.ifrs.com/overview_landing.html ➤ www.accountingformanagement.com 	

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO 5
CO1	2	2	1	1	1	1	-	2	2	-	-
CO2	2	2	2	1	-	1	-	2	2	-	-
CO3	2	2	2	1	1	-	-	2	2	-	-
CO4	2	2	2	2	-	1	-	2	3	-	-
CO5	2	2	2	1	-	-	-	2	3	-	-
CO6	2	2	2	1	1	1	-	2	3	-	-



4. Organizational Behaviour

School: SBS		Batch: 2018-20	
Program: MBA		Current Academic Year: 2018-19	
Branch: -		Semester: I	
1	Course Code	MBA 153	
2	Course Title	Organizational 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 develop an understanding of the importance of human element in organization 2. To provide an understanding of a conceptual framework for OB and understand human work behavior in the organizational setting. 3. To understand the theories related to learning and motivation and their application in work setting 4. To develop an understanding of the group and organisational dynamics 	
6	Course Outcomes	<p>The students will be able to:</p> <p>CO1: describe the conceptual framework of OB and identify the key human behaviour elements that influence it</p> <p>CO2: classify different learning patterns, motivation strategies and leadership styles</p> <p>CO3: interpret group dynamics and leadership theories in an organizational setting</p> <p>CO4: develop communication and interpersonal skills to manage the workplace challenges</p>	
7	Course Description	<p>The course aims to offer an understanding of how individual behavior impacts and is impacted by organizational behaviour. It defines ways in which the relationship between the two is being understood and can be improved. The course further aims to develop an understanding of workplace issues such as workforce motivation, leadership, team building and also, how to manage the organisational dynamics.</p>	
8	Outline syllabus		CO Mapping
	Unit A	Introduction to OB and Individual Differences	
	A 1	<ul style="list-style-type: none"> Organizational Behaviour- Concept, Nature, Contributing Fields, Basic Model of OB, challenges 	CO1

		of OB	
	A 2	<ul style="list-style-type: none"> Personality: Concept, Determinants, Theories of shaping personality- Trait, Psychoanalytical, Big Five Model, MBTI 	CO1
	A 3	<ul style="list-style-type: none"> Perception & Attitude: Concept, Process of perception, Perceptual errors, Attribution Theory; Attitude: Concept, Major Work Place- Attitude- Job Satisfaction 	CO1
	Unit B	Learning and Motivation	
	B 1	<ul style="list-style-type: none"> Learning: Concept and Theories of Learning- classical conditioning, operant conditioning, social learning, Reinforcement Strategies 	CO2
	B 2	<ul style="list-style-type: none"> Motivation: Meaning & Concept of Motivation, Theories of Motivation - Abraham Maslow's Need Hierarchy, XYZ Theory 	CO2
	B 3	<ul style="list-style-type: none"> Theories of Motivation: Herzberg's Two factor theory, Vroom's Expectancy Theory, Application of Motivation 	CO2
	Unit C	Group Dynamics & Communication	
	C 1	<ul style="list-style-type: none"> Group & Teams: Concept & Types-, Group VS Team, Stages of group development 	CO3
	C 2	<ul style="list-style-type: none"> Group Properties: Group Norms, Structure, Group cohesion, Group Role, Group Status 	CO3,CO4
	C 3	<ul style="list-style-type: none"> Communication: JOHARI Window & Transactional Analysis 	CO4
	Unit D	Leadership	
	D 1	<ul style="list-style-type: none"> Leadership: Concept, Competencies of leader, Leader VS Manager, Trait Theory 	CO3
	D 2	<ul style="list-style-type: none"> Behavioural Theories of leadership: Likert leadership styles, Managerial Grid, Situational leadership-Hersey Blanchard 	CO3,CO2
	D 3	<ul style="list-style-type: none"> Level 5 Leadership, Transactional Vs Transformational Leadership, Servant Leadership, Authentic leadership 	CO3
	Unit E	Organizational Dynamics	
	E 1	<ul style="list-style-type: none"> Organisational Power and Politics: Concept, Sources of Power, Political Implications of Power 	CO1
	E 2	<ul style="list-style-type: none"> Conflict: Concept, Sources, Levels of Conflict, Process 	CO4
	E 3	<ul style="list-style-type: none"> Conflict Resolution & Management 	CO4

	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Stephen P. Robbins, Sanghi “ Organizational Behaviour ” Concepts, Controversies, and Applications”, New Delhi, Prentice Hall, New Edition			
	Other References	1. Luthans “Organizational Behavior” Mc Graw Hill 2. Kinicki & Kreitner “ Organisational behavior ” McGraw-Hill. 3. Udai Pareek: “Understanding OB” Oxford 4. Case studies, Journal readings, videos			

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	2	2	2	2	1	1
CO2	2	2	1	1	2	2	2	2	2
CO3	2	2	2	1	2	3	2	2	3
CO4	1	2	1	1	3	3	1	2	3

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

5. Marketing Management

School: School of Business Studies	Batch: 2018-20
Program: MBA	Current Academic Year: 2018-19
Branch:	Semester: I

1	Course Code	MBA131	
2	Course Title	Marketing Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Compulsory	
5	Course Description	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 Objectives	1. To impart to the students an in-depth understanding of the building blocks of marketing 2. To make the students develop a marketing mindset for effective business decision-making 3. To help the students understand the challenges of modern-day marketing	
7	Course Outcomes	CO1: The student will be able to identify the basic problem areas in a given marketing situation. CO2: The student will be able to describe and explain the different bases of market segmentation and the different approaches to positioning of products. CO3: The student will be able to illustrate the different components of the marketing mix for a given product. CO4: The student will be able to explain in detail the marketing plan for a proposed product launch. CO5: The student will be able to predict the future trends in a given marketing situation.	
8	Outline Syllabus		CO Mapping
	Unit A		
	A1	<ul style="list-style-type: none">Overview of marketing; concepts of marketing; value chain	CO1
	A2	<ul style="list-style-type: none">Marketing research; selling vs marketing; marketing environment	CO1
	A3	<ul style="list-style-type: none">Applications of marketing; consumer behaviour; services marketing; international marketing; rural marketing	CO1
	Unit B		
	B1	<ul style="list-style-type: none">Market segmentation – geographic, demographic, psychographic, behavioural	CO2
	B2	<ul style="list-style-type: none">Targeting; niche marketing; B2B, B2C	CO2
	B3	<ul style="list-style-type: none">Positioning; repositioning	CO2
	Unit C		

	C1	<ul style="list-style-type: none"> Introduction to marketing-mix – product, price, place, promotion 			CO3
	C2	<ul style="list-style-type: none"> New product development; product life cycle; packaging and labelling; brand management; types of pricing 			CO3
	C3	<ul style="list-style-type: none"> Promotion - advertising, publicity and public relations, sales promotion, personal selling, direct marketing; physical distribution; channels of distribution; types of marketing intermediaries 			CO3
	Unit D				
	D1	<ul style="list-style-type: none"> Developing a marketing plan 			CO4
	D2	<ul style="list-style-type: none"> Components of a marketing plan 			CO4
	D3	<ul style="list-style-type: none"> Implementation and control challenges in marketing 			CO4
	Unit E				
	E1	<ul style="list-style-type: none"> E-business; e-commerce; digital marketing 			CO5
	E2	<ul style="list-style-type: none"> Introduction to green marketing 			CO5
	E3	<ul style="list-style-type: none"> Ethical issues in marketing 			CO5
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	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 Mithileshwar Jha (Pearson) 			
	Other References	<ul style="list-style-type: none"> ‘Marketing Management – Global Perspective, Indian Context’ by V. S. Ramaswamy and S. Namakumari (Om Books) ‘Marketing Management’ by Rajan Saxena (McGraw-Hill) 			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	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

6. Economic Analysis for Business Decisions.

School: SBS		Batch : 2018 -20
Program: MBA		Current Academic Year: 2018-2019
Branch:		Semester: 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	Compulsory
5	Course	1. To provide a conceptual framework of how a business firm

	Objective	operates and makes decisions on output, input, pricing and strategizing 2. To orient them towards economic theories which are critical in managerial decision making. 3. To expose the learners into operation of economic concepts in real time decision making and market activities around them. 4. To make them conscious about interaction of macroeconomic factors with decision-making approaches and techniques
6	Course Outcomes	CO1: Describe firm level business decisions through conceptual framework of an economic unit as well as of an economic system consisting external environment. CO2: Analyse constraints and scope of consumer demand and producer's supply potential with the help of economic methods. CO3: Evaluate the impact of business decisions in economic terms and assess their viability, efficacy and sustainability. CO4: Demonstrate a clear grasp on role of government policy, firm level competition and external sector in explaining economic growth. CO5: Assess managerial decisions in local and global scenarios with economic perspective.
7	Course Description	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.
8	Outline syllabus	
	Unit A	Nature, Scope and Methods of Managerial Economics (Chapter 1) Theory of Firm (Chapter 2)
	A 1	Definitions and Relationships with other Disciplines (Sections 1.1 & 1.2) Elements of Managerial Economics (Section 1.3)
	A 2	Theory of the Firm (Chapter 2) Nature of the Firm; Transaction Cost Theory, Motivation Theory, Property
		CO Mapping
		CO1
		CO1
		CO1

		Rights Theory (Section 2.2)	
	A 3	Basic Profit Maximizing Model (Section: 2.3) Multi-product strategy Product Line Profit Maximization & Product Mix Profit Maximization (Section 2.7)	CO1
	Unit B	Demand Theory (Chapter 3) and Consumer Theory (Section 3.3) in Business Decisions	CO2
	B 1	Definition, Representation and Meaning of Demand; Factors determining demand, Demand Schedule, Law of Demand and Law of Supply	CO2
	B 2	Consumer Behaviour -Utility:- Cardinal and Ordinal, Budget Line, Indifference Curve, Law of Diminishing Marginal Utility	CO2
	B 3	Inferior Goods, Giffen Goods, Substitute and Complementary Goods, Consumer Equilibrium. Price Elasticity and Income Elasticity	CO2
	Unit C	Theory of Production, Cost Theory, Pricing and Market Structure in Business Decisions (Chapters 5, 6,8 &10)	CO2, CO3
	C 1	Short Run and Long Run Production Decisions (Sections 5.2 & 5.3), Break-Even Points, Economies of Scale, Scope and Diseconomies	CO2, CO3
	C 2	Short Run & Long Run Cost Behaviour (Sections 6.2 & 6.3), Normal Profit, Super Normal Profit and Optimization of Cost	CO2, CO3
	C 3	Market Structure and Pricing (Chapter 8) Pricing Strategy, Price Discrimination, Perfect Competition & Imperfect Competitions	CO2, CO3
	Unit D	The Economics of Information, Market Failure and Application of Game Theory	CO3

	D 1	The Problem of Adverse Selection and Moral Hazard			CO3
	D 2	Market Failure- Externalities; Positive and Negative Externality, Public Goods, Merit Goods, Non-Merit Goods,			CO3
	D 3	Games of Complete Information- Pure Strategy, Mixed Strategy, Nash Equilibrium and Games of Incomplete Information- Contract, Auctions, Signaling in job markets			CO3
	Unit E	Macroeconomic Concepts and Policies in Business Decisions			CO4
	E 1	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)			CO4
	E 2	Keynesian Aggregate Demand, Autonomous Investment, Multiplier & Accelerator. Application of Monetary and Fiscal Policies in Business Decisions			CO5
	E 3	Government Regulations in Business Decisions – Meaning, Objectives and Effects of Industrial Policy, Competition Policy and Foreign Exchange Management Policy,			CO4, CO5
	Mode of examination:- Theory				
	Weightage Distribution	CA		MTE	ETE
		30%		20%	50%
		Quizzes – 5, (One in Each Course Outcome)			
		Assignment – 5 (One in Each Course Outcome)			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	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

7. Quantitative Techniques For Business Decisions

School: SBS		Batch : 2018-2020	
Program: MBA		Current Academic Year: 2018-19	
Branch:		Semester: I	
1	Course Code	MBA 134	Course Name: Quantitative Techniques For Business Decisions
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	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
7	Course Description	The course provide 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
	B	Collection of Data , Data and Information
	C	Frequency Distribution, Bar Diagrams , Histograms, Ogives , Pie Charts ,
	Unit 2	Measures of Central Tendency
	A	Introduction, Requisite of a good measures of a central tendency
	B	Averages , Combined Mean, Weighted Arithmetic Calculating Mean and Harmonic Mean
	C	Geometric Mean for grouped and grouped data, Median, Mode, Empirical relation between mean, median and mode. Quantiles, Constructing Polygons and Ogives and using them to find median, Quantiles and mode
	Unit 3	Measures of Dispersion
	A	Range and Inter-quartile range and deviation, Mean Deviation and Mean Absolute Deviation,
	B	Variance and Standard Deviation, Effect of shift of origin and scale, Coefficient of variation. Empirical

Beyond Boundaries

		relationship between different measures of variation			
	C	Measures of Skewness, Measures of Kurtosis, Five number summary			CO2,CO3
	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
	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
	C	Class Exercise : USING Excel to run statistics tools.			CO2,CO3
	Unit 5	Probability & Probability Distributions			
	A	Probability :Basic set theory, Addition and Multiplication Theorem of Probability, Conditional Probability, Baye’s Theorem			CO1,CO2
	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
	Mode of examination	Theory			
	Weightage Distribution	CA 30%	MTE 20%	ETE 50%	
	Text book/s*	1. Business Statistics-S.P Gupta & M.P Gupta, 2014 Edition.			
	Other References	2. 1. Levin & Rubin, Statistics For Business (Prentice Hall of India, N. Delhi) 3. 2.Paul Newbold, Statistics for Business and Economics (Pearson Education) 4. 3. Anderson, Quantitative Methods in Business (Thomson Learning, Bombay) 5. 4.R.S Bhardwaj, Business Statistics (Excel, N. Delhi) 6. 5.J.S. Chandan, An Introduction to Statistical Methods (Vikas Publishing House, N.Delhi)			

CO and PO Mapping

S. No.	Course Outcome	Program Outcomes (PO) & Program Specific Outcomes (PSO)
1.	CO1: Define , describe and memorize basic concepts of statistics and probability embedded in various managerial workings and problems	PO1,PO2
2.	CO2: Classify, Summarize and interpret and demonstrate proficiency in analyzing data using statistical tools. He can associate the statistics use while dealing with data in other subjects.	PO1,PO2
3.	CO3: Should solve and apply basic statistical skills embedded in their course for effective decision making	PO1,PO2

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	3	1	1	1	--	2	3	3	3
CO2	1	3	1	1	1	--	2	3	3	3
CO3	1	3	1	1	1	--	2	3	3	3

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

8. Information Technology for Managers

School: SBS		Batch :
Program: MBA Integrated		Current Academic Year: 2018-19
Branch:		Semester: I
1	Course Code	
2	Course Title	Information Technology for Managers
3	Credits	
4	Contact Hours (L-T-P)	3-0-1
	Course Type	Compulsory
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>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:The student will be able to design, integrate and administer IT-based solutions into the organizational environment</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 Organisations		
	A	IT Supports Organisational 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
	B	Inter organizational, Large-Scale and Global Information Systems		CO5
	C	Case Study- IRCTC, DBMS		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
	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
		30%	20%	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		

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	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	2	1	2	1	1	2	2	2	2

9. Human resource Management

School: SBS		Batch : 2018-20	
Program: MBA		Current Academic Year: 2019-20	
Branch: -		Semester: II	
1	Course Code	MBA 152	
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	<ul style="list-style-type: none"> • Expose the students to different aspects of Human Resource Management and • To develop a clear conceptual understanding of HRM • To Sensitize the students regarding the importance of HRM • To Facilitate students to understand the functionalities of HRM 	
7	Course Outcomes	CO1: Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes. CO2: Administer and contribute to the design and evaluation of the performance management program. CO3: Develop, implement, and evaluate employee orientation, training, and development programs. CO4: Facilitate and communicate the human resources component of the organization's business plan	
8	Outline syllabus		CO Mapping
	Unit A	Introduction -HRM Concepts	
	A 1	Concept and Scope	CO1
	A 2	Significance, Functions and objectives;	CO1
	A 3	Contemporary issues and trends in HRM	CO2
	Unit B	Human Resource Planning,	
	B 1	Concept of HRP, Importance of HRP, Process of HRP	CO2
	B 2	Job Analysis, Job Evaluation- Concept, Methods& Difference	CO1
	B 3	Recruitment: Process, Sources& Methods Selection: Process, Interviews, Types of Interview, Employment Test	CO1
	Unit C	Placement, Induction, Training & Development	
	C 1	Placement- Concept & Benefits Induction/Orientation: Concept, Process	CO4

	C 2	Training: Need, TNA – Process, Types of training-On the job & off the job;	CO3						
	C 3	Management Development – Concept & Methods (Case Analysis, In- Basket, Management Games, T- Training, Coaching & Mentoring)	CO3						
	Unit D	Performance Management & Compensation							
	D 1	Performance Appraisal: Concept, Process, Methods (Assessment centre, Ranking, Rating, 360 degree), Errors	CO2						
	D 2	Compensation: Objectives, factors & Components of pay Structure	CO4						
	D 3	Concept of Wages (Minimum, Fair & Living) Incentives- Individual &Group, Employee (Fringe) Benefits	CO2,CO4						
	Unit E	Industrial Relations& Managing Separations	CO4						
	E 1	Industrial Relations-Concept& Importance, Grievance Handling Procedure	CO3						
	E 2	Separations- Voluntary, Involuntary	CO4						
	E 3	Discipline-Concept and Process	CO4						
	Mode of examination	Theory							
	Weightage Distribution	<table><tr><td>CA</td><td>MTE</td><td>ETE</td></tr><tr><td>30%</td><td>20%</td><td>50%</td></tr></table>	CA	MTE	ETE	30%	20%	50%	
CA	MTE	ETE							
30%	20%	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 HillCascio: Managing Human Resources,Tata McGraw HillDecenzo: Fundamentals of HRM , Wiley							

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	2	1	2	2	3	3	1
CO2	2	1	2	3	3	2	2	3	1	1
CO3	2	2	1	1	3	1	2	2	3	2
CO4	1	2	2	2	2	3	2	2	1	3

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

School:		School of Business Studies (SBS) Batch : 2018-20	
Program:		M.B.A. (B&F) Current Academic Year: 2018 - 19	
Branch:		Finance	
1	Course Code	MBA165	
2	Course Title	Principles & Practices of Banking	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-1	
	Course Type	Elective	
5	Course Objective	1: To Understand the Concept of Banking. 2: Clear Understanding of the Indian Financial System. 3: Practice, Process, Compliance and documentation of Liabilities and Asset Products. 4: Banking Technology applications and Marketing Channel structures of Bank	
6	Course Outcomes	On completion of this module the student will be able to: CO 1: describe the concept of banking CO 2: explain the Indian Financial System CO 3: relate understanding of documentation aspect of Practice, Process and Compliance of all the assets and liabilities products of the banking system CO 4: analyze the marketing channels of the bank CO 5: evaluate banking technology application on different processes CO 6: write customized documentation which will help the bank customer for their different requirements.	
7	Course Description		
8	Outline syllabus		CO Mapping
	Unit 1	Indian Financial System with focus on banking	
	A Indian Financial System	Banking Structure and Financial Innovation	CO 1
	B Role and Functions of Banks	RBI, SEBI, IRDA etc: their major functions, Role & Functions of banks	CO 2
	C Regulatory Enactments	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.	CO 3
	Unit 3	Credit Products	
	A <i>Basics of Credit Products</i>	Principles of lending - various credit Products / Facilities - working capital and term loans - credit management - credit monitoring - NPA Management.	CO3
	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
	<i>Banking Products of the Bank</i>	Credit Cards / Home Loans / Personal Loans / Consumer Loans-Brief outline of procedures and practices. Ancillary Services: Remittances, Safe Deposit lockers	CO 3
	Unit 4	Risk Management	
	A <i>Risk Management</i>	Importance of risk Management in banking with Indian Scenario	CO 3
	B	Credit Information Bureau Ltd.(CIBIL), Basel-II norms	CO 4

	Regulatory Process				
	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...			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 /Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	1. Indian Financial System by Bharti V Pathak. 2. Indian Financial System By M Y Khan. 1.Banking Theory and Practice- K. C Shekhar 2. Modern Banking- Muraleedharan D 3.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			

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2	1	-	1	2	1	2	1	2	-	3
CO 2	1	2	2	1	2	1	1	1	2	-	2
CO 3	1	1	1	1	2	1	1	2	1	-	1
CO 4	1	2	2	-	3	1	1	2	2	-	3
CO 5	1	3	-	-	2	1	1	1	2	-	2
CO 6	1	2	-	-	2	-	1	2	1	-	2

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

11. International Business

School: SBS		Batch : 2018 - 20
Program: MBA		Current Academic Year: 2018 -19
Branch:		Semester: II
1	Course Code	MBA 157
2	Course Title	International Business
3	Credits	3
4	Contact Hours (L-T-P)	3-1-2
	Course Type	Compulsory /Elective/Open Elective
5	Course Objective	1. To make students relate with the Prospects and Consequence of Globalisation 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. K2 3. To make students illustrate various Environmental Forces affecting the international trade. K3 4. To make students categorize factors impacting international business strategy K4 5. To make students explain contemporary issues in International Operations K4
6	Course Outcomes	After the completion of the course, the students will be able to: CO1: Relate with the Prospects and Consequence of Globalisation and with major issues in international business today. K1 CO2: Explain various trade theories and hence, would be able to understand the reason for the international trade. K2 CO3: Illustrate various Environmental Forces affecting the international

		trade. K3 CO4: Categorize the factors impacting international business strategy in terms of country evaluation selection and the impact of trade policy. K4 CO5: Explain contemporary issues in International operations. K4	
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 will 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 Globalisation. Case – The global playground	CO1
	B	Measurement of Globalisation, Indices of globalisation.	CO1
	C	Eastward shift in balance of economic power: Reading - https://ourworldindata.org/trade-and-globalization , Modes of entry into 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 Culture”. Opening case of chapter 2.	CO3
	B	Financial Environment: IMF, Foreign Exchange Market. Case – “Going down to the wire in money transfer market”. Opening case of chapter 9.	CO3
	C	Trade Blocks – PTA, FTA, Customs Union, Common Market, Monetary Union and Political Union. Case – “Toyota’s European Drive”. Opening case of chapter 8.	CO3
	Unit 4	International Business Strategy	
	A	Country Evaluation and Selection. Case – “Carrefour: finding retail space in all the right places”. Opening case of chapter 12.	CO4
	B	Foreign Trade Policy and reasoning. Case – “A Small-	CO4

		Business Export Strategy”. Opening case of chapter 13.			
	C	WTO. Reading – Chapter 8.			CO4
	Unit 5	International Business and Operations			
	A	International pricing mechanisms. Reading – Chapter 16, Page 625.			CO5
	B	International Marketing. Case – “Avon Calls for Global Market”. Opening case study of chapter 16.			CO5
	C	Global Manufacturing. Case – “Samsonite’s Global Supply Chain”. Opening case study of chapter 17.			CO5
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Daniels John D., Lee H. Radebaugh, Daniel P. Sullivan and Prashant Salwan, International Business- Environment and Operations , 12 th Edition (2010), Pearson, New Delhi.			
	Other References	<ol style="list-style-type: none"> 1. Swami (Dr.) Parthasarathy: 2010: Global Trade in New Millennium: 2nd edition 2. Krugman, P & Obsfield, Maurice: International Economics. 3. Ministry of Commerce, Handbook of procedure, Vol I & II, Government of India, New Delhi. 4. Ball, Donald A., Wendell H. Mc Culloch, Jr.; J Michael Geringer, Michael S. Minor and Jeanne M Mc Nett, International Economics, 2008, McGraw Hill, Chapter 7 & 13. 5. Samuelson Paul A. and William D. Nordhaus, Economics, (18th Ed.), Tata McGraw Hill Publishing Company; Part 4. 6. Hanley, Nick, Jason F.Shogren, and Ben White Environmental Economics in Theory and Practice, Macmillan, reprinted 2008, Chapter 14. 7. Dobson, Wendy, Gravity shift—How Asia’s New Economic Powerhouses will shape the 21st century. Hachette India, 2010. 8. Mahabir Sawhney and Philip kotler—‘Marketing in the Age of Information Democracy’ in Kellogg on Marketing, Edited by Dawn Iacobucci, Wiley, India,2006. 9. Harvard Business Review on Emerging Markets, Harvard Business Press,2008. 			

POs Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO1 2	PSO 1	PSO 2	PSO 3	PSO 4
CO201 .1	2	2	2					1			
CO201 .2		3						1	2		
CO201 .3	3		1								
CO201 .4	2								3		
CO201 .5			3							2	2

Correlation :
1-Slight (Low)

**2-Moderate
 (Medium)**

**3- Substantial
 (High)**

12. Legal Aspects of Business

SBS		Batch : 2018-20	
Program: MBA Single and Dual specialisation		Current Academic Year: 2018-19	
Branch:		Semester: II	
1	Course Code	MBA 158	
2	Course Title	Legal Aspects of Business	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory	
5	Course Objective	The purpose of this course is to: 1. Introduce the legal framework that affects business relationships, organisations and its operations. 2. Improve the ability to recognize and manage the legal risks arising in business situations 3. Encourage critical thinking in order to examine all sides of a business situation 4. 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: Describe the Legal Framework within which the business operates CO2 : Infer the need of Legal compliances that affects businesses CO3: Identify issues, recognize potential problems in day to day business activities and know when to consult with a legal expert. CO4: Plan, execute and take decisions to undertake business practices that comply with relevant laws. CO5: Assess the appropriate type of business organisation suited to one's business. CO6: Integrate legal knowledge for business advantages such as risk elimination or risk minimization.	
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 Transactions, business organisations etc.	
8	Outline syllabus		CO Mapping
	Unit 1	Business Organisations	
	A	Limited Liability Partnership Act 2008	CO1, CO2, CO5, CO6
	B	Companies Act 2013 - Salient Features of Companies, Formation of Companies, Memorandum and Articles of Association, Directors, Meetings, Corporate Social Responsibility - Provisions, Corporate Frauds and the role of good Corporate Governance	
	C	Annual Report of a company, Role of SEBI as a market regulator Importance of Legal Compliances	

Unit 2	Business Transactions	CO3,CO4,CO5, CO6
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	
B	The Sales of Goods Act 1930; Essentials of a contract of sale, Sale and agreement to sell, conditions and warranties, Rights of Buyers and Sellers, A brief overview of International Sale Contracts	CO1, CO3
C	Competition Act 2002 - Salient features	
Unit 3	Conduct of Business	CO2,CO5,CO6
A	The Consumer Protection Act 1986: Rights of Consumer, Consumer dispute, Consumer Dispute Redressal Agencies	
B	A brief overview of different Regulatory bodies – ASCI, TRAI,RERA,IRDA	
C	Business and Criminal Liability	
Unit 4	Employer-Employee relationship	CO3,CO4,CO6
A	Legal issues in Recruitment, employment contracts and Non Disclosure Agreements	
B	Prevention of Sexual Harassment at Workplace	
C	Overview of Social Security Laws in India	
Unit 5	Emerging Areas (Brief Overview)	CO2, CO3,CO4,CO5
A	Intellectual Property Rights – Trademarks, Copyright and Patent	
B	Alternate Dispute Resolution – Arbitration, Mediation, Conciliation	
C	Information Technology Act, Social Media offences	
Mode of examination	Theory	
Weightage Distribution	CA 30% MTE 20% ETE 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 	

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	2	1	1	2	2	-	2	-	1	1
CO 2	2	1	1	2	1	-	2	2	1	1

CO 3	2	2	2	2	2	1	2	2	2	2
CO 4	2	1	1	1	1	2	2	2	1	1
CO 5	2	1	1	2	2	-	1	1	1	1
CO 6	2	2	2	2	2	2	2	2	1	2

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

13. Managerial Accounting for Business Decisions

School:		Batch : 2018- 20
Program:		MBA
Branch:		Semester: II
1	Course Code	MANAGERIAL ACCOUNTING FOR BUSINESS DECISIONS
2	Course Title	MBA-214
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Compulsory /Elective
5	Course Objective	<ol style="list-style-type: none"> 1. Understand the applications of cost accounting in various managerial decisions 2. Understand the various cost terms in managerial decisions. 3. Apply the understanding of different techniques of managerial accounting in planning and decision making; 4. Awareness about few selected contemporary developments in cost and management accounting. 5. To provide students with a firm foundation for their second year studies in financial specialization. 6. Acquire refined numerical, analytical, presentational, group work and time management skills
6	Course Outcomes	On completion of this module the student will be able to:

		CO7. Examine the key concepts of cost and management accounting. CO8. Interpret different components of cost sheet. CO9. Application of Marginal costing and cost volume profit analysis. CO10. Explain the sequential steps of the project management CO11. Evaluate different budgetary tools. CO12. Plan Activity Based Costing.	
7	Course Description	The Objective of this course is to provide the information they need for planning, control and decision making. If your goal is to be an effective manager, thorough understanding of managerial accounting is essential. Emphasis is placed on the interpretation and use of accounting information rather than its creation and accumulation.	
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
	C	Various Types of Cost concepts for Decision make and Profit Planning.	CO1
	Unit 2		
	A	Introduction, Components of Cost Sheet	CO2
	B	Preparation of Cost-sheet	CO2
	C	Introduction, Computation of cost & Profit; Advantages and Limitations of Variable Costing.	CO2
	Unit 3		
	A	Introduction, Break-Even Analysis, Break-Even Chart; Profit-Volume Analysis; Margin of Safety; Key Factor	CO3
	B	Concept of Decision-making, Steps in Decision-making; Make or Buy decision, Shut down or continue.	CO3
	C	Introduction, Budget –Definition, Objectives, Advantages & Limitations; Types of Budgets; Preparation of Cash Budget, Flexible Budget, Master Budget etc. Zero Base Budgeting.	CO3,CO5
	Unit 4		
	A	Introduction, Meaning & types of Standards	CO3,CO5
	B	Establishment of Cost Standards; Components of Standard Cost; Quality Costs.	CO3,CO5

	C	Introduction, Material Variances and Labour Variances,			CO3rX,CO5
	Unit 5				
	A	Introduction, Meaning and Objectives and Types of Responsibility Centers.			CO6
		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,CO6
	C	Introduction, Meaning and Objectives and Types of Responsibility Centers.			CO6
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	- Management Accounting by M Y Khan & P K Jain, TATA McGraw Hill Publication, Latest Edition.			
	Other References	- 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.			
		Journals			
		➤ Management Accountant			
		➤ Chartered Accountant			
		➤ Chartered Finance Analyst			
		Journal of Accounting and Finance			

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	1	1	1	1	1	1	1

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

14. Corporate Finance

School:		Batch : 2018-20
Program:		MBA
Branch:		Semester: II
1	Course Code	CORPORATE FINANCE
2	Course Title	MBA-
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Compulsory /Elective/Open Elective
5	Course Objective	<p>Every decision that a firm makes has a corporate finance component to it. The subject, 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</p>

		management consultancy, thorough learning of the art of financial management is a must	
6	Course Outcomes	On completion of this module the student will be able to: CO1. Examine key concepts of corporate finance. CO2. Interpret the time value of money and risk. CO3. Apply various methods of capital budgeting and cost of capital. CO4. Explain the sequential steps of working capital management. CO5. Evaluate dividend decisions for a firm. CO6. Integrate contemporary issues in corporate finance.	
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.	CO1,CO2
	C	Time Value of Money, Valuation concepts. Techniques, Practical applications of Compounding and Present Value Techniques.	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.	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,	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,	CO3
	B	Capital Budgeting process and Approaches of Capital Budgeting Decisions –Traditional approaches	CO3
	C	Discounted Cash Flow (DCF) approaches.	CO3

	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.			CO4
	B	Introduction, Meaning & Objective of Receivables Management, Factors affecting the size of Receivables, Motives for holding cash, Factors determining cash.			CO4,CO6
	C	Introduction, Objectives, Importance of Inventory Management, Techniques of Inventory Control.			CO4,CO6
	Unit 5				
	A	Introduction, Meaning and Types of dividends; Dividend Policy –Meaning, Factors influencing dividend policy. Relationship between Dividend Policy and Value of Firm, Relevance Theory of Dividend – Walter’s approach & Criticism.			CO5
	B	Gordon’s approach to dividends & Criticism.			CO5
	C	Irrelevant concept of dividend, Modigliani and Miller’s approach, Criticism of M-M Approach.			CO5
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	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, (Tata McGraw 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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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	1	1	1	1	1	1	1

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

15. Operations Research

School: SBS		Batch : 2018-20
Program: MBA (BA)		Current Academic Year: 2019
Branch: Business Analytics		Semester: II
1	Course Code	
2	Course Title	Operations Research for Decision Making
3	Credits	
4	Contact Hours (L-T-P)	2-0-2
	Course Type	Compulsory

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 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	
6	Course Outcomes	CO1:List the application of optimization techniques in Managerial Decision Making CO2:Describe some real time business situations as a mathematical model CO3:Solve a problem, work out its optimum solution and interpret the result CO4: Infer the excel output for taking business decisions	
7	Course Description	In this age of information and technology boom and the era of increasing integration of economies where geographical boundaries are becoming meaningless for trade and business, winning firms and managers will be those who are in sync with the fast changing business dynamics. Business managers need to identify and analyze the resource available with them. They need to optimally utilize these resources and come up with best possible solution under the given constrains. In this context, the course aims to provide students with a methodological framework and foundation for management decision making and to be of long lasting value through their careers irrespective of management field that they choose.	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Operations Research	
	A	Scope and applications of Operations Research in managerial decision making. Modelling Approach- Mathematical Models and algorithms. Phases of Operations Research	CO1, CO2
	B	Decision making environments: Decision making under certainty, uncertainty and risk situations, Maxmin , Minmax, Maxmax, Minmin, Hurwitz and Savage principle. EMV, EOL, EVPI. Decision Tree Approach and its applications.	
	C	Using MS-Excel to create Payoff and Opportunity loss tables and interpreting them for decision making	CO1,CO2
	Unit 2	Linear Programming Applications in Marketing , Finance and Operations Management	
	A	Formulations of LP Problems Graphical Method of solving LP problems- Maximization and Minimization Problems Infeasible, feasible and infinite solutions	CO1,CO2
	B	Degeneracy in LP Problems. Applications of LPP -	CO1,CO2,C

		Portfolio management, media selection, A-Make-or-Buy Decision, shadow price ,Sensitivity analysis	O3		
	C	<i>Using Excel Solver to Solve LPP and derive and interpret Sensitivity report</i>	CO1,CO2,C O3		
	Unit 3	Transportation & Transshipment And Assignment & Travelling Salesman Problems			
	A	Transportation Problem: Introduction to transportation problem, NW corner rule, Transshipment Problems- Formulation(Solving to be done by Excel)	CO3,CO4		
	B	Application of transportation problem- Human Resource, Inventory Management, Calculation of Layover time. <i>Using Excel Solver for solving transportation problems</i>	CO3,CO4		
	C	Assignment Model: Introduction and its application- Maximization and minimization problem. Travelling salesman problem with breaking incomplete loop <i>Applications of transportation and assignment problems, Using Excel Solver for solving assignment problems</i>	CO3,CO4		
	Unit 4	Game Theory			
	A	Concept of Game: Solving Two person zero- sum game; Pure and mixed strategy games; Saddle point; Dominance Rule, LPP method to solve Game Theory Problems	CO3,CO4		
	B	<i>Using Excel Solver for solving Game theory problems</i>	CO3,CO4		
	C	<i>Applications of Game theory in business and economics</i>	CO3,CO4		
	Unit 5	Replacement Problem			
	A	Replacement of assets that deteriorate with time;	CO3,CO4		
	B	Replacement of assets which fail suddenly, Both cases- When Time value of Money is considered and when not considered.	CO3,CO4		
	C	<i>Using excel to draw and interpret various tables for replacement problems.</i>	CO3,CO4		
	Mode of examination	Theory and Practical			
	Weightage Distribution	CA 30%	MTE 20%	ETE 50%	
	Text book/s*	HamdyA.Taha; Operations Research-An Introduction, Pearson Education,8 th Edition			
	Other References	1. M.P. Gupta and R.B. Khanna; Quantitative Techniques for Decision Making, PHI 4 th Edition 2. J.K. Sharma Operations Research Theory and			

		Applications; Macmillan India Ltd. 4 th Edition	
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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	1	1	1	1	1	2	2	2	2
CO6	1	2	1	1	2	1	2	2	2	2

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

16. Business Research Methods

School: School of Business Studies		Batch: 2018-20	
Program: MBA		Current Academic Year: 2018-19	
Branch:		Semester: II	
1	Course Code		
2	Course Title	Business Research Methods	
3	Credits	3	
4	Contact Hours (L-T-P)	2-2-0	
	Course Status	Compulsory	
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	<ol style="list-style-type: none"> 1. 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 2. 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. 	
7	Course Outcomes	CO1: To define the concepts of Business Research methods and its importance in the modern day Organizations CO2: To demonstrate an understanding of application of Research tools in business operations in order to effectively utilize their resources . CO3: To enhance student ability to analyse the implications of Business Research techniques CO4: To explain the applications of specific Research tools and techniques used for business research CO5: To evaluate Research report analysis and decision making with appropriate Statistical tools	
8	Outline syllabus		CO Mapping
	Unit A	Introduction to research	
	A 1	Research: Meaning, Nature Scope of Research.	CO1
	A 2	Types of Business Research, Ethical issues in business research	CO1
	A 3	Criteria of good research, Types of research.	CO1
	Unit B	Fundamentals of Business research and Process	

	B 1	Business Research: An overview Research process Steps involved in preparing business research plan/proposal	CO1
	B 2	problem formulations	CO2
	B 3	management problem v/s. research problem	CO2
	Unit C	Business Research Design	
	C 1	Business Research Design: Exploratory, Descriptive, & Causal research.	CO3
	C 2	Exploratory research: Meaning, suitability, collection, hypothesis formulation Descriptive research: Meaning, types of descriptive studies, data collection methods.	CO3
	C 3	Causal research: Meaning, various types of experimental designs, types of errors affecting research design	CO3
	Unit D	Data Collection Methods	
	D 1	Data collection Methods: Primary and Secondary data – Sources – advantages/disadvantages.	CO4
	D 2	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
	D 3	Data collection Types – Observations, Survey, Interview, Questionnaire design, Qualitative Techniques of data collection.	CO4
	Unit E	Data Presentation, Analysis & Interpretation, Writing Report	
	E 1	Editing, Coding, Classification, Tabulation, Analysis, & Interpretation.	CO4
	E 2	Data analysis-I: Testing of hypothesis-- Tests of significance Z, t, F and Chi-Square. Data analysis-II: Correlation and Regression techniques	CO4
	E 3	Data Analysis III: Introduction of Multivariate Data Analysis: Factor Analysis, Multiple Regression, Discriminant analysis, Cluster analysis Research report: Oral report, Written reports, Types & Advantages/Disadvantages of oral and written reports,	CO4, CO5

		Components of written research report			
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s	Business Research Methods by Naval Bajpai by Pearson			
	Other References	Research methodology by, Kothari Marketing Research by Parsuraman, grewal & Krishnan by Biztantra			

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

17.Total Personality Development

School:		Batch : 2018-20	
Program: MBA		Current Academic Year: 2018-19	
Branch: -		Semester: 2nd	
1	Course Code	MBP 116	
2	Course Title	Total Personality Development	
3	Credits	3	
4	Contact Hours (L-T-P)	0-0-3	
	Course Status	Compulsory	
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 enhance holistic development of students and improve their employability skills 2. Emphasizing on reading a variety of texts. 3. Enacting texts and performing them. 4. Analyzing and comprehending texts. 5. Time Management and prioritization 	
7	Course Outcomes	CO1: The student should be able to understand attitude and its influence on behaviour. (Understand) CO2: The student should be able to show themselves in social & professional settings. (APPLY) CO3: The student should be able to prioritize and Manage time (Eisenhower's Matrix)(Analyse) CO4: The student should be able to assess and read a variety of genres and review them. (Evaluate) CO5: The student should be able to develop intrapersonal, pronunciation skills, interpersonal skills and be an effective goal oriented team player.(Create) CO6: The student should be able to develop professionals with idealistic and practical skills (which includes skills as debating, JAM and Declamation).	
8	Outline syllabus		CO Mapping
	Unit A	PERSONALITY: Understanding & Analysing	
	A 1	Introduction, Need for Personality Development.	CO1
	A 2	SWOT in terms of Self Analysis	CO1
	A 3	Self-Awareness, Goal Setting	CO1
	Unit B	Oratory Presentation	
	B 1	Presenting oneself, Confidence Building	CO2,CO5&CO6

	B 2	Extempore and Speech	CO2,CO3 &CO4
	B 3	Debate, Role Play and JAM	CO2,CO5& CO6
	Unit C	Non-verbal communication	
	C 1	Body Language and Para Language	CO2
	C 2	Attitude and behavior	CO1&CO2
	C 3	Time Management	CO3
	Unit D	Etiquettes: Social, Business, Civic Sense, Social Norms	
	D 1	Dressing and Dining	CO1, CO2
	D 2	Telephone & E-mail etiquettes	CO1,CO6
	Unit E	Group Discussion & Mock Interviews	
	E 1	Group Discussion, Group Dynamics and Group Decision	CO5 & CO6
	E 2	Interview Preparatory Process & Activity	CO5 & CO6
	E 3	Role Plays, Presentations and Speaking Activities	CO1, CO5 & CO6
	Unit F	Impactful Videos and Follow-ups	
	F1	The most Inspiring people (Life-Skills Activities)	
	F2	Book Review of Book 1	CO4 , CO5 &CO6
	F3	Book Review of Book 2	CO4 , CO5 &CO6
	Unit G	Learning's and Take-Away	
	G1	The learning from the biggest giants, the roller-coaster faced by the companies and how they overcame the roughest patch (Declamation)	CO6
	G2	Take away from the inspirational books (Declamation)	CO6
	Mode of examination	Practical	
	Weightage Distribution	CA 60%	MTE ETE 40%
	Text book/s*	Leader interpersonal and influence skills; The soft skills of leadership by E.Riggio and Sheryill. J. Tan	
	Other References	Love has its various ways for Life skills	

POs Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	-	2	1	2	3	1	2	-	3	3
CO2	1	2	2	2	3	2	2	2	2	3
CO3	-	2	-	2	3	3	3	1	3	1
CO4	1	2	1	-	2	2	2	2	2	2
CO5	1	2	1	1	3	3	2	-	3	3
CO6	1	2	1	1	2	2	2	-	3	2

18. Project Finance and Management

School:		Batch : 2017-19	
Program:		MBA	Current Academic Year: 2019
Branch:		Semester: IV	
1	Course Code	Project Finance and Management	
2	Course Title	MBA-214	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory /Elective	
5	Course Objective	7. The objective of this course is to familiarize the student with both, capital budgeting aspect and the contents of a bankable feasibility report. 8. Working knowledge of estimating cash flows for a project. 9. Behavioural aspects of project finance are also dealt with. 10. Students should develop working knowledge of preparing market and technical report. 11. Aware of the practical difficulties in implementing a project	
6	Course Outcomes	On completion of this module the student will be able to: CO13. Recognize complexities involved in Project Management. CO14. Interpret the market and demand through technical projections of the project CO15. Apply various methods of capital budgeting and risk analysis CO16. Explain the sequential steps of the project management CO17. Evaluate the project scope, project time, project cost and budgets, project resources, project quality CO18. Integrate contemporary issues and project reviews	
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	<ul style="list-style-type: none"> Project: Concept 	CO1

		<ul style="list-style-type: none"> • Phases of Capital Budgeting • Facets of Project Analysis • Generation & Screening of project ideas 	
	B	<ul style="list-style-type: none"> • Monitoring the environment • Tools for identifying investment opportunities • Corporate Appraisal 	CO1,CO2
	C	<ul style="list-style-type: none"> • Preliminary Screening • Project Rating Index • Sources of Positive Net Present value 	CO1,CO2
	Unit 2		
	A	<ul style="list-style-type: none"> • Objectives • Collection of Secondary Information, Industry specific sources of information • Conduct of market survey • Analysis tools 	CO2
	B	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Technical Analysis of projects • Financial Estimates & Projections of projects 	CO2
	Unit 3		
	A	<ul style="list-style-type: none"> • Investment Criteria • Discounted Cash flow techniques 	CO3
	B	<ul style="list-style-type: none"> • Project Cash flows • Project Cost of Capital 	CO3
	C	<ul style="list-style-type: none"> • Project Risk Analysis 	CO3,CO4
	Unit 4		
	A	<ul style="list-style-type: none"> • Social Cost Benefit Analysis • UNIDO approach 	CO4,CO5
	B	<ul style="list-style-type: none"> • Network techniques for project management 	CO4,CO5

		CPM & PERT Models			
	C	<ul style="list-style-type: none"> • Practical applications of CPM & Models • Time and Resource planning 			CO4,CO5
	Unit 5				
	A	<ul style="list-style-type: none"> • Control of in-progress projects • The post-audit • Abandonment Analysis 			CO6
		<ul style="list-style-type: none"> • 			
	B	<ul style="list-style-type: none"> • Evaluating the capital budgeting 			CO3,CO6
	C	<ul style="list-style-type: none"> • Financing Infrastructure Projects • Financing Power Projects. • Public Private Partnership (PPP- Model) 			CO6
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Prasana Chandra , ‘ Projects: Planning , Analysis, Selection, Financing , Implementation, and Review, 7 th Edition, Mc Graw Hill			
	Other References	Prasana Chandra , ‘ Projects: Planning , Analysis, Selection, Financing , Implementation, and Review, 7 th Edition, Mc Graw Hill			

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	1	1	1	1	1	1	1

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

19. Corporate Banking

School:		School of Business Studies (SBS)	Batch : 2017-19
Program:		M.B.A. (B&F)	Current Academic Year: 2018 - 19
Branch:		Finance	
1	Course Code	MBA241	
2	Course Title	Corporate Banking	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-1	
	Course Type	Elective	
5	Course Objective	<p>The objectives of this module are:</p> <p>To understand the meaning and importance of corporate banking</p> <p>To understand various services offered by banks to corporate, such as: Cash Management, Debtors Management, Business advisory, Off shore services etc.</p>	
6	Course Outcomes	<p>On completion of this module the student will be able to:</p> <p>CO1. Gain in-depth knowledge of fund mobilization and its application.</p> <p>CO2. Understand the concept of corporate banking.</p> <p>CO3 .Apply knowledge of special skills required for credit appraisal</p> <p>CO4. Classify Project and Infrastructure Finance</p> <p>CO5 : Evaluate the risks involved in Corporate and Project Finance</p> <p>CO 6: Plan out post sanction compliance of the corporate loans</p>	
7	Course Description	<p>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.</p>	
8	Unit A	Corporate Banking And Finance	

	A1	Corporate Banking	CO 1
	A2	Corporate Deposits	CO 1
	A3	Corporate Finance	CO 2
	Unit B	Credit Management In Banks	
	B1	Deployment of Bank's Funds	CO 1
	B2	Government Regulation of Credit	CO 1
	B3	Credit institutions in India, Evolving System of Bank Credit and Credit Policy of Banks.	CO 2
	Unit C	Appraisal of Credit Proposals: Sanctioning of Credit Limits.	
	C1	Meaning and Scope of Credit Appraisal	CO3
	C2	The Credit Process- Pre- Sanction and Post- Sanction	CO 2 & CO6
	C3	Expected Qualities/ Traits of a Good Credit Officer/ Manager	CO 3
	Unit D	Project and Infrastructure Finance	
	<i>D1</i>	Features of Project Finance, Managing Risk in Project Financing	CO 4
	D2	Appraisal of Project Finance Proposals, Disbursement, Monitoring, Supervision and Follow up of Project Finance Loans	CO 4 & CO6
	D3	RBI Guidelines on Financing of Infrastructure Projects	CO 4
	Unit 5	Post-Sanction Compliance: Monitoring/ Supervision of Advances	
	A	Purpose and process of Documentation	CO 5
	B	Documentation for Fresh Advances/ Renewal/ Enhancement in Limits/ Death of the borrower	CO6
	C	Post sanction follow up and supervision through visits	CO 6
	Mode of examination	Theory /Practical/Viva	
	Weightage	CA	MTE ETE

	Distribution	30%	20%	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✓			

Program Outcome Vs Course Outcomes Mapping Table

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	1	-	-	2	2	2	2	1	2	2
CO 2	2	3	-	-	2	-	2	1	2	1	2
CO 3	2	2	-	-	1	1	-	2	2	1	2
CO 4	1	3	1	1	2	1	-	1	1	1	2
CO 5	2	3	1	1	1	1	-	1	1	-	2
CO 6	1	2	1	1	1	1	-	1	1	-	2

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

20. Regulatory Framework for Financial & Banking Sector

School:		SBS	Batch :
Program:		MBA	Current Academic Year: 2019-20
Branch:		Semester: III	
1	Course Code	MBA_242	
2	Course Title	REGULATORY FRAMEWORK FOR FINANCIAL & BANKING SECTOR	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory /Elective/Open Elective	
5	Course Objective	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.	
6	Course Outcomes	CO1: The student will be able to recognise & quote various compliances that are required to be done while working in banks, financial institutions & other financial services organizations. CO2: The student will be able to relate the necessity for such compliances to the interest of various stake holders. CO3: The student will be able to prepare policy guidelines for operations. CO4: The student will be able to analyze situations and accordingly prioritize focus on sensitive issues while working in such organizations. CO5: The student will be able to evaluate the applicability of certain laws in his work profile	
7	Course Description	The course prepares students to gain knowledge and understanding of the various Legal & Regulatory requirements under which the banks & financial institutions Operate. It will enable them to analyze situations which require different legal & regulatory compliances while working in related organizations.	
8	Outline syllabus		CO Mapping
	Unit 1	REGULATORY INSTITUTION – RBI	
	A	Financial Market- Structure of Banking & Financial Institutions	CO1
	B	Important Provisions of RBI Act & Banking Regulation Act.	CO1, CO2
	C	Organisation, Objectives, Role and Functions ,Credit & Monetary policy of RBI	CO1, CO2
	Unit 2	FOCUS AREAS OF REGULATION BY RBI - with case studies	
	A	Branch Licensing Policy and Procedure for seeking license from RBI	CO2, CO3
	B	Audit & Inspection, Supervision & Control, On site/Off site surveillance, basic statistical returns	CO3, CO4
	C	Merger, amalgamation, winding up – powers to control	CO4, CO5
	Unit 3	Securities & Exchange Board Of India	

	A	SEBI Act			CO2, CO3
	B	Organization, objectives and Functions			CO2
	C	Raising Resources-Public Issues & Mutual Funds - SEBI Guidelines.			CO3, CO4
	Unit 4	Insurance Regulatory & Development Authority			
	A	Concept of Insurance – History, types – Life, General, Health & Reinsurance			CO2
	B	Insurance Act 1938,General Insurance Nationalization Act 1972,IRDA Act 1999- Objectives and functions of IRDA			CO2, CO3
	C	IRDA Guidelines for Insurance- Life, General, Health & Reinsurance			CO2
	Unit 5	Other Important Acts / Laws			
	A	Money Laundering - KYC & Prevention of Money Laundering Act			CO3, CO4, CO5
	B	Information Technology Act, Right to Information Act, Foreign Exchange Management Act			CO3, CO4, CO5
	C	Customers’ Grievance Redressal – Mechanism of Ombudsman			CO4, CO5
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Legal & Regulatory Aspects of Banking: Macmillan Publishers India Pvt. Limited - IIBF			
	Other References	Banking Law & Practice in India- ML TANNAN: Wadhwa Book Company			

POs COs	PO 1	PO2	PO3	PO 4	PO 5	PO 6	PS O1	PSO 2	PS O3	PSO 4	PSO 5
CO 1	3	1	-	2	1	-	-	3	1	1	3
CO 2	3	3	-	2	1	-	-	3	2	3	3
CO 3	3	2	-	2	1	-	-	3	1	1	3
CO 4	3	3	-	2	1	-	-	3	1	1	3
CO 5	3	2	-	2	1	-	-	3	2	2	3

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

21. Treasury Operations & Risk Management

School: SBS		Batch : 2018-2020	
Program:MBA		Current Academic Year: 2019-20	
Branch: B&F		Semester: III	
1	Course Code	MBA_243	
2	Course Title	Treasury Operations & Risk Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory /Elective/Open Elective	
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>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: Will be able to identify & differentiate in ways and means of raising resources at optimum cost so as to maximize profit for the organization.</p> <p>CO3: He will also be able to choose the type of risks in specific transactions, assess & calculate the risk and mitigate the same.</p> <p>CO4: He will be able to analyze the reasons for different pricing for different financial products.</p> <p>CO5: He will be confident in taking decisions in tune with the prescribed risk appetite in terms of the policy of the organization.</p> <p>CO6: He will have the ability 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	CO1, CO2

		in a treasury			
	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 An 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/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	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			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	1	1	1	1	1	1	2	3	3	3
CO2	2	1	1	1	1	1	1	2	3	3	3
CO3	2	1	1	1	1	1	1	2	3	2	3
CO4	2	1	1	1	1	1	1	2	3	2	3
CO5	2	1	1	1	1	1	1	2	3	2	3
CO6	2	1	1	1	1	1	1	2	3	2	3

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

22. Security Analysis and Portfolio Management

School: SBS		Batch :	
Program: MBA		Current Academic Year: 2018 – 19	
Branch: Dual – Finance/ B & F		Semester: Third	
1	Course Code	MBA 215	
2	Course Title	Security Analysis and Portfolio Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Elective	
5	Course Objective	1. To acquaint the students with the concept of Security Analysis & Portfolio Management. 2. To learn the methods to value securities, especially equity, bonds and debentures 3. To comprehend the working knowledge of Futures & Options. 4. To adept in developing portfolio for clients comprising of Futures & Options, Mutual funds, Insurance, Real estate etc.	
6	Course Outcomes	On completion of this module the student will be able to: CO1. Describe the key concepts of investment, securities, analysis of securities and portfolio management. CO2. Apply various fundamental and technical analysis techniques to value the securities. CO3. Estimate the value of various kind of securities like fixed income securities, equity shares, financial derivatives etc. CO4. Analysis of securities for portfolio construction. CO5 Construct portfolio for investors. CO6 Appraise portfolio performance	
7	Course Description	Security Analysis and Portfolio Management relates to investment in financial assets with specific attention to the returns and risk associated with investing in securities. The subject 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.	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Security Analysis and Portfolio Management	
	A	Objectives of Investment, Investment V/S Speculation, Investment Attributes and Avenues. Traditional Vs Modern Approach to Security Analysis and Portfolio Management,	CO1
	B	Structure of Indian Security markets- An overview, Security Trading Operations, Securities and Exchange Board of India – regulatory functions and role	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			
	A	Approaches to valuation of securities – Fundamental Analysis, E-I-C Framework.			CO2, CO3
	B	Valuations of Bonds: Measurement of bond prices and yields - Yield to maturity, risk in bonds.			CO2, CO3
	C	Valuation of Equity Shares : Constant growth rate, Two stage growth rate model and Multiple period holding models			CO2, CO3
	Unit 3	Technical Analysis, EMH and Financial Derivatives			
	A	Fundamental v/s Technical Analysis, Tools and Techniques of Technical Analysis: Charting Techniques, Dow Theory, technical indicators.			CO2, CO3
	B	Efficient Market Hypothesis: Forms of stock market efficiency, Random Walk theory, Empirical evidences and implications.			CO3, CO4
	C	Financial Derivatives – Futures & Options, pricing of options - Black and Scholes-Model. Spot – Future price relationship.			CO3,CO4
	Unit 4	Portfolio Analysis and Selection			
	A	Portfolio Analysis: Portfolio Risk and Return upto three security. Markowitz and Sharpe index model.			CO4, CO5
	B	Portfolio Selection: Risk and investor preferences, Selecting the optimal portfolio,			CO4, CO5
	C	Portfolio Selection : Applications and Investment Constraints.			CO4, CO5
	Unit 5	Asset Pricing Theories and Portfolio Performance Measurement			
	A	Capital Market Theory, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory (APT)			CO4, CO6
	B	Sharpe’s Performance measure, Treynor’s Performance measure, Jensen’s Performance measure.			CO4, CO6
	C	Mutual Funds Performance Evaluation			CO6
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas publications, Reprint 2017			
	Other References	1. Chandra P - Investment Analysis and Portfolio Management (Tata Mc GrawHill) 2. Fischer and Jordan - Security Analysis and Portfolio Management (Prentice-Hall, 1996, 6th			

		edition) 3. Ranganatham - Investment Analysis and Portfolio Management (Pearson Education, 1st Ed.) 4. Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH, 6th Ed.).	
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POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
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	1	1	1	1	1	1	1	-

23. Technology in Banking , CRM and Retail

School:		School of Business Studies (SBS) Batch : 2018-20
Program:		M.B.A (B&F) Current Academic Year: 2019 - 20
Branch:		Finance
1	Course Code	MBA 282
2	Course Title	Technology in Banking , CRM and Retail
3	Credits	3
4	Contact Hours (L-T-P)	40
	Course Type	COMPULSORY
5	Course Objective	<p>CO1.Identify the latest and commonly used banking Technology adopted by Banks.</p> <p>CO2.Describe the Techno implications of customer convenience in service industry in a big way.</p> <p>CO3. Apply the Scientific aspects of Customer Relationship Management and its use in Business Development.</p> <p>CO4. Explain the Scope of Retail Banking in the existing Indian banking Space .</p> <p>CO5.Classify the Customer Relationship Management Concept for New Acquisition and Growth of the existing Business.</p> <p>CO6: Illustrate the Practical aspects on all the concepts which are critical in techno banking and Retail aspects.</p>
6	Course Outcomes	<p>On completion of this module the student will be able to :</p> <p>1:This 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.</p> <p>2: The technology can be used for better business development strategy and quality acquisition of Customers.</p> <p>3: The students will understand the Profit Centre Concept and will work practically to make all the Profit Centres Profitable.</p> <p>4: Students 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.</p> <p>5. Students should be able to create real time Customer Relationship Management Tools for growth of Business in Stronger Manner.</p> <p>6.They should be able to understand the regulatory aspects of RBI</p>

		for better development of Banking Business.	
7	Course Description	<p>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 analysing the individual Cost Centres and working in a positive direction</p> <p>The new dimensions of Banking Needs to be understood Very Clearly and the students should understand the Practical Implacability to apply it practically across all the concepts and aspects.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Technology in Banks	
	A Understandin g 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 Understandin g the electronic Products of Bank	Electronic products- Internet Payment Gateway, Merchant Services, Remittance Products and Wealth Management Products	CO 2, CO 3
	B Undersatndin g 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 Opeartions Technology	Electronic Payment Systems, Online Banking, Smart cards, Account number portability, CTS, micro fiche, note and coin counting devices	CO 6, CO 3

Module		
Unit 3	Retail Banking	
A Understanding 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 in Retail Banking	Need for building up customer relationship and importance of customer service in a country like India, Termination of relationship	CO 2, CO6
C Future Growth Prospects of Retail Banking	Future of Retail in India with Perspective to Financial Services	CO 2, CO4
Unit 4	Retail Banking---contd	
A Understanding of Retail Portfolio on Assets and Liabilities Side	Retail Lending Schemes, Retail Liability Schemes	CO 6
B Understanding of Important Liability products in Retail Banking	Current Accounts, Term Deposit accounts, Recurring deposit accounts	CO 6
C Regulators Role in Retail Banking	Reserve Bank of India's Model Policy on Bank Deposits	CO 4
Unit 5	Customer Relationship Management	
A Understanding CRM	CRM concepts, Acquiring customers, customers loyalty, and optimizing customer relationship	CO5, CO4
B Managing	CRM links in E-Business, Managing and sharing customer	CO 5, CO4

	the CRM	data			
	C Choosing the right CRM for the best Usage	Choosing CRM Tools, Managing Customer relationship			CO 6,CO4
	Mode of examination	Theory /Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	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			

Program Outcome Vs Course Outcomes Mapping Table

POs Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	1	3	2	-	3	1	1	1	3	3	3
CO.2	2	2	1	3	2	2	-	3	2	2	1
CO.3	3	1	3	2	1	-	2	2	3	2	-
CO.4	1	2	1	1	3	2	1	1	1	3	2
CO.5	3	-	1	2	1	1	3	1	2	2	1
CO.6	-	1	3	1	1	2	2	2	1	1	-

1-Slight (Low)

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

24. Micro Finance & Rural Credit

School: School of Business Studies		Batch : 2018-20
Program: MBA		Current Academic Year: 2018-19
Branch:		
1	Course Code	MBA 280
2	Course Title	Micro Finance & Rural Credit
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 knowledge of evolution of financial structure for delivery of credit in the rural areas. • Introduction to the problems under micro finance & possible remedies, ways to boost rural economy, poverty alleviation, taking banking to the untapped rural market. • Develop knowledge, capability, and skills necessary for making sound decisions with the help of various models, keeping in view operational & regulatory aspects pertaining to Microfinance Institutions & Environment
6	Course Outcomes	<p>The student will be able to</p> <p>CO1: Define the fundamental drivers of development finance and approaches in microfinance apply to rural finance.</p> <p>CO2: Identify the special challenges of rural areas that are traditionally associated with rural and agricultural credit directed to the poor.</p> <p>CO3: Discover new and innovative strategies for loan products and savings approaches for agriculture and rural areas.</p> <p>CO4: Explain & analyze a rural and agricultural portfolio assessment and loan analysis – applying 5 C's in rural finance.</p> <p>CO5: Evaluate with several innovative models and alternate ways of offering rural finance services.</p> <p>CO6: Develop an awareness of sources and reference links to further information and support for addressing future challenges in the application of financial services in rural areas.</p>
7	Course Description	This course has been designed for an introductory understanding & working knowledge on rural and microfinance credit with the fundamentals of

		development finance and approaches in microfinance which apply to rural finance, addressing the issues and characteristics that must be understood and taken into account in order to understand & address rural, and in particular agricultural, finance.	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction - RURAL POVERTY, RURAL CREDIT & FINANCIAL INSTITUTIONS	
	A	Rural economy & Need for credit: Poverty in rural area, its form & extent, role of credit in poverty alleviation; Emergence of Banking in the country & Institutional framework for credit & development in rural areas, Issues & challenges faced for Inclusive growth	CO1,CO3,
	B	Lead Bank Scheme, role of commercial banks in agricultural finance & allied activities in rural areas; Types of loans available in rural areas - crop loan, loan for minor irrigation, Kissan Credit Card, Tractor loan, housing loan, loan for warehousing;	CO1,CO3
	C	Objectives of RRBs, Their evolution, Working and Management	CO1,CO3
	Unit 2	RBI – POLICIES ON RURAL CREDIT & ROLE OF NABARD	
	A	RBI- its role in policy formation towards rural credit, Role of NABARD in agricultural & rural development	CO2,CO3
	B	Coordinating role of RBI among different financial agencies in India. RBI's regulation of money lending activities for rural sector. Regulatory role,	CO2, CO3,CO4
	C	Livelihood Promotion: Introduction, Poverty in India, Livelihood Intervention & Livelihood Promotion efforts in India, Integrated Sectoral Strategies for vulnerable segments of the population, Income Generating Activities in allied agriculture, KVIC, State Intervention in rural Credit, IRDP, SGGSY, MNREGA, Jan Dhan Yojna	CO2,CO3,CO4
	Unit 3	History and Status of M F in other countries & India	
	A	Introduction- Microfinance–definition, meaning and scope; History of Microfinance, Models of microfinance across the world-Grameen Bank Model, Individual Lending Model, Bank Rakyat Indonesia, Land Bank in Philippines, The Group Model, Village Banking Model, Credit Unions and Cooperatives, Lessons from international experience	CO2,CO3,CO4
	B	MODELS IN INDIA Self Help Group, Joint Liability Group, SHG-Bank Linkage Model, MFI & Bank Linkage Model, NBFC Model	CO3,CO4
	C	SHG-Bank Linkage Program- SEWA, Lijjat Papad Udyog, Uniqueness of the Program, Advantages, Models under SHG-Bank Linkage Program Role of Nabard in other	CO3,CO4

		initiatives for Microfinance,			
	Unit 4	Banking Alliance & Partnership			
	A	Bank Partnership Model- Banking Correspondence and Banking Facilitator approach Leveraging Technology to reach remote areas			CO2,CO3,CO4,C05
	B	Microfinance Institutional approach, MFI structure, Types of MFI			CO2,CO3,CO4,
	C	Constraints in mainstreaming of of MFI & challenges faced in this sector.			CO3,CO3,CO4
	Unit 5	RECENT DEVELOPMENTS			
	A	Portfolio Securitization: SHG-2- Revisiting SHG-Bank Linkage, product level changes, allowing voluntary changes, improving risk mitigation,			CO4,CO5,CO6
	B	National Rural Livelihood Mission & State Level Rural Livelihood Mission and their salient features			CO4,CO5,CO6
	C	Legal & Regulatory frame work for microfinance— Malegaon Committee Recommendations adopted by RBI, MFI Regulation & Development Bill, Code of (MPOconduct of MFIs in India			CO4,CO5,CO6
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Microfinance-Perspectives & Operations: Macmillan Publishers India Pvt. Ltd & IIBF (MPO)			
	Other References	Rural Banking Operations: Taxman Publishers India Pvt. Ltd. & IIBF (RBO)			

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	-	2	2	2	2	3	--	-	2
CO 2	3	2	-	2	1	1	2	3	-		2
CO 3	3	3	-	3	2	2	2	3	-	-	3
CO 4	3	3	-	3	2	3	3	1	-	-	2
CO 5	2	2	-	3	3	3	2	1	-	-	2
CO 6	1	2	-	2	1	1	1	1	-	-	2

25.Strategic Management

School: SBS		Batch : 2018-20
Program: MBA		Current Academic Year: 2019-20
Branch:		Semester: IV
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 /Elective/Open Elective
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</p> <p>CO2: Understand various tools and frameworks for strategic analysis</p> <p>CO3: Apply the various tools and frameworks for strategic analysis</p> <p>CO4: Analyse the real life situations of company using a strategic management perspective</p> <p>CO5: Evaluate critically real life company situations</p> <p>CO6: Develop the strategic solutions for problems/dilemma of an organisation for implementation</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 analysing 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	Analysing External Environment: Industry Analysis, Porter's five forces model		CO2, CO3, CO4
	B	Analysing 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
	Unit 5	Strategy Implementation		
	A	Strategy Implementation: Organizational structure		CO4, CO5, CO6
	B	Leadership and Corporate culture		CO4, CO5
	C	Strategy Evaluation & Control		CO4, CO5
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	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) 		

Mapping of COs with POs (program objectives)

POs	PO	PO	PO	PO	PO	PO	PSO	PSO	PSO	PSO
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COs	1	2	3	4	5	6	1	2	3	4
CO 1	3	1	1	1	1	1				
CO 2	3	1	2	1	1	1				
CO 3	1	2	2	1	1	2				
CO 4	1	3	3	2	2	3				
CO 5	1	3	2	2	2	3				
CO 6	1	3	2	1	3	3				

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

26. International Banking

School:		School of Business Studies (SBS)	Batch : 2018-20
Program:		M.B.A. (B&F)	Current Academic Year: 20189- 20
Branch:		Finance	
1	Course Code	MBA281	
2	Course Title	International Banking	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-1	
	Course Type	Elective	
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	<p>Due to globalisation and liberalisation 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.</p>	
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 Corresponden t 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 Covering	Internal Techniques of Hedging	CO 4,CO 5
	B Exchange	External Techniques of Hedging.....continued...	CO 5, CO 6

	Risk Covering				
	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 <i>Negotiation of Documents</i>	Negotiations of documents under LC: Import payments			CO 5 , CO 6
	Mode of examination	Theory /Practical/Viva			
	Weightage Distribution	CA 30%	MTE 20%	ETE 50%	
	Text book/s*	Text Book: Indian Institute of Banking & Finance--- International Banking, Macmillan Publishers, India			
	Other References	1. International Financial Management by TANMAN 2. Financial Engineering --- Marshall, John F; Bansal, Vipul K (Prentice Hall of India) 3. Financial Derivatives --- Kumar, S S S (Prentice Hall of India) 4. International Financial Management by P.K Jain Online Resources: www.capitalideasonline.com www.sebi.gov.in www.amfiindia.com www.capitalmarket.com www.icicidirect.com www.bseindia.com www.bondmarkets.com www.nse-india.com www.nsdl.co.in			

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Program Outcome Vs Course Outcomes Mapping Table

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2	2	1	-	1	1	1	2	2	-	3
CO 2	1	2	2		2	1	1	2	2	1	3
CO 3	1	2	1	-	2	2	1	2	3	-	3
CO 4	2	2	2	-	2	2	1	3	3	-	3
CO 5	2	2	1	-	1	1	1	2	2	-	2
CO 6	2	2	1	-	1	1	1	2	2	-	3

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

27. International Financial Management

School: School of Business Studies		Batch : 2018-20
Program: MBA		Current Academic Year: 2019-20
Branch:		Semester: IV
1	Course Code	MBA 261
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: Develop strategies to deal with other types of country risks associated with foreign operations.</p>
7	Course Description	<p>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.</p>
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 behaviour 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
	C	Non Financial Factors in Capital Budgeting/ Evaluation and Management of Political Risks./International Investment.	CO3,CO4
	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
	B	The World Bank and International Finance Corporation Asian Development Bank, The Process of Internationalisation and International Banking, Direction and purposes of lending and Lending risk.	CO2,CO3,CO4,
	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	
		30%	20%	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.			

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	-	3	1	2	2	1
CO4	1	2	2	2	3	3	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

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

28. Module on Finacle

School: SBS		Batch: 2018-21	
Program: BBA		Current Academic Year: 2018	
Branch: Banking		Semester:	
1	Course Code	New	
2	Course Title	FINANCE	
3	Credits	3	
4	Contact Hours (L-T-P)	1-0-2	
	Course Status	Compulsory	
5	Course Objective	a) This course helps students to work with well-known banking Software Finacle. b) Students will Perform banking enquiries and study Transaction Trails. c) Finance is not just theoretical program, but it also includes continuous practice, to make students ready with required skill for employability in the job market. d) The objective of the course is to acquaint students with the Transactions Concept , tools and techniques which give strong Banking Operations background .	
6	Course Outcomes	After the completion of the course students will be able to: CO-1 Work with well-known banking Software. CO-2 understand and execute the enquiries using the Finacle Software. CO-3 explain the objective of financial reporting and related key banking transactions principles. CO-4 possesses required skill and can also be employed as Bank Officers	
7	Course Description	Finacle involves making use of computers and banking software to enquire , record, and analyze Transaction data. Better Practical application of finacle brings with it many advantages that are unavailable to any traditional systems .	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Finacle	
	1 A	Introduction .	CO-1
	1 B	Technological innovation in Bank with Finacle.	CO-1
	1 C	Historical aspect of Finacle .	CO-1
	Unit 2	Finacle E Banking Architecture	
	2 A	Finacle Multi Layered Architecture.	CO-2
	2 B	Advantages of Multi Layered Architecture.	CO-2
	2 C	Different Layers of Finacle E Banking Architecture.	CO-2
	Unit 3	Installation and Configuration	
	3 A	Installation of Finacle E Banking on Server.	CO-3
	3 B	Data Base Creation, Application Deployment and	CO-3

		Application Configuration.	
	3 C	Integration of Finacle with Other Host System.	CO-3
	Unit 4	Customization	
	4 A	Customization of different Layers in Finacle .	CO-4
	4 B	Methodology In Customization.	CO-4
	4 C	Tools in Customization.	CO-4
	Unit 5	Frame works of Finacle	
	5 A	Understanding of Supplementary Frameworks.	CO-4
	5 B	Batch Framework, Reporting Framework.	CO-4
	5 C	Audit Framework.	CO-4
	Mode of examination	Practical/Viva	
	Weightage Distribution	CA 60%	MTE 0%
			Practical/Viva 40%
	Text book/s*	Bank Audit- A Practical Guide For Bank Auditors CA Anil K Saxena	
	Other References	The training Materials on Finacle has to be read by reference websites and Updations needs to be read on the various sites of Good Banks.	

Program Outcome Vs Course Outcomes Mapping Table

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2	2	1	-	1	-	-	-	--	-	2
CO 2	1	1	1	-	1	-	-	1	-		3
CO 3	2	2	-	1	1	-	-	1	2	-	2
CO 4	1	1	-	-	1	-	1	1	-	-	3

29. Entrepreneurship Development

School: SBS		Batch : 2018-20	
Program: MBA		Current Academic Year: 2019-2020	
Branch:		Semester: IV (Even)	
1	Course Code		
2	Course Title	Entrepreneurship Development	
3	Credits	3	
4	Contact Hours (LT-P)	3-0-0	
	Course Type	Compulsory	
5	Course Objective	1. Understand conceptual framework of entrepreneurship 2. Recognize and assess the feasibility the entrepreneurial opportunities 3. learn to develop business model and plan 4. learn about nuances of managing the growth of new ventures	
6	Course Outcomes (COs)	On successful completion of this module students will be able to: CO1: Define and describe the concepts related entrepreneurship CO2: Understand the entrepreneurial ecosystem CO3: Analyse the environment for entrepreneurial opportunity/strategy CO4: Evaluate and choose the best alternate CO5: Design/Write a Business Model/Business Plan	
7	Course Description	The course aims to introduce students to the concept of entrepreneurship; different kinds of entrepreneurs and the role of the self and other variables in creation of entrepreneurs; to help them how to scout entrepreneurial opportunities; how to use different tools to assess them and develop a business model and a business plan. The course also aims to introduce different kinds of institutional and non-institutional support and sources of finance available to an aspiring entrepreneurship.	
8	Syllabus Outline		CO Mapping
	Unit 1	Introduction to Entrepreneurship	
	A	Conceptual framework of Entrepreneurship – evolution of theories, Innovation	CO1
	B	Entrepreneur – determinants, characteristics, types, role	CO1
	C	Entrepreneurial ecosystem - institutional and non-institutional	CO2
	Unit 2	Entrepreneurial Opportunities & Feasibility	
	A	Recognizing opportunities and generating Ideas	CO3
	B	Feasibility Analysis	CO4
	C	Analyzing the Business Environment for a new venture:	CO3

		external environment, industry and competitive analysis	
	Unit 3	Developing Business Model & Business Plan	
	A	Effective business Model	CO5
	B	Writing a business plan	CO5
	C	Pitching a business plan	CO5
	Unit 4	Building New Ventures	
	A	Organizational, HR and Legal Issues	CO1, CO2
	B	Managing Intellectual Property Rights	CO1, CO2
	C	Financing a new venture: sources and mechanism of financing	CO2, CO4
	Unit 5	Managing Growth of New Ventures	
	A	Managing the Growth of an Entrepreneurial Venture	CO3
	B	Strategies for Firm Growth; Franchising	CO3, CO4
	C	Family Business Management– Managing Paradoxes; Professionalization; Governance Family Businesses in Asia	CO2
	Mode of examination	Theory/Jury/Practical/Viva	
	Weightage Distribution	CA 30%	MTE 20%
			ETE 50%
	Text book/s*	Barringer & Ireland: Entrepreneurship, Pearson Education, 2011	
	Other References	<ul style="list-style-type: none"> Robert D Hisrich; Michael P Peters and A. Shepherd: Entrepreneurship, Tata McGraw Hill Education Charantimath, Poornima: Entrepreneurship Development and Small Business Enterprises, Pearson, 2011 Gupta S L & Mittal A: Entrepreneurship Development, International Book House, New Delhi, 2011 	

Mapping of Program Objectives (POs) with COs

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

1-Slight (Low)

2-Moderate (Medium)

3-Substantial

30. Rural Banking Immersion Project

School: SBS		Batch :2018-2020
Program: MBA – Banking & Finance		Current Academic Year: 2018-19
Branch:		Semester: IV
1	Course Code	MBP220
2	Course Title	Rural Banking Immersion Project (Field Project)
3	Credits	
4	Contact Hours (L-T-P)	3-0-1
	Course Type	Compulsory
5	Course Objective	This programme is primarily meant for all those who would like to acquire higher education and are interested to work in the field of rural development. The programme is also meant for those who are already working in the field of Rural development either in the governmental or the non-governmental sector.
6	Course Outcomes	<p>CO1: Define & gain insight into the socio-economic structure of rural India.</p> <p>CO2: Identify the important components of Rural Economy & Banking and its allied problems in India.</p> <p>CO3: Discover & appraise the various facets of rural banking and adoption of concepts and best practices in this area.</p> <p>CO4: Explain the concept and methodology for conducting the research in rural market.</p> <p>CO5: Evaluate and solve problems related to rural development and countryside management.</p> <p>CO6: Develop innovative tools and instruments for the multifunctional development of rural areas.</p>
7.		Important Guidelines for the submission of Rural Banking Immersion Projects
		<p>Please consider the following points for the preparation of project report:</p> <p>1. Topic for Project Report</p> <ul style="list-style-type: none"> The selected topic should be problem oriented as well as product, market and Industry specific. It must have the potential to make a significant research work of products or services in relation to the identified problem. It should pertain to original and individual work performance.

		<p>Exactly same work should not be assigned to more than one student.</p> <ul style="list-style-type: none"> • In case, the project size is large and needs to be allocated amongst team members, the project title and scope shall clearly address the role for a module or unit assigned to individual. <p>2. Two (02) neatly typed and bound copies (Black color) of the report must be prepared by each student, one with original certificates from institute & organization (certificate of successful completion from faculty guide and the organization must be enclosed in the project report). In absence of completion certificates, the project submission would be deemed as non-submission. For such cases student would be fully responsible.</p> <p>3. Use the photocopy of certificates in the copy of report.</p> <p>4. The student need to bring Report with original Certificate at the time of Viva and the true copy report are to be submitted to the college.</p> <p>5. The Report will consist of the following:</p> <ol style="list-style-type: none"> a. Cover page on specified format b. Certificate from College, signed by the Faculty Supervisor (Collect it from your supervisor) c. Certificate from Summer Training Organization d. Preface e. Acknowledgement f. Table of Contents g. Part I (suggested headings) <ul style="list-style-type: none"> • About the summer training organization and the industry • Brief history of the organization • Organizational structure • Performance • Products/services • Competitors • SWOT analysis • Problems encountered h. Part II (suggested headings)
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		<ul style="list-style-type: none"> • Research problem • Research Objectives • Research methodology • Data tabulation, interpretation, analysis, findings • Recommendations and conclusion. • Annexure: <ul style="list-style-type: none"> ○ Bibliography of References ○ Questionnaire <p>6. The average size of Report must be 60 - 150 A-4 pages, typed in Times New Roman font size 12, with double spacing. Chapter Headings and Major Headings must be in Font Size 16 and Sub Headings in Size 14.</p> <p>7. The entire report should be double spaced with 1 inch margin on top, right and bottom sides and 1.5 inch margin on left side.</p> <p>8. The page numbering for the pages up to and including Table of Contents should be in Roman small numbers (i.e. i, ii, iii and so on). Thereafter, starting from Part 1, pages should be numbered as 1, 2, 3 and so on.</p> <p>9. In Bibliography of References, detailed reference is required for each data source, whether it is a book, journal, magazine, newspaper, government publication or a website. The format of providing reference:</p> <p>Book</p> <ul style="list-style-type: none"> • Baron Robert A., Psychology, Pearson Education, Fifth Edition, 2008 <p>Journal</p> <ul style="list-style-type: none"> • Kahneman D and Tversky Amos., Prospect Theory : An Analysis of Decision under Risk, Econometrica, Volume 47, No. 2, 1979, Page 263 – 291 <p>Magazine</p> <ul style="list-style-type: none"> • Money Today, October 30, 2008, A Road Map to Retirement, Pg 49 <p>Newspaper</p> <ul style="list-style-type: none"> • Business Standard, 16 March 2009, Regulation of Banks, Pg 12 <p>Website</p> <ul style="list-style-type: none"> • RBI Bulletin, March 2009, http://rbidocs.rbi.org.in/rdocs/Bulletin/PDFs/BUL0309.pdf
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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	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	2	1	2	1	1	2	2	2	2