

# Curriculum and Syllabi MBA

Regulation 2019-2021



**SHARDA**  
UNIVERSITY  
*Beyond Boundaries*

### **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**

### **Mission of the University**

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

**Integrity**  
**Leadership**  
**Diversity**  
**Community**

### **Core Values**

**Integrity**  
**Leadership**  
**Diversity**  
**Community**

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**School of Business Studies, Sharda University**

**Vision**

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

**Mission**

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

**Core Values**

**Integrity, Leadership, Diversity and Community**

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## **1. MBA Programme Structure**

### **1.1 Program Structure- MBA Program**

This Document describes the MBA programs educational objectives, outcomes and mapping of the courses of 104 credits to be spread over a period of 2yrs with compulsory industry internship.

### **1.2 Program Educational Objectives (PEO)**

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

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#### **1.3.1 MBA Programs Education Objectives**

The educational objective of the MBA program of SBS is:

**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

#### **1.3.1.1 Program Specific Outcome**

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

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

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

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

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

**1. Slight (Low)**

**2. Moderate (Medium)**

**3. Substantial (High)**

### **1.3.3 Program Outcomes (PO's) of MBA Dual program of School of Business Studies**

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

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**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.

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

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

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

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

### 1.3.5 Program Outcome Vs Courses Mapping Table:

The MBA Program is of 104 credits. Each Course is of 3 credits. Summer training report and presentation is 4 credit and dissertation report and viva of 6 credits and Community Connect of 2 Credits. Student has a choice to specialization one stream or two stream of in specialize in any of Finance, Banking & Finance, Marketing, Human Resource, Operations Management, International Business, Supply Chain Management, Business Analytics, Healthcare & Hospital Administration, Public Policy and Entrepreneurship & Family Business of the two stream.

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

Enter correlation levels 1, 2, or 3 as defined below:

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

If there is no correlation, put “-“

**1.3.3 Program Outcomes (PO's) and PSOs**

PO1 :Business Environment and Domain Knowledge (BEDK)

PO2 :Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)

PO3 :Global Exposure and Cross-Cultural Understanding (GECCU)

PO4 :Social Responsiveness and Ethics (SRE)

PO5 :Effective Communication (EC)

PO6 :Leadership and Teamwork (LT):

PSO 1. Understanding of Sectoral environment for organizational sustainability.

PSO 2. Acquisition of knowledge, skills and experiential learning in functional areas(s) of management.

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

PSO4. Ability to apply contemporary tools and techniques.

### 1.3.4 Mapping of Program Outcome Vs Program Educational Objectives

	PEO1	PEO2	PEO3	PEO4	PEO5
PO1	1	1	2	2	2
PO2	2	2	2	1	2
PO3	1	2	1	2	1
PO4	2	2	1	1	2
PO5	2	1	1	2	2
PO6	1	1	2	1	1

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

### 1.3.5 Program Outcome Vs Courses Mapping Table<sup>1</sup>:

Program Outcome Courses	Course Name	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
<b>Sem-1</b>											
Course 1.1	Principles of Management	1	2	2	2	1	1	2	1	2	2
Course 1.2	Managerial Communication	2	2	1	2	2	1	1	1	1	1
Course 1.3	Financial Reporting and Analysis	1	1	2	1	2	1	2	2	1	1
Course1.4	Organizational Behavior	1	1	2	2	1	1	2	2	1	2
Course1.5	Marketing Management	2	2	1	1	1	2	1	1	1	1

<sup>1</sup>Cell value will contain the correlation value of respective course with PO.

Course 1.6	Economic Analysis for Business Decisions	2	1	2	1	1	2	1	2	2	1
Course 1.7	Quantitative Techniques for Business Decisions	1	1	2	1	2	1	2	1	2	1
Course 1.8	Information Technology for Managers	2	2	1	1	2	1	2	1	1	2
Course 1.9	Discipline Specific Courses	1	1	2	2	1	1	2	2	1	2
<b>Sem-2</b>											
Course 2.1	Human Resource Management	1	2	1	1	2	2	2	1	2	2
Course 2.2	International Business	1	1	2	1	2	1	2	2	1	1
Course 2.3	Legal Aspects of Business	2	1	1	2	1	1	2	1	2	1
Course 2.4	Corporate Finance	1	1	2	1	2	1	2	2	1	1
Course 2.5	Business Research Methods	2	1	1	1	2	2	1	1	1	1
Course2.6	Production and Operations Management	2	1	1	1	2	1	1	2	2	1
Course 2.7	Total Personality Development	2	1	2	1	1	1	2	1	2	1
Course 2.8	Discipline Specific Courses	2	1	1	2	1	1	2	1	2	1
Course 2.9	Discipline Specific Courses	2	1	2	1	1	2	1	2	2	1

*1. Slight (Low)*

*2. Moderate (Medium)*

*3. Substantial (High)*

## MBA- Program Structure and Credit Distribution (2019-2021) (Choice Based Credit System)

MBA- Program Structure and Credit Distribution (2019-2021) (Choice Based Credit System)													
	Semester 1			Semester 2			Semester 3			Semester 4			
			Cr			Cr			Cr			Cr	
Core Courses	i	Principles of Management	3	i	Human Resource Management	3	i	Legal Aspects of Business	3	i	Strategic Management	3	45
	ii	Financial Reporting & Analysis (FRA)	3	ii	International Business	3	-	-	-	-	-	-	
	iii	Organizational Behaviour	3	iii	Corporate Finance	3	-	-	-	-	-	-	
	iv	Marketing Management	3	iv	Business Research Methods	3	-	-	-	-	-	-	
	v	Economic Analysis for Business Decision	3	v	Production and Operations Management	3	-	-	-	-	-	-	
	vi	Quantitative Techniques for Business Decision	3	vi	Operations Research	3	-	-	-	-	-	-	
	vii	Information Technology for Managers	3	-	-	-	-	-	-	-	-	-	
Ability Enhancement Courses/ Skill Enhancement Courses	i	Managerial Communication	3	i	Total Personality Development	3	i	Industry Readiness	2	-	-	-	8
Discipline Specific Elective Courses	i	DSC-1	3	i	DSC -2 DSC -3	6	i	DSE 4 DSE 5 DSE 6 DSE 7 DSE 8 DSE 9	18	i	DSE 10 DSE 11 DSE 12 DSE 13	12	39
Field Work	-	-	-	i	Community Connect	2	i	Summer Training Report & Presentation	4	i	Dissertation	6	12
Sum Total Credit			27			29			27			21	104

**MBA Program Structure**  
**School of Business Studies**  
**Program MBA**  
**Batch: 2019-2021**  
**TERM-I**

TERM: IS. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Core/Elective Pre- Requisite/ Co Requisite	Type of Course <sup>2</sup> : 1. CC 2. AECC 3. SEC 4. DSE
				L	T	P			
<b>THEORY SUBJECTS</b>									
1.	25378	MBA 150	PRINCIPLES OF MANAGEMENT	3	0	0	3		
2.	25379	MBA 152	MANAGERIAL COMMUNICATION	3	0	0	3		
3.	25072	MBA 129	FINANCIAL REPORTING & ANALYSIS (FRA)	3	0	0	3		
4.	25380	MBA 153	ORGANIZATIONAL BEHAVIOR	3	0	0	3		
5.	25074	MBA 131	MARKETING MANAGEMENT	3	0	0	3		
6.	25076	MBA 133	ECONOMIC ANALYSIS FOR BUSINESS DECISION	3	0	0	3		
7.	25077	MBA 134	QUANTITATIVE TECHNIQUES FOR BUSINESS DECISION	3	0	0	3		
8.	25381	MBA 154	INFORMATION TECHNOLOGY FOR	3	0	0	3		

<sup>2</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

			MANAGERS					
9.	25643	MBA 302	INTRODUCTION TO HOSPITAL AND HEALTHCARE MANAGEMENT"	3	0	0	3 each (One Discipline Specific Course Offered as per Specialization)	
10.	25636	MBA 194	PRINCIPLES OF LOGISTIC MANAGEMENT	3	0	0		
11.	25669	MBA 307	INTRODUCTION TO ENTREPRENEURSHIP AND FAMILY BUSINESS	3	0	0		
12.	25511	MBP 161	DATA MANAGEMENT AND R	3	0	0		
13.	25639	MBA 197	INTRODUCTION TO PUBLIC POLICY	3	0	0		
14.	25670	MBA 308	INTRODUCTION TO CROSS CULTURAL MANAGEMENT	0	3	0		
15.	25671	MBA 309	MARKETING IN ACTION	0	0	6		
16.	25672	MBA 310	FINANCIAL MODELLING THROUGH EXCEL	0	3	0		
<b>TOTAL CREDITS</b>							<b>27</b>	

**MBA Program Structure Template**  
**School of Business Studies**  
**Program MBA**  
**Batch: 2019-2021**  
**TERM: II**

S. No.	Paper ID	Sub Code	Subjects	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>3</sup> : 1. CC 2. AECC 3. SEC 4. DSE
				L	T	P			
<b>THEORY SUBJECTS</b>									
1	25421	MBA156	Human Resource Management	3	0	0	3		
2	25422	MBA157	International Business	3	0	0	3		
3	25110	MBA139	Corporate Finance	3	0	0	3		
4	25427	MBA162	Business Research Methods	3	0	0	3		
5	25428	MBA163	Production and Operations Management	3	0	0	3		
6	25423	MBA158	Operations Research	3	0	0	3		
			Discipline Specific Elective-2	3	0	0			
			Discipline Specific Elective-3	3	0	0			

<sup>3</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

<b>PRACTICAL/ VIVA VOCE/ JURY</b>									
8.	25550	MBP116	Total Personality Development	3	0	0	3		
	25601	CCU 201	Community Connect	0	0	2			
9	1.	2.	3. Finance a) Managerial Accounting for Business Decision b) Principles & Practices of Banking 4. Marketing a) Consumer Behavior b) Customer Relationship Management 5. HRM a) Human Resources Information System b) Negotiation & Collective Bargaining 6. HCHA a) Introduction to Epidemiology b) Quality Management in HealthCare 7. Entrepreneurship & Family Business a) Entrepreneurship in Action b) Innovation & New Product Development 8. SC&LM A) Logistics Management- Application & Case Studies B) Operational Strategies &				3 each course Discipline Specific Course Offered as per Specialization		

			<p>Implementation Issues in SCM.</p> <p>9. Business Analytics</p> <p>a) Data Mining Techniques- Predictive Modelling and Pattern Discovery Using R)</p> <p>b) Advance Excel-Application in Business</p> <p>International Business</p> <p>a) Export/Import Documentation</p> <p>b) Sectorial Analysis &amp; International Business(with a term paper in identified Sector-Seminar Course)</p> <p>10. MBA Public Policy</p> <p>a) Policy Formation &amp; Governance</p> <p>Social Justice &amp; Public Administration</p>							
			<b>Practical/Viva-Voce/Jury</b>							
10					Community Connect	2			2	
			<b>TOTAL CREDITS</b>						<b>29</b>	

**MBA Program Structure: Batch: 2019-2021**  
**TERM: III**

S. No.	Paper ID	Sub Code	Subjects	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>4</sup> : 5. CC 6. AECC 7. SEC 8. DSE
				L	T	P			
<b>THEORY SUBJECTS</b>									
1			Legal Aspects of Business	3	0	0	3	Core	CC
2			DSE-4	3	0	0	3	Elective	DSE
3			DSE-5	3	0	0	3	Elective	DSE
4			DSE-6	3	0	0	3	Elective	DSE
5			DSE-7	3	0	0	3	Elective	DSE
6			DSE-8	3	0	0	3	Elective	DSE
7			DSE-9	3	0	0	3	Elective	DSE
<b>PRACTICAL/ VIVA VOCE/ JURY</b>									
8.			Summer Training Report & Presentation	4	0	0	4	Field Work	
9			Industry Readiness	2	0	0	2		
<b>TOTAL CREDITS</b>							<b>29</b>		

<sup>4</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

**Discipline Specific Elective III Term**

S. No.	Paper ID	Sub Code	Marketing	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>5</sup> : 9. CC 10. AECC 11. SEC 12. DSE
				L	T	P			
1			DSE 4-Sales and Distribution Management	3	0	0	3	Elective	DSE
2			DSE 5 Services Marketing	3	0	0	3	Elective	DSE
3			DSE 6 Advertising and Brand Management	3	0	0	3	Elective	DSE
4			DSE 7 International Marketing	3	0	0	3	Elective	DSE
5			DSE 8 Rural Marketing	3	0	0	3	Elective	DSE
6			DSE 9 Responsible and Sustainable Marketing	3	0	0	3	Elective	DSE

<sup>5</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

S. No.	Paper ID	Sub Code	Human Resources Management	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>6</sup> : 13. CC 14. AECC 15. SEC 16. DSE
				L	T	P			
1			DSE 4 International Human Resource Management	3	0	0	3	Elective	DSE
2			DSE 5 Performances & Compensation Management	3	0	0	3	Elective	DSE
3			DSE 6 Organizational Changes & Development	3	0	0	3	Elective	DSE
4			DSE 7 Employee Engagement	3	0	0	3	Elective	DSE
5			DSE 8 Talent Acquisitions & Retention	3	0	0	3	Elective	DSE
6			DSE 9 Employees Training & Development	3	0	0	3	Elective	DSE

<sup>6</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

S. No.	Paper ID	Sub Code	Banking & Finance	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>7</sup> : 17. CC 18. AECC 19. SEC 20. DSE
				L	T	P			
1			DSE 4 Corporate Banking	3	0	0	3	Elective	DSE
2			DSE 5 Project Finance and Management	3	0	0	3	Elective	DSE
3			DSE 6 Security Analysis and Portfolio Management	3	0	0	3	Elective	DSE
4			DSE 7 Tax Planning and Management	3	0	0	3	Elective	DSE
5			DSE 8 Talent Acquisitions & Retention	3	0	0	3	Elective	DSE
6			DSE 9 Treasury Operations and Risk Management	3	0	0	3	Elective	DSE

<sup>7</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

S. No.	Paper ID	Sub Code	International Business	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>8</sup> : 21. CC 22. AECC 23. SEC 24. DSE
				L	T	P			
1			DSE 4 Global Competitiveness Analysis	3	0	0	3	Elective	DSE
2			DSE 5 Global Marketing Strategies	3	0	0	3	Elective	DSE
3			DSE 6 International Human Resource Management	3	0	0	3	Elective	DSE
4			DSE 7 International Finance Management	3	0	0	3	Elective	DSE
5			DSE 8 Management of International Logistics	3	0	0	3	Elective	DSE
6			DSE 9 Trade Environment Diversity and Global Business	3	0	0	3	Elective	DSE

<sup>8</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

S. No.	Paper ID	Sub Code	Supply Chain & Logistics Management	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>9</sup> : 25. CC 26. AECC 27. SEC 28. DSE
				L	T	P			
1			DSE 4 M-E Commerce and IT Enabled SCM	3	0	0	3	Elective	DSE
2			DSE 5 Logistics Management	3	0	0	3	Elective	DSE
3			DSE 6 Operational Strategic and Implementation Issues in Supply chain management	3	0	0	3	Elective	DSE
4			DSE 7 Project Management	3	0	0	3	Elective	DSE
5			DSE 8 Supply Chain Dynamics and E-Commerce	3	0	0	3	Elective	DSE
6			DSE 9 Trends in Supply Chain Management	3	0	0	3	Elective	DSE

<sup>9</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

S. No.	Paper ID	Sub Code	Healthcare & Hospital Administration	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>10</sup> : 29. CC 30. AECC 31. SEC 32. DSE
				L	T	P			
1			DSE 4 Health Policy and Healthcare Care Delivery System	3	0	0	3	Elective	DSE
2			DSE 5 Hospital Management Information System	3	0	0	3	Elective	DSE
3			DSE 6 Hospital Training Logbook and viva	0	0	6	3	Elective	DSE
4			DSE 7 Hospital Waste Management	3	0	0	3	Elective	DSE
5			DSE 8 Management of Clinical Services	3	0	0	3	Elective	DSE
6			DSE 9 Management of Hospital Support Services	3	0	0	3	Elective	DSE

<sup>10</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

S. No.	Paper ID	Sub Code	Entrepreneurship & Family Business	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>11</sup> : 33. CC 34. AECC 35. SEC 36. DSE
				L	T	P			
1			DSE 4 Business Plan and New Venture Creation	3	0	0	3	Elective	DSE
2			DSE 5 Family Business Management	3	0	0	3	Elective	DSE
3			DSE 6 Management of Start-ups and Small Enterprises	3	0	0	3	Elective	DSE
4			DSE 7 Entrepreneurial Finance and Valuation	3	0	0	3	Elective	DSE
5			DSE 8 Entrepreneurial Marketing	3	0	0	3	Elective	DSE
6			DSE 9 Intellectual Property Rights	3	0	0	3	Elective	DSE

<sup>11</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

S. No.	Paper ID	Sub Code	Business Analytics	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>12</sup> : 37. CC 38. AECC 39. SEC 40. DSE
				L	T	P			
1			DSE 4 Fundamentals of Python	3	0	0	3	Elective	DSE
2			DSE 5 Fundamentals of SQL	3	0	0	3	Elective	DSE
3			DSE 6 Time Series Analysis Using Minitab	3	0	0	3	Elective	DSE
4			DSE 7 Data Visualization Techniques	3	0	0	3	Elective	DSE
5			DSE 8 Introduction to Big Data, Text Analytics and Web Analytics	3	0	0	3	Elective	DSE
6			DSE 9 MS Access and Excelling MS Excel (VBA Programming)	3	0	0	3	Elective	DSE

<sup>12</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

S. No.	Paper ID	Sub Code	Public Policy	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>13</sup> : 41. CC 42. AECC 43. SEC 44. DSE
				L	T	P			
1			DSE 4 Civil Services in India	3	0	0	3	Elective	DSE
2			DSE 5 Designs and Structure of Public Policy	3	0	0	3	Elective	DSE
3			DSE 6 States, Market and Society	3	0	0	3	Elective	DSE
4			DSE 7 Energy Economics and Policy	3	0	0	3	Elective	DSE
5			DSE 8 International Affairs and Policy	3	0	0	3	Elective	DSE
6			DSE 9 Microeconomic Foundation of Public Policy	3	0	0	3	Elective	DSE

<sup>13</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

**MBA Program Structure Template**  
**School of Business Studies**  
**Program MBA**  
**Batch: 2019-2021**  
**TERM: III**

S. No.	Paper ID	Sub Code	Subjects	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>14</sup> : 45. CC 46. AECC 47. SEC 48. DSE
				L	T	P			
<b>THEORY SUBJECTS</b>									
1			Strategic Management	3	0	0	3	Core	CC
2			DSE-10	3	0	0	3	Elective	DSE
3			DSE-11	3	0	0	3	Elective	DSE
4			DSE-12	3	0	0	3	Elective	DSE
5			DSE-13	3	0	0	3	Elective	DSE
<b>PRACTICAL/ VIVA VOCE/ JURY</b>									
6.			Dissertation	6	0	0	6		

<sup>14</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

		<b>TOTAL CREDITS</b>	<b>21</b>	
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**Discipline Specific Elective IV Term**

S. No.	Paper ID	Sub Code	Marketing	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>15</sup> : 49. CC 50. AECC 51. SEC 52. DSE
				L	T	P			
1			DSE 10 Retail Marketing	3	0	0	3	Elective	DSE
2			DSE 11 Digital Marketing	3	0	0	3	Elective	DSE
3			DSE 12 Marketing Analytics	3	0	0	3	Elective	DSE
4			DSE 13 Customer Relationship Management	3	0	0	3	Elective	DSE

<sup>15</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

S. No.	Paper ID	Sub Code	Human Resources Management	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>16</sup> : 53. CC 54. AECC 55. SEC 56. DSE
				L	T	P			
1			DSE 10 Organizational Design & Structure	3	0	0	3	Elective	DSE
2			DSE 11 Industrial Relations & Labour Enactments	3	0	0	3	Elective	DSE
3			DSE 12 Emotional Intelligence & Managerial Effectiveness	3	0	0	3	Elective	DSE
4			DSE 13 Human Resources Analytics	3	0	0	3	Elective	DSE

<sup>16</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

S. No.	Paper ID	Sub Code	Banking & Finance	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>17</sup> : 57. CC 58. AECC 59. SEC 60. DSE
				L	T	P			
1			DSE 10 Financial Derivatives and Risk management	3	0	0	3	Elective	DSE
2			DSE 11 International Financial Management	3	0	0	3	Elective	DSE
3			DSE 12 International Banking	3	0	0	3	Elective	DSE
4			DSE 13 Merger, Acquisition and Corporate Restructure	3	0	0	3	Elective	DSE

<sup>17</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

S. No.	Paper ID	Sub Code	International business	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>18</sup> : 61. CC 62. AECC 63. SEC 64. DSE
				L	T	P			
1			DSE 10 Management of Trans-National Corporations	3	0	0	3	Elective	DSE
2			DSE 11 Globalization and Indian Business Scenario	3	0	0	3	Elective	DSE
3			DSE 12 Global Value chain & Trade Facilitation	3	0	0	3	Elective	DSE
4			DSE 13 Merger, Acquisition and Corporate Restructure	3	0	0	3	Elective	DSE

<sup>18</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

S. No.	Paper ID	Sub Code	Supply Chain & Logistics Management	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>19</sup> : 65. CC 66. AECC 67. SEC 68. DSE
				L	T	P			
1			DSE 10 Contract Management Tax	3	0	0	3	Elective	DSE
2			DSE 11 International Transportation and Logistics	3	0	0	3	Elective	DSE
3			DSE 12 Logistics Management Application and Cases	3	0	0	3	Elective	DSE
4			DSE 13 Recent Trends in Supply Chain Management	3	0	0	3	Elective	DSE

<sup>19</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

S. No.	Paper ID	Sub Code	Healthcare & Hospital Administration	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>20</sup> : 69. CC 70. AECC 71. SEC 72. DSE
				L	T	P			
1			DSE 10 Hospital Accreditation Systems	3	0	0	3	Elective	DSE
2			DSE 11 Hospital Planning and Designing	3	0	0	3	Elective	DSE
3			DSE 12 Material & Equipment Management in Hospitals	3	0	0	3	Elective	DSE
4			DSE 13 National Health Programs	3	0	0	3	Elective	DSE

<sup>20</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

S. No.	Paper ID	Sub Code	Entrepreneurship & Family Business	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>21</sup> : 73. CC 74. AECC 75. SEC 76. DSE
				L	T	P			
1			DSE 10 Family Business Houses in India	0	3	0	3	Elective	DSE
2			DSE 11 Social Entrepreneurship and Sustainable Development	3	0	0	3	Elective	DSE
3			DSE 12 Technology Platform Business and Strategy	3	0	0	3	Elective	DSE
4			DSE 13 Contemporary Issues in Entrepreneurship and Family Business	0	3	0	3	Elective	DSE

<sup>21</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

S. No.	Paper ID	Sub Code	Business Analytics	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>22</sup> : 77. CC 78. AECC 79. SEC 80. DSE
				L	T	P			
1			DSE 10 Big Data Architecture	3	0	0	3	Elective	DSE
2			DSE 11 Enterprise Resource Planning (ERP)	3	0	0	3	Elective	DSE
3			DSE 12 Cyber and Information Security	3	0	0	3	Elective	DSE
4			DSE 13 Artificial Intelligence in Business Environment	3	0	0	3	Elective	DSE

<sup>22</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

S. No.	Paper ID	Sub Code	Public Policy	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course <sup>23</sup> : 81. CC 82. AECC 83. SEC 84. DSE
				L	T	P			
1			DSE 10 Agriculture Policy	3	0	0	3	Elective	DSE
2			DSE 11 Leadership Management for Policy Makers	3	0	0	3	Elective	DSE
3			DSE 12 Monitoring and Evaluation	3	0	0	3	Elective	DSE
4			DSE 13 Economics of Natural Resources	3	0	0	3	Elective	DSE

<sup>23</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

# **SYLLABI OF ALL COURSES OF MBA PROGRAM**

<b>School: SBS</b>		<b>Batch : 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2019-20</b>	
<b>Branch: -</b>		<b>Semester: I</b>	
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"> <li>1. Cover the basic concepts of management.</li> <li>2. Identify the key competencies of a manager.</li> <li>3. Provide the students the capability to apply theoretical knowledge in Integrate simulated &amp; real life settings</li> </ol>	
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> <p>CO5: Identify ways in which cultural differences across countries influence management.</p>	
8	Outline syllabus		CO Mapping
	Unit A		
	A 1	<ul style="list-style-type: none"> <li>• Management: Concept and Process</li> <li>• levels of management and Managerial roles (Mintzberg) &amp; skills, contemporary skills and practices in management</li> <li>• Current trends &amp; issues-workforce diversity, Entrepreneurship, Managing in E-business world, knowledge management &amp; learning organization, quality management</li> </ul>	CO1/CO5
	A 2	<ul style="list-style-type: none"> <li>• Management theory: F.W. Taylor,</li> <li>• Fayol's principles,</li> <li>• Hawthorne experiment,</li> <li>• Systems theory</li> </ul>	CO1

		<ul style="list-style-type: none"> <li>Contingency approach</li> </ul>	
A 3		<ul style="list-style-type: none"> <li>Ethical &amp; social environment</li> <li>Emerging ethical issues</li> <li>social responsibility &amp; organizations</li> <li>whistle blowing</li> </ul>	CO2
Unit B			
B 1		<ul style="list-style-type: none"> <li>Organizational goals &amp; objectives: hierarchy of objectives, traditional goal setting, MBO</li> <li>hierarchy of plans, Planning: time frames,</li> </ul>	CO2
B 2		<ul style="list-style-type: none"> <li>planning process</li> <li>Managing decision making – process, making decisions-rationality, bounded rationality and intuition</li> </ul>	CO3
B 3		<ul style="list-style-type: none"> <li>Planning tools &amp; techniques –environmental scanning, forecasting, benchmarking</li> <li>Contemporary planning techniques</li> </ul>	CO3
Unit C			
C 1		<ul style="list-style-type: none"> <li>Defining organization structure: work specialization, departmentalization, chain of command and Span of Control) Centralization and Decentralization,</li> <li>Authority, Responsibility &amp; Delegation</li> </ul>	CO4
C 2		<ul style="list-style-type: none"> <li>Organization design decisions-mechanistic &amp; organic organizations</li> </ul>	CO4
C 3		<ul style="list-style-type: none"> <li>Contemporary organization designs</li> </ul>	CO4
Unit D			
D 1		<ul style="list-style-type: none"> <li>Concept of direction- principles and techniques of direction</li> </ul>	CO3
D 2		<ul style="list-style-type: none"> <li>Concept and process of control in organisation, Tools of control</li> </ul>	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"> <li>Comparative study of management practices in India, Japan, USA and china with reference to planning, organizing, directing and controlling</li> </ul>	CO4,CO5
E 3		<ul style="list-style-type: none"> <li>Presentation of Business plan and model,</li> </ul>	CO4
Mode of		Theory	

	examination			
	Weightage Distribution	CA	MTE	ETE
		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 <sup>th</sup> 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
CO5	1	1	1	2	1	2	1	1	2	3
Avg	1.80	2.20	1.80	2.20	2.00	2.20	2.20	2.20	2.00	2.00

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

School: SBS		<b>Batch : 2019-21</b>
Program: MBA		<b>Current Academic Year: 2019-20</b>
Branch:		<b>Semester: 1</b>
1	Course Code	<b>MBA 152</b>
2	Course Title	<b>Managerial Communication</b>
3	Credits	<b>3</b>
4	Contact Hours (L-T-P)	3-0-0
Course Status		CORE
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 CO4: 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
<b>Unit A</b>		<b>Business Communication</b>
	A 1	Purpose, Process & Classification of Communication
	A 2	Barriers Of Communication with activities
	A 3	7Cs of Communication and ABCD of Writing for Communication
<b>Unit B</b>		<b>Organizational Communication</b>
	B 1	Importance & Functions of Communication in Management, Conflict management, Negotiation skills and resolving communication crisis. (Thomas-Kilmann Conflict Mode Management)
	B 2	Communication Concerns (Relationship Management)of
		CO3

		the Managers		
	B 3	Communication Structures in Organization, Behavioral Interview discussion and practice	CO4	
	<b>Unit C</b>	<b>Non-Verbal Communication</b>		
	C 1	Role of Non Verbal Communication	CO2	
	C 2	Classification of Non Verbal Communication	CO2	
	C 3	Guidelines for developing Non Verbal Communication	CO2	
	<b>Unit D</b>	<b>Presentation Skills</b>		
	D 1	Planning the Presentation and creating the original content	CO4 & CO5	
	D 2	Preparing the presentation and getting the drafts approved.	CO4 & CO5	
	D 3	Delivering the presentation with panache	CO4 & CO5	
	<b>Unit E</b>	<b>Business Correspondence</b>		
	E 1	Business Letters, Letter of Application; Video resume practice and Resume writing	CO4 & CO5	
	E 2	E-mail and cold calling	CO4	
	E 3	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	PO 2	PO 3	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
Avg	1.80	1.75	2.00	1.75	2.80	2.50	2.25	1.75	2.50	2.60

School: SBS		<b>Batch : 2019-21</b>	
Program: MBA		<b>Current Academic Year: 2019-20</b>	
Branch:		<b>Semester: I</b>	
1	Course Code	<b>Financial Reporting &amp; Analysis</b>	
2	Course Title	<b>MBA-129</b>	
3	Credits	<b>3</b>	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	CORE	
5	Course Objective	<ol style="list-style-type: none"> <li>1. Understand the applications of financial accounting in various managerial decisions.</li> <li>2. Understand the Accounting Cycle and Financial statements.</li> <li>3. Apply the understanding of different techniques of analysis of financial. statements in managerial planning and decision making;</li> <li>4. To provide students with a firm foundation for their second year studies in financial specialization.</li> <li>5. Acquire refined numerical, analytical, presentational, group work and time management skills.</li> </ol>	
6	Course Outcomes	<p>CO1. Define the key concepts of financial reporting &amp; financial statements</p> <p>CO2. Explain the element of financial statement of corporate and non-corporate entities</p> <p>CO3. Application of accounting concepts, standards and IFRS.</p> <p>CO4. Analysis and understanding of different techniques of analysis of financial statements in managerial planning and decision making.</p> <p>CO5. Evaluate the financial statement of various sectors.</p>	
7	Course Description	<p>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.</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Introduction of course and its significance in business.	CO1

		Purpose of financial reporting, users of financial reports. A brief introduction of Annual report and its contents with Annexure.	
	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
	<b>Unit 2</b>		
	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
	<b>Unit 3</b>		
	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
	<b>Unit 4</b>		
	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
	<b>Unit 5</b>		
	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
	B	Annual Report –Director’s Report, Auditor’s Report,	CO4

		Report on Corporate Governance, Report on CSR etc., Management Discussion & Analysis - Workshop			
	C	Ratio Analysis-Profitability, Liquidity, Turnover, Shareholders etc.			CO4
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Financial Statement Analysis and Reporting by PeddinaMohanaRao, PHI Learning Private Limited, New Delhi			
	Other References	<ul style="list-style-type: none"> <li>• Corporate Financial Reporting and Analysis by Young 3ed; WILEY India Pvt. Ltd.</li> <li>• Accounting Text and Cases by Anthony, Hawkins and Merchant 12th Edition Tata McGraw Hill</li> <li>• Financial Accounting: For Business Managers, Bhattacharyya Ashish K, Prentice Hall of India Pvt Ltd.</li> <li>• Financial Accounting: A Managerial emphasis, Ashok Bannerjee, Excel Books</li> <li>• Introduction to Financial Accounting, Horngren, Pearson Education</li> <li>• Financial Accounting – A Managerial Perspective by R. Narayanaswamy 3<sup>rd</sup> Edition PHI Learning Pvt Ltd.</li> </ul> <p>Journals</p> <ul style="list-style-type: none"> <li>➤ Management Accountant</li> <li>➤ Chartered Accountant</li> <li>➤ Chartered Finance Analyst</li> <li>➤ Journal of Accounting and Finance</li> </ul> <p>Websites</p> <ul style="list-style-type: none"> <li>➤ Online Courses: Financial Accounting, David F. Hawkins, Paul M. Healy, Michael Sartor by Harvard Business School Publications (<a href="http://hbsp.harvard.edu/">http://hbsp.harvard.edu/</a> )</li> <li>➤ For Accounting standards please refer to the following link <a href="http://www.icaai.org/post.html?post_id=474">http://www.icaai.org/post.html?post_id=474</a></li> <li>➤ <u>For International Financial Reporting Standards(IFRS)refer to the following link</u><a href="http://www.ifrs.com/overview_landing.html">http://www.ifrs.com/overview_landing.html</a></li> <li>➤ <a href="http://www.accountingformanagement.com">www.accountingformanagement.com</a></li> </ul>			

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
Avg	2.00	2.00	1.80	1.20	1.00	1.00	1.00	1.00	1.00	1.00

## Organizational Behaviour

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2019-20</b>	
<b>Branch: -</b>		<b>Semester: I</b>	
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"> <li>1. To develop an understanding of the importance of human element in organization</li> <li>2. To provide an understanding of a conceptual framework for OB and understand human work behavior in the organizational setting.</li> <li>3. To understand the theories related to learning and motivation and their application in work setting</li> <li>4. To develop an understanding of the group and organisational dynamics</li> </ol>	
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> <p>CO5: identify sources of conflict and design strategies to solve it</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	<b>Introduction to OB and Individual Differences</b>	

A 1	<ul style="list-style-type: none"> <li>Organizational Behaviour- Concept, Nature, Contributing Fields, Basic Model of OB, challenges of OB</li> </ul>	CO1
A 2	<ul style="list-style-type: none"> <li>Personality: Concept, Determinants, Theories of shaping personality- Trait, Psychoanalytical, Big Five Model, MBTI</li> </ul>	CO1
A 3	<ul style="list-style-type: none"> <li>Perception &amp; Attitude: Concept, Process of perception, Perceptual errors, Attribution Theory; Attitude: Concept, Major Work Place- Attitude- Job Satisfaction</li> </ul>	CO1
Unit B	<b>Learning and Motivation</b>	
B 1	<ul style="list-style-type: none"> <li>Learning: Concept and Theories of Learning- classical conditioning, operant conditioning, social learning, Reinforcement Strategies</li> </ul>	CO2
B 2	<ul style="list-style-type: none"> <li>Motivation: Meaning &amp; Concept of Motivation, Theories of Motivation - Abraham Maslow's Need Hierarchy, XYZ Theory</li> </ul>	CO2
B 3	<ul style="list-style-type: none"> <li>Theories of Motivation: Herzberg's Two factor theory, Vroom's Expectancy Theory, Application of Motivation</li> </ul>	CO2
Unit C	<b>Group Dynamics &amp; Communication</b>	
C 1	<ul style="list-style-type: none"> <li>Group &amp; Teams: Concept &amp; Types-, Group VS Team, Stages of group development</li> </ul>	CO3
C 2	<ul style="list-style-type: none"> <li>Group Properties: Group Norms, Structure, Group cohesion, Group Role, Group Status</li> </ul>	CO3,CO4
C 3	<ul style="list-style-type: none"> <li>Communication: JOHARI Window &amp; Transactional Analysis</li> </ul>	CO4
Unit D	<b>Leadership</b>	
D 1	<ul style="list-style-type: none"> <li>Leadership: Concept, Competencies of leader, Leader VS Manager, Trait Theory</li> </ul>	CO3
D 2	<ul style="list-style-type: none"> <li>Behavioural Theories of leadership: Likert leadership styles, Managerial Grid, Situational leadership-Hersey Blanchard</li> </ul>	CO3, CO2
D 3	<ul style="list-style-type: none"> <li>Level 5 Leadership, Transactional Vs Transformational Leadership, Servant Leadership, Authentic leadership</li> </ul>	CO3
Unit E	<b>Organizational Dynamics</b>	
E 1	<ul style="list-style-type: none"> <li>Organisational Power and Politics: Concept, Sources of Power, Political Implications of Power</li> </ul>	CO1
E 2	<ul style="list-style-type: none"> <li>Conflict: Concept, Sources, Levels of Conflict, Process</li> </ul>	CO4, CO5

E 3	• Conflict Resolution & Management			CO4,CO5
Mode of examination	Theory			
Weightage Distribution	CA	MTE	ETE	
	30%	20%	50%	
Text book/s*	Stephen P. Robbins, Sanghi <i>-Organizational Behaviour</i> ” Concepts, Controversies, and Applications, New Delhi, Prentice Hall, New Edition			
Other References	<ol style="list-style-type: none"> <li>1. Luthans -Organizational Behavior   Mc Graw Hill</li> <li>2. Kinicki&amp; kreitner <i>-Organisational behavior</i>   McGraw-Hill.</li> <li>3. Udai Pareek: -Understanding OB   Oxford</li> <li>4. Case studies, Journal readings, videos</li> </ol>			

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		2
CO4	1	2	1	1	3	3	1	2		2
CO5	2	1	3		2	3	2	2		2
Avg	2.00	1.80	1.80	1.00	2.20	2.60	1.80	2.00	1.00	1.80

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

School: SBS		<b>Batch : 2019-21</b>	
Program: MBA		<b>Current Academic Year: 2019-20</b>	
Branch:		<b>Semester: I</b>	
1	Course Code	<b>MBA131</b>	
2	Course Title	<b>Marketing Management</b>	
3	Credits	<b>3</b>	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	CORE	
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	<ol style="list-style-type: none"> <li>1. To impart to the students an in-depth understanding of the building blocks of marketing</li> <li>2. To make the students develop a marketing mindset for effective business decision-making</li> <li>3. To help the students understand the challenges of modern-day marketing</li> </ol>	
7	Course Outcomes	<p>CO1: The student will be able to identify the basic problem areas in a given marketing situation.</p> <p>CO2: The student will be able to describe and explain the different bases of market segmentation and the different approaches to positioning of products.</p> <p>CO3: The student will be able to illustrate the different components of the marketing mix for a given product.</p> <p>CO4: The student will be able to explain in detail the marketing plan for a proposed product launch.</p> <p>CO5: The student will be able to predict the future trends in a given marketing situation.</p>	
8	Outline Syllabus		CO Mapping
	<b>Unit A</b>		
	A1	Overview of marketing; concepts of marketing; value chain	CO1
	A2	Marketing research; selling vs marketing; marketing environment	CO1
	A3	Applications of marketing; consumer behaviour; services marketing; international marketing; rural marketing	CO1
	<b>Unit B</b>		
	B1	Market segmentation – geographic, demographic, psychographic, behavioural	CO2
	B2	Targeting; niche marketing; B2B, B2C	CO2

B3	Positioning; repositioning			CO2
<b>Unit C</b>				
C1	Introduction to marketing-mix – product, price, place, promotion			CO3
C2	New product development; product life cycle; packaging and labelling; brand management; types of pricing			CO3
C3	Promotion - advertising, publicity and public relations, sales promotion, personal selling, direct marketing; physical distribution; channels of distribution; types of marketing intermediaries			CO3
<b>Unit D</b>				
D1	Developing a marketing plan			CO4
D2	Components of a marketing plan			CO4
D3	Implementation and control challenges in marketing			CO4
<b>Unit E</b>				
E1	E-business; e-commerce; digital marketing			CO5
E2	Introduction to green marketing			CO5
E3	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"> <li>• ‘Marketing Management – A South Asian Perspective’ by Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithileshwarJha (Pearson)</li> </ul>			
Other References	<ul style="list-style-type: none"> <li>• ‘Marketing Management – Global Perspective, Indian Context’ by V. S. Ramaswamy and S. Namakumari (Om Books)</li> <li>• ‘Marketing Management’ by Rajan Saxena (McGraw-Hill)</li> </ul>			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	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
Avg	2.00	1.80	1.80	1.00	1.00	1.00	2.00	2.00	1.20	1.60

School: SBS		<b>Batch : 2019 -2021</b>	
Program: MBA		<b>Current Academic Year: 2019-2020</b>	
Branch:		<b>Semester: I</b>	
1	Course Code	<b>MBA 133</b>	
2	Course Title	<b>Economic Analysis for Business Decisions.</b>	
3	Credits	<b>3</b>	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	CORE	
5	Course Objective	<p>1. To provide a conceptual framework of how a business firm operates and makes decisions on output, input, pricing and strategizing</p> <p>2. To orient them towards economic theories which are critical in managerial decision-making.</p> <p>3. To expose the learners into operation of economic concepts in real time decision making and market activities around them.</p> <p>4. To make them conscious about interaction of macroeconomic factors with decision-making approaches and techniques</p>	
6	Course Outcomes	<p>CO1: Describe firm level business decisions through conceptual framework of an economic unit as well as of an economic system consisting external environment.</p> <p>CO2: Analyse constraints and scope of consumer demand and producer's supply potential with the help of economic methods.</p> <p>CO3: Evaluate the impact of business decisions in economic terms and assess their viability, efficacy and sustainability.</p> <p>CO4: Demonstrate a clear grasp on role of government policy, firm level competition and external sector in explaining economic growth.</p> <p>CO5: Assess managerial decisions in local and global scenarios with economic perspective.</p>	
7	Course Description	<p>The Emphasis of this course is on interdisciplinary approaches of learning economic concepts and their applications. A fair bit of understanding of Economics is essential for managers for contextualizing business scenarios in view of prevailing economic conditions. This course is concerned about the application of economic methods in the managerial decision-making process. It includes microeconomic approaches along with macroeconomic variables and country specific economic policy issues. Plentiful Case Studies, Examples and Numerical Problems are key elements of pedagogical features of this course. The recommended text book is well equipped with problem solving approaches in each of chapter-ends.</p>	
8	Outline syllabus		CO Mapping
	<b>Unit A</b>	<b>Nature, Scope and Methods of Managerial Economics (Chapter 1) Theory of Firm (Chapter 2)</b>	<b>CO1</b>
	A 1	Definitions and Relationships with other Disciplines (Sections 1.1 & 1.2) Elements of Managerial Economics (Section 1.3)	CO1,CO2,C O3
	A 2	Theory of the Firm (Chapter 2) Nature of the Firm;	CO1,CO2,

		Transaction Cost Theory, Motivation Theory, Property Rights Theory (Section 2.2)	CO3
A 3		Basic Profit Maximizing Model (Section: 2.3) Multi-product strategy Product Line Profit Maximization & Product Mix Profit Maximization (Section 2.7)	CO1,CO2, CO3
<b>Unit B</b>		<b>Demand Theory (Chapter 3) and Consumer Theory (Section 3.3) in Business Decisions</b>	<b>CO2,CO1, CO3</b>
B 1		Definition, Representation and Meaning of Demand; Factors determining demand, Demand Schedule, Law of Demand and Law of Supply	CO1,CO2, CO3
B 2		Consumer Behaviour -Utility:- Cardinal and Ordinal, Budget Line, Indifference Curve, Law of Diminishing Marginal Utility	CO2,CO3
B 3		Inferior Goods, Giffen Goods, Substitute and Complementary Goods, Consumer Equilibrium. Price Elasticity and Income Elasticity	CO2,CO3, CO4
<b>Unit C</b>		<b>Theory of Production, Cost Theory, Pricing and Market Structure in Business Decisions (Chapters 5, 6,8 &amp;10)</b>	<b>CO1, CO2, CO3</b>
C 1		Short Run and Long Run Production Decisions (Sections 5.2 & 5.3), Break-Even Points, Economies of Scale, Scope and Diseconomies	CO1, CO2, CO3
C 2		Short Run & Long Run Cost Behaviour (Sections 6.2 & 6.3), Normal Profit, Super Normal Profit and Optimization of Cost	CO1, CO2, CO3, CO5
C 3		Market Structure and Pricing (Chapter 8) Pricing Strategy, Price Discrimination, Perfect Competition & Imperfect Competitions	CO2, CO3, CO5
<b>Unit D</b>		<b>The Economics of Information, Market Failure and Application of Game Theory</b>	<b>CO3,CO4, CO5</b>
D 1		The Problem of Adverse Selection and Moral Hazard	CO3, CO4
D 2		Market Failure- Externalities; Positive and Negative Externality, Public Goods, Merit Goods, Non-Merit Goods,	CO3,CO4, CO5
D 3		Games of Complete Information- Pure Strategy, Mixed Strategy, Nash Equilibrium and Games of Incomplete Information- Contract, Auctions, Signaling in job markets	CO3, CO5
<b>Unit E</b>		<b>Macroeconomic Concepts and Policies in Business Decisions</b>	<b>CO1, CO2, CO4</b>
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)	CO1, CO2, CO3, CO4
E 2		Keynesian Aggregate Demand, Autonomous Investment,	CO1, CO2,

		Multiplier & Accelerator. Application of Monetary and Fiscal Policies in Business Decisions		CO3, CO4
E 3		Government Regulations in Business Decisions – Meaning, Objectives and Effects of Industrial Policy, Competition Policy and Foreign Exchange Management Policy,		CO1, CO2, CO3, CO4
Mode of examination:- Theory		Theory		
Weightage Distribution	CA		MTE	ETE
	30%		20%	50%
		Quizzes – 5, (One in Each Course Outcome)		
		Assignment – 5 (One in Each Course Outcome)		
Textbook/s		<ol style="list-style-type: none"> <li>1. Managerial Economics: A Problem Solving Approach – Author- Nick Wilkinson, Cambridge University Press. (Available Online)_ <a href="http://www.railassociation.ir/Download/Article/Books/Managerial%20Economics-%20A%20Problem%20Solving%20Approach.pdf">http://www.railassociation.ir/Download/Article/Books/Managerial%20Economics-%20A%20Problem%20Solving%20Approach.pdf</a></li> <li>2. Principles of Economics – Author- N. Mankiw, Cengage Publishing. (Available in School Library)</li> <li>3. Indian Economy- Sanjeev Verma, Unique Publisher 2<sup>nd</sup> Edition</li> </ol>		
Other References		<ol style="list-style-type: none"> <li>1. Managerial Economics : Principles and Worldwide Applications Author : Dominick Salvatore, Adapted by Ravikesh Srivastava (Available in School Library)</li> <li>2. Microeconomics for Management Students- Autho- R.H.Dholakia and A. N.Oza, Oxford University Press, 1999. (Available in School Library)</li> <li>3. Economics for Managers, International Edition, - Mark Hirschey, South Western College Publishing, (Available in School Library)</li> <li>4. Managerial Economics: Foundations of Business Analysis and Strategy Author- Thomas and Maurice McGraw Hill Education; 10 edition (1 July 2017)</li> <li>5. Indian Economy:- Mishra and Puri, Himalya Publishing House, (Available in School Library)</li> </ol>		

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	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
Avg	2	2	2	1	1	1	2	2	1	2

<b>School: SBS</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: I</b>	
1	Course Code	<b>MBA 134</b>	
2	Course Title	<b>Quantitative Techniques For Business Decisions</b>	
3	Credits	<b>3</b>	
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	<b>CO1:</b> Demonstrate understanding of basic concepts of probability and statistics embedded in various management problems <b>CO2:</b> Demonstrate proficiency in analyzing data using statistical methods in their course which is required as a stepping stone to study other management modules <b>CO3:</b> Show proficiency in basic statistical skills embedded in their course for effective decision making <b>CO4:</b> Analyse data for business organization <b>CO5:</b> The student will be able to align the business needs with corporate goals and strategies by using subject learning	
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	
	<b>Unit 1</b>	<b>Introduction to Statistics and Data Collection &amp; Presentation</b>	
	A	Definition of Statistics, Importance of Statistics, Role of Statistics in Decision making, Limitations of Statistics	CO1,CO2
	B	Collection of Data , Data and Information	CO2,
	C	Frequency Distribution, Bar Diagrams , Histograms, Ogives , Pie Charts ,	CO2,CO3
	<b>Unit 2</b>	<b>Measures of Central Tendency</b>	
	A	Introduction, Requisite of a good measures of a central tendency	CO1,CO2
	B	Averages , Combined Mean, Weighted Arithmetic Calculating Mean and Harmonic Mean	CO1,CO2

	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	CO2,CO3	
	<b>Unit 3</b>	<b>Measures of Dispersion</b>		
	A	Range and Inter-quartile range and deviation, Mean Deviation and Mean Absolute Deviation,	CO1,CO2,CO3,CO4	
	B	Variance and Standard Deviation, Effect of shift of origin and scale, Coefficient of variation. Empirical relationship between different measures of variation	CO2,CO3	
	C	Measures of Skewness, Measures of Kurtosis, Five number summary	CO2,CO3	
	<b>Unit 4</b>	<b>Correlation and Regression</b>		
	A	<b>Correlation</b> Correlation analysis-meaning and types of correlation, Karl Pearson's coefficient of correlation, Spearman's rank correlation	CO2,CO3,CO5	
	B	<b>Regression:</b> Regression analysis, Method of least square, Properties of regression coefficients and Relationship between and Regression coefficients and Correlation, Introduction to Multiple Correlation and Regression.	CO2,CO3,CO4,CO5	
	C	<b>Class Exercise : USING Excel to run statistics tools.</b>	CO2,CO3,CO4	
	<b>Unit 5</b>	<b>Probability &amp; Probability Distributions</b>		
	A	<b>Probability</b> :Basic set theory, Addition and Multiplication Theorem of Probability, Conditional Probability, Baye's Theorem	CO1,CO2	
	B	<b>Probability Distributions:</b> Random variable , Discrete RV and Continuous RV,	CO1,CO2,CO3	
	C	Probability Distributions:- Binomial, Poisson and Normal Probability distributions	CO1,CO2,CO3,CO5	
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	1. Business Statistics-S.P Gupta & M.P Gupta, 2014 Edition.		
	Other	2. 1. Levin & Rubin, Statistics For Business		

	References	(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)	
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POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	3	1	1	1	1	2	3	3	3
CO2	1	3	1	1	1	1	2	3	3	3
CO3	1	3	1	1	1	1	2	3	3	3
CO4	1	2	1	2	2	1	2	2	2	2
CO5	1	3	1	2	2	1	2	2	2	2
Avg	1.00	2.80	1.00	1.40	1.40	1.00	2.00	2.60	2.60	2.60

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

School: SBS		<b>Batch : 2019-21</b>	
Program: MBA Integrated		<b>Current Academic Year: 2019-20</b>	
Branch:		<b>Semester: I</b>	
1	Course Code	<b>MBA 154</b>	
2	Course Title	<b>Information Technology for Managers</b>	
3	Credits	<b>3</b>	
4	Contact Hours (L-T-P)	3-0-0	
Course Type		CORE	
5	Course Objective	<p>1. To introduce the concept of Information Technology and its application in organizations</p> <p>2. The course would expose the students to the managerial issues relating to IT and will help them identify and evaluate various organizational applications of IT.</p> <p>3. This course leads students to imparts an understanding of professional, ethical, legal, security and social issues, and responsibilities in information technology.</p> <p>4. It will help them to have ability to hold progressively more responsible positions in the IT field, including positions that are supervisory or managerial in nature.</p>	
6	Course Outcomes	<p>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>	
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 &amp; DSS, Managing IT projects.</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>IT in the Organisations</b>	
	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

	<b>Unit 2</b>	<b>Digital, Mobile and Social Commerce</b>			
	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
	<b>Unit 3</b>	<b>Organizational Applications</b>			
	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			CO5
	<b>Unit 4</b>	<b>Decision Making and Strategy</b>			
	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
	<b>Unit 5</b>	<b>Managing IT</b>			
	A	Adopting IT Projects, Implementing IT Projects			CO3
	B	Business Process Management, Managerial Issues			CO2
	C	Case Study-Expert System/AI			CO5
	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
Avg	1.60	1.60	1.20	1.40	1.00	1.00	1.80	1.80	1.60	1.80

<b>School: SBS</b>		Batch : 2019-21
<b>Program: MBA</b>		Current Academic Year: 2019-20
<b>Branch: -</b>		<b>Semester: II</b>
1	Course Code	MBA156
2	Course Title	Human Resource Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	CORE
5	Course Description	This <b>course</b> 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"> <li>• Expose the students to different aspects of Human Resource Management and</li> <li>• To develop a clear conceptual understanding of HRM</li> <li>• To Sensitize the students regarding the importance of HRM</li> <li>• To Facilitate students to understand the functionalities of HRM</li> </ul>
7	Course Outcomes	<p>CO1: Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.</p> <p>CO2: Administer and contribute to the design and evaluation of the performance management program.</p> <p>CO3: Develop, implement, and evaluate employee orientation, training, and development programs.</p> <p>CO4: Facilitate and communicate the human resources component of the organization's business plan</p> <p>CO5: Develop a basic understanding of the Industrial relations in regards to Disciplinary action and Grievance handling mechanisms</p>
8	Outline syllabus	CO Mapping
	Unit A	Introduction -HRM Concepts
	A 1	Concept and Scope
	A 2	Significance, Functions and objectives;
	A 3	Contemporary issues and trends in HRM
	Unit B	Human Resource Planning,
	B 1	Concept of HRP, Importance of HRP, Process of HRP
	B 2	Job Analysis, Job Evaluation- Concept, Methods& Difference
	B 3	Recruitment: Process, Sources& Methods Selection: Process, Interviews, Types of Interview, Employment Test
	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, CO5	
	E 1	Industrial Relations-Concept& Importance, Grievance Handling Procedure	CO3, CO5	
	E 2	Separations- Voluntary, Involuntary	CO4	
	E 3	Discipline-Concept and Process	CO4, CO5	
	Mode of examination	Theory		
	Weightage Distribution	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"> <li>Aswathapa K., Human Resource Management- Text and Cases, The McGraw Hill</li> <li>Cascio: Managing Human Resources, Tata McGraw Hill</li> <li>Decenzo: Fundamentals of HRM , Wiley</li> </ul>		

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
CO5	1	2	1	1	1	2	1	2	2	2
Avg	1.60	1.80	1.60	1.80	2.00	2.00	1.80	2.40	2.00	1.80

School: SBS		<b>Batch : 2019-21</b>
Program: MBA		<b>Current Academic Year: 2019-20</b>
Branch:		<b>Semester: II</b>
1	Course Code	<b>MBA157</b>
2	Course Title	<b>International Business</b>
3	Credits	<b>3</b>
4	Contact Hours (L-T-P)	3-0-0
Course Type		CORE
5	Course Objective	<p>1. To make students relate with the Prospects and Consequence of Globalisation and to make them awareness about major issues in international business today.</p> <p>2. To make the students explain various trade theories and hence, make them understand the reason for the international trade.</p> <p>3. To make students illustrate various Environmental Forces affecting the international trade.</p> <p>4. To make students categorize factors impacting international business strategy</p> <p>5. To make students explain contemporary issues in International Operations</p>
6	Course Outcomes	<p>After the completion of the course, the students will be able to:</p> <p>CO1: Relate with the Prospects and Consequence of Globalisation and with major issues in international business today. K1</p> <p>CO2: Explain various trade theories and hence, would be able to understand the reason for the international trade. K2</p> <p>CO3: Illustrate various Environmental Forces affecting the international trade. K3</p> <p>CO4: Categorize the factors impacting international business strategy in terms of country evaluation selection and the impact of trade policy. K4</p> <p>CO5: Explain contemporary issues in International operations. K4</p>
7	Course Description	International Business course is a great mix of theories and practices that will prepare the students for business on a global platform. The course with cover topics such as Globalization issues, trade theories, global environment, factors impacting international strategy making and International Operations.
8	Outline syllabus	CO Mapping
	Unit 1	Globalization and forces pushing it
	A	Introduction to Globalization: Features, effects of Globalisation. Case – The global playground. Opening case of Chapter number 1.
	B	Measurement of Globalisation, Indexes of globalisation.
		CO1
		CO1

	C	Eastward shift in balance of economic power: Reading - <a href="https://ourworldindata.org/trade-and-globalization">https://ourworldindata.org/trade-and-globalization</a> , Modes of entry into IB, International Trade and FDI: Reading Chapter 1 – page 18 to 21.		CO1
	Unit 2	Theories of International Trade		
	A	Balance of Payment - theory and practice. Case – Costa Rica. Opening case of chapter 6 of the text book.		CO2
	B	Mercantile theory, Absolute cost advantage theory, Comparative cost advantage theory. Factor endowment theory, Stolper-Samuelson theorem and New trade theory.		CO2
	C	Product Life Cycle (PLC) and Porter Diamond Theory. Case – Factor Mobility Theory in IT Industry. Chapter ending case of chapter 6 of the text book.		CO2
	Unit 3	International Business Environment		
	A	Brief of PESTLE framework. Culture and its impact of international and Global Business. Case – -The Java Lounge – adjusting to Saudi Arabian 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-Business Export Strategy. Opening case of chapter 13.		CO4
	C	WTO. Reading – Chapter 8.		CO4
	Unit 5	International Business and Operations		
	A	International pricing mechanisms. Reading – Chapter 16, Page 625.		CO5
	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		

		PrashantSalwan, <i>International Business- Environment and Operations</i> , 12 <sup>th</sup> Edition (2010), Pearson, New Delhi.	
Other References		<ol style="list-style-type: none"> <li>1. Swami (Dr.) Parthasarathy: 2010: <i>Global Trade in New Millennium: 2<sup>nd</sup> edition</i></li> <li>2. Krugman, P &amp; Obsfield, Maurice: <i>International Economics</i>.</li> <li>3. Ministry of Commerce, <i>Handbook of procedure</i>, Vol I &amp; II, Government of India, New Delhi.</li> <li>4. Ball, Donald A., Wendell H. McCulloch, Jr.; J Michael Geringer, Michael S. Minor and Jeanne M McNett, <i>International Economics</i>, 2008, McGraw Hill, Chapter 7 &amp; 13.</li> <li>5. Samuelson Paul A. and William D. Nordhaus, <i>Economics</i>, (18<sup>th</sup> Ed.), Tata McGraw Hill Publishing Company; Part 4.</li> <li>6. Hanley, Nick, Jason F. Shogren, and Ben White <i>Environmental Economics in Theory and Practice</i>, Macmillan, reprinted 2008, Chapter 14.</li> <li>7. Dobson, Wendy, <i>Gravity shift—How Asia’s New Economic Powerhouses will shape the 21<sup>st</sup> century</i>. Hachette India, 2010.</li> <li>8. Mahabir Sawhney and Philip Kotler—‘<i>Marketing in the Age of Information Democracy</i>’ in <i>Kellogg on Marketing</i>, Edited by Dawn Iacobucci, Wiley, India, 2006.</li> <li>9. <i>Harvard Business Review on Emerging Markets</i>, Harvard Business Press, 2008.</li> </ol>	

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO1 2	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	2					1			
CO2		3						1	2		
CO3	3		1								
CO4	2								3		
CO5			3							2	2
Avg	2.33	2.50	2.00	-	-	-	-	1.00	2.50	2.00	2.00

<b>School: SBS</b>		<b>Batch : 2019-21</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2019-20</b>
<b>Branch: General</b>		<b>Semester: II</b>
<b>1</b>	<b>Course Code</b>	MBA 193
<b>2</b>	<b>Course Title</b>	Operations Research
<b>3</b>	<b>Credits</b>	3
<b>4</b>	<b>Contact Hours (L-T-P)</b>	2-0-2
	<b>Course Type</b>	Compulsory
<b>5</b>	<b>Course Objective</b>	<ol style="list-style-type: none"> <li>1. To understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly</li> <li>2. To teach a practical approach to modeling time series data</li> <li>3. To help student identify and propose models, estimate them with data, diagnose whether they fit, and interpret their meanings.</li> <li>4. Though Computer software is utilized, an understanding of underlying concepts and methods would be stressed</li> </ol>
<b>6</b>	<b>Course Outcomes</b>	<p><b>CO1:</b> The student will be able to list the application of optimization techniques in managerial decision making</p> <p><b>CO2:</b> The student will be able to describe some real time business situations as a mathematical model</p> <p><b>CO3:</b> The student will be able to solve a problem, work out its optimum solution and interpret the result</p> <p><b>CO4:</b> The student will be able to infer the excel output for taking business decisions</p> <p><b>CO5:</b> The student will be able to recommend the best possible solution of a problem under the given constraints.</p>
<b>7</b>	<b>Course Description</b>	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.
<b>8</b>	<b>Outline syllabus</b>	CO Mapping
	<b>Unit 1</b>	<b>Introduction to Operations Research</b>
	<b>A</b>	Scope and applications of Operations Research in managerial decision making. Modelling Approach-Mathematical Models and algorithms. Phases of Operations Research
	<b>B</b>	<b>Decision making environments:</b> 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
	<b>Unit 2</b>	<b>Linear Programming Applications in Marketing , Finance and Operations Management</b>	
	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 - Portfolio management, media selection, A-Make-or-Buy Decision, shadow price ,Sensitivity analysis	CO1,CO2,CO3
	C	<i>Using Excel Solver to Solve LPP and derive and interpret Sensitivity report</i>	CO1,CO2,CO3
	<b>Unit 3</b>	<b>Transportation &amp; Transshipment And Assignment &amp; Travelling Salesman Problems</b>	
	A	<b>Transportation Problem:</b> 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	<b>Assignment Model:</b> 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
	<b>Unit 4</b>	<b>Game Theory</b>	
	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,CO5
	B	<i>Using Excel Solver for solving Game theory problems</i>	CO3,CO4,CO5
	C	<i>Applications of Game theory in business and economics</i>	CO3,CO4
	<b>Unit 5</b>	<b>Replacement Problem</b>	
	A	Replacement of assets that deteriorate with time;	CO3,CO4,CO5
	B	Replacement of assets which fail suddenly, Both cases- When Time value of Money is considered and when not considered.	CO3,CO4,CO5

	<b>C</b>	<i>Using excel to draw and interpret various tables for replacement problems.</i>			CO3,CO4,CO5
	<b>Mode of examination</b>	Theory and Practical			
	<b>Weightage Distribution</b>	CA	MTE	ETE	
		30%	20%	50%	
	<b>Text book/s*</b>	Hamdy A. Taha; Operations Research-An Introduction, Pearson Education, 8 <sup>th</sup> Edition			
	<b>Other References</b>	1. M.P. Gupta and R.B. Khanna; Quantitative Techniques for Decision Making, PHI 4 <sup>th</sup> Edition  2. J.K. Sharma Operations Research Theory and Applications; Macmillan India Ltd. 4 <sup>th</sup> Edition			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	1	2	1	1	1	2	1	1	1
CO2	2	2	2	2	2	1	1	1	1	2
CO3	1	2	1	1	1	2	1	2	2	1
CO4	1	2	2	1	2	1	2	2	2	2
CO5	1	2	1	1	2	1	2	2	2	2
Avg	1.20	1.80	1.60	1.20	1.60	1.20	1.60	1.60	1.60	1.60

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

<b>School: SBS</b>		<b>Batch : 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	MBA158	
2	Course Title	Legal Aspects of Business	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	CORE	
5	Course Objective	<p>The purpose of this course is to:</p> <ol style="list-style-type: none"> <li>1. Introduce the legal framework that affects business relationships, organisations and its operations.</li> <li>2. Improve the ability to recognize and manage the legal risks arising in business situations</li> <li>3. Encourage critical thinking in order to examine all sides of a business situation</li> <li>4. Develop capacity for analysis, research and problem solving skills within the context of the Legal framework.</li> </ol>	
6	Course Outcomes	<p>On the completion of the course the student will be able to:</p> <p>CO1: Describe the Legal Framework within which the business operates</p> <p>CO2 : Infer the need of Legal compliances that affects businesses</p> <p>CO3: Identify issues, recognize potential problems in day to day business activities and know when to consult with a legal expert.</p> <p>CO4: Plan, execute and take decisions to undertake business practices that comply with relevant laws.</p> <p>CO5: Assess the appropriate type of business organisation suited to one's business.</p>	
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
	<b>Unit 1</b>	<b>Business Organisations</b>	
	A	Limited Liability Partnership Act 2008	CO1, CO2,CO5
	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	CO1, CO2,CO5
	C	Annual Report of a company, Role of SEBI as a market regulator Importance of Legal Compliances	CO1, CO2,CO5
	<b>Unit 2</b>	<b>Business Transactions</b>	
	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>CO3,CO4</b>
	B	The Sales of Goods Act 1930; Essentials of a contract of sale, Sale and agreement to sell, conditions and warranties, Rights of	CO1, CO3

		Buyers and Sellers, A brief overview of International Sale Contracts			
	C	Competition Act 2002 - Salient features			CO2
	<b>Unit 3</b>	<b>Conduct of Business</b>			
	A	The Consumer Protection Act 1986: Rights of Consumer, Consumer dispute, Consumer Dispute Redressal Agencies			<b>CO5,</b>
	B	A brief overview of different Regulatory bodies – ASCI, TRAI,RERA,IRDA			CO2
	C	Business and Criminal Liability			CO2
	<b>Unit 4</b>	<b>Employer-Employee relationship</b>			
	A	Legal issues in Recruitment, employment contracts and Non Disclosure Agreements			CO1.CO3
	B	Prevention of Sexual Harassment at Workplace			CO3
	C	Overview of Social Security Laws in India			CO1.CO3
	<b>Unit 5</b>	<b>Emerging Areas (Brief Overview)</b>			
	A	Intellectual Property Rights – Trademarks, Copyright and Patent			CO5
	B	Alternate Dispute Resolution – Arbitration, Mediation, Conciliation			CO3
	C	Information Technology Act, Social Media offences			CO1,CO3
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	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"> <li>• Kuchhal, M.C., Mercantile Law, 7th ed., 2009, Vikas Publishing House</li> <li>• Gulshan, S.S., Business Law, 3rd ed., 2006, Excel Books</li> <li>• Tulsian, P.C., Business Law, 2nd ed., 2001, Tata McGraw-Hill</li> </ul>			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	2	2	-	2	-	1	1
CO2	3	1	2	2	1	-	2	2	1	1
CO3	3	3	2	2	2	1	3	2	2	2
CO4	2	1	1	3	2	2	3	2	1	1
CO5	2	1	1	2	2	-	1	1	1	1
Avg	2.40	1.40	1.40	2.20	1.80	1.50	2.20	1.75	1.20	1.20

## Syllabus for CORPORATE FINANCE

<b>School: SBS</b>		<b>Batch : 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: II</b>	
1	Course Code	<b>CORPORATE FINANCE</b>	
2	Course Title	MBA-139	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	CORE	
5	Course Objective	<p>Every decision that a firm makes has a corporate finance component to it. The subject, corporate finance thus includes all of a firm's decision that has financial implications. Those broadly include (i) Financial Decisions, (ii) Investment Decisions &amp; (iii) Dividend Decisions. These decisions have the implications on the firms' market/share value.</p> <p>As a Finance Manager, you have to take the above decisions. The objective of this course is to provide you with the conceptual framework necessary to understand above financial issues and the techniques to manage them efficiently and effectively. You may choose a career in manufacturing companies, non-governmental or service sector, investment banks or management consultancy, thorough learning of the art of financial management is a must</p>	
6	Course Outcomes	<p>On completion of this module the student will be able to:</p> <p>CO1. Recognize complexities involved in Project Management.</p> <p>CO2. Interpret the market and demand through technical projections of the project</p> <p>CO3. Apply various methods of capital budgeting and risk analysis</p> <p>CO4. Explain the sequential steps of the project management</p> <p>CO5. Evaluate the project scope, project time, project cost and budgets, project resources, project quality</p>	
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
	<b>Unit 1</b>		
	A	Introduction of the module, need and Importance of financial management, Financial Functions , Financial Decisions, Objectives & Scope of Financial Management	CO1

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

		Evaluation of Credit Policy, Motives for holding cash, Factors determining cash, Cash Management models. <b>(Practical Questions &amp; Case Studies)</b> - <b>Workshop</b>			
	C	Introduction, Objectives, Importance of Inventory Management, Techniques of Inventory Control, Financial Manager's Role in Inventory Management. <b>(Practical Questions &amp; Case Studies)</b> - <b>Workshop</b>			CO4,CO5
	<b>Unit 5</b>				
	A	Introduction, Meaning and Types of dividends; Dividend Policy –Meaning, Factors influencing dividend policy, Types of Dividend Policy, Workshops on Dividend Policy in Indian Companies.			CO5
		Relationship between Dividend Policy and Value of Firm, Relevance Theory of Dividend – Walter's approach & Criticism. Gordon's approach & Criticism. <b>(Practical Questions &amp; Case Studies)</b>			
	B	Irrelevant concept of dividend, Modigliani and Miller's approach, Criticism of M-M Approach. <b>(Practical Questions &amp; Case Studies )</b>			CO3,CO6
	C	Introduction, Meaning and Types of dividends; Dividend Policy –Meaning, Factors influencing dividend policy, Types of Dividend Policy, Workshops on Dividend Policy in Indian Companies.			CO6
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	<b>“Financial Management – Theory and Practice”, Prasanna Chandra, 7ed. (Tata McGraw Hill)</b>			
	Other References	- -Financial Management, IM Pandey (Vikas Publishing House) - -Financial Management & Policy, James C. Van Horne, (Prentice Hall, New Delhi) - -Fundamentals of Corporate Finance by Ross, Waterfield Jordan, (Tata McGraw Hill) - -Corporate Finance – Theory & Practice Aswath Damodaran, (John Wiley & Sons) - Financial Management, MY Khan and PK Jain,			

		(TataMcGraw Hill)  <b>Newspaper, Magazines and Journals</b> - 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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### Program Outcome Vs Course Outcomes Mapping Table

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
Avg	2.00	2.00	1.80	1.20	1.00	1.00	1.00	1.00	1.00	1.00

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

School: School of Business Studies		<b>Batch : 2019-21</b>	
Program: MBA		<b>Current Academic Year: 2020-21</b>	
Branch:		<b>Semester: II</b>	
SUB CODE		<b>MBA162</b>	
1	Course Title	<b>Business Research Methods</b>	
2	Credits	<b>3</b>	
3	Contact Hours (L-T-P)	3-0-0	
4	Course Status	CORE	
5	Course Description	This course is aimed at imparting students an understanding of business research methods, such that they are able to conduct business research function in business organizations. To have a thorough understanding of the various Research methods and its role in effective utilization of resources to compete in the every changing Global Business scenario	
6	Course Objectives	<p>To provide the students with an adequate understanding of how business research methods can be used as a decision making tool by the managers in organizations</p> <p>To produce Managers with expertise in the area of Business Research methods and its scope of applications to improve the Organization productivity and market share in Global marketing environment.</p>	
7	Course Outcomes	<p>CO1: To define the concepts of Business Research methods and its importance in the modern day Organizations</p> <p>CO2: To demonstrate an understanding of application of Research tools in business operations in order to effectively utilize their resources .</p> <p>CO3: To enhance student ability to analyse the implications of Business Research techniques</p> <p>CO4: To explain the applications of specific Research tools and techniques used for business research</p> <p>CO5: To evaluate Research report analysis and decision making with appropriate Statistical tools</p>	
8		Outline syllabus	
	Unit A	Introduction to research	CO Mapping
	A 1	Research: Meaning, Nature Scope of Research.	
	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	CO1
	B 1	Business Research: An overview Research process Steps involved in preparing business research plan/proposal	
	B 2	problem formulations	CO1
	B 3	management problem v/s. research problem	CO2
	Unit C	Business Research Design	CO2
	C 1	Business Research Design: Exploratory, Descriptive, & Causal research.	
	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	CO3
	D 1	Data collection Methods: Primary and Secondary data – Sources – advantages/disadvantages.	
	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	CO4
	E 1	Editing, Coding, Classification, Tabulation, Analysis, & Interpretation.	
	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	CO4

		Research report: Oral report, Written reports, Types & Advantages/Disadvantages of oral and written reports, Components of written researchreport			
	Mode of examination	Theory			CO4, CO5
	Weightage Distribution	CA			
	Weightage Distribution Text book/s	30%	MTE	ETE	
		Business Research Methods by Nava I Bajpai by Pearson	20%	50%	
	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
Avg	1.40	1.80	1.50	1.67	1.60	1.00	2.00	1.80	1.60	1.80

School: School of Business Studies		Batch : 2019-21		 <b>SHARDA UNIVERSITY</b> <small>Beyond Boundaries</small>	
Program: MBA		Current Academic Year: 2020-21			
1	Course number	MBA163			
2	Course Title	Production and Operations Management			
3	Credits	3			
4	Contact Hours (L-T-P)	3-0-0			
	Course Status	CORE			
5	Course Objective	<p>The aim of this course is to develop an understanding of the various concepts and techniques involved in the production and operations management.</p> <p>The focus of this course is to:</p> <ul style="list-style-type: none"> <li>• Provide students with the understanding of role and importance of operations as core of business.</li> <li>• Facilitate students to identify, apply and analyze various issues of challenges faced by operations manager.</li> <li>• Develop skills to use of different tools for solving operations management problems.</li> </ul>			
6	Course Outcomes	<p>At the end of this course , Students will be able to :</p> <p>CO1 The student will be able to identify and define type of process as per the requirement of particular product and also importance of Production</p> <p>CO2. The student will be able to explain and differentiate various issues and challenges faced by operations manager.</p> <p>CO3.To solve numerical and calculate the data for problems in operations.</p> <p>CO4.The students should be able to analyze critical dimensions of production.</p> <p>CO5.The students should be able to evaluate alternatives and take decision about operational problems.</p>			
7	Course Description.	In this course, you will learn how to apply the various concepts of POM and interpret technical issues which are theoretical as well as practical in real life.			
8	Outline Syllabus Topics			CO Mapping	
		Unit I	Introduction to POM		
		A	Introduction to Production and Operations Management, Role of operations management in an organisation, Operations Management – Concept; Functions and activities.		CO1
		B	Product and Service Design; New Product Development Process, Prototyping, Concurrent Design and DFMA; Service layout design, Service blueprinting.		CO1,CO2
		C	Types of production Systems – Intermittent and Continuous production systems, Project type		CO2,CO3,CO4

		manufacturing, Cellular Manufacturing, Flexible Manufacturing System (FMS), Robotics.	
	Unit II	Facility Location and Layout	
	A	Facility location – factors to be considered, Site location decisions - Point Rating Method.	CO1
	B	Facility Layout – facility layout for different types of production systems.	CO1,CO2
	C	Capacity Planning and Aggregate Planning; Master production scheduling (MPS).	CO2,CO3,CO4
	Unit III	Materials Management	
	A	Purchase Management - Concept, Objectives, Functions	CO1,CO2,CO3
	B	Inventory Management – EOQ, EBQ, ABC Analysis.	CO1,CO2,CO3
	C	Material Requirement Planning (MRP).	,CO1CO2,CO3
	Unit IV	Project Management	
	A	Introduction to the concepts of project management.	CO1,CO3
	B	Critical Path Method (CPM) and Program Evaluation and Review Technique (PERT)	CO2,CO3
	C	Introduction to Microsoft Project software for project planning, management, and control.	CO2,CO3
	Unit V	Quality Management & Quality Control Techniques	
	A	Basic Quality Concepts, Total Quality Management (TQM), Continuous Improvement (Kaizen), 7 tools of quality, 5S and Six Sigma, Introduction to ISO 9000.	CO2,CO3
	B	Acceptance Sampling and Statistical Process Control- X bar chart, R chart, P chart and C chart.	CO3,CO4,CO5
	C	Quality Circles and its applications.	CO3,CO4,CO5
Mode of Examination:			
Weightage Distribution	<ul style="list-style-type: none"> <li>• Continuous Assessment 30% Mid Term 20%</li> <li>• End Term Examination 50 %</li> </ul>		
Text book	Operations Management by William J Stevenson, Tata McGraw Hill Education, 9th edition.		
Other references	<ol style="list-style-type: none"> <li>1. Operations Management, Theory &amp; Practice, by B. Mahadevan, Pearson Education, 2<sup>nd</sup> edition</li> <li>2. Operations Management along the supply chain by Russell and Taylor, Wiley India Edition, 2012</li> </ol>		

Pos Cos	PO1	PO2	PO3	PO 4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	1	1	2	2	2	2	2
CO2	2	2	2	2	1	2	2	2	2	2
CO3	2	3	2	1	2	2	3	2	3	2
CO4	2	3	2	1	2	2	2	3	2	2
CO5	2	2	2	1	1	2	2	2	2	1
Avg	2.00	2.40	2.00	1.20	1.40	2.00	2.20	2.20	2.20	1.80

## Total Personality Development

School:		Batch : 2019-21	
Program: MBA		Current Academic Year: 2020-21	
Branch: -		Semester: II	
1	Course Code	MBA116	
2	Course Title	Total Personality Development	
3	Credits	3	
4	Contact Hours (L-T-P)	0-0-6	
	Course Status	Ability Enhancement course	
5	Course Description	To enhance the holistic development of students and improve their employability skills with the help of various tools and also emphasizing on reading variety of texts, enacting them and performing them in order to equip them with appropriate body language and vocal aptitude.	
6	Course Objective	<ol style="list-style-type: none"> <li>1. To enhance holistic development of students and improve their employability skills</li> <li>2. Emphasizing on reading a variety of texts.</li> <li>3. Enacting texts and performing them.</li> <li>4. Analyzing and comprehending texts.</li> <li>5. Time Management and prioritization</li> </ol>	
7	Course Outcomes	<p>CO1: The student should be able to understand attitude and its influence on behaviour. (Understand)</p> <p>CO2: The student should be able to show themselves in social &amp; professional settings. (APPLY)</p> <p>CO3: The student should be able to prioritize and Manage time (Eisenhower's Matrix)(Analyse)</p> <p>CO4: The student should be able to assess and read a variety of genres and review them. (Evaluate)</p> <p>CO5: The student should be able to develop intrapersonal, pronunciation skills, interpersonal skills and be an effective goal oriented team player.(Create )</p> <p>CO6: The student should be able to develop professionals with idealistic and practical skills (which includes skills as debating, JAM and Declamation).</p>	
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	MTE
		60%	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	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
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
Avg	1.00	2.00	1.20	1.60	2.67	2.17	2.17	1.67	2.67	2.33

## Industrial Readiness

<b>School:</b>		<b>SBS Batch: 2019-21</b>
<b>Program: MBA</b>		Current Academic Year: 2019-2020
Branch:		Semester: 3
1	Course Code	<b>MBP213</b>
2	Course Title	Industrial Readiness
3	Credits	2
4	Contact Hours (L-T-P)	0-1-2
Course Status		Skill enhancement course
5	Course Description	<p>The course aims at catching the students –youngll and provide them a 360-degree exposure to learning elements of Business English readiness program, behavioural traits, achieve softer communication levels and a positive self-branding along with augmenting numerical and altitudinal abilities.</p> <p>To up skill and upgrade students across varied industry need to enhance employability skills. By the end of this semester, the students will have entered the threshold of his/her 1<sup>st</sup> phase of employability enhancement and skill building activity exercise.</p>
6	Course Objective	<p>6. To enhance holistic development of students and improve their employability skills</p> <p>7. To provide a 360-degree exposure to learning elements of Business English readiness program, behavioural traits, achieve softer communication levels and a positive self-branding along with augmenting numerical and altitudinal abilities.</p>
7	Course Outcomes	<p>CO1: The student should be able to identify his level of awareness and understanding through SWOT analysis and TNA.</p> <p>CO2: The student should be able to show themselves in social &amp; professional settings, understanding attitude and behaviour. (APPLY)</p> <p>CO3: The student should be able to prioritize and Manage time (Eisenhower’s Matrix) (Analyse)</p> <p>CO4: The student should be able to develop constructive criticism and decision-making skills.</p> <p>CO5: The student should be able to develop intrapersonal, writing, pronunciation skills, interpersonal skills and be an effective goal oriented team player.(Create )</p>
<b>Course Contents   Courseware</b>		<b>Course Outcome</b>
<i>Unit 1</i>		<b>BELLS ( Building Essential Language and Life Skills)</b>
A		<p><i>Know Yourself:</i> Core Competence. A very unique and interactive approach through an engaging questionnaire to ascertain a student’s current skill level to design, architect and expose a student to the right syllabus as also to identify the correct TNI/TNA levels of the student.</p>
Techniques of Self Awareness   Self Esteem & Effectiveness  Building		CO1 & CO2

<i>B</i>	Positive Attitude   Building Emotional Competence		
<i>C</i>	Positive Thinking & Attitude Building   Goal Setting and SMART Goals – Milestone Mapping   Enhancing L S R W G and P (Listening Speaking Reading Writing Grammar and Pronunciation)   Verbal Abilities - 1		CO3 & CO5
<b>Unit 2</b>	<b>Campus to Corporate</b>		
<i>A</i>	Avoiding Arguments   The Art of Assertiveness   Constructive Criticism   The Personal Effectiveness Grid   Assessing our Strengths & Limitations and Creating an Action Plan for Learning with the 4M Model   Verbal Abilities-3		CO1& CO4
<i>B</i>	Empathy VS Sympathy   Workbook   Verbal Abilities-4		CO2
<i>C</i>	Innovative & Critical Thinking   Problem Solving		CO4
<b>Unit 3</b>	Team Building & Team Synergy   Ownership   Accountability   Trust		CO5
	<b>Group Discussion and Personal Interview</b>		
<i>A</i>	GD rounds		CO5
<i>B</i>	Grilling Interviews		CO5
<i>C</i>	Cold Calling		
<b>Unit 4</b>	<b>Change Management and Agility</b>		
<i>A</i>	How to cope with Change		CO2,CO3 &CO5
<i>B</i>	Agility and the concept		CO2,CO3 &CO5
<i>C</i>	Role Play and Exercises		CO2,CO3 &CO5
<b>Unit 5</b>	<b>Presentation and Delivery</b>		
<i>A</i>	Learning Presentation Skills (Acc. Corporate Standard)		CO2
<i>B</i>	Creating a Draft after choosing and researching on the topic		CO2,CO3,CO4 & CO5
<i>C</i>	Delivery and Q & A round		CO2,CO3,CO4 & CO5
<b>Course Evaluation</b>			
<i>Parameters</i>	Continuous Assessment	End-Term Examination (Viva-Voce)	
<i>Class Assignment/Free Speech Exercises / JAM</i>	Weightage - 60%	Weightage - 40%	
<i>Group Presentations/Mock Interviews/GD/ Reasoning, Quant &amp; Aptitude</i>			
<b>Reading Content</b>			
Text books   Library links   Reading Resources	<i>Wiley's Quantitative Aptitude-P Anand   Power of Positive Action (English, Paperback, Napoleon Hill)   Streets of Attitude (English, Paperback, Cary Fagan, Elizabeth Wilson) The 6 Pillars of self-esteem and awareness – Nathaniel Brandon   Goal Setting (English, Paperback, Wilson Dobson) Love has its various ways-Divya Kapoor</i>		

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	-	-	-	2	3	1	2	-	3	3
CO2	2	2	2	2	3	2	2	2	2	3
CO3	-	2	-	2	3	3	3	1	3	1
CO4	2	3	1	2	2	3	2	3	2	3
CO5	1	2	1	1	3	3	2	-	3	3
Avg	1.67	2.25	1.33	1.80	2.80	2.40	2.20	2.00	2.60	2.60

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch:</b>		<b>Semester: IV</b>	
1	Course Code	MBA 260	
2	Course Title	Strategic Management	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory /Core	
5	Course Objective	<p>The objective of this course is to make students as how to prepare the strategic intent documents; analyse implications thereof in a global business environment with emphasis on the following:</p> <ul style="list-style-type: none"> <li>• Assess the structure of an industry and its influence on potential for profitability of firms in the industry.</li> <li>• Assess a firm's resources and organizational capabilities for their ability to generate competitive advantage.</li> <li>• Develop a strategic plan based on understanding of the industry/market, the resources/capabilities of the firm and its' competitive advantage.</li> <li>• Evaluate growth strategies of a firm such as vertical integration; diversification and internationalization</li> <li>• Understand implementation and control issues of a strategic plan.</li> </ul>	
6	Course Outcomes	<p>Having completed the course, the student will be able to</p> <p>CO1: Define and describe the basic concepts of strategic management          CO2: Understand various tools and frameworks for strategic analysis          CO3: Apply the various tools and frameworks for strategic analysis          CO4: Analyse the real life situations of company using a strategic management perspective          CO5: Evaluate critically real life company situations</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	<b>Syllabus Outline</b>		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Strategic Management</b>	
	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

	<b>Unit 2</b>	<b>Strategy Formulation</b>			
	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
	<b>Unit 3</b>	<b>Business Level Strategies</b>			
	A	Business Level Strategy: Generic strategies			CO2, CO3, CO4
	B	Low Cost Strategy			CO4, CO5, CO6
	C	Differentiation Strategy			CO4, CO5, CO6
	<b>Unit 4</b>	<b>Corporate Level Strategies</b>			
	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
	<b>Unit 5</b>	<b>Strategy Implementation</b>			
	A	Strategy Implementation: Organizational structure			CO4, CO5, CO6
	B	Leadership and Corporate culture			CO4, CO5
	C	Strategy Evaluation & Control			CO4, CO5
	<b>Mode of examination</b>	<b>Theory</b>			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	<ul style="list-style-type: none"> <li>Robert M Grant: Contemporary Strategic Management (Wiley India)</li> <li>Hill and Jones: Strategic Management, 9th edition, Cengage</li> </ul>			
	Other References	<ul style="list-style-type: none"> <li>Fred R David: Strategic Management, Pearson, 14th Edition</li> <li>Wheelen, Hunger &amp; Rangarajan: Strategic Mgmt. &amp; Bus. Policy (Pearson Edu)</li> </ul>			

### Mapping of COs with POs (program objectives)

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

**List of Discipline Specific Courses (DSCs) of Marketing**

Sr No.	Semester	Course
1	I	Marketing in Action
2	II	Consumer Behaviour
3	II	Market Survey (Field Project)
4	III	Sales and Distribution Management
5	III	Services Marketing
6	III	Advertising and Brand Management
7	III	International Marketing
8	III	Rural Marketing
9	III	Responsible and Sustainable Marketing
10	IV	Retail Marketing
11	IV	Digital Marketing
12	IV	Marketing Analytics
13	IV	Customer Relationship Management

<b>School: School of Business Studies</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	MBA406	
2	Course Title	Advertising and Brand Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
5	Course Description	This course aims to familiarize the students with the intricacies of advertising and also equip them with the fundamental knowledge of branding and brand management.	
6	Course Objectives	<ol style="list-style-type: none"> <li>1. To make the students aware of the theoretical principles and best practices of advertising</li> <li>2. To make the students familiar with the mechanics of campaign planning and execution</li> <li>3. To make the students comprehend the intricacies of media management in advertising</li> <li>4. To make the students aware of the conceptual constructs of branding</li> <li>5. To make the students familiar with the formulation and execution of branding strategies in the marketplace</li> </ol>	
7	Course Outcomes	<p>CO1: The student will be able to clearly define the different components of promotion-mix and types of advertising.</p> <p>CO2: The student will be able to explain the different creative strategies that can be used in a proposed advertisement.</p> <p>CO3: The student will be able to prepare a media plan for a proposed advertising campaign.</p> <p>CO4: The student will be able to distinguish between brand identity and brand image.</p> <p>CO5: The student will be able to recommend strategies for brand positioning, repositioning and rejuvenation.</p>	
8	Outline syllabus		CO Mapping
	Unit A		
	A1	<ul style="list-style-type: none"> <li>• Fundamentals of advertising - advertising as a subset of the promotion-mix; advertising as part of integrated marketing communications</li> </ul>	CO1
	A2	<ul style="list-style-type: none"> <li>• Types of advertising</li> </ul>	CO1
	A3	<ul style="list-style-type: none"> <li>• Objectives of advertising - the DAGMAR approach</li> </ul>	CO1
	Unit B		
	B1	<ul style="list-style-type: none"> <li>• Message strategies and tactics</li> </ul>	CO2

	B2	<ul style="list-style-type: none"> <li>• Creative approaches, copy-writing and copy-testing</li> </ul>	CO2						
	B3	<ul style="list-style-type: none"> <li>• Advertising copy design - copy layout</li> </ul>	CO2						
	Unit C								
	C1	<ul style="list-style-type: none"> <li>• Advertising appeals and themes</li> </ul>	CO3						
	C2	<ul style="list-style-type: none"> <li>• Types of media; media planning and scheduling</li> </ul>	CO3						
	C3	<ul style="list-style-type: none"> <li>• Advertising budget; measuring advertising effectiveness; advertising agency; social and ethical issues in advertising</li> </ul>	CO3						
	Unit D								
	D1	<ul style="list-style-type: none"> <li>• Introduction to branding and brand management; meaning and importance of brand; product versus brand</li> </ul>	CO4						
	D2	<ul style="list-style-type: none"> <li>• Advantages and challenges of branding</li> </ul>	CO4						
	D3	<ul style="list-style-type: none"> <li>• Concept of brand equity; sources of brand equity; brand elements; brand identity versus brand image</li> </ul>	CO4						
	Unit E								
	E1	<ul style="list-style-type: none"> <li>• Brand positioning; brand-building</li> </ul>	CO5						
	E2	<ul style="list-style-type: none"> <li>• Brand extension; advantages and disadvantages of brand extension</li> </ul>	CO5						
	E3	<ul style="list-style-type: none"> <li>• Brand rejuvenation; globalizing a domestic brand - standardization versus customization</li> </ul>	CO5						
	Mode of examination	Theory							
	Weightage Distribution	<table border="1"> <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	<ul style="list-style-type: none"> <li>• ‘Advertising and Promotion: An Integrated Marketing Communications Perspective’ by George E. Belch, Michael A. Belch and KeyoorPurani(McGraw-Hill)</li> <li>• ‘Brand Management – Principles and Practices’ by KirtiDutta (Oxford University Press)</li> </ul>							
	Other References	<ul style="list-style-type: none"> <li>• ‘Advertisement and Promotions: An IMC Perspective’ by Kruti Shah and Alan D’Souza (McGraw-Hill)</li> <li>• ‘Strategic Brand Management’ by Kevin Lane Keller, MG Parameswaran and Isaac Jacob (Pearson)</li> </ul>							

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
Avg	2.00	1.80	1.80	1.00	1.00	1.00	2.00	2.00	1.20	1.60

<b>School: School of Business Studies</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: II</b>	
1	Course Code	MBA 167	
2	Course Title	Consumer Behaviour	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
5	Course Description	This course is aimed at imparting students an understanding of consumer behavior, such that they are able to strategize and design for the marketing function in business organizations.	
6	Course Objectives	<ol style="list-style-type: none"> <li>1. To provide an overview and understanding of the basic premises of Consumer Behaviour.</li> <li>2. To introduce students to the various theories that model consumer behaviour while illustrating the unique challenges faced by marketers.</li> <li>3. To assist students to integrate into their thinking the important individual and social dimensions that shape up decision making.</li> <li>4. To develop an approach to handle post purchase consumer behaviour.</li> </ol>	
7	Course Outcomes	<p>CO1: The students will be able to define and explain key theories and concepts underlying consumer behaviour.</p> <p>CO2: The students will be able to describe and identify the Consumer Decision Making Process.</p> <p>CO3: The students will be able to illustrate and assess individual factors that shape consumer behaviour along with their marketing implications.</p> <p>CO4: The students will be able to recognize and examine group and social influences that guide consumer behaviour and their marketing implications.</p> <p>CO5: The students will be able to recognize and interpret post-purchase processes as an inherent aspect of modern day consumer behaviour</p>	
8	Outline syllabus		CO Mapping
	Unit A		
	A 1	Development of Marketing Concept; Customer Value, Satisfaction & Retention	CO1
	A 2	A Simplified Model of Consumer Decision Making; Consumer Decision Making & Problem Recognition	CO1, CO2
	A 3	Information Search;	CO2
	Unit B		
	B 1	Alternative Evaluation & Selection	CO2

	B 2	Consumer Motivation: as a psychological force; goals; types & system of needs	CO3, CO1
	B 3	Consumer Perception: elements and dynamics;	CO3, CO1
	Unit C		
	C 1	Consumer Imagery	CO3, CO1
	C 2	Consumer Learning: elements, learning theories	CO3, CO1
	C 3	Consumer Attitude Formation: attitude, structural models,	CO3, CO1
	Unit D		
	D 1	Attitude formation & strategies	CO3
	D 2	Reference Groups & Family Influences: reference groups,	CO4, CO1
	D 3	Family decision making	CO4
	Unit E		
	E 1	Social Class & Consumer Behaviour: measurement	CO4, CO1
	E 2	Culture & Consumer Behaviour: measurement	CO4
	E 3	Post-purchase Processes: Dissonance, Dispositions, Evaluation	CO5
	Mode of examination	Theory	
	Weightage Distribution	CA 30%	MTE 20%
			ETE 50%
	Text book/s	1. Schiffman, L. G., & Kanuk, L. L., <i>Consumer Behavior</i> , Ninth Edition, Pearson <ul style="list-style-type: none"> <li>Hawkins, D. I., Mothersbaugh, D. L., &amp; Mookerjee, A., <i>Consumer Behavior – Building Marketing Strategy</i>, Eleventh Edition, McGraw Hill</li> </ul>	
	Other References	<ul style="list-style-type: none"> <li>Solomon, M. R., <i>Consumer Behavior – Buying, Having &amp; Being</i>, Ninth Edition, Prentice Hall India</li> </ul>	

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
Avg	1.40	1.80	1.50	1.67	1.60	1.00	2.00	1.80	1.60	1.80

<b>School: SCHOOL OF BUSINESS STUDIES</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: : 2020-21</b>	
<b>Branch: -</b>		<b>Semester: IV</b>	
1	Course Code	MBA 266	
2	Course Title	Customer Relationship Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
5	Course Description	The course aims to develop an understanding for the customer relationship management and analyze customer relationship management-related abilities among the students.	
6	Course Objective	<ol style="list-style-type: none"> <li>1. To provide an understanding and necessary knowledge, skills, and competencies for handling customers</li> <li>2. To help in identifying and exploiting opportunities through CRM via database</li> <li>3. To give necessary knowledge required to deal with the various issues relating to customer relationship</li> <li>4. Equip the necessary knowledge and skill sets required for managing the established CRM.</li> </ol>	
7	Course Outcomes	<p>The student will be able to:</p> <p>CO1: Describe the knowledge, skills, and competencies relating to CRM.  CO2: Discuss the issues of database CRM activities  CO3: Apply the knowledge of database marketing in business scenarios.  CO4: Analyze the impact of CRM on the business organization.  CO5: The students will be able to describe and identify the Consumer Decision Making Process.</p>	
8	Outline syllabus		CO Mapping
	Unit A	<b>Database marketing strategy</b>	
	A 1	<ul style="list-style-type: none"> <li>• Why CRM</li> <li>• The Concept &amp; changes concerning market place, data storage technology, marketing function.</li> <li>• Benefits of the database customer value management approach</li> </ul>	CO1, CO2

	A 2	<ul style="list-style-type: none"> <li>• CRM Industry landscape(Evolution of CRM)</li> <li>• CRM and IT Revolution.</li> <li>• Factors driving the CRM industry forward.</li> </ul>	CO2	
	A 3	<ul style="list-style-type: none"> <li>• Strategic CRM versus Functional CRM.</li> </ul>	CO1, CO2	
	<b>Unit B</b>	<b>Strategic CRM</b>		
	B 1	<ul style="list-style-type: none"> <li>• Components of strategic CRM</li> <li>• CRM implementation</li> </ul>	CO3, CO4, CO5	
	B 2	<ul style="list-style-type: none"> <li>• Developing a CRM strategy</li> </ul>	CO1, CO3	
	B 3	<ul style="list-style-type: none"> <li>• Implementing a CRM strategy(elements, ROI,operational projects &amp; Analytical projects)</li> </ul>	CO1, CO2, CO6	
	<b>Unit C</b>	<b>Implementation of Database marketing in CRM</b>		
	C 1	<ul style="list-style-type: none"> <li>• Types of databases</li> <li>• Categorizing on database technology</li> <li>• Benefits of marketing databases.</li> </ul>	CO2, CO4	
	C 2	<ul style="list-style-type: none"> <li>• What is loyalty?</li> <li>• Loyalty profit chain (link between loyalty and profit)</li> </ul>	CO4	
	C 3	<ul style="list-style-type: none"> <li>• Key objectives and effectiveness of the loyalty program.</li> </ul>	CO1, CO4	
	<b>Unit D</b>	<b>Data mining in CRM</b>		
	D 1	<ul style="list-style-type: none"> <li>• Understanding the need for data mining</li> <li>• Business value of data mining</li> </ul>	CO4	
	D 2	<ul style="list-style-type: none"> <li>• Data mining process</li> </ul>	CO2, CO4	
	D 3	<ul style="list-style-type: none"> <li>• Identifying relevant predictive variables and campaign management</li> </ul>	CO4	
	<b>Unit E</b>	<b>Application of CRM</b>		
	E 1	<ul style="list-style-type: none"> <li>• customer life time and firm profitability.</li> <li>• Customer heterogeneity.</li> </ul>	CO2, CO5	
	E 2	<ul style="list-style-type: none"> <li>• Application of customer value framework to marketing decisions</li> <li>• Optimal resource allocation.</li> </ul>	CO2, CO5	
	E 3	<ul style="list-style-type: none"> <li>• Purchase sequence analysis.</li> </ul>	CO6	
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%

	Text book/s*	<ul style="list-style-type: none"> <li>Customer relationship management (A database approach) V.Kumar, Werner.J.Reinartz, Wiley</li> </ul>	
	Other References	Teachers notes	

POs/ COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	2	-	-	2	2	3	-
CO2	1	2	2	1	-	-	2	2	3	1
CO3	2	1	1	1	1	-	3	2	2	2
CO4	1	1	2	1	2	-	3	2	2	1
CO5	1	1	2	1	2	-	3	2	2	2
Avg	1.20	1.20	1.60	1.20	1.67	-	2.60	2.00	2.40	1.50

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: School of Business Studies</b>		<b>Batch: 2019-21</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>
<b>Branch:</b>		<b>Semester: IV</b>
1	Course Code	MBA 264
2	Course Title	Digital Marketing
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Discipline Specific Elective
5	Course Description	This course is aimed at imparting students an understanding of digital marketing tools like social media marketing, email marketing, content ,marketing, googleadwords and other practical usages of digital marketing in organizations
6	Course Objectives	<ol style="list-style-type: none"> <li>1. Today’s marketer has to be aware of the digital Market interventions and this course has been designed keeping in mind the requirement of industry on one end and competence enhancement on the other.</li> <li>2. At the end of this course you will be equipped with the skill to understand and initiate digital marketing.</li> </ol>
7	Course Outcomes	<p>CO1: Understand the basic nuances of digital marketing and its role in modern day marketing.</p> <p>CO2: Evaluate the search engine optimizations as a digital marketing strategy</p> <p>CO3: Understand the role of digital analytics and the various tools to manage them.</p> <p>CO4: Evaluate the social media marketing as a digital marketing strategy</p> <p>CO5: Evaluate and assess the role of digital marketing in the overall marketing strategy. Learn about other digital marketing tools apart from those above.</p>
8	Outline syllabus	CO Mapping
	Unit A	<b>Introduction to Digital Marketing</b>
	A 1	What is digital marketing
	A 2	Aligning Internet with Business Objectives
	A 3	User Behaviour& Navigation
	Unit B	<b>Search Engine Optimization</b>
	B 1	Introduction
	B 2	On & off-page Optimisation , Duplicate Content, Keyword Research, Local SEO, Algorithm Updates
	B 3	Meta Tags, Layout, Content updates
		Inbound Links & Link Building

	Unit C	<b>Digital Analytics</b>			
	C 1	Introduction to Digital Analytics, Management Perspectives of Digital Analytics, Segmentation			CO3
	C 2	Analysis Process, Marketing Management, Experimentation & Testing			CO3
	C 3	Reports & Dashboard			CO3
	Unit D	<b>Social Media Marketing</b>			
	D 1	What is Social Media Marketing?  Social Media Channels  Engaging with Influencers			CO4
	D 2	Overview of Facebook, Twitter, LinkedIn, Blogging, Youtube and other growing social media			CO4
	D 3	Listening & Reputation Management, Social Media Measurement			CO4
	Unit E	<b>Digital Marketing Strategy</b>			
	E 1	Understanding digital strategy			CO5
	E 2	Email Marketing , Affiliate marketing  Content marketing, freelancing			CO5
	E 3	Google Adwords , Website Management			CO5
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s	Teacher Notes			
	Other References	Digital Marketing, VandanaAhuja, Oxford			

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
Avg	1.40	1.80	1.50	1.67	1.60	1.00	2.00	1.80	1.60	1.80

<b>School: School of Business Studies</b>		<b>Batch : 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: -</b>		<b>Semester: III</b>	
1	Course Code	MBA 227	
2	Course Title	International Marketing	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
5	Course Description	<p>To give an overview of the scenario on international marketing which offer unlimited opportunities to the organization.</p> <p>2. To equip students with the understanding of environments with capability to develop products and other marketing mix elements to develop effective international market plan.</p>	
6	Course Objective	<ol style="list-style-type: none"> <li>1. To make students explain the concept of International Marketing.</li> <li>2. To make students analyze the various environmental variables affecting International Marketing</li> <li>3. To make students explain various product and price strategies followed in International Marketing</li> <li>4. To make students explain various distribution and promotion strategies followed in International Marketing</li> <li>5. To make students assess the Foreign Trade Policy and Documentation structure facilitating international marketing</li> </ol>	
7	Course Outcomes	<p>After the completion of the course the students will be able to:</p> <p>CO1: To make the students understand the basics of International marketing and its role in competitive Globalized markets</p> <p>CO2: To equip the students with core concepts and knowledge related to International Marketing everchanging disruptive product innovations.</p> <p>CO3: To inculcate the students with state of the art Knowledge expertise and skill development to handle product innovations in International markets</p> <p>CO4: To nurture the students with strategic knowledge base of upcoming International trade facilitation trends and procedures</p> <p>CO5: To mould the students as professionals in Foreign trade documentation with sound analytical domain knowledge</p>	
8	Outline syllabus		CO Mapping
	Unit A	Introduction to International Marketing	
	A 1	<ul style="list-style-type: none"> <li>• Nature and scope, basis of international trade</li> </ul>	CO1

	A 2	<ul style="list-style-type: none"> <li>• Difference between domestic, international, multinational, global and transnational marketing</li> </ul>	CO1	
	A 3	<ul style="list-style-type: none"> <li>• EPRG framework</li> </ul>	CO1	
	Unit B	International Business Environment		
	B 1	<ul style="list-style-type: none"> <li>• Scanning of International Environment: Social, cultural, political and legal environments</li> </ul>	CO2	
	B 2	<ul style="list-style-type: none"> <li>• Market analysis and foreign market entry strategies, trade barriers, regional and international agreements</li> </ul>	CO2	
	B 3	<ul style="list-style-type: none"> <li>• International marketing research and information system</li> </ul>	CO2	
	Unit C	International Marketing- Product & Price		
	C 1	<ul style="list-style-type: none"> <li>• Product strategies: International product planning, product design strategies – standardization v/s customization (adaptation), adoption and diffusion of new products</li> </ul>	CO3	
	C 2	<ul style="list-style-type: none"> <li>• branding strategies, international product life cycle</li> </ul>	CO3	
	C 3	<ul style="list-style-type: none"> <li>• Pricing Strategies: Methods of pricing, factors affecting international pricing, transfer pricing, dumping, price escalation, balance of trade, balance of payments</li> </ul>	CO3	
	Unit D	International Marketing- Distribution & Promotion		
	D 1	<ul style="list-style-type: none"> <li>• Distribution Strategies: Direct and indirect channels of distribution, factors affecting channel decisions, international channel members – their role and functions</li> </ul>	CO4	
	D 2	<ul style="list-style-type: none"> <li>• Promotion Strategies: Promoting product/ service in international market, advertising decisions – standardization v/s localization, media decisions</li> </ul>	CO4	
	D 3	<ul style="list-style-type: none"> <li>• IMC in International Marketing</li> </ul>	CO4	
	Unit E	Exim Policy & Documentation		
	E 1	<ul style="list-style-type: none"> <li>• Overview of EXIM Policy</li> </ul>	CO5	
	E 2	<ul style="list-style-type: none"> <li>• Basic understanding of export &amp; import documentation and procedures</li> </ul>	CO5	
	E 3	<ul style="list-style-type: none"> <li>• Issues in international Marketing</li> </ul>	CO5	
	Mode of examination	Theory		
	Weightage Distribution	CA 30%	MTE 20%	ETE 50%
	Text book/s*	International Marketing, P.K. Vasudeva, (Excel)		
	Other References	<ol style="list-style-type: none"> <li>1. Jain Subhash C., 'International Marketing', South – Western Thomson Learning</li> <li>2. Cateura Philip R and Graham John L, International Marketing, TMH</li> </ol>		

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POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	-	-	1	1	2	1	1	1
CO2	1	2	1	-	2	1	2	2	1	2
CO3	1	2	-	2	1	1	2	2	2	2
CO4	1	2	2	2	2	1	2	2	2	2
CO5	1	2	-	1	2	1	2	2	2	2
Avg	1.20	1.80	1.50	1.67	1.60	1.00	2.00	1.80	1.60	1.80

<b>School: School of Business Studies</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: II</b>	
1	Course Code	MBP 117	
2	Course Title	Market Survey (Field Project)	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
5	Course Description	This course is aimed at imparting students a practical understanding market survey.	
6	Course Objectives	<ol style="list-style-type: none"> <li>1. To provide an overview and understanding of the basic premises of market survey.</li> <li>2. To expose students with real time market survey experience</li> <li>3. To assist students to develop an acumen for market survey</li> </ol>	
7	Course Outcomes	<p>CO1: Students will be able to understand the importance of Market Survey in real time strategy formulation and achievement of Organization Vision</p> <p>CO2: Facilitates the analytical ability of the students in applying the appropriate Statistical tools with reference to Research Objectives of Organization</p> <p>CO3: The students will be able to design appropriate Field Survey Questionnaires with requisite application of Statistical tools , to generate Customized research reports</p> <p>CO4: Enriches the Research skill set of students in contributing for real time Data collection &amp; analysis with Advanced Statistical packages and tools.</p> <p>CO5: Student will be able to analyze the collected data</p>	
8	Outline syllabus		CO Mapping
	Unit A	<b>Finding the Problem Statement</b>	
	A 1	Choosing the Problem Area	CO1
	A 2	Selecting the Problem	CO1
	A 3	Defining research Objectives	CO1
	Unit B	Understanding & developing research design	
	B 1	Understanding about qualitative or quantitative framework	CO2
	B 2	Sample frame and population frame	CO2
	B 3	Parametric or non parametric methodology	CO2
	Unit C	Survey Questionnaire Development	

	C 1	Understanding Google Forms and other questionnaire development tools	CO3
	C 2	Developing Questionnaire	CO3
	C 3	Scaling	CO3
	Unit D	Applying Appropriate Methodology	
	D 1	Data Collection	CO4
	D 2	Data Processing	CO4
	D 3	Quantitative and qualitative data analysis	CO4
	Unit E	<b>Interpreting the results and outcomes</b>	
	E 1	Report Compilation	CO4
	E 2	Report Presentation	CO4
	E 3	Interpretation and Conclusion	CO2, CO4
	Mode of examination	Practical	
	Weightage Distribution	Internal	External
		60%	40%
	Text book/s	Marketing Research: An Applied Orientation, 7th Edition Naresh K. Malhotra, Pearson	
	Other References	Teacher's Notes	

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	2	2	2	1	2	2	2	2
Avg	1.40	1.80	1.67	2.00	1.60	1.00	2.00	1.80	1.60	1.80

<b>School: SBS</b>		<b>Batch : 2019-2021</b>	
<b>Program:</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch:</b>		<b>Semester: IV</b>	
1	Course Code	MBP 216	
2	Course Title	Marketing Analytics	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Elective	
5	Course Objective	<p>1. This course will provide you with an introduction to marketing analytics.</p> <p>2. To understand various tools for generating marketing insights from empirical data.</p> <p>2. To understand data usage in decision making in marketing concepts such areas as segmentation, targeting and positioning, satisfaction management, customer lifetime analysis, customer choice, and product and price decisions.</p> <p>3. To understand marketing analytics techniques (visualization, predictive analytics and prescriptive analytics) that are used in data empowered marketing strategy.</p>	
6	Course Outcomes	<p><b>The students will be able to :</b></p> <p>CO1: Define what marketing and analytics are; how they differ from business intelligence and data mining; and why organizations are actively adopting this orientation for strategic advantage</p> <p>CO2: Describe and classify marketing analytics for better decision making.</p> <p>CO3: apply and interpret necessary marketing data and information for effective marketing decision making.</p> <p>CO4: Analyze output from statistical and data mining procedures and draw correct conclusions for effective marketing decisions.</p> <p>CO5: Evaluate output from statistical and data mining procedures and draw correct conclusions for effective marketing decisions.</p> <p>CO6: Create and compile detailed analysis.</p>	
7	Course Description	<p>The aim of the course is to cover topics in marketing analytics, an area that remains the decision enabler of utmost importance for many of the marketing companies'. The objective of the course is to give students a general understanding of this vital area in marketing while demonstrating critical application areas in online and offline marketing channels.</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	Marketing Experiments	
	A	Type of variables. Explore the design of basic experiments, Explore web experiments.	CO1,CO2
	B	Before-after type of experiments: Before-after without control, before-after with control, after-only with control	CO2

	C	Completely randomized design, randomized block design, Latin-square design.	CO2
	<b>Unit 2</b>	Metrics for Measuring Brand Assets, Customer Life time value and ROI	
	A	To build and define brand architecture	CO1
	B	To measure the impact of marketing efforts on brand value over time.	CO1, CO2
	C	Customer Life time value and ROI(Return on Investment)	CO2
	<b>Unit 3</b>	Creating a Dataset and Data Visualization	
	A	Import and prepare the data.	CO2, CO3
	B	Learn how to select, sub setting, and transforming data. Data Filtering, Managing data in a more conducive format.	CO2, CO3
	C	Create graphs in a variety of formats. Modify a graph's axes, fonts, symbols, lines and colors. Add titles, subtitles, labels, plotted text, legends and reference lines.	CO2, CO3
	<b>Unit 4</b>	<b>Data Analysis</b>	
	A	Basic Data analysis, Hypothesis testing	CO3, CO4
	B	Use of Hypothesis testing	CO4, CO5
	C	Use of Correlation and Regression	CO4, CO5
	<b>Unit 5</b>	<b>Advanced Data Analysis</b>	
	A	Application of Factor analysis	CO5, CO6
	B	Application of Cluster analysis	CO5, CO6
	C	Application of Logistic and Discriminant analysis	CO5, CO6
	Mode of examination	Theory/Jury/Practical/Viva	
	Weightage Distribution	CA	Practical
		60%	40%
	Text book/s*		
	Other References		

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

<b>School: School of Business Studies</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2019-2020</b>	
<b>Branch: -</b>		<b>Semester: I</b>	
1	Course Code	MBA309	
2	Course Title	Marketing in Action	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
5	Course Description	The objective of this course is to introduce the concept of Marketing and Designing Product Proposal by applying basics to advanced-level tools and other applications of Marketing.	
6	Course Objective	<p>This modules aims to:</p> <ul style="list-style-type: none"> <li>• Demonstrate the functions of Marketing in business applications.</li> <li>• Introducing to the business areas for which marketing management may be applied</li> <li>• Determine the performance of Marketing concepts in applications.</li> </ul>	
7	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b>Critically analysing industry situations and solution of such problems with the help of marketing concepts</p> <p><b>CO2:</b> Realise the strength and importance of marketing to achieve bottom line business solutions.</p> <p><b>CO3:</b>Evaluating the competitive and operational impacts of adopting marketing processes and determine the performance of business.</p> <p><b>CO4:</b>Critically analysing business reports and designing business plans.</p> <p>CO5: Critically analyse the market environment</p>	
8	Outline syllabus		CO Mapping
	<b>Unit A</b>	<b>Environmental Scanning</b>	
	A 1	Internal Environment Analysis	CO1,CO2

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

	Mode of examination	Practical			
	Weightage Distribution	CA	MTE	ETE	
		40%	0%	60%	
	Text book/s*	1. Principles of Marketing by Philip T. Kotler, Gary Armstrong, et al. Pearson.			
	Other References	Marketing A Managerial Introduction Jc Gandhi Published by Tata Mcgraw Hill Publishing Co Ltd			

POs/COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	3	1	1	2	2	2	2	-	-
CO2	2	3	1	1	2	1	1	2	-	-
CO3	2	2	1	1	1	1	-	2	2	-
CO4	2	3	1	1	1	2	2	-	2	2
CO5	2	3	1	1	1	2	-	-	2	3
Avg	2.00	2.80	1.00	1.00	1.40	1.60	1.67	2.00	2.00	2.50

## Responsible and Sustainable Marketing

School: SBS		Batch 2019-21	
Program: MBA		2020-21	
Branch: -		Semester: III	
1	Course Code		
2	Course Title	Responsible and Sustainable Marketing	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
5	Course Description	This course will explore current challenges and opportunities facing firms in the area of environmental sustainability. It will begin with an introduction to sustainability, with a particular focus on how environmental sustainability is relevant to business.	
6	Course Objective	<ul style="list-style-type: none"> <li>To equip the students with thorough understanding of Topics such as unsustainable consumption/consumer behavior, market research sustainable product design, sustainable value chains.</li> <li>To make students explores the role of sustainability in companies' risk management efforts, and looks at the ways to hedge climate-change related risks.</li> </ul>	
7	Course Outcomes	<p>CO1: Understand the importance of sustainability for business.</p> <p>CO2: Engender comprehension of the nature of sustainable business and the inherent challenges.</p> <p>CO3: Learn about specific topics consumer behavior, market research, product design, value chains and communications using the sustainability lens in business.</p> <p>CO4: Design solutions and develop enterprise plans for sustainable business initiatives.</p> <p>CO5: Apply the bottom-up approach for sustainable business initiatives in any context.</p>	
8	Outline syllabus		CO Mapping
	Unit A	<b>Sustainability and Consumption</b>	
	A 1	Introduction to sustainability	Co1
	A 2	Sustainable business practices	Co1
	A 3	Unsustainable consumption and motivations for sustainable consumer behavior	Co1,Co2
	Unit B	<b>Sustainable Product Design and Market Research</b>	
	B 1	Market research in the arena of sustainability	Co1,Co5

	B 2	How to develop sustainable products	Co1,Co2	
	B 3	The bottom-up approach in terms of immersion, emersion, and design as applied to sustainable business enterprise	Co3,Co5	
	Unit C	Sustainable Value Chains and Communications		
	C 1	Communication of Sustainable offerings	Co3,	
	C 2	Communication of Sustainable offerings by low involvement products	Co2,Co3	
	C 3	Communication of Sustainable offerings by High involvement products	Co3	
	Unit D	<b>Managing Sustainability Risks</b>		
	D 1	Introduction to Issues and Risk Management	Co2	
	D 2	Managing Sustainability Risks	Co1,Co2	
	D 3	Managing risk in Global Context	Co3	
C	Unit E	<b>Creating Shared Value</b>		
	E 1	Introduction to Shared Value Strategy	Co3,Co4	
	E 2	Nestle's Creating Shared Value Strategy	Co3,Co4	
	E 3	Sustainability: A Competitive advantage	Co2,Co3	
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	<ul style="list-style-type: none"> <li>Online resources of IIMBx and HBR case repository</li> </ul>		
	Other References	<ul style="list-style-type: none"> <li>Belz, F. M., &amp;Peattie, K. J. (2009). <i>Sustainability marketing: A global perspective</i>. Wiley.</li> <li>Martin, D. M., &amp; Schouten, J. (2011). <i>Sustainable marketing</i> (p. 264). Pearson Prentice Hall.</li> </ul>		

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	3	2	2	2	3	3	2	2	3
CO2	2	2	2	3	2	2	2	3	2	3
CO3	2	3	2	2	2	2	3	3	3	3
CO4	2	3	2	2	2	3	2	2	3	3
CO5	2	3	1	3	2	3	1	2	2	3
Avg	2.00	2.80	1.80	2.40	2.00	2.60	2.20	2.40	2.40	3.00

<b>School: School of Business Studies</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch:</b>		<b>Semester: IV</b>	
1	Course Code	MBA 278	
2	Course Title	Retail Marketing	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
5	Course Description	This course is aimed at enable critical thinking and analysis of retail marketing.	
6	Course Objectives	<p>1. To impart to the students an in-depth understanding of Retail Marketing concepts.</p> <p>2. To make students aware of Retailers strategy to attain competitive advantage by quick organizational response to changing consumer demands and marketing environment.</p> <p>3. To help the students understand the challenges of modern-day Retail Marketing</p>	
7	Course Outcomes	<p>CO1: The student will be able to identify and understand Retailing concepts in prevailing retail environment.</p> <p>CO2: The student will be able to explain market segment for a given format and also differentiate their positioning strategy.</p> <p>CO3: The student will be able to interpret and contrast Retail Marketing Mix strategies.</p> <p>CO4: The student will be able to evaluate future trends of Retail marketing.</p> <p>CO5 : The student will analyze Customer relationship strategies</p>	
8	Outline syllabus		CO Mapping
	<b>Unit A</b>		
	A 1	Introduction, Meaning of Retailing, Significance of Retailing	CO1
	A 2	Retailing Management Decision Process, Product Retailing vs. Service Retailing	CO1
	A 3	Types of Retailers, Retailing Environment	CO1
	<b>Unit B</b>		
	B 1	Retail Marketing Environment Introduction, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues	CO1
	B 2	Segmentation in Retail, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions , Limitations of Market Segmentation	CO2
	B 3	Indian vs. Global Scenario	CO2
	<b>Unit C</b>		
	C 1	Retail Marketing Mix; Product & service assortment mix	CO3
	C 2	Communication Mix	CO3
	C 3	Distribution Mix	CO3
	<b>Unit D</b>		
	D 1	Managing Retail: Store Location and Layout	CO3
	D 2	Merchandising	CO3
	D 3	Private Branding in Retail	CO3

	<b>Unit E</b>				
	E 1	Retail Marketing Strategy: Different Retail Format, Strategy at different levels of Business			CO4
	E 2	Building a Sustainable Competitive Advantage, CRM			CO4
	E 3	Airport retailing.			CO4
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s	<ul style="list-style-type: none"> <li>• Berman , Barry and Joel Evans Retail Management</li> </ul>			
	Other References	<ul style="list-style-type: none"> <li>▪ Cooper, J. Strategy planning in Logistics and Transportation</li> <li>▪ Cox, Roger and Paul Brittain Retail Management</li> <li>▪ Levy &amp;Weitz Retailing Management</li> <li>▪ Gibson and Vedmani: Retail Management</li> </ul>			

<b>POs COs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PSO 1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	2	1	-	-	1	1	2	2	1	1
<b>CO2</b>	2	2	2	-	1	1	2	2	2	1
<b>CO3</b>	2	2	2	-	1	1	2	2	1	2
<b>CO4</b>	2	2	2	1	-	-	2	2	1	2
<b>CO5</b>	2	2	2	1	-	-	2	2	1	2
<b>Avg</b>	2.00	1.80	2.00	1.00	1.00	1.00	2.00	2.00	1.20	1.60

<b>School: SBS</b>		<b>Batch : 2019-20</b>	
<b>Program: MBA Single</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: - Marketing</b>		<b>Semester: III</b>	
1	Course Code	MBA 238	
2	Course Title	Rural Marketing	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
5	Course Description	Rural markets represent a substantial portion of the Global Marketplace. Despite of huge potential, rural markets have been traditionally ignored by most multinationals from advanced countries, as well as by local large-scale manufacturers of packaged products. The course introduces the student to the various aspects of Indian rural markets as the study of rural marketing has become significant because of the saturation of the urban markets and the increase in the purchasing power of the rural population	
6	Course Objective	1. To provide an understanding of the changing profile of the rural consumer and its consumption pattern. 2. To provide conceptual skills in designing product, price, distribution and promotional strategies for different classes of product targeted at rural consumers.	
7	Course Outcomes	CO 1: The student will be able to describe various concepts of Rural Marketing CO 2: The student will be able to identify wants and need of Rural Customers CO 3: The student will be able to evaluate the environmental issues in marketing rural products to urban areas CO4: The student will be able to evaluate the environmental issues in marketing urban products to rural areas CO5 The Student will be able to analyze methodology for conducting the research in rural market.	
8	Outline syllabus		CO Mapping
	Unit A	<b>Introduction to Rural Marketing</b>	
	A 1	Basics of rural marketing, Myth & reality, changing dynamics of rural marketing in India.	CO1
	A 2	The growth story of rural marketing in India	CO1
	A 3	Issues in rural marketing, Problems & perspectives,	CO1

		Marketing issues, social issues & other environmental issues			
	Unit B	<b>Rural Environment in India</b>			
	B 1	Geographical divisions of rural market in India, segmenting Indian rural markets, political, economic, socio cultural, technological and other environmental factors			CO1
	B 2	Changing rural environment of India			CO2
	B 3	Growing rural markets, Key industries of growth in rural markets, changing marketing mix for rural market			CO2
	Unit C	<b>Rural market customers and their characteristics</b>			
	C 1	Understanding Rural Customers			CO2
	C 2	Rural Customers Characteristics			CO2
	C 3	The role of socio-cultural factors in defining behaviour of rural customers			CO3
	Unit D	<b>Rural-Urban-Rural</b>			
	D 1	Marketing of rural products to urban markets, Key agricultural products, issues in marketing agricultural products in India, marketing other farm products, challenges in marketing non farm products			CO3
	D 2	Marketing of urban products to rural markets, Marketing challenges for organizations to market their products in rural India			CO3
	D 3	Marketing of agricultural inputs, Defining agricultural inputs, types of agricultural inputs, marketing of agricultural inputs			CO4
	Unit E	<b>Rural Marketing Strategies</b>			
	E 1	Key strategies in rural marketing			CO4
	E 2	Emerging trends in rural marketing in India, impact of globalization for rural marketing			CO4
	E 3	Cases from industry, ITC e chaupal, HLL shakti etc.			CO4
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Rural Marketing, Gopaldaswamy (Vikas)			
	Other References	1. Rural Marketing, Rajagopal, (Rawat) 2. Rural Marketing Management by Sukhpal Singh – Vikas Publishing			

		<p>3.Principles of Marketing, Philip Kotlar and Armstrong</p> <p>4.Rural Marketing ( Second Edition) by PradeepKashyap – Pearson.</p> <p>5. The Rural Marketing Book by PradeepKashyap and S. Raut (Reprint Edition 2010)-Biztantra Publication.</p>	
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POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	1	1	1	3	3	1	1
CO2	3	3	2	1	2	3	1	3	1	3
CO3	3	3	2	2	3	3	1	3	3	3
CO4	3	3	3	3	3	3	1	3	3	3
CO5	3	3	3	3	3	3	1	3	3	3
Avg	3.00	3.00	2.40	2.00	2.40	2.60	1.40	3.00	2.20	2.60

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: School of Business Studies</b>		<b>Batch : 2019-21</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>
<b>Branch: -</b>		<b>Semester: III</b>
1	Course Code	MBA 219
2	Course Title	SALES AND DISTRIBUTION MANAGEMENT
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Discipline Specific Elective
5	Course Description	This course intent to cover the basic aspect of sales management and distribution management. It also covers the basic aspects of supply chain management
6	Course Objective	<ul style="list-style-type: none"> <li>• To familiarize the students with the various Sales &amp; Distribution concepts and strategies used.</li> <li>• To enable them to develop the Sales &amp; Distribution strategies and plans</li> <li>• To develop an acumen among the students to understand the practices of Sales &amp; Distribution industry in India.</li> </ul>
7	Course Outcomes	<p>After the completion of the course the students will be able to:</p> <p>CO1: To define fundamental concepts of sales management  CO2: To explain various sales management models for organizations  CO3: To understand various concepts of distribution management  CO4: To illustrate various channels of distribution and new trends in distribution.  CO5: To analyze different aspects of supply chain management</p>
8	Outline syllabus	CO Mapping
	Unit A	Introduction to Sales Management
	A 1	What is Sales, Difference in sales and Marketing
	A 2	Selling skills and Different Sales Strategies
	A 3	Emerging trends in sales Management
	Unit B	Selling Process & Sales Management
	B 1	Selling Process
	B 2	Sales Forecasting ,Market Demand, Qualitative and Quantitative Methods – Overview of Linear Regression, Time Series Analysis, Moving Averages
	B 3	Sales organizations, Recruitment of sales force, sales territory management, sales force motivation and compensation, sales force controls.
	Unit C	Distribution & Management of Marketing Channels

	C 1	Understanding Dimensions of Distribution Mix	CO3	
	C 2	Introduction to Distribution Channels – Designing Distribution Channels Structure, Functions and Flows – Channel participants - Type and Number of Intermediaries, Selecting a channel	CO3	
	C 3	Logistics Management, Channel Information Systems, Channel Controls.	CO3	
	Unit D	<b>Channels and New trends in distribution</b>		
	D 1	Classifications, Functions, Key Tasks, Limitations	CO4	
	D 2	Retail Mangement, International Channels	CO4	
	D 3	e- distribution	CO4	
	Unit E	SCM		
	E 1	Introduction to SCM, Inbound, Outbound Logistics	CO5	
	E 2	Benefits & Issues Related to SCM	CO5	
	E 3	Reverse Logistics	CO5	
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	<b>Sales and Distribution Management by Dr Dr Tapan K. Panda ,Dr Sunil Sahadev – Oxford Press</b>		
	Other References	Marketing Channels, Stern, L.W. El Ansari, A.L., Coughlan, A.T.PHI		

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	-	-	1	1	2	1	1	1
CO2	1	2	1	-	2	1	2	2	1	2
CO3	1	2	-	2	1	1	2	2	2	2
CO4	1	2	2	2	2	1	2	2	2	2
CO5	1	2	-	1	2	1	2	2	2	2
Avg	1.20	1.80	1.50	1.67	1.60	1.00	2.00	1.80	1.60	1.80

## Services Marketing –MBA-217

School: SBS		Batch 2019-21	
Program:MBA		2020-21	
Branch: -		Semester: III	
1	Course Code	MBA 217	
2	Course Title	Services Marketing	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
5	Course Description	The course equips the students with specialized skills in Services Mktg and provides an overall Service Quality aspects in various Service Sectors.	
6	Course Objective	<ul style="list-style-type: none"> <li>To equip the students with thorough understanding of Services Marketing core concepts &amp; its role in employability of students .</li> <li>To specialize the students with Services Marketing as their choice with reference to everchanging Demand in Service sector globally.</li> </ul>	
7	Course Outcomes	<p>CO1:To primarily understand the key differentiating factors between products and services and how service quality aspects play a unique role in planning service quality and execution at the work place</p> <p>CO2: To articulate the key service strategies which play a significant role in operations, management information systems and human resource systems in effective handling of service design in organizations</p> <p>CO3:To analyze the typical problems faced by services marketing professionals and the demand for unique service Talent across the globe in various segments</p> <p>CO4:To be in a position to formulate the best Service positioning strategies for Service organizations to compete in the changing global environment</p> <p>CO5: To analyze CRM strategies in Service Industry</p>	
8	Outline syllabus		CO Mapping
	Unit A	<b>Introduction to services</b>	
	A 1	Service economy – evolution and growth of the service sector – nature and scope	Co1
	A 2	Characteristics and classification of services	Co1
	A 3	Service market potential	Co1,Co2
	Unit B	<b>Fundamentals of services marketing</b>	
	B 1	Assessing opportunities for services marketing; expanded marketing-mix for services	Co1
	B 2	Consumer behaviour specific to services; service quality	Co1,Co2
	B 3	Service market segmentation; targeting and selection of service markets	Co3
	Unit C	<b>Customer relationship management in services marketing</b>	

	C 1	Relationship marketing in service consumption; understanding customer needs and expectations in services	Co3,
	C 2	Strategic responses to the intangibility of service performance	Co2,Co3
	C 3	Service life cycle; new service development	Co3
	Unit D	<b>Service delivery</b>	
	D 1	People in services; service process	Co2
	D 2	Distributing services – direct distribution, channel functions, channel selection	Co1,Co2
	D 3	Design and layout of service delivery; capacity and demand management	Co3
C	Unit E	<b>Services Marketing &amp; Information Technology</b>	
	E 1	Service-marketing strategies in various Sectors	Co3,Co4
	E 2	Designing communications-mix for promoting services	Co3,Co4
	E 3	Role of information technology in services marketing	Co2,Co3
	Mode of examination	Theory	
	Weightage Distribution	CA 30%	MTE 20%
			ETE 50%
	Text book/s*	<ul style="list-style-type: none"> <li>Services Marketing - Integrating Customer Focus Across the Firm' by Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler and Ajay Pandit (McGraw-Hill)Services Marketing, People, Technology, Strategy, 7<sup>th</sup> Edition, by Lovelock Wirtz&amp;Chatterjee(Pearson)</li> </ul>	
	Other References	<ul style="list-style-type: none"> <li>'Services Marketing – The Indian Context' by R. Srinivasan (Prentice Hall)'Services Marketing – Text and Cases' by Harsh V. Verma (Pearson)<u>Case studies</u>Air Lines &amp; Air India</li> <li>Mc-Donalds</li> <li>Apollo Hospitals</li> <li>ICICI Bank</li> <li>Life Insurance Corporation &amp; Private Insurance Cos</li> </ul>	

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	3	2	2	2	3	3	2	2	3
CO2	2	2	2	3	2	2	2	3	2	3
CO3	2	3	2	2	2	2	3	3	3	3
CO4	2	3	2	2	2	3	2	2	3	3
CO5	2	1	2	2	1	1	2	2	1	2
Avg	2.00	2.40	2.00	2.20	1.80	2.20	2.40	2.40	2.20	2.80



**List of Discipline Specific Courses (DSCs) of HR**

Sr No.	Semester	Course
1	I	Introduction to Cross- Cultural Management
2	II	Human Resources Information Systems (HRIS)
3	II	Negotiation skills and Collective Bargaining
4	III	International Human Resource Management (IHRM)
5	III	Performance & Compensation Management
6	III	Organisational Change & Development
7	III	Employee Engagement
8	III	Talent Acquisition & Retention
9	III	Employee Training & Development
10	IV	Organisational Design & Structure
11	IV	Industrial Relations & Labour Enactments
12	IV	Emotional Intelligence & Managerial Effectiveness
13	IV	Human Resource Analytics (Lab)

### Introduction to Cross Cultural Management

<b>School:</b>		<b>SBS</b>	<b>Batch: 2019-21</b>
<b>Program:</b>		<b>MBA</b>	<b>Current Academic Year: 2019-20</b>
<b>Branch:</b>		<b>Semester: I</b>	
1	Course Code	MBA 308	
2	Course Title	Introduction to Cross Cultural Management	
3	Credits	3	
4	Contact Hours (L-T-P)	0-0-3	
	Course Type	Discipline Specific Course	
5	Course Objective	1. To introduce the key concepts of culture. 2. To introduce how to develop and sustain culture. 3. To understand differences in national culture. 4. To understand the team management, leadership, conflict management and communication in multicultural context.	
6	Course Outcomes	CO1: The student will be able to define different facets and levels of culture. CO2: The student will be able to define how to develop and sustain culture. CO3: The student will be able to explain the different national cultures CO4: The student will be able to illustrate the dynamics of teams, leadership and conflict management in a multicultural context. CO5: The student will be able to analyze the relationship between culture and communication including.	
7	Course Description	This Course provides an understanding of culture and its importance for organizational and individual success. The course describes the various facets and levels of culture This course also explains the various cultural models and concept of Industry/corporate and Professional culture.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Culture- Introduction</b>	
	A	Culture- meaning, characteristics and Importance	CO1
	B	Determinants of culture: Facets of culture, levels of culture	CO1
	C	Types of Culture- Strong vs. weak, mechanistic vs organic culture, authoritarian vs. participative culture, dominant vs. sub culture	CO1
	<b>Unit 2</b>	<b>Creating, sustaining and changing culture</b>	
	A	Creation of culture, culture artefacts	CO1,CO2
	B	Sustaining Culture, effects of culture	CO1,CO2
	C	Changing Culture, culture as a liability	CO1,CO2
	<b>Unit 3</b>	<b>Comparing National Culture</b>	
	A	National Stereotypes, Hofstede Model	CO3
	B	Culture differences across countries- Japan, India, America, U.K., China	CO3
	C	Business Culture differences between east and west	CO3

	<b>Unit 4</b>	<b>Cultural diversity in organizations</b>			
	A	Dynamics of cross-cultural leadership			CO4
	B	Managing and motivating multicultural teams			CO4
	C	Conflict management in cross cultural context			CO4
	<b>Unit 5</b>	<b>Cross Culture communication</b>			
	A	Business communication across cultures			CO5
	B	Barriers to intercultural communication			CO5
	C	Improving cross cultural communication			CO5
	Mode of examination	/Jury/Practical/Viva			
	Weightage Distribution	CA		ETE	
		60%		40%	
	Text book/s*	Browaeys, M.J. 7 Prince, R., Understanding Cross Cultural Management by II edition, Pearson Publication, New Delhi			
	Other References	Luthans, F.& Doh, P.J. (2006), International management: Culture, Strategy and Behaviour, 8 Edition, Tata Mc -Graw Hill			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1	1	2	2	1	1	1	2	1	1
CO2	1	1	1	1	1	2	1	1	1	1
CO3	2	1	2	2	1	1	2	1	1	1
CO4	2	1	2	1	1	1	1	1	1	1
CO5	1	1	1	1	1	1	1	1	1	2
Avg	1.40	1.00	1.60	1.40	1.00	1.20	1.20	1.20	1.00	1.20

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

### Human Resource Information Systems (HRIS)

<b>School: SBS</b>		<b>Batch: 2019-2021</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2019-2020</b>
<b>Branch:</b>		<b>Semester: II</b>
1	Course Code	
2	Course Title	Human Resources Information Systems (HRIS)
3	Credits	
4	Contact Hours (L-T-P)	1-0-2
	Course Type	Discipline Specific Course
5	Course Objective	<p>The objective of this course is</p> <ol style="list-style-type: none"> <li>1) To explain the basic terms and concepts related to HRIS. It also gives hands on experience on system administration function which includes user management, job management, creating and maintaining organization structure, skills inventory, and configuration of the modules according to the user requirements.</li> <li>2) To make use of HRIS software to carry out recruitment and selection process of the organization.</li> <li>3) To demonstrate the Personnel Information Management (PIM) function which includes creation of reporting methods, importing employee data, adding employee information, describing workflows and generation of reports.</li> <li>4) To exhibit how to manage the employees' leave and attendance processing using HRIS software and payroll calculation using MS Excel.</li> <li>5) To manage the performance of the employees through HRIS software by creating KPI, tracking, establishing L&amp;D, reviewing the employees' performance and offering increments/ bonuses.</li> </ol>
6	Course Outcomes	<p>CO1: The student will be able to recognize the basic terms and concepts related to HRIS.</p> <p>CO2: The student will be able to describe the use of HRIS software to carry out recruitment and selection process of the organization.</p> <p>CO3: The student will be able to manage the employees' leave and attendance process using HRIS software and payroll calculation using MS Excel.</p> <p>CO4: The student will be able to Compare different HRIS software, compute ROI, and do cost-benefits analysis.</p>

		CO5: The student will be able to evaluate the performance of the employees through HRIS software by creating KPI, tracking, establishing L&D and reviewing the employees' performance.
7	Course Description	This course is designed to explore the students to provide basic knowledge about Human Resource Management through software application with hands on experience in different HR functions. It includes Compare different HRIS software, compute ROI, and do cost-benefits analysis.
8	Outline syllabus	CO Mapping
	<b>Unit 1</b>	<b>HRIS and HR Planning</b>
	A	HRIS Introduction, Need for HRIS, Different types of HRIS, HRIS Installation and Configuration.
	B	Human Resource Planning 1: Use of software to define organizational structure, new jobs and reporting structure.
	C	Human Resource Planning 2: Use of software to create positions, search and update employee records.
	<b>Unit 2</b>	<b>Recruitment</b>
	A	Recruitment Overview, use of software to create and approve new job opening with pay grades and job categories. Use software to screen applicants and explain how IS can help.
	B	Personnel Information Management (PIM): Creation of reporting methods, importing employee data, Adding employee information and generation of reports. Allocation of employees to different work shifts.
	C	User Management: Creating and Managing different types of Users and Configuring modules based on User level. Maintaining Skills inventory.
	<b>Unit 3</b>	
	A	HR Operations 1: Understand different types of leave, Leave calculation and approval HR Operations 2: Understand components of compensation, simulate pay run using Excel
	B	Performance Management and Profile Management: Profile overview, use of software to manage employee profile
	C	Performance management overview: How KPIs and competencies are used in performance management
	<b>Unit 4</b>	
	A	Increments and bonuses: How salary matrix is used for increments, how performance affects bonuses, Use software to award increments and bonuses

	B	Reports: Importance of reporting in HR, create customized reports by using HRIS	CO2, CO5
	C	Query Manager; Using Prompt; Criteria	CO4
	<b>Unit 5</b>	<b>HR workflow, L&amp; D and HR Strategy</b>	
	A	Workflow, how HRIS can be used to configure workflows, Reasons of different workflows needed in core HR functions , Describe how workflows are handled in the HRIS, Use the HRIS to configure workflows in recruitment, L&D, performance management and leave application	CO3, CO5
	B	Learning and Development: L&D Overview. Use of software to apply business process mapping to current L&D process. Identify new business requirements and fine-tune current L&D process using BPM notation. Use of software to configure and improve the L&D process.	CO3, CO5
	C	HR Strategy: · Comparing different HRIS software, Calculation of ROI, Cost benefits analysis, Making a recommendation	CO5
	Mode of examination	Practical	
	Weightage Distribution	CA 60%	MTE N/A
		ETE 40%	
	Text book/s*	Human Resource Information Systems: Basics, Applications, and Future Directions 3rd Edition, by Michael J. Kavanagh Mohan Thite ,Richard D. Johnson, Sage Publications.	
	Other References	<ol style="list-style-type: none"> <li>1. Practical Guide to Human Resource Information Systems by Satish M. Badgi.</li> <li>2. Encyclopedia of Human Resources Information Systems: Challenges in E-HRM by <u>Teresa Torres-Coronas</u>, and <u>Mario Arias-Oliva</u>, Information Science, New York.</li> </ol>	

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	1	1	2	2	1	1	2	1	1
CO2	2	2	1	1	1	1	1	1	1	1
CO3	2	3	2	1	2	2	2	1	1	1
CO4	2	3	2	2	2	1	1	1	1	1
CO5	1	2	1	1	3	2	1	1	1	2
Avg	2.00	2.20	1.40	1.40	2.00	1.40	1.20	1.20	1.00	1.20

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

## Negotiation Skills and Collective Bargaining

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA (HR)</b>		<b>Current Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: II</b>	
1	Course Code		
2	Course Title	Negotiation skills and Collective Bargaining	
3	Credits		
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Objective	<ol style="list-style-type: none"> <li>1. To understand the concept of collective bargaining &amp; negotiation skills.</li> <li>2. To understand the approaches to collective bargaining.</li> <li>3. To learn how to negotiate and prepare contracts.</li> <li>4. To Learn to counter manipulation in negotiations.</li> </ol>	
6	Course Outcomes	<p>The student will be able to:</p> <p>CO1: understand all aspects of collective bargaining and its impact</p> <p>CO2: describe the concept and significance of collective bargaining &amp; negotiation</p> <p>CO3: interpret the stages and elements of the collective bargaining &amp; negotiation process</p> <p>CO4: analyse critically the various issues and theories of collective bargaining &amp; negotiation</p> <p>CO5: develop the skills and techniques of a successful negotiator</p>	
7	Course Description	<p>The course is aimed at developing analytical and communication skills that are required for successful and effective negotiations. This course also focuses on exploring and analysing all aspects of collective bargaining, including the legal and political environment, the participants, the process of negotiations, and the outcomes/impacts of collective bargaining.</p> <p>Further, this course develops the understanding about the modern negotiating techniques and factors affecting collective bargaining.</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Collective Bargaining</b>	
	A	Concept, Functions & importance, Collective Bargaining Process	CO1
	B	Levels of Bargaining; Coverage and Duration of Agreements; Difficulties in the Bargaining Process and Administration of Agreements	CO2,CO1

	C	Critical issues in Collective Bargaining (mainly Trade Union Issues, Globalization, Liberalization and privatization, Post Recession period)	CO1
	<b>Unit 2</b>	<b>Approaches &amp; Theories of Collective bargaining</b>	
	A	Approaches to Collective Bargaining: Distributive vs. Integrative Bargaining, Coalition and Fractional Bargaining, Impasse Resolution	CO2, CO1
	B	Theories of Collective Bargaining: Hicks' Analysis of Wages Setting under Collective Bargaining, Conflict-choice model of negotiation	CO3
	C	A Behavioral Theory of Labor Negotiation	CO3
	<b>Unit 3</b>	<b>Trends and Issues in Collective Bargaining</b>	
	A	Collective Bargaining Agreements at Different Levels, Pre-requisites for a successful Collective Bargaining	CO2
	B	Collective Bargaining in India; Case Study: a) Collective Bargaining in Indian Railways b) Collective Bargaining initiatives of SEWA bidi workers, study by WIEGO, Dec. 2012	CO3
	C	Recent trends in Collective Bargaining	CO3
	<b>Unit 4</b>	<b>Negotiating a Contract</b>	
	A	Meaning of Negotiations, Aspects of negotiation, Effective negotiation – Preparing for negotiation, Negotiation process (Preparation, Negotiating and Post-negotiation)	CO1
	B	Types of Negotiations-Problem solving attitude, Techniques of Negotiation,	CO4
	C	Negotiating a collective bargaining agreement, BATNA (Best Alternative to a Negotiated Agreement) and ZOPA (Zone of Possible Agreement)	CO3
	<b>Unit 5</b>	<b>Negotiating Skills</b>	
	A	Essential skills for effective negotiation, Negotiation Strategies	CO4
	B	4 negotiation scenarios; Negotiation styles • Persuasion techniques , Instruments of negotiations	CO4
	C	The role of outside actors in negotiations: the media and interest groups, Finalization: overcoming impasse , Reaching an agreement, types of agreement	CO3
	Mode of examination	Theory	
	Weightage Distribution	CA 30%	MTE 20%
			ETE 50%
	Text book/s*	1. Mamoria, C. B., Mamoria, S., Gankar, S.V., Dynamics of Industrial Relations, Himalaya Publishing House.	

		<ol style="list-style-type: none"> <li>2. Venkataratnam, C. S. Industrial Relations: Text and Cases. Delhi. Oxford University Press.</li> <li>3. Dwivedi, R.S., Managing Human Resources: Industrial Relations in Indian Enterprises, New Delhi, Galgotia Publishing Company.</li> </ol>	
	Other References	<ol style="list-style-type: none"> <li>1. Michael Salamon, Industrial Relations—Theory &amp; Practice. London. Prentice Hall.</li> <li>2. Thomas R. Colosi, Arthur Eliot Berkeley, Collective Bargaining: How It Works and Why - Third Edition, Juris Publishing, Inc.</li> <li>3. Case studies, videos, readings</li> </ol>	

<b>POs Cos</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3	1	1	2	1	...	2	2	1	2
<b>CO2</b>	3	1	1	2	2	1	2	2	1	2
<b>CO3</b>	3	3	2	3	3	1	2	3	1	2
<b>CO4</b>	2	3	2	3	3	3	2	3	1	2
<b>CO5</b>	2	3	2	3	3	3	2	3	1	2
<b>Avg</b>	2.60	2.20	1.60	2.60	2.40	2.00	2.00	2.60	1.00	2.00

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch:</b>		<b>Semester: IV</b>	
1	Course Code	MBA222	
2	Course Title	International Human Resources Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
5	Course Objective	<p>1. To cover the basic concepts &amp; techniques/practices of Human Resource Management in the International context.</p> <p>2. To make the students sensitive to cross cultural issues and understanding of international approaches to dealing with people in organizations.</p> <p>3. To understand the concept of cross-cultural diversity &amp; management.</p> <p>4. To outline the key concerns of International Organizations and trade unions and the potential constraints that trade union may have on multinationals.</p>	
6	Course Outcomes	<p>On completion of this course, students will be able to:</p> <p>CO1: Develop generic skills- especially in diagnosing international HR issues.</p> <p>CO2: Evaluate the developing role of human resources in the global arena.</p> <p>CO3: Understand external forces (e.g. globalisation, sociocultural changes, political and economic changes) that have the potential to shape international HRM; and</p> <p>CO4: Exhibit a global mindset and sensitivity to cultural issues in organizations.</p> <p>CO5: Identify the Human Resource Management challenges facing multinational corporations, including staffing, training &amp; development, performance management, and compensation</p>	
7	Course Description	<p>This course examines both applied and theoretical perspectives of the effect of national differences on the processes and systems associated with managing human resources across national boundaries, as in the case of multinational corporations. We look at the diverse ways to conceptualize cross-national differences and challenges facing the management of multinational firms.</p>	
8	Outline syllabus		CO Mapping
	Unit A	<b>IHRM- overview</b>	
	A 1	Difference between HRM and international HRM	CO1
	A 2	Factors affecting IHRM	CO1

	A 3	Challenges to IHRM	CO1, CO2	
	<b>Unit B</b>	<b>Diversity</b>		
	B 1	What is diversity, Dimensions of Diversity and Reasons for increasing diversity	CO1	
	B 2	Management of Diversity	CO1, CO4	
	B 3	Challenges and barriers to managing diversity at workplace	CO1	
	<b>Unit C</b>	<b>IHRM- Functions &amp; Practices</b>		
	C 1	Influences of cross-cultural issues on organizations Selection of international employees	CO1, CO4	
	C 2	Global Training and appraisal systems for a cross cultural workforce Training, and development of International Staff	CO1	
	C 3	Compensation and Performance Management – An international perspective	CO1, CO4	
	<b>Unit D</b>	<b>Expatriation and Repatriation</b>		
	D 1	Reasons for expatriation	CO3, CO4	
	D 2	Reasons for expatriate failure	CO1, CO3	
	D 3	Repatriation process	CO3, CO3	
	<b>Unit E</b>	<b>International Labour relations – A brief overview</b>		
	E 1	Role of International Organizations	CO1	
	E 2	Employment and Labour Laws – An international perspective	CO1	
	E 3	Trade unions	CO4	
	Topic E3	Individual incentives Plans-straight piece rate, standard hour, Hasley Premium Plan, Profit sharing, Stock options, Group Incentive Plans- Taylor differential piece rate system, Priests Mans plan	CO5	
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	INTERNATIONAL HUMAN RESOURCES MANAGEMENT- PETER J. DOWLING, MARION FESTING & ALLEN D. ENGLE CENGAGE FIFTH EDITION		
	Other References	IHRM TONY EDWARDS CHRIS REES PEARSON 2007		

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	1	1	3	1	1	1
CO2	1	1	1	1	2	1	3	2	1	1
CO3	2	1	1	1	2	1	3	2	1	2
CO4	1	1	1	2	2	1	3	2	1	1
CO5	1	1	1	2	2	1	3	2	1	1
Avg	1.40	1.00	1.00	1.40	1.80	1.00	3.00	1.80	1.00	1.20

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

## Performance & Compensation Management

<b>School: SBS</b>		<b>Batch: 2019-21</b>
<b>Program:</b>		<b>Current Academic Year: 2020-21</b>
<b>Branch: -</b>		<b>Semester: III</b>
1	Course Code	To be generated
2	Course Title	Performance & Compensation Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Discipline Specific Course
5	Course Description	The aim of the course is to help the students to understand the role and scope of performance management, along with its applications. The content elaborates the complete process of Performance management. It main focus is towards enhancing the student's knowledge and application ability of available methods of performance management and competency mapping. Further it aims to give an understanding of the various components of employee compensation and its importance. It further aims to develop the skills of the students to design compensation policies of employees at different levels in the organisation.
6	Course Objective	<ol style="list-style-type: none"> <li>1. To understand the nature and types of compensation</li> <li>2. To evaluate and analyse the compensation systems of Indian and multinational companies.</li> <li>3. To develop conceptual capability towards the knowledge base of performance management and Competency Mapping.</li> <li>4. To enhance students understanding of the various available performance methodology &amp; skills towards selecting the most appropriate model.</li> <li>5. To provide research insight to equip the students with knowledge &amp; skills for creating the competency framework; identify the competencies for all critical role</li> </ol>
7	Course Outcomes	<p>Students will be able to:</p> <p><b>CO1:</b> Student will be able to select the most appropriate method on the basis of conceptual understanding of performance management &amp; competency.</p> <p><b>CO2:</b> Student will be able to design &amp; develop performance appraisal formats, individual development plan and other formats required to successfully run the process</p> <p><b>CO3:</b> Students will be able to successfully handle managerial problems related to the implementation of performance management &amp; competency model and resolve it.</p>

		<p><b>CO4:</b> Understand the concept of compensation management and types of compensation</p> <p><b>CO5:</b> Develop compensation plan for various cadres of employees</p> <p><b>CO6:</b> Evaluate and analyse the compensation systems of Indian and multinational companies</p>	
8	Outline syllabus		CO Mapping
	Unit A	<b>Performance Management System – Introduction, Process &amp; Methods</b>	
	A 1	<ul style="list-style-type: none"> <li>Performance management meaning, scope, Objective, importance &amp; Principles.</li> </ul>	<b>CO1</b>
	A 2	<ul style="list-style-type: none"> <li>Performance Management Process - Planning (Theories of Setting Goal &amp; Performance criteria) , Managing ( Objective &amp; Process ) , Implementing Performance Appraisal, Performance Counseling , Reward &amp; Development.</li> </ul>	<b>CO1, CO3</b>
	A 3	<ul style="list-style-type: none"> <li>Designing Performance Appraisal form</li> </ul>	<b>CO2</b>
	Unit B	<b>Introduction to Competency Management</b>	
	B 1	<ul style="list-style-type: none"> <li>Competency management - Definition, Importance and Scope,</li> </ul>	<b>CO1</b>
	B 2	<ul style="list-style-type: none"> <li>Model – Iceberg, Lancaster (Burgoyne),</li> </ul>	<b>CO1</b>
	B 3	<ul style="list-style-type: none"> <li>Designing the Competency Model/framework</li> </ul>	<b>CO2</b>
	Unit C	<b>Process of Competency Mapping</b>	
	C 1	<ul style="list-style-type: none"> <li>Meaning &amp; Process Competency Identification, Competency Assessment, Competency Mapping</li> </ul>	<b>CO1,CO3</b>
	C 2	<ul style="list-style-type: none"> <li>Designing competency Mapping forms</li> </ul>	<b>CO2</b>
	C 3	<ul style="list-style-type: none"> <li>Application of competency Mapping-Individual development plan &amp; its follow-up</li> </ul>	<b>CO3</b>
	Unit D	<b>Introduction to Compensation Management</b>	
	D 1	<ul style="list-style-type: none"> <li>Meaning, objectives and nature, Types of compensation</li> </ul>	<b>CO4</b>
	D 2	<ul style="list-style-type: none"> <li>Various theories of compensation (Purchase Power theory, Two Factor theory, ERG Theory)</li> </ul>	<b>CO4</b>
	D 3	<ul style="list-style-type: none"> <li>Components of Workers Compensation, Executive compensation-importance and Components in factories</li> </ul>	<b>CO4</b>
	Unit E	<b>Management of Compensation and Global Compensation</b>	
	E 1	<ul style="list-style-type: none"> <li>Strategic Compensation Planning, Determination of compensation- workers and executives</li> </ul>	<b>CO5</b>
	E 2	<ul style="list-style-type: none"> <li>Workers Compensation- Legal framework</li> </ul>	<b>CO6</b>
	E 3	<ul style="list-style-type: none"> <li>Compensation Practices of Multinational</li> </ul>	<b>CO6</b>

		companies, Components of Compensation at Global level			
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	<ol style="list-style-type: none"> <li>1. Compensation Management by Dipak Kumar Bhattacharyya,</li> <li>2. Oxford University Press, 2009</li> <li>3. Deb T. Kohli A.S “<i>Performance Management</i>” Oxford University Press.</li> <li>4. Sanghi Seema; “The Handbook of Competency Mapping” 2nd edition Response. (For Unit C D &amp; E)</li> </ol>			
	Other References	<ol style="list-style-type: none"> <li>1. Paying for Performance: A Guide to Compensation Management, by Peter T. Chingos,</li> <li>2. Strategic Compensation: A Human Resource Management Approach, Book by Joseph J Martocchio</li> <li>3. 1. Sahu RK.; “Competency Mapping” Excel Publication.</li> <li>4. 2. Teacher’s Notes</li> </ol>			

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	-	2	2	2	1	1	-	2
CO2	2	2	-	2	2	2	2	2	-	1
CO3	2	2	1	2	2	2	2	2	-	1
CO4	2	3	-	2	2	4	2	2	-	1
CO5	2	3	-	2	2	2	2	2	-	1
CO6	2	3	-	2	2	2	2	2	-	1
Avg	2.00	2.20	1.00	2.00	2.00	2.40	1.80	1.80	-	1.20

## Organizational Change and Development

<b>School: SBS</b>		<b>Batch: 2019-2021</b>
<b>Program: MBA Intgd. With BBA</b>		<b>Current Academic Year: 2020-2021</b>
<b>Branch:</b>		<b>Semester: III</b>
1	Course Code	
2	Course Title	Organizational Change and Development
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Discipline Specific Course
5	Course Objective	<ol style="list-style-type: none"> <li>1. To understand the functioning of business organisations, basic concepts of organisational structure and design.</li> <li>2. To explain the various concept related to organizational change and development.</li> <li>3. To understand the organisational change process and examine individual, group as well as organisational reactions to change.</li> <li>4. To provide different perspectives on Organizational Development at the individual, group, and organizational levels of analysis.</li> <li>5. To identify organizational situations that would benefit from Organisational Development interventions.</li> </ol>
6	Course Outcomes	<p>The student will be able to:</p> <p>CO1: Describe the functioning of organisations, basic concept of organisational design, structure and system.</p> <p>CO2: Explain the concept of organisational change, different approaches of its management, how organisations behave and react to change, why change efforts can fail, overcoming organisational resistance, making change successful, the strategic role of change in the organisation and the impact of change (or failure to change) on organisational performance.</p> <p>CO3: Apply the competencies which are required for effective change management at organisation, group and individual levels.</p> <p>CO4: Analyse change management process in an organisation.</p> <p>CO5: Develop effective organisational development intervention strategies and functions for an organisation in transition.</p>
7	Course Description	<p>This course aims to provide a deep understanding about the key concepts of organisational changes, issues in managing organisational changes, the need for change, why organizations fail to change, why individuals resist for change and how change helps organizations become more competitive and profitable. In this course, students will also be exposed to the concept</p>

		and significance of organisational development and its intervention.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Understanding Organizational System, Structure and Design</b>	
	A	Definition – Organization, Organizing, Organisational Structure; Types of Organisational Structure	CO1
	B	Organisational Systems; Open System Approach	CO1
	C	Concept of Organisational Design; Bureaucratic Model and Behavioural Model; Business Process Re-engineering	CO1
	<b>Unit 2</b>	<b>Introduction to Organisational Change</b>	
	A	Concept and Nature of Organizational Change; Barriers of Change; Need for organisational change	CO2
	B	Types of Change: Continuous or Incremental Change, Discontinuous or Radial Change, Participate Change and Directive Change, Planned Change, Emergent Change, Developmental, Transitional and Transformational Change	CO2
	C	Levels of Change: Knowledge Changes, Attitudinal Changes, Individual Behaviour Changes and Organizational Performance Changes; Key Elements for success in organisational change; Communicating Change	CO2
	<b>Unit 3</b>	<b>Managing Organisational Change</b>	
	A	Organisational Change Process, Skills required for change management, Change Management Iceberg	CO3, CO4
	B	Models of Organizational Change; Types of Change Models; Concept of Resistance to Change, Forms of Resistance, Reactions to Change, Techniques to Overcome Resistance	CO2, CO4
	C	Meaning and Concept of Change Agents, Types of Change Agents, Change Agent Styles	CO4
	<b>Unit 4</b>	<b>Organisational Development (OD)</b>	
	A	Meaning and Concept of OD, Characteristics of OD; Need and Significance of OD in organisations; Goals of OD	CO5
	B	Assumptions of OD, Process of OD, Model of OD	CO5
	C	OD and Leadership Development; TQM and OD	CO5
	<b>Unit 5</b>	<b>Organisational Development (OD) Interventions</b>	
	A	Definition and concept of OD Interventions, Factors Affecting Success of Interventions	CO5
	B	Types and Process of OD Interventions, Evaluating OD Interventions, OD Intervention Strategies	CO5
	C	Human process interventions – coaching, training and development, third party intervention, and team building. Techno structural interventions – downsizing, reengineering, employee involvement, work design.	CO5
	Mode of examination	Theory	

Weightage Distribution	CA	MTE	ETE	
	30%	20%	50%	
Text book/s*	1. Organizational Change and Development, Dipak Kumar Bhattacharyya, Oxford University Press. 2. Kavitha Singh Organisational change and Development, Excel Books New Delhi, 2010.			
Other References	1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi. 2. Hurst, David K., Crisis and Renewal: Meeting the Challenge of Organisational Change, Harvard University Press, Mass. 3. Robert A Paton James Mc Calman „Change Management; A guide to effective implementation“ Response books, 2005.			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2	1	1	1	1	1	2	1	1	1
<b>CO2</b>	3	1	1	1	1	1	2	2	1	1
<b>CO3</b>	1	2	1	1	2	2	2	2	1	2
<b>CO4</b>	1	3	1	1	2	1	2	2	1	1
<b>CO5</b>	2	3	1	1	2	2	2	2	1	1
<b>Avg</b>	1.80	2.00	1.00	1.00	1.60	1.40	2.00	1.80	1.00	1.20

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

## Employee Engagement



<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2019-20</b>	
<b>Branch: HR</b>		<b>Semester: III</b>	
1	Course Code		
2	Course Title	Employee Engagement	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Objective	<ol style="list-style-type: none"> <li>1. To know about employee engagement.</li> <li>2. To understand the relationship between employee engagement and motivation.</li> <li>3. To understand conditions that foster engagement.</li> <li>4. To understand the role of measuring employee engagement.</li> <li>5. To examine the escalating scope of employee engagement.</li> </ol>	
6	Course Outcomes	<p>The students will be able to -</p> <p>CO1: understand about employee engagement            CO2: apply employee engagement models            CO3: measures employee engagement            CO4: analyze workplace issues and challenges that help to manage time and productivity            CO5: develop outcomes from employee engagement to engage low energy employees</p>	
7	Course Description	<p>This course will develop employee engagement as a useful skill that allows managers to connect with their employees on affecting level and motivate them to focus on their work and how to reach their personal and company goals. It examines why employee engagement is important and valuable, how to foster and measure employee engagement and links it to key organisational goals and outcomes.</p>	
8	Outline syllabus	CO Mapping	
	<b>Unit 1</b>	<b>Theoretical Framework</b>	

	A	Define Employee Engagement	CO1
	B	How it is different from another construct	CO1
	C	Evolution of the concept of employee engagement	CO1/ CO3
	<b>Unit 2</b>	<b>Theories of Employee Engagement</b>	
	A	Psychological Presence	CO2
	B	Employee Engagement and Burnout	CO2/CO3
	C	Social Exchange Theory (SET)	CO2/CO3
	<b>Unit 3</b>	<b>Measures of Employee Engagement</b>	
	A	Utrecht Work Engagement Scale (UWES)	CO3
	B	Measures Derived from the Work of KAHN	CO3
	C	Gallup Work Audit (GWA)	CO3
	<b>Unit 4</b>	<b>Models of Employee Engagement</b>	
	A	IES Model	CO2
	B	Robinson Model of Employee Engagement	CO2
	C	Schmidt Model of Employee Engagement	CO2
	<b>Unit 5</b>	<b>Outcomes from Employee Engagement</b>	
	A	Leadership Energy	CO5/CO4
	B	Role-based Performance to define Engagement	CO5
	C	Engaging low energy employees	CO5/CO4
	Mode of examination	Theory	
	Weightage Distribution	CA 30%	MTE 20%
			ETE 50%
	Text book/s	Employee Engagement and HR Initiatives by Mishra, Tripathi	
	Other References	Employee Engagement (S. Ramadoss Debashish Sengupta)	

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

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

### Talent Acquisition & Retention

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: -</b>		<b>Semester: III</b>	
1	Course Code	MBA 233	
2	Course Title	Talent acquisition & retention	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
5	Course Description	The course aims to develop an understanding of talent and how to manage talent through proper acquisition and retention. The course, further aims to examine the importance of managing the talent globally.	
6	Course Objective	<ol style="list-style-type: none"> <li>1. To develop an appreciation of the talent environment and the criticality of Recruitment and selection process.</li> <li>2. To draw inspiration from the best practices in the industry to be able to design and implement talent acquisition &amp; retention strategies for critical mass</li> <li>3. To develop a strategic view of the levers every company &amp; every leader should pull to attract, develop, assess and retain highly talented managers</li> </ol>	
7	Course Outcomes	CO1: Understand the concept and importance of talent. CO2: Apply a detailed Manpower Planning Strategy. CO3: Develop and implement talent retention strategy. CO4: Evaluate the complete cycle of managing talent and design a robust talent pipeline for the team and organization. CO5: Understand and apply the latest tools and techniques in hiring and retaining talent	
8	Outline syllabus		CO Mapping
	Unit A	Human Resources Planning and Job analysis	
	A 1	HRP defined, Issues and challenges	CO1
	A 2	HRP Process, Demand Forecasting- Benchmarking, Supply forecasting- Markov analysis, skill inventories, replacement charts, staffing tables, wastage analysis, succession planning	CO1
	A 3	Job analysis- steps in job analysis, methods, job description and job specification, application of job analysis	CO1
	Unit B	Talent acquisition	
	B 1	Internal and external environment effecting recruitment	CO2
	B 2	Internal and External methods of recruitment	CO2
	B 3	Recruitment through various sources - social media (LinkedIn, whats app), Portals (naukri.com, Monster.com), Recruiting for diversity. New career opportunities Recruiting in good and bad times	CO2, CO5

	Unit C	Selection			
	C 1	Process of selection, different types of interviews- Behavioral, Situational, technical, tests, reliability & validity of tests, Assessment centre,			CO2
	C 2	Evaluating the recruitment/selection process: Budget. Time, Selection and acceptance rates. Induction & socialization, Exit & stay interview.			CO2
	C 3	Legal issues: Apprenticeship Act, Compulsory notification of employment Act.			CO2
	Unit D	Retention			
	D 1	Concept of retention, Retention model- Discussion model, employee turnover, employee loyalty, Retirement and redundancy			CO3, CO5
	D 2	Employee Engagement Strategy			CO3
	D 3	Career progression, career development in generating employee engagement			CO4
	Unit E	Contemporary issues			
	E 1	Job sculpting, employer branding, changing workforce-options ahead			CO4
	E 2	Global talent acquisition			CO4
	E 3	Global talent management			CO4
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	1.Human Resource Selection, <a href="#">published</a> : 2009 Author <a href="#">Gatewood</a> , Field( Cengage)			
	Other References	1 Employee Selection: Lilly Berrty (Cengage) 2. Human Resource management: Sharon Pande (Pearson) 3. Human Resource Management: Biswajit Pattanayak (PHI)			

<b>PO COs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>C01</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>
<b>C02</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>C03</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>C04</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>3</b>
<b>C05</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>3</b>
<b>Avg</b>	2.00	2.60	2.40	1.00	1.60	2.20	1.60	1.60	2.20	2.40

School: SBS		<b>Batch: 2019-21</b>
Program: MBA		<b>Current Academic Year: 2020-21</b>
Branch: - HR		<b>Semester: III</b>
1	Course Code	MBA221
2	Course Title	<b>Employee Training and Development</b>
3	Credits	03
4	Contact Hours (L-T-P)	(3-0-0)
	Course Status	Discipline Specific Course
5	Course Description	<p>This course aims to develop comprehensive knowledge of the basic fundamentals of training and development. The system of training is described through the framework of ADDIE model.</p> <p>The course aims to offer basic skills of gap identification, content designing, training delivery &amp; training evaluation etc, which are crucial for the success of a learning &amp; development professional.</p> <p>This course guides the students to conduct training needs analysis, create a suitable design, develop the appropriate material, successfully implement training and finally evaluate the effectiveness of training and management development programmes.</p>
6	Course Objective	<p>1. To provide the students with fundamental knowledge about the training &amp; development process used across the globe.</p> <p>2. Guide them to comprehend, analyse and apply the effective T &amp; D practices. Provide them practice &amp; feedback opportunity through the use of hands-on approach aiming towards experiential learning.</p> <p>3. Develop the ability to discern between the various methods/ practices available &amp; choose the appropriate strategic aspect required for each step of T &amp; D.</p> <p>4. Inculcate &amp; hone the training skills lurking beneath each student.</p>
7	Course Outcomes	CO1: Student will be able to apply training model for organizational improvement and problem solving

		<p>CO2: Student will be able to conduct &amp; analyze training need analysis</p> <p>CO3: Student will be able to develop and design training programmes</p> <p>CO4: Students will be able to implement and Evaluation of Training and management development programmes.</p> <p>CO5: Students will be able to evaluate training and management development programmes</p>	
8	Outline syllabus		CO Mapping
	Unit A	<b>Training in organizations</b>	<b>CO1</b>
	A 1	<ul style="list-style-type: none"> <li>Overview of Training and development, training goals and roles</li> </ul>	CO1
	A 2	<ul style="list-style-type: none"> <li>Align training with Strategy, Developing an HRD Strategy, Opportunities and challenges for Training</li> </ul>	CO1
	A 3	<ul style="list-style-type: none"> <li>Training Process Model (ADDIE), KSAs, Training development &amp; education</li> </ul>	CO1
	Unit B	<b>Training need analysis , design &amp; develop</b>	<b>CO2</b>
	B 1	<ul style="list-style-type: none"> <li>TNA, Why &amp; When to Conduct TNA, Training &amp; Non-Training Needs, Where &amp; How to explore performance gaps. TNA Model- A systematic view to TNA.</li> </ul>	CO2
	B 2	<ul style="list-style-type: none"> <li>Training Design, Developing Objectives, Facilitation of learning: focus on Trainees, and training design, Organizational Constraints in designing a training Program.</li> </ul>	CO2
	B 3	<ul style="list-style-type: none"> <li>Development of training-Instructional strategy, materials and equipment,</li> </ul>	CO2
	Unit C	<b>Training methods</b>	<b>CO3</b>
	C 1	<ul style="list-style-type: none"> <li>On the Job and off the job training methods, benefits and disadvantage involved with each</li> </ul>	CO3
	C 2	<ul style="list-style-type: none"> <li>Traditional training methods: lectures and demonstrations, Games and simulations, business games, in basket technique, case studies, role play, behavior modeling.</li> </ul>	CO3
	C 3	<ul style="list-style-type: none"> <li>Computerized training methods: Programmed Instructions, Intelligent Tutoring System, Interactive multimedia training, Virtual Reality</li> </ul>	CO3
	Unit D	<b>Training implementation &amp; evaluation</b>	<b>CO4</b>
	D 1	<ul style="list-style-type: none"> <li>Development of training and its Alternatives.</li> </ul>	CO4
	D 2	<ul style="list-style-type: none"> <li>Implementation of Training: Instructional strategy,</li> </ul>	CO4

		Implementation ideas for training and trainer, transfer of training.			
	D 3	<ul style="list-style-type: none"> <li>Evaluation of Training, resistance to training evaluation, types of evaluation data- process data and outcome data, Kirkpatrick Four Level Approach for evaluation</li> </ul>			CO4,CO5
	Unit E	<b>Management development</b>			<b>CO4</b>
	E 1	<ul style="list-style-type: none"> <li>Purpose of Management Development Programs</li> </ul>			CO4
	E 2	<ul style="list-style-type: none"> <li>Types of Management Development Programs</li> </ul>			CO4
	E 3	<ul style="list-style-type: none"> <li>Strategies for development of executives and future executives</li> </ul>			CO4, CO5
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Blanchard P. Nick and James W. Thacker (2009) Effective Training- Systems, Strategies and Practices. Pearson Education			
	Other References	Rao, P. L. (2008). Enriching Human Capital Through Training & Development. Excel Books Sahu, R. K. (2005). Training for Development. Excel Books.			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	2	3	2	3	3	3	2	3	3
CO2	3	2	3	3	3	3	2	3	3	3
CO3	3	3	3	3	3	3	2	3	3	3
CO4	3	2	3	3	2	3	2	3	2	2
CO5	3	3	3	3	3	3	2	3	1	1
Avg	3.00	2.40	3.00	2.80	2.80	3.00	2.20	2.80	2.40	2.40

## Organizational Design and Structure

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: HR</b>		<b>Semester: IV</b>	
1	Course Code	MBA 268	
2	Course Title	Organizational Design and Structure	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Objective	<ol style="list-style-type: none"> <li>1. To identify and manage various organizational structures and</li> <li>2. To learn about the various theories of organization and its relevance to business</li> <li>3. To understand and use of different organizational structures for business.</li> <li>4. To learn the process of organizational design and its relevance to business needs.</li> </ol>	
6	Course Outcomes	<p>The students will be able to -</p> <p>CO1: identify and define key components of organizational design and structure.</p> <p>CO2: Interpret the organizational designs and its application</p> <p>CO3: Apply relevant organizational structure and best practices for business success.</p> <p>CO4: Analyse critically various organizational structures and designs.</p> <p>CO5: assess contemporary issues in organization.</p> <p>CO6: Understand organizational evolutions</p>	
7	Course Description	<p>The course aims to develop an understanding of different human emotions and how to manage these for success in personal and professional life. The course, further aims to examine the impact of emotional intelligence on managerial effectiveness and human relations.</p>	
8	Outline syllabus		CO Mapping
	<b>Unit A</b>	<b>Organizational Design and Structure: Introduction</b>	
	Topic 1	Organization and Concepts	CO1
	Topic 2	Organization Theories, - Scientific management, Hawthorne Studies, Warren Bennis- Bureaucracy	CO1/CO2
	Topic 3	Environmental Perspective- Katz and Kahn	CO1/CO2
	<b>Unit B</b>	<b>Organizational Structure</b>	
	Topic 1	Determinants of Organization Structure	CO3/CO1
	Topic 2	Organization Size- its relationship with Structure	CO4
	Topic 3	Organization Strategy – relationship with Structure	CO4

	<b>Unit C</b>	<b>Organizational Design</b>			
	Topic 1	Organization Design- Choosing the right form			CO2/CO4
	Topic 2	Hierarchical- Bureaucratic			CO2/CO4
	Topic 3	Adhocracy- Matrix, Flatter , Networked			CO2/CO4
	<b>Unit D</b>	<b>Contemporary issues in organizational theory</b>			
	Topic 1	Managing organization change			CO5
	Topic 2	Managing Organization culture			CO5
	Topic 3	Managing organization conflict			CO5
	<b>Unit E</b>	<b>Managing Organizational Evolution</b>			
	Topic 1	How organizations grow			CO6
	Topic 2	Organizational decline-accepting the new reality			CO6
	Topic 3	Explaining cutbacks in middle management			CO6
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Organization Theory- Structure, Design and Applications by Stephen .P. Robbins, Mary Mathew, Prentice Hall of India 1990			
	Other References	<ol style="list-style-type: none"> <li>1. Organization Theory: Design and change, 5<sup>th</sup> . by Gareth Jones, Mary Mathew, Pearson Education 2007</li> <li>2. Organization Theory and Design by Richard Daft, 6edn, south western College publishing, 1998</li> </ol>			

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

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

## Industrial Relations and Labour Enactment

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: HR</b>		<b>Semester: IV</b>	
1	Course Code	MBA	
2	Course Title	Industrial Relations and labour Legislation	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Objective	<p>The objective of the course is</p> <ul style="list-style-type: none"> <li>• To Expose students to labour legislations in India</li> <li>• To identify the current labour legislations and its applicability to industries</li> <li>• To learn about Various compliances under the provisions of the different Acts</li> <li>• To understand the implications of non compliance of relevant provisions as applicable to each industry.</li> </ul>	
6	Course Outcomes	<p>The students will be able to :</p> <p>CO1: Identify the different labour legislations applicable to relevant segment of industry.</p> <p>CO2: Interpret the important provisions of various labour legislations.</p> <p>CO3: Apply the relevant provisions of the act for specific industry.</p> <p>CO4: Analyse critically various provisions of the labour legislations.</p> <p>CO5: Assess the importance of each provision of the acts for its application</p>	
7	Course Description	The course aims to develop an understanding of various laws under Indian labour legislation and how to apply the same to relevant industry.	
8	Outline syllabus	CO Mapping	
	<b>UNIT A</b>	<b>Industrial Relations</b>	
	Topic 1	<ul style="list-style-type: none"> <li>• Meaning, Scope and Evolution of IR in India</li> </ul>	CO1
	Topic 2	<ul style="list-style-type: none"> <li>• Changing Dimensions of IR in India</li> </ul>	CO2

Topic 3	<ul style="list-style-type: none"> <li>ILO- role and important conventions</li> </ul>	CO4/CO5	
<b>UNIT B</b>	<b>Employment and working conditions</b>		
	Industrial employment standing orders act	CO1/CO2/CO3	
Topic 1	Factories Act 1948 <ul style="list-style-type: none"> <li>Important definitions</li> <li>Provisions related to safety</li> <li>Provisions related to employment of child and women in factories</li> <li>Provisions related to welfare and leaves</li> </ul>	CO1/CO2/CO3/CO4 & CO5	
Topic 2	<b>Industrial disputes Act 1948</b> <ul style="list-style-type: none"> <li>Concept of Industry and workmen, Important definitions and provisions related to Retrenchment, lay off, closure and strike</li> <li>Dispute Resolution methods and machinery- conciliation, Arbitration, adjudication, Industrial tribunals and labour courts</li> <li>Various Schedules Schedule 1-5th</li> </ul>	CO1/CO2/CO3/CO4 & CO5	
Topic 3	<b>Trade unions Act 1926</b>		
	<ul style="list-style-type: none"> <li>Concept, functions objective ,structure and types of trade Unions</li> <li>Trade Union Act, 1926 -applicability, Registration, Recognition, revocation of registration</li> <li>Immunities available to trade union officials</li> </ul>	CO2/CO3/CO4/CO%	
<b>UNIT C</b>	<b>PAYMENT OF WAGES ACT 1936 and MINIMUM WAGES ACT 1948</b>		
Topic 1	•Overview important definitions and applicability of the acts	CO1/CO2/CO3	
Topic 2	•Main provisions of Payment of wages Act	CO4/CO5	
Topic 3	•Minimum wages Act	CO1/CO2	
Unit D	<b>WELFARE LEGISLATIONS</b>		
Topic 1	Employee provident fund and Misc Act 1952	CO1/CO2/CO3	
Topic 2	Employee State Insurance Act 1948 and Maternity Benefit Act	CO3/CO4/CO5	
Topic 3	Payment of Gratuity Act 1972	CO1/CO2/CO3/CO4/	
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	30%	20%	50%
Text book/s*	Labour laws for Managers, B.D Singh, Excel Books		

Other References	1. Bare Acts 2. Labour laws journal	
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PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	-	2	2	2	1	1	-	2
CO2	2	2	-	2	2	2	2	2	-	3
CO3	2	2	-	2	2	2	2	2	-	3
CO4	2	3	-	2	2	4	2	2	-	3
CO5	2	3	-	2	2	2	2	2	-	2
Avg	2.00	2.20	-	2.00	2.00	2.40	1.80	1.80	-	2.60

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

## Emotional Intelligence and Managerial Effectiveness

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: HR</b>		<b>Semester: IV</b>	
1	Course Code	MBA 269	
2	Course Title	Emotional Intelligence and Managerial Effectiveness	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Objective	<ol style="list-style-type: none"> <li>1. To identify and manage human emotions</li> <li>2. To understand different aspects of Emotional Intelligence (EI) and its implications on Managerial Effectiveness</li> <li>3. To understand and use different Emotional Intelligence models</li> <li>4. To learn best practices in feeling, thinking, and behaving in an emotionally intelligent manner.</li> </ol>	
6	Course Outcomes	<p>The students will be able to -</p> <p>CO1: identify and define key emotional intelligence components and managerial competencies</p> <p>CO2: apply EI models and best practices for professional success.</p> <p>CO3: analyze critically and manage human emotions</p> <p>CO4: assess their own emotional intelligence</p> <p>CO5: develop skills to be emotionally intelligent human being to meet specific workplace challenges</p>	
7	Course Description	<p>The course aims to develop an understanding of different human emotions and how to manage these for success in personal and professional life. The course, further aims to examine the impact of emotional intelligence on managerial effectiveness and human relations.</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Emotional Intelligence: Introduction</b>	
	A	Emotions: Concept & Physiology ; implications on job satisfaction and Performance	CO1
	B	Emotional intelligence: Evolution & concept	CO1
	C	Role and benefits of emotional intelligence at the workplace	CO1/ CO3
	<b>Unit 2</b>	<b>Emotional intelligence: Key Components</b>	
	A	Understanding key elements of EI	CO1
	B	Self -Awareness: Components	CO1/CO3
	C	Self- Regulation: Components	CO1/CO3
	<b>Unit 3</b>	<b>Emotional Intelligence: Models &amp; Assessment</b>	

	A	Models- Ability based ((Mayer & Salovey), Trait based (K.V. Petrides), Mixed (Daniel Goleman)			CO2
	B	Initial Self- Assessment through Questionnaire			CO4
	C	DISC Test			CO4
	<b>Unit 4</b>	<b>Emotional Intelligence Skills</b>			
	A	Empathy: Understanding, Importance and Strategies			CO1
	B	Social Skills- Development & Importance			CO5
	C	Influence: Concept & Tactics for persuasion			CO5
	<b>Unit 5</b>	<b>Emotional Intelligence &amp; Managerial Effectiveness</b>			
	A	Effective Communication: JOHARI WINDOW			CO5
	B	Effective Leadership: Competencies, Situational Leadership			CO5
	C	Team work: Creating Effective teams; Conflict Management			CO5
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Working with Emotional Intelligence: Bloomsbury Publication-Daniel Goleman (1998)			
	Other References	The Language of Emotional Intelligence: The Five Essential Tools for Building Powerful and Effective Relationships: Jeanne Segal (2008) The Brain and Emotional Intelligence: New Insights : Daniel Goleman HBR's 10 Must Reads on Emotional Intelligence (2015)			

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

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

## HR ANALYTICS

<b>School:</b>		<b>SBS</b>	<b>Batch: 2019-2021</b>
<b>Program:</b>		<b>MBA-HR</b>	<b>Current Academic Year: 2020-21</b>
<b>Branch:</b>		<b>Semester: IV</b>	
1	Course Code		
2	Course Title	Human Resource Analytics	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Course	
5	Course Objective	<p>1. Provide an understanding of the different analytical approaches used by HR Professionals to solve real business problems</p> <p>2. Opportunities to examine actual business cases and apply problem solving and critical thinking skills through group case studies.</p> <p>3. Options to learn how to make impact with data by using effective storytelling techniques.</p> <p>4. Help in developing presentation skills and demonstrate the ability to work effectively in teams.</p>	
6	Course Outcomes	<p>CO1: The student will be able to reproduce concepts based on fundamentals of HR analytics</p> <p>CO2: The student will be able to understand and relate with the HR issues where HR analytics can be used</p> <p>CO3: The student will be able to collect the data and apply various HR Metrics</p> <p>CO4: The student will be able to categorize the HR problem &amp; choose the suitable tool fit for use</p> <p>CO5: The student will be able to estimate and convert data for predicting HR situations</p> <p>CO6: The student will be able to formulate the reports from the analytics used</p>	
7	Course Description	<p>This course will serve as an introduction to Human Resource Analytics. Student will explore the use of analytics within the Human Resource discipline.</p> <p>Hiring, developing and retaining the right employees is crucial for success in modern firms. Big data is transforming how firms recruit and develop talent. Hiring, training and promotion practices increasingly rely on both economic principles and quantitative analysis. The purpose of this course is to introduce the use of analytics to make better informed decisions on personnel strategy.</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction of HR Analytics</b>	
	A	Definition of HR Analytics	CO1, CO2

	B	Use & Benefits of HR Analytics in HR Decision making	CO1, CO2
	C	Phases of development of HR Analytics	CO1, CO2
	<b>Unit 2</b>	<b>HR Analytics through Quality Control Tools</b>	
	A	<b>LAMP Model</b>	CO1, CO2
	B	Data analysis through graphical tools	CO1, CO2
	C	Use of Pareto chart & Yields for HR Decision making	CO3, CO4, CO5, CO6
	<b>Unit 3</b>	<b>Applications for HR Analytics in Staffing</b>	
	A	Issues in Manpower Planning & attrition	CO3, CO4, CO5, CO6
	B	HR Analytics for Recruitment & Selection	CO3, CO4, CO5, CO6
	C	HR Analytics for attrition related HR Decision making	CO3, CO4, CO5, CO6
	<b>Unit 4</b>	<b>Applications for HR Analytics in Performance Management &amp; Cost, Revenues estimates for employees</b>	
	A	Using HR Analytics in Training & Development	CO3, CO4, CO5, CO6
	B	HR Analytics for Performance Evaluation	CO3, CO4, CO5, CO6
	C	Cost and Revenue Estimates of employees	CO3, CO4, CO5, CO6
	<b>Unit 5</b>	<b>HR dashboards</b>	
	A	Concept of HR dashboard	CO1, CO2
	B	HR Metrics used through HR dashboard	CO3, CO4,
	C	Creating an HR Dashboard	CO5, CO6
	Mode of examination	Theory/Jury/ <b>Practical</b> /Viva	Practical
	Weightage Distribution	CA 30%	MTE 20%
			ETE 50%
	Text book/s*	The new HR Analytics –predicting the economic value of your company’s human capital investments by Jac Fitz-Enz , Published by Amacom-American management Association New York	
	Other References	Articles from faculty repository	

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

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

**List of Discipline Specific Courses (DSCs) of FINANCE**

<b>Sr. No.</b>	<b>Semester</b>	<b>Course</b>
1	I	Financial Modeling through excel
2	II	Managerial Accounting for Business Decisions
3	II	Regulatory Framework for Financial sector
4	III	Corporate Banking
5	III	Project Finance and Management
6	III	Security Analysis and Portfolio Management
7	III	Tax Planning and Management
8	III	Technology in Banking, CRM and Retail
9	III	Treasury Operations and Risk Management
10	IV	Financial Derivatives and Risk management
11	IV	International Financial Management
12	IV	International Banking
13	IV	Mergers, Acquisitions and Corporate Restructuring

## Syllabus for Financial Modeling through Excel

<b>School:</b>		<b>Batch : 2019 -21</b>	
<b>Program:</b>		<b>Current Academic Year: 2019-2020</b>	
<b>Branch:</b>		<b>Semester: I</b>	
1	Course Code	<b>MBA310</b>	
2	Course Title	<b>Financial Modeling through Excel</b>	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
5	Course Description	The objective of this course is to introduce the concept of Financial/Business Modeling with MS Excel by applying basics to advanced-level tools and other applications of Excel. The Excel-based financial modeling skills you will learn in this course include advanced different finance related functions and charting techniques and usage of the financial calculator function. The course addresses theoretical concepts and provides practical experience working with Excel financial models to succeed in today's demanding business environment.	
6	Course Objective	This module aims to: <ul style="list-style-type: none"> <li>• Demonstrate the functions of excel in business applications.</li> <li>• Introducing to the business areas for which MS Excel may be applied</li> <li>• Determine the performance of business using excel applications.</li> <li>• Manage the data with appropriate logical and conditions required in business scenario.</li> </ul>	
7	Course Outcomes	At the end of the course students will be able to: <b>CO1:</b> To understand basic problems related to business finance. <b>CO2:</b> To Apply the functions of MS Excel to achieve bottom line business solutions. <b>CO3:</b> Critically analysing business situations and problems and finding out appropriate solution with the help of MS Excel. <b>CO4:</b> Evaluating the competitive and operational impacts of adopting MS Excel as a tool and determine the performance of business. <b>CO5:</b> Evaluate business issue and finding solution of such problems with the help of MS Excel.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Basic functions and utilities in excel, Selecting cells in a dataset using shortcut keys	CO1,CO2
	B	Range names, Date and Time functions, Freezing panes, Auto complete formula option, Editing or correcting formulas	CO1,CO2
	C	Formatting and other options with paste special, Filters,	CO1,CO2

		Rounding functions, Importing data from a text file and internet.			
	<b>Unit 2</b>				
	A	left, right, trim, mid, len, find, search, concatenate, upper, lower			CO1,CO2, CO3
	B	Sorting data, filtering data, parsing data, text to columns, remove duplicates			CO1, CO2,CO3
	C	data validations, what-if-analysis			CO1, CO2,CO3
	<b>Unit 3</b>				
	A	Advance pivot table features, COUNTIF, COUNTA, COUNTBLANK, countif, sumif, averageif, sumproduct			CO1,CO2,CO3
	B	vlookup, hlookup, index, match			CO1,CO2,CO3
	C	if condition, nested if condition, and function, or function			CO1, CO2,CO3
	<b>Unit 4</b>				
	A	financial functions in excel, npv, irr.			CO1, CO2,CO3, CO4
	B	interest, time value of money, future value, present value			CO1, CO2,CO3,CO4
	C	EMI calculation by using pmt, ipmt, ppmt, rate, nper			CO1, CO2,CO3 CO4
	<b>Unit 5</b>				
	A	calculating fixed Line depreciation using “db function”, calculating straight line depreciation using “sln function”			CO1,CO2,CO3, CO4,CO5
	B	analysis by goal seek, scenario manager			CO1,CO2,CO3, CO4,CO5
	C	one way and two way data table			CO1,CO2,CO3, CO4,CO5
	Mode of examination	Practical			
	Weightage Distribution	CA	MTE	ETE	
		60%	0%	40%	
	Text book/s*	1. Microsoft Excel 2016: Data Analysis and Business Modeling by Winston, Wayne L., PHI Learning Pvt Ltd.			
	Other References	1. Business Data Analysis using Excel By Whigham David, Oxford University Press			

### Program Outcome Vs Course Outcomes Mapping Table

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

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

## Syllabus for MANAGERIAL ACCOUNTING FOR BUSINESS DECISIONS

<b>School: SBS</b>		<b>Batch : 2019 -21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2019-2020</b>	
<b>Branch:</b>		<b>Semester: II</b>	
1	Course Code	<b>MBA159</b>	
2	Course Title	Managerial Accounting for Business Decisions	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	DSC	
5	Course Objective	<ol style="list-style-type: none"> <li>1. The objective of this course is to familiarize the student with both, capital budgeting aspect and the contents of a bankable feasibility report.</li> <li>2. Working knowledge of estimating cash flows for a project.</li> <li>3. Behavioural aspects of project finance are also dealt with.</li> <li>4. Students should develop working knowledge of preparing market and technical report.</li> <li>5. Aware of the practical difficulties in implementing a project</li> </ol>	
6	Course Outcomes	<p>On completion of this module the student will be able to:</p> <p>CO1. Recognize complexities involved in Project Management.</p> <p>CO2. Interpret the market and demand through technical projections of the project.</p> <p>CO3. Apply various methods of capital budgeting and risk analysis</p> <p>CO4. Explain the sequential steps of the project management</p> <p>CO5. Evaluate the project scope, project time, project cost and budgets, project resources, project quality</p>	
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
	<b>Unit 1</b>		
	A	Introduction of the module, need and Importance in various business decisions, Functions, Tools, Scope, and limitations of Management Accounting, Distinction between Financial Accounting and Management Accounting; Installation of Management Accounting System; Organization of Management Accounting.	CO1
	B	Introduction of cost, costing, Cost Accounting ; Distinction between Cost Accounting and Management Accounting.	CO1,CO2

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

	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	<b>Management Accounting by M Y Khan &amp; P K Jain, TATA McGraw Hill Publication, Latest Edition.</b>			
	Other References	<ul style="list-style-type: none"> <li>- Introduction to Management Accounting by Charles T.Horngren, Gary L. Sundem, William O. Stratton, Pearson Education, Thirteenth Edition.</li> <li>- Management and Cost Accounting by Colin Drury, International Thomson Business Press, Fourth Edition.</li> <li>- Managerial Accounting by James Jiambalvo; Wiley India Pvt. Ltd, New Delhi</li> <li>- Advanced Management Accounting – Robert S.Kaplan &amp; Anthony A. Atkinson – Pearson Education Asia, Third Edition.</li> </ul> <p><b>Journals</b></p> <ul style="list-style-type: none"> <li>➤ Management Accountant</li> <li>➤ Chartered Accountant</li> <li>➤ Chartered Finance Analyst</li> </ul> <p><b>Journal of Accounting and Finance</b></p>			

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
Avg	2.00	2.00	1.80	1.20	1.00	1.00	1.00	1.00	1.00	1.00

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

## Syllabus for PRINCIPLES & PRACTICES OF BANKING

<b>School: School of Business Studies (SBS)</b>		<b>Batch : 2019 -21</b>
<b>Program : MBA</b>		<b>Current Academic Year: 2019 – 20</b>
<b>Branch:</b>		<b>Semester: II</b>
1	Course Code	MBA- New ( to be generated)
2	Course Title	<b>Regulatory Framework For Financial Sector</b>
3	Credits	03
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Discipline Specific Elective
5	Course Objective	<p>The students with specialization in banking &amp; finance are to be prepared to work in financial sector. They may either work in the banks/financial institutions/ financial services or in corporate. They must have knowledge and skill in this area. For them to have the requisite skill, it is important for them:</p> <ol style="list-style-type: none"> <li>1: To Understand the Concept of Banking.</li> <li>2: Clear Understanding of the Indian Financial System.</li> <li>3: Banking Technology applications.</li> </ol>
6	Course Outcomes	<p>On completion of this module the student will be able to:</p> <p>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.</p>
7	Course Description	<p>This course explores the fundamental principles and practices of banking and credit in India. This fundamentals of banking course gives an excellent overview of financial services. Topics to be covered include: money and interest, negotiable instruments, mortgages, commercial lending, security and the role of banking in today’s economy. Textbook chapter topics include:</p> <ul style="list-style-type: none"> <li>• The Business of Banking</li> <li>• Development of the Indian Banking System</li> <li>• Money and Interest</li> <li>• Deposit Accounts</li> <li>• Negotiable Instruments</li> <li>• Mortgages</li> <li>• Commercial Lending</li> </ul>

		<ul style="list-style-type: none"> <li>• Specialized Banking</li> <li>• Security and Frauds</li> </ul>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Indian Financial System with focus on banking</b>	
	A Indian Financial System	Structure of Banking and financial institutions.	CO 1
	B Role and Functions of Banks	RBI, SEBI, IRDA etc: their major functions, Role & Functions.	CO 2
	C Regulatory Enactments	Negotiable Instruments- Definition, Characteristics, NI Act	CO 2
	<b>Unit 2</b>	<b>Banking Deposit Products</b>	
	A Basic Understanding of Banking Products	Banker-Customer relations - Know your Customer (KYC) guidelines-Different Deposit Products - services rendered by Banks	CO 3
	B Managing different accounts	Opening of accounts for various types of customers - minors - joint account holders - HUF - firms - companies - trusts - societies - Govt. and public bodies Importance of AML	CO 4
	C Banking Process and Regulation	Garnishee Order, Income Tax Attachment Order, Conduct of Account and Supervision. Customers' Grievance Redressal – Mechanism of Ombudsman	CO 3
	<b>Unit 3</b>	<b>Credit Products</b>	
	A Basics of Credit Products	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
	C Banking	Credit Cards / Home Loans / Personal Loans / Consumer Loans-Brief outline of procedures and practices.	CO 3

	Products of the Bank	Ancillary Services: Remittances, Safe Deposit lockers			
	<b>Unit 4</b>	<b>Risk Management</b>			
	A Risk Management	Importance of risk Management in banking with Indian Scenario			CO 3
	B Regulatory Process	Credit Information Bureau Ltd.(CIBIL), Basel-II norms Money Laundering - KYC & Prevention of Money Laundering Act			CO 4
	C Present Banking Scenario	Alliances / mergers / consolidation			CO 4
	Unit 5	<b>Technology and Marketing of Banking Service Products</b>			
	A Technology applied	Anywhere Anytime Banking - Home banking (Corporate and personal) Electronic Payment systems. Electronic funds transfer systems - data communication) - structured messages (SWIFT, etc... Information Technology Act, Right to Information Act, Foreign Exchange Management Act			CO 5
	B Global Trends in Banking	Global developments in Banking Technology - Information Technology in finance and service delivery Impact of Technology on Banks - Protecting the confidentiality and secrecy of data - effect on customers and service quality			CO6
	C Banking Product Pricing & Distribution	Pricing of bank products and services - Factors Influencing the Pricing Decisions, Importance of Pricing. Distribution, Factors Influencing - Direct and Indirect Channels of bank products			CO 6
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	<ol style="list-style-type: none"> <li>1. Indian Financial System by Bharti V Pathak.</li> <li>2. Indian Financial System By M Y Khan.</li> <li>3. 1.Banking Theory and Practice- K. C Shekhar</li> <li>4. Modern Banking- Muraleedharan D</li> <li>5. Banking Service and Information Technology- The Indian Experience by R.K .Uppal</li> </ol>			
	Other References	<b>Online Resources:</b>			

		<a href="http://www.capitalideasonline.com">www.capitalideasonline.com</a> <a href="http://www.sebi.gov.in">www.sebi.gov.in</a> <a href="http://www.amfiindia.com">www.amfiindia.com</a> <a href="http://www.capitalmarket.com">www.capitalmarket.com</a>	
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### Program Outcome Vs Course Outcomes Mapping Table

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

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SBS</b>		<b>Batch : 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	<b>CORPORATE BANKING</b>	
2	Course Title	MBA-241	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Elective	
5	Course Objective	<p>The objectives of this module are:</p> <ul style="list-style-type: none"> <li>• To understand the meaning and importance of corporate banking</li> <li>• To understand various services offered by banks to corporate, such as: Cash Management, Debtors Management, Business advisory, Off shore services etc.</li> </ul>	
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.  CO2. Understand the concept of corporate banking.  CO3: Apply knowledge of special skills required for credit appraisal  CO4: Classify Project and Infrastructure Finance  CO5: Evaluate the risks involved in Corporate and Project Finance  CO 6: Plan out post sanction compliance of the corporate loans</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	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>CORPORATE BANKING AND FINANCE</b>	
	A	Corporate Banking	
	B	Corporate Deposits	CO 1
	C	Corporate Finance	CO 1
	<b>Unit 2</b>	<b>CREDIT MANAGEMENT IN BANKS</b>	CO 2
	A	Deployment of Bank's Funds	
	B	Government Regulation of Credit	CO 1
	C	Credit institutions in India, Evolving System of Bank Credit and Credit Policy of Banks.	CO 1
	<b>Unit 3</b>	<b>Appraisal of Credit Proposals: Sanctioning of Credit Limits.</b>	CO 2
	A	Meaning and Scope of Credit Appraisal	
	B	The Credit Process- Pre- Sanction and Post- Sanction	CO3
	C	Expected Qualities/ Traits of a Good Credit Officer/ Manager	CO 2 & CO6
	<b>Unit 4</b>	<b>Project and Infrastructure Finance</b>	CO 3

	A	Features of Project Finance, Managing Risk in Project Financing			
	B	Appraisal of Project Finance Proposals, Disbursement, Monitoring, Supervision and Follow up of Project Finance Loans			CO 4
	C	RBI Guidelines on Financing of Infrastructure Projects			CO 4 & CO6
	<b>Unit 5</b>	<b>Post-Sanction Compliance: Monitoring/ Supervision of Advances</b>			CO 4
	A	Purpose and process of Documentation			
	B	Documentation for Fresh Advances/ Renewal/ Enhancement in Limits/ Death of the borrower			CO 5
	C	Post sanction follow up and supervision through visits			CO6
	Mode of examination	Theory			CO 6
Weightage Distribution	CA	MTE	ETE		
	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	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	1	-	-	2	2	2	2	1	2
CO2	2	3	-	-	2	-	2	1	2	1
CO3	2	2	-	-	1	1	-	2	2	1
CO4	1	3	1	1	2	1	-	1	1	1
CO5	2	3	1	1	1	1	-	1	1	-
CO6	1	2	1	1	1	1	-	1	1	-
Avg	1.83	2.33	1.00	1.00	1.50	1.20	2.00	1.33	1.33	1.25

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

**Syllabus for Project Finance and Management**

<b>School: SBS</b>		<b>Batch : 2019 -21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020 -21</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	<b>MBA214</b>	
2	Course Title	Project Finance and Management	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
5	Course Objective	<ul style="list-style-type: none"> <li>• The objective of this course is to familiarize the student with both, capital budgeting aspect and the contents of a bankable feasibility report.</li> <li>• Working knowledge of estimating cash flows for a project.</li> <li>• Behavioural aspects of project finance are also dealt with.</li> <li>• Students should develop working knowledge of preparing market and technical report.</li> <li>• Aware of the practical difficulties in implementing a project</li> </ul>	
6	Course Outcomes	<p>On completion of this module the student will be able to</p> <p>CO1. Recognize complexities involved in Project Management.</p> <p>CO2. Interpret the market and demand through technical projections of the project.</p> <p>CO3. Apply various methods of capital budgeting and risk analysis</p> <p>CO4. Explain the sequential steps of the project management</p> <p>CO5. Evaluate the project scope, project time, project cost and budgets, project resources, project quality</p>	
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	
	<b>Unit 1</b>		
	A	<ul style="list-style-type: none"> <li>• Project: Concept</li> <li>• Phases of Capital Budgeting</li> <li>• Facets of Project Analysis</li> <li>• Generation &amp; Screening of project ideas</li> </ul>	CO1
	B	<ul style="list-style-type: none"> <li>• Monitoring the environment</li> <li>• Tools for identifying investment opportunities</li> <li>• Corporate Appraisal</li> </ul>	CO1,CO2
	C	<ul style="list-style-type: none"> <li>• Preliminary Screening</li> <li>• Project Rating Index</li> <li>• Sources of Positive Net Present value</li> </ul>	CO1,CO2
	<b>Unit 2</b>		

	A	<ul style="list-style-type: none"> <li>Objectives</li> <li>Collection of Secondary Information, Industry specific sources of information</li> <li>Conduct of market survey</li> <li>Analysis tools</li> </ul>			CO2
	B	<ul style="list-style-type: none"> <li>Demand Forecasting</li> <li>Qualitative methods: Jury of executive method, Delphi method</li> <li>Time series projection method: Trend projection, Exponential smoothing and moving average method.</li> <li>Casual methods: Chain ratio, consumption level method, End use method, Bass diffusion method</li> </ul>			CO2
	C	<ul style="list-style-type: none"> <li>Technical Analysis of projects</li> <li>Financial Estimates &amp; Projections of projects</li> </ul>			CO2
	<b>Unit 3</b>				
	A	<ul style="list-style-type: none"> <li>Investment Criteria</li> <li>Discounted Cash flow techniques</li> </ul>			CO3
	B	<ul style="list-style-type: none"> <li>Project Cash flows</li> <li>Project Cost of Capital</li> </ul>			CO3
	C	<ul style="list-style-type: none"> <li>Project Risk Analysis</li> </ul>			CO3,CO4
	<b>Unit 4</b>				
	A	<ul style="list-style-type: none"> <li>Social Cost Benefit Analysis</li> <li>UNIDO approach</li> </ul>			CO4,CO5
	B	<ul style="list-style-type: none"> <li>Network techniques for project management</li> <li>CPM &amp; PERT Models</li> </ul>			CO4,CO5
	C	<ul style="list-style-type: none"> <li>Practical applications of CPM &amp; Models</li> <li>Time and Resource planning</li> </ul>			CO4,CO5
	<b>Unit 5</b>				
	A	<ul style="list-style-type: none"> <li>Control of in-progress projects</li> <li>The post-audit</li> <li>Abandonment Analysis</li> </ul>			CO5
	B	Evaluating the capital budgeting			CO3,CO4
	C	<ul style="list-style-type: none"> <li>Financing Infrastructure Projects</li> <li>Financing Power Projects.</li> <li>Public Private Partnership (PPP- Model)</li> </ul>			CO5
	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 <sup>th</sup> Edition, Mc Graw Hill			
	Other	Prasana Chandra, „Projects: Planning, Analysis, Selection, Financing,			

References	Implementation, and Review, 7 <sup>th</sup> Edition, Mc Graw Hill
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### Program Outcome Vs Course Outcomes Mapping Table

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
Avg	2.00	2.00	1.80	1.20	1.00	1.00	1.00	1.00	1.00	1.00

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

## **Syllabus for SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

<b>School: SBS</b>		<b>Batch : 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	MBA215	
2	Course Title	Security Analysis and Portfolio Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
5	Course Objective	1. To acquaint the students with theoretical and practical background of financial investments. 2. To highlight the importance of valuing financial securities 3. To comprehend the working knowledge of the methods of calculating risk and managing it. 4. To adept in developing portfolio of Financial securities and measuring its performance.	
6	Course Outcomes	On completion of this module the student will be able to: CO1. Describe the basic concept of investment, securities, security market, risk and return. CO2. Analyse the security's performance through Fundamental and Technical analysis CO3: Apply security analysis techniques to select financial securities for investment. CO4: Construct portfolio of financial investments for investors. CO5: Appraise and review portfolio performance.	
7	Course Description	Security Analysis and Portfolio Management concerns itself with investment in financial assets with specific attention to the returns and risk associated with investing in securities. The 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		
	Unit 1	<b>Introduction to Security Analysis and Portfolio Management</b>	
	A	Investment: A conceptual framework, Objectives, Investment V/S Speculation, Investment Attributes and Avenues, Meaning of Security- Types of Securities	CO1
	B	Structure of Indian Security markets- An overview, Investment Alternatives, Securities and Exchange Board of India – regulatory functions and role, Recent development in Securities markets	CO1
	C	Understanding the risk and return of a security, Systematic and Unsystematic Risks, Measurement of Risk, Beta Coefficient and	CO1 CO2

		its applications.	
	Unit 2	<b>Valuation of Securities and introduction to Financial Derivatives</b>	
	A	Valuation of Equity Shares: Constant growth rate, Two stage growth model and Multiple period holding models, Valuation through P/E ratio.	CO2
	B	Valuations of Bonds: Measurement of bond prices and yields - Yield to maturity, risk in bonds.	CO2
	C	An overview of Financial Derivatives – Forward, Futures, Options and Swaps	CO1
	Unit 3	<b>Fundamental and Technical Analysis</b>	
	A	Introduction to Fundamental Analysis: E-I-C Framework – Economic Analysis: Macroeconomic activities and security markets, The Cyclical Indicator Approach, Monetary Variables.	CO1, CO2
	B	Fundamental Analysis: E-I-C Framework – Industry Analysis – Business Cycles and industry sectors, Evaluating Industry life cycle, analysis of industry competition and industry rate of returns Company Analysis, SWOT Analysis, Analysis of Financial Statement and Stock Valuation	Co1, CO2
	C	Fundamental v/s Technical Analysis, Advantages, Challenges, Tools and Techniques of Technical Analysis: Charting Techniques, Dow Theory, technical indicators, Efficient Market Hypothesis: Concept of „Efficient Market“ and its implications for security analysis and portfolio management	CO1, CO2
	Unit 4	<b>Portfolio Analysis and Selection</b>	
	A	Portfolio Construction: Analysis of Constraints, Determination of Objectives	CO3, CO4
	B	Portfolio Analysis: Portfolio Risk and Return upto three security. Markowitz and Sharpe index model.	CO1, CO3, CO4,
	C	Portfolio Analysis: Sharpe index model and selecting optimal Portfolio	CO3, CO4
	Unit 5	<b>Asset Pricing Theories and Portfolio Performance Measurement</b>	
	A	Capital Market Theory, Capital Asset Pricing Model(CAPM), Arbitrage Pricing Theory (APT)	CO3, CO4
	B	Sharpe’s Performance measure, Treynor’s Performance measure, Jensen’s Performance measure.	CO4, CO5
	C	Mutual Fund Operations, Mutual Funds Performance Evaluation Portfolio revision and strategies	CO1, CO4, CO5
	Mode of examination	Theory	
	Weightage Distribution	CA	MTE
		30%	20%
	ETE	50%	
	Text book/s*	Security Analysis and Portfolio Management, Punithavathy Pandian,	

		Vikas publications, Reprint 2018
		<p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>• Security Analysis and Portfolio Management – Donald E. Fischer &amp; Ronald J. Jordan (Prentice Hall of India, New Delhi)</li> <li>• Investment Analysis and Portfolio Management – M. Ranganathan &amp; R Madhumathi (Peason Education)</li> <li>• Investments (6th edition) by W.F. Sharpe, G.J. Alexander and J.V. Bailey.</li> <li>• Investment Management – V.A.AVADHANE (Himalaya Publishing House)</li> <li>• Investment Management – V.K. Bhalla (S. Chand)</li> <li>• Gitman and Joehnk (2008) Fundamental of Investments. Pearson.</li> <li>• Investment Analysis and Portfolio Management –R.P. Rustagi (Sultan Chand &amp; Sons, New Delhi)</li> <li>• Investment Analysis and Portfolio Management, Reilly and Brown (2006), (Thomson)</li> <li>• Bodie, Zvi (2008) Investments. McGraw'Hill/Irwin</li> </ul>
		<p><b>Other Resources</b></p> <p>If you are planning for a career in the investments area, there are several additional resources that you should keep in mind:</p> <ul style="list-style-type: none"> <li>• Association of Investment Management Research (AIMR, <a href="http://www.aimr.org">www.aimr.org</a>)</li> <li>• NCFM Modules (<a href="http://www.nseindia.com">www.nseindia.com</a>)</li> <li>• International Association of Financial Engineers (IAFE, <a href="http://www.iafe.org">www.iafe.org</a>)</li> <li>• Securities Training Corporation (STC, <a href="http://www.stcusa.com">www.stcusa.com</a>)</li> <li>• <a href="http://www.sebi.org.in">www.sebi.org.in</a></li> <li>• <a href="http://www.bseindia.com">www.bseindia.com</a></li> <li>• <a href="http://www.nseindia.com">www.nseindia.com</a></li> <li>• <a href="http://www.bis.org">www.bis.org</a></li> <li>• <a href="http://www.otcei.net">www.otcei.net</a></li> <li>• <a href="http://www.iseindia.com">www.iseindia.com</a></li> <li>• <a href="http://www.rbi.org.in">www.rbi.org.in</a></li> <li>• <a href="http://www.stockcharts.org">www.stockcharts.org</a></li> <li>• <a href="http://www.neweconomyindex.org">www.neweconomyindex.org</a></li> <li>• <a href="http://www.indiamart.com">www.indiamart.com</a></li> <li>• <a href="http://www.fuzzytech.com">www.fuzzytech.com</a></li> <li>• <a href="http://www.nasdaq.com">www.nasdaq.com</a></li> <li>• <a href="http://www.amex.com">www.amex.com</a></li> <li>• Financial Analysts Journal</li> <li>• Journal of Portfolio Management</li> </ul>

### Program Outcome Vs Course Outcomes Mapping Table

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	-	1	1	-	2	-	-
CO2	2	2	-	-	-	1	1	2	2	1
CO3	2	3	-	-	-	1	1	2	3	1
CO4	2	3	-	-	-	1	-	2	3	2
CO5	2	3	-	-	1	1	-	2	2	2
Avg	2.00	2.40	1.00	-	1.00	1.00	1.00	2.00	2.50	1.50

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

## Syllabus for TAX PLANNING & MANAGEMENT

<b>School: SBS</b>		<b>Batch : 2019 -21</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2020 -21</b>
<b>Branch:</b>		<b>Semester: III</b>
1	Course Code	<b>MBA216</b>
2	Course Title	<b>TAX PLANNING &amp; MANAGEMENT</b>
3	Credits	03
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Discipline Specific Elective
5	Course Objective	The basic objective of this course is to provide an in-depth insight into the concept of Corporate Tax Planning & Management and to equip the students with a reasonable knowledge of tax planning devices. The focus of this course would be exclusively on Direct Taxes.
6	Course Outcomes	The specific learning outcome of this course is able to: CO1: define the key terms used in Taxation; CO2: describe the significance of tax planning & management in various business decisions; CO3: analyse the tax planning strategies to increase the return on investment CO4: evaluate and monitor the various tax compliances applicable to business entity. CO5: To make them to be a tax consultant in preparing the tax planning, tax management. Payment of tax and filing of tax returns.
7	Course Description	As a Finance Manager, you have to take the various decisions. The objective of this course is to provide you with the conceptual framework necessary to understand above taxation issues and the techniques to manage tax efficiently and effectively. Here in this course, students will learn and able to analyses the various constituents of tax planning, tax evasion, tax avoidance and tax management etc. You may choose a career in manufacturing companies, non-governmental or service sector, investment banks or management consultancy, thorough learning of the art of Taxation management is a must.
8	Outline syllabus	CO Mapping
	<b>Unit 1</b>	<b>Introduction to Income Tax Act, 1961. – An Overview</b>
	A Basic concepts	Income, Agricultural Income, Person, Assessee, Assessment Year, Previous Year, Gross Total Income, Total Income.
	B Residential Status	Individual, Hindu Undivided Family (HUF), Firm, Company, Association of Persons (AOP), Body of individuals (BOI) etc.
	C	Scope of Total Income, Exempted Income, Agricultural
		CO1, CO5

	Incidence of Tax	Income & its tax treatment, Aggregation of Income & Tax computation.	
	Unit 2	<b>Introduction to Tax Planning</b>	
	A Tax Planning	Meaning, objectives, per-cautions in tax planning, Limitations of tax planning, Tax evasion, Tax avoidance, Tax management	CO2,
	B Taxation of Companies & Tax planning	Computation of tax liability and tax liability of companies; Minimum Alternative Tax.	CO2, CO3, CO5
	C Dividend Tax	Dividend tax – When the additional tax should be paid? Basis of charge	CO2, CO3, CO5
	Unit 3	<b>Employee Remuneration and Tax Planning</b>	
	A Income under the head of Salary	Meaning of Employee Remuneration, Allowances, Perquisites, Deductions etc.	CO2, CO3, CO5
	B Special provisions for tax planning	Special provisions for tax planning relating to Employee’s remunerations from the point of view of Employer and Employee.	CO2, CO3, CO5
	C Total Income and tax computation	Computation of Taxable Salaries, and tax liability on employee remuneration.	CO2, CO3, CO5
	Unit 4	<b>Tax Planning and Managerial Decisions</b>	
	A Tax Planning for new business	Tax Planning for new business with reference to location, nature and form of organization of new business	CO3, CO5
	B Tax Planning relating to Financial Management	Tax Planning relating to capital structure decision, dividend policy and bonus shares	CO3, CO5
	C Tax Planning relating to various corporate decisions.	Tax Planning in respect of own or lease, Make or Buy decisions, Repair, Replace, Renewal or Renovation and Shut-down or Continue Decisions & Tax issues relating to Amalgamation	CO3, CO5
	Unit 5	<b>Tax Management</b>	
	A	Payments covered by TDS Schemes	CO4 , CO5

	Tax Deductions and Collection at Source	When and how tax is to be deducted at source from various incomes; Tax collection at source – who is responsible to collect tax at source. Tax compliance about the tax deductions and collection at source.			
	B Advance payment of tax	Liability to advance tax – when to arise; Due dates of payment of advance tax; Tax compliance about the advance payment of tax.			CO4, CO5
	C Filing of Return & Assessments	Time for filing return of income, when return of loss should be filed? Types of Return, Interest and Penalties on default.			CO4, CO5
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Ahuja Girish, Dr. Gupta Ravi, Simplified Approach to Corporate tax, Planning and Management, Flair Publications Pvt Ltd. New Delhi			
	Other References	Dr. Vinod Singhania & Dr Monica Singhania - Direct Taxes Planning & Management by Taxman Publications Pvt., Ltd., Latest publication; Dr. S.P.Goyal - Corporate Tax Planning and Management; Sahitya Bhawan Publications, Agra Newspaper, Magazines and Journals The Tax Law Weekly Chartered Accountants Today Economic Times, Business Line, Business Standard. Journal of Finance. Business India, Business Today. Management Accountant. Chartered Accountant. Chartered Finance Analyst. Journal of Accounting and Finance <a href="http://www.incometaxindia.gov.in">www.incometaxindia.gov.in</a> <a href="https://incometaxindiaefiling.gov.in/">https://incometaxindiaefiling.gov.in/</a> <a href="http://www.tdscpc.gov.in">www.tdscpc.gov.in</a> .			

### Program Outcome Vs Course Outcomes Mapping Table

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	-	1	-	-	-	3	2	1
CO2	2	3	-	1	-	-	-	3	2	2
CO3	2	3	2	1	-	-	-	3	2	1
CO4	2	3	2	-	-	-	-	2	2	1
CO5	2	2	-	-	1	-	-	2	2	2
Avg	2.00	2.60	2.00	1.00	1.00	-	-	2.60	2.00	1.40

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

## Syllabus for Technology in Banking, CRM and Retail

<b>School: SBS</b>		<b>Batch : 2019-21</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2020 – 21</b>
<b>Branch:</b>		<b>Semester III</b>
1	Course Code	MBA 282
2	Course Title	Technology in Banking , CRM and Retail
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Elective
5	Course Objective	<p>The course will make students understand the latest technological innovation in banking so that they can practically implement it for better customer service and higher business delivery.</p> <p>The technology can be used for better business development strategy and quality acquisition of Customers.</p> <p>The group will understand the Profit Centre Concept and will work practically to make all the Profit Centres Profitable.</p> <p>They will be able to face the challenges of Retail Banking and will work towards making the Retail Banking more customer friendly process and subsequently a Profitable Proposition.</p> <p>We should be able to create real time Customer Relationship Management Tools for growth of Business in Stronger Manner.</p> <p>Everyone should have a conceptual understanding of regulatory aspects of RBI for better development of Banking Business.</p>
6	Course Outcomes	<p>CO1. Identify the latest and commonly used banking technology adopted by banks.</p> <p>CO2. Demonstrate the techno implications of customer convenience in service industry in a big way and connect it with customer engagement.</p> <p>CO3. Assess the legal and business aspect of Banker Customer relationship and analysis it with different dimensions.</p> <p>CO4. Discuss the Scope of Retail Banking in the existing Indian banking Space and business development strategies in coordination with wholesale banking.</p> <p>CO5. Appraise the Customer Relationship Management concept for new acquisition and growth of the existing Business and its implementation in core bank's strategy of Current account and savings account growth.</p>
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</p>

		Clearly and the students should understand the Practical Implacability to apply it practically across all the concepts and aspects.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Technology in Banks</b>	
	A Understanding Technology Tools	Technological Tools, Internet Banking, Request for information	CO 1, CO6
	B Usage of technology in online Payments	E-Commerce. Online Tax Accounting System- OLTAS, Electronic Accounting System in Excise and Service Tax- EASIEST	CO 1, CO 2
	C Regulatory aspects of technology	Global Packet Radio Services- GPRS, IT Act2000 in India- Important Sections, RBI's Financial Sector Technology Vision Document	CO 1, CO 2
	<b>Unit 2</b>	<b>Electronic Banking Vs Traditional Banking</b>	
	A Understanding the electronic Products of Bank	Electronic products- Internet Payment Gateway, Merchant Services, Remittance Products and Wealth Management Products	CO 2, CO 3
	B Understanding of Banking Technology for Vital Processes	Banking Technology- Distribution Channels- Teller Machines at the bank counters- cash dispensers- ATMs, Home banking, Mobile banking, Electronic fund transfer, ECS, NEFT, RTGS, SWIFT	CO 2, CO 3
	C Key Operations Technology Module	Electronic Payment Systems, Online Banking, Smart cards, Account number portability, CTS, micro fiche, note and coin counting devices	CO 3
	<b>Unit 3</b>	<b>Retail Banking</b>	
	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	Need for building up customer relationship and importance of customer service in a country like India, Termination of relationship	CO 2

	in Retail Banking		
	C Future Growth Prospects of Retail Banking	Future of Retail in India with Perspective to Financial Services. Concept of recent Trends in Branch Banking in Coordination with Wholesale Banking.	CO2
	<b>Unit 4</b>	<b>Retail Banking---contd</b>	
	A Understanding of Retail Portfolio on Assets and Liabilities Side	Retail Lending Schemes, Retail Liability Schemes. Working Capital and Term Plan. MUDRA Scheme.	CO 5
	B Understanding of Important Liability products in Retail Banking	Current Accounts, Term Deposit accounts, Recurring deposit accounts. CASA Strategy of Bank.	CO 5
	C Regulators Role in Retail Banking	Reserve Bank of India's Model Policy on Bank Deposits .	CO 4
	<b>Unit 5</b>	<b>Customer Relationship Management</b>	
	A Understanding CRM	CRM concepts, Acquiring customers, customers loyalty, and optimizing customer relationship	CO5,CO4
	B Managing the CRM	CRM links in E-Business, Managing and sharing customer data	CO 5
	C Choosing the right CRM for the best Usage	Choosing CRM Tools, Managing Customer relationship	CO4
	Mode of examination	Theory	
	Weightage Distribution	CA 30%	MTE 20%
			ETE 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 <b>Online Resources:</b> <a href="http://www.sebi.gov.in">www.sebi.gov.in</a> <a href="http://www.amfiindia.com">www.amfiindia.com</a> <a href="http://www.rbi.org.in">www.rbi.org.in</a> <a href="http://www.iba.org.in">www.iba.org.in</a> <a href="http://www.imf.com">www.imf.com</a> <a href="http://www.hdfcbank.com">www.hdfcbank.com</a>	

### Program Outcome Vs Course Outcomes Mapping Table

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	3	2	-	3	1	1	1	3	3
CO.2	2	2	1	3	2	2	-	3	2	2
CO.3	3	1	3	2	1	-	2	2	3	2
CO.4	1	2	1	1	3	2	1	1	1	3
CO.5	3	-	1	2	1	1	3	1	2	2
Average	2.00	2.00	1.60	2.00	2.00	1.50	1.75	1.60	2.20	2.40

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

## Syllabus for TREASURY OPERATIONS & RISK MANAGEMENT

<b>School: SBS</b>		<b>Batch : 2019 – 21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020 – 21</b>	
<b>Branch: B&amp;F</b>		<b>Semester: III</b>	
1	Course Code	MBA243	
2	Course Title	Treasury Operations & Risk Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific 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 &amp; 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 &amp; 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 &amp; rearrange the assets &amp; 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
	<b>Unit 1</b>	<b>TREASURY – BASICS {2+3+3 hrs}</b>	
	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
	<b>Unit 2</b>	<b>LIQUIDITY MANAGEMENT (2+3+2 hrs)</b>	
	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
	<b>Unit 3</b>	<b>Sources &amp; deployment of funds for liquidity management in a treasury</b>	
	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
	<b>Unit 4</b>	<b>RISK MANAGEMENT AS APPLIED IN AN ORGANIZATION (3+4+2 hrs)</b>	
	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
	<b>Unit 5</b>	<b>OTHER RISK CONTROL TOOLS &amp; CAPITAL ADEQUACY (2+2+3)</b>	
	A	Risk Hedging Instruments – derivatives, currency swaps, interest rate swaps	CO5
	B	Arbitrage, forwards, futures, options	CO5
	C	Capital Adequacy- BASLE I & II and changes proposed in BASLE III	CO5, CO6
	Mode of examination	Theory	
	Weightage Distribution	CA 30%	MTE 20%
			ETE 50%
	Text book/s*	Treasury & Risk Management by Indian Institute of Banking & Finance (Macmillan Publishers India Pvt. Limited)	
	Other References	Treasury Management: Macmillan Publishers India Pvt. Limited – IIBF	

### Program Outcome Vs Course Outcomes Mapping Table

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

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

## **Syllabus for FINANCIAL DERIVATIVES & RISK MANAGEMENT**

<b>School: SBS</b>		<b>Batch : 2019 -21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020 -21</b>	
<b>Branch:</b>		<b>Semester: IV</b>	
1	Course Code	<b>MBA263</b>	
2	Course Title	<b>FINANCIAL DERIVATIVES &amp; RISK MANAGEMENT</b>	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
5	Course Objective	The course aims primarily to acquaint participants with the basic logic of different types of financial innovations (derivatives, their processes, products & institutions) and develop a framework for financial engineering. The primary focus of the course is on analyzing the various derivative instruments keeping in view the domestic as well as global scenario.	
6	Course Outcomes	On completion of this module the student will be able to: CO 1 explain the risks and different ways of managing risk CO 2 describe the various derivative products and participants & functions of derivative markets CO 3 illustrate the basic Mechanism of a Future Contract – Pricing of Futures CO 4 analyze the option based strategies CO 5 categories the various types of swaps	
7	Course Description	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. Financial Derivatives like options, futures, forwards and swaps have emerged in the financial markets to handle and manage such risks.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Financial Derivatives : An Overview</b>	
	A Introduction –Risk Management	Meaning of Risk, Types of business risks Managing Risk Measurement of risk Risk Manager’s role and responsibilities Limitations of risk management	
	B Overview of Derivatives	Derivative Contracts, Products, Participants and functions, Types of Derivatives, Significance of derivatives, Derivatives market in India	CO 1,

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

	B Interest Rate & Currency Swaps	Introduction and different types of interest rates of swaps. Purposes of Currency Swaps.			CO 2, 5
	C Pricing of Swaps	Meaning and Valuation Swap Valuation Models Types of Swap Risks Market simulation lab sessions on internet based software to develop trading skills for derivative market.			CO 2, 5
	Mode of examination	Theory			CO 2, 5
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Weightage Distribution Text book/s*	Financial Derivatives: Theory, Concepts and Problems --- Gupta, S L (PHI Learning Pvt. Ltd, Delhi)			
	Other References	<p>Derivatives – Principles and Practice; Sundaram, Das (Mc Graw Hill Education, Indian Edition) Dubofsky, David A; Miller, Thomas W (Oxford University Press) Financial Engineering --- Marshall, John F; Bansal, Vipul K (Prentice Hall of India) Financial Derivatives --- Kumar, S S S (Prentice Hall of India) Derivatives &amp; Risk Management, 1e --- Varma, J R (Tata McGraw- Hill Publishing Company) Derivatives and Risk Management --- Srivastava Rajiv (Oxford University Press)</p> <p><b>Journals/ Magazines:</b> Students are advised to refer to the current and back issues of the Journal of Chartered Financial Analyst, The Journal of Finance, The Journal of Derivatives, Economist, Fortune, Outstanding Investor Digest etc. which incorporate many papers that are both deeply rooted in the academic literature and understandable by practitioners.</p> <p><b>Online Resources:</b> <a href="http://www.capitalideasonline.com">www.capitalideasonline.com</a> <a href="http://www.sebi.gov.in">www.sebi.gov.in</a> <a href="http://www.amfiindia.com">www.amfiindia.com</a> <a href="http://www.capitalmarket.com">www.capitalmarket.com</a> <a href="http://www.nsd.co.in">www.nsd.co.in</a> <a href="http://www.icicidirect.com">www.icicidirect.com</a> <a href="http://www.bseindia.com">www.bseindia.com</a> <a href="http://www.bondmarkets.com">www.bondmarkets.com</a> <a href="http://www.nse-india.com">www.nse-india.com</a></p>			

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### Program Outcome Vs Course Outcomes Mapping Table

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	-	-	-	1	2	1	1
CO2	2	3	2	1	-	-	1	2	1	1
CO3	2	3	2	-	-	-	1	2	2	1
CO4	2	3	2	-	-	-	1	2	2	1
CO5	2	3	2	-	-	-	1	2	1	1
Avg	2.00	2.80	2.00	1.00	-	-	1.00	2.00	1.40	1.00

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

## Syllabus for INTERNATIONAL FINANCIAL MANAGEMENT

<b>School: School of Business Studies</b>		<b>Batch : 2019-2021</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>
<b>Branch:</b>		<b>Semester: IV</b>
1	Course Code	MBA 261
2	Course Title	<b>International Financial Management</b>
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Elective
5	Course Objective	<p>This course aims the students to:</p> <ul style="list-style-type: none"> <li>• <b>Provide</b> 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.</li> <li>• <b>Introduce</b> to the International finance theory International financing/investing activities/ Working and International financial markets.</li> <li>• <b>Describe</b> the international monetary system and the foreign exchange markets. Examine the Balance of Payments (BOP) data and determine its implications for international competition.</li> <li>• <b>Develop</b> knowledge, capability, and skills necessary for making sound financial decisions for a multinational firm in a global environment.</li> </ul>
6	Course Outcomes	<p>The student will be able to</p> <p><b>CO1: Define</b> International Financial &amp; Monetary Environment and <b>recognize</b> the nature &amp; scope of International Financial functions in the operation of a MNC.</p> <p><b>CO2: Identify risk</b> relating to exchange rate fluctuations and develop strategies to deal with them.</p> <p><b>CO3: Discover</b> &amp; appraise investment &amp; financing opportunities in the international environment.</p> <p><b>CO4: Explain &amp; analyze</b> 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><b>CO5: Evaluate</b> foreign direct investment and international acquisition</p>

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

	C	Global Cash Management and Control of International Banks. International Financial Market instruments and Financial Swaps.			CO3,CO3,CO4
	<b>Unit 5</b>	<b>International Working Capital and Miscellaneous Issues</b>			
	A	International Working Capital policy, Basics of managing cash and Near Cash assets, Management of Receivables and Inventory, Financing of current assets.			CO4,CO5
	B	Financing of Foreign trade and modes of payment in International trade.			CO4,CO5,
	C	International Accounting, Indebtedness and International Taxation			CO4,CO5,
	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.			

### Program Outcome Vs Course Outcomes Mapping Table

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	1	1	1	2	1	1	1	2
CO2	1	2	2	2	1	1	2	1	2	1
CO3	2	3	3	3	-	1	1	2	2	1
CO4	1	2	2	2	3	1	1	2	2	2
CO5	2	2	2	2	2	2	2	2	2	2
Avg	1.40	2.20	2.00	2.00	1.75	1.40	1.40	1.60	1.80	1.60

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

## Syllabus for INTERNATIONAL BANKING

<b>School: SBS</b>		<b>Batch : 2019-21</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>
<b>Branch:</b>		<b>Semester: IV</b>
1	Course Code	<b>INTERNATIONAL BANKING</b>
2	Course Title	MBA-281
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific 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	On completion of this module the student will be able to: CO 1: identify latest changes in international laws in banking operations CO 2: distinguish the risks involved in foreign exchange operations performed by different banks. 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, 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. CO 5: choose any specific hedging tool out of different tools available for covering foreign exchange risk. CO 6: design specific terms and conditions for the LC before negotiating documents under LC keeping in mind the financial interest of the bank.
7	Course Description	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.
8	Outline syllabus	CO Mapping

	<b>Unit 1</b>	<b>Exchange Rate Mechanism-Factors determining Exchange Rates</b>	
	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
	<b>Unit 2</b>	<b>Types of Foreign Accounts in International Banking</b>	
	A Foreign Accounts	NRI Accounts-Indian Rupee and foreign currency accounts. Implications of these accounts in Balance of Payment	CO 2, CO 3
	B Correspondent 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
	<b>Unit 3</b>	<b>Role of different institutions involved in International Banking</b>	
	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
	<b>Unit 4</b>	<b>Covering Exchange Risk Exposure</b>	
	A Exchange Risk	Internal Techniques of Hedging	CO 4,CO 5

	Covering			
	B Exchange Risk Covering	External Techniques of Hedging .....continued...		CO 5, CO 6
	C Exchange Risk Covering	Case Study; General Motors		CO 5
	<b>Unit 5</b>	<b>Export Finance</b>		
	A Types of Export Finance	Export Finance- Meaning & Scope		CO 1
	B LC Business	Trade Finance & LC Business, Bill Discounting & Purchasing		CO 5 , CO6
	C Negotiation of Documents	Negotiations of documents under LC: Import payments		CO 5 , CO 6
	Mode of examination	Theory		
	Weightage Distribution	CA 30%	MTE 20%	ETE 50%
	Text book/s*	Text Book: Indian Institute of Banking & Finance--- International Banking, Macmillan Publishers, India		
	Other References	International Financial Management by TANMAN Financial Engineering --- Marshall, John F; Bansal, Vipul K (Prentice Hall of India) Financial Derivatives --- Kumar, S S S (Prentice Hall of India) International Financial Management by P.K Jain  <b>Online Resources:</b> <a href="http://www.capitaldeasonline.com">www.capitaldeasonline.com</a> <a href="http://www.sebi.gov.in">www.sebi.gov.in</a> <a href="http://www.amfiindia.com">www.amfiindia.com</a> <a href="http://www.capitalmarket.com">www.capitalmarket.com</a> <a href="http://www.icicidirect.com">www.icicidirect.com</a> <a href="http://www.bseindia.com">www.bseindia.com</a> <a href="http://www.bondmarkets.com">www.bondmarkets.com</a> <a href="http://www.nse-india.com">www.nse-india.com</a> <a href="http://www.nsdl.co.in">www.nsdl.co.in</a>		

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### Program Outcome Vs Course Outcomes Mapping Table

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

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

## **Syllabus for MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING**

<b>School: School of Business Studies (SBS)</b>		<b>Batch : 2019 -21</b>	
<b>Program : MBA</b>		<b>Current Academic Year: 2020 -21</b>	
<b>Branch: Finance (Dual), IB –(Dual &amp; Single )</b>		<b>Semester: IV</b>	
1	Course Code	<b>MBA 008 : MBA-Dual</b>	
2	Course Title	<b>MERGERS, ACQUISITIONS &amp; CORPORATE RESTRUCTURING</b>	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
5	Course Description	Mergers and Acquisitions (M &As) is a comprehensive course which explores the core concepts of mergers & acquisitions and corporate restructuring and the challenges encountered in implementing them. Beginning with the conceptual framework of corporate restructuring, the course goes on to discuss takeovers and M & A, the concept and process of due diligence and legal issues in M & As. The key issues relating to valuation and accounting will be explained. This course will also be discussing the post-merger issues, the human aspects of M &As and cross-border acquisitions.	
6	Course Objective	The objective of this course is to acquaint the students with the applications of various concepts and techniques of valuation and standards actually applied in real life M & As cases and challenges in any contemplated M & A transaction so that it enhances the chances of success.	
7	Course Outcomes	On completion of this module the student will be able to : CO 1 classify the different forms of mergers & corporate restructuring. CO 2 analyse how a company can create value by adopting different forms of restructuring. CO 3 value how, when and what valuation techniques are to be applied to determine optimum swap ratio. CO 4 deal with the accounting and legal issues in a merger & acquisitions CO 5 assess how to plan post- merger integration.	
8	Outline syllabus		
	Unit 1	<b>An Introduction to Mergers, Acquisitions and Other Restructuring Activities</b>	CO Mapping

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

	Leveraged Buyouts	LBO Criteria for Selecting LBO Candidate Concept of Financial Leverage and Risk Theories of LBO Exit Strategies for LBO			
	Unit 4	<b>Accounting &amp; Legal Issues</b>			CO1, 2,
	A Accounting for M & A	Accounting treatment as per Ind. AS. Controversies and Dilemma in Accounting for M & A. Problems and Cases on Purchase Consideration.			
	B Due Diligence	Scope and Types of Due Diligence, Transactions requiring Due Diligence Due Diligence Process. Parties interested in Due Diligence Due Diligence in Cross-border Deals.			CO4
	C Legal Aspects of M & A.	Procedural aspects under the Companies Act/Rules. Scheme of Amalgamation. Statutory obligations and SEBI (Substantial Acquisition of Shares & Takeovers) Regulations 2011 Tax issues relating to M & A.			CO4
	Unit 5	<b>Post – Acquisition Integration –</b>			CO4
	A Post-Merger integration	Types of Integration, Tools for Integration Issues involved in Integration Role of HRM in M & A Integration Integrating Cross-border Acquisitions			
	B Corporate Culture	Integrated Organisation. Corporate Culture Due Diligence. Redesigning Post Merger Cultural Process.			CO2,5
	C Integration for M & A Success	Meeting the challenges of M&As. Post-Merger Growth Strategies Strategies for Post-merger Success Case Studies on M & A.			CO2,5
	Mode of examination	Theory			CO2,5
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Weightage Distribution Text book/s*	MERGERS AND ACQUISITIONS –Strategy, Valuation, Leveraged Buyouts, and Financing by Sheeba Kapil, Kanwal N. Kapil, Wiley India Pvt. Ltd., New Delhi			
	Other References	<ul style="list-style-type: none"> <li>• MERGERS AND ACQUISITIONS –Strategy, Valuation and Integration by Kamal Ghosh Ray, Published by PHI Learning Pvt., Ltd., New Delhi.</li> <li>• Mergers &amp; Acquisitions by Rajinder S. Aurora, Kavita Shetty from Oxford Higher Education</li> <li>• “Creating Value from Mergers and Acquisitions” by Sudi Sudarsanam (Pearson Education)</li> </ul>			

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

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	1	1	-	2	2	1	1
CO2	2	3	2	1	-	-	2	2	1	1
CO3	2	3	1	-	-	-	1	2	1	2
CO4	2	3	2	1	-	-	1	2	2	2
CO5	2	2	1	2	2	2	1	2	1	1
Avg	2.00	2.60	1.60	1.25	1.50	2.00	1.40	2.00	1.20	1.40

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

**List of Discipline Specific Courses (DSCs) of IB**

Sr No.	Semester	Course
1	1	Introduction to World Economy
2	2	Export Import Documentation
3	2	Secotoral Analysis and International Business
4	3	Global Competitveness Analysis
5	3	Global Marketing Strategy
6	3	International Human Resource Management
7	3	Management of International Logistics
8	3	Trade Environment Diversity and Global Business
9	3	International Finance Management
10	4	Management of Trans-national Corporations
11	4	Globalisation and Indian Business Scenario
12	4	Global Value chain & Trade facilitation
13	4	Merger Acquisition and Corporate Restructure

<b>School: SBS</b>		<b>Batch : 2019 – 21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2019 -20</b>	
<b>Branch: IB Open Elective DSC</b>		<b>Semester: I</b>	
1	Course Code		
2	Course Title	Introduction to World Economy	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Elective	
5	Course Objective	To make students relate with the major economic systems. To make students explain various dimensions of Capitalism and colonialism. To make students illustrate various global forces and the impact of trade. To make students explain contemporary issues in world economy.	
6	Course Outcomes	After the completion of the course, the students will be able to: CO1: Learn fundamentals regarding the dynamics of the global economy. CO2: Explore characteristics of capitalist economies. CO3: Recognize need and optimum use of resources. CO4: Illustrate various global forces and the impact of trade. CO5: Understand Measurements and Geography of Economic Development.	
7	Course Description	This course offers an overview of various aspects of global economy within the field of economic geography and its linkages to related issues of resources, development, international business and trade. It investigates the phenomenon of globalization and seeks to provide understanding of today's increasingly interdependent world.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Global Economy</b>	
	A	Globalization of Culture and Economy. IT and Globalization.	CO1
	B	Globalization vs. Diversity. 4 major Questions of World Economy	CO1
	C	Mixed Economy	CO1
	<b>Unit 2</b>	<b>Historical Development of Capitalism</b>	
	A	Emergence and Nature. Industrial Revolution.	CO2
	B	Colonialism: Historiography of Conquest.	CO2
	C	Cultural Westernization.	CO2
	<b>Unit 3</b>	<b>Types of Resources and Their Limits</b>	
	A	Resources and Population	CO3
	B	Energy Resources: Production, Consumption, Alternatives	CO3
	C	Agriculture. Land Use and Industrialization of Agriculture. Systems of Agricultural Production.	CO3
	<b>Unit 4</b>	<b>International Trade Markets</b>	
	A	Notions of Comparative and competitive advantage. International Money and capital markets.	CO4
	B	Barriers to International Trade and Regional Economic Integration. Lessons of Globalization	CO4

C	World Patterns of Trade. Role of The USA in the Global Trade. Emerging Markets and Global Trade Flows.			CO4
<b>Unit 5</b>	<b>Measurements and Geography of Economic Development</b>			
A	Major Theories: Modernization, Dependency, and World Systems.			CO5
B	Characteristic Problems of Developed and Countries.			CO5
C	Characteristic Problems of Underdeveloped Countries.			CO5
Mode of examination	<b>Theory/Jury/Practical/Viva</b>			
Weightage Distribution	CA	MTE	ETE	
	30%	20%	50%	
Text book/s*	The World Economy: Resources, Location, Trade, and Development, 5th Edition by F.P. Stutz and B. Warf, Pearson Prentice Hall, 2007. ISBN 0-13-243689-2			
Other References	<ol style="list-style-type: none"> <li>1. Janet Morrison, <b>The International Business Environment</b>, 2<sup>nd</sup> Edition, Palgrave, New Delhi.</li> <li>2. Daniels John D., Lee H. Radebaugh, Daniel P. Sullivan and Prashant Salwan, <b>International Business-Environment and Operations</b>, 12<sup>th</sup> Edition (2010), Pearson, New Delhi.</li> <li>3. Swami (Dr.) Parthasarathy: 2010: Global Trade in New Millennium: 2<sup>nd</sup> edition.</li> <li>4. Krugman, P &amp; Obsfield, Maurice: International Economics.</li> <li>5. Ministry of Commerce, Handbook of procedure, Vol I &amp; II, Government of India, New Delhi.</li> <li>6. Ball, Donald A., Wendell H. Mc Culloch, Jr.; J Michael Geringer, Michael S. Minor and Jeanne M Mc Nett, <b>International Economics</b>, 2008, McGraw Hill, Chapter 7 &amp; 13.</li> <li>7. Samuelson Paul A. and William D. Nordhaus, <b>Economics</b>, (18<sup>th</sup> Ed.), Tata McGraw Hill Publishing Company; Part 4.</li> <li>8. Hanley, Nick, Jason F.Shogren, and Ben White <b>Environmental Economics in Theory and Practice</b>, Macmillan, reprinted 2008, Chapter 14.</li> <li>9. Dobson, Wendy, <b>Gravity shift—How Asia’s New Economic Powerhouses will shape the 21<sup>st</sup> century</b>. Hachette India, 2010.</li> <li>10. Mahabir Sawhney and Philip kotler—<b>‘Marketing in the Age of Information Democracy’</b> in <b>Kellogg on Marketing</b>, Edited by Dawn Iacobucci, Wiley, India,2006.</li> <li>11. <b>Harvard Business Review on Emerging Markets</b>, Harvard Business Press,2008.</li> </ol>			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO201.1	2	2	2				1			
CO201.2		3					1	2		
CO201.3	3		1							
CO201.4	2							3		
CO201.5			3						2	2
Avg	2.33	2.50	2.00				1.00	2.50	2.00	2.00

**Correlation :**

**1-Slight (Low)**

**2-Moderate (Medium)**

**3- Substantial (High)**

School: <b>School Of Business Studies</b>		Teaching Department: <b>Economics &amp; International Business</b>	Academic Session : <b>2019 – 2020</b>	For Students Batch : <b>MBA 2019-2021</b>
1	Course number	<b>MBA 166</b>		
2	Course Title	<b>Export Import Documentation (IB Open Elective DSC)</b>		
3	Credits	<b>3</b>		
4	Learning Hours L-T-P	<b>3-0-0</b>		
5	Course Objective	<p>The course aims:</p> <ul style="list-style-type: none"> <li>• To provide an overview and understanding of the basic foundational processes of export import documentation</li> <li>• To introduce students to various organizations and agencies involved in export import.</li> <li>• To assist students to integrate the concept export-import policy in export import documentation</li> <li>• To develop an understanding about custom and shipment procedures</li> </ul>		
6	Course Outcomes	<p>On successful completion of this module students will be able to:</p> <p>CO1 explain the role of export import documentation in global business.</p> <p>CO2 describe the role of export promotion council and procedures involved in export.</p> <p>CO3 illustrate the role of logistics, Inspection agencies and promotion councils</p> <p>CO4 illustrate the role Insurance, ECGC, Foreign Embassies and chambers of commerce in Export and Import from India</p> <p>CO5 illustrate the procedures in export import clearance.</p>		

7	Outline syllabus			
7.01	1	Unit 1	<b>Introduction to Export Import Documentation</b>	<b>Outcome : Students will be able to</b>
7.02	1a	Unit 1 Topic a	What is export- import documentation	CO1

7.03	1b	Unit 1 Topic b	Need for export- import documentation	
7.04	1c	Unit 1 Topic c	Brief introduction to India's export import policy	
7.05	2	Unit 2	<b>Regulation, Customs and Central and Commercial Banks in Export Import</b>	
7.06	2a	Unit 2 Topic a	Statutory regulations on trade control	CO2
7.07	2b	Unit 2 Topic b	Role of Customs and Central Excise Deptt	
7.08	2c	Unit 2 Topic c	Role of RBI and Banks	
7.09	3	Unit 3	<b>Transportation, Inspection and Promotion councils</b>	
7.10	3a	Unit 3 Topic a	Role of Transport companies: shipping, airfreighting, road, rail etc	CO3
7.11	3b	Unit 3 Topic b	Role of Export Inspection Agency	
7.12	3c	Unit 3 Topic c	Role of Export Promotion Councils	

7.13	4	Unit 4	<b>Documentation Insurance and Commercial Organizations</b>	
7.14	4a	Unit 4 Topic a	Role of Insurance Companies	CO4
7.15	4b	Unit 4 Topic b	Role of ECGC and Foreign Embassies	
7.16	4c	Unit 4 Topic c	Role of Chambers of Commerce	
7.17	5	Unit 5	<b>Custom Documentation and Post-Shipment Documentation</b>	
7.18	5a	Unit 5 Topic a	Procedure for Custom Clearance	CO5
7.19	5b	Unit 5 Topic b	Preshipment Documentation	
7.20	5c	Unit 5 Topic 3	Post shipment Documentation	

8.01	Course Evaluation	Continuous Assessment (CA) – 30 % Mid Term Examination (MTE)– 20 % End Term Examination (ETE)– 50%
8.02	Continuous Assessment (CA)	<ul style="list-style-type: none"> <li>▶ [Total No. = 5] – Assignments / Class Activity (Average of Best 3) – { 10 marks }</li> <li>▶ [Total No. = 1]- Project – { 10 marks }</li> <li>▶ [Total No. = 4] – Quiz (Average of Best 2) – { 5 marks }</li> <li>▶ Group/Individual Presentations – { 5 marks }</li> </ul>
8.03	MTE	20 marks (20%)
8.04	ETE	100 marks (50 %)
9.01	References	
9.02	Text book*	Book: Export Import Management by Justin Paul (Oxford Press) Rs 225/-

9.03	Readings	<b>Export-Import and Logistics Management By Usha Kiran Rai</b> <b>Export-Import Management By Ajay Pathak</b>
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POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO 1	3		2		1			3		2
CO 2	3		2		1			3		2
CO 3	2		2		1			3		2
CO 4	3		2		2			3		2
CO 5	3		3		1			3		2
	2.80		2.20					3.00		2.00

<b>School: SBS</b>		<b>Batch : 2019 -21</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2018-2019</b>
<b>Branch: IB DSC</b>		<b>Semester: II</b>
1	Course Code	MBP 118
2	Course Title	Sectorial Analysis and International Business
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Department Specific Elective (DSE)
5	Course Objective	<ol style="list-style-type: none"> <li>1. To provide skills in analysis of sectors of International Business</li> <li>2. To orient them towards trade statistics which are critical in managerial decision making.</li> <li>3. To expose the learners into operation of trade policies in real time decision making and market activities around them.</li> <li>4. To make them conscious about interaction of economies and companies during international business</li> </ol>
6	Course Outcomes	<p>CO1: Describe the terminologies essential for explanation of international trade dynamics</p> <p>CO2: Analyse constraints and scope of International trade based on vital information about country's macroeconomic indicators.</p> <p>CO3: Evaluate the movement of sector specific product.</p> <p>CO4: Demonstrate a clear grasp on analysis of sector specific product in details.</p> <p>CO5: Assess managerial decisions in local and global scenarios with the help of sectorial analysis.</p>
7	Course Description	The Emphasis of this course is on analytical approaches of learning international business and their applications. A fair bit of understanding of trade statistics is essential for managers for contextualizing business scenarios in view of prevailing patterns of international trade. This course is concerned about the application of economics and international trade dynamics on decision-making process in trade. It includes microeconomic

		approaches along with macroeconomic variables and country specific economic policy issues.		
8	Outline syllabus			CO Mapping
	Unit A	<b>Understanding Country's General and Trade Profiles</b>		<b>CO1</b>
	A 1	Indicators of Economic Development		CO1
	A 2	Indicators of International Trade and Development		CO1
	A 3	Indicators based on Ratio of Indicators		CO1
	Unit B	<b>Comparing More than One Country's Trade Profile</b>		<b>CO2</b>
	B 1	Indicators of Economic Development		CO2
	B 2	Indicators of International Trade and Development		CO2
	B 3	Indicators based on Ratio of Indicators		CO2
	Unit C	<b>Selection of Sector based on trade statistics</b>		<b>CO2, CO3</b>
	C 1	HS Codes for a Sector		CO2, CO3
	C 2	Classification of HS Codes		CO2, CO3
	C 3	Compilation of Data based on HS Codes		CO2, CO3
	Unit D	<b>Analysis of historical and future trends of trade</b>		<b>CO3</b>
	D 1	Historical Trends in Sector Specific Trade		CO3
	D 2	Future Predictions about Trends in Sector Specific Trade		CO3
	D 3	Interpretation of Trade Trends		CO3
	Unit E	<b>Interpretation of Analysis of sectorial or product specific trade</b>		<b>CO4</b>
	E 1	Logical explanations of trade patterns		CO4
	E 2	Impact of Trade Patterns on other local and global businesses		CO5
	E 3	Impact of Local and Global Businesses of trade trends		CO4, CO5
	Mode of Examination	Seminar Report.		
	Weightage Distribution	Internal Assessment		External Assessment
		60%		40%

Key Sources	Index of Economic Complexity, UNCTAD Statistics, Trade Map (Statistics)		
Other References	<p>Steps in selecting Product/Sector for import or export</p> <ol style="list-style-type: none"> <li>1. Understanding essential economic terms for sectorial analysis of International Business. By browsing <a href="http://www.unctad.org">www.unctad.org</a> GO TO country profile, and learn the economic terms from country profile.</li> <li>2. Describing terms, used for sectorial analysis from more than one country perspective By browsing <a href="http://www.unctad.org">www.unctad.org</a></li> <li>3. Selecting country sector/product. By browsing <a href="https://atlas.media.mit.edu/en/">https://atlas.media.mit.edu/en/</a> GO TO Visualization GO TO countries GO TO Products GO TO Specific product and find HS code for that product.</li> <li>4. Present description of product on Trade map web-site. By browsing <a href="https://www.trademap.org">https://www.trademap.org</a> and from trade map find out what countries and companies are involved in import and export of your selected product/sector.</li> <li>5. In step find out historical description and future prediction about your selected products/sectors trade. Minimum for five years and also predict the 5 year future trade of your selected product/sector.</li> </ol>		

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2		1	2	2	1		1
CO2	2	3	2		1	3	3	1		1
CO3	2	2	2		1	2	2	1		2
CO4	3	1	1		1	2	2	1	1	2
CO5	3	2	2				2	2	1	1
	2.60	2.20	1.80		1.00	2.25	2.20	1.20	1.00	1.40

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

<b>School:</b>	School of Business Studies Batch : 2019-2021
<b>Program:</b> MBA	Current Academic Year: 2019-2020
<b>Branch: IB</b> <b>DSC</b>	Semester: III
1 Course Code	MBA226
2 Course Title	Global Competitiveness Analysis
3 Credits	03
4 Contact Hours (L-T-P)	3-0-0
Course Type	Elective
5 Course Objective	The objectives of this course are: a) to provide a conceptual and analytical framework for estimating competitiveness of a country sector b) to introduce excel based analytical tools to estimate competitiveness and c) to expose the learners to India's global competitiveness across sectors d) to provide a critical understanding of various business and competition centred management perspectives e) to develop effective interpretation, analysis and decision-making processes of firms of any size.
6 Course Outcomes	The student will be able to : CO1: Recognise the complexity and the elusiveness of "competitiveness", for any country. CO2: Examine the links between the concepts of competitiveness and development of a country. CO3: Identify the economic, political and social determinants of competitiveness and their interdependencies. CO4: Analyse different quantitative and qualitative approaches regarding the

		creation and measurement of competitiveness. CO5: Summarize strategic and tactical decisions taken by firms to enter and compete in international markets
7	Course Description	This module will give introduction to the concept of competitiveness and examine the historical evolution of the concept. Participants should deduct main characteristics and become aware of the fact that competitiveness is an extremely multifaceted concept. Competitiveness is regarded as a crucial prerequisite of success, and expected to bring about economic growth, sustained development and increase in the standard of living of populations. By the same token, there are concerns about the links between competitiveness and economic prosperity and the level of poverty, in particular of developing countries.
8	Outline syllabus	CO Mapping
	<b>Unit 1</b>	<b>Global Competitiveness Index (Reading: 1)</b>
	A	The 12 pillars of global competitiveness : Country specific analysis - Providing background & overview of the global competitiveness, the global competitiveness index(GCI)
	B	Analytical methods in estimating global competitiveness - Analyze the fundamental analytical methods used to measure global competitiveness, describing & discussing 12 pillars of global competitiveness
	C	Trends in India's Competitiveness Profile – Understand India's position & trend of the competitiveness vis-à-vis other countries, peer comparison, analysing in details each 12 pillars - institutions, infrastructure, macroeconomic environment, health and primary education, higher education and training, goods market efficiency, labor market efficiency, financial market development, technological readiness, market size, business sophistication, and innovation
	<b>Unit 2</b>	<b>Measuring Competitiveness of a sector (Reading 2)</b>
	A	Price and cost competitiveness – Elucidate basic concepts of competitiveness with respect to price and cost, analytical details
	B	Import ,export and overall competitiveness – Analyze the details of Import ,export and overall competitiveness, peer comparison, explaining implication of outcomes
	C	Indicators of global competitiveness – Understand and analyse in details indicators of global competitiveness and implications thereof
	<b>Unit 3</b>	<b>Developing Policy Analysis Matrix (PAM) to analyse competitiveness in agricultural sector (Reading 3)</b>
	A	Definition, Representation and Meaning of PAM – Analysing in details concepts, purposes& meaning of PAM, understanding Framework for Agricultural Policy Analysis, private &

	social profitability	
B	EPAM – including environmental components in PAM – Understanding environmental externalities in PAM, -environmental market failures due to environmental degradation/negative externalities, public policy to combat such externalities and implications thereof.	CO4, CO5
C	Calculating nominal protection coefficient and effective protection coefficient (using Excel) Learning hands on experience about calculating nominal protection coefficient (npc) and effective protection coefficient (epc); understanding concepts of npc epc using excel and implications thereof	CO4, CO5
<b>Unit 4</b>	<b>Domestic Resource Cost Ratio(Reading 3)</b>	
A	DRCR – an analytical framework - Understanding concepts of DRCR, its calculation and implications	CO4, CO5
B	Estimating private and social prices - Concepts of private and social prices, methodology of estimation & implications	CO4, CO5
C	Sensitivity analysis – Basic understanding of sensitivity analysis, methodology, implications	CO4, CO5
<b>Unit 5</b>	<b>Revealed Comparative Advantage (Reading 4)</b>	
A	Concept and meaning – trade creation and trade diversion – Understanding concepts of trade creation & trade diversion and their implications through historical as well as contemporary events/incidents, country studies	CO4, CO5
B	Estimating RCA using excel – Understanding how revealed comparative advantages (RCAs) can be calculated in excel, their implications and use in international economics & trade, conceptual understanding of RCAs	CO4, CO5
C	Analysing Free Trade agreement using RCA - Understanding how FTAs can be analysed through the concepts & applications of RCAs	CO4, CO5

Mode of examination	Theory/Jury/Practical/Viva		
Weightage Distribution	CA	MTE	ETE
	30%	20%	50%
Text book/s*	The Global Competitiveness Report 2018-19 (available for free download at- <a href="http://www3.weforum.org/docs/GCR2018/05FullReport/TheGlobalCompetitivenessReport2018.pdf">http://www3.weforum.org/docs/GCR2018/05FullReport/TheGlobalCompetitivenessReport2018.pdf</a> )		
Other References	<ul style="list-style-type: none"> <li>Indicators of international competitiveness: Conceptual aspects and evaluation by Mattine Durand and Claude Giorno(available for free download at <a href="https://www.oecd.org/eco/outlook/33841783.pdf">https://www.oecd.org/eco/outlook/33841783.pdf</a>)</li> <li>Computing summary ratios (available for free download at <a href="http://web.stanford.edu/group/FRI/indonesia/courses/manuals/pam/pam-">http://web.stanford.edu/group/FRI/indonesia/courses/manuals/pam/pam-</a></li> </ul>		

[book/](#)

RCEP – Thailand Trade Creation and Trade Diversion: Evidence and Analysis  
(available for free download at

[http://ageconsearch.umn.edu/bitstream/205432/2/2015\\_AAEA%20Conference\\_RCEP%20Thailand%20Trade%20Creation%20and%20Trade%20Diversion\\_\(Wanasin\).pdf](http://ageconsearch.umn.edu/bitstream/205432/2/2015_AAEA%20Conference_RCEP%20Thailand%20Trade%20Creation%20and%20Trade%20Diversion_(Wanasin).pdf))

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2				1	1	2	1
CO2	3	1	1				1	2	2	1
CO3	3	2	2				3	1	1	1
CO4	2	3	1				2	2	1	2
CO5	1	1	1				1	1	1	1
	2.40	1.80	1.40				1.60	1.40	1.40	1.20

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

School: SBS		Batch : 2019-21
Program: MBA		Current Academic Year: 2020-21
Branch: - IB DSC		Sem- III
1	Course Code	MBA 236
2	Course Title	Global Marketing Strategies
3	Credits	3
4	Contact Hours (L-T-P)	(3-0-0)
Course Status		Discipline Specific Elective
6	Course Objective	<ol style="list-style-type: none"> <li>1. To primarily make the students understand the role of Global marketing in changing dynamic global markets.</li> <li>2. To have an overview of Global markets and opportunities and challenges ahead for Organizations in view of Global trends and products competitiveness</li> </ol>
	Course Outcomes	<p>After the the completion of the course the students will be able to:</p> <p>CO1: Differentiate between Domestic markets, International Markets and Global Markets with their key characteristics and differentiation</p> <p>CO2: Identify the Global Trading Environment with focus on social, cultural environment and regulatory issues in foreign markets</p> <p>CO3: Relate with Global demographic profiles of ever-changing Global markets and formulate requisite pricing strategies to sustain in Globalization</p> <p>CO4: Categorize the factors impacting pricing and media communication in global environment</p> <p>CO5: Identify the role of Mobile commerce and digital global marketing in the 21st century trading environment and its role in handling security aspects of global trade</p>

	Course Description	The course is designed to nurture the students with upcoming trends in Global marketing and its implications for Global Companies to re-design their Global Marketing strategies to succeed in the competitive environment. The course primarily aims to provide the students with thorough understanding of ever-changing Global Markets, the role of Governments in restructuring the goods and services taxes on Products crossing across Borders. The course facilitates the students understanding of Global markets with focus on various types of Orientations of Companies operating in various regions across the Globe.	
8	Outline syllabus	CO Mapping	
	Unit A	Global Marketing Environment	
	A 1	<ul style="list-style-type: none"> <li>• Domestic, International, Transnational, Global company</li> <li>• Global Trade environment</li> </ul>	CO1
	A 2	<ul style="list-style-type: none"> <li>• Global Economic and Trade Environments,</li> <li>• Social and Cultural Environments</li> </ul>	CO1
	A 3	<ul style="list-style-type: none"> <li>• Political, Legal, and Regulatory Environments</li> <li>• Global Information Systems and Market Research</li> </ul>	CO1
	Unit B	Global Markets and Segmentation	
	B 1	<ul style="list-style-type: none"> <li>• Global market Segmentation</li> </ul>	CO1, CO2
	B 2	<ul style="list-style-type: none"> <li>• Targeting &amp; Positioning</li> <li>• Target Market strategy Options</li> </ul>	CO1, CO2
	B 3	<ul style="list-style-type: none"> <li>• Global market entry mode</li> <li>• Product Market decisions</li> </ul>	CO2
	Unit C	Global Strategic partnerships	
	C 1	<ul style="list-style-type: none"> <li>• Portfolio Analysis , PLC, Portfolio model of analysis, BCG Matrix, GE &amp; McKinsey Matrix</li> </ul>	CO3
	C 2	<ul style="list-style-type: none"> <li>• Sustainable Competitive Advantage, Core Competency</li> </ul>	CO3
	C 3	<ul style="list-style-type: none"> <li>• Generic Strategies, Growth Strategies</li> </ul>	CO3
	Unit D	Global Pricing Strategies	
	D 1	<ul style="list-style-type: none"> <li>• Brand and Product Decisions in Global Marketing</li> <li>• Global Packaging and Labelling</li> </ul>	CO4
	D 2	<ul style="list-style-type: none"> <li>• Pricing Decisions, Dumping and Marketing Channels</li> <li>• Environmental influences on Pricing decisions</li> </ul>	CO4
	D 3	<ul style="list-style-type: none"> <li>• Global Marketing Communication</li> <li>• Global Media decisions</li> </ul>	CO4
	Unit E	Global Strategy and Leadership	

E 1	<ul style="list-style-type: none"> <li>Global Marketing and the Digital Revolution</li> <li>Mobile Commerce and Wireless connectivity</li> </ul>			CO5
E 2	<ul style="list-style-type: none"> <li>Global marketing Audit</li> </ul>			CO5
E 3	<ul style="list-style-type: none"> <li>Role of WTO in Global Trade facilitation</li> <li>I.M.F and International Liquidity</li> </ul>			CO5
Mode of examination	Theory			
Weightage Distribution	CA	MTE	ETE	
	30%	20%	50%	
Text book/s*	Keegan, W. J., & Green, M. C. (2015). Global marketing. Pearson/ Prentice Hall. 8e			
Other References	<ul style="list-style-type: none"> <li>Johansson, Johny K., Global Marketing, Tata McGraw Hill.</li> <li>Internatinal marketing by Rakesh Mohan Joshi, (Oxford)</li> </ul> <p>Case Studies</p> <ol style="list-style-type: none"> <li>WTO and Global Trade disputes settlement</li> <li>Emami (Entry into foreign markets)</li> <li>Procter &amp; Gamble Market Expansion strategies</li> <li>Amazon Expansion into Asian markets</li> <li>Reliance industries &amp; ONGC Arbitration case KG Basin</li> </ol>			

Pos Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	3			2	3	2	2
CO2	2	3	1	1			2	2	1	1
CO3	1	1	2	2			2	2	2	2
CO4	2	2	2	1			1	1	2	1
CO5	2	2	1	1			2	1	1	1
	2.00	2.00	1.60	1.60			1.80	1.80	1.60	1.40

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SBS</b>		<b>Batch: 2019-21</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>
<b>Branch: IB DSC</b>		<b>Semester: III</b>
1	Course Code	MBA222
2	Course Title	INTERNATIONAL HUMAN RESOURCES MANAGEMENT
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
5	Course Objective	<ol style="list-style-type: none"> <li>1. To cover the basic concepts &amp; techniques/practices of Human Resource Management in the International context.</li> <li>2. To make the students sensitive to cross cultural issues and understanding of international approaches to dealing with people in organizations.</li> <li>3. To understand the concept of cross-cultural diversity &amp; management.</li> <li>4. To outline the key concerns of International Organizations and trade unions and the potential constraints that trade union may have on multinationals.</li> </ol>
6	Course Outcomes	<p>On completion of this course, students will be able to:</p> <p>CO1: Develop generic skills- especially in diagnosing international HR</p>

		<p>issues.</p> <p>CO2: Evaluate the developing role of human resources in the global arena.</p> <p>CO3: Understand external forces (e.g. globalisation, sociocultural changes, political and economic changes) that have the potential to shape international HRM; and</p> <p>CO4: Exhibit a global mindset and sensitivity to cultural issues in organizations.</p> <p>CO5: Identify the Human Resource Management challenges facing multinational corporations, including staffing, training &amp; development, performance management, and compensation</p>
7	Course Description	This course examines both applied and theoretical perspectives of the effect of national differences on the processes and systems associated with managing human resources across national boundaries, as in the case of multinational corporations. We look at the diverse ways to conceptualize cross-national differences and challenges facing the management of multinational firms.
8	Outline syllabus	CO Mapping
	Unit A	<b>IHRM- overview</b>
	A 1	Difference between HRM and international HRM
	A 2	Factors affecting IHRM
	A 3	Challenges to IHRM
	Unit B	<b>Diversity</b>
	B 1	What is diversity, Dimensions of Diversity and Reasons for increasing diversity
	B 2	Management of Diversity
	B 3	Challenges and barriers to managing diversity at workplace
	Unit C	<b>IHRM- Functions &amp; Practices</b>
	C 1	Influences of cross-cultural issues on organizations Selection of international employees
	C 2	Global Training and appraisal systems for a cross cultural workforce Training, and development of International Staff
	C 3	Compensation and Performance Management – An international perspective
	Unit D	<b>Expatriation and Repatriation</b>
	D 1	Reasons for expatriation
	D 2	Reasons for expatriate failure
	D 3	Repatriation process
	Unit E	<b>International Labour relations – A brief overview</b>

	E 1	Role of International Organizations	CO1	
	E 2	Employment and Labour Laws – An international perspective	CO1	
	E 3	Trade unions	CO4	
	Topic E3	Individual incentives Plans-straight piece rate, standard hour, Hasley Premium Plan, Profit sharing, Stock options, Group Incentive Plans- Taylor differential piece rate system, Priests Mans plan	CO5	
	Weightage	CA	MTE	ETE
	Distribution	30%	20%	50%

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	
CO1	2	1	1	1	1	1	3	1	1	1	
CO2	1	1	1	1	2	1	3	2	1	1	
CO3	2	1	1	1	2	1	3	2	1	2	
CO4	1	1	1	2	2	1	3	2	1	1	
CO5	1	1	1	2	2	1	3	2	1	1	
	1.40	1.00	1.00	1.40	1.80	1.00	3.00	1.80	1.00	1.20	
	Text book/s*	INTERNATIONAL HUMAN RESOURCES MANAGEMENT- PETER J. DOWLING, MARION FESTING & ALLEN D. ENGLE CENGAGE FIFTH EDITION									
	Other References	IHRM TONY EDWARDS CHRIS REES PEARSON 2007									

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

<b>School: School of Business Studies</b>		<b>Batch : 2019-2021</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2020-2021</b>
<b>Branch: IB CSC</b>		<b>Semester: III</b>
1	Course Code	MBA 261
2	Course Title	<b>International Financial Management</b>
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"> <li>• <b>Provide</b> 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.</li> <li>• <b>Introduce</b> to the International finance theory International financing/investing activities/ Working and International financial markets.</li> <li>• <b>Describe</b> the international monetary system and the foreign exchange markets .Examine the Balance of Payments (BOP) data and determine its implications for international competition.</li> <li>• <b>Develop</b> knowledge, capability, and skills necessary for making sound financial decisions for a multinational firm in a global environment.</li> </ul>
6	Course Outcomes	<p>The student will be able to</p> <p><b>CO1: Define</b> International Financial &amp; Monetary Environment and <b>recognize</b> the nature &amp; scope of International Financial functions in the operation of a MNC.</p> <p><b>CO2: Identify risk</b> relating to exchange rate fluctuations and develop strategies to deal with them.</p> <p><b>CO3: Discover</b> &amp; appraise investment &amp; financing opportunities in the international environment.</p> <p><b>CO4: Explain &amp; analyze</b> 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><b>CO5: Evaluate</b> foreign direct investment and international acquisition opportunities.</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
	<b>Unit 1</b>	<b>International Financial and Monetary Environment</b>
	A	International Business and its modes, MNC: the Key participants in International Financial functions, Nature of International Financial Functions and the Scope of IFM. Issues in Financial decisions of a Multinational firm.
	B	IFM v/s Domestic Financial Management, Understanding of International Flow of Funds :
	C	Balance of Payments, Capital Account Convertibility. International Liquidity & Bretton Woods System of
		CO1,CO3,
		CO1,CO3
		CO1,CO3

		Exchange rates.		
<b>Unit 2</b>	<b>Markets for Foreign Exchange rate and Mechanism</b>			
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	
<b>Unit 3</b>	<b>International Investment Decisions</b>			
A	Foreign Direct Investment- Theories of FDI and Costs and benefits of FDI.		CO2,CO3,CO4	
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	
<b>Unit 4</b>	<b>International Financial Decisions</b>			
A	Overview of the International Financial Market- Channels for International Flow of Funds, Selection of Sources and forms of Funds.		CO2,CO3,CO4,CO5	
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	
<b>Unit 5</b>	<b>International Working Capital and Miscellaneous Issues</b>			
A	International Working Capital policy, Basics of managing cash and Near Cash assets, Management of Receivables and Inventory, Financing of current assets.		CO4,CO5	
B	Financing of Foreign trade and modes of payment in International trade.		CO4,CO5,	
C	International Accounting, Indebtedness and International Taxation		CO4,CO5,	
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	-	1	1	2	2	1
CO4	1	2	2	2	3	1	1	2	2	2
CO5	2	2	2	2	2	2	2	2	2	2
	1.40	2.20	2.00	2.00	1.75	1.40	1.40	1.60	1.80	1.60

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

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<b>School: SBS</b>	<b>Batch : 2019-21</b>
<b>Program: MBA</b>	<b>Current Academic Year: 2020-21</b>
<b>Branch: -</b>	<b>Semester: III</b>
1   Course	MBA 236

	Code	
2	Course Title	Management of International Logistics
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Compulsory
6	Course Objective	To enrich the students with the core concepts of International logistics and its applications in developing economies. To train the students in various upcoming trends in Logistics in a Globalized scenario and primarily the role of technology in facilitating Logistics and its co-ordination with various other domains in real time scenario.
7	Course Outcomes	After the completion of the program, the students will be able to: CO1: understand the role of Logistics within the Organization at various levels and its co-ordination with other stake holders CO2: understand the role of transportation in facilitating the Logistics and value chain functions in an Organization CO3: Explain the Documentation process involved in Export/Import businesses related to Logistics Management CO4: Illustrate the International transportation policies, Inter-Modal transport, Shipping and Containerization functions in Logistics management. CO5: Analyze the emerging trends in Logistics Information systems and application softwares widely used in International Logistics
8	Outline syllabus	CO Mapping
	Unit A	Introduction to International Logistics Management
	A 1	What is logistics? Inter-firm logistic, Intra-firm logistics and International logistics What is the goal of logistics
	A 2	Regional logistics assessment, - Military, Business and Civil. Performance Cycle ; Transportation, Distribution and Documentation/ Communication The role of transportation- Shipper, Carrier and Consignee
	A 3	A brief history of logistics and transportation, Computerization, Quality Management and Deregulation of Transportation.
	Unit B	Structure and function of Logistics
	B 1	<ul style="list-style-type: none"> <li>Global Structure of Shipping, International Shipping- Liner and Tramp Structure, Chartering, Steps in Charting; Pre-Fixing, Fixture negotiation, Voyage Management, Post-Fixture</li> </ul>
	B 2	<ul style="list-style-type: none"> <li>Unitization, Containerization, Types of Containers, Intramodal/Multimodal</li> </ul>

		Transport; Benefits and Challenges. CFS- Container Freight Stations, Inland Container Depot (ICD),	
B 3		<ul style="list-style-type: none"> <li>Indian Shipping- Types of Ports, Port Trust, Global Overview of Port Sector, Indian Port Sector, Ailments of Indian Port Sector, Reform in Indian Port Sector</li> </ul>	CO4
Unit C	International Transportation and Documentation in Export/Import processes		
C 1		<ul style="list-style-type: none"> <li>International Transportation Processes, Buyer-Seller Agreement, Order Preparation, Documentation- Export Licenses</li> </ul>	CO3, CO5
C 2		<ul style="list-style-type: none"> <li>Sales Documents- A pro-forma invoice, A Commercial Invoice &amp; A Consular Invoice. Financial Documents-The letter of Credit, Transportation Documents - Bill of Lading, Selection of Port or Gateways</li> </ul>	CO3, CO4
C 3		<ul style="list-style-type: none"> <li>Ocean Transportation- Liners, Tramps &amp; Private Vassels, International Freight Forwarders. Land Mini and Micro Bridges. Shipping Conferences.</li> </ul>	CO3, CO5
Unit D	International Transportation Policies		
D 1		<ul style="list-style-type: none"> <li>Laws and Licenses- Air, Sea and Intermodal</li> </ul>	CO3, CO4
D 2		<ul style="list-style-type: none"> <li>DCI and Dedicated Global, Incoterms or International Commercial Terms , UN Convention on Contracts for International sale of Goods.</li> </ul>	CO4
D 3		<ul style="list-style-type: none"> <li>Harmonized Tariff Schedule, International Harmonized Commodity Coding and Classification system, The World Customs Organization. 10 digit HTS classification code numbers</li> </ul>	CO5
Unit E	Logistics Information systems and Global Positioning systems		
E 1		<ul style="list-style-type: none"> <li>Emerging trends in Logistics Information systems</li> </ul>	CO4, CO3
E 2		<ul style="list-style-type: none"> <li>Role of GPS in Scheduling and traffic management</li> </ul>	CO5
E 3		<ul style="list-style-type: none"> <li>Changing role of 3<sup>rd</sup> party and 4<sup>th</sup> Party logistics in International scenario</li> </ul>	CO5
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	30%	20%	50%
Text book/s*	Logistic and Supply Chain Management by Donald J. Bowerson, Publisher: Prentice Hall of India		
Other References	Suggested Readings: 1. Logistic Management and World Sea Borne Trade by Multiah Krishnaveni, Publisher: Himalaya Publication 2. International Marketing by Sak Onkvisit & John J. Shaw, Publisher: Prentice Hall of India 3. International Marketing by Gupta and Varshing, Publisher: Sultan Chand and Sons		

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2	PSO3	PSO4
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CO1	1	2	2	3			3	2	2	
CO2	3	2	3	3			2	2	2	
CO3	2	2	2	2			3	2	1	
CO4	2	2	2	3			2	2	2	
CO5	2	1	2	2			2	2	1	
	2.00	1.80	2.20	2.60			2.40	2.00	1.60	

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>SCHOOL: SCHOOL OF BUSINESS STUDIES</b>		<b>TEACHING DEPARTMENT:  ECONOMICS &amp; IB</b>	<b>ACADEMIC SESSION :  2020– 2021 SEM III</b>	<b>FOR STUDENTS BATCH –MBA (2019 – 2021)</b>												
<b>1</b>	<b>Course number</b>	<b>MBA 235</b>														
<b>2</b>	<b>Course Title</b>	<b>TRADE ENVIRONMENT DIVERSITY AND GLOBAL BUSINESS</b>														
<b>3</b>	<b>Credits</b>	<b>03</b>														
<b>4</b>	<b>Learning Hours</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;"><b>Contact Hours</b></td> <td style="text-align: center;"><b>40</b></td> </tr> <tr> <td style="text-align: right;"><b>Workshops</b></td> <td style="text-align: center;">10</td> </tr> <tr> <td style="text-align: right;"><b>Project/Field Work</b></td> <td style="text-align: center;">10</td> </tr> <tr> <td style="text-align: right;"><b>Assessment</b></td> <td style="text-align: center;">5</td> </tr> <tr> <td style="text-align: right;"><b>Guided Study</b></td> <td style="text-align: center;">10</td> </tr> <tr> <td style="text-align: right;"><b>Total hours</b></td> <td style="text-align: center;"><b>75</b></td> </tr> </table>			<b>Contact Hours</b>	<b>40</b>	<b>Workshops</b>	10	<b>Project/Field Work</b>	10	<b>Assessment</b>	5	<b>Guided Study</b>	10	<b>Total hours</b>	<b>75</b>
<b>Contact Hours</b>	<b>40</b>															
<b>Workshops</b>	10															
<b>Project/Field Work</b>	10															
<b>Assessment</b>	5															
<b>Guided Study</b>	10															
<b>Total hours</b>	<b>75</b>															
<b>5</b>	<b>Course Objectives</b>	<p>The objective of the course is to highlight the role of diversities in creating opportunities and challenges for global business.</p> <p>A. Understanding the governing systems of economies of the world</p> <p>B. Developing rationale for diversity in political economies of the countries of the world.</p> <p>C. Learning to interpret trade related outcomes form the perspective of diversity in economy, culture, ethical practices and global openness.</p>														
<b>6</b>	<b>Course Outcomes</b>	<p>On successful completion of the course the learners will be able to</p> <p>a) Identify the concepts of Globalization, Management Focus and Country Focus</p> <p>b) Describe National Difference in Political Economy</p> <p>c) Illustrate the relation of Political Economy and Economic Development</p> <p>d) Analyse the impact of The Political Economy of International Trade and FDI</p> <p>a) Determine most suitable ethical, cultural, religious and economic philosophy in the international business operation.</p>														

7	Outline Syllabus		Contents of the Syllabus	Pedagogy+Time	L+W+P*	Student's Learning Outcomes
7.01	MBA 235 A	Unit A	<b>Globalization, Management Focus and Country Focus (Chapter 1, pp1-44)</b>	<i>Time Schedule Week 1 -3</i>	8	Describe the increasing importance of Globalization in shaping international business CO1
7.02	MBA 235 A1	Unit A Topic 1	The Globalization of Market (p5) The Globalization of Production (p6) Drivers of Globalization (p10), Globalization jobs and income (p27), Globalization-labour policies and Environment (29), Globalization and National Sovereignty (p31)	Lecture and Case Solving		distinguish between the contributions made by globalization on various aspects of economy and country CO1
7.03	MBA 235 A2	Unit A Topic 2	<b>Management Focus</b> (pp 7-14) & (pp 21-23):- The Emergence of Global Institutions (p8), Declining Trade and Investment Barriers (p10), The Changing World Output and World Trade Picture (p14), Antiglobalization Protest (p23)	Lecture Slides, Workshop and Project		Gain understanding about the transnational and global institutions and its impact on world trade CO1
7.04	MBA 235 A3	Unit A Topic 3	<b>Country Focus</b> (pp 16-20) & (pp 24-40):- The Changing world order-FDI, MNCs and Managing Marketplace in Globalization	Lecture, Picture Project and Workshop		Draw inference from process and measure which make globalization Effective CO1

7.05	MBA 235 B	Unit B	<b>National Difference in Political Economy (Chapter 2, pp-44-68)</b>	<i>Time Schedule Week 4 -6</i>	8	Conceptualization of global politics around national economies. CO1
7.06	MBA235B1	Unit B Topic 1	Introduction and Opening Cases (pp44-48) - Political Systems, Collectivism and Individualism, Democracy and Totalitarianism	Lecture and Demonstration		Comprehend the concepts of elements of political economy CO2
7.07	MBA235B2	Unit B Topic 2	<b>Country Focus</b> (pp49-58) - Market Economy, Command Economy, Mixed Economy, Difference in Legal System, Case of Corruption in Nigeria & Venezuela under Hugo Chavez (1999-2013), Case of Poland's Economy	Lecture, Case Workshop and Project		Assess various types of governing approaches in the world economy CO2
7.08	MBA235B3	Unit B Topic 3	<b>Management Focus</b> (pp-59-66), Did Walmart Violate the Foreign Corruption Practices Act? The Protection of Intellectual Property, Starbucks Wins Key Trademark Cases in China, Product Safety and Product Liability and Its Implication for Managers.	Lecture and Case solving		Describe and infer from the trade related practices of foreign entities in the economy CO2

7.09	MBA 235 C	Unit C	<b>Political Economy and Economic Development (Chapter 3, pp-68-100)</b>	<i>Time Schedule Week 7 -9</i>	8	Relate with various kinds of interpretation of Economic development in countries of the World CO3
7.10	MBA 235 C1	Unit C Topic 1	Differences in Economic Development, Broader Conception of Development by Amartya Sen, Political Economy and Economic Progress	Lecture, Excel Workshop/Project		Depiction of Economic development and perspectives on development CO3
7.11	MBA 235 C2	Unit C Topic 2	Human Development Index, Innovation and Entrepreneurship Require Market Economy & Property Rights	Lecture, Excel Project		Draw inference about the requisites for development CO3
7.12	MBA 235 C3	Unit C Topic 3	The Nature of Economic Transformation- Deregulation and Privatization. Country Cases on GNI, GDP, GNI Per Capita and Economic Transformation	Lecture, Group Projects		Analyse measurable outcomes of The global economy CO3
<b>7.13</b>						
7.13	MBA 235 D	Unit D	<b>The Political Economy of International Trade and FDI (Chapters 7&amp;8, pp226-294)</b>	<i>Time Schedule Week 12 -13</i>	8	Analyse the dynamics of international trade CO4
7.14	MBA 235 D1	Unit D Topic 1	Instruments of Trade Policy- Tariffs and Subsidies. Import Quotas and Anti-Dumping Policies	Lecture & Workshop		Analyse the rationale behind various changes in trade policy across the countries of the world CO4
7.15	MBA 235 D2	Unit D Topic 2	Development of the World Trading System (241-248) Estimating Case of Gains from Trade for America and Implication for Managers (249)	Lecture & Project Work		Assess the relative benefits from the world trade CO4
7.16	MBA 235 D3	Unit D Topic 3	Foreign Direct Investment (pp261-294); Trends, Directions and Source. Political Ideology and FDI, Benefits and Cost of FDI, Implications for Managers (284)	Lecture & Guided Excel Project		Analyse the directions of FDI flow and its implication for the company CO4
<b>7.17</b>						
7.17	MBA 235 E	Unit E	<b>Ethics in International Business (Chapter 5 pp 140-179)</b>	<i>Time Schedule Week 14 -15</i>	8	Develop an understanding about ethical practices and variations in it. CO5
7.18	MBA 235 E1	Unit E Topic 1	Ethical Issues in International Business, Employment Practices, Human Rights, Environmental Pollution	Lecture & Interactive Workshop on Ethics		Demonstrate how ethical issues are of great importance in international business and environmental Protection CO5
7.19	MBA 235 E2	Unit E Topic 2	Corruption, Moral Obligation, Ethical Dilemmas, The Roots of Unethical Behaviour	Lecture & Case Discussion		Develop an understanding about intricacies in practices of ethical standards and challenges CO5

7.20	MBA 235 E3	Unit E Topic 3	Philosophical Approaches to Ethics, Case- Working Conditions in a Chinese Factory, Disaster in E Bangladesh: The Collapse of Rana Plaza Building.			
*= L+W +P= Lecture+ Workshop+Projects (66% Lecture Time +33% Activity Time)						
8	<b>Course Evaluation</b>		Hours 40+10+10			
8.01	C.A.	30%	Continuous Assessment			
8.02	MTE	20%	Mid Term Examination			
8.03	ETE	50%	End Term Examination			
9	References					
9.01	Text book*	International Business: competing in the Global Market Place: C 10th Edition, S				

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

<b>School: SBS</b>		Batch : 2019-2021
<b>Program: MBA</b>		Current Academic Year: 2020-2021
<b>Branch: IB DSC</b>		Semester: IV
1	Course Code	MBA277
2	Course Title	Management of Transnational Corporations (TNCs)
3	Credits	03
4	Contact Hours (L-T-P)	3-1-2
	Course Type	Elective
5	Course Objective	<p>The objectives of this course are to provide global managers with a clear conceptual understanding of</p> <ul style="list-style-type: none"> <li>• The fundamental economic, financial, and political factors affecting the international expansion of the firm as distinct from purely domestic factors.</li> <li>• The persistence of deep and momentous cross-national differences in the world that affect the strategy, performance, and value of the multinational firm.</li> <li>• The optimal sequence, speed, and mode of international expansion depending on the characteristics of the industry, the firm, and the host country.</li> <li>• The models for organizing and managing a multinational network of subsidiaries, including how to coordinate and to transfer useful knowledge across borders.</li> </ul>
6	Course Outcomes	<p>The student will be able to :</p> <p>CO1: Implement the conceptual tools to navigate through the mass of information about how international competition takes place.</p> <p>CO2: Classify the differences between multi-domestic, global, International and Transnational corporations.</p> <p>CO3: Evaluate the global strategies that will help enhance the firm's long-term profitability and value.</p> <p>CO4: Illustrate the management of a global workforce and the challenges in managing global business across different cultures. CO5: Interpret the effects of economic, cultural, financial, political, and social factors on TNCs management decisions.</p>
7	Course Description	Globalization is the single most significant development changing business dynamics in this century. With the improvements in transportation and communication technologies there is a sea change in the way the

		companies are run. This module explores these issues through a variety of perspectives from different strands of literature. This allows students to capture the essence of the transnational corporation, but at the same time appreciate the differences in the nature of management practice across the globe. For instance, there are often noted (and sometimes subtle) differences in the management styles and strategies of Western and Asian TNCs. Such differences can raise tensions, particularly in the case of international joint ventures. A salient issue is the extent to which management practices have converged towards a global norm.		
8	Outline syllabus			CO Mapping
	<b>Unit 1</b>	<b>TNCs and International Business</b>		
	A	Understanding and Managing the TNC		CO1
	B	Home Country and International Competitive Advantage		CO1
	C	Distance & Global Strategy: Host-Country Choices		CO2
	<b>Unit 2</b>	<b>Controlling and Coordinating Multinationals</b>		
	A	Managing the Value Chain across Borders: The Coordination		CO2
	B	Cross-Border Mergers and Acquisitions (M&As)		CO3
	C	Negotiating Globally: Cross-cultural Negotiation		CO2, CO3
	<b>Unit 3</b>	<b>Corporate Governance</b>		
	A	Corporate Governance and Sarbanes Oxley Act 2002:An Overview		CO2, CO3
	B	Impact of Sarbanes Oxley (SOX) Act on Midsize and Big Four Accounting Firms		CO1, CO2
	C	International Corporate Governance. The Case of China		CO1, CO3
	<b>Unit 4</b>	<b>TNCs and International Human Resource Management (IHRM)</b>		
	A	Concept of direction- nature and scope		CO4, CO5
	B	IHRM from the Host Country Perspective; Industry and Organisational level IHRM; Challenges in HRM in MNCs		CO4, CO5
	C	HRM practices in foreign MNCs (multinationals) operating in the People republic of China(PRC): an institutional perspective		CO4
	<b>Unit 5</b>	<b>TNCs and Cultures</b>		
	A	Cultures Evolve? Socialisation and Cultural Identity		CO3, CO4
	B	South Asia as a Context for Managing in TNCs; National Cultures		CO5
	C	The Cultures of TNCs; The Reemergence of Indian TNCs		CO4, CO5
	Mode of examination	Theory/Jury/Practical/Viva		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	Ietto-Gillies G (2012) Transnational Corporations and International Production, Concepts Theories and Effects. 2nd Edition. Edward Elgar.		
	Other	Students are provided with a range of academic journal articles, extracts		

	References	from supplementary text books and other reports or material. They will also consider a number of Case Studies. These comprise the Module Reader which forms an essential part of this course.
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POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2				3	1		1
CO2	2	3	1				2	2		2
CO3	1	2	2				1	1		1
CO4	1	1	1				1	2		1
CO5	1	1	1				1	2		1
	1.60	1.80	1.40				1.60	1.60		1.20

<b>School: School of Business Studies</b>	<b>Batch : 2019-21</b>
<b>Program: MBA</b>	<b>Current Academic Year: 2020-21</b>
<b>Branch: - IB DSC</b>	<b>Semester: IV</b>
1 Course Code	MBA 276
2 Course Title	Globalisation and Indian Business Scenario
3 Credits	03
4 Contact Hours (L-T-P)	3-0-0
Course Status	IB Specialisation
5 Course Description	The purpose of this course is to examine the effects of various international economic policies on India's domestic business. The focus will be on studying the implications of international trade in goods and services in terms of threats, opportunities and preparedness.
6 Course Objective	To make students explain the structural features of India's foreign trade. To make students analyze the domestic response to globalization at a disaggregated sectoral level. To make students explain various threats and opportunities in doing business from an India-centric perspective in some emerging fields of global business. To make students identify the policy environment in India facilitating and/or inhibiting international business.

7	Course Outcomes	The students will be able to: CO1: Describe the structural features of India's foreign trade CO2: Explain the domestic response to globalization at a disaggregated sectoral level CO3: Illustrate various threats and opportunities in doing business from an India-centric perspective in some emerging fields of global business CO4: Classify the policy environment in India facilitating and/or inhibiting international business CO5: Understand various policies which regulate Indian Business Environment	
8	Outline syllabus		CO Mapping
	Unit 1	<b>Characteristics of India's Foreign trade</b>	
	A	India's International Trade-Present Scenario	CO1, K1
	B	Trends in composition of India's foreign trade	CO1, K1
	C	Factors contributing to recent changes	CO1, K1
	Unit 2	<b>Domestic policy response to globalization</b>	
	A	Manufacturing Sector: Concepts of Non-Agricultural Market Access	CO2, K2
	B	Most Favoured Nation	CO2, K2
	C	National Treatment, Anti-dumping duties	CO2, K2
	Unit 3	<b>Domestic policy response to globalization</b>	
	A	Service Sector: Implications of GATS	CO3, K2
	B	Agriculture, forestry and fisheries Sector: Implications of subsidies, tariff and non-tariff barriers in international agri-business	CO3, K2
	C	Media industry: Implications of Globalizations for Entertainment, Advertising, Print and News Industries	CO3, K2
	Unit 4	<b>Sunrise sectors in international business</b>	
	A	Energy, entertainment, retail trade and India's position thereof	CO4, K3
	B	Education, Health services, ITES and India's position thereof	CO4, K3
	C	Agro-processing, tourism and hospitality and India's position thereof	CO4,

				K3
Unit 5	<b>India's policy environment for international business</b>			
A	Industrial policy			CO5, K4
B	Agricultural policy, Forest & Environment policy			CO5, K4
C	Land Acquisition policy and Labour policy			CO5, K4
Mode of examination	Theory			
Weightage Distribution	CA	MTE	ETE	
	30%	20%	50%	
Text book/s	<ul style="list-style-type: none"> <li>Garg Pawan Kumar, 2002, Export of India's major products: Problem &amp; Prospects, New Century Publications.</li> <li>Datta, Samar K. &amp; Deodhar Satish (eds) (2001): 'Implications of WTO Agreements for Indian Agriculture', Oxford &amp; IBH Company, N.Delhi, 2001, CMA Monograph no.191.</li> <li>Datta, Samar K. &amp; Chakrabarti, Milindo (2001): A Note on the Definition of a 'Resource Poor-Farmer' : Chapter 18 in 'Implications of WTO Agreements for Indian Agriculture', Oxford &amp; IBH Company, N.Delhi, 2001, CMA Monograph no.191: pp.552-568.</li> <li>Datta, Samar K., Nilkanthan, R &amp; Chakrabarti, Milindo (2010): Towards Evolving Agricultural Policy Matrix in a Federal Structure – The Post- WTO Scenario in India: Allied Publishers, New Delhi.</li> </ul>			
Other References	<ul style="list-style-type: none"> <li><a href="http://commerce.nic.in/trade/faqs_gats.pdf">http://commerce.nic.in/trade/faqs_gats.pdf</a></li> <li><a href="https://www.indianeconomy.net/splclassroom/what-is-aggregate-measurement-of-support-ams/">https://www.indianeconomy.net/splclassroom/what-is-aggregate-measurement-of-support-ams/</a></li> <li><a href="https://www.livemint.com/Opinion/PvLKSysU800Eq0so6rLoaL/Farm-subsidies-the-coming-fight-at-the-WTO.html">https://www.livemint.com/Opinion/PvLKSysU800Eq0so6rLoaL/Farm-subsidies-the-coming-fight-at-the-WTO.html</a></li> <li><a href="https://www.livemint.com/Politics/RSxoNQuz04CjrTcVutX8uI/Why-India-opposed-deal-to-end-fisheries-subsidies-at-WTO.html">https://www.livemint.com/Politics/RSxoNQuz04CjrTcVutX8uI/Why-India-opposed-deal-to-end-fisheries-subsidies-at-WTO.html</a></li> <li><a href="https://www.bloombergquint.com/markets/media-entertainment-to-become-a-rs-2-lakh-crore-industry-by-2020#gs.xm4pB_E">https://www.bloombergquint.com/markets/media-entertainment-to-become-a-rs-2-lakh-crore-industry-by-2020#gs.xm4pB_E</a></li> <li><a href="https://www.bloombergquint.com/markets/media-entertainment-to-become-a-rs-2-lakh-crore-industry-by-2020#gs.tnBL_nc">https://www.bloombergquint.com/markets/media-entertainment-to-become-a-rs-2-lakh-crore-industry-by-2020#gs.tnBL_nc</a></li> <li><a href="https://www.ibef.org/industry/media-entertainment-india.aspx">https://www.ibef.org/industry/media-entertainment-india.aspx</a></li> <li><a href="http://www3.weforum.org/docs/WEF_Future_Electricity_India_case_.pdf">http://www3.weforum.org/docs/WEF_Future_Electricity_India_case_.pdf</a></li> <li><a href="https://oilprice.com/Energy/General/How-Globalization-Will-Create-An-Energy-Crisis.html">https://oilprice.com/Energy/General/How-Globalization-Will-Create-An-Energy-Crisis.html</a></li> <li><a href="http://www.kalpavriksh.org/images/CLN/Globalisation%20Brochure.pdf">http://www.kalpavriksh.org/images/CLN/Globalisation%20Brochure.pdf</a></li> </ul>			

	<ul style="list-style-type: none"> <li>• <a href="http://www.mondaq.com/india/x/535572/Inward+Foreign+Investment/FDI+in+Indian+Education+Sector">http://www.mondaq.com/india/x/535572/Inward+Foreign+Investment/FDI+in+Indian+Education+Sector</a></li> <li>• <a href="https://academic.oup.com/intqhc/article/17/4/277/2886510">https://academic.oup.com/intqhc/article/17/4/277/2886510</a></li> <li>• <a href="https://www.ibef.org/industry/healthcare-india.aspx">https://www.ibef.org/industry/healthcare-india.aspx</a></li> <li>• <a href="https://timesofindia.indiatimes.com/business/india-business/why-are-investors-lining-up-for-indias-hospitals/articleshow/64985069.cms">https://timesofindia.indiatimes.com/business/india-business/why-are-investors-lining-up-for-indias-hospitals/articleshow/64985069.cms</a></li> <li>• <a href="https://www.business-standard.com/article/economy-policy/govt-approves-100-fdi-in-medical-devices-114122400663_1.html">https://www.business-standard.com/article/economy-policy/govt-approves-100-fdi-in-medical-devices-114122400663_1.html</a></li> <li>• <a href="https://www.ibef.org/download/IT-ITeS-Report-Jan-2018.pdf">https://www.ibef.org/download/IT-ITeS-Report-Jan-2018.pdf</a></li> <li>• <a href="https://www.ibef.org/industry/information-technology-india.aspx">https://www.ibef.org/industry/information-technology-india.aspx</a></li> <li>• <a href="http://www.papertyari.com/general-awareness/economics/industrial-policy-india-since-independence/">http://www.papertyari.com/general-awareness/economics/industrial-policy-india-since-independence/</a></li> <li>• <a href="https://www.businesstoday.in/current/economy-politics/biggest-reform-30-years-modi-govt-soon-unveil-new-industrial-policy/story/281159.html">https://www.businesstoday.in/current/economy-politics/biggest-reform-30-years-modi-govt-soon-unveil-new-industrial-policy/story/281159.html</a></li> <li>• <a href="https://www.oecd-ilibrary.org/agricultural-policies-in-india_5j8r20vmcpl.pdf?itemId=%2Fcontent%2Fpublication%2F9789264302334-en&amp;mimeType=pdf">https://www.oecd-ilibrary.org/agricultural-policies-in-india_5j8r20vmcpl.pdf?itemId=%2Fcontent%2Fpublication%2F9789264302334-en&amp;mimeType=pdf</a></li> </ul>	
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POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	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
	2.3 3	2.5 0	2.0 0				1.00	2.50	2.00	2.33

School- School of Business Studies	Batch	2019-2021
Program :- MBA	Current Academic Year 2020-2021	
Branch	Semester: IV	
1	Course No.	MBA 270
2	Course Title	<b>Global Value Chain and Trade Facilitation</b>
3	Credits	3
4	Contact Hours (L-T-P)	(3-0-0)
5	Course Objective	<p>The objectives of this course are</p> <ul style="list-style-type: none"> <li>a) to provide a conceptual framework of Global Value Chain Networks</li> <li>b) to introduce analytical concepts related with analysis of global value chain networks and its role in designing trade policies</li> <li>c) to expose students to different aspects of global collaboration in trade and trade related production between developing and developed countries</li> </ul>
6	Course Outcomes	<p>On successful completion of this module students will be able to:</p> <p>CO1: Explain the concept of trade in value added in view of global trade dynamics</p> <p>CO2: Describe the implications of using value added trade data.</p> <p>CO3: Demonstrate grasp over the factors responsible for growth in trade of some of the East Asian countries and lessons for other countries including India</p> <p>CO4: Categorize the comparative growth prospects of industries in India and other developing countries in view of requirements of global value chain networks.</p>

		CO5: Analyse trade facilitation for Global and Regional Value Chains	
7	Outline syllabus:		
7.01	<b>Unit A</b>	<b>Estimating trade in value added: Why and How?</b>	<b>Outcomes</b>
7.02	Unit A Topic 1	What is trade in value-added? Motivation for Trade in value-added and Measurement of Trade in value-added.	CO 1
7.03	Unit A Topic 2	Early Evidence of Trade in Value Added – OECD and WTO Databases. Export requires Import, High Share of Intermediate Imports Used to Serve Export Market	CO 1
7.04	Unit A Topic 3	Electronic Equipment- Gross Export Decomposed by Source Since 2009, Services in Value Added- Domestic and Foreign Content, Estimating Trade in Value Added	CO 1
7.05	<b>Unit B</b>	<b>The implications of using value-added trade data for applied trade policy analysis</b>	
7.06	Unit B Topic 1	Some Key Implications of Value added data on Trade Policy.	CO2
7.07	Unit B Topic 2	Value-added trade data and CGE experiments of two hypothetical US-Asia rebalancing scenarios. United States' Import of Electronics, Chinese Import of Electronics	CO2
7.08	Unit B Topic 3	Value-added trade data and estimation of exchange rate and price pass through effects. Trade Elasticity- with and without value added	CO2
7.09	<b>Unit C</b>	<b>The Geometry of global value chains in East Asia: The role of industrial networks and trade policies</b>	
7.10	Unit C Topic 1	Evolution of East Asian Supply Chain, Input Output Models and Supply Chain, Motivations and Analysis of Evolution	CO3
7.11	Unit C Topic 2	Tariffs, Transport and Trade Facilitation- Cascading Transaction Costs in production networks, Regional Production Networks and Shock Transmission	CO3
7.12	Unit C Topic 3	Effective Production Rates and Anti-Export Bias	CO3
7.13	<b>Unit D</b>	<b>Global value chain-oriented industrial policy: the role of emerging economies,</b>	
7.14	Unit D Topic 1	Emerging Economies in Comparative Perspective, Global Value Chain and Industrial Policy	CO4
7.15	Unit D Topic 2	Industrial Policy in Action: A Case of Brazil's Industrial Policy, Leveraging Consumer Electronics Industry	CO4
7.16	Unit D Topic 3	Development of Automotive Value Chain in Mekong Region (Thailand)	CO4
7.17	<b>Unit E</b>	<b>Trade Facilitation for Global and Regional Value Chains</b>	
7.18	Unit E Topic 1	Intra-regional trade and freight flows in South African custom union	CO5
7.19	Unit E Topic 2	Trade Facilitation by low income countries (LICs) and Least developed countries (LDC)	CO5
7.20	Unit E Topic 3	Connecting LICs and LDCs in Global Value Chains and achieving sustainable development	CO5
8	Course Evaluation		
8.1	CA	30%	

8.2	MTE	20%
8.3	End-term examination: 50%	
9	References	
9.1	Text book	Shepherd, Ben - Trade Facilitation and Global Value Chains: Opportunities for Sustainable Development Published by International Centre for Trade and Sustainable Development , <a href="https://www.ictsd.org/sites/default/files/research/trade_facilitation_and_global_value_chains_0.pdf">https://www.ictsd.org/sites/default/files/research/trade_facilitation_and_global_value_chains_0.pdf</a>  Elms, K, Deborah and Patrick Low, Global Value Chains in the Changing World, Published by World Trade Organization, Geneva 21, Switzerland (2013) <a href="https://www.wto.org/english/res_e/booksp_e/aid4tradeglobalvalue13_e.pdf">https://www.wto.org/english/res_e/booksp_e/aid4tradeglobalvalue13_e.pdf</a>
9.2	Other references	Growth and Intelligence Network: Trade Facilitation for Global and Regional Value Chains in SACU

### Mapping of POs with COs

POs COs	PO1	PO2	PO3	PO4	PO5	PO 6	PS O1	PSO2	PSO3	PSO4
CO1	3		2					2		
CO2	3	3	2					2		3
CO3	3	3	2				3	2		
CO4	3	3	2				3	2		
CO5	3	3	2				3	2		
	3.00	3.00	2.00				3.00	2.00		3.00

## **Syllabus for MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING**

<b>School: School of Business Studies (SBS)</b>	<b>Batch : 2019 -21</b>	
<b>Program : M.B.A.</b>	<b>Current Academic Year: 2020 -21</b>	
<b>Branch: IB DSC</b>	<b>Semester: IV</b>	
1	Course Code	<b>MBA 008</b>
2	Course Title	<b>MERGERS, ACQUISITIONS &amp; CORPORATE RESTRUCTURING</b>
3	Credits	03
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Elective

5	<b>Course Requisite</b>	<b>Attendance:</b> Students are required to have a <b><u>minimum of 65%</u></b> regular attendance in this course during the term. Those who fall short of attendance are not able to clear this course. Those students who do not meet the attendance requirement will not be allowed to sit in examinations.
6	Course Description	Mergers and Acquisitions (M &As) is a comprehensive course which explores the core concepts of mergers & acquisitions and corporate restructuring and the challenges encountered in implementing them. Beginning with the conceptual framework of corporate restructuring, the course goes on to discuss takeovers and M & A, the concept and process of due diligence and legal issues in M & As. The key issues relating to valuation and accounting will be explained. This course will also be discussing the post-merger issues, the human aspects of M &As and cross-border acquisitions.
7	Course Objective	The objective of this course is to acquaint the students with the applications of various concepts and techniques of valuation and standards actually applied in real life M & As cases and challenges in any contemplated M & A transaction so that it enhances the chances of success.
8	Course Outcomes	On completion of this module the student will be able to : CO 1 classify the different forms of mergers & corporate restructuring. CO 2 analyse how a company can create value by adopting different forms of restructuring. CO 3 value how, when and what valuation techniques are to be applied to determine optimum swap ratio. CO 4 deal with the accounting and legal issues in a merger & acquisitions CO 5 assess how to plan post- merger integration.
8	Outline syllabus	CO Mapping
	<b>Unit 1</b>	<b>An Introduction to Mergers, Acquisitions and Other Restructuring Activities</b>

<p>A <b><i>Understanding Mergers &amp; Acquisitions</i></b></p>	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Meaning of Merger, amalgamation, acquisition, takeover.</li> <li>• Types of Mergers, reverse merger,</li> <li>• Motives and Benefits of Mergers and Acquisitions</li> <li>• divestiture, de merger, Diversification etc.</li> <li>• Reasons for failure of M &amp; As. Process of M &amp;A.</li> </ul>	<p>CO1,</p>
<p>B <b><i>Corporate Restructuring</i></b></p>	<ul style="list-style-type: none"> <li>• , Introduction</li> <li>• Corporate Restructuring –Meaning, types.</li> <li>• Causes of Corporate Restructuring.</li> <li>• Barriers of Restructuring</li> <li>• Key elements of Restructuring Process and Strategies for restructuring</li> <li>• Implications of Corporate Restructuring</li> </ul>	<p>CO1,</p>
<p>C <b><i>Takeovers</i></b></p>	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Forms of Takeover, Takeover Defences</li> <li>• Benefits and disadvantages of Takeovers</li> <li>• Buyback of Shares and its process</li> </ul>	<p>CO1,</p>
<p><b>Unit 2</b></p>	<p><b>Corporate Valuation</b></p>	
<p>A <b><i>Corporate Valuation : Concepts and Principles</i></b></p>	<ul style="list-style-type: none"> <li>• Basics of Value, Various Expressions of Value.</li> <li>• Relationship among different types of value</li> <li>• Purposes of Valuation and Impacts on the Value estimates;</li> <li>• Methods of Valuation</li> <li>• Principles of Business Valuation</li> </ul>	<p>CO2,</p>
<p>B <b><i>Corporate Valuation: Techniques</i></b></p>	<ul style="list-style-type: none"> <li>• Valuation as a cause of M &amp; A Failure.</li> <li>• Right Valuation to determine Right Price.</li> <li>• Approaches to Corporate Valuation</li> <li>• Economic Gains and Costs of M &amp; A.</li> </ul>	<p>CO2, CO3</p>

		<ul style="list-style-type: none"> <li>• The Share Exchange Ratio.</li> </ul> Problems and Cases on Valuation of firms.	
	<b>C</b> <i>Valuing Synergy</i>	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Benefits from Synergy</li> <li>• Types of Synergy</li> <li>• Synergy and Value Creation in M &amp; A</li> <li>• Synergy and Merger Success</li> </ul>	CO2, CO3
	<b>Unit 3</b>	<b>Corporate Strategy &amp; Organizing for M&amp;A</b>	
	<b>A</b> <i>Corporate Restructuring Strategies</i>	<ul style="list-style-type: none"> <li>• Strategies for entering a New Market;</li> <li>• Tools for Strategy Analysis – SWOT etc</li> <li>• Framework for M &amp; A Strategies</li> <li>• Formulating Strategies for M &amp; A.</li> <li>• Alternative perspectives on mergers, sources and limits of value creation in different forms of mergers.</li> </ul>	CO2,
	<b>B</b> <i>Strategic Alliance</i>	<ul style="list-style-type: none"> <li>• Cross-border acquisitions – Needs, Benefits and difficulties in Cross Border Acquisitions.</li> <li>• Strategic alliances as an alternative to M&amp;As.</li> </ul>	CO2,
	<b>C</b> <i>Leveraged Buyouts</i>	<ul style="list-style-type: none"> <li>• Leveraged buyouts (LBO) &amp; LBO Sponsors and Mode of LBO</li> <li>• Criteria for Selecting LBO Candidate</li> <li>• Concept of Financial Leverage and Risk</li> <li>• Theories of LBO</li> <li>• Exit Strategies for LBO</li> </ul>	CO1, 2,
	<b>Unit 4</b>	<b>Accounting &amp; Legal Issues</b>	
	<b>A</b> <i>Accounting for M &amp; A</i>	<ul style="list-style-type: none"> <li>• Accounting treatment as per Ind. AS.</li> <li>• Controversies and Dilemma in Accounting for M &amp;</li> </ul>	CO4

		A. Problems and Cases on Purchase Consideration.		
	<b>B</b> <i>Due Diligence</i>	<ul style="list-style-type: none"> <li>• Scope and Types of Due Diligence, Transactions requiring Due Diligence</li> <li>• Due Diligence Process. Parties interested in Due Diligence</li> </ul> <p>Due Diligence in Cross-border Deals.</p>	CO4	
	<b>C</b> <i>Legal Aspects of M &amp; A.</i>	<ul style="list-style-type: none"> <li>• Procedural aspects under the Companies Act/Rules. Scheme of Amalgamation.</li> <li>• Statutory obligations and SEBI (Substantial Acquisition of Shares &amp; Takeovers) Regulations 2011</li> </ul> <p>Tax issues relating to M &amp; A.</p>	CO4	
	<b>Unit 5</b>	<b>Post – Acquisition Integration –</b>		
	<b>A</b> <i>Post-Merger integration</i>	<ul style="list-style-type: none"> <li>• Types of Integration, Tools for Integration</li> <li>• Issues involved in Integration</li> <li>• Role of HRM in M &amp; A Integration</li> <li>• Integrating Cross-border Acquisitions</li> </ul>	CO2,5	
	<b>B</b> <i>Corporate Culture</i>	<ul style="list-style-type: none"> <li>• Integrated Organisation.</li> <li>• Corporate Culture Due Diligence.</li> <li>• Redesigning Post Merger Cultural Process.</li> </ul>	CO2,5	
	<b>C</b> <i>Integration for M &amp; A Success</i>	<ul style="list-style-type: none"> <li>• Meeting the challenges of M&amp;As.</li> <li>• Post-Merger Growth Strategies</li> <li>• Strategies for Post-merger Success</li> <li>• Case Studies on M &amp; A.</li> </ul>	CO2,5	
	Mode of examination	Theory/Jury/Practical/Viva		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%

Text book/s*		<ul style="list-style-type: none"> <li>• <b>MERGERS AND ACQUISITIONS –Strategy, Valuation, Leveraged Buyouts, and Financing by Sheeba Kapil, Kanwal N. Kapil, Wiley India Pvt. Ltd., New Delhi</b></li> </ul>	
Other References		<ul style="list-style-type: none"> <li>• <b>MERGERS AND ACQUISITIONS –Strategy, Valuation and Integration by Kamal Ghosh Ray, Published by PHI Learning Pvt., Ltd., New Delhi.</b></li> <li>• <b>Mergers &amp; Acquisitons by Rajinder S. Aurora, Kavita Shetty from Oxford Higher Educaiton</b></li> <li>• <b>“Creating Value from Mergers and Acquisitions” by Sudi Sudarsanam (Pearson Education)</b></li> <li>• <b>Mergers, Acquisitions, and Other Restructuring Activities : An Integrated Approach to Process, Tools, Cases and Solutions, by Donald Depamphilis, (London, Academic Press, 2001)</b></li> <li>• <b>Mergers &amp; Acquisitions : A Guide to creating value for stakeholders, by Michael A. Hitt, Jeffrey S. Harrison and Duane R. Ireland., (New York, Oxford, 2011)</b></li> </ul> <p><b>Journals/ Magazines</b></p> <ul style="list-style-type: none"> <li>• Business Today</li> <li>• Business World</li> <li>• Business India.</li> </ul> <p><b>Websites</b></p> <ul style="list-style-type: none"> <li>• <a href="http://www.investopedia.com">www.investopedia.com</a></li> <li>• <a href="http://www.trak.in">www.trak.in</a></li> <li>• <a href="http://www.livemint.com">www.livemint.com</a></li> </ul>	

**Program Outcome Vs Course Outcomes Mapping Table**

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	1	1	-	2	2	1	1
CO2	2	3	2	1	-	-	2	2	1	1
CO3	2	3	1	-	-	-	1	2	1	2
CO4	2	3	2	1	-	-	1	2	2	2
CO5	2	2	1	2	2	2	1	2	1	1
	2.0 0	2.6 0	1.6 0	1.2 5	1.5 0	2.0 0	1.40	2.00	1.20	1.40

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

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**List of Discipline Specific Courses (DSCs) of SCM**

Sr No.	Semester	Course
1	I	Principles of Logistics Management
2	II	Infrastructure Management
3	II	Procurement and Inventory Management
4	III	M-E Commerce and IT Enabled SCM
5	III	Logistics Management
6	III	Operational Strategic and Implementation Issues in Supply chain management
7	III	Project Management
8	III	Supply Chain Dynamics and E-Commerce
9	III	Trends in Supply Chain Management
10	IV	Contract Management Tax
11	IV	International Transportation and Logistics
12	IV	Logistics Management Application and Cases
13	IV	Recent trends in Supply Chain Management

School: SBS		Batch : 2019-21	
Program: MBA SCM		Current Academic Year: 2019-20	
Branch: -SCM		Semester: I	
1	Course Code	***	
2	Course Title	Principles of Logistics Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
6	Course Objective	To ensure that the students understand the basics of Logistics Management and its role in facilitating economic growth and prosperity in the region . To gain insights into the role of Logistics Management in capacity planning and development of the economy.	
7	Course Outcomes	<p>CO1: To understand the changing trends and the role of Logistics in development of the region</p> <p>CO2: To gain insights into Capacity planning and the role of Infrastructure Management in designing Effective Logistics strategy..</p> <p>CO3: To understand the role of Intermodal Transport in facilitating Logistics Planning and Traffic Management in modern economies</p> <p>CO4: To enrich the students with the challenging role of Supply chain Management and its significance in achieving competitiveness</p> <p>CO5: To equip the students with state of the art applications of Supply chain in organizations and its role in achieving competitiveness.</p>	
8	Outline syllabus		CO Mapping
	Unit A	Introduction to Logistics Management	
	A 1	Evolution and Definitions of Logistics Management	CO1
	A 2	Physical Distribution and Functions of Logistics	CO1,CO2

		Management			
	A 3	Logistics Value Proposition and Effective Logistics Strategy			CO1, CO2
	Unit B	Logistics Capacity planning			
	B 1	Reverse Logistics Management			CO2,CO3
	B 2	Logistics Infrastructure and planning			CO3
	B 3	Material Requirement planning			CO3
	Unit C	Transportation Management Process			
	C 1	Transportation Carrier selection			CO3, CO4
	C 2	Transportation and Traffic Management			CO3,CO4
	C 3	Transportation and Pricing			CO3,CO4
	Unit D	Logistics and Insurance			
	D 1	Marine Cargo Insurance			CO3,CO5
	D 2	Types and size of Vessels			CO4
	D 3	Containerization and Intermodal freight transport			CO4
	Unit E	Supply Chain Management			
	E 1	Characteristics of Global supply chains			CO4, Co5
	E 2	Supply Chain collaboration and flexibility			CO4
	E 3	Push and Pull view of Supply Chains			CO5
	Mode of examination	Theory and Continuous Assessment			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s	1. Donald J. Bowersox, David J Closs, Logistical Management, TMH 2. Sunil Chopra , Peter Meindl, Supply Chain Management, Pearson Education, India			
	Other References	Case studies: 1. DHL Express 2. GATI 3. Transport Corporation of India			

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

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SBS</b>		<b>Batch : 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2019-20</b>	
<b>Branch: SCM</b>		<b>Semester: II</b>	
1	Course Code	***	
2	Course Title	Infrastructure Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
6	Course Objective	To equip the students with basic understanding of emerging issues in Infrastructure Management and its role in facilitating infrastructure led economic growth and prosperity in the region . To further understand the role of Infrastructure in facilitating Logistics planning and capacity utilization in the economy.	
7	Course Outcomes	<p>CO1: To understand the challenging role of Infrastructure management in Nation building and employment generation in the region</p> <p>CO2: To gain insights into the role of Infrastructure Management in designing Effective Logistics planning and implementation in the region</p> <p>CO3: To understand the role of Infrastructure management in modern economies and its role in transformation to developed economies</p> <p>CO4: To enrich the students with the role of Infrastructure management and its significance in all round development of the country</p> <p>CO5: To finally analyze the role of Infrastructure development in various public-private partnerships and optimum utilization of resources in the country.</p>	
8	Outline syllabus		CO Mapping
	<b>Unit A</b>	<b>Introduction to Infrastructure Development Management</b>	
	A 1	Infrastructure Development in India	CO1
	A 2	Policies, Programs and Institutions involved in Infrastructure planning	CO1,CO2

	A 3	State level Organizations involved in Infrastructure planning	CO1, CO2	
	<b>Unit B</b>	<b>Infrastructure Development Implementation Issues</b>		
	B 1	Land acquisition Acts related to Infrastructure development	CO2,CO3	
	B 2	Human Settlements/Re-habilitation programs	CO3	
	B 3	Commissions/Committees/Task force related to Infrastructure	CO3	
	<b>Unit C</b>	<b>Public-Private Partnerships(PPP) in Infrastructure</b>		
	C 1	Types of BoT Models	CO3, CO4	
	C 2	Public/Citizen participation in Infrastructure planning	CO3,CO4	
	C 3	Role of NGO's in Infrastructure implementation	CO3,CO5	
	<b>Unit D</b>	<b>Decision Making for Infrastructure Development</b>		
	D 1	Role of State level and Local organizations	CO3,Co4	
	D 2	Implementation Issues and policy frameworks	CO4	
	D 3	Periodic Evaluation and Review	CO4	
	<b>Unit E</b>	<b>Infrastructure Finance</b>		
	E 1	Role of Banks in facilitating Infrastructure development	CO4, Co5	
	E 2	Policy formulations and Intervention strategies	CO5	
	E 3	Role of Financial Institutions in Infrastructure development	CO4,CO5	
	Mode of examination	Theory and Continuous Assessment		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s	1. Kulwant Singh ed. "Integrated Urban Infrastructure Development in India" 2. Ganesan S. ed (2001), "Infrastructure Development and Financing"		
	Other References	1. Five Year Plans I to XII, Government of India Publications 2. India Year Book (2012,2013,2016) , Ministry of I & B.C. Govt of India 3. Reserve Bank of India Reports & Buleteins, 2018,2019		

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	3	3	3	1	3
CO2	2	1	2	1	2	3	3	3	1	3
CO3	2	1	2	2	3	3	3	3	3	3
CO4	2	1	3	3	3	3	3	3	3	3
CO5	2	2	1	1	2	2	3	3	3	3
Avg	2.00	1.20	2.00	1.60	2.20	2.80	3.00	3.00	2.20	3.00

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

School: Business Studies		Batch : 2019-21
Program: MBA		Current Academic Year: 2019-20
Branch: SCM		Semester: II
1	Course Code	MBA ***
2	Course Title	Procurement and Inventory Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Elective
5	Course Objective	<p>1: The course is designed to provide basic knowledge &amp; understanding of typical Procurement and Inventory Management systems, and the advantages and limitations of implementing such systems</p> <p>2 : To understand the various concepts of Procurement and Inventory management.</p> <p>3: It further aims to develop students' skills in Purchasing, vendor management and inventory control techniques.</p> <p>4: To appreciate the importance of inventory in achieving integration in SCM.</p>
6	Course Outcomes	<p>At the completion of the course students should be able to:</p> <p>CO1: To understand the role of Inventory Management in facilitating the day to day Operations in the organization</p> <p>CO2: To equip the students with type of purchasing principles, procedures and systems widely used in Organizations</p> <p>CO3:To make the students understand the key issues in procurement &amp; Lay hands in the new methods of procurement in the organization</p> <p>CO4: Understand inventory costs and importance of safety stock in the Organization</p> <p>CO5:To enrich the students with the knowledge of basic models in Inventory management and its applications in real time environment</p>
7	Course Description	Inventory and warehousing are critical components of domestic and global supply chain management.
8	Outline syllabus	CO Mapping

	Unit A	Procurement	
	A1	Introduction to Procurement , Principles and Strategies of Procurement Strategic Procurement	CO1, CO2
	A2	Procurement and Sourcing Management Procurement Strategies and Sustainable Development	CO2,CO3
	A3	Circular economy and Waste Management	
	Unit B	Purchasing	
	B1	Purchasing Organization, Importance Of Purchasing As A Function	CO2, CO3
	B2	Purchasing Principles, Procedures And Systems	CO1,CO2
	B3	Importance Of Seller-Buyer Relations, Negotiation And Factors Of Negotiation, Codification, Price Analysis, Market structure	CO2,CO3
	Unit C	Sourcing	
	C1	Procurement strategies	CO4, CO5
	C2	Vendor selection & rating, Advantages	
	C3	Risk Sharing & Supply Chain performance, Supplier Selection - Auction & negotiation  Elements & Principle of warehouse design, Significance of warehouse in SCM, MHEs safety & security, Warehouse Management Systems	CO3,CO4  CO3,CO4
	Unit D	Inventory Management & SCM	
	D1	Role, Function & Types	CO4,CO5
	D2	Role of IM in Competitive Strategy	CO3,CO4
	D3	Inventory Cost, Need To Hold Inventory, Uncertainty in Supply Chain, Safety inventory	CO4,CO5
	Unit E	Economic Order Quantity Models	
	E1	Purchasing model with Minimum Waste	CO3, CO5
	E2	Manufacturing model with Minimum Waste Management, Inventory Control Techniques	CO3,CO5 CO4,CO5
	E3	Purchasing models and Role of Information systems in handling Purchasing and Inventory	

	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	1. Supply chain Logistics Management-Bowersox, Closs & Cooper- McGraw Hill, 2 <sup>nd</sup> Indian edition. 2. Sunil Chopra , Peter Meindl, Supply Chain Management, Pearson Education, India, 2014			
	Other References	1, IMPLEMENTING SAP ERP SALES By Glynn C. Williams 2. Global Operations & Logistics – Philippee-Pierre Dornier, John Wiley & Sons Inc.			

POs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
COs										
CO1	3	1	2	1	1	3	3	3	1	3
CO2	3	1	2	1	2	3	3	3	1	3
CO3	3	1	2	2	3	3	3	3	3	3
CO4	3	1	3	3	3	3	3	3	3	3
CO5	3	2	1	1	2	2	3	3	3	3
Avg	3.00	1.20	2.00	1.60	2.20	2.80	3.00	3.00	2.20	3.00

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

School: Business Studies		Batch : 2019-21
Program: MBA		Current Academic Year: 2019-20
Branch: SCM		Semester: III
1	Course Code	MBA
2	Course Title	M-E-Commerce & IT Enabled SCM
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
Course Type		Discipline Specific Elective
5	Course Objective	<p>CO1: To understand the M-E-Commerce and the role of IT in ensuring the customer satisfaction.</p> <p>CO2 : To understand the various concepts that are used in IT in SCM.</p> <p>CO3: To understand how information technology and communication can become an important tool to reach goals of cost reduction and enhance customer experience.</p> <p>CO4: To appreciate the importance of digital technology in achieving integration in SCM.</p> <p>CO5: To understand role of information technology in SCM.</p>
6	Course Outcomes	<p>The course has a basic learning outcome of introducing the business management students with a specialization in SCM to details of International Transportation in global SCM. At the completion of the course students should be able to:</p> <p>CO1: Comprehend with Information communication technology in reference with Supply chain management.</p> <p>CO2: Understand the requirement of technology to reduce the cost and ensure better customer experience.</p> <p>CO3: Map requirement of Information Technology in Supply Chain Strategy.</p> <p>CO4: Interpret role of M-E-Commerce for the development in logistics.</p> <p>CO5: Understand the role of IT to make Green SCM a success and the</p>

		recent development in E-logistics.	
7	Course Description	Information technology and digital instruments are critical components of domestic and global supply chain management. The importance of information and technology to the global economy will increase as firms work to become more sustainable and as the access to capital becomes more difficult. The occurring cost is also one of the big issue. To address these and other issues, the core courses in the discipline emphasis areas that are critical to their understanding and development as SCM professionals.	
8	Outline syllabus		CO Mapping
	<b>Unit A</b>	Basic concept of M-E-Commerce	
	A1	M-E-commerce, Types, Drives and value chain, Challenges faced in M-E-commerce ecosystem	CO1, CO2
	A2	Fraud risk in M- E-commerce, E-payments and their types, Payment gateway and their types	CO1,CO2
	A3	M-commerce, Devices, Internet, operating system, Application software, Concepts, Mobile application interface	
	<b>Unit B</b>	Information and Communication Technology in Logistics	
	B1	Information technology, Role of information Technology in logistics, Role of ICT in logistics,	CO1, CO3
	B2	coordination flows and operational flows, Cost efficiency of Logistics after the IT era	CO2,CO3
	B3	Relevant issues in the search for new technologies	CO3,CO4
	<b>Unit C</b>	IT solution and Green Supply Chain	
	C1	Overview of GSC	CO4, CO5
	C2	Waste management	CO4,CO5
	C3	Recent developments	CO4,CO5
	<b>Unit D</b>	IT and SCM	
	D1	Warehouse Management System and their functions	CO4, CO5
	D2	Transportation Management System and its need	

			CO4,CO5		
	D3	Information system and their types, coordination flow and operation flow, Real time communication, SAP ERP			
	<b>Unit E</b>	Recent development E-logistics			
	E1	Speech recognition, QR Code, Augmented Reality, Artificial Intelligence,			CO4, CO5
	E2	Internet of Things, Mobile strategy for business			CO4,CO5
	E3	Cloud computing, Block chain and SCM			CO5
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	1. Donald J. Bowersox, David J Closs, Logistical Management, TMH 2. Sunil Chopra , Peter Meindl, Supply Chain Management, Pearson Education, India			
	Other References	Safeducate Material 2018			

POs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO4
COs										
CO1	3	2	2	1	2	2	3	3	1	3
CO2	3	1	2	1	2	3	3	3	1	3
CO3	3	2	2	2	3	3	3	3	3	3
CO4	3	1	3	3	3	3	3	3	3	3
CO5	3	2	1	1	2	2	3	3	3	3
Avg	3.00	1.60	2.00	1.60	2.40	2.60	3.00	3.00	2.20	3.00

School: Business Studies		Batch : 2019-21
Program: MBA		Current Academic Year: 2019-20
Branch: SCM		Semester: III
1	Course Code	MBA 292
2	Course Title	Logistics Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Elective
5	Course Objective	<p>1: The course is designed to provide basic knowledge &amp; understanding of Logistics Management.</p> <p>2 : To understand the various concepts that are used in Logistics.</p> <p>3: It further aims to develop students' skills in Logistics Management.</p> <p>4: To understand the importance of digital technology in achieving integration in Logistics.</p> <p>5: To understand application of mathematical tools to solve logistics Problems.</p>
6	Course Outcomes	<p>The course has a basic learning outcome of introducing the business management students with a specialization in SCM to details of Logistics Management. At the completion of the course students should be able to:</p> <p>CO1: Comprehend with Logistics Management.</p> <p>CO2: Understand Logistics concept, Sectors, Growth Factors.</p> <p>CO3: Analyze different Logistics Business Models in Indian and global scenario.</p> <p>CO4: Interpret role of logistics in Supply chain Management.</p> <p>CO5: Develop understanding of logistics network configuration and associated cost &amp; performance</p>
7	Course Description	Logistics Management is critical components of domestic and global supply chain management. The importance of Logistics to the global economy will increase as firms work to become more sustainable and as the access to

		capital becomes more difficult. The occurring cost is also one of the big issue. To address these and other issues, the core courses in the discipline emphasis areas that are critical to their understanding and development as SCM professionals.		
8	Outline syllabus	CO Mapping		
	<b>Unit 1</b>	<b>Introduction</b>		
	A	Inter-Relation Between Supply Chain and Logistics		CO1, CO2
	B	Introduction to Logistics Management		CO2,CO3
	C	Functions & Types of Logistics		CO3
	<b>Unit 2</b>	<b>Transportation</b>		
	A	Transportation		CO1, CO3
	B	Types of Transportation		CO1,CO2
	C	Role and importance of Transportation		CO3
	<b>Unit 3</b>	<b>Reverse Logistics</b>		
	A	Introduction		CO4, CO5
	B	Types of reverse logistics		CO3,CO4
	C	Role and importance of reverse logistics		CO3,CO4
	<b>Unit 4</b>	<b>Role of IT</b>		
	A	Logistics Pipeline Process		CO4, CO5
	B	Role of Information Technology in Logistics		CO2,CO3
	C	Transport Management System		CO3,CO2
	<b>Unit 5</b>	<b>Operational Research</b>		
	A	Operation Research in LSCM Decision Making		CO5, CO5
	B	Logistics Network Configuration		CO3,CO4
	C	Measuring Logistics Cost & Performance		CO4,CO5
	Mode of examination	Theory/Jury/Practical/Viva		
	Weightage	CA	MTE	ETE

	Distribution	30%	20%	50%		
	Text book/s*	1. Safeducate content 2. Logistics Management by Satish C. Ailawadi and Rakesh P. Singh,				
	Other References	Logistics Management by Vinod V. Sople				

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2	PSO3	PSO4
CO1	3	1	2	1	1	2	3	3	1	3
CO2	3	1	2	1	2	1	3	3	1	3
CO3	3	1	2	2	3	3	3	3	3	3
CO4	3	1	3	3	3	2	3	3	3	3
CO5	3	2	1	1	2	1	3	3	3	3
Avg	3.00	1.20	2.00	1.60	2.20	1.80	3.00	3.00	2.20	3.00

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

School: SBS		Batch : 2019-21	
Program: MBA SCM		Current Academic Year: 2019-20	
Branch: SCM		Semester: III	
1	Course Code	MBA 229	
2	Course Title	Operational, Strategic & Implementation issues in SCM	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Elective	
6	Course Objective	To equip the students with basic understanding of Supply chain Operations and implementation challenges in specific sectors. To gain insights into the role of Information technology in facilitating the Supply chain strategic role in optimum utilization of resources.	
7	Course Outcomes	<p>CO1: To understand the strategic role of supplychain in production, purchasing ,Distribution and Sourcing of its operations .</p> <p>CO2: To understand the role of supply chain in Scheduling the operations and its significant role in aggregate planning with focus on Materials Requirement and planning .</p> <p>CO3: To understand the importance of Quality control and inspection in the organization and its significance in Material procurement and planning.To further analyse the role of supply chain in Decision support systems.</p> <p>CO4:To know the importance of Inventory management significance and the role of Vendors in handling inventory. To gain insights into the role of Information technology enabled Supply chain co-ordination and collaborative planning in Organizations.</p> <p>CO5: To enrich the students with Risk handling in Supply chain operations and applications of Software in day to day operations.</p>	
8	Outline syllabus		CO Mapping
	Unit A	<b>Outsourcing: Make versus Buy</b>	
	A 1	Sourcing and purchasing strategy	CO1
	A 2	Production strategy	CO1,CO2

	A 3	Distribution strategy		CO1, CO2
	Unit B	<b>Materials Requirement planning</b>		
	B 1	Master scheduling		CO2,CO3
	B 2	Aggregate planning		CO3
	B 3	Material Requirement Planning,		CO3
	Unit C	<b>Quality control and Inspection</b>		
	C 1	Inspection and quality control		CO3, CO4
	C 2	Types of Contracts in sourcing & purchasing		CO3,CO5
	C 3	Procurement in detail with the current techniques,		CO3,CO5
	Unit D	<b>Supply chain collaboration and Design</b>		
	D 1	Decision support systems		CO3,Co4
	D 2	Role of I.T in Supply chain Co-ordination		CO4
	D 3	Data mining & warehousing		CO4,CO5
	Unit E	<b>Multi-Item Inventory management</b>		
	E 1	Vendor Managed Inventory VMI		CO4, Co3
	E 2	Third Party Logistic Providers		CO4
	E 3	Managing Risk in the supply chain		CO5
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	1. Donald J. Bowersox, David J Closs, Logistical Management, TMH 2. Sunil Chopra , Peter Meindl, Supply Chain Management, Pearson Education, India 3. Janat Shah; Supply Chain Management Text and Cases; Pearson Education 2016		
	Other References	Case studies: 1. Flipkart 2. Samsung Electronics 3. Kodak 4. Dell Computers 5. Indigo and SpiceJet airlines comparison 6. • Mena, C., Terry, L.A., Williams, A. and Ellram, L., 2014. Causes of waste across multi-tier supply networks: Cases in the UK food sector. <i>International Journal of Production Economics</i> , 152, 144-158		

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Pos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
Cos										
CO1	1	2	2	3	2	2	2	2	2	2
CO2	3	2	3	3	2	2	2	2	2	2
CO3	2	1	2	2	3	2	3	2	2	2
CO4	1	3	2	3	2	2	2	3	2	2
CO5	1	2	2	2	2	2	2	3	2	2
Avg	1.60	2.00	2.20	2.60	2.20	2.00	2.20	2.40	2.00	2.00

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

School: Business Studies		Batch : 2019-21	
Program: MBA		Current Academic Year: 2019-20	
Branch: SCM		Semester: III	
1	Course Code	MBA 291	
2	Course Title	Trends in Supply chain management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Elective	
5	Course Objective	<p>1: The course is designed to provide basic knowledge &amp; understanding of the trends in SCM.</p> <p>2 : To understand the various concepts of developments in SCM.</p> <p>3: It further aims to develop students' skills in contemporary developments in the field of logistics.</p> <p>4: To appreciate the importance of coordination and operation flow in SCM.</p> <p>5. To understand the application of lean and agile techniques in supply chain management.</p>	
6	Course Outcomes	<p>At the completion of the course students should be able to:</p> <p>CO1: Discuss various development phases in SCM.</p> <p>CO2: Analyze the contemporary development in SCM.</p> <p>CO3:Discuss the key issues in SCM and their pattern.</p> <p>CO4: Understand technological costs and importance of technology in development of SCM.</p> <p>CO5: Describe the basic developmental models in SCM.</p>	
7	Course Description	Development is critical components of domestic and global SCM.	
8	Outline syllabus		CO Mapping
	Unit 1	Warehousing Types	
	A	Vendor Managed Inventory	CO1, CO2
	B	Cross-docking	CO2,CO3

	C	Robotics in warehousing			
	Unit 2	IT and SCM			
	A	Augmented Reality, Artificial Intelligence,			CO1, CO3
	B	Internet of Things			CO2,CO3
	C	Cloud computing			CO3,CO4
	Unit 3	Digitization			
	A	Digitization in Supply Chain			CO4, CO5
	B	Evolution of Digital Supply Chain			CO3,CO4
	C	Autonomous Delivery Vehicles			CO4,CO3
	Unit 4	Infrastructure & SCM			
	A	Logistics in the Global Environment			CO4,CO5
	B	Competitive Strategy			CO2,CO3
	C	Logistics Outsourcing			CO3,CO4
	Unit 5	Strategies in SCM			
	A	Lean & Agile Supply Chain			CO4, CO5
	B	Business process re-engineer			CO3,CO4
	C	3PL, 4PL			CO4,CO5
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	1.Supply Chain Management: Processes, Partnerships, Performance, Douglas M. Lambert (ed).2 <sup>nd</sup> Edition, 2005			
	Other References	1..Sunil Chopra , Peter Meindl, Supply Chain Management, Pearson Education, India 2013 2.Project Management: A Systems Approach to Planning, Scheduling and Controlling, 10ed, by Harold Kerzner, Wiley Publications			

POs	PO1	PO2	PO3	PO4	PO5	PO6	PSO	PSO2	PSO3	PSO4
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COs							1			
CO1	3	1	2	1	1	3	3	3	1	3
CO2	3	1	2	1	2	3	3	3	1	3
CO3	3	1	2	2	3	3	3	3	3	3
CO4	3	1	3	3	3	3	3	3	3	3
CO5	3	2	1	1	2	2	3	3	3	3
Avg	3.00	1.20	2.00	1.60	2.20	2.80	3.00	3.00	2.20	3.00

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

School: Business Studies		Batch : 2019-21
Program: MBA		Current Academic Year: 2019-20
Branch: SCM		Semester: III
1	Course Code	MBA 293
2	Course Title	Project Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Elective
5	Course Objective	<p>1: The course is designed to provide basic knowledge &amp; understanding of Project Management, and the advantages and limitations of implementing such systems.</p> <p>2 : To understand the various concepts of Project management.</p> <p>3: It further aims to develop students' skills in Project management and its techniques.</p> <p>4: To appreciate the importance of various techniques in Project Management.</p> <p>5: To understand importance of risk management in project.</p>
6	Course Outcomes	<p>At the completion of the course students should be able to:</p> <p>CO1: Discuss importance of Project Management.</p> <p>CO2: Analyze the techniques of Project Management.</p> <p>CO3: Look into the key issues while implementing a new project.</p> <p>CO4: Understand the techniques to calculate the Project duration.</p> <p>CO5: To develop the network construction and monitoring to ensure the timely closure of the project.</p>
7	Course Description	<p>Project Management is the critical components to reduce the cost and ensure the completion of the work in defined timeline and provides systematic and thorough introduction to all aspects of project management. Projects are an increasingly important aspect of modern business. Therefore, the course underlines the importance of understanding the relation between projects and the strategic goals of the organization.</p>

8	Outline syllabus			CO Mapping
	Unit A	Introduction to Project Management		
	A1	Defining “project management”		CO1, CO2
	A2	Exploring opportunities in the project management field		CO2,CO3
	A3	Developing project management skills, Categorization different types of projects		CO2
	Unit B	Project Planning		
	B1	Project Planning, Need of Project Planning,		CO1, CO3
	B2	Project Life Cycle,		CO1,CO2
	B3	Roles, Responsibility and Team Work, Work Breakdown Structure (WBS)		CO2,CO3
	Unit C	Organisational Structure and Organisational Issues:		
	C1	Introduction, Concept of Organisational Structure		CO4, CO5
	C2	Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager,		CO3,CO4
	C3	Leadership Styles for Project Managers, Conflict Resolution,		CO2,CO3
	Unit D	PERT and CPM:		
	D1	Introduction,		CO3, CO4
	D2	Development of Project Network		CO2,CO3
	D3	Determination of the Critical Path, PERT Model,		CO3,CO4
	Unit E	Project Risk Management:		
	E1	Introduction, Risk, Risk Management		CO4, CO5
	E2	Role of Risk Management in Overall Project Management		CO3,CO4
	E3	Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks		CO2,CO3
	Mode of examination	Theory/Jury/Practical/Viva		
	Weightage	CA	MTE	ETE

	Distribution	30%	20%	50%	
	Text book/s*	1..Sunil Chopra , Peter Meindl, Supply Chain Management, Pearson Education, India 2013 2.Project Management: A Systems Approach to Planning, Scheduling and Controlling, 10ed, by Harold Kerzner, Wiley Publications			
	Other References	1. Projects: Planning, Analysis, Selection, Financing, Implementation, and Review by Prasanna Chandra, Mc Graw Hill, 8 <sup>th</sup> Edition,			

POs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	1	2	1	1	3	3	3	1	3
CO2	3	1	2	1	2	3	3	3	1	3
CO3	3	1	2	2	3	3	3	3	3	3
CO4	3	1	3	3	3	3	3	3	3	3
CO5	3	2	1	1	2	2	3	3	3	3
Avg	3.00	1.20	2.00	1.60	2.20	2.80	3.00	3.00	2.20	3.00

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

School:		Batch : 2019-21
Program:		Current Academic Year: 2019-20
Branch:		Semester: III
1	Course Code	MBA 272
2	Course Title	Supply Chain Dynamics & E-Commerce
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Elective
5	Course Objective	<p>The course aims:</p> <ol style="list-style-type: none"> <li>1.To Understand The Role Of Supply Chain Management In E-Commerce Practices And Identify The Problems Occurring In Creating And Maintaining a Supply Chain management System for E-Commerce Industry.</li> <li>2. To Understand The Effect Of Supply Chain Agility In The Face Of Rapid Changes Managing Complexity And Rapid Change</li> <li>3. Streamlining Supply chain Operations By Using Technology</li> </ol>
6	Course Outcomes	<ul style="list-style-type: none"> <li>• CO1: Be able to manage the operational aspects of supply chain in e commerce environment in a medium enterprise.</li> <li>• CO2: Will be Capable to formulate and execute logistics plans in hyper local environment in e retail</li> <li>• CO3: Capable of training and executing online research and development</li> <li>• CO4: To equip the students with the knowledge and innovations in the area of e-commerce and Supply chain operations</li> <li>• CO5: To enrich the students with Research and Development in the area of Supply chain and E-commerce sector</li> </ul>
7	Course Description	Supply chain management includes Business process From Manufacturing operations, Purchasing, Transportation, and Physical distribution to end user. Application of various technologies like AI, additive manufacturing, Internet of thing etc. Applications of ERP, MRP, CRM, SRM, E-procurement, E-Disposal. Minimized delay, cost

		reduction, waste elimination, customer satisfactions, Retail chain, warehousing, supply chain strategies, outsourcing etc.	
8	Outline syllabus		CO Mapping
	Unit A	Introduction to Supply Chain Dynamics	
	A1	Introduction, Basic Principles And Structure Model Of Supply chain Management Under E-Commerce Environment	CO1
	A2	The Advantages Of Supply Chain Management Under E-Commerce Environment	CO1
	A3	Main Question Of Enterprise Supply Chain Management Under E-Commerce Environment	CO1
	Unit B	Solution Of Supply Chain Management Under Ecommerce environment	
	B1	The impact of e-commerce on supply chain relationships	CO3
	B2	The nature of the e-commerce environment	CO3
	B3	E payment modes, architecture, facilities and security concerns	CO3
	Unit C	E procurement and processes	
	C1	Global out sourcing Collaboration and competition	CO2
	C2	Suppliers management Japanese concepts of suppliers management vis a vis Indian , Western concepts	CO2
	C3	Leveraging E commerce for enhancing productivity and profitability of legacy stores and un organiaed rural markets.	CO2, CO3
	Unit D	The Hidden Key to e-Commerce Success	
	D1	The e-Fulfillment Opportunity, The Logistics of Consumer-Direct Fulfillment	CO4
	D2	Technological Framework for e-Commerce	CO4
	D3	Case-study. Business Example	CO4
	Unit E	Integration Of E-Commerce	
	E1	Integration of E-commerce and Supply Chain	CO2,CO3

		Management,			
	E2	The Scope of E-commerce Application: Business Examples			CO2,CO5
	E3	Case Study & Live Project on the Scope of E-commerce Application: Business Examples			CO2,CO5
	Mode of examination	50% Continuous Assessment and 50% External			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	<p>1..Sunil Chopra , Peter Meindl, Supply Chain Management, Pearson Education, India 2013</p> <p>2.Project Management: A Systems Approach to Planning, Scheduling and Controlling, 10ed, by Harold Kerzner, Wiley Publications 2012</p>			
	Other References	<p>Supply Chain Management: Processes, Partnerships, Performance, Douglas M. Lambert (ed).2<sup>nd</sup> Edition, 2005</p> <p>Selected case studies: Air India, Thomas Cook, UPS , DHL etc</p>			

Pos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	2	3	2	2	2	2	3	3
CO2	3	2	3	3	2	2	2	2	2	3
CO3	2	2	2	2	3	2	3	2	3	3
CO4	2	2	2	3	2	2	2	3	3	3
CO5	2	2	3	2	2	3	2	2	2	2
Avg	2.00	2.00	2.40	2.60	2.20	2.20	2.20	2.20	2.60	2.80

School: SBS		Batch :2019-21	
Program: MBA		Current Academic Year: 2019-20	
Branch:		Semester: IV	
1	Course Code	MBA 230	
2	Course Title	Recent Trends in Supply chain management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Elective	
5	Course Objective	<p>This course introduces the benchmarking parameters for efficient and highly profitable supply chains will be developed for future managers.</p> <p>This course will help students to develop concepts of extended enterprise, outsourcing practices and supply chain reengineering</p> <p>This course will lead students to implement effective Vendor Managed Inventory system for supply chain efficiency</p> <p>The course would expose the students to Use technology to enhance logistics and supply chain management practices for improved efficiency</p>	
6	Course Outcomes	<p>CO1: The student will be able to describe alternative ways to organize for supply chain management.</p> <p>CO2: The student will be able to demonstrate detailed knowledge and understanding of specialised areas pertaining to different supply chain functions</p> <p>CO3: The student will be able to prepare an effective plan supply chain inventory requirement.</p> <p>CO4: The student will be able to align the management of a supply chain with corporate goals and strategies.</p> <p>CO5: The student will be able to evaluate and manage supply chain.</p>	
7	Course Description	<p>Supply chain management has evolved from manual, logistics- and mechanization-focused optimization to modern, digital, and automated integration and coordination of all supply chain elements. It plays a vital role in addressing the growing complexity of today's global supply chains. Primarily, it facilitates and optimizes the flow of products, information, and finances, allowing companies to create better relationship value and improve overall business efficiency.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Lean and Agile SCM	
	A	Lean, agile supply chain strategies	CO1, CO2
	B	Extended Enterprise concepts	CO1, CO2
	C	Integration of supply chain	CO1, CO2,CO4

	Unit 2	Role of IT in SCM			
	A	Re-engineering the supply chain and coordination			CO1,
	B	E-procurement			CO1, CO3
	C	E-commerce, Project work for 3 <sup>rd</sup> party web-based purchasing hubs			CO2
	Unit 3	Green SCM			
	A	Green supply chain management			CO4,CO5
	B	Business ethics and values			CO4,CO5
	C	Sustainability, Industrial visits			CO4,CO5
	Unit 4	CPFR			
	A	Vendor managed inventory			CO2,CO5
	B	Collaborative planning, forecasting and replenishment (CPFR) in industrial setting,			CO2,CO5
	C	Industrial project on IT infrastructure need for CPFR			CO2,CO3
	Unit 5	Outsourcing			
	A	Outsourcing supply chain operations			CO4,CO5
	B	Postponement decision flexibility of supply chain			CO4,CO5
	C	Mass customization			CO4
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	1. Supply Chain Management: Processes, Partnerships, Performance, Douglas M. Lambert (ed).2 <sup>nd</sup> Edition, 2005			
	Other References	1..Sunil Chopra , Peter Meindl, Supply Chain Management, Pearson Education, India 2013 2.Project Management: A Systems Approach to Planning, Scheduling and Controlling, 10ed, by Harold Kerzner, Wiley Publications			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	2	1	2	2	1	1	1	1
CO2	2	3	2	1	1	2	2	2	2	2
CO3	2	3	2	2	1	2	3	2	1	3
CO4	2	2	2	2	3	3	2	2	2	2
CO5	1	3	2	1	2	2	2	2	2	2
Avg	1.60	2.60	2.00	1.40	1.80	2.20	2.00	1.80	1.60	1.60

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: Business Studies</b>		<b>Batch : 2019-21</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2019-20</b>
<b>Branch: SCM</b>		<b>Semester: IV</b>
1	Course Code	
2	Course Title	<b>Contract Management Tax</b>
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Elective
5	Course Objective	<p>This course is designed to help students to :</p> <ol style="list-style-type: none"> <li>1. Understand the role of contracts management and acquire the knowledge of advanced concepts of contracts in SCM.</li> <li>2. Understand current practices, issues and trends in the field of agreement and contract.</li> <li>3. Comprehend in modern demand of contracts.</li> <li>4. Understand Solicitation issues in contract management.</li> <li>5. Understand Contract Terms and Arbitration act.</li> </ol>
6	Course Outcomes	<p>The course has a basic learning outcome of introducing the business management students with a SCM to the fundamentals of contract management. At the completion of the course students should be able to:</p> <p>CO1: Understand agreements and contracts as a important instrument in system.</p> <p>CO2: Deals with agreements, contracts, negotiations, price, terms of payments, bank guarantees, letter of credits, taxes and duties.</p> <p>CO3: Understand the requirement of current demand of contract management.</p> <p>CO4: Understand solicitation issues in Contract Management.</p> <p>CO5: Comprehend with Contract terms and Attribution Act</p>
7	Course Description	Contracts are fundamental to all business activities and relationships. This course will help students to understand contract management processes; give the confidence to develop new contracts; and help to build successful

		relationships to implement contracts effectively.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Introduction, format of Bank guarantees, principles, advantages and disadvantages,	CO1,CO2
	B	Parties to a contract, Components of a valid contract, Negotiation skills and techniques	CO1,CO2
	C	Contract types, legal aspect of contract management	CO2
	<b>Unit 2</b>		
	A	Interpretation and definition, Scope and specifications, Price, Terms of payment	CO1, CO2
	B	price variance, taxes and duties, Export license, Defaults and liquidated damages,	CO1,CO3
	C	Inspection and acceptance, shipment warranty, Patents and copyrights, Indemnities, spares, options, assignments, termination	
	<b>Unit 3</b>		
	A	Planning, Contract Management Team, Communications Plan, Planning for Contract Content, Information Security;	CO3,CO5
	B	Access to Electronic and Information Resources, Record Retention, Four-corner contract	CO2,CO3
	C	Verbal and written contract, Essential element of a contract, contract compliance/ governance, Contract Risk Management	CO1,CO2
	<b>Unit 4</b>		
	A	Preparing the Solicitation, Publication of the Solicitation , Advertising, Solicitation Announcements, Communication with Respondents, Solicitation Submission and Opening	CO3,CO4
	B	Discharge of contracts, Void agreement, Contract management in purchasing and procurement, strategies in purchasing and procurement contract,	CO3,CO4
	C	Contract killing, agreement to kill (not a contract)	CO3,CO4
	<b>Unit 5</b>		

	A	Introduction, Arbitration act, salient feature of the arbitration act, differences between arbitration act 1940 and 1996, conciliation			CO4,CO5
	B	Contract Terms : Scope of Work,Breach of Contract Claims, Best Value Invitation for Bids (IFB), Group Purchasing Organization (GPO),			CO4,CO5
	C	Request For Information (RFI), Request for Proposal (RFP), Request for Qualifications (RFQ), Contract life cycle management			CO4,CO5
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Contracts and their Management by B S Ramaswamy			
	Other References	1. Contract Management by Sammons Peter 2 .Safeducate Content			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO4
CO1	3	1	2	1	1	3	3	3	1	3
CO2	3	1	2	1	2	3	3	3	1	3
CO3	3	1	2	2	3	3	3	3	3	3
CO4	3	1	3	3	3	3	3	3	3	3
CO5	3	2	1	1	2	2	3	3	3	3
Avg	3.00	1.20	2.00	1.60	2.20	2.80	3.00	3.00	2.20	3.00

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SBS</b>		<b>Batch : 2019-21</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2019-20</b>
<b>Branch:SCM</b>		<b>Semester: IV</b>
1	Course Code	MBA 271
2	Course Title	International Transportation and Logistics
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Elective
5	Course Objective	<p>1. To provide Domain knowledge of International Transportation Modes and its role in overall economic growth of the Nation</p> <p>2. To equip the students with Knowledge of Disruptive Innovations in the area of Sustainable Transportation</p> <p>3. To train the students with Domain knowledge and expertise in the area of International Transportation and Logistics</p> <p>4. To provide insights and overview of International transportation and logistics in the development of the region and transformation of the economy</p>
6	Course Outcomes	<p>CO1:To gain thorough knowledge of International Transportation and Logistics and its applications in the development of the region and Nation</p> <p>CO2:To provide insights into the emerging trends and technological advancements in the domain area of International Transportation and Logistics</p> <p>CO3: To analyze the growing importance of International Transportation and Logistics as a engine of growth to allied sectors in the Economy</p> <p>CO4: To pave the way for Sustainable Transportation in the region with focus on Infrastructure development for benefit of all the Sectors in the economy.</p> <p>CO5: To equip the students with the know-how in Transportation Infrastructure management and its role in Nation development</p>

7	Course Description	The course aims to provide a holistic view of International Transportation and Logistics role in the economic growth of a Nation. The various emerging Disruptive technologies and its role in enhancing the growth of International Transportation connecting Inter-states and regions across the Nation. The course highlights the emerging trends and the role of Information technology in facilitating the growth of International Transportation and Logistics for economic growth of the Nation.	
8	Outline syllabus		CO Mapping
	<b>Unit A</b>	Introduction to International Transportation	
	A1	International Transport systems Significance of Transport Services, Transportation Modes	CO1, CO2
	A2	Modes: Road Transport, Rail Transport, Maritime transport, Air transport, Trans Continental bridges	CO2
	A3	Transport Corridors, Intermodal transportation	CO2
	<b>Unit B</b>	Globalization and Transportation	
	B1	GIS for Transportation Transport & Location Future Transportation	CO1
	B2	Globalization and International logistics,	CO2,
	B3	International logistics & Freight Distribution	CO2
	<b>Unit C</b>	International Logistics Planning	
	C1	International Logistics Safety Issues - Role of WTO	CO2
	C2	International Logistics Planning	CO3
	C3	International Logistics and commercial geography	CO3
	<b>Unit D</b>	Information Systems in Logistics	
	D1	Logistical Information systems	CO3
	D2	Integrated I.T solutions for Logistics & supply chain management	CO4
	D3	Emerging trends in Logistics and Supply chain management	CO4
	<b>Unit E</b>	Containerization	
	E1	Containerization & its advantage in International Logistics	CO3,CO5

	E2	Out-sourcing , 3 <sup>rd</sup> Party Logistics , 4 <sup>th</sup> Party Logistics			CO3
	E3	Logistics and Supply chain relationship management			CO5
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	1) Logistics Management by Ganapathi & Nandi, Oxford Publishing 2015			
	Other References	1) International Trade logistics by Ram Singh, Oxford Publishing, 2015 2) Handbook of Ocean Container Transport Logistics by Chung Yee-Lee, Qiang Meng Editors, 2016 , Springer			

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

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SBS</b>		<b>Batch : 2019-21</b>
<b>Program: MBA SCM</b>		<b>Current Academic Year: 2019-20</b>
<b>Branch: - SCM</b>		<b>Semester: IV</b>
1	Course Code	MBA 228
2	Course Title	Logistics Management, Application & Cases
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Discipline Specific Elective
6	Course Objective	To acquaint the students with the role and importance of Logistic Management in industry applications and to make students understand various concepts and applications related to transportation, inventory management, distribution with importance of Information Technology in logistic management
7	Course Outcomes	<p>CO1: To understand basic functions of logistic and its transformation to supply chain over few decades. To analyse its contribution to customer service across value chain.</p> <p>CO2: To understand role of logistic management in inventory, handling of cycle stock and determination of safety stock.</p> <p>CO3: To be aware of drivers of transportation, various mode of transportation, selecting appropriate mode of transportation based on total cost concept. Understanding basics of consolidation, break bulk and milk run in transportation.</p> <p>CO4: To understand role of logistics in network design, ware house management system and significance of material handling equipments.</p> <p>CO5: To understand and analyse growing importance of vendor managed inventory, cross docking facilities, third party logistics, reverse logistics prevalent in industries and role of logistic management in handling uncertain situations.</p>
8	Outline syllabus	CO

		Mapping	
	Unit A	Introduction to logistics	
	A 1	Concepts and functions of logistics	CO1
	A 2	Enablers of supply chain performance	CO1,CO2
	A 3	Customer service, order processing	CO1, CO2
	Unit B	Outsourcing / Inventory Management	
	B 1	Outsourcing: Make versus Buy	CO2, CO3
	B 2	Types of inventory, inventory costs	CO2
	B 3	Managing cycle stock and safety stock	CO2
	Unit C	Transportation and distribution	
	C 1	Importance of transportation in logistics - including multimodal transportation	CO3
	C 2	Freight transport and distribution – Consolidation, Break Bulk, Milk Runs, etc.,	CO3
	C 3	Vehicle scheduling	CO3
	Unit D	Logistics Network and role of IT	
	D 1	Network design and operations: facility location;	CO3,Co4
	D 2	Warehousing and material Handling Equipments	CO4
	D 3	Role of IT in logistics network	CO4
	Unit E	Latest trends in logistics	
	E 1	Importance of reverse logistics;	CO4, Co3
	E 2	Concept of postponement – product differentiation	CO4

	E 3	Vendor Managed Inventory (VMI):  Emergence of Third-Party Logistics Provider (3PL);  Cross docking;			CO4, CO5
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	<ul style="list-style-type: none"> <li>• Janat Shaw, Supply Chain management: Text and Cases, Pearson, Delhi</li> <li>• Supply chain management ,Strategy Planning and Operation , by Sunil Chopra and Peter Meindl, Third edition</li> </ul>			
	Other References	<ul style="list-style-type: none"> <li>• Raghuram, Logistics And Supply Chain Management: Cases and concepts,</li> <li>• Ronald H. Ballou, Business Logistics / Supply Chain Management, Pearson.</li> <li>• Cases:</li> <li>• Walmart's : Sustainability Strategy</li> <li>• Samsung electronics and Nokia Distribution Strategy</li> <li>• Amazon and Flipkart Supply chain solutions</li> <li>• Alibaba Logistics and Supply chain model</li> <li>• GATI Model of Logistics and Distribution strategy</li> </ul>			

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

CO1	1	2	2	1	2	2	1	1	1	1
CO2	2	3	2	1	1	2	2	2	2	2
CO3	2	3	2	2	1	2	3	2	1	3
CO4	2	2	2	2	3	3	2	2	2	2
CO5	1	3	2	1	2	2	2	2	2	2
Avg	1.60	2.60	2.00	1.40	1.80	2.20	2.00	1.80	1.60	1.60

**.List of Discipline Specific Courses (DSCs) of HCHA**

Sr No.	Semester	Course
1	I	Introduction to Hospital and Healthcare Management
2	II	Introduction to Epidemiology
3	II	Quality Management in Healthcare
4	III	Hospital Management Information System
5	III	Health Policy and healthcare care Delivery System
6	III	Hospital Waste Management
7	III	Management of Clinical Services
8	III	Management of Hospital Support Services
9	III	Hospital Training
10	IV	Hospital Planning and Designing
11	IV	Hospital Accreditation Systems
12	IV	Material & Equipment Management in hospitals
13	IV	National health programmes

MBA HCHA SEMESTER I

<b>School: SBS</b>		<b>Batch : 2019-21</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2019-20</b>
<b>Branch: HCHA</b>		<b>Semester: I</b>
1	Course Code	MBA 302
2	Course Title	INTRODUCTION TO HOSPITAL AND HEALTHCARE MANAGEMENT
3	Credits	03
4	Contact Hours(L-T-P)	3-0-0
	Course Type	DSC
5	Course Objective	The main objective of this course is to enhance the basic knowledge of medical terms . It will focus on all major systems in the body and be able to discuss implications for disease and disability. It will also introduce students from multiple disciplines to the fundamental characteristics of health care systems and hospital management concepts.
6	Course Outcomes	CO1: To define and describe the normal function of the different body systems, medical terms for the purpose of medical audits and other review systems.  CO2: The student will be able to Understand the development and preconditions of health care services in India.  CO3: The student will be able to illustrate problem solving and leadership skill in healthcare sector.  CO4: The student will be able to Analyze the structure and interdependence of healthcare system elements.  CO5:The students will be able to evaluate the importance of health education and communication .
7	Course Description	This course will introduce to the basic knowledge of various aspects of Health Care Industry. After the successful completion of the course student will be familiar with the scope and functions of Healthcare management.

		This course is related to medical terminology, health care systems, hospital networks and administration of hospitals. To provide the students a basic insight into the main features of Indian health care delivery system and how it compares with the other systems of the world.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction To Medical Terminology</b>	
	A	Introduction to medical terminology, prefixes ,suffixes, Word formation, Basic Anatomical Terms and abnormal conditions	CO1
	B	Basics of Medical Transcription, HIPAA	CO1, CO2
	C	Quality in Medical Transcription	CO2
	<b>Unit 2</b>	<b>Body systems</b>	
	A	Cardiovascular system ,Gastrointestinal tract, Respiratory tract,	CO1.CO2
	B	Nervous System, Five Senses,	CO1, CO2
	C	Musculoskeletal system, Renal system	CO1.CO2
	<b>Unit 3</b>	<b>Fundamentals of Healthcare Management</b>	
	A	Health sector Planning & Management	CO1
	B	Indian and Global Healthcare Industry-value chain, segments	CO2
	C	Health Systems in India, healthcare of the community, Nutrition & Health	CO1
	<b>Unit 4</b>	<b>Fundamentals of Hospital Administration</b>	
	A	Hospital based healthcare and its changing scenario: Changing Role and History,	CO1, CO2
	B	Hospital as a social system, Classification of Hospital, functions of hospital, Hospital & Community.	CO2
	C	Patient rights & responsibility, Patient related schemes, Feedback system, Hospital utilisation statistics, Hospital Committee, Standard Operating Procedures, Flow charts	CO3
	<b>Unit 5</b>	<b>Health Communication</b>	
	A	Communication Process, Types of communication, Functions of health communication	CO2, CO3

	B	Health Education: Objectives, approach, models			CO4,CO5
	C	Principles of Health educations, Practices of health Education			CO3, CO4
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s	Principles of Management by Tripathi & Reddy Principles of Hospital Administration & Planning by B M Sakharkar, Preventive & Social Medicine by K Park, Management by VSP Rao Excel Publications.			
	Other References				

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	2	2	2	3	3	3	3
CO2	2	2	1	2	2	2	3	2	2	2
CO3	2	2	1	2	2	1	2	2	2	2
CO4	2	1	2	1	2	1	2	2	2	2
CO5	2	2	1	1	1	1	2	2	2	2
Average	2.00	1.80	1.40	1.60	1.80	1.40	2.40	2.20	2.20	2.20

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

SEMESTER II

<b>School: SBS</b>		<b>Batch : 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2019-20</b>	
<b>Branch: HCHA</b>		<b>Semester: II</b>	
1	Course Code		
2	Course Title	Introduction to Epidemiology	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DSC	
5	Course Objective	<p>1. To become familiar with epidemiology terminology, outcome measures and study design.</p> <p>2. To appreciate application of epidemiology to subfields (Eg. Infectious disease, reproductive health, genetics)</p> <p>3. To apply principles of epidemiology and biostatistics in the prevention of disease and improvement of health.</p> <p>4. To Combine appropriate epidemiological concepts and statistical methods.</p>	
6	Course Outcomes	<p>CO1: The student will be able to define the purpose &amp; goals of epidemiology.</p> <p>CO2: The student will be able explain the determinants of health and causation of disease.</p> <p>CO3: The student will be able to apply epidemiological principles in quarantine health research.</p> <p>CO4: The student will be able to analyse data of epidemiological studies using common statistical methods for inference.</p> <p>CO5: The student will be able to evaluate measures of disease occurrence and correlates in populations</p>	
7	Course Description	Introduces basic epidemiological and bio statistical principles, concepts, and procedures for the surveillance and investigation of health-related states or events. Introduces collecting data and 300analysing disease incidence and prevalence to provide analyses leading to effective interventions and preventions.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Basics of Epidemiology</b>	
	A	Definition and scope of epidemiology, Achievements of epidemiological studies	CO1
	B	Definitions of health and disease, Measures of disease frequency	CO1,CO2
	C	Health Indicators	CO1, CO2, CO4
	<b>Unit 2</b>	<b>Epidemiological Studies</b>	

	A	Observational Epidemiology	CO2, CO3, CO4	
	B	Experimental Epidemiology	CO2, CO3, CO4	
	C	Potential Errors in Epidemiological Studies	CO2	
	<b>Unit 3</b>	<b>Infectious Disease Epidemiology</b>		
	A	Dynamics of Disease Transmission	CO1, CO2	
	B	Concept of cause, factors in causation, establishing the cause of a disease	CO2, CO4	
	C	Risk difference, attributable fraction (exposed) population attributable risk, risk ratio	CO3, CO4	
	<b>Unit 4</b>	<b>Application of epidemiological Principles</b>		
	A	Epidemiology and prevention: introduction, levels of prevention, surveillance & screening	CO2, CO3	
	B	Communicable diseases epidemiology, Non communicable epidemiology	CO2, CO3	
	C	Environmental and Occupational epidemiology Epidemiology	CO1, CO2	
	<b>Unit 5</b>	<b>Basics of Biostatistics</b>		
	A	Definition & functions, application and uses of biostatistics as a science, collection of data	CO1, CO2	
	B	Frequency distribution, Measures of central tendency, Measures of variability, probability	CO1, CO5	
	C	Normal distribution Estimation Relationship between two variables	CO4, CO5	
	Mode of examination	Theory/Jury/Practical/Viva		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	Parks Text Book of Preventive & Social Medicine, by K Park		
	Other References			

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	-	3	2	1	1
CO2	1	2	2	1	1	-	2	1	2	1
CO3	1	2	2	1	1	1	2	2	1	1
CO4	2	2	1	1	2	1	2	2	2	2
CO5	1	1	1	1	2	1	2	2	2	2
Average	1.40	1.60	1.60	1.00	1.40	1.00	2.20	1.80	1.60	1.40



<b>School:</b>		<b>School of Business Studies</b>	<b>Batch : 2019-21</b>
<b>Program:</b>		<b>MBA HCHA</b>	<b>Current Academic Year: 2019-20</b>
<b>Branch:</b>		<b>Semester:II</b>	
1	Course Code		
2	Course Title	Quality management in Healthcare	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DSC	
5	Course Objective	<p>The purpose of this course is to enable students to :</p> <ol style="list-style-type: none"> <li>1. Acquaint them about fundamental aspects of quality in healthcare .</li> <li>2. Understand the meaning and importance of patient safety .</li> <li>3. Prepare them to understand the insurance sector with regards to healthcare.</li> <li>4. Deepen their understanding for the various methods in quality and the different schools of thoughts with regards to quality in healthcare.</li> </ol>	
6	Course Outcomes	<p>CO1: To identify the need for quality in healthcare management  CO2: To explain the concept of quality in healthcare and the various concepts by which it can be achieved .  CO3: To develop an understanding about patient safety  CO4: To analyse the improvements in quality in the healthcare sector  CO5:To evaluate the quality management in different departments in a hospital</p>	
7	Course Description	The course covers all aspects of quality in healthcare like quality assurance ,clinical audits ,TQM ,quality circles , continuous quality management .It also covers in great details health insurance and patient safety ..	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Fundamentals of Quality</b>	
	A	Dimensions Of Quality in Healthcare, Evolution of Concept of quality	CO1, CO2,CO3
	B	Basic concepts in quality management, Principles of Quality management Leadership, Team Work, Communication	CO1
	C	International and Indian Scenario, Cost Of Quality	CO2 ,CO3
	<b>Unit 2</b>	<b>Improvement of Quality services in hospitals</b>	
	A	improvement of Quality in healthcare: Different approaches	CO1 ,CO2,CO4
	B	Tools and Techniques in quality Cost of quality ,quality assurance , quality control ,	CO1, CO2 ,CO3

	C	continuous quality improvement ,TQM , Standards in quality , benchmarking Evaluation Of Performance	CO2 ,CO3
	<b>Unit 3</b>	<b>Quality Management in hospitals</b>	
	A	Stautory Complaine in hospital, PSMP	CO2 ,CO3
	B	Equipment Management Programme, Infection control Programme	CO1 , CO2
	C	Training Programme, Rights & Responsibility of patient, patient information and education programme.	CO1,CO2 , CO3
	<b>Unit 4</b>	<b>Quality management at Departmental level</b>	
	A	Clinical Services	CO2 ,CO3,CO5
	B	Non Clinical Services	CO2,CO3,C O5
	C	Support Services	CO1,CO2 CO4 ,CO5
	<b>Unit 5</b>	<b>Patient safety</b>	
	A	Patient safety movement ,global perspective on patient safety	CO1 ,CO2 ,CO3
	B	Patient safety guidelines , Healthcare error , Patient safety and technology	CO2 ,CO3
	C	Patient safety goals, Establishing Criteria for Diagnosis, Investigations and Treatment	CO2 ,CO3
	Mode of examination	Theory/Jury/Practical/Viva	
	Weightage Distribution	CA 30%	MTE 20%
			ETE 50%
	Text book/s*	<ul style="list-style-type: none"> <li>Quality management in Hospitals by SK Joshi</li> <li>Insurance Industry in India: Features, Reforms &amp; Outlook Hardcover by <u>Uma Narang</u></li> </ul>	
	Other References	NA	

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	2	2	1	3	3	2	1
CO2	3	2	2	2	2	1	3	2	2	2
CO3	3	2	2	2	2	1	2	2	2	2
CO4	3	2	2	1	2	1	2	2	2	2
CO5	3	3	2	1	1	1	3	2	2	2
Average	3.00	2.20	2.00	1.60	1.80	1.00	2.60	2.20	2.00	1.80

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### SEMESTER III

<b>School:</b>		<b>School Of Business Studies</b>	<b>Batch : 2019-21</b>
<b>Program:</b>		<b>MBA HCHA</b>	<b>Current Academic Year: 2020-21</b>
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	MBA171	
2	Course Title	Health policy and healthcare delivery system	
3	Credits		
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DSC	
5	Course Objective	<ol style="list-style-type: none"> <li>1. The course aim is to introduce the students to the structure and functions of the Indian health care system.</li> <li>2. To apprise students with our public health policy and community health initiatives for understanding of healthcare services, government agencies</li> </ol>	
6	Course Outcomes	<p>CO1: The student will be able to describe the healthcare system in India and the various health programmes and policies in healthcare</p> <p>CO2: The student will be able to understand about basics of healthcare , Public Policy ,delivery of care and Health Systems Development</p> <p>CO3: The student will be able to discover transitions, role of government in public health and Current status of communicable and non-communicable disease</p> <p>CO4: The student will be able to analyse healthcare agenda for Indian government , challenges in healthcare and the various health policies and Programmes</p> <p>CO5: The student will be able to evaluate the challenges in healthcare</p>	
7	Course Description	<p>On successful completion of this module students will be able to identify the major components of the Indian Health Care System and discuss the way they interrelate to each other. They will understand understand the basic concepts of public healthcare delivery .The students will be able to appreciate the health problems across nations and also the issues concerning population growth and reproductive and child health. They will understand the national health policy of India .</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Healthcare System</b>	
	A	Definition of community, health, community health , health systems and health services and basics of healthcare	CO1,CO2
	B	Determinants of health , natural history of disease	C02
	C	Overview of the Indian health care system	C04
	<b>Unit 2</b>	<b>Public healthcare delivery</b>	
	A	Role of government in public health	CO3

	B	National Rural Health Mission	CO1,CO2,C O4
	C	National Urban Health Mission	CO1,CO2,C O4
	<b>Unit 3</b>	<b>Public Policy and Health Systems Development</b>	
	A	Steps to accelerate development towards sustainable development goals	CO2
	B	National Health policy(NHP)	CO1,CO2 ,CO4
	C	Problems of population growth, Reproductive and child health	CO4
	<b>Unit 4</b>	<b>Disease status and Public health policy</b>	
	A	Transitions , Current status of communicable and non-communicable disease	CO3
	B	National Mental Health Policy National Research Policy	CO1, CO2,CO4
	C	National AIDS prevention & control policy National blood policy	CO1, CO2 ,CO4
	<b>Unit 5</b>	<b>Challenges and reforms in healthcare</b>	
	A	Health sector reforms and the healthcare agenda for government	CO4
	B	Challenges in healthcare industry	CO5,CO3
	C	Ethical challenges in healthcare ,indigenous system of medicine	C05,CO3
	Mode of examination	Theory/Jury/Practical/Viva	
	Weightage Distribution	CA 30%	MTE 20%
			ETE 50%
	Text book/s*	<ul style="list-style-type: none"> <li>Textbook of Preventive &amp; Social Medicine: K.Park 2011</li> <li>Global Health Care: Issues and Policies :Carol Holtz ,2<sup>nd</sup> Edition</li> <li>Health Care Reform: Ethics and Politics:Timothy H. Engström ,Wade l. Robison 2015</li> </ul>	
	Other References	NA	

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2	2	1	3	2	2	1
CO2	2	2	1	1	2	2	2	2	2	2
CO3	2	1	2	2	1	1	3	2	2	1
CO4	1	1	2	2	2	2	2	2	2	2
CO5	1	2	1	1	1	1	3	2	2	3
Average	1.60	1.40	1.60	1.60	1.60	1.40	2.60	2.00	2.00	1.80

<b>School:</b>		<b>School of Business Studies</b>	<b>Batch</b>
<b>Program:</b>		<b>MBA HCHA</b>	
<b>Current Academic Year</b>		<b>2020-21</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code		
2	Course Title	Hospital Management Information System	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DSC	
5	Course Objective	<p>The purpose of this course is to enable students to :</p> <ol style="list-style-type: none"> <li>1. Learn about fundamental aspects of health information .</li> <li>2. Understand about information management in hospitals .</li> <li>3. Prepare them to understand about the hospital information system .</li> <li>4. Deepen their understanding about enterprise resource planning and management .</li> </ol>	
6	Course Outcomes	<p>CO1: To define the need for information in the healthcare sector .  CO2: To understand the concept of hospital information system .  CO3: To apply the knowledge of hospital system to solve problems in hospitals .  CO4: To analyse the impact of digitalization and hospital information system .  CO5: To evaluate the impact of digitalization on healthcare organizations .</p>	
7	Course Description	<p>The course covers all aspects of the fundamentals in health information in hospitals .  The course is intended to provide indepth knowledge of Hospital Information System, its structure and functions. The students will be imparted knowledge of decision making in health care and strategic management with respect to digitalization of hospitals .</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Health Information</b>	
	A	Data & Information, medical records	CO1,CO2 ,CO4
	B	Benefits of digitalization	O1,CO2,CO3, CO4
	C	Concepts and Goals of Information Systems in Healthcare Delivery Organizations	CO1,CO2
	<b>Unit 2</b>	<b>Information management</b>	
	A	Uses of information in hospitals	CO1,CO2 ,CO3, CO4
	B	Strategic management for hospital information system	CO2,CO4
	C	Data capture	CO1,CO2
	<b>Unit 3</b>	<b>Basics of Hospital Information System</b>	
	A	Hospital Information System –I	CO1,CO2

	B	Hospital Information System –II			CO1,CO2
	C	Modules in Hospital Information System			CO1,CO2
	<b>Unit 4</b>	<b>Organization of Hospital Information System</b>			
	A	Vendor selection,project management			CO2,CO4
	B	Implementation ,change management			CO2,CO3,CO4
	C	Challenges in Hospital Information System,barriers in IT ,e health initiatives			CO2,CO4,CO5
	<b>Unit 5</b>	<b>ENTERPRISE RESOURCE PLANNING</b>			
	A	Basics of Enterprise resource planning in healthcare			CO1,CO2
	B	Enterprise resource planning implementation			CO1,CO2
	C	Impact of enterprise resource planning			CO2,CO4
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	HOSPITAL INFORMATION SYSTEM – A CONCISE STUDY (KELKAR)			
	Other References	NA			

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	2	1	3	3	1	2
CO2	2	2	1	1	2	1	3	2	2	1
CO3	1	1	1	1	1	1	2	2	2	1
CO4	1	1	1	1	1	1	2	2	2	1
CO5	2	1	1	1	1	1	3	2	2	1
Average	1.60	1.40	1.00	1.00	1.40	1.00	2.60	2.20	1.80	1.20

<b>School: SBS</b>		<b>Batch : 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: HCHA</b>		<b>Semester: III</b>	
1	Course Code	<b>MBA 259</b>	
2	Course Title	<b>HOSPITAL TRAINING LOGBOOK &amp; VIVA</b>	
3	Credits	6	
4	Contact Hours (L-T-P)	0-0-12	
	Course Type	DSC	
5	Course Objective	<p>This course intends to familiarize and enhance understanding of the students about the managerial practices in different departments of the hospital with special emphasis on patient care.</p> <p>The purpose of this course is to enable students to</p> <ul style="list-style-type: none"> <li>• Acquaint them about fundamental aspects of various services in a hospital</li> <li>• Prepare them about the various policies and procedures in various departments</li> <li>• Deepen their understanding about the various managerial issues present in the various departments.</li> </ul>	
6	Course Outcomes	<p>CO1: The student will be able to identify about the functioning of various departments and general working environment of the hospital .</p> <p>CO2: They are supposed to learn and get familiar with the process flow of different departments of the hospital.</p> <p>CO3: The student will be able to understand special demands and understand various managerial protocols, in different patient care areas of the hospital.</p> <p>CO4: The student will be able to analyse various quality improvement measures for various services departments.</p> <p>CO5: The students will be able to evaluate the quality improvement measures for various departments .</p>	
7	Course Description	<p>Students will be posted in various departments of Sharda Hospital .Students will prepare a report highlighting managerial functions undertaken in the hospital and scope of improvement in the hospital The course covers all departments which are present in a hospital such as clinical Department and non -clinical Department .</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Outpatient Department</b>	
	A	<p>Involvement in :-</p> <p>1) Layout of Reception Desk in OPD 1) Registration and department wise OPD Card segregation 2) Location of the concerned Department 3) Reception of patients 4) Physical facilities in OPDs 5) Close supervision of Doctor's Chamber for the followings:- Availability of a) Prescription Pad, b) Stethoscope c) View Box, d) Bed Trolley e) Weigh Machine f) Torch Light g) Gloves h) Liquid soap and towel 5) Records maintenance of OPD 6) Supervision of patient waiting area and its seating arrangement 7) Adequate communication with other departments / units / wards etc. 8) Public Addressing System</p>	CO1, CO2
	B	Staffing , Deployment of Staff like Jr. Doctor, Para Medical Staff, Receptionist, Assistant etc.	CO1

	C	Policy procedures, managerial considerations		CO3,CO4,CO5
	<b>Unit 2</b>	<b>IPD Department</b>		
	A	Role and functions ,definitions ,development and scope ,staffing ,equipment Observation of wards		CO1, CO2
	B	Policy and procedures , Admission and Discharge procedures ,Billing system / generation of bills based on bed head ticket entry ,Cleanliness 12) Duty arrangement of various medical and para medical staff		CO1,CO2, CO3
	C	Monitoring and evaluation – Review ( audit ) committee ,grievance redressal systems Key performance indicators		CO4,CO5
	<b>Unit 3</b>	<b>Operation Theatre and ICU</b>		
	A	History , Types of operation theatres ,staffing ,equipment , Zoning and Aseptic / Sterile Techniques, Introduction ,Definition , types of ICU ,types of patients in ICU ,staffing ,equipment, role and functions of ICU		CO1,CO2
	B	Policy and procedures –Operating scheduling ,administration of OT , punctuality ,maintenance of OT and aseptic standard ,ICU process mapping		CO3
	C	Key performance indicators , managerial issues		CO4,CO5
	<b>Unit 4</b>	<b>Support Departments -I</b>		
	A	Bio-Medical Department 1) Bio Medical equipment and their function 2) Observation of Bio-Medical Equipments 3) Knowing the name of the Bio-Medical Equipments 4) Importance and fundamental functions of Bio-Medical Equipments 5) Maintenance procedures of Bio-Medical Equipments 6) Need assessment and procurement procedure 7)		CO1, CO2,CO3,CO4,CO5
	B	Dietary services		CO1, CO2,CO3,CO4,CO5
	C	Linen and laundry services-process mapping ,workflows,staffing , policies,managerial issues		CO1, CO2,CO3,CO4,CO5
	<b>Unit 5</b>	<b>Support Departments -II</b>		
	A	Pharmacy services - process mapping ,workflows,staffing , policies,managerial issues		CO1, CO2,CO3,CO4,CO5
	B	Laboratory services - process mapping ,workflows,staffing , policies,managerial issues		CO1, CO2,CO3,CO4,CO5
	C	Imaging services - process mapping ,workflows,staffing , policies,managerial issues		CO1, CO2,CO3,CO4,CO5
	Mode of examination	Practical/Viva		
	Weightage Distribution	Continuous Assessment	End Term Exam	
		60%	40%	

	Text book/s*	Hospital Administration by DC Joshi and Mamta Joshi Jaypee Digital, Principles of Hospital Administration by BM Sakharkar	
	Other References	NA	

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	1	2	2	1	1	2	1
CO2	2	2	1	1	2	2	3	2	2	1
CO3	2	2	2	1	2	2	3	2	2	2
CO4	2	2	2	1	2	2	3	2	2	2
CO5	2	2	1	1	1	1	2	3	3	2
Average	1.80	1.80	1.40	1.00	1.80	1.80	2.40	2.00	2.20	1.60

<b>School: SBS</b>		<b>Batch : 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: HCHA</b>		<b>Semester: III</b>	
1	Course Code		
2	Course Title	HOSPITAL WASTE MANAGEMENT	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DSC	
5	Course Objective	<ul style="list-style-type: none"> <li>• To understand Safe and effective management of Bio Medical Waste.</li> <li>• To understand about BMW management legislation</li> <li>• To have knowledge about emerging challenges with BMW management.</li> </ul>	
6	Course Outcomes	<p>CO1: The student will be able to describe about bio medical waste and its impact on health and environment.</p> <p>CO2: The student will be able to understand principals and act involved in managing waste effectively and safely.</p> <p>CO3: The student will be able to apply existing legislation, concept, and practices regarding bio medical waste management.</p> <p>CO4: The student will be able to analyse the interrelationship between health, environment &amp; waste management.</p> <p>CO5: Students will be able to evaluate the importance of waste management in hospitals .</p>	
7	Course Description	Bio-medical waste (BMW), by its very nature, has a high potential for causing injury and infection than any other type of waste. It must, therefore be handled with sound and safe methods wherever generated. Inappropriate handling of bio-medical waste will have serious public health consequences and also impacts on the environment. This course aims to impart knowledge and skills in BMW management and prepare the people for its safe and effective management.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Concept of Biomedical waste</b>	
	A	Introduction, Global & Indian Scenario, Definition of Bio Medical Waste	CO1
	B	Classification of BMW, Sources of BMW	CO1
	C	Categories of waste management	CO1
	<b>Unit 2</b>	<b>Bio Medical Waste Management</b>	
	A	WHO Hospital WM cycle , Steps for waste management	CO1, CO2
	B	Bio Medical Waste storage, Bio Medical Waste Collection	CO2, CO4
	C	Segregation, Treatment & Disposal	CO2, CO4
	<b>Unit 3</b>	<b>Principles of Healthcare waste management</b>	
	A	Principles of Managing different categories of waste, Principles of Managing sharps, Chemical Disinfectants	CO2, CO3
	B	BMW Act, significance of Act, Enforcement of Act, responsibilities	CO2, CO3, CO4
	C	BMW by outreach activities	CO2
	<b>Unit 4</b>	<b>Management Requirement for BMW—1</b>	
	A	Role & Responsibility of Healthcare facility wrt BMW Management Rules, 2016	CO1
	B	Authorization under BMW Management Rules , 2016	CO3, CO4

	C	Reporting to state Pollution control Board			CO3, CO4
	<b>Unit 5</b>	<b>Management Requirement for BMW—2</b>			
	A	Health Hazards, Occupational safety, Employee Health Check, Immunization,			CO2, CO3
	B	Training of Healthcare workers, Monitoring & Review			CO2, CO3
	C	Management of general waste, management of other waste, Methods of disinfection, Monitoring & controlling of cross infection			CO2, CO3, CO5
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Biomedical Waste Disposal ,by Singh Anantpreet, Kaur Sukhjit; Hospital Waste Management: Principles and Guidelines, by Mohd Faisal Khan			
	Other References	NA			

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2	1	-	3	2	2	2
CO2	2	2	1	1	1	1	3	2	2	2
CO3	2	2	1	1	2	1	2	2	1	2
CO4	1	2	1	2	2	2	3	2	2	2
CO5	1	2	1	1	1	1	2	2	1	2
Average	1.60	1.80	1.20	1.40	1.40	1.25	2.60	2.00	1.60	2.00

<b>School: SBS</b>		<b>Batch : 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: HCHA</b>		<b>Semester: III</b>	
1	Course Code		
2	Course Title	MANAGEMENT OF CLINICAL SERVICES	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DSC	
5	Course Objective	<p>The purpose of this course is to enable students to</p> <ul style="list-style-type: none"> <li>• Acquaint them about fundamental aspects of various clinical services in a hospital</li> <li>• To have knowledge about the staffing pattern and the equipment's in the various clinical departments</li> <li>• Prepare them about the various policies and procedures in various clinical departments</li> <li>• Deepen their understanding about the various managerial issues present in the various clinical departments.</li> </ul>	
6	Course Outcomes	<p>CO1: The student will be able to identify the various clinical departments present in a hospital and their functioning.</p> <p>CO2: The student will be able to understand the various planning considerations and engineering specifications for clinical departments in hospital.</p> <p>CO3: The student will be able to relate managerial policies as per the functional requirement of clinical departments.</p> <p>CO4: The student will be able to analyse various quality improvement measures for clinical services departments.</p> <p>CO5 :Students will be able to evaluate policies in the hospital .</p>	
7	Course Description	The course covers all aspects of the clinical services which are present in a hospital such as Out Patient Department, In patient Department, <b>Operation Theatre</b> , Emergency Services, Intensive Care Unit	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Outpatient Services</b>	
	A	Brief history functions and types –role and functions ,staffing ,equipment ,importance ,objectives	CO1, CO2
	B	Policy procedures managerial considerations	CO3
	C	Key performance indicators	CO4
	<b>Unit 2</b>	<b>Accident and Emergency Services</b>	
	A	Role and functions ,definitions ,development and scope ,staffing ,equipment	CO1, CO2
	B	Policy and procedures –Ambulance services ,registration and records ,investigation and management ,medico-legal issues management	CO3,CO5
	C	Monitoring and evaluation – Review ( audit ) committee ,grievance redressal systems Key performance indicators	CO4

	<b>Unit 3</b>	<b>Operation Theatre</b>			
	A	History , Types of operation theatres ,staffing ,equipment , Zoning and Aseptic / Sterile Techniques			CO1,CO2
	B	Policy and procedures –Operating scheduling ,administration of OT , punctuality ,maintenance of OT and aseptic standard			CO3
	C	Key performance indicators , process mapping			CO4
	<b>Unit 4</b>	<b>Intensive Care Unit</b>			
	A	Introduction ,Definition , types of ICU ,types of patients in ICU ,staffing ,equipment, role and functions of ICU			CO1, CO2
	B	Policy and procedures –admission procedure ,day to day care and discharge procedure, Process mapping			CO3
	C	Quality indicators, Ethical principles governing critical care			CO4
	<b>Unit 5</b>	<b>Inpatient services</b>			
	A	Ward management , objectives , Functions of the nursing unit , ,staffing ,equipment's			CO1,CO2
	B	Policies and procedures, Process mapping			CO3
	C	Managerial issues ,factors influencing patient care Key performance indicators			CO4
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Hospital Administration by DC Joshi and Mamta Joshi Jaypee Digital, Principles of Hospital Administration by BM Sakharkar			
	Other References	NA			

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	2	2	3	3	2	1
CO2	2	2	1	1	2	2	3	2	2	1
CO3	2	2	2	1	2	2	3	2	2	2
CO4	2	2	2	1	2	2	3	2	2	2
CO5	2	1	2	1	1	2	2	1	2	3
Average	2.00	1.60	1.60	1.00	1.80	2.00	2.80	2.00	2.00	1.80

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School:</b>		<b>School Of Business Studies</b>	<b>Batch : 2019-21</b>
<b>Program:</b>		<b>MBA HCHA</b>	<b>Current Academic Year: 2020-21</b>
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code		
2	Course Title	Management of Hospital support services	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DSC	
5	Course Objective	<ol style="list-style-type: none"> <li>1. The course aim is to introduce the students to the various kind of utility and support services in a hospital .</li> <li>2. To apprise students with the importance and functions of various utility and support services in a hospital .</li> <li>3. To apprise students with the issues ,staffing pattern , documentation and monitoring and evaluation of the various utility and support services in a hospital</li> </ol>	
6	Course Outcomes	<p>CO1: The student will be able to define the various types of services present in a hospital and medical gases</p> <p>CO2: The student will be able to understand about importance of medical gases ,medical stores function , staffing pattern of all utility and support services in a hospital</p> <p>CO3: The student will be able to illustrate the importance of all utility and support services in a hospital</p> <p>CO4: The student will be able to analyse the issues in all the support services in a hospital</p> <p>CO5: The student will be able to evaluate and monitor all the issues and documentations in support and utility services in a hospital</p>	
7	Course Description	On successful completion of this module students will be able to identify the major utility and support services in a hospital .They will understand the basic concepts of functions in various support services in a hospital .They can then appreciate the staffing pattern ,process flow and documentation in various support services in a hospital and analyze the issues present in various support services in a hospital .	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Classification and Hospital Functional Requirements</b>	
	A	Classification of hospital services	CO1
	B	Organization and Management of Medical Gases	CO1 ,CO2,CO3 ,C04,CO5
	C	Organization and Management of Linen and laundry	CO2 ,CO3,CO4

											,CO5
	<b>Unit 2</b>	<b>Clinical Support Services</b>									
	A	Organization and Management of Dietary services									CO2 ,CO3,CO4,C O5
	B	Organization and Management of Mortuary services									CO2,CO3,CO 4, CO5
	C	Organization and Management of Ambulance services									CO2 ,CO3,CO4
	<b>Unit 3</b>	<b>Utility services</b>									
	A	Organization and Management of Engineering services									CO2,CO3, CO4,CO5
	B	Organization and Management of Medical stores									CO2 ,CO4, CO3
	C	Organization and Management of fire safety									CO2,CO3, CO4
	<b>Unit 4</b>	<b>Supportive services-I</b>									
	A	Organization and Management of radiological services									CO2,CO3,CO 4,CO5
	B	Organization and Management of Laboratory services									CO2,CO3,CO 4,CO5
	C	Organization and Management of medical records services									CO2,CO3,CO 4CO5
	<b>Unit 5</b>	<b>Supportive services-II</b>									
	A	Organization and Management of pharmacy services									CO2,CO3,CO 4,CO5
	B	Organization and Management of blood bank services									CO2CO3,CO 4, CO5
	C	Organization and Management of CSSD services									CO2, CO3 ,CO4,CO5
	Mode of examination	Theory/Jury/Practical/Viva									
	Weightage Distribution	CA	MTE	ETE							
		30%	20%	50%							
	Text book/s*	B M Sakharkar, Principles of Hospital Administration and Planning, Jaypee Publishers									
	Other References										

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	-	1	-	-	-	3	1	1	1
CO2	1	1	-	1	1	1	2	1	1	1
CO3	1	1	-	1	1	1	2	2	2	2
CO4	-	3	1	1	1	1	2	2	2	2
CO5	1	3	1	1	1	1	2	2	2	2
Average	1.00	2.00	1.00	1.00	1.00	1.00	2.20	1.60	1.60	1.60

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## SEMESTER IV

<b>School: SBS</b>		<b>Batch : 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: HCHA</b>		<b>Semester: IV</b>	
1	Course Code	MBA410	
2	Course Title	HOSPITAL ACCREDITATION SYSTEMS	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DSC	
5	Course Objective	<ol style="list-style-type: none"> <li>1. Understand the accreditation process, the agencies involved in quality management and basics of quality assurance and quality control.</li> <li>2. Understand the importance of access, assessment and continuity of care and care of patients.</li> <li>3. Understand the importance of patient rights and education and hospital infection control.</li> <li>4. Analyse the responsibilities of management for the continuous quality improvement program of hospital.</li> </ol>	
6	Course Outcomes	<p>CO1: The student will be able to recognise the accreditation agencies involved in quality management and basics of quality assurance in hospitals &amp; healthcare agencies.</p> <p>CO2: The student will be able to explain the accreditation process.</p> <p>CO3: The student will be able to illustrate the various chapters, standards, objectives of NABH accreditation process.</p> <p>CO4: The student will be able to analyse the relationship between accreditation and current approaches to quality improvement.</p> <p>CO5: The student will be able to Use a structured approach to evaluate quality improvement initiatives of hospital.</p>	
7	Course Description	The course aims to apprise students with the accreditation standards and guidelines for a hospital with special reference to the NABH standards.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Accreditation: Basics</b>	
	A	Definition of accreditation, Understanding the terms:- Accreditation, Licensure and Certification	CO1
	B	QCI, NABH, JCI and ISO(in brief), ISQua.	CO1, CO2
	C	Six Sigma, Quality Assurance Cycle, factors influencing quality, verification and validation, accuracy and precision	CO1
	<b>Unit 2</b>	<b>NABH Accreditation</b>	
	A	Overview of NABH Accreditation	CO2,CO3
	B	NABH Accreditation Process	CO2,CO3
	C	NABH standards, Documentation Requirement	CO2,CO3
	<b>Unit 3</b>	<b>NABH Chapters: AAC, COP, MOM</b>	
	A	Access, Assessment and Continuity of Care(AAC)	CO4, CO5
	B	Care of Patients(COP)	CO4, CO5
	C	Management of Medication(MOM)	CO4, CO5

	<b>Unit 4</b>	<b>NABH in detail: PRE, HIC and CQI</b>			
	A	Patient Rights and Education(PRE)			CO4, CO5
	B	Hospital Infection Control(HIC)			CO4, CO5
	C	Continuous Quality Improvement(CQI)—Tools & Techniques			CO4, CO5
	<b>Unit 5</b>	<b>NABH in detail: ROM,FMS, HRM, IMS</b>			
	A	Responsibilities of Management(ROM)			CO4, CO5
	B	Facility Management and Safety(FMS)			CO4, CO5
	C	Human Resource Management & Information Management System			CO4, CO5
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Patient Safety and Hospital Accreditation: A Model for Ensuring Success 1st Edition by Sharon Ann, Hospital and Healthcare: Accreditation by Rajoriya Brajkishore			
	Other References	NA			

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	-	2	3	1	1
CO2	2	2	2	1	1	-	2	3	2	2
CO3	2	2	1	2	1	2	2	2	2	2
CO4	1	2	1	2	2	1	2	2	2	2
CO5	1	1	1	2	1	1	2	2	2	2
Average	1.60	1.60	1.40	1.60	1.20	1.33	2.00	2.40	1.80	1.80

<b>School: SBS</b>		<b>Batch : 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: HCHA</b>		<b>Semester: IV</b>	
1	Course Code		
2	Course Title	Hospital Planning And Designing	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DSC	
5	Course Objective	<ol style="list-style-type: none"> <li>1. To provide introduction to origin of hospitals and its development</li> <li>2. To familiarise with the planning and maintenance of hospital systems.</li> <li>3. To familiarise with operation management system and emergency preparedness</li> </ol>	
6	Course Outcomes	<p>CO1: The student will be able to describe the type of hospitals, services in hospital and basic guiding principles for planning hospital.</p> <p>CO2: The student will be able to understand basic operational activities of hospitals &amp; optimum utilization of resources for hospital planning and designing.</p> <p>CO3: The student will be able to illustrate the concept and principle involved in planning for hospital functional requirement.</p> <p>CO4: The student will be able to analyse the requirements of planning a hospital and emergency management plan of hospital.</p> <p>CO5: The student will be able to evaluate the criticality and operational working of hospital.</p>	
7	Course Description	Course is intended to planning and operation of hospitals in a detailed manner which will include all facets of hospital planning activities covering every department that is involved both in clinical care as well as supportive services.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Hospital planning</b>	
	A	Definition, classification of hospital, changing roles of hospital, hospital as system	CO1,CO2
	B	Guiding principles for planning of hospital Steps in Hospital Planning	CO2, CO3
	C	Preparation of project plan	C03
	<b>Unit 2</b>	<b>Effective Hospital management</b>	
	A	Principles of Management, Managerial activities of a hospital, Governing Board	CO2
	B	Planning: Forecasting, Strategic & Operational Planning	CO3,CO4
	C	Organizing: organizational chart, committee as part of organization	CO3,C04
	<b>Unit 3</b>	<b>Planning of Patient Care Units</b>	
	A	Planning for the outpatient services, accident and emergency services, and day care services	CO3,CO4
	B	Planning for Inpatient care units	CO3,CO4

	C	Planning for nursing services- functions of nursing services,	CO3,CO4
	<b>Unit 4</b>	<b>Hospital Operations Management-I</b>	
	A	Introduction to hospital operation management, different functional department of hospital, management of quality assured services of professional service units of hospital Function, location, flow chart of operation, design based on flow chart	CO1,CO2
	B	Physical facilities and space requirements, statutory requirements, special features, problem situations, Staff requirements, work load estimation, document Equipment and supplies	CO1,CO2
	C	Hospital operation strategy: Introduction, trends affecting operation strategies	CO3,CO4, CO5
	<b>Unit 5</b>	<b>Hospital Operations Management-II</b>	
	A	Hospital Emergency Plan: Define Disaster and risk, Classification of disasters, role of district medical authorities, organization of health delivery system in disaster.	CO2,CO3
	B	Aim & objectives of hospital emergency/disaster Plan, Principles of hospital disaster plan.	CO3,CO4
	C	Phases of disaster plan: Pre disaster plan, disaster phase, post disaster phase, disaster Manual.	CO4,CO5
	Mode of examination	Theory/Jury/Practical/Viva	
	Weightage Distribution	CA 30%	MTE 20%
			ETE 50%
	Text book/s	Hospitals-Facilities Planning & Management 1 <sup>st</sup> edition by G D Kunders, Principles of Hospital Administration and Planning, by Sakharkar	
	Other References		

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	2	1	-	-	-	3	2	1	1
CO2	2	1	2	1	1	1	2	2	2	1
CO3	1	2	1	1	1	1	2	2	2	2
CO4	1	1	2	2	2	2	2	2	2	2
CO5	1	2	1	2	2	2	2	2	2	2
Average	1.60	1.60	1.40	1.50	1.50	1.50	2.20	2.00	1.80	1.60

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SBS</b>		<b>Batch : 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: HCHA</b>		<b>Semester: IV</b>	
1	Course Code		
2	Course Title	Material and Equipment Management in Hospitals	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DSC	
5	Course Objective	<p>The purpose of this course is to enable students to</p> <ol style="list-style-type: none"> <li>1. Acquaint them about fundamental aspects of materials management in a hospital.</li> <li>2. To have knowledge about the equipment Planning and maintenance in a hospital.</li> </ol>	
6	Course Outcomes	<p>CO1: The student will be able to identify the role and scope of materials &amp; equipment management department in hospitals</p> <p>CO2: The student will be able to understand material &amp; equipment planning, procuring, storing and dispensing scope, including maintenance.</p> <p>CO3: The student will be able to apply the principles of material management to optimum inventory turnover.</p> <p>CO4: The student will be able to analyse operative goals of materials management.</p> <p>CO5 :The students will be able to evaluate the managerial issues in materials management .</p>	
7	Course Description	<p>The purpose of this course is to acquaint students with the principles and practices of materials management. Effective management of materials requires proper purchasing policies and procedures to make it available at the right quality, right quantity, right time, right price and right source. Also, suitable materials handling and warehousing are essential elements of materials management Moreover, the course covers the important topics in purchasing, handling, and warehousing with emphasis on inventory control systems.</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Material Management and Equipment Maintenance</b>	
	A	Introduction, Operative Goals and Objectives of Materials Management	CO1
	B	Planning and Selection of Equipment	CO1, CO2
	C	Equipment Maintenance	CO1,CO2
	<b>Unit 2</b>	<b>Materials Management Process-I</b>	
	A	Demand, forecasting & Planning	CO1, CO2
	B	Purchasing	CO1,CO2
	C	Receipt, Inspection & Storage	CO1,CO2
	<b>Unit 3</b>	<b>Inventory fundamentals</b>	
	A	Inventory control, Functions of Inventory Control	CO2,CO3
	B	Concepts and Techniques in Inventory Control	CO2,CO3
	C	Economic Order Quantity (EOQ)	CO3,CO4
	<b>Unit 4</b>	<b>Material Management Process-II</b>	
	A	Issue /distribution, disposal and /condemnation	CO2,CO3
	B	Minimizing loss & Pilferage	CO2,CO3
	C	Management of issues in materials management	CO3,CO4,CO

			5
	<b>Unit 5</b>	<b>Hospital pharmacy</b>	
	A	Introduction to pharmacy services, physical planning	
	B	Drug and therapeutic committee, Hospital formulary	
	C	Indenting, storage & distribution of drugs	
	Mode of examination	Theory/Jury/Practical/Viva	
	Weightage Distribution	CA	MTE
		30%	20%
	ETE	50%	
	Text book/s*	Principles of Hospital Administration & Planning by B M Sakharkar, Material management Gopalkrishnan, Inventory Control A C Dutta	
	Other References	NA	

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	1	3	2	2	2
CO2	2	1	2	1	2	2	3	2	2	2
CO3	2	2	2	1	2	2	3	2	2	2
CO4	2	2	2	1	2	2	3	2	2	2
CO5	2	1	1	1	1	1	3	2	2	2
Average	2.00	1.40	1.80	1.00	1.60	1.60	3.00	2.00	2.00	2.00

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SBS</b>		<b>Batch : 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year:2020-21</b>	
<b>Branch: HCHA</b>		<b>Semester: IV</b>	
1	Course Code		
2	Course Title	NATIONAL HEALTH PROGRAMMES	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	DSC	
5	Course Objective	<p>The purpose of this course is to enable students to</p> <ul style="list-style-type: none"> <li>Identify health problems of the community in the context of the sociocultural milieu</li> <li>Initiate, implement and supervise National Health Programmes</li> <li>Set objectives, prepare action plan, implement programmes and monitor, supervise and evaluate them.</li> </ul>	
6	Course Outcomes	<p>CO1: The student will be able to define health programmes in the Indian context.  CO2: The student will be able to understand programme planning and development skills to address public health challenges.  CO3: The student will be able to demonstrate adequate knowledge &amp; skills to wide range of public health programmes.  CO4: The student will be able to compile &amp; analyse national healthcare programmes to improve health indicators.  CO5: Students will be able to evaluate the national health programmes .</p>	
7	Course Description	National Health Programmes are to enhance the knowledge base of students in the field of healthcare planning & delivery. It talks about prevention of diseases and promotion of good health through cross sectoral action, access to technologies, developing human resources, building the knowledge base required for better health. It will also let students to monitor and assure quality in programme implementation.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Health Planning in India</b>	
	A	Health committees in India	CO1, CO2
	B	Public Health in the post independent era	CO1, CO2
	C	National Health Programmes in India , Communication in conducting health programme	CO1, CO2
	<b>Unit 2</b>	<b>Health Programme, Policy &amp; Planning</b>	
	A	Basics of Health Policy	CO1, CO2
	B	Health Policy framework	CO1, CO2
	C	Introduction to different national health policies	CO1, CO2
	<b>Unit 3</b>	<b>Design &amp; Evaluation of Public Health Programmes</b>	
	A	Introduction to Programme evaluation	CO2, CO3
	B	Framework for Programme Evaluation in Public Health	CO2, CO3
	C	Impact Evaluation of Public Health Programmes	CO2, CO3
	<b>Unit 4</b>	<b>Program me Related to Communicable Disease</b>	
	A	National vector borne disease control programme (NVBDPC)	CO2, CO3, CO4,CO5
	B	Revised National Tuberculosis Control Programme, National	CO2,CO3,

		Leprosy Eradication Programme	CO4,CO5
	C	Integrated Disease Surveillance Programme	CO2, CO3, CO4,CO5
	<b>Unit 5</b>	<b>Program me Related to Non-Communicable Disease</b>	
	A	National Programme for Prevention and control of cancer , Diabetes, CVD and stroke (NPCDCs)	CO2, CO3, CO4,CO5
	B	National Tobacco Control Programme, National Oral Health Programme	CO2, CO3, CO4,CO5
	C	National Programme for Prevention and control of Deafness(NPPCD), National Programme for Prevention and control of Blindness	CO2, CO3, CO4,CO5
	Mode of examination	Theory/Jury/Practical/Viva	
	Weightage Distribution	CA	MTE
		30%	20%
	Text book/s*	Parks Text Book Of Preventive & Social Medicine, K. Park	
	Other References	NA	

POs Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	2	1	1	3	2	1	1
CO2	2	1	1	2	2	2	3	2	1	1
CO3	2	1	1	2	2	2	3	2	2	2
CO4	2	2	1	2	2	2	3	2	2	2
CO5	2	2	1	1	1	1	3	2	1	1
Average	2.00	1.60	1.00	1.80	1.60	1.60	3.00	2.00	1.40	1.40

**List of Discipline Specific Courses (DSCs) of E&FB**

Sr No.	Semester	Course
1	I	Introduction to Entrepreneurship and Family Business
2	II	Entrepreneurship in action
3	II	Creativity, innovation and design thinking
4	III	Business Plan and new venture creation
5	III	Family Business Management
6	III	Management of Start-ups and small enterprises
7	III	Entrepreneurial Finance and Valuation
8	III	Entrepreneurial Marketing
9	III	Intellectual Property rights
10	IV	Family Business houses in India
11	IV	Social entrepreneurship and sustainable development
12	IV	Technology - platform business and strategy
13	IV	Contemporary issues in entrepreneurship and family business

## Introduction to Entrepreneurship and Family Business

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: I (odd)</b>	
1	Course Code	MBA	
2	Course Title	Introduction to Entrepreneurship and Family Business	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory	
5	Course Objective	<p>1. To provide an understanding and necessary knowledge, skills and competencies relating to entrepreneurship and family business.</p> <p>2. To provide a basic understanding of the entrepreneurial personality, characteristics and qualities of an entrepreneur.</p> <p>3. To help the students in developing an understanding about the idea, opportunity and the feasibility analysis fundamentals.</p> <p>4. To appraise the students about family businesses and how they are different from non-family businesses.</p>	
6	Course Outcomes	<p>Having completed the course, the student will be able to:</p> <p>CO1: Identify the concept of entrepreneurship and family businesses and how entrepreneurs recognize opportunities (Knowledge).</p> <p>CO2: Explain and differentiate various theories and principles of entrepreneurship and family businesses (Comprehension)</p> <p>CO3: Apply their knowledge of various functions entrepreneurship in the business decisions making for family and non-family firms (Apply).</p> <p>CO4: Analyse how entrepreneurs convert idea into opportunities and perform feasibility study by taking examples of business organisations in Indian or Global context (Analyse).</p> <p>CO5: To analyse recent trends and future prospects in entrepreneurship and family business in Indian and global landscape (Analyse)</p>	
7	Course Description	<p>The course aims at developing an understanding of the concepts and theories of Entrepreneurship and Family Business thereby enabling entrepreneurial spirits and abilities among the students. The main objective of the course is to equip the students with the necessary knowledge, skills and competencies helpful in becoming a successful family business manager and / or entrepreneur.</p>	
8	<b>Syllabus Outline</b>		<b>CO Mapping</b>
	<b>Unit 1</b>	<b>Introduction to Entrepreneurship</b>	
	1 A	Entrepreneurship – Concept, Process, Types; corporate Entrepreneurship and Intrapreneurship	CO1, CO2
	1 B	Entrepreneur - Qualities, Characteristics & Competencies, Types	CO1, CO2
	1 C	Entrepreneurial Ecosystem in India	CO1, CO2
	<b>Unit 2</b>	<b>Entrepreneurial Process</b>	
	2 A	Idea vs. Opportunity Identifying Sources of opportunities; Entrepreneurial Opportunity Recognition and Exploitation	CO1, CO2
	2 B	Feasibility Analysis: Product, Market, Financial,	CO1, CO2,

	Organisational etc. Exercise/ Activity to conduct Feasibility Analysis			CO3, CO4
2 C	Business Model and Business Plan			CO1, CO2, CO3
<b>Unit 3</b>	<b>Entrepreneurial Trends and Prospects</b>			
3 A	Do Entrepreneurs Fail or they learn?, Pitfalls in Entrepreneurship			CO1, CO2
3 B	Recent Trends and Future prospects in Entrepreneurship			CO1, CO2
3 C	Entrepreneurship in Family and Non-family firms- Is there a difference?			CO1, CO2, CO4
<b>Unit 4</b>	<b>Introduction to Family Business</b>			
4 A	Nature and Concept of Family Businesses, Family Businesses in India and in other countries			CO1, CO2
4 B	Family Business Ownership and Governance- Issues and Conflicts			CO1, CO2
4 C	Family vs Non-Family Firms- How are they different and do they perform differently?			CO1, CO2
<b>Unit 5</b>	<b>Growth Strategies and Future of Family Business</b>			
5 A	Growth strategy for family owned business, Models of Growth in Family Businesses			CO1, CO2, CO3
5 B	Succession Planning in Family Businesses- Issues, Insider vs Outsider Leader of a family firm			CO1, CO2
5 C	Recent trends and future prospects for family businesses, evolving role of “family” in family business.			CO1, CO2, CO5
<b>Mode of examination</b>	<b>Theory</b>			
Weightage Distribution	CA	MTE	ETE	
	30%	20%	50%	
Text book/s*	Entrepreneurship by Hisrich, Peters and Shepherd. McGraw Hill Education.			
Other References	The 10 Commandments for Family Business by Kavil Ramachandran. SAGE Response.			

### Mapping of COs with POs (program objectives)

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2	2	1	1	1	1	1
CO2	2	2	2	2	2	2	2	2	1	1
CO3	2	3	2	2	3	2	2	2	2	2
CO4	2	3	2	2	3	2	3	2	3	1
CO5	2	2	3	1	2	1	1	2	3	1
Avg	2.00	2.20	2.20	1.80	2.40	1.60	1.80	1.80	2.00	1.20

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

## ENTREPRENEURSHIP-IN-ACTION

<b>School: SBS</b>		<b>Batch: 2019-21</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2019-20</b>
<b>Branch:</b>		<b>Semester: II (even)</b>
1	Course Code	MBA
2	Course Title	<b>ENTREPRENEURSHIP IN ACTION</b>
3	Credits	3
4	Contact Hours (L-T-P)	0-0-3
	Course Type	Discipline Specific Course
5	Course Description	<p>This module is designed as a practical guide to entrepreneurship. The lab will be divided into two distinct parts, as follows</p> <ul style="list-style-type: none"> <li>• Assessing and Developing Entrepreneurial Orientation, and</li> <li>• Honing Entrepreneurial Competence</li> </ul> <p>I. Entrepreneurial Orientation: Focus is on assessing fit between the candidate's attitude and aptitude and of that of successful entrepreneurs. Problem areas are identified and addressed.</p> <p>II. Entrepreneurial Competence: Focus is on hands on exercises which are useful for aspiring entrepreneurs to do the requisite groundwork to start their business.</p> <p>Note: The course will work in workshop mode wherein participant will be given individual attention. Hence, the number of students in a section will be restricted.</p>
6	Course Objective	<ol style="list-style-type: none"> <li>1. The course aims at helping students with entrepreneurial aspirations to assess their existing entrepreneurial competence/disposition.</li> <li>2. This course facilitates exercises that equip budding entrepreneurs to acquire entrepreneurial competency to start their entrepreneurial journey.</li> <li>3. The objective of this exercise is to encourage students to execute their entrepreneurial ideas and commercialize it as a live project.</li> </ol> <p>Note: The participants will register as a mentee with Sharda Launchpad Federation and the following process will be followed:</p> <p>A. All students pursuing MBA (Entrepreneurship) will be allocated a group for the purpose of this course. Each group will be assigned a faculty mentor identified by the Launchpad. (The pairing of students with faculty guides will be done on the basis of subject matter expertise as well interest of the faculty.)</p> <p>B. Student Groups will identify an entrepreneurial opportunity and will get it approved by the faculty guide.</p> <p>Students will submit all their assignments to the course instructor developing the entrepreneurial opportunity duly approved by their faculty guide.</p>
7	Course Outcomes	<p>CO1: Students will be able to assess and hone their entrepreneurial orientation.</p> <p>CO2: Students will be equipped with skills to identify the opportunity that they wish to choose for their entrepreneurial journey.</p> <p>CO3: Students will be able to identify and critically evaluate opportunity that they wish to choose for their entrepreneurial journey.</p> <p>CO4: Students will be able to defend their ideas against feasibility parameters.</p> <p>CO5: Students will develop a persuasive start-up pitch and present it to prospective investors</p>

8	Outline syllabus						CO Mapping				
<b>Unit 1</b>		<b>Assess Your Entrepreneurial Orientation</b>									
1 A		Achievement orientation exercise						CO1			
1 B		Evaluation of entrepreneurial traits						CO1			
1 C		Assess your risk appetite						CO1			
<b>Unit 2</b>		<b>Idea Generation and Creativity Potential</b>									
2 A		Idea Generation Exercise						CO2			
2 B		Exercise on Opportunity Identification						CO2			
2 C		Identifying your idea						CO2			
<b>Unit 3</b>		<b>Opportunity Assessment of Your Entrepreneurial Idea</b>									
3 A		Establishing the opportunity assessment parameters						CO2			
3 B		Assess the opportunity identified						CO2			
3 C		Feedback on the opportunity identified						CO2, CO4			
<b>Unit 4</b>		<b>Feasibility Analysis for the proposed venture</b>									
4 A		Product and market feasibility						CO3,4			
4 B		Industry and organizational feasibility						CO3,4			
4 C		Technical and financial feasibility						CO3,4			
<b>Unit 5</b>		<b>Developing the Business Pitch</b>									
5 A		Developing a persuasive start-up pitch						CO5			
5 B		Taking your pitch to crowd-sourcing platforms						CO5			
5 C		Presenting your business pitch						CO5			
Mode of examination		Practical 20 Quizzes (2 quizzes @ 10 marks each) 20 Feasibility Analysis Template 20 Business Pitch									
Weightage Distribution		CA 60%		MTE 0%		ETE 40%					
Text book/s*		Entrepreneurship, Kuratko and T V Rao									
Other References		Entrepreneurship, Hisrich, 10e									
POs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	
COs											
CO1	1	1	1	1	2	1	1	3	1	1	
CO2	2	2	1	2	3	2	1	3	2	1	
CO3	2	3	1	2	3	3	1	2	3	2	
CO4	3	3	2	2	3	3	2	2	3	2	
CO5	3	3	3	3	3	3	1	3	3	3	
Avg	2.20	2.40	1.60	2.00	2.80	2.40	1.20	2.60	2.40	1.80	

1-Slight (Low)

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

## CREATIVITY, INNOVATION AND DESIGN THINKING

<b>School:</b>		<b>SBS</b>	<b>Batch: 2019-21</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: II</b>	
1	Course Code	MBA ...	
2	Course Title	<b>CREATIVITY, INNOVATION AND DESIGN THINKING</b>	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Elective	
5	Course Description	Innovation is essential for the development of successful new ventures and critical to the survival of existing organizations, especially in competitive industries. This module is designed to introduce participants to the use of creativity to help them develop more innovative business solutions. The course also emphasizes the significance of adopting a design thinking mindset and of applying design thinking principles and process for success in business, especially in the context of service organizations.	
6	Course Objective	The course aims at helping students with entrepreneurial aspirations to harness their creative potential and enable them to understand the basic fundamentals of innovative idea generation and its evaluation for business proposition. The course helps prepare students of entrepreneurship to provide innovative solutions utilizing techniques such as design thinking to counter problems in their entrepreneurial journey.	
7	Course Outcomes	The student will be able to CO1: Identify elements of creativity and innovation that are useful to an entrepreneur CO2: Utilize various means of creative idea generation CO3: Translate broadly defined opportunities into actionable innovation possibilities CO4: Evaluate a business model in terms of its innovation potential CO5: Utilize design thinking as a tool to develop feasible business ideas/solutions, including service organizations.	
8	syllabus Outline		CO Mapping
	<b>Unit 1</b>	<b>Entrepreneurship, Creativity &amp; Innovation</b>	
	A	Concept of creativity and innovation How creativity leads to innovation	CO1 CO1
	B	Creativity Process Creative Problem Solving through opportunity scouting and idea generation	CO1,2
	C	Exploring creative and divergent thinking strategies Enhancing individual and organizational creativity potential	CO2
	<b>Unit 2</b>	<b>Organizational Innovation</b>	
	A	Importance of innovation Types of Innovation	CO1
	B	Innovation challenges – People desirability – Business viability – Technical feasibility	CO3
	C	Fostering innovation culture to build an innovative	CO3

		organization	
<b>Unit 3</b>	<b>Business Model Innovation</b>		
A	Introduction to Business Model Innovation		CO3,4
B	Innovation through Platform based Business Models		CO
C	Role of technology (Internet of Things) in revolutionizing Business Models		CO1,3
<b>Unit 3</b>	<b>Design Thinking</b>		
A	Introduction to Design Thinking Design Thinking as a tool to foster innovation		CO4
B	Stages in Design Thinking (Empathise, Define, Ideate, Prototype, and Test)		CO4
C	Developing the Design Thinking Mindset		CO4
<b>Unit 4</b>	<b>Design Thinking for Service Organizations</b>		
A	Applicability of Design thinking to service organizations		CO5
B	Principles of service design thinking		CO5
C	Leveraging Design Thinking to drive new ideas and deliver meaningful solutions		CO3,5
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	30%	20%	50%
Text book/s*	Innovation Management and New Product Development, 4e 2009, Trott		
Other References	Design Thinking by Tim Brown (Harvard Business Review) Managing Innovation Integrating Technological, Market and Organizational Change, 4 <sup>th</sup> Edition, Joe Tidd and John Bessant <a href="https://www.interaction-design.org/">https://www.interaction-design.org/</a> <a href="https://enterpriseproject.com/article/2019/1/5-design-thinking-ted-talks">https://enterpriseproject.com/article/2019/1/5-design-thinking-ted-talks</a>		

POs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	1	1	1	1	1	1	1
CO2	1	2	1	1	3	1	2	2	2	3
CO3	2	3	2	2	3	2	2	3	3	2
CO4	2	3	2	2	2	2	3	3	3	3
CO5	3	3	2	2	3	2	3	3	3	3
Avg	1.80	2.40	1.60	1.60	2.40	1.60	2.20	2.40	2.40	2.40

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

## Business Plan and New Venture Creation

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch</b>		<b>Semester: III (odd)</b>	
1	Course Code	MBA	
2	Course Title	<b>Business Plan and New Venture Creation</b>	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Description	The purpose of this course is to motivate and equip the students with the necessary knowledge and skills which are required to develop business plan and also necessary skills and attitude required to start a new venture.	
6	Course Objective	<ol style="list-style-type: none"> <li>1. To help the students in developing an understanding of the various issues and aspects relating to the development of business plan.</li> <li>2. To provide the necessary knowledge towards developing the business plan and also the business models.</li> <li>3. To help the students to develop their understanding towards various issues relating to the new venture creation.</li> </ol>	
7	Course Outcomes	<p>The student will be able to:</p> <p><b>CO1:</b> Describe and demonstrate the knowledge of the various issues and aspects relating to the development of an effective business plan.</p> <p><b>CO2:</b> Understand and explain the various issues and aspects relating to Business plan and new venture creation.</p> <p><b>CO3:</b> Understand and apply the knowledge of business plan and new venture creation to address the various complex issues while developing business plan and in the process of new venture development.</p> <p><b>CO4:</b> Analyze and Evaluate the various factors relating to new venture planning and creation.</p> <p><b>CO5:</b> Evaluate and Point out the various issues relating to business plan development and new venture creation.</p>	
8	Syllabus Outline		CO Mapping
	<b>Unit 1</b>	<b>Understanding the Business Plan</b>	
	1 A	<ul style="list-style-type: none"> <li>• Understanding the business plan</li> <li>• Why to develop a detained business plan</li> </ul>	CO1
	1 B	<ul style="list-style-type: none"> <li>• Business Plan vs. Business Model</li> <li>• Components of a business plan</li> </ul>	CO1, CO2
	1 C	<ul style="list-style-type: none"> <li>• Discussion on sample business plan</li> </ul>	CO2
	<b>Unit 2</b>	<b>Writing and Presenting Effective Business Plans</b>	
	2 A	<ul style="list-style-type: none"> <li>• Skills required to develop an effective business plan</li> <li>• Analysing the contents of a business plan</li> </ul>	CO3
	2 B	<ul style="list-style-type: none"> <li>• Writing effective business plans</li> </ul>	CO3
	2 C	<ul style="list-style-type: none"> <li>• Presenting a business plan</li> </ul>	CO1, CO3
	<b>Unit 3</b>	<b>New Venture Creation: New Venture Team and Selection of Ownership Structure</b>	
	3 A	<ul style="list-style-type: none"> <li>• Forming the New venture Team: members of a new</li> </ul>	CO2, CO3

		venture team, Steps and Procedures to start a new venture in India		
	3 B	<ul style="list-style-type: none"> <li>• Selection of Ownership Structure for a new venture</li> <li>• Decisions relating to organizational Design and Structure</li> </ul>	CO2, CO3	
	3 C	<ul style="list-style-type: none"> <li>• Exercise/ Activity: Forming New Venture Team</li> </ul>	CO3, CO4, CO5	
	<b>Unit 4</b>	<b>New Venture Creation: IPR and Legal Issues Relating to New Venture Creation</b>		
	4 A	<ul style="list-style-type: none"> <li>• Legal aspects of a starting a new venture in India</li> </ul>	CO2, CO3	
	4 B	<ul style="list-style-type: none"> <li>• IPR issues in starting a new venture</li> </ul>	CO3, CO5	
	4 C	<ul style="list-style-type: none"> <li>• Different types of IPRs</li> </ul>	CO3	
	<b>Unit 5</b>	<b>New Venture Creation: Financing the New Venture</b>		
	5 A	<ul style="list-style-type: none"> <li>• Financing the New Venture: Various sources of finance including: short term vs. Long term financing sources</li> </ul>	CO4, CO5	
	5 B	Angel Investors; Venture capitalist;	CO3, CO4	
	5 C	<ul style="list-style-type: none"> <li>• Private equity and IPOs</li> </ul>	CO3, CO4, CO5	
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	<ul style="list-style-type: none"> <li>• Entrepreneurship: Successfully Launching New Ventures by Barringer; Pearson Education</li> <li>• Entrepreneurship: a South Asian Perspective, Donald F. Kuratko, Cengage Learning</li> </ul>		
	Other References	<ul style="list-style-type: none"> <li>• New Venture Creation by Timmons, McGraw Hill Publication</li> </ul>		

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

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

## Family Business Management

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch</b>		<b>Semester: III (odd)</b>	
1	Course Code	MBA	
2	Course Title	Family Business Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Description	<p>Managing businesses have become more challenging these days because of the increased complexity and dynamics in the today's business environment. Managing a family business is more challenging as family considerations add additional levels of complexity in the process of managing the family enterprises. This course is designed to particularly those students who wants to enter into the management of family Businesses, either their own family's or someone else's, and also the students who will do businesses with family firms, consult to them, or will work with them.</p>	
6	Course Objective	<ol style="list-style-type: none"> <li>1. To help the students to develop their understanding towards unique aspects of a family business.</li> <li>2. Understand the distinctive advantages of a family business and unique challenges facing such entities.</li> <li>3. Identify various stakeholders of a family business and understand their relationship to business performance.</li> <li>4. To help the students to develop their thinking and understanding towards various issues relating to family business conflicts, and succession of family enterprises.</li> </ol>	
7	Course Outcomes	<p>The student will be able to:</p> <p><b>CO1:</b> Describe and demonstrate the knowledge of the various issues and aspects relating to the Management of Family enterprises.</p> <p><b>CO2:</b> Understand and explain the uniqueness of Family Business enterprises along-with the various dynamics of family business enterprises..</p> <p><b>CO3:</b> Understand and apply the knowledge of Family Business models and management learning to resolve issues relating to the management and growth of Family Business enterprises.</p> <p><b>CO4:</b> Analyze and Evaluate various factors relating to family business conflicts, succession of family enterprises, and governance of family business enterprises.</p> <p><b>CO5:</b> Evaluate, Point out and address the various issues relating to the family business management.</p>	
8	syllabus Outline		CO Mapping
	<b>Unit 1</b>	<b>Understanding the Family Businesses</b>	
	1 A	Understanding and constituents of a family business An overview of family businesses in India	CO1
	1 B	The Unique Nature & Characteristics of Family Business The Family firm advantages	CO1, CO2
	1 C	Family businesses in India	CO2
	<b>Unit 2</b>	<b>The Family Business Dynamics</b>	
	2 A	Family Businesses vs. Non Family Businesses	CO2

		Understanding the Family Business Dynamics			
2 B		The Three Circle Model of Family business Managing and balancing the interest of various stakeholders			CO2
2 C		Managing and balancing the interest of various stakeholders			CO2, CO4, CO5
<b>Unit 3</b>		<b>Management Issues in Family Businesses</b>			
3 A		Handling Family Business Conflicts Building Trust and Commitment			CO3
3 B		Issues relating to the compensation When Family Members Leave the Family Business			CO3, CO5
3 C		Estate Planning; Practicing entrepreneurship in family firms Case Study			CO1,CO3
<b>Unit 4</b>		<b>Growth and Succession Planning in Family Businesses</b>			
4 A		Family growth vs. Business growth Balancing the family and business growth Preparing for changing culture, marketplace, and family dynamics			CO2, CO3
4 B		Succession Issues in Family Business The succession models for a family business Understanding the Profile of a Successful Successors			CO3, CO4, CO5
4 C		Constraints and challenges to growing family businesses Internationalization of Family firms; Case Study			CO3
<b>Unit 5</b>		<b>Governance of Family Firms</b>			
5 A		Issues relating to Governance of Family Firms Role of the family in different stages of the business			CO4, CO5
5 B		Listing on the stock exchange, ownership, and board structure Advisory board and board of directors			CO4, CO5
5 C		Role and Significance of the Family Council and family meetings			CO3, CO4
Mode of examination		Theory			
Weightage Distribution	CA	MTE	ETE		
	30%	20%	50%		
Text book/s*	Family Business, Third Edition; Ernesto J. Poza by Cengage				
Other References	Governance of Family Firms by Rajesh Jain ; Macmillan Publication				

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

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

## Management of Start-ups and Small Enterprises

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch</b>		<b>Semester: III (odd)</b>	
1	Course Code	MBA...	
2	Course Title	Management of Start-ups and Small Enterprises	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
Course Status		Discipline Specific Course	
5	Course Description	Today, there is a great need of job creators rather than only increasing the workforce of job seekers. Keeping this in mind, this course of Startups and MSMEs has been designed. The purpose of this course is to motivate and equip the students with the necessary knowledge and skills which are required to start and manage a new or an existing enterprise.	
6	Course Objective	<ol style="list-style-type: none"> <li>1. To help the students in developing an understanding of the various issues and aspects relating to Start-ups and MSMEs and understanding their contribution in economic development of the nation.</li> <li>2. To provide necessary knowledge and skills relating to Startups &amp; MSMEs development framework of India along-with the Start-Up India and Make in India initiative.</li> <li>3. To equip the students with the necessary knowledge and skills required to start and manage an MSME.</li> <li>4. To help the students to develop their thinking and understanding towards various issues and aspects relating to growth and development of Startups and MSMEs in India.</li> </ol>	
7	Course Outcomes	<p>The student will be able to:</p> <p><b>CO1:</b> Describe and demonstrate the knowledge of the various issues and aspects relating to Startups and MSMEs.</p> <p><b>CO2:</b> Demonstrate the knowledge required to start and manage the new startup and MSMEs enterprises.</p> <p><b>CO3:</b> Understand and apply the knowledge of Detailed Project Report (DPR) aiming to create and manage new enterprises and also demonstrate ability to address the early growth issues of new startups and MSMEs.</p> <p><b>CO4:</b> Analyze and Evaluate various factors relating to Startups and MSMEs growth and development.</p> <p><b>CO5:</b> Evaluate, point out and address the various issues and problems relating to the family business management.</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Understanding Startups</b>	
	1 A	Understanding Startups in India Need and significance of Startups An overview of issues and aspects relating to Startups	CO1
	1 B	Startups India initiative of Government of India Incentives available to Startups in India, Tax and other benefit	CO1, CO2
	1 C	Opportunities and challenges for new Startups in India Case study discussions on selected Startups	CO2
	<b>Unit 2</b>	<b>Challenges and Opportunities to Start-ups in India</b>	

	2 A	Startups financing: Self financing, family and friends, Angel investors and venture capitalists					CO2, CO3				
	2 B	Early growth challenges and issues relating to new Startups					CO2, CO4, CO5				
	2 C	Technology startups					CO1				
	<b>Unit 3</b>	<b>An Overview of MSMEs sector in India</b>									
	3 A	Concept- Meaning & Definitions of Micro, Small & Medium Enterprises Understanding the Micro, Small & Medium Enterprises (MSME) Act, 2006					CO1, CO2				
	3 B	Role of MSMEs in Economic Development Growth & Development of MSMEs in India					CO1				
	3 C	Challenges and Opportunities for MSMEs' Sector in India					CO2				
	<b>Unit 4</b>	<b>Starting and Managing Issues Relating to MSMEs</b>									
	4 A	Understanding and developing the Detailed Project Report for a new MSME. Steps and processes involved in starting a new MSME in India					CO3, CO5				
	4 B	Dealing with the Legal issues and IPR related Issues Managing financial distress and winding up of an enterprise					CO3, CO4, CO5				
	4 C	Marketing and HR issues Production and Operations management issues and challenges faced by MSMEs in India					CO3, CO5				
	<b>Unit 5</b>	<b>Institutional Framework &amp; Support System Available for MSMEs Development in India</b>									
	5 A	Various Institutions (National/State/District Level) Helping/ Supporting Development of MSMEs sector in India					CO1, CO2				
	5 B	Policies, Schemes & Incentives available to MSMEs in India					CO1, CO3				
	5 C	MSMEs: global scenario					CO1, CO2				
	Mode of examination	Theory									
	Weightage Distribution	CA	MTE	ETE							
		30%	20%	50%							
	Text book/s*	Text Book: Indian Institute of Banking & Finance, 'Small and Medium Enterprises in India', Taxmann Publications									
	Other References	Essentials of Entrepreneurship and Small Business Management by Norman Scarborough and Jeffery R Cornwall, Published by Pearson India; 8E									
	Pos/COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
	CO1	2	-	1	1	-	-	2	1	-	-
	CO2	1	1	-	1	1	2	1	2	-	-
	CO3	1	3	-	1	2	2	-	-	3	2
	CO4	2	2	-	-	2	2	-	1	3	2
	CO5	1	-	1	2	2	1	-	2	2	2
	Avg	1.40	2.00	1.00	1.25	1.75	1.75	1.50	1.50	2.67	2.00

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

## Entrepreneurial Finance and Valuation

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch:</b>		<b>Semester: III (odd)</b>	
1	Course Code	MBA	
2	Course Title	Entrepreneurial Finance and Valuation	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Course	
5	Course Description	With the growth of start-up culture, it is imperative for entrepreneurs to look for financing their venture. Thanks to the rise of private equity and venture capitalists, entrepreneurs are not dependent on banks for financing requirements. In addition, valuation of a start-up or unlisted firm brings a fresh perspective to the domain. This course intends to provide students with the requisite knowledge to finance their ventures and value their business.	
6	Course Objective	<ul style="list-style-type: none"> <li>• To recognize how to raise funds for entrepreneurial ventures.</li> <li>• To appraise the difference between different sources of raising finance.</li> <li>• To develop strategies for entrepreneurial financing.</li> <li>• To learn and apply tools to value an entrepreneurial venture.</li> </ul> <p>To manage risk during financing and valuation of entrepreneurial ventures.</p>	
7	Course Outcomes	<p>Having completed the course, the student will be able to:</p> <p>CO1: Identify the concept of entrepreneurial financing and valuation (Knowledge).</p> <p>CO2: Explain the rationale of financing preference on entrepreneurial ventures (Comprehension)</p> <p>CO3: Apply their knowledge of financing sources and strategies to determine how entrepreneurial ventures start and grow (Apply).</p> <p>CO4: Apply their knowledge of valuation theories and methodologies to value entrepreneurial ventures (Apply).</p> <p>CO5: Analyse why and how some entrepreneurial ventures are able to raise finance at particular valuation (Analyse)</p>	
8	<b>Syllabus Outline</b>		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Entrepreneurial Financing</b>	
	1 A	Why entrepreneurs need money?	CO1, CO2
	1 B	Entrepreneurial Financing in Indian and global context	CO1, CO2
	1 C	Stages of Financing- Early Stage, Expansion, Mezzanine	CO1, CO2
	<b>Unit 2</b>	<b>Sources of Financing</b>	
	2 A	Equity vs Debt Financing	CO1, CO2
	2 B	Banks as source of finance, Other Sources: Angel Investors, Venture Capitalists, Private Equity	CO1, CO2, CO3
	2 C	Series Funding Entrepreneurial Venture	CO1, CO2, CO5

	<b>Unit 3</b>	<b>Strategies and Considerations while financing the venture</b>			
	3 A	Burgeoning Issue- how to retain ownership and management while raising funds			CO1, CO2, CO3
	3 B	Considerations while looking for Series of financing			CO1, CO2
	3 C	Risks involved in debt and equity financing at different stages of start-up journey			CO1, CO2, CO5
	<b>Unit 4</b>	<b>Valuation Basics</b>			
	4 A	Importance of Valuation of entrepreneurial venture, factors to consider while valuation of entrepreneurial venture			CO1, CO2
	4 B	Difficulty in valuation- Entrepreneur “over-value” and venture capitalists “under-value”			CO1, CO2, CO4
	4 C	Buy back from venture capitalists			CO1, CO2
	<b>Unit 5</b>	<b>Techniques of Valuation of Entrepreneurial Venture</b>			
	5 A	Valuation techniques for start-ups- DCF, Multiple Analysis (PER)			CO1, CO2, CO3
	5 B	Financial Management for entrepreneurs			CO1, CO2
	5 C	Valuation and Negotiation			CO1, CO2, CO4
	<b>Mode of examination</b>	<b>Theory</b>			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Entrepreneurial Finance: Venture Capital, Deal Structure & Valuation. Smith & Smith. Stanford Business Books (2019)			
	Other References	HBR Guide to Buying a Small Business: Think Big, Buy Small, Own Your Own Company. Ruback and Yudkoff. Harvard Business Review Press (2017)			

### Mapping of COs with POs (program objectives)

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	2	2	2	2	1	1
CO2	2	2	2	1	2	2	2	2	1	1
CO3	2	2	2	2	3	3	1	1	2	3
CO4	2	2	2	1	3	3	2	1	2	3
CO5	2	2	3	1	3	3	1	2	3	3
Avg	2.00	1.80	2.20	1.20	2.60	2.60	1.60	1.60	1.80	2.20

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

## Entrepreneurial Marketing

<b>School: SBS</b>		<b>Batch: 2019-21</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>
<b>Branch:</b>		<b>Semester: III (odd)</b>
1	Course Code	MBA
2	Course Title	Entrepreneurial Marketing
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Course
5	Course Description	This course focuses on the strategies and methods used by early-stage companies to acquire customers (through outbound, inbound or social media marketing) and to activate them with a focus on customer acquisition cost and lifetime value analysis. The course also focusses on revisiting the marketing mix for entrepreneurial firm and preparation and pitching of a marketing plan for a proposed entrepreneurial venture.
6	Course Objective	The objective of the course is to develop frameworks and conceptual tools for students to explore new venture opportunities, understand the business model of entrepreneurial firms, analyze problems to develop the optimal marketing strategy for products and services in a digital-first world. The course will also revisit the traditional marketing mix and see to what extent does it apply to entrepreneurial firms. The course will culminate into preparation and pitching of marketing plan.
7	Course Outcomes	CO 1: Explain marketing and entrepreneurship interface. CO 2: Apply marketing strategies for an entrepreneurial venture. CO 3: Apply traditional and entrepreneurial marketing mix to early stage ventures CO 4: Apply concepts of Digital Marketing Program for an entrepreneurial venture CO 5: Prepare and pitch basic marketing plan for a proposed entrepreneurial firm.
8	Syllabus Outline	CO Mapping
	<b>Unit 1</b>	<b>Marketing &amp; Entrepreneurship Interface</b>
	1 A	What is Marketing; What is entrepreneurship; Marketing-Entrepreneurship Interface
	1 B	Entrepreneurship Marketing Concepts
	1 C	Entrepreneurial Marketing Dimensions
	<b>Unit 2</b>	<b>Marketing Strategy for Early Stage Ventures</b>
	2 A	Business Models
	2 B	Business Model Canvas
	2 C	Customer acquisition cost (CAC) and customer lifetime value (CLTV)
	<b>Unit 3</b>	<b>Four Ps' in the context of Entrepreneurial Marketing</b>
	3 A	Product and Pricing Policy in Entrepreneurial Marketing
	3 B	Distribution Policy in Entrepreneurial Marketing
	3 C	Promotional Policy in Entrepreneurial Marketing

	<b>Unit 4</b>	<b>Digital Marketing</b>			
	4 A	Key elements of Digital Marketing			CO 4
	4 B	Inbound and Outbound Marketing			CO 4
	4 C	Social Media Networks and Mobile Marketing			CO 4
	<b>Unit 5</b>	<b>Marketing Plan for an Entrepreneurial Marketing</b>			
	5 A	Marketing Plan			CO3, CO5
	5 B	Components of Marketing Plan			CO3, CO5
	5 C	Presentation and Pitching a Marketing Plan			CO 3, CO 5
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Entrepreneurial Marketing A Practical Managerial Approach Robert D. Hisrich and Veland Ramadani, published by E. Elgar The Start-up Owner's Manual: The Step-by-Step Guide for Building a Great Company			
	Other References	Articles from multiple sources			

#### Mapping of COs with POs (program objectives)

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO 4
CO1	2	1	3	1	1	3	3	2	3	2
CO2	2	2	2	2	2	2	3	2	3	2
CO3	3	2	3	2	2	3	3	2	3	3
CO4	3	3	3	1	1	3	3	2	3	3
CO5	2	1	1	3	2	3	3	2	3	3
Avg	2.40	1.80	2.40	1.80	1.60	2.80	3.00	2.00	3.00	2.60

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

## Intellectual Property Rights

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch:</b>		<b>Semester: III (odd)</b>	
1	Course Code	MBA	
2	Course Title	Intellectual Property Rights	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Course	
5	Course Description	There has been a surge in research work done by new entrants and incumbent firms in this century. Creative individuals are increasingly converting ideas into product and services and commercializing them locally and globally. However, IPR infringements have also seen a surge and it is important for an inventor to protect intellectual property. This course aims at disseminating required knowledge to budding inventors (entrepreneurs and Intrapreneurs) about protecting their inventions (patents, trademarks, copyrights etc.	
6	Course Objective	<ul style="list-style-type: none"> <li>• To introduce fundamental aspects of Intellectual property Rights to budding entrepreneurs and innovators.</li> <li>• To disseminate knowledge about patent regime in India and globally.</li> <li>• To disseminate knowledge about copyrights, trademarks, and the process of registering the same.</li> <li>• To appraise about the current trends and initiatives in the field of IPR for entrepreneurs.</li> <li>• To manage risk of IPR infringement.</li> </ul>	
7	Course Outcomes	<p>Having completed the course, the student will be able to:</p> <p>CO1: Identify the concept of IPR in Indian and global context (Knowledge).</p> <p>CO2: Describe the process of IPR (patents, trademarks, copyrights) filing with different agencies across the globe (Comprehension)</p> <p>CO3: Explain the outcomes of the global agreements related to IPR and managing risk to protect inventions (Comprehension).</p> <p>CO4: Apply the knowledge to firms involved in IPR protection and infringements in the past (Apply).</p> <p>CO5: Analyse the contemporary issues and trends related to IPR (Analyse).</p>	
8	<b>Syllabus Outline</b>		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Intellectual Property Rights</b>	
	1 A	Intellectual Property Rights - Evolution, Need and Importance	CO1, CO2
	1 B	Forms of IPR- Patent, Copyrights, Trademarks	CO1, CO2
	1 C	IPR in India and Abroad- Genesis and Development	CO1, CO2
	<b>Unit 2</b>	<b>Forms of Intellectual Property</b>	
	2 A	Patents - Elements of Patentability: Novelty and Non	CO1, CO2, CO3

		Obviousness. Application and Registration. Rights of the patent holder			
	2 B	Copyright and Inclusions- literary work, dramatic, musical, artistic works; cinematograph films and sound Recordings. Application and Registration. Rights of the copyright holder			CO1, CO2
	2 C	Trademarks: Different kinds of marks (brand names, logos, signatures, symbols etc.). Registration of Trademark. Rights of the trademark holder. Licensing of Trademark			CO1, CO2, CO5
	<b>Unit 3</b>	<b>IPR in the Digital Age</b>			
	3 A	Complexities brought to IPR by digitization of businesses			CO1, CO2, CO5
	3 B	WIPO Internet Treaties			CO1, CO2
	3 C	Digital IPR trends in India			CO1, CO2, CO3
	<b>Unit 4</b>	<b>Protecting Intellectual Property</b>			
	4 A	Patent: Surrender and Revocation, Risk of Infringement- Remedies & Penalties. Appellate Board and Patent Office			CO1, CO2
	4 B	Copyright: Infringement, Remedies & Penalties, Related Rights, Distinction between related rights and copyrights			CO1, CO2, CO4
	4 C	Trademark: Infringement, Remedies & Penalties, Trademarks registry and appellate board			CO1, CO2
	<b>Unit 5</b>	<b>Trends in IPR</b>			
	5 A	National IPR Policy of India 2016			CO1, CO2, CO3
	5 B	Government Steps towards promoting IPR and creating awareness.			CO1, CO2
	5 C	Current trends and future prospects of IPR			CO1, CO2, CO4
	<b>Mode of examination</b>	<b>Theory</b>			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Intellectual Property Rights: Protection and Management India. KV Nithyananda. Cengage Learning India Private Limited.			
	Other References	Journal of Intellectual Property Rights (JIPR): NISCAIR			

**Mapping of COs with POs (program objectives)**

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	1	1	2	1	1
CO2	2	2	2	2	1	1	1	2	1	1
CO3	2	2	2	2	2	1	2	2	1	2
CO4	3	3	2	2	2	2	2	2	1	2
CO5	3	2	2	2	2	2	1	2	1	2
Avg	2.40	2.00	2.00	1.80	1.60	1.40	1.40	2.00	1.00	1.60

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

## Family Business Houses in India

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch:</b>		<b>Semester: IV (even)</b>	
1	Course Code	MBA	
2	Course Title	Family Business Houses in India	
3	Credits	03	
4	Contact Hours (L-T-P)	0-3-0	
	Course Type	Discipline Specific Course	
5	Course Description	<ul style="list-style-type: none"> <li>Family business landscape is changing, and it is imperative for family firms to grow and compete in the marketplace. This course provides exploration of issues and insights from Indian Family Business Houses</li> </ul>	
6	Course Objective	<ul style="list-style-type: none"> <li>To acquire knowledge about growth strategies of Indian family firms.</li> <li>To understand the importance of balancing business and family interests.</li> <li>To analyse issues confronting family firms as they grow.</li> <li>To appreciate management of leadership and succession planning in family businesses.</li> </ul>	
7	Course Outcomes	<p>Having completed the course, the student will be able to:</p> <p>CO1: Recognize key issues confronting the growth of family firms (Knowledge).</p> <p>CO2: Describe the key considerations and strategies for family firms as they go through various growth stages (Comprehension)</p> <p>CO3: Apply family business analysis frameworks to understand growth strategies adopted by family businesses (Apply).</p> <p>CO4: Analyse how family businesses manage growth in the current scenario (Analyse).</p> <p>CO5: Analyse how family businesses in India plan succession to build organisations that are built to last</p>	
8	<b>Syllabus Outline</b>		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Family Business Houses</b>	
	1 A	Introduction to Family business houses – global context	CO1, CO2
	1 B	Family business houses in India: Profiles	CO1, CO2
	1 C	Evolution of Family business houses in India	CO1, CO2
	<b>Unit 2</b>	<b>Family business houses: Case* 1&amp;2</b>	
	2 A	Evolution, growth, Values & Ethics	CO1, CO2, CO4
	2 B	Business Model, Corporate & Business Strategies	CO1, CO2, CO3
	2 C	Succession Planning, Digitalisation Strategy	CO1, CO2, CO5
	<b>Unit 3</b>	<b>Family business houses: Case* 3 &amp;4</b>	
	3 A		CO1, CO2, CO3
	3 B		CO1, CO2

	3 C			CO1, CO2, CO5
	<b>Unit 4</b>	<b>Family business houses: Case* 5 &amp; 6</b>		
	4 A	Evolution, growth, Values & Ethics		CO1, CO2
	4 B	Business Model, Corporate & Business Strategies		CO1, CO2
	4 C	Succession Planning, Digitalisation Strategy		CO1, CO2, CO3
	<b>Unit 5</b>	<b>Family business houses: Case* 7&amp;8</b>		
	5 A	Evolution, growth, Values & Ethics		CO1, CO2, CO5
	5 B	Business Model, Corporate & Business Strategies		CO1, CO2, CO5
	5 C	Succession Planning, Digitalisation Strategy		CO1, CO2, CO5
	<b>Mode of examination</b>	<b>Theory</b>		
	Weightage Distribution	CA	MTE	ETE (Viva)
		60%	NA	40%
	Text book/s*	Managing the Family Business Theory and Practice. Thomas Zellweger. Edward Elgar Publishing		
	Other References	Aronoff & Ward (1997) Parts 1 & 5 from Preparing your Family Business for Strategic Change		

\*Indicative List of Business group cases (to be chosen in view of material available):  
Tata, Birlas, Reliance, L&T, Bharti, Adani, Mahindra, GMR, Wipro/Infosys, Thapar, Goenkas, Jaypee, Bajaj, Jindal etc.

### Mapping of COs with POs (program objectives)

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	2	1	1	1	1	1
CO2	2	2	2	2	2	2	1	1	1	1
CO3	2	2	2	2	2	2	1	2	1	2
CO4	2	2	2	2	3	2	2	2	3	2
CO5	2	2	1	1	2	3	2	2	2	2
Avg	2.0 0	1.80	1.80	1.60	2.20	2.00	1.40	1.60	1.60	1.60

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

## Social Entrepreneurship and Sustainable Development

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch:</b>		<b>Semester: IV (even)</b>	
1	Course Code	MBA	
2	Course Title	Social Entrepreneurship and Sustainable Development	
3	Credits	03	
4	Contact Hours (L-T-P)	03-00-00	
	Course Type	Discipline Specific Course	
5	Course Description	Social entrepreneurship is a rapidly developing and changing business field in which business and non-profit leaders design, grow, and lead mission-driven enterprises. As the traditional lines blur between non-profit enterprises, government, and business, it is critical that business students understand the opportunities and challenges in this new landscape and how social entrepreneurship is redefining itself in terms of it's structure, measurement of impact that it has been able to create, scaling up and sustainability.	
6	Course Objective	<ol style="list-style-type: none"> <li>1. Understand the social entrepreneurial landscape and how social entrepreneurial opportunities are scouted.</li> <li>2. Develop a Strategic Plan for a Social Venture.</li> <li>3. Understand organizational structure of a Social Venture</li> <li>4. Measuring and scaling Social Ventures.</li> <li>5. Understand the concept of Social Entrepreneurship with relation to sustainability.</li> </ol>	
7	Course Outcomes	<p>CO1: The student will be able to <i>describe the social venture and other social entities</i></p> <p>CO2: The student will be able to <i>assess different kinds of opportunities available and the role of market failures for a social enterprise.</i></p> <p>CO 3 The student will able to <i>prepare a strategic plan for a social venture</i></p> <p>CO4: The student will be able to <i>comprehend different organizational structures available for a social venture.</i></p> <p>CO 5: The student will be able to <i>prepare a social venture strategy including measuring and scaling up social ventures and sustainability.</i></p>	
8	syllabus Outline		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Social Entrepreneurship</b>	
	1 A	What is social entrepreneurship: Definitions and Perspective; Social Entrepreneurs; Social Advocates and Social Activists	CO1
	1 B	Correcting Market Failures	CO1. CO2
	1 C	Lean Start-up for Social Enterprises.	CO1
	<b>Unit 2</b>	<b>Recognizing Social Opportunities</b>	

	2 A	Social Ideas and the role of Innovation	CO 2, CO 3	
	2 B	Opportunity Recognition and Opportunity Recognition Tools	CO2, CO 3	
	2 C	Opportunity Assessment and opportunity assessment tool	CO2; CO3, CO5	
	<b>Unit 3</b>	<b>Developing a Strategic Plan for a Social Venture and Organization Structure of A Social Venture</b>		
	3 A	The importance of Social Venture Planning	CO 3	
	3 B	Developing a Social Venture Plan	CO 3	
	3 C	General Organization Structures of a Social Venture.	CO 4	
	<b>Unit 4</b>	<b>Measuring Social Impact and Scaling Social Ventures</b>		
	4 A	Measuring Social Impact defining SVP	CO4; CO 5	
	4 B	Growth Strategies for a social venture	CO4;CO 5	
	4 C	Scaling Enhancers for a Social Venture	CO 4; CO 5	
	<b>Unit 5</b>	<b>Social Entrepreneurship and Sustainability</b>		
	5 A	Social Entrepreneurship and sustainability	CO 4, CO5	
	5 B	Challenges in sustainability	CO 4, CO5	
	5 C	Sustainability Strategies for Social Enterprises	CO 4, CO5	
	Mode of examination	Theory/Jury/Practical/Viva		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	Understanding Social Enterprise by Jill Kickul and Thomas S Lyons published by Routledge 2016.		
	Other References	Articles from SSIR		

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

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

## Technology- Platform Business and Strategy

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch:</b>		<b>Semester: IV (even)</b>	
1	Course Code	MBA	
2	Course Title	Technology- Platform Business and Strategy	
3	Credits	03	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Course	
5	Course Description	New businesses are adopting platforms, especially technology led platforms that have different strategies from the traditional “pipeline” businesses. The course aims at developing an understanding of strategies followed by technology led platform businesses thereby enabling students to start and manage platform businesses. This course intends to equip the students with the necessary knowledge, skills and competencies helpful in starting and managing platform businesses.	
6	Course Objective	<ul style="list-style-type: none"> <li>• To acquire knowledge about platform business and its importance in today’s businesses.</li> <li>• To differentiate products and platforms businesses and how to develop a platform mind-set.</li> <li>• To understand the basics of platform architecture, ecosystem and design.</li> <li>• To implement and scale up a platform business.</li> </ul> <p>To manage risk in technology platform businesses.</p>	
7	Course Outcomes	<p>Having completed the course, the student will be able to:</p> <p>CO1: Identify the concept of platform business and how they are different from pipeline businesses (Knowledge).</p> <p>CO2: Explain and differentiate strategies for starting and managing platforms (Comprehension)</p> <p>CO3: Apply their knowledge of theories and tools to strategies adopted by platform businesses across the globe (Apply).</p> <p>CO4: Analyse how to ideate, implement, and grow a platform business (Analyse).</p> <p>CO5: Analyse how platform businesses leverage “networks” for launch and growth (Analyse)</p>	
8	<b>Syllabus Outline</b>		CO Mapping
	<b>Unit 1</b>	<b>Introduction and importance of Platforms</b>	
	1 A	Platform Business- Evolution, Concept and Importance	CO1, CO2
	1 B	Platforms and Pipelines, Technology based platforms	CO1, CO2
	1 C	Entrepreneurial Mindset and Platforms	CO1, CO2

<b>Unit 2</b>	<b>Strategy Formulation for Platform Business</b>			
2 A	Moving away from a product mind-set to a platform mind-set			CO1, CO2
2 B	Platform architecture, ecosystem, and design			CO1, CO2, CO3
2 C	Networks and Platforms			CO1, CO2, CO5
<b>Unit 3</b>	<b>Implementing a Platform Strategy</b>			
3 A	Launching a successful technology platform			CO1, CO2, CO3
3 B	Developing a platform business model			CO1, CO2
3 C	Leveraging “networks”			CO1, CO2, CO5
<b>Unit 4</b>	<b>Scaling Up a Platform Business</b>			
4 A	Factors to consider while scaling up a platform business			CO1, CO2
4 B	Process of Platform Scale			CO1, CO2, CO4
4 C	Managing risk in platform scale			CO1, CO2
<b>Unit 5</b>	<b>Measuring Platform businesses’ performance</b>			
5 A	Metric to measure platform performance			CO1, CO2, CO3
5 B	Openness and Governance in platform business			CO1, CO2
5 C	The Future of Platform business			CO1, CO2, CO4
<b>Mode of examination</b>	<b>Theory</b>			
Weightage Distribution	CA	MTE	ETE	
	30%	20%	50%	
Text book/s*	Platform Revolution – How Networked Markets are Transforming the Economy? and How to Make Them Work for You. Parker, Alystine & Choudary. W. W. Norton & Company (2017)			
Other References	Platform Scale: How an emerging business model helps startups build large empires with minimum investment. Sangeet Paul Choudary. Platform Thinking Labs (2015)			

### Mapping of COs with POs (program objectives)

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

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

## Contemporary Issues in Entrepreneurship and Family Business

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch:</b>		<b>Semester: IV (even)</b>	
1	Course Code	MBA	
2	Course Title	Contemporary Issues in Entrepreneurship and Family Business	
3	Credits	03	
4	Contact Hours (L-T-P)	0-0-3	
	Course Type	Discipline Specific Course	
5	Course Description	With VUCA (Volatility, Uncertainty, Complexity, Ambiguity) taking the centre stage, entrepreneurs and family businesses are increasingly getting affected by the changes happening in their internal and external environment. Hence it is important for them to be up to date with the changes happening and adapt accordingly. That is the only recipe to success. This course intends to appraise the students of the trends and issues confronting the entrepreneurs and family businesses in the new age.	
6	Course Objective	<ul style="list-style-type: none"> <li>• To acquire knowledge about burgeoning issues in the field on entrepreneurship and family business.</li> <li>• To explain the factors affecting new ventures and family businesses.</li> <li>• To understand the effect of these factors on businesses globally.</li> <li>• To sense the changing landscape of the business and how entrepreneurs can adapt to the new world.</li> <li>• To manage Entrepreneurial and Family Business in the dynamic business landscape.</li> </ul>	
7	Course Outcomes	<p>Having completed the course, the student will be able to:</p> <p>CO1: Identify the issues in the field on entrepreneurship and family business (Knowledge).</p> <p>CO2: Explain the factors affecting new ventures and family businesses in the 21<sup>st</sup> century (Comprehension)</p> <p>CO3: Explain the effect of technology and financing options on new ventures and family businesses in the 21<sup>st</sup> century (Comprehension)</p> <p>CO4: Demonstrate the effect of these factors on entrepreneurial and family businesses in India and globally (Apply).</p> <p>CO5: Analyse how entrepreneurial and family businesses have evolved in different industries in India and globally (Analyse)</p>	
8	<b>Syllabus Outline</b>	CO Mapping	
	<b>Unit 1</b>	<b>Entrepreneurship in the “new age”</b>	
	1 A	Entrepreneurship- then and now	CO1, CO2
	1 B	The changing environment- Is it Opportunity or Threat?	CO1, CO2, CO4
	1 C	Entrepreneurship and Innovation	CO1, CO2
	<b>Unit 2</b>	<b>Recent Trends in entrepreneurship</b>	
	2 A	Effect of Technology and Financing	CO1, CO2, CO3

	2 B	The rise of Diversity and Sharing Economy		CO1, CO2, CO5
	2 C	Social and Environmental Responsibility		CO1, CO2, CO5
	<b>Unit 3</b>	<b>Family Business in the “new age”</b>		
	3 A	Effect of rising “start-up” culture on family businesses		CO1, CO
	3 B	Redefining “family” and the role of women of family		CO1, CO2, CO3
	3 C	Family and Adaptation		CO1, CO2, CO5
	<b>Unit 4</b>	<b>Recent Trends in Family Business</b>		
	4 A	The new normal- ownership, communication, governance		CO1, CO2, CO3
	4 B	Managing “generational change” of the successor		CO1, CO2, CO5
	4 C	Managing Pace of Change		CO1, CO2, CO5
	<b>Unit 5</b>	<b>Entrepreneurship and Family Business- The Road Ahead</b>		
	5 A	Industries that provide opportunities for entrepreneurs		CO1, CO2, CO4
	5 B	Industries that provide opportunities for family businesses		CO1, CO2, CO4, CO5
	5 C	The future of “entrepreneurship” and “family business” in Indian and global context		CO1, CO2, CO5
	<b>Mode of examination</b>	<b>Theory</b>		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	None		
	Other References	Newspapers, magazines, journals covering latest issues on entrepreneurship and family business (such as Entrepreneur, Inc. com etc.)		

### Mapping of COs with POs (program objectives)

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

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

**List of Discipline Specific Courses (DSCs) of Business Analytics**

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

<b>School: SBS</b>		<b>Batch :2019-2021</b>	
<b>Program: MBA (BA)</b>		<b>Current Academic Year: 2019-20</b>	
<b>Branch: Business Analytics</b>		<b>Semester: I</b>	
1	Course Code		
2	Course Title	<b>Data Management and R</b>	
3	Credits	3	
4	Contact Hours (L-T-P)	2-0-2	
	Course Type	DSE	
5	Course Objective	<p>1. To introduce the concept of Business Analytics, Data management and R.</p> <p>2. The course would expose the students to maintain data.</p> <p>3. This course leads students to impart an understanding of role of data in a business.</p> <p>4. It will help them to handle more volume of data in effective manner using R</p>	
6	Course Outcomes	<p>CO1: The student will be able to identify the main sources of Data in the real world</p> <p>CO2: The student will be able to demonstrate an ability to use frameworks like R to efficiently store retrieve and process Data for Analytics.</p> <p>CO3: The student will be able to create a RDBMS for a real life application, with constraints using R.</p> <p>CO4: The student will be able to analyse the existing design of a database schema and apply concepts of normalization to design an optimal database.</p> <p>CO5: The student will be able to retrieve any type of information from a data base using R.</p>	
7	Course Description	<p>Data is abundant and its abundance offers potential for new discovery, and economic and social gain. But data can be difficult to use. It can be noisy and inadequately contextualized. This course will examine the underlying principles and technologies needed to capture data, clean it, contextualize it, store it, access it, and trust it for a repurposed use.</p> <p>This is an introductory course on how to use the R programming language and software environment for data manipulations , creating database Refinement and Normalization Microsoft Access and R.</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Business Analytics</b>	
	A	Introduction to Business Analytics ,Competing on Analytics, The New Science of Winning Business Analytics :Definition, Market, Trends and People	CO1
	B	The Paradigm Shift from Data to Insight and from Business Intelligence to Business Analytics	CO1, CO2
	C	Descriptive , Predictive and Prescriptive Analytics	CO1, CO2

	<b>Unit 2</b>	<b>Business Analytics Cycle</b>		
	A	The Business Analytics Cycle Information summary about Books, Tools ,Blog, Resources,Groups, Communities ,Videos Useful links		CO1, CO2
	B	Sources of Data ,Database Architecture and Data Gathering Process		CO1, CO2
	C	Types of Data ,Overview of an online survey/research project		CO1, CO2,CO5
	<b>Unit 3</b>	<b>Introduction to R programs</b>		
	A	Intro to R programs, Running R programs ,		CO3.CO5
	B	Mastering Fundamental R concepts How to diagnose and correct syntax errors		CO3.CO5
	C	Getting familiar with R data sets		CO3.CO5
	<b>Unit 4</b>	<b>Creating R data sets</b>		
	A	Creating R data sets, Reading raw data files (column input/formatted input)		CO3,CO4
	B	Assigning variable attributes ,Changing variable attributes		CO3,CO4
	C	Reading MS spread sheets in R		CO3,CO4
	<b>Unit 5</b>	<b>Reading R data sets and creating variables</b>		
	A	Reading Delimited Raw Data Files Using Excel for Data Management , Purpose of the Database		CO3,CO4,CO5
	B	Relational Databases Entities, Relationships and Attributes Specify Keys, Primary and Foreign, Create Relationships among Tables		CO3,CO4,CO5
	C	Refinement and Normalization Microsoft Access and R		CO3,CO4,CO5
	Mode of examination	Practical		
	Weightage Distribution	Internal	External	
		60%	40%	
	Text book/s*	KristienBrieny “Data Management for Researchers: Organize, maintain and share your data for research success” September 2015, Paperback		
	Other References	Beginning R: The Statistical Programming Language - The Statistical Programming Language (English, Paperback, Gardener Mark)		

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	1	2	1	1	1
CO2	2	1	2	1	1	1	2	1	1	2
CO3	2	2	1	1	1	1	1	2	2	2
CO4	1	2	1	2	1	1	2	3	2	2
CO5	1	2	1	2	1	1	2	2	2	2
Avg	1.60	1.60	1.40	1.40	1.00	1.00	1.80	1.80	1.60	1.80

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SBS</b>		<b>Batch : 2019-21</b>	
<b>Program: MBA (BA)</b>		<b>Current Academic Year: 2019-20</b>	
<b>Branch: Business Analytics</b>		<b>Semester: II</b>	
<b>1</b>	<b>Course Code</b>		
<b>2</b>	<b>Course Title</b>	Data Mining Techniques – Predictive Modeling and Pattern Discovery- using R	
<b>3</b>	<b>Credits</b>	3 ( LAB)	
<b>4</b>	<b>Contact Hours (L-T-P)</b>	2-0-2	
	<b>Course Type</b>	DSE	
<b>5</b>	<b>Course Objective</b>	<ol style="list-style-type: none"> <li>1. To understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly</li> <li>2. To teach the predictive modelling and data mining with practical approach</li> <li>3. To help student to formulate a business problem, identify and propose models, estimate and diagnose, and finally interpret their meanings</li> <li>4. Though analytical software is utilized, an understanding of underlying concepts and methods would be stressed</li> </ol>	
<b>6</b>	<b>Course Outcomes</b>	<p><b>CO1:</b>The student will be able to list the application of predictive techniques in Managerial Decision Making</p> <p><b>CO2:</b>The student will be able to describe some real time business situations as a mathematical model</p> <p><b>CO3:</b>The student will be able to solve a problem, work out its optimum (fit)solution and interpret the result</p> <p><b>CO4:</b> The student will be able to infer the R output for taking business decisions</p> <p><b>CO5:</b> The student will be able to evaluate factor, cluster and conjoint analysis.</p>	
<b>7</b>	<b>Course Description</b>	This course is designed to teach students how to manage and analyze data using R. R is a very powerful data management tool and statistical software used by 93% of the top 2011 FORTUNE Global 500 corporations and numerous academic institutions and government agencies worldwide. The course will provide hands-on demonstrations of statistical concepts and methods on data manipulations and analyses. Students will learn how to read in data, produce descriptive statistics and graphs, and perform basic predictive analyses based on the needs of the study and nature of the outcomes.	
<b>8</b>	<b>Outline syllabus</b>		<b>CO Mapping</b>
	<b>Unit 1</b>	<b>Multivariate Analysis: Statistical Recap</b>	
	<b>A</b>	Mathematical and Statistical Prerequisites, Statistical vs Deterministic, Regression vs Causation, Regression vs Correlation	CO1, CO2
	<b>B</b>	Terminology and Notation, Types of Data,Supervised Learning and Unsupervised Learning - Preparing Data for	CO1, CO2

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

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

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	2	1	2	2	2	2
CO2	1	1	1	1	1	1	2	2	2	2
CO3	1	2	1	1	2	1	2	2	2	2
CO4	1	2	1	1	2	1	2	2	2	2
CO5	1	2	1	1	2	1	2	2	2	2
Avg	1.20	1.80	1.00	1.00	1.80	1.00	2.00	2.00	2.00	2.00

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SBS</b>		<b>Batch :2019-21</b>	
<b>Program: MBA (BA)</b>		<b>Current Academic Year: 2019-20</b>	
<b>Branch: Business Analytics</b>		<b>Semester: II</b>	
1	Course Code		
2	Course Title	Advance Excel – Application in Business	
3	Credits	3	
4	Contact Hours (L-T-P)	1-0-3	
	Course Type	DSE	
5	Course Objective	<ol style="list-style-type: none"> <li>1. To introduce advanced features and tools in Excel.</li> <li>2. The course would expose the students to learn how and when to use the advanced formulas</li> <li>3. To equip participants with the knowledge on how to debug and audit the advanced formulas.</li> <li>4. To gain insights from data using Advanced Excel</li> </ol>	
6	Course Outcomes	<p>CO1: The student will be able to recognize worksheet and table data using multiple techniques.</p> <p>CO2: The student will be able to summarize information using excel pivot tables, and generate reports</p> <p>CO3: The student will be able to display data in various formats with Pivot tables, conditional formatting, advanced filtering, and sorting options.</p> <p>CO4: The student will be able to analyse data using Excel Pivot Tables and Pivot Charts</p> <p>CO5: The student will be able to perform Lookup easily with V-lookup &amp; H-Lookup Functions in Excel</p>	
7	Course Description	<p>Advanced Excel plays a very important role in structuring &amp; presenting data so that it looks impressive. This course is tailored for those who perform intensive data analysis. This course will introduce you how to create, format, and modify PivotTables, perform various summary techniques when displaying data, and create pivot charts. This course will also explore more advanced techniques such as grouping items in PivotTables, creating calculated fields, and using the slicer tools. This advanced excel module will help you become a world-class financial analyst for careers in investment banking, private equity, corporate development, equity research and FP&amp;A.</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Advance Excel</b>	
	A	Formulas , VLOOKUP, COUNTIFS: COUNT, IF , COUNTIF. COUNTIFS ,	CO1,CO5
	B	Filters ,Quick Filtering , Filtering by Multiple Criteria	CO1, CO3
	C	Saving the Filtered Data, Performing Calculations on Filtered Data	CO1, CO3

	<b>Unit 2</b>	<b>PivotTables&amp; Building a PivotTable Report 1 and 2</b>		
	A	Defined, Basic PivotTable Data, Inserting a Pivot Table, PivotTable Geography		CO2,CO3
	B	Building a PivotTable Report – Part One: Adding row labels, adding column data, changing formulas in columns, changing headers & number, formats		CO2,CO3
	C	Building a PivotTable Report – Part Two:Adding multiple row labels, collapsing and expanding, drill down to data, sorting, & refreshing		CO2,CO3
	<b>Unit 3</b>	<b>Building a PivotTable Report 3 and 4</b>		
	A	Building a PivotTable Report -Part Three: Grouping by dates, grouping by ranges, show items with no detail,		CO3, CO5
	B	Show values in empty cells, grouping across columns		CO3, CO5
	C	Building a PivotTable Report – Part Four:User defined groups, adding/removing subtotals		CO3, CO5
	<b>Unit 4</b>	<b>Building a PivotTable Report 5 and 6</b>		
	A	Building a PivotTable Report – Part Five : Using formulas on pivoted data		CO2, CO4
	B	Building a PivotTable Report – Part Six: Displaying multiple row labels in columns, or tabular form		CO2, CO4
	C	Create pivot tables		CO2, CO4
	<b>Unit 5</b>	<b>Building a PivotTable Report 7 and 8</b>		
	A	Pivot Table – Part Seven: Report Filters		CO2, CO4
	B	Slicers, Expanding Filter Results to Individual Tabs		CO2, CO4
	C	Formatting as a Table - Part Eight.		CO2, CO4
	Mode of examination	Practical		
	Weightage Distribution	Internal	External	
		60%	40%	
	Text book/s*	1. Microsoft Excel Bible by John Walkenbach, Wiley India		
	Other References	1. Turban, Rainer, Potter, Introduction to Information Technology, John Wiley &- Sons. 2. Information Technology for Management: Ramesh Behl (Tata Mc Graw Hill).		

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	1	1	1	2	1
CO2	2	1	2	1	2	2	2	1	1	2
CO3	1	2	2	2	1	1	2	2	2	2
CO4	1	2	2	1	1	1	2	2	1	1
CO5	1	2	3	2	1	1	2	2	2	2
Avg	1.40	1.60	2.20	1.40	1.20	1.20	1.80	1.60	1.60	1.60

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

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA (BA)</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: Business Analytics</b>		<b>Semester: III Sem</b>	
1	Course Code		
2	Course Title	Fundamentals of Python	
3	Credits	3	
4	Contact Hours (L-T-P)	2-0-2	
	Course Status	DSE	
5	Course Objective	<ol style="list-style-type: none"> <li>1. To provide prospective management studies students with the skills necessary to use Python Programming Language to generate reports, analyses and decisions based on a study of relevant data.</li> <li>2. To provides the set of skills that are most frequently used in the work place for business analytics.</li> <li>3. To enrich students with various programming skills with their applications in various Industries</li> </ol>	
6	Course Outcomes	<p><b>CO1:</b> The students will be able to recognize the significance of Python Programming Language to solve management problems.</p> <p><b>CO2:</b> The students will be able to compare the programming techniques in appropriate manner for managerial decision making</p> <p><b>CO3:</b> The students will be able to use basic knowledge and understanding of data analysis and interpretation using Python Programming</p> <p><b>CO4:</b> The students will be able to select an appropriate technique of Python Programming for addressing the requirement of data analysis</p> <p><b>CO5:</b> The students will be able to evaluate different programming approaches.</p>	
7	Course Description	The course provides with the basic concepts and methods of Python programming skills so as to enhance business analytics programming skills.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Python</b>	
	A	<b>Introduction to Python:</b> What is Python? Python vs R, Installing Python based IDE, learning to run basic programs.	CO1, CO2
	B	<b>Working with Data and Datatypes:</b> tuples, lists, dictionaries, and sets	CO1, CO2
	C	<b>Writing Functions:</b> organize larger programs into functions.	CO3, CO4, CO5
	<b>Unit 2</b>	<b>Modules and Libraries</b>	
	A	How to organize programs into modules	CO2, CO3
	B	Designing modules for efficient programming.	CO2, CO3
	C	Learning to write Module based programming	CO3, CO4, CO5

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

POS COS	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2	PSO3	PSO4
CO1	2	2	1	1	1	1	1	2	2	2
CO2	1	2	1	1	1	1	1	1	2	1
CO3	1	2	1	1	1	1	1	2	1	2
CO4	1	2	1	1	1	1	1	2	2	2
CO5	1	2	1	1	1	1	1	2	2	2
Avg	1.20	2.00	1.00	1.00	1.00	1.00	1.00	1.80	1.80	1.80

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SBS</b>		<b>Batch: 2019-21</b>	
<b>Program: MBA (BA )</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: Business Analytics</b>		<b>Semester: III</b>	
1	Course Code		
2	Course Title	Fundamentals of SQL	
3	Credits	3	
4	Contact Hours (L-T-P)	2-0-2	
	Course Status	DSE	
5	Course Objective	<p>4. To provide prospective management studies students with the skills necessary to organize, store and retrieve data needed for managerial decisions.</p> <p>5. To provides the set of skills that are most frequently used in the work place to design and maintain database for managerial reports.</p>	
6	Course Outcomes	<p><b>CO1:</b> The students will be able to describe basic DBMS with reference to business and management problems / issues</p> <p><b>CO2:</b> The students will be able to express DBMS in appropriate manner for managerial decision making</p> <p><b>CO3:</b> The students will be able to apply basic knowledge and understanding of SQL in relation to the organizing, storing and retrieving required data for an organization</p> <p><b>CO4:</b> The students will be able to select an appropriate technique for optimizing DBMS.</p> <p><b>CO5:</b> The students will be able to support various industry related decision making with the use of SQL programming</p>	
7	Course Description	The course provides with the basic concepts and methods of SQL programming skills so as to enhance business analytics programming skills.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction to SQL</b>	
	A	Introduction to databases	CO1, CO2
	B	Need of a database	CO1, CO2
	C	Overview of MySQL or any other SQL?	CO2, CO3
	<b>Unit 2</b>	<b>Working with SQL</b>	
	A	Writing queries to get required data	CO2, CO3
	B	Learning the basics of Query Processing	CO2, CO3
	C	Overview of Query Optimization for efficient programming	CO2, CO3
	<b>Unit 3</b>	<b>Designing Database</b>	
	A	Introducing High-Level Database Models	CO2, CO3, CO4
	B	Learning to use Constraints and Triggers	CO2, CO3, CO4
	C	The process of Creating tables	CO2, CO3, CO4
	<b>Unit 4</b>	<b>Database Keys and Index</b>	

	A	The basics of Database views		CO2, CO3, CO4
	B	Learning to use Database Keys		CO2, CO3, CO4
	C	How to create Database index		CO2, CO3, CO4
	<b>Unit 5</b>	<b>SQL Project</b>		
	A	Using SQL in an Industrial Application		CO3, CO4, CO5
	B	Optimizing DBMS performance		CO3, CO4, CO5
	C	Case from Industries (e.g. Education, Healthcare)		CO3, CO4, CO5
	Mode of examination	Lab		
	Weightage Distribution	Internal	External	
		60%	40%	
	Text book/s*	3. Database Systems: The Complete Book, 2/e by Garcia-Molina, Ullman and Widom, Pearson Publication		
	Other References	Concepts of Database Management System, 1/e by Naik, Pearson Publication		

POS COS	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	1	1	1	1	2	1	2	2
CO2	1	2	1	1	1	1	1	2	2	2
CO3	1	2	1	1	1	1	2	2	1	2
CO4	1	2	1	1	1	1	1	2	2	2
CO5	1	2	1	1	2	1	1	1	2	2
<b>Avg</b>	1.20	2.00	1.00	1.00	1.20	1.00	1.40	1.60	1.80	2.00

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SBS</b>		<b>Batch : 2019-21</b>	
<b>Program: MBA (Dual)</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: Business Analytics</b>		<b>Semester: III</b>	
1	Course Code		
2	Course Title	Time Series Analysis with Excel and Minitab	
3	Credits	3	
4	Contact Hours (L-T-P)	2-0-2	
	Course Type	DSE	
5	Course Objective	<ol style="list-style-type: none"> <li>1. To understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly</li> <li>2. To teach a practical approach to modeling time series data</li> <li>3. To help student identify and propose models, estimate them with data, diagnose whether they fit, and interpret their meanings.</li> <li>4. Though Computer software is utilized, an understanding of underlying concepts and methods would be stressed</li> </ol>	
6	Course Outcomes	<p>CO1: The student will be able to describe the types of forecasting methods (quantitative and qualitative)</p> <p>CO2: The student will be able to interpret the concept, importance and components of time series</p> <p>CO3: The student will be able to apply regression model for trend analysis and forecasting</p> <p>CO4: The student will be able to prioritize various forecasting models for data analysis</p> <p>CO5: The student will be able to implement model building strategy</p>	
7	Course Description	<p>In today's highly dynamic business environment, managers have to forecast the future and design strategies accordingly. Managers use forecasting techniques to make strategic decisions about selling, buying, hiring etc. every day. The past data is used by the managers to make predictions about the future. Forecasting is a technique which can aid in future planning. Time series is an important tool that can be used to predict the future. The main objective of Time series and forecasting is to understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	<b>Introduction to time series and forecasting And Measurement of trend-Trend Extrapolation</b>	
	A	Introduction to forecasting, Types of forecasting method Introduction to Time Series: Utility of time series analysis, Stationary and non-stationary time series, Univariate and multivariate methods, Scaling of time series, Components of time series, Secular Trend, Seasonal Variations,	CO1, CO2

		Cyclical Variations, Random or Irregular Variations, Decomposition models of time series-Additive & Multiplicative Model	
	B	Preliminary-Types of curves: <ul style="list-style-type: none"> <li>• Linear</li> <li>• Parabola</li> <li>• Hyperbola</li> <li>• Exponential</li> <li>• Modified exponential</li> <li>• Logistic</li> <li>• Gompertz</li> </ul>	CO1, CO2
	C	Introduction to Trend Analysis, Need to study trend measurement, Types of trend, Freehand or Graphic Method Using MS Excel for Trend Extrapolation, Fitting a trend to Time Series, Using a trend chart function to forecast time series, Trend Parameters and Calculations	CO1,CO2
	Unit 2	<b>Forecasting Errors</b>	
	A	Forecasting Errors: Introduction, Error Measurement	CO1,CO2
	B	Types of error, Interpreting errors, Error inspection	CO1,CO2
	C	Confidence intervals, Standard error in time series	CO1,CO2
	Unit 3	<b>Time Series Smoothing ( Advanced trend Analysis)</b>	
	A	Time Series Smoothing: Introduction, Moving average method. Weighted moving average method, Semi-Averages method, Using MS-Excel for Moving Average	CO3,CO4
	B	Exponential Smoothing(Exponential weighted moving average method-EWMA):Concept of Exponential Smoothing ,Forecasting with Exponential Smoothing	CO3,CO4
	C	Double Exponential Smoothing-Holt's technique ,Using Excel/Minitab/SPSS for Exponential Smoothing	CO3,CO4
	Unit 4	<b>Regression Trend Analysis</b>	
	A	Introduction to Regression Trend Analysis, Linear regression trend model, Quadratic trend model ,Using Excel/Minitab/SPSS for Regression Trend Analysis	CO3,CO4
	B	Seasonal Variation: Method of simple averages, Ratio –to – Trend method , Ratio-to-Moving Average method ,Link relative method	CO3,CO4
	C	Using Excel/Minitab/SPSS to determine Seasonal Variation , Solving problems involving all four components of time series	CO3,CO4
	Unit 5	The Box-Jenkins(ARIMA) Methodology for Business Forecasting	
	A	Introduction, Autoregressive models ,Moving average models ,Autoregressive integrated moving average models	CO3,CO4,C O5
	B	Implementing the Model-Building Strategy <ul style="list-style-type: none"> <li>• Model identification</li> </ul>	CO3,CO4,C O5

		<ul style="list-style-type: none"> <li>Model estimation</li> <li>Model checking</li> <li>Forecasting with the model</li> </ul>		
	C	Model Selection Criteria ;Using Minitab for ARIMA Models	CO3,CO4,C O5	
	Mode of examination	Theory and Practical		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	John E.Hanke,DeanW.Wichern, <i>Business Forecasting</i> ( Pearson Education)		
	Other References	<ol style="list-style-type: none"> <li>Levin &amp; Rubin, <i>Statistics For Business</i> (Prentice Hall of India, N. Delhi)</li> <li>Paul Newbold, <i>Statistics for Business and Economics</i> (Pearson Education)</li> <li>S. P. Spiegel &amp; Murray, <i>Theory &amp; Problems for Statistics</i> (Schaum Outline Series, Mc Graw Hill)</li> <li>Anderson, <i>Quantitative Methods in Business</i> (Thomson Learning, Bombay)</li> </ol>		

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	2	1	2	2	2	1
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
Avg	1.20	1.60	1.00	1.00	1.60	1.00	2.00	2.00	2.00	1.80

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

<b>School: SBS</b>		<b>Batch : 2019-21</b>	
<b>Program: MBA (BA)</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: Business Analytics</b>		<b>Semester: III</b>	
<b>1</b>	<b>Course Code</b>		
<b>2</b>	<b>Course Title</b>	Data Visualization Techniques	
<b>3</b>	<b>Credits</b>	3	
<b>4</b>	<b>Contact Hours (L-T-P)</b>	2-0-2	
	<b>Course Type</b>	DSE	
<b>5</b>	<b>Course Objective</b>	1. To understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly 2. To teach the practical approach (using software) of visualizing the data 3. To help student identify the right visual that represent the data 4. To explain the underlying concepts and methods of visualization	
<b>6</b>	<b>Course Outcomes</b>	<b>CO1:</b> The student will be able to list the application of visualization techniques in Managerial Decision Making <b>CO2:</b> The student will be able to describe some real time business situations in the form of visualization <b>CO3:</b> The student will be able to design various kind of visualization using contemporary software <b>CO4:</b> The student will be able to infer the visualization for taking business decisions <b>CO5:</b> The student will be able to construct dashboard.	
<b>7</b>	<b>Course Description</b>	<b>Data Visualization</b> is the process of presenting the large volume of complex data in a graphical format which is much simpler to understand. It helps the business to understand the hidden facts and its significance. Due to its ability to transform the complexity of the data in much simpler form, Data Visualization has now becoming an indispensable part of the business world. An effective data visualization should be informative, efficient, appealing and in some cases, interactive and predictive. This program will help you to understand data better, using one of the most popular and powerful tools, Tableau, and make your data powerful and efficient. Tableau enables businesses to make critical decisions using its visualization feature, available for business users of any background and industry. It empowers businesses to keep up with the continuously evolving technology and outperform its competition through an innovative means of visualizing their data.	
<b>8</b>	<b>Outline syllabus</b>		<b>CO Mapping</b>
	<b>Unit 1</b>	<b>Visual Analytics:</b>	
	<b>A</b>	Visual Analytics: Introduction and Purpose	CO1, CO2
	<b>B</b>	Concept of Dashboard	CO1, CO2
	<b>C</b>	Business cases of Visual Analytics: Choosing the right	CO1,CO2

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

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	2	1	2	2	2	2
CO2	1	1	1	1	1	1	2	2	2	2
CO3	1	2	1	1	2	1	2	2	2	2
CO4	1	2	1	1	2	1	2	2	2	2
CO5	1	2	1	2	1	2	2	1	2	1
Avg	1.20	1.80	1.00	1.20	1.60	1.20	2.00	1.80	2.00	1.80

<b>School: SBS</b>		<b>Batch : 2019-21</b>
<b>Program: MBA (BA)</b>		<b>Current Academic Year: 2020-21</b>
<b>Branch: Business Analytics</b>		<b>Semester: III</b>
1	Course Code	
2	Course Title	Introduction to Big Data, Text Analytics ,Web Analytics
3	Credits	3
4	Contact Hours (L-T-P)	1-1-2
	Course Status	DSE
5	Course Objective	<ol style="list-style-type: none"> <li>1. Identify the importance of data governance for managing Big Data Outline the components needed in a Big Data Platform</li> <li>2. Compare and contrast the roles of: data-at-rest processing, data-in-motion processing, data-warehouse processing, and contextual search</li> <li>3. To be able to create clusters from text data to understand customer segments</li> <li>4. To derive topics from text data to better understand customer conversation</li> <li>5. To create rules from text data to make predictions: combine text data with numeric data to build better models</li> <li>6. To be able to create statistical, rule-based, and hybrid models for understanding and predicting customer sentiments</li> <li>7. To be able to use various tools for Quantifying Text-Text Mining Application to Pattern Discovery-Text Mining Application to Predictive Modeling</li> </ol>
6	Course Outcomes	<p><b>CO1:</b> The student will be able to define Big Data.</p> <p><b>CO2:</b> : The student will be able to demonstrate basic knowledge and understanding of Big Data and Text mining</p> <p><b>CO3:</b> The student will be able to discuss the scope of Text mining Application.</p> <p><b>CO4:</b> The student will be able to apply text mining in a real time business scenario.</p> <p><b>CO5:</b> The student will be able to write basic algorithms of Text mining</p>
7	Course Description	Majority of big data is unstructured and text oriented, thanks to the proliferation of online sources such as blogs, e-mails, and social media. While the amount of textual data are increasing rapidly, businesses' ability to summarize, understand, and make sense of such data for making better business decisions remain challenging. No marketing or customer intelligence program can be effective today without thoroughly understanding how to analyze textual data. Emphasizing practical skills as well as providing theoretical knowledge, this course takes a comprehensive

		look at how to organize, manage, and mine textual data for extracting insightful information from large collections of documents and using such information for improving business operations and performance.		
8	Outline syllabus			CO Mapping
	<b>Unit I</b>	<b>Introduction to Big Data-Structuring of Big Data</b>		
	A	Big Data intuition		
	B	Big Data Characteristic		
	C	Data Structure		
	<b>Unit 2</b>	<b>Elements of Big Data-Business Applications of Big Data</b>		
	A	Big Data Architecture		
	B	Distributed File System		
	C	Application of Big Data		
	<b>Unit 3</b>	<b>Handling Big Data Technologies-Data Mining &amp;Text Mining</b>		
	A	Big Data Technologies		
	B	Data Mining Techniques		
	C	Text Mining Techniques		
	<b>Unit 4</b>	<b>Working with Data Sources for Text Mining-Data Preparation for Text Analytics</b>		
	A	Loading Text Data		
	B	Text Data Processing		
	C	Building Word Cloud		
	<b>Unit 5</b>	<b>Methods for Quantifying Text-Text Mining Application to Pattern Discovery-Text Mining Application to Predictive Modeling</b>		
	A	Sentiment Analysis		
	B	Text Classification		
	C	Text Mining – Industry Application		
	Mode of examination	Practical		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	1.Michele Chambers, Michael Minelli, AmbigaDhiraj., “Big Data Big Analytics, Emerging Business Intelligence and Analytic Trends for Today's Businesses” ,1st Edition, Wiley Publications 2. Gert H. N. Laursen, JesperThorlund, “Business Analytics for Managers” Taking Business Intelligence Beyond Reporting, Wiley Publications.		
	Other References	Big Data Analytics by Venkat Ankam (Packt Publication)		

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	1	1	1	2	2
CO2	2	1	2	1	2	2	2	1	1	1
CO3	1	2	2	2	1	1	2	2	2	2
CO4	1	2	2	1	1	1	2	2	1	1
CO5	1	2	3	2	1	1	2	2	2	2
Avg	1.40	1.60	2.20	1.40	1.20	1.20	1.80	1.60	1.60	1.60

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SBS</b>		<b>Batch : 2019-21</b>	
<b>Program: MBA (BA)</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: Business Analytics</b>		<b>Semester: III</b>	
1	Course Code		
2	Course Title	MS ACCESS and Excelling MS EXCEL (VBA PROGRAMMING)	
3	Credits	3	
4	Contact Hours (L-T-P)	1-1-2	
	Course Status	DSE	
5	Course Objective	This course is designed to provide the foundation concept of Automation and Database Management in practical and hands-on manner. In pursuit of the same the course provides the practical learning of Visual Basic Application (VBA) and MS Access with topics those are most frequently used in the industry for the purpose of Reporting, Report automation and effective database management.	
6	Course Outcomes	CO1: The student will be able to list the scope of VB Program. CO2: The student will be able to demonstrate basic knowledge and understanding of Automation and Database management. CO3: The student will be able to access application. CO4: The student will be able to apply the same in a real time business scenario. CO5: The student will be able to access Applications for Reporting, Report automation and effective database management.	
7	Course Description	This course provides the foundation concept of Automation and Database management - featuring Visual Basic Application and MS Access respectively.	
8	Outline syllabus		CO Mapping
9.	<b>Unit I</b>	<b>Introduction of Analytics Software</b>	
10.	A	Software's for Business Analytics	CO1,CO2
11	B	Concept of Automation Overview of VBA Layout	CO1,CO2
12	C	Concept of DBMS Overview of MS Access Layout	CO1,CO2
13.	<b>Unit 2</b>	<b>VBA Programming- I</b>	
14	A	VBA Programing basics – Writing Macro Subroutines	CO3,CO4
15	B	Control Statement (If-Else, Multi If-Else, Nested If-Else)	CO3,CO4
16	C	Looping	CO3,CO4

17	<b>Unit 3</b>	<b>VBA Programming- II</b>		
18	A	Creating User Defined Functions	CO5	
19	B	Creating User Form with various controls (Textbox, checkbox etc.)	CO5	
20	C	Project/ Case Study using Access Application.	CO5	
21	<b>Unit 4</b>	<b>MS Access - I</b>		
22	A	Table Creation, Setting Variable Property Data Import from External Sources	CO3,CO5	
23	B	Query Design with Query wizard	CO3,CO5	
24	C	Query using Structure Query Language script	CO3,CO5	
25	<b>Unit 5</b>	<b>MS Access - II</b>		
26	A	Table Property – Primary Key, Foreign Key	CO4,CO5	
27	B	Table Relationship (Joining)	CO4,CO5	
28	C	Project/ Case Study using Access Application	CO4,CO5	
29	Mode of examination	Practical		
30	Weightage Distribution	Internal	External	
		60%	40%	
31	Text book/s*	<ul style="list-style-type: none"> <li>• Excel VBA in Easy Steps by Mike McGrath [BPB Publication, 2017]</li> <li>• Access 2013 Absolute Beginner’s Guide by Alison Balter [Publisher: PEARSON, Edition: 1<sup>st</sup> Edition, 2014]</li> </ul>		
32	Other References	<ul style="list-style-type: none"> <li>• Excel 2016 Power Programming with VBA by Michael Alexander [Wiley Publications]</li> </ul>		

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	2	1	2	2	2	2
CO2	2	2	1	1	2	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
Avg	1.40	1.80	1.00	1.00	1.80	1.00	2.00	2.00	2.00	2.00

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SBS</b>		<b>Batch :2019-21</b>	
<b>Program: MBA (BA)</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: Business Analytics</b>		<b>Semester: IV</b>	
1	Course Code		
2	Course Title	Enterprise Resource Planning (ERP)	
3	Credits	3	
4	Contact Hours (L-T-P)	0-0-3	
	Course Type	DSE	
5	Course Objective	1. To introduce the concept of ERP 2. The course would expose the students to learn different technologies used in ERP. 3. This course leads students to imparts an understanding of ERP Manufacturing Perspective and ERP Modules 4. It will help them to have ability to use the different tools used in ERP.	
6	Course Outcomes	CO1:The student will be able to recognize the basic concepts of ERP. CO2: The student will be able to describe different technologies used in ERP. CO3: The student will be able to apply apply the concepts of ERP Manufacturing Perspective and ERP Modules. CO4:The student will be able to discuss the benefits of ERP CO5: The student will be able to implement the ERP life cycle.	
7	Course Description	Successful business and governmental organizations must focus on managing and optimizing their key business processes. Many large and mid-sized organizations are focusing on accomplishing this goal through the installation of integrated business systems known originally as Enterprise Resource Planning (ERP) systems. These broad and complex applications, known today as enterprise systems (ES), now form the transaction backbone of many organizations in the private, governmental and non-governmental non-profit sectors. Increasingly small to medium enterprises (SMEs) are finding ways to incorporate ERP systems into their portfolio of enterprise systems. Furthermore ERP systems are currently being extended to include customer relationship management (CRM), business warehouse (BW), strategic enterprise management (SEM) systems and services via the Internet.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	INTRODUCTION TO ERP	
	A	Integrated Management Information Seamless Integration Supply Chain Management ,Integrated Data Model ,Benefits of ERP	CO1,CO2 ,CO4
	B	Business Engineering and ERP, Definition of Business Engineering ,Principle of Business Engineering	CO1,CO2
	C	Business Engineering with Information Technology	CO1,CO2

	<b>Unit 2</b>	<b>BUSINESS MODELLING FOR ERP</b>		
	A	Building the Business Model ,ERP Implementation, An Overview		CO2,CO3
	B	Role of Consultant, Vendors and Users, Customization Precautions		CO3,CO5
	C	ERP Post Implementation Options, ERP Implementation Technology, Guidelines for ERP Implementation.		CO2,CO3, CO5
	<b>Unit 3</b>	<b>ERP AND THE COMPETITIVE ADVANTAGE ERP Domain</b>		
	A	MPGPRO, IFS/Avalon		CO3, CO5
	B	Industrial and Financial Systems , Baan IV SAP		CO3, CO5
	C	Market Dynamics and Dynamic Strategy.		CO3, CO5
	<b>Unit 4</b>	<b>Decision Making and Strategy</b>		
	A	COMMERCIAL ERP PACKAGE Description		CO4,CO5
	B	Multi-Client Server Solution, Open Technology		CO4,CO5
	C	User Interface, Application Integration.		CO4,CO5
	<b>Unit 5</b>	<b>ARCHITECTURE</b>		
	A	Basic Architectural Concepts,The System Control Interfaces, Services		CO5
	B	Presentation Interface		CO5
	C	Database Interface - Cases.		CO5
	Mode of examination	Theory		
	Weightage Distribution	Internal	External	
		60 %	40 %	
	Text book/s*	Ray, “Enterprise Resource Planning”, Tata McGraw Hill.		
	Other References	1. Alexis Leon, “ERP Demystified”, Tata McGraw Hill. 2. Goyal , “Enterprise Resource Planning”, A Managerial Perspective, Tata McGraw Hill.		

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	1	1	2	1	1	2
CO2	2	1	2	1	1	1	2	1	1	2
CO3	2	2	1	1	1	1	1	2	2	1
CO4	1	2	1	2	1	1	2	2	2	2
CO5	1	2	1	2	1	1	2	2	2	2
Avg	1.60	1.60	1.20	1.40	1.00	1.00	1.80	1.60	1.60	1.80

<b>School: SBS</b>		<b>Batch: 2019-21</b>
<b>Program: MBA (BA)</b>		<b>Current Academic Year: 2020-21</b>
<b>Branch: Business Analytics</b>		<b>Semester: IV</b>
1	Course Code	
2	Course Title	Big Data Architecture
3	Credits	3
4	Contact Hours (L-T-P)	3-0-1
	Course Status	DSE
5	Course Objective	<ol style="list-style-type: none"> <li>1. Identify the importance of data governance for managing Big Data Outline the components needed in a Big Data Platform</li> <li>2. Compare and contrast different types of big data architectures</li> <li>3. To be able to create new applications using different types of big data architectures</li> <li>4. To derive new models by using different big data architectures</li> <li>5. To be able to use different types of big data architectures</li> </ol>
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b> The students will be able to recall the basic knowledge and understanding of Big Data architectures.</p> <p><b>CO2:</b> The students will be able to demonstrate the basic algorithms of different big data architectures.</p> <p><b>CO3:</b> The students will be able to choose among the different big data architectures and apply the same in a real time business scenario.</p> <p><b>CO4:</b> The students will be able to compare the different big data architectures.</p> <p><b>CO5:</b> The students will be able to support different managerial decisions related to big data.</p>
7	Course Description	<p>Majority of big data is unstructured and text oriented, thanks to the proliferation of online sources such as blogs, e-mails, and social media. While the amount of textual data is increasing rapidly, businesses' ability to summarize, understand, and make sense of such data for making better business decisions remain challenging. Emphasizing practical skills as well as providing theoretical knowledge, this course takes a comprehensive look at how to use different types of big data architectures on data for extracting insightful information from large collections of documents and using such information for improving business operations and performance.</p>
8	Outline syllabus	CO

			Mapping	
	<b>Unit I</b>	<b>Introduction to Big Data Architecture</b>		
	A	Why Big Data?		
	B	Characteristics of Big Data Architecture		
	C	Elements of Big Data Architecture		
	<b>Unit 2</b>	<b>Big Data Architecture: Lambda Architecture</b>		
	A	Introduction to Lambda Architecture		
	B	Design of Lambda Architecture		
	C	Case		
	<b>Unit 3</b>	<b>Big Data Architecture: Batch Processing</b>		
	A	Introduction to Batch Processing		
	B	Design of Batch Processing		
	C	Case		
	<b>Unit 4</b>	<b>Big Data Architecture: Speed Processing</b>		
	A	Introduction to Speed Processing		
	B	Design of Speed Processing		
	C	Case		
	<b>Unit 5</b>	<b>Top Success Stories of Big Data Architectures in Industries</b>		
	A	Big Data Architectures in Healthcare		
	B	Big Data Architectures in Manufacturing		
	C	Big Data Architectures in Media and Entertainment		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	1. Bahaaldine Azarmi, “Scalable Big Data Architecture: A practitioners guide to choosing relevant Big Data architecture”, 1st Edition, Apress Publication		
	Other References	W.H. Inmon, Dan Linstedt, “Data Architecture: A Primer for the Data Scientist: Big Data, Data Warehouse and Data Vault, Morgan Kaufmann Publications.		

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	1	1	1	2	1
CO2	2	1	2	1	2	2	2	1	1	2
CO3	1	2	2	2	1	1	2	2	2	2
CO4	1	2	2	1	1	1	2	2	1	2
CO5	1	2	3	2	1	1	2	2	2	2
Avg	1.40	1.60	2.20	1.40	1.20	1.20	1.80	1.60	1.60	1.80

<b>School: SBS</b>		<b>Batch :2019-2021</b>	
<b>Program: MBA(BA)</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: Business Analytics</b>		<b>Semester: IV</b>	
1	Course Code		
2	Course Title	<b>Cyber and Information Security</b>	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-1	
	Course Type	DSE	
5	Course Objective	<p>1. To introduce the basic concepts Cyber and Information Security</p> <p>2. The course would expose the students to the managerial issues relating to Security issues relating to organizations' information</p> <p>3. This course leads students to decide what strategies actually should be used.</p> <p>4. It will help them to have ability to hold progressively more responsible positions in the analytics field.</p>	
6	Course Outcomes	<p><b>CO1:</b> The student will be able to identify various issues to Cyber and Information Security.</p> <p><b>CO2:</b> The student will be able to compare right strategies to overcome security issues</p> <p><b>CO3:</b> The student will be able illustrate the managerial issues relating to Cyber and Information Security.</p> <p><b>CO4:</b> The student will be able to point out organizational and regulatory needs related to Cyber and Information Security.</p> <p><b>CO5:</b> The student will be able to choose various techniques of Cyber and Information Security.</p>	
7	Course Description	This course will focus on the various threats to Cyber and Information Security. The Cyber and Information Security is gaining attention to many leading organizations. Designing right strategy for Cyber and Information Security requires knowledge of business, system architecture, and technology.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Cyber Security</b>	
	A	Why Study Information Security?	CO1
	B	Information Security Principles of Success	CO1, CO2
	C	Certification Programs and the Common Body of Knowledge	CO1, CO2
	<b>Unit 2</b>	<b>Security Management</b>	
	A	Basics of Security Architecture	CO1, CO2
	B	Designing Security Architecture Models	CO1, CO2
	C	Case from Industry (e.g. Banking)	CO1, CO2

	<b>Unit 3</b>	<b>Business Continuity Planning and Disaster Recovery Planning</b>			
	A	Basics of Business Continuity Planning			CO2, CO3
	B	Elements of Disaster Recovery Planning			CO2, CO3
	C	Case from Industry (e.g. E-commerce)			CO2, CO3
	<b>Unit 4</b>	<b>Law, Investigations, and Ethics</b>			
	A	Introducing Security Laws			CO3, CO4
	B	The process of Security Investigations			CO3, CO4
	C	The elements of Security Ethics			CO3, CO4
	<b>Unit 5</b>	<b>Cryptography</b>			
	A	Why Cryptography?			CO4, CO5
	B	Applications of Cryptography			CO4, CO5
	C	Case from Industry (e.g. Government)			CO4, CO5
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Information Security: Principles and Practices, 1/e by Mark Merkow and James Breithaupt, Pearson			
	Other References	Security in Computing, 4/e by Charles P. Pfleeger and Shari Lawrence Pfleeger, Pearson  Charlie Kaufman, Radia Perlman and Mike Speciner, "Network Security", Prentice Hall of India, 2002. (UNIT V).			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	1	1	2	1	1	1
CO2	2	1	2	1	1	1	2	1	1	1
CO3	2	2	1	1	1	1	1	2	2	2
CO4	1	2	1	2	1	1	2	2	2	2
CO5	1	2	1	2	1	1	2	1	2	2
Avg	1.60	1.60	1.20	1.40	1.00	1.00	1.80	1.40	1.60	1.60

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SBS</b>		<b>Batch :2019-2021</b>	
<b>Program: MBA(BA)</b>		<b>Current Academic Year: 2020-21</b>	
<b>Branch: Business Analytics</b>		<b>Semester: IV</b>	
1	Course Code		
2	Course Title	<b>Artificial Intelligence in Business Environment</b>	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-1	
	Course Type	DSE	
5	Course Objective	<p>1. To introduce the basic concepts of AI for business applications.</p> <p>2. The course would expose the students to the managerial issues relating to AI implementation</p> <p>3. This course leads students to decide what algorithms actually should be used and what the desired and possible outcomes of the analysis should be.</p> <p>4. It will help them to have ability to hold progressively more responsible positions in the analytics field.</p>	
6	Course Outcomes	<p><b>CO1:</b> The student will be able to discover the powerful tools at hand for AI applications</p> <p><b>CO2:</b> The student will be able to work with intelligent AI based agents.</p> <p><b>CO3:</b> The student will be able to prepare reports on usage of AI applications.</p> <p><b>CO4:</b> The student will be able to analyse AI algorithms.</p> <p><b>CO5:</b> The student will be able to evaluate usage of AI applications.</p>	
7	Course Description	<p>This course will focus on the design and management of Artificial Intelligence systems. AI is getting significant attention by managers to build smart machines to replace repetitive work. Machine learning and pattern recognition algorithms are becoming prominent in large as well as small startup companies, which has resulted into requirement of huge skilled talents.</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction to AI</b>	
	A	AI for managers?	CO1
	B	Foundations and History of Artificial Intelligence, Applications of Artificial Intelligence	CO1, CO2
	C	Usage of Intelligent Agents, Structure of Intelligent Agents.	CO1, CO2
	<b>Unit 2</b>	<b>Search &amp; Knowledge Representation</b>	
	A	Searching for solutions, Uniformed search strategies, Informed search strategies	CO1, CO2
	B	Propositional logic, Theory of first order logic, Inference in	CO1, CO2

		First order logic	
	C	How to use Forward & Backward chaining	CO1, CO2
	<b>Unit 3</b>	<b>Machine Learning:</b>	
	A	Design for Supervised and unsupervised learning	CO2, CO3
	B	Applying Decision trees, Statistical learning models, Learning with complete data - Naive Bayes models	CO2, CO3
	C	Applying Learning with hidden data - EM algorithm, Reinforcement learning	CO2, CO3
	<b>Unit 4</b>	<b>Pattern Recognition:</b>	
	A	Design principles of pattern recognition system, Statistical Pattern recognition,	CO3, CO4
	B	Comparing Parameter estimation methods - Principle Component Analysis (PCA) and Linear Discriminant Analysis (LDA),	CO3, CO4
	C	Classification Techniques – Nearest Neighbor (NN) Rule, Bayes Classifier, Support Vector Machine (SVM), K – means clustering	CO3, CO4
	<b>Unit 5</b>	<b>Success Stories from Industries</b>	
	A	AI systems in Healthcare	CO4, CO5
	B	AI systems in E-commerce	CO4, CO5
	C	AI systems in Transportation	CO4, CO5
	Mode of examination	Theory	
	Weightage Distribution	CA 30%	MTE 20%
			ETE 50%
	Text book/s*	Artificial Intelligence – A Modern Approach by Stuart Russell, Peter Norvig, Pearson	
	Other References	Artificial Intelligence and Expert Systems by Dan W. Patterson Prentice Hall of India Artificial Intelligence: With an Introduction to Machine Learning by Neapolitan, R.E.,&Jiang, X. (2018). Chapman and Hall/CRC	

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	1	1	2	1	1	1
CO2	2	1	2	1	1	1	2	1	1	1
CO3	2	2	1	1	1	1	1	2	2	2
CO4	1	2	1	2	1	1	2	2	2	2
CO5	1	2	1	2	1	1	2	1	2	1
Avg	1.60	1.60	1.20	1.40	1.00	1.00	1.80	1.40	1.60	1.40

**List of Discipline Specific Courses (DSCs) of Public Policy**

Sr No.	Semester	Course
1	1	Introduction to Public Policy
2	2	Policy Formulation and Governance
3	2	Social Justice & Public Administration
4	3	Civil Services in India
5	3	Design and Structure of Public Policy
6	3	State, Market and Society
7	3	Energy Economics and Policy
8	3	International Affairs and Policy
9	3	Microeconomic foundation of Public Policy
10	4	Agriculture Policy
11	4	Leadership Management for Policy Makers
12	4	Monitoring and Evaluation
13	4	Economics of Natural Resources

<b>School: School of Business Studies</b>		<b>Batch : 2019-21</b>
<b>Program: MBA.</b>		<b>Current Academic Year: 2019-20</b>
<b>Branch: Public Policy DSC</b>		<b>Semester: I</b>
1	Course Code	MBA 197
2	Course Title	Introduction to Public Policy
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Elective
5	Course Objective	<ul style="list-style-type: none"> <li>• To understand what we mean by "public policy".</li> <li>• To understand how the study of public policy relates to political science and other social sciences;</li> <li>• To be able to apply your knowledge of the policy process to any issue or topic that may confront you in your professional or personal life;</li> <li>• To be able to intelligently analyse policies, and to find the strengths and weaknesses in partisan or news media depictions of policy issues;</li> <li>• To learn and enhance your critical and analytical thinking skills</li> </ul>
6	Course Outcomes	<p>After the successful completion of this course the students will be able to:</p> <p>CO1: Understand the nature, scope, importance and evolution of public policy.</p> <p>CO2: Assess the approaches to public policy analysis.</p> <p>CO3: Apply the process of public policy making.</p> <p>CO5: Analyze the global scenario of public policy making.</p> <p>CO5: Apply the contemporary techniques of public policy.</p>
7	Course Description	<p>The field of public policy has assumed considerable importance in response to the increasing complexity of the government activity. The advancements of technology, changes in the social organization structures, rapid growth of urbanization have further enhanced their complexities. The study of Public Policy aims to provide an in-depth understanding of socio – economic – political &amp; legal issues and offers solutions whenever state intervention is required. The main objective of this foundation course is to provide an opportunity to the student to learn the basic customs of public policy and its applications.</p>
8	Outline syllabus	CO Mapping

	<b>Unit 1</b>	<b>Introduction</b>			
	A	Nature, Scope and Importance of Public Policy			CO1
	B	Evolution of Public Policy and Policy Sciences			CO1
	C	Public Policy and Public Administration			CO1
	<b>Unit 2</b>	<b>Approaches to Public Policy Analysis:</b>			
	A	The Process Approach,			CO2
	B	The Logical Positivist Approach and The Phenomenological Approach			CO2
	C	The Participatory Approach and Normative Approach			CO2
	<b>Unit 3</b>	<b>Theories and Process of Public Policy Making</b>			
	A	Theories and Models of Policy Making			CO3
	B	Perspectives of Policy Making Process			CO3
	C	Institutions of Policy Making			CO3
	<b>Unit 4</b>	<b>Policy Implementation and Evaluation</b>			
	A	Concept and Techniques of Policy Implementation			CO4
	B	Concept of Policy Evaluation			CO4
	C	Constraints of Public Policy Evaluation			CO4
	<b>Unit 5</b>	<b>Globalization and Public Policy</b>			
	A	Global Policy Process			CO5
	B	Transnational Actors: Impact on Public Policy Making			CO5
	C	Globalization, Institution and Policy Making			CO5
	Mode of Examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Public Policy: Perspectives and Choices 5 <sup>th</sup> Edition. Charles L. Cochran and Eloise F. Malone, Copyright © 2014, ISBN: 978-1-62637-075-3.			
	Other References	A Handbook of Public Policy Analysis, Theory, Politics and Methods by Frank Fischer, Gerald J. Miller and Mara S. Sidney.			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2	PSO3	PSO4
<b>CO1</b>	1	2	3	2	1	2	2	2	2	2
<b>CO2</b>	1	2	1	2	1	2	2	2	3	2
<b>CO3</b>	1	2	1	2	1	2	2	2	2	2
<b>CO4</b>	1	2	3	2	1	2	2	2	3	2
<b>CO5</b>	1	2	1	2	2	1	2	3	2	2
	1.00	2.00	1.80	2.00	1.20	1.80	2.00	2.20	2.40	2.00

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SBS</b>		<b>Batch : 2019 -21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2019-2020</b>	
<b>Branch: Public Policy DSC</b>		<b>Semester: II</b>	
1	Course Code		
2	Course Title	Policy Formulation and Governance (Discipline Specific Elective)	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Elective	
5	Course Objective	<ol style="list-style-type: none"> <li>1. To explain relevance of state intervention</li> <li>2. To explain the role of state in Policy formulation</li> <li>3. To explain the role of citizens" participation in Policy formulation and Governance</li> <li>4. To explain the principles of governance</li> <li>5. To identify the emerging trends in public and private governance</li> </ol>	
6	Course Outcomes	After completion of the course, the students will be able to: CO1: Define Policy formulation and Government. CO2: Understand the role of state in Policy formulation. CO3: Illustrate the role of citizens in Policy formulation and Governance CO4: Identify the techniques of governance CO5: Identify the emerging trends in public and private governance.	
7	Course Description	The Constitution of India defines the basic objectives and functioning of the government. It has provisions for bringing about social change and defining the relationship between individual citizen and the state. It lays out certain ideals that form the basis of the kind of country that we as a citizens aspire to live in. An in-depth analysis of various basic areas of constitution is the main objective of this course. This helps the students to strengthen their understanding of Indian constitution and functioning of government.	
8	Outline syllabus		CO Mapping
	Unit A	<b>Introduction</b>	<b>CO1</b>
	A 1	Definitions, Issues and Controversies in Policy Formulation and Governance	CO1
	A 2	Reinventing Government	CO1
	A 3	Reforming Institutions: The State, Market and Public domain	CO1
	Unit B	<b>State and Governance</b>	<b>CO2</b>
	B 1	Origin and types of State	CO2
	B 2	Democratic State and Democratic Administration	CO2
	B 3	Neo-Liberalism and Rolling Back State. Governance as Government	CO2
	Unit C	<b>Citizen and Governance</b>	<b>CO3</b>
	C 1	Rule of Law and Human Rights	CO3
	C 2	Accountability	CO3

	C 3	Participation and Representation	CO3
	Unit D	<b>Techniques of Governance</b>	<b>CO4</b>
	D 1	Openness and Transparency	CO4
	D 2	Citizen Charter	CO4
	D 3	Social Audit	CO4
	Unit E	<b>Emerging Trends</b>	<b>CO5</b>
	E 1	a) Public and Private Governance: An Overview	CO5
	E 2	b) Market, Civil Society	CO5
	E 3	c) Use of Information and Communication Technology for policy formulation, implementation and governance.	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)			

Textbook/s	Bell, S., and Hindmoor, A. (2009) Rethinking Governance: The Centrality of the State in Modern Society, Cambridge: Cambridge University Bell, Stephen and Andrew Hindmoor. (2009) Rethinking Governance: The Centrality of the State in Modern Society. Cambridge: CUP. Bevir, Mark (2009), Key Concepts in Governance, Sage, London. Bevir, Mark, ed. (2010) The Sage Handbook of Governance. Thousand Oaks, CA: Sage Publications.
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POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	2						3		
CO2	3	2					2			
CO3	3	2		2				2	3	
CO4	3						2	2		
CO5	3	3						3	2	2
	3.00	2.25		2.00			2.00	2.50	2.50	2.00

<b>School: SBS</b>		<b>Batch : 2019 -21</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2019-2020</b>	
<b>Branch: Public Policy DSC</b>		<b>Semester: II</b>	
1	Course Code		
2	Course Title	Social Justice & Public Administration (Discipline Specific Elective)	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Elective	
5	Course Objective	1. To define Indian Constitution, Centre – State Relations and Local Self Governance 2. To explain the accountability, control, social and welfare Administration in India 3. To Illustrate the ccontemporary issues in Public Administration & Justice 4. To Identify the justice practiced in governance 5. To assess the decentralisation and empowerment in India	
6	Course Outcomes	After completion of the course, the students will be able to: CO1: Define Indian Constitution, Centre – State Relations and Local Self Governance. CO2: Explain the accountability, control, social and welfare Administration in India CO3: Illustrate the ccontemporary issues in Public Administration & Justice CO4: Identify the justice practiced in governance CO5: Assess the decentralisation and empowerment in India.	
7	Course Description	The Constitution of India defines the basic objectives and functioning of the government. It has provisions for bringing about social change and defining the relationship between individual citizen and the state. It lays out certain ideals that form the basis of the kind of country that we as a citizens aspire to live in. An in-depth analysis of various basic areas of constitution is the main objective of this course. This helps the students to strengthen their understanding of Indian constitution and functioning of government.	
8	Outline syllabus		CO Mapping
	Unit A	<b>Indian Constitution, Centre – State Relations and Local Self Government</b>	CO1
	A 1	Nature of the Constitution Salient features – Preamble, Fundamental Rights, Directive Principles - Fundamental Duties,	CO1
	A 2	Distinctive features of Indian Federation. Legislative, Administrative and Financial relations between the Union and the States	CO1
	A 3	Governor, Chief Minister and Council of Ministers. Secretariat	CO1

		and Directorates. Changing Nature of District Administration and the role of District Collector	
	<b>Unit B</b>	<b>Accountability, Control, Social and Welfare Administration in India</b>	<b>CO2</b>
	B 1	Legislative, and Executive Control. Judicial control and Judicial Review. Right to Information Act	CO2
	B 2	Reservations for SC, ST and Backward classes. National SC and ST Commission; Women's Commission	CO2
	B 3	Minorities Commission and Human Rights Commission.	CO2
	<b>Unit C</b>	<b>Contemporary Issues in Public Administration &amp; Justice</b>	<b>CO2, CO3</b>
	C 1	Contemporary Challenges for Public Administration	CO2, CO3
	C 2	The role of public administration in promoting social justice	CO2, CO3
	C 3	Exploring the meaning of social justice	CO2, CO3
	<b>Unit D</b>	<b>Practicing Justice</b>	<b>CO3</b>
	D 1	Civic engagement and social justice,	CO3
	D 2	Assessing the state of Social Justice in Indian Public Administration	CO3
	D 3	Social Justice and Public Administration in practice and future agenda	CO3
	<b>Unit E</b>	<b>The Decentralisation and Empowerment in India</b>	<b>CO2</b>
	E 1	Decentralization Experiments in India – 73rd and 74th Amendments and their implementation.	CO2
	E 2	Role designed for local Administration District Level, Block level, Village, Gram Sabha	CO1
	E 3	Village as a peoples' Parliament. Cases of Great Local Governance.	CO2, CO1
Mode of examination:- Theory			
	<b>Weightage Distribution</b>	<b>CA</b>	<b>MTE</b>
		30%	20%
		Quizzes – 5, (One in Each Course Outcome)	
		Assignment – 5 (One in Each Course Outcome)	
<b>Textbook/s</b>	<p>Avasthi and Avasthi (2002), Indian Administration, Laxmi Narain Aggarwal, Agra.</p> <p>Basu, D.D. (2000), Introduction to the Constitution of India, Wadhwa and Company, New Delhi.</p> <p>Fadia and Fadia, Indian Administration (2012), Sahitya Bhavan Publications, Agra.</p> <p>Granville Austin (1999), The Indian Constitution – Corner Stone of a Nation, OUP, New Delhi.</p> <p>Maheswari, S.R. (2001), Indian Administration, Orient Blackswan, Hyderabad</p> <p>Pylee, M.V (2009), An Introduction to the Constitution of India, Vikas, New Delhi</p> <p>Ramesh K. Arora and Rajni Goyal (2002), Indian Public Administration, Vishwa Parkashan, New Delhi.</p> <p>Sathe, S.P. (2002), Judicial Activism in India, New Delhi: Oxford University Press.</p> <p>Subash C. Kashyap (1989), Indian Polity: Retrospect and Prospect, Allahabad University Alumni Association, National Public House</p> <p>Subash C. Kashyap (2010), Indian Constitution: Conflicts and Controversies, Vitasta, The Constitution of India, Government of India, 2009.</p>		

	Tummala K. Krishna (1996), Public Administration in India, Allied Publications, New Delhi.
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POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3						2			
CO2	3	2		2				3		
CO3	3			2			3	3		
CO4	3			2					3	
CO5	3	3		3			3	2		
	3.00	2.50		2.25			2.67	2.67	3.00	

<b>School: SBS</b>		<b>Batch : 2019 – 2021</b>	
<b>Program: MBA</b>		<b>Current Academic Year: 2020 -21</b>	
<b>Branch: Public Policy DSC</b>		<b>Semester: III</b>	
1	Course Code		
2	Course Title	Civil Service in India	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Elective	
5	Course Objective	<p>To make students understand the core mechanisms of public administration, including the organization and management of human and financial resources. To make students understand how different environments impact public policy and administration.</p> <p>To make students understand the policies, programs, problems, issues and trends in government administrative settings.</p> <p>To make students understand the factors that influence the political support for a policy and that help or hinder its successful implementation.</p>	
6	Course Outcomes	<p>After the completion of the course, the students will be able to:</p> <p>CO1: Understand the administrative, social, economic and political environment of the country.</p> <p>CO2: Explain the concepts related to Indian polity and administration.</p> <p>CO3: Analyze the performance of government, bureaucracy and institutions.</p> <p>CO4: Analyze the transformations in public administration with emphasis on current initiatives and emerging challenges in the field.</p> <p>CO5: Evaluate the challenges and opportunities within the Civil Services in India.</p>	
7	Course Description	<p>The term „civil services“ covers the large number of permanent officials required to run the machinery of government. The core of parliamentary government, which we have adopted in India, is that the ultimate responsibility for running the administration rests with the elected representatives of the people. Ministers lay down the policy and it is for the civil servants to carry out this policy. This course aims to present an overview of the structure, trends and issues related to the civil services in India.</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Civil Services: Concept and Evolution</b>	

	A	Concept, Significance and Evolution of Civil Services			CO1, CO2
	B	Classification of Civil Services (All India Services, Central Services, State Services and Local Services)			CO1, CO3
	C	Union Public Service Commission and Other Service Commissions			CO1, CO2
	<b>Unit 2</b>	<b>Bureaucracy</b>			
	A	Concept of Bureaucracy – Historical Evolution			CO2, CO3
	B	Civil Service: Neutrality and Commitment			CO2, CO3
	C	Relationship between Politicians and Civil Servants			CO2, CO3
	<b>Unit 3</b>	<b>Public Personnel Administration</b>			
	A	Recruitment: Methods and Significance			CO3, CO4
	B	Training of Public Servants in India- Promotion System in India			CO3, CO4
	C	Disciplinary Procedure for Civil Servants			CO4
	<b>Unit 4</b>	<b>Civil Services-Citizenry Interface</b>			
	A	Civil Society and Administration			CO4
	B	Technology and Changing Nature of Public Services			CO4
	C	Ethics and Accountability			CO4
	<b>Unit 5</b>	<b>Indian Civil Services: Major Issues</b>			
	A	Generalists and Specialists Controversy			CO4, CO5
	B	Civil Services in the context of Globalisation			CO4, CO5
	C	Civil Service Reforms- II ARC Recommendations			CO2, CO5
	Mode of examination	<b>Theory/Jury/Practical/Viva</b>			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Maheswari Sriram (2005), Public Administration in India: The higher Civil Service, Oxford University Press, New Delhi.			
	Other References	1. Armstrong, Michael (2007), A Handbook of Human Resource Management Practice, Kogan Page, London. 2. Aswathappa K. (2013), Human Resource Management: Text and Cases, McGraw Hill, New Delhi. 3. Naff , Katherine C., Norma M. Riccucci, (2014) ,Personnel Management in Government: Politics and Process( Seventh Edition), CRC, Taylor & Francis, New York. 4. Riccucci ,Norma(2007), Public Personnel Administration and Labor Relations, M.E. Sharpe, New York. 5. Shafritz, Jay M et.al. (2001), Personnel Management in Government,			

Marcel Dekker, New York.											
POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	
CO1	3		2		2	1	3	1	1		
CO2	3	1			1	1	2		1		
CO3	2		2		2	1	2	2	3		
CO4	3	1		1		1	2		3	1	
CO5	1	2	2		1	1	2	3	3	1	
	2.40	1.33	2.00	1.00	1.50	1.00	2.20	2.00	2.20	1.00	

<b>School: SBS</b>		<b>Batch : 2019 -21</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2020-2021</b>
<b>Branch: Public Policy DSC</b>		<b>Semester: III</b>
1	Course Code	
2	Course Title	Design and Structure of Public Policy
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Elective
5	Course Objective	<ol style="list-style-type: none"> <li>1. To explain the contribution of Wilfred Pareto, John Rawls, and Almond Gabriel in public policy designing and structure</li> <li>2. To explain the contribution of Harold Lasswell, Yehezkel Dror, and Charles Lindblom in public policy formulation</li> <li>3. To explain the contribution of William Niskanen, Elinor Ostrom, and Amartya Sen in public policy design</li> <li>4. To identify the Process of policy formulation &amp; development of its structure</li> <li>5. To explain India's Public policy making</li> </ol>
6	Course Outcomes	<p>After completion of the course, the students will be able to:</p> <p>CO1 explain the contribution of Wilfred Pareto, John Rawls, and Almond Gabriel in public policy designing and structure</p> <p>CO2: explain the contribution of Harold Lasswell, Yehezkel Dror, and Charles Lindblom in public policy formulation</p> <p>CO3: explain the contribution of William Niskanen, Elinor Ostrom, and Amartya Sen in public policy design</p> <p>CO4: identify the Process of policy formulation &amp; development of its structure</p> <p>CO5: Assess explain India's Public policy making</p>
7	Course Description	<p>Public policy formulation is not confined to being a technical function of government; but it is an intricate two-way progression influenced by a variety of social, cultural, political and economic environmental variables. Public policies in the developing countries like India are typical as they get influenced by various unstable environmental forces. This makes policy making and implementation problematic and full of challenges. This course covers various concepts and models that give valuable directions and help the students understand the logic behind the policy structure and design. The students would be able comprehensively investigate the suitability of various models used in policy</p>

		making process.	
8	Outline syllabus		CO Mapping
	Unit A	UNIT- I: Models of Public Policy	
	A 1	Wilfred Pareto's contribution with special focus on "Optimality" and "Improvement"	CO1
	A 2	Contribution of John Rawls in the structure and design of public policy. Focus on Theory of Justice	CO1
	A 3	Almond Gabriel : Interest Aggregation and Articulation, Nudge Theory	CO1
	Unit B	Models of Public Policy	
	B 1	Harold Lasswell : Policy Sciences	CO2
	B 2	Yehezkel Dror : Mega Policy and Meta Policy	CO2
	B 3	Charles Lindblom: Incrementalism	CO2
	Unit C	Models of Public Policy	
	C 1	William Niskanen: Budget Maximizing Model	CO3
	C 2	Elinor Ostrom : Institutional Rational Choice	CO3
	C 3	Amartya Sen : Development as Freedom	CO3
	Unit D	Process & Structure of Public Policy	
	D 1	Due consideration and knowledge based decisions.  Policy-making structures ensuring the gathering of information on inter-sectoral impacts, the analysis of trade-offs, and fully informed choices between alternatives after a proper consideration of effects on different sectors.  Institutionalism	CO4
	D 2	Process: Policy as a Political Activity. Coordination, synthesis, integration skills and freedom from biasness. Involvement of Experts and various stakeholders  Public Choice and Strategic Planning of Public Policy. Balance of specialisation and fragmented for positive integration	CO4
	D 3	Game Theory, Group Theory, Elite Theory & Systems Theory	CO4
	Unit E	India's public policy making	
	E 1	Need for congruence in policy making and implementation, Need for nongovernmental inputs and informed debate, Need for separating policy-making from implementation and decentralizing implementation authority	CO5
	E 2	Functions of national institutions: NITI Ayog; Economic Advisor to Finance Ministry; PM Economic Advisor Committee; RBI	CO5
	E 3	Role of global Institutions such as World Bank, IMF and other think tanks	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)			

Textbook/s	<p>Birkland Thomas A., (2005), An Introduction to The Policy Process: Theories, Concepts, And Models of Public Policy Making, Armonk;</p> <p>Dye Thomas (2008), Understanding Public Policy, Singapore, Pearson Education</p> <p>Fischer, Frank, (1995), Evaluating Public Policy Chicago: Nelson Hall.</p> <p>Hill Michael, (2005), The Public Policy Process, Harlow, UK; Pearson Education, 5th Edition.</p> <p>John Rawls (1971), A Theory of Justice, Harvard University Press. John, Peter, (2012), Analysing Public Policy, 2nd ed., Routledge, Taylor and Francis Group, London.</p>
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POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3							3		
CO2	3							3		
CO3	3							3		
CO4	3	2		2				3	3	
CO5	3	3		2				3	3	
	3.00	2.50		2.00				3.00	3.00	

<b>School: SBS</b>		<b>Batch : 2019 -2021</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2020-2021</b>
<b>Branch: Public Policy DSC</b>		<b>Semester: III</b>
1	Course Code	
2	Course Title	State, Market and Society
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Elective
5	Course Description	State, Market and Society provides an Organizational Perspective for MBA students. Business decisions are rarely just about costs, returns, and whether the shareholders will be happy in the short term. Especially in a truly global economy, long-term results can hinge on the unique political, legal, and business dynamics of each market. The course uses case studies to illuminate the intricate web of issues confronting managers both internationally and in their home countries. A leader cannot set effective business strategy without understanding everything from the regulatory and political environments to the structure and tenor of the legal system. This module explores the continuous political, environmental and social pressures that businesses operate under in their quest for profitability and sustainable competitive advantage. It also examines the complicated enabling and threatening forces that face business managers in dealing with these pressures.
6	Course Objective	At the end of the module the students should be able: 1. To comprehend economic competition and the ongoing need for businesses to maintain a strategic focus; 2. To understand the way ethical expectations and public values change and impact on a business 3. To recognize the role of government and the impact of change on the business/government relationship.

		<p>4. To appreciate the evolving relationship between business and other societal institutions.</p> <p>5. To apprehend the growing ecological and natural resource concerns that impact on both business and society.</p>
7	Course Outcomes	<p>CO1: Recognise and evaluate the impact of business decisions, activities and behaviour on society;</p> <p>CO2: Differentiate between the market and non-market issues involved in building a firm's strategy;</p> <p>CO3: Critique the diverse set of issues involved in the business/society relationship and debate;</p> <p>CO4: Deconstruct key academic literature underpinning the different perspectives held within the debate;</p> <p>CO5: Evaluate the role of Ethics and Corporate Social Responsibility in modern business.</p>
8	Outline syllabus	CO Mapping
	Unit A	<b>Business in Society</b>
	A 1	The Corporation and Its Stakeholders. What is critical social analysis? Key concepts in the study of politics.
	A 2	Managing Public Issues and Stakeholder Relationships. Power relations and approaches to the study of power.
	A 3	Corporate Social Responsibility and Citizenship Models of governance. Governments, systems and regimes. Business in a Globalized World.
	Unit B	<b>Business and Ethics</b>
	B 1	Ethics and Ethical Reasoning Organizational Ethics
	B 2	MNCs Development and the Nation
	B 3	The Modern Business in Historical and Analytical Perspectives
	Unit C	<b>Business and Public Policy</b>
	C 1	Business–Government Relations
	C 2	Influencing the Political Environment
	C 3	Capitalism: The early thinking: from natural right to rational choice (Locke, Hume, Smith). Marx (social structures).
	Unit D	<b>Business and the Natural Environment</b>
	D 1	Sustainable Development and Global Business
	D 2	Managing for Sustainability
	D 3	The Role of Technology Regulating and Managing Information Technology
	Unit E	<b>Business and Its Stakeholders</b>
	E 1	Shareholder Rights and Corporate Governance Consumer Protection
	E 2	Employees and the Corporation

		<b>Business and Its Suppliers</b>		
	E 3	The Community and the Corporation The Public and Corporate Reputation		CO4, CO5
	Mode of Examination			
	Weightage Distribution	Internal Assessment		External Assessment
		50%		50%
		Assessment during term will account for 100% of the total course grade. There is no end of year examination. Marks will be awarded for: An individual end of semester written assignment of 5,000 – 6000 words A team based class debate theme presentation A team based critical evaluation of the performance of the presenting teams each week Attendance is a critical element for success in the module. Attendance records will be maintained each week. A peer appraisal process may be used for the debate related team based assignments.		
Key Sources	Lawrence, A. T., and J. Weber (2017). Business and Society: Stakeholders, Ethics, Public Policy 15 <sup>th</sup> McGraw Hill			
Other References	Bonefeld, W. (2017) The Free Economy and the Strong State. Rowman and Littlejohn, London. Cristi, R., Carl Schmitt and Authoritarian Liberalism, University of Wales Press, Cardiff, 1998. Hayek, F. The Road to Serfdom, various editions. Heilbroner, R (2000). The Worldly Philosophers, Penguin, London. Lenin, V., (various) State and Revolution, various editions. Marx, K. and Engels, F., The communist Manifesto, various editions.			

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PS O1	PSO 2	PSO 3	PSO4
CO1	3	2	2				3	1	1	1
CO2	2	3	1				2	2	1	2
CO3	1	2	2				1	1	2	1
CO4	1	1	1				1	2	2	1

CO5	2	2	2				2	2	2	2
	1.8 0	2.0 0	1.6 0				1.8 0	1.6 0	1.60	1.40

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SBS</b>		<b>Batch : 2019-2021</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2020-2021</b>
<b>Branch: Public Policy DSC</b>		<b>Semester: III</b>
1	Course Code	
2	Course Title	Energy Economics and Policy
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Elective
5	Course Objective	<p>The objective of the course is</p> <ol style="list-style-type: none"> <li>1. Students should be able to use concepts of economics in area of energy production, distribution and planning.</li> <li>2. Students should understand the demand, forecasting and pricing of Energy.</li> <li>3. Students should be able to differentiate energy sources and supply based on economic characteristics.</li> </ol>
6	Course Outcomes	<p>CO1: Understand about the source of energy and their economic interpretation.</p> <p>CO2: Understand demand and supply mechanism of energy market.</p> <p>CO3: Explain the concepts, important institutions, technologies, and public policy issues.</p> <p>CO3: Apply the knowledge of economics in planning and predicting future demand for energy.</p> <p>CO4: Analyze the scenarios for existing and probable demand and supply of energy and its pricing in different market conditions.</p>

7	Course Description	Energy Economics is an essential part of applied economics where economic principles are being used in management of energy resources across the globe. Analyzing energy issue is of interdisciplinary nature it enables students to apply economic principles in relation with science, environment, industrial requirements and government policy. This course is designed to provide basic understanding of energy economics and its application in energy management.									
8	Outline syllabus	CO Mapping									
	<b>Unit 1</b>	<b>Introduction to Energy Economics, Energy Data and Energy Balance</b>								CO1, CO2, CO3.	
	A	Introduction to Energy Economics, Multidimensional Interactions								CO1, CO2	
	B	Energy, Accounting of Energy								CO1, CO2	
	C	Energy Balance; Analysis of Energy Balance Information								CO2	
	<b>Unit 2</b>	<b>Energy Demand and Energy Demand Forecasting</b>								CO1, CO2, CO3	
	A	Economic Foundation of Energy Demand and Supply								CO2	
	B	Utility Maximization and Cost Minimization								CO1, CO3	
	C	Approaches of Economic Forecasting of Energy								CO3	
	<b>Unit 3</b>	<b>Economics of Fossil Fuel Supply</b>								CO3, CO4	
	A	Exploration and Economics of Exploration Activities								CO3	
	B	Field Development, Investment Decision in Energy								CO3	
	C	Resource Rent and Supply Forecasting								CO4	
	<b>Unit 4</b>	<b>Economics of Non-Renewable Supply of Energy and Electricity</b>								CO2, CO3	
	A	Energy Depletion, Monopoly and Discount Rate of Depletion.								CO2	
	B	Basic Concept of Electricity Generation, Economic Dispatch of Electricity, Incremental Cost Method.								CO3	
	C	Investment Decisions in Power Sector.									
	<b>Unit 5</b>	<b>The Economics of Renewable Energy Supply</b>								CO2, CO4	
	A	Drivers of Renewable Energy Supply								CO4, CO5	
	B	Cost of Bio Fuels and other renewable energy sources								CO4, CO5	
	C	Government Policies on Energy Management								CO5	
	Mode of examination	Theory/Jury/Practical/Viva									
	Weightage Distribution	CA	MTE	ETE							
		30%	20%	50%							
	Text book/s*										
	Other References										

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

CO3		2		2			1			
CO4	3		2		2		2	2	1	2
CO5			1	1	3			1		
	2.3 3	1.5 0	1.6 7	1.6 7	2.0 0		1.50	1.67	1.00	2.00

<b>School: SBS</b>		<b>Batch : 2019 -21</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2020-2021</b>
<b>Branch: Public Policy DSC</b>		<b>Semester: III</b>
1	Course Code	
2	Course Title	International Affairs and Policy
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Elective
5	Course Objective	To explain relevance and methods of Diaspora Engagement To explain the role of state and private entities in overseas employment To explain various welfare measures and schemes in International affairs To explain international dialogues and policy implications To explain various tools of Public Diplomacy
6	Course Outcomes	After completion of the course, the students will be able to: CO1: Understand the relevance and methods of Diaspora Engagement CO2: Explain the role of state and private entities in overseas employment CO3: Illustrate various welfare measures and schemes in International affairs CO4: Understand policy implications of International dialogue CO5: Identify various tools of Public Diplomacy
7	Course Description	The course provides the fundamental understanding of International affairs and policy with respect to India.  The course provides an understanding of the political, economic, social and

		cultural forces that shape international affairs. The students will receive a broad analytic understanding of the political and economic dynamics of international relations.		
8	Outline syllabus			CO Mapping
	Unit A	<b>Diaspora Engagement</b>		<b>CO1</b>
	A 1	Overseas Citizenship of India		CO1
	A 2	Programs to promote India		CO1
	A 3	Involving the overseas citizens, NRIs and persons of Indian Origin		CO1
	Unit B	<b>Labor, Capital and Factor Mobility</b>		<b>CO2</b>
	B 1	The rationale for overseas employment of Indians and Employment of foreigners in India, for immigration to and from India,		CO2
	B 2	prospects and consequences of labour mobility / migration		CO2
	B 3	prospects and consequences of capital mobility		CO2
	Unit C	<b>Various welfare measures and schemes</b>		<b>CO3</b>
	C 1	OWRC, MRC, PBSK, MGPSY		CO3
	C 2	Financial and Legal Assistance, Pravasiya Bhartiya Bima Yojana, Indian Community Welfare Fund		CO3
	C 3	Details of organisations and NGOs registered with Indian Missions & posts abroad		CO3
	Unit D	<b>International Dialogues and Agreements</b>		<b>CO4</b>
	D 1	Model Contract Bilateral and Multilateral Cooperation		CO4
	D 2	Social Security Agreements and Labor Mobility Partnerships		CO4
	D 3	Climate change and SDGs, MOUs with other nations		CO4
	Unit E	<b>Public Diplomacy</b>		<b>CO5</b>
	E 1	“India Perspectives” Publication of MOEF		CO5
	E 2	Distinguished Lectures on Diplomacy and Analysis		CO5
	E 3	Documentaries and Articles on Indian Diplomacy		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)		
Textbook/s	1. Public Policy in the 'Asian Century' Concepts, Cases and Futures, <b>Authors: Bice, Sara, O'Flynn, Janine, Sullivan, Helen.</b> Publication - Palgrave Macmillan <a href="https://www.mea.gov.in/overseas-indian-affairs.htm">https://www.mea.gov.in/overseas-indian-affairs.htm</a> <a href="https://www.mea.gov.in/in-focus.htm">https://www.mea.gov.in/in-focus.htm</a> <a href="https://www.mea.gov.in/bilateral-documents.htm?53/Bilateral/Multilateral_Documents">https://www.mea.gov.in/bilateral-documents.htm?53/Bilateral/Multilateral_Documents</a> <a href="https://www.mea.gov.in/india-perspectives.htm?56/India_Perspectives">https://www.mea.gov.in/india-perspectives.htm?56/India_Perspectives</a>			

POs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
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COs										
CO1	2	2	3					3		
CO2	2	2	3				2	3		
CO3	2	2	3					3		
CO4	2	3	3				2	3	2	
CO5	2	3	3					3	2	2
	2.00	2.40	3.00				2.00	3.00	2.00	2.00

<b>School:</b>		<b>School of Business Studies</b>
<b>Batch :</b>		<b>2019 – 2021</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2020-2021</b>
<b>Branch: Public Policy DSC</b>		
<b>Semester:</b>		<b>III</b>
1	Course Code	
2	Course Title	Microeconomic foundation of Public Policy
3	Credits	03
4	Contact Hours	3-0-0
	Course Status	Discipline Specific Elective
5	Course Description	The course will introduce microeconomic theory for policy analysis and public administration. Students will learn how to apply economic reasoning to public policy questions. This course provides the foundation of microeconomics and its application in basic economic activities such as; understanding market, choice making, preferences, demand and supply, and , concept of elasticity, so that the students can employ the concepts taught in the class in their real life.

6	Course Objective	<ul style="list-style-type: none"> <li>- To make students understand the basic idea behind Market in Economics</li> <li>- To make students investigate how choices are being made in economic decisions.</li> <li>- To make students explore microeconomic theory as a methodology to solve policy problems.</li> <li>- To make students understand market failures and the role of collective action in markets.</li> <li>- To make students apply economic models to a variety of policy situations, and evaluate and critique economic analyses.</li> </ul>
7	Course Outcomes	<p>On completion of this course the learners will be able to</p> <p>CO 1. Examine the concepts of economics from the viewpoint of choice making.</p> <p>CO 2. Describe various approaches to preference identification and ordering according to the constraints of budget.</p> <p>CO 3. Ascertain the importance of identification of demand and describe its parameters.</p> <p>CO 4. Assess the importance of changes in individual and market demand with the concept of elasticity.</p> <p>CO 5. Assess the competitive strategies used in different types of market structures.</p>
8	Outline syllabus	
	Unit A	<b>The Market</b>
	A 1	Constructing a Model, The Demand Curve <b>CO1</b>
	A 2	Market Equilibrium The Discriminating Monopolist <b>CO1, CO2</b> Pareto Efficiency
	A 3	Budget Constraint Properties of a Budget Set <b>CO2</b> How Budget Line Change, Food Stamp Program
	Unit B	<b>Preferences/ Utility</b>
	B 1	Consumer Preferences <b>CO1, CO2</b> Assumption about Preferences. Indifference Curves
	B 2	Perfect Substitute/ Perfect Compliments <b>CO1, CO2</b> Marginal Rate of Substitution. Cardinal Utility, Constructing a utility function.
	B 3	Indifference curves from Utility Perfect Compliments. <b>CO2</b> Marginal Utility Cobb-Douglas Preferences
	Unit C	<b>Choice and Demand</b>
	C 1	Optimal Choice, Consumer Demand <b>CO2, CO3</b> Estimating Utility Functions.

	C 2	Implications of the MRS Condition. Choosing Taxes. Normal and Inferior Goods.	<b>CO3, CO4</b>	
	C 3	Income Offer Curve, Engel Curves, Homothetic Preferences Quasi-linear Preferences	<b>CO2</b>	
	<b>Unit D</b>	<b>Consumer Surplus</b>		
	D 1	Demand for a Discrete Good. Constructing Utility from Demand. Interpretation of Consumer Surplus	<b>CO2, CO4</b>	
	D 2	Approximating Continuous Demand, Quasilinear Utility. Interpreting Change in Consumer Surplus	<b>CO4</b>	
	D 3	Compensating and Equivalent Variation Producer's Surplus Calculating Gains and Losses.	<b>CO4</b>	
	<b>Unit E</b>	<b>Market Demand</b>		
	E 1	From Individual to Market Demand, Inverse Demand Function, Extensive and Intensive Margins	<b>CO5, CO3</b>	
	E 2	Elasticity of Linear Demand Curve. Elasticity and Revenue.	<b>CO5, CO3</b>	
	E 3	Elasticity and Marginal Revenue. Income Elasticity. Expression of Elasticity.	<b>CO5, CO2</b>	
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30% One quiz and one assignment due after completion of every unit	20%	50%
	Text book/s*	<ol style="list-style-type: none"> <li>Intermediate Microeconomics: A Modern Approach- H L Varian, 7<sup>th</sup> Edition and above.</li> <li>Cambridge Intermediate Microeconomics with Microsoft Excel- HUMBERTO BARRETO, DePauw University, Cambridge University Press (2009).</li> </ol>		
	Other References	<ol style="list-style-type: none"> <li>Schaum's Outline of Microeconomics, Fourth Edition (Schaum's Outlines).</li> <li>Microeconomic theory <u>Andreu Mas-Colell</u>, <u>Michael D. Whinston</u>, <u>Jerry R. Green</u></li> </ol>		

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	2				1	
CO2							1			
CO3	2		1	2	1		1	2	1	1
CO4	2	2	3		1			2		
CO5	1	1		3						
	1.75	1.67	1.67	2.00	1.33		1.00	2.00	1.00	1.00

<b>School: School of Business Studies</b>	<b>Batch : 2019-2021</b>
<b>Program: MBA</b>	<b>Current Academic Year: 2019-20</b>
<b>Branch: - Public Policy DSC</b>	<b>Semester: IV</b>
1 Course Code	
2 Course Title	Agriculture Policy
3 Credits	03
4 Contact Hours (L-T-P)	3-0-0
Course Status	Discipline Specific Elective
5 Course Objective	<ol style="list-style-type: none"> <li>1. To acquaint the students with the appropriate concepts in the area of agriculture and food policies.</li> <li>2. To develop students' ability to think critically about the need for policies and policy reforms.</li> <li>3. To expose the students to the rural market environment and the emerging challenges and reforms made in this sector.</li> <li>4. To explore the various facets of agriculture &amp; rural marketing and</li> </ol>

		develop an insight into rural marketing regarding different concepts and basic practices in this area including the pricing strategies.	
6	Course Outcomes	<ul style="list-style-type: none"> <li>• CO1: Understand the concepts and terminology related to agricultural, food, and trade policies.</li> <li>• CO2: Understand the functioning of institutions and contributions they are making in the life of farmers and Agri - Community.</li> <li>• CO3: Understand the agricultural marketing systems, their functioning and problems, and pricing of agricultural products.</li> <li>• CO4: Explain the existing rural development policies, ongoing rural development programmes, and emerging issues in the sector;</li> <li>• CO5: Analyze the influence of agricultural policies on the yields of the agricultural sector, food security and the economy as a whole.</li> </ul>	
7	Course Description	The aim of this course is on developing a historical and conceptual understanding of the economics of agriculture and how public policy has and does influence the nature and performance of agriculture.	
8	Outline syllabus		CO Mapping
	<b>Unit A</b>	<b>Agriculture Development</b>	
	A 1	<ul style="list-style-type: none"> <li>• Concept of Agricultural Development, Causes of slow growth in agricultural</li> </ul>	CO 1
	A 2	<ul style="list-style-type: none"> <li>• Agriculture and Economic Development, and Emerging Scenario</li> </ul>	CO1
	A 3	<ul style="list-style-type: none"> <li>• Reforms in Agriculture, Issues and Challenges in Agriculture Sector.</li> </ul>	CO1,CO2
	<b>Unit B</b>	<b>Agricultural Support Policies and Tools</b>	
	B 1	<ul style="list-style-type: none"> <li>• Identifying, distinguishing and classifying agricultural policies. Need for Government Intervention in Agricultural Production and Markets.</li> </ul>	CO2
	B 2	<ul style="list-style-type: none"> <li>• Main Agricultural Policy Tools, The role of Information on Improved Policies.</li> </ul>	CO2,CO4
	B 3	<ul style="list-style-type: none"> <li>• Interaction among agricultural policies and trade policies.</li> </ul>	CO2
	<b>Unit C</b>	<b>Agricultural Marketing &amp; Institutions in Agriculture Sector</b>	
	C 1	<ul style="list-style-type: none"> <li>• Rural Credit Institutions and Rural Credit Market, Agricultural and Rural Products Marketing</li> </ul>	CO3,CO4
	C 2	<ul style="list-style-type: none"> <li>• Agricultural Financing, Cooperatives and Commercial Banks, Micro-financing Institutions including SHGs and NGOS.</li> </ul>	CO3
	C 3	<ul style="list-style-type: none"> <li>• Agricultural Input Marketing, Pricing Systems of Agricultural Products and Inputs</li> </ul>	CO3,CO4
	<b>Unit D</b>	<b>Agricultural Policy Evaluation</b>	
	D 1	<ul style="list-style-type: none"> <li>• The Influence of Agricultural Policies on the Economy.</li> </ul>	CO3,CO4
	D 2	<ul style="list-style-type: none"> <li>• Public Expenditures, Impact Evaluations</li> </ul>	CO1,CO3

	D 3	<ul style="list-style-type: none"> <li>Cases of different policy evaluations and lessons</li> </ul>	CO3,CO3	
	<b>Unit E</b>	<b>Agricultural Policy &amp; Food Security.</b>		
	E 1	<ul style="list-style-type: none"> <li>Dimensions of Food security, Factors that Affect Food Security</li> </ul>	CO5	
	E 2	<ul style="list-style-type: none"> <li>National Food Security Programme and Public Distribution System</li> </ul>	CO5	
	E 3	<ul style="list-style-type: none"> <li>WTO Agreements on agriculture and its implications</li> </ul>	CO5	
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	<ol style="list-style-type: none"> <li>Agricultural and Food Policy by R.D. Knutson, JB Penn, B.L. Flinchbaugh, and J.L. Outlaw. Pearson Prentice Hall, New Jersey, 6th edition, 2007. (ISBN: 0131718738).</li> <li>Singh Katar: Rural Development – Principles, Policies and Management.SagePublications. New Delhi</li> </ol>		
	Other References	<ol style="list-style-type: none"> <li>Desai Vasant: Rural Development- Programmes and Strategies,HimalayaPublishing House, Mumbai</li> <li>Soni,R.N, : Leading Issues in Agriculture Economics,Vishal Publishing Company</li> <li>Reddy,Venkata.K.: Agriculture and Rural Development (A Gandhian Perspective),Himalaya Publishing.House Mumbai</li> <li>Rural Survey Reports,NSSO,Concerned round</li> <li>Yojana, The Monthly Journal Published by Ministry of Information andBroadcasting</li> <li>7. Arora V P S (Edited) , Agrarian Structure and Reform Measures, published by Asian Productivity Organisation, Japan.</li> </ol>		

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

	2.2 5	1.5 0	1.2 5	1.3 3	1.3 3	1.20	1.67	1.67	1.00	1.00
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<b>School: SBS</b>		<b>Batch : 2019-21</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2020-21</b>
<b>Branch: Public Policy DSC</b>		<b>Semester: 4</b>
1	Course Code	
2	Course Title	Leadership Management for Policy Makers
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Elective
5	Course Objective	The Students will:  1- Gain an understanding of effective leadership and management 2- Study the attributes of leadership

		<p>3- Explore the theories and aspects of leadership</p> <p>4- Acquire the conception of advanced management and leaderships skills</p> <p>5- Know the importance of leadership development and creative leadership</p>
6	Course Outcomes	<p>The student will be able to :</p> <p>CO1: Recognize different supervision and leadership issues and various related concepts, processes, Roles, and key terms and the role of leaders in achieving organizational goals</p> <p>CO2: Outline Cross cultural understanding of leadership, personal attributes and different aspects of leaders and explain how they can impact situations in today's global workforce.</p> <p>CO3: Identify the core theories and aspects of leadership and analyse critical challenges to current theories and models of leadership whilst using ethical norms to develop and practise reasoning processes</p> <p>CO4: Describe advanced management and leadership skills for enhancing group dynamics and team work in an organisation</p> <p>CO5: Evaluate performance, analyse leadership styles and the ability to work as a group and think in an innovative and creative way to apply the concepts of supervision and leadership in real business environment.</p>
7	Course Description	<p>This course primarily aims to help students develop effective and successful supervision and leadership techniques. It looks at organizations as multi-layered realities operating at individual, group, interpersonal and collective levels. Addresses the significance of the necessary skills and traits for effective leadership. Highlights the attributes of a leader crucial for global and cross cultural leadership. It seeks to explore various areas such as motivation and communication, decision-making, problem-solving, managing work-groups and enhancing team cohesiveness by addressing a range of major leadership theories and models of managerial practise by focusing on leadership styles, managing commitments, conflict resolution, emotional intelligence, and team dynamics. Focuses on various aspects of leadership whilst highlighting the principles and practises of ethical and moral leadership.</p>
8	Outline syllabus	CO Mapping

<b>Unit 1</b>	<b>Introduction to Leadership and Management</b>			
A	Meaning of leadership and relevance of leadership in policy making; Supervision and leadership		CO1	
B	Similarities and differences in the roles of managers and leaders		CO1	
C	Skills and traits for effective leadership		CO1	
<b>Unit 2</b>	<b>Global and cross cultural leadership and Attributes of Leadership</b>			
A	Trends and Cultural factors influencing leadership practices		CO2	
B	Personality traits and leadership; Personality types and leadership		CO2	
C	Intelligence and leadership		CO2	
<b>Unit 3</b>	<b>Contingency Theories and Aspects of Leadership</b>			
A	The Normative Decision Model ; The Situational leadership model, The Contingency Model, the fielder's model and LPC Scale, The Path-Goal theory		CO3	
B	Types and Characteristics of Charismatic leaders, Transformational leadership		CO3	
C	Principles and practices of ethical and moral leadership		CO3	
<b>Unit 4</b>	<b>Advanced Management and Leadership Skills</b>			
A	Emotions and self-management, emotional intelligence and its significance in the role of leader, Personal risk of leader: personal traits endangering effective leadership.		CO4	
B	Significance of communication skills for work life and leadership. Social perception in organization.		CO4	
C	Leadership of workgroups and teams. Group structure and dynamics. Formation of teams and teamwork. Group problem-solving		CO4	
<b>Unit 5</b>	<b>Leadership development and creative leadership</b>			
A	Skills for leadership and performance management: Goal setting, support of employee development and communication of feedback; delegation; solving of conflict situations and negotiation.		CO5	
B	Tools for analysis of leadership styles and 360-degree feedback. Coaching and mentoring.		CO5	
C	Creative leadership. Influence on the creative potential of work groups and teams; formation of innovative climate in organizations		CO5	
Mode of examination	Theory/Jury/Practical/Viva			
Weightage Distribution	CA	MTE	ETE	
	30%	20%	50%	
Text book/s*				
Other References				

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	1	1	2	1	2	2	3	2
CO2		2		1	2	1	3	1	2	1
CO3		1		2	1		1		3	2
CO4		2			1	1	1		2	2
CO5	1	2	2		1	1	1		2	2
	1.00	1.80	1.50	1.33	1.40	1.00	1.60	1.50	2.40	1.80

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SBS</b>		<b>Batch : 2019 -21</b>
<b>Program: MBA</b>		<b>Current Academic Year: 2020-2021</b>
<b>Branch: Public</b>		<b>Semester: IV</b>
<b>Policy DSC</b>		
1	Course Code	
2	Course Title	Monitoring and Evaluation
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Elective

5	Course Objective	<p>To explain significance of monitoring and evaluation</p> <p>To explain the fundamentals of monitoring and evaluation</p> <p>To explain the difference between monitoring and evaluation</p> <p>To explain different methods of data collection and analysis</p> <p>To explain the reporting and dissemination of the findings</p>	
6	Course Outcomes	<p>After completion of the course, the students will be able to:</p> <p>CO1: Understand the relevance of monitoring and evaluation</p> <p>CO2: Understand how to develop a monitoring and evaluation framework in a participatory, logical, systematic, and integrated way</p> <p>CO3: Understand how to prepare monitoring and evaluation plan</p> <p>CO4: Understand the methods of data collection and analysis and able to apply to conduct monitoring and evaluation</p> <p>CO5: Understand steps involved in reporting and dissemination of the findings</p>	
7	Course Description	<p>This course will begin with an overview of the field of public policy monitoring and evaluation. The course covers lessons on evaluating the empirical aspects of public policy and provides an analytic framework for assessing the value judgments that inevitably influence policy decisions.</p>	
8	Outline syllabus	CO Mapping	
	Unit A	<b>Introduction</b>	<b>CO1</b>
	A 1	Introduction to Developing Monitoring and Evaluation Frameworks	CO1
	A 2	Foundation Concepts	CO1
	A 3	Scoping the Monitoring and Evaluation Framework, Stakeholder Mapping and Evaluation Capacity Building	CO1
	Unit B	<b>Program Theory and Program Logic</b>	<b>CO2</b>
	B 1	Introduction to Developing Program Theory and Program Logic	CO2
	B 2	Steps Involved in Developing Program Theory and Program Logic	CO2
	B 3	Evaluation Questions - Determining What We Want to Know	CO2
	Unit C	<b>Monitoring and Evaluation Plan</b>	<b>CO3</b>
	C 1	The monitoring plan and steps in developing monitoring plans	CO3
	C 2	The evaluation plan and steps in developing monitoring plans	CO3
	C 3	Writing and dissemination of findings	CO3
	Unit D	<b>Methods of data collection and analysis</b>	<b>CO4</b>
	D 1	Quantitative and qualitative methods of data collection and analysis	CO4
	D 2	Sampling Techniques and hypothesis testing	CO4
	D 3	Impact evaluation techniques	CO4
	Unit E	<b>Reporting and Dissemination</b>	<b>CO5</b>
	E 1	Reporting and dissemination strategies	CO5
	E 2	Planning for implementation of monitoring and evaluation framework	CO5
	E 3	Different case-studies	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)			
Textbook/s		1. Markiewicz, Anne and Ian Patrick. 2015. <i>Developing Monitoring and Evaluation Frameworks</i> . Sage Publications.			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	3					3		
CO2	2	2	3				2	3	2	
CO3	2	2	3					3		
CO4	2	3	3				2	3	2	
CO5	2	3	3					3	2	2
	2.00	2.40	3.00				2.00	3.00	2.00	2.00

<b>School: SBS</b>	<b>Batch : 2019 -21</b>
<b>Program: MBA</b>	<b>Current Academic Year: 2020-2021</b>
<b>Branch: Public Policy DSC</b>	<b>Semester: IV</b>
1	Course Code

2	Course Title	Economics of Natural Resources	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Discipline Specific Elective	
5	Course Objective	<ol style="list-style-type: none"> <li>1. To explain relevance and methods of economics of natural resources.</li> <li>2. To explain the role of longer time horizons, substitutes and extract costs.</li> <li>3. To explain various welfare recycle resources and factors mitigating them.</li> <li>4. To explain pollution control and also threat and measures to control it.</li> <li>5. To explain public policy of fishing and other natural resources.</li> </ol>	
6	Course Outcomes	<p>After completion of the course, the students will be able to:</p> <p>CO1: Understand basic economic approach to natural economics.          CO2: Explain the deplete resource allocation and how to tackle it.          CO3: Illustrate various recycle resource which are threat to the environment.          CO4: Understand economics of pollution control.          CO5: Identify the taxes and the pricing of the fishing.</p>	
7	Course Description	<p>The course provides the fundamental understanding of Economics of Natural Resources</p> <p>The course provides an understanding of natural resources; deplete resources, perishable resources and also the air pollution. The students will receive a broad analytic understanding of the economics of natural resources and how to deal with the threats to these natural resources.</p>	
8	Outline syllabus		CO Mapping
	Unit A	<b>The Economic Approach</b>	<b>CO1</b>
	A 1	Property Rights, Externalities, and Environmental Problems	CO1
	A 2	Valuing the Environment: Methods	CO1
	A 3	Dynamic Efficiency and Sustainable Development	CO1
	Unit B	<b>Depletable Resource Allocation</b>	<b>CO2</b>
	B 1	The Role of Longer Time Horizons, Substitutes, and Extraction Cost	CO2
	B 2	Energy: The Transition from Depletable to Renewable Resources	CO2
	B 3	Natural Gas: Price Controls	CO2
	Unit C	<b>Recyclable Resources: Mineral, Water, E-Waste</b>	<b>CO3</b>
	C 1	Replenishable but Depletable resource: Water	CO3
	C 2	Recycling and Ore depletion	CO3
	C 3	Factors Mitigating Resource Scarcity	CO3
	Unit D	<b>Economics of Pollution Control</b>	<b>CO4</b>
	D 1	Stationary-Source Local and Regional Pollution	CO4
	D 2	Climate Change, Toxic Substance and Environmental Justice	CO4
	D 3	Mobile Source: Air Pollution, Water Pollution	CO4
	Unit E	<b>Common-Pool Resources</b>	<b>CO5</b>
	E 1	Nature and types of Common Pool Resources	CO5
	E 2	Common-Pool Resources based livelihoods; A case study on	CO5

		Kudumshri			
	E 3	Overuse and exploitation of Common-pool Resources and their consequences			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)			
	Textbook/s	Tietenberg, Tom and Lynne Lewis. <i>Environmental and Natural Resource Economics</i> , (11 <sup>th</sup> Edition). Publisher: Routledge, 2019.			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	3					3		
CO2	2	2	2				2	3		
CO3	2	2	2					3		
CO4	2	2	3				2	3	2	
CO5	2	2	3					3	2	2
	2.00	2.00	2.60				2.00	3.00	2.00	2.00