

School of Business Studies
Sharda University

MBA DUAL

Program Structure
2018-2020



1. MBA DUAL Programme Structure

1.1 Program Structure- MBA Program

This Document describes the MBA Dual programs educational objectives, outcomes and mapping of the courses of 100 credits to be spread over a period of 2yrs with compulsory industry internship.

1.2 Vision and Mission of the School

Vision of the School of Business Studies

To be a globally respected centre for learning of business and economics that fosters learning spirit, academic and leadership excellence, as well as innovation.

Mission of the School of Business Studies

Mission1- Create a stimulating and flexible multicultural learning environment for students as well as faculty

Mission2- Leverage academic research to form strong industry linkages

Mission3- Develop a culture that strongly promotes innovation and entrepreneurship

Mission4- Develop deep knowledge in management, problem solving ability, leadership, communication and interpersonal skills

Core Values

- Integrity
- Leadership
- Diversity

1.2 Program Educational Objectives (PEO)

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

1.3.1 MBA Dual 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 dual Program offers specialization in any of the two streams out of Finance, Marketing, Human Resource, Operational Management, International Business, Supply Chain Management and Business Analytics. The program specific outcomes are.

PSO1: Able to specialize in area of management discipline

PSO2: Possess enough knowledge skills and experimental learning in area of (any two leading) management discipline

PSO3: Able to visualize the problem identify various action to solve problem within resources and time frame and develop deep understand

PSO4: Ability to gather information, analytical analysis and able to take decision.

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

PEO Statements	School Mission 1	School Mission 2	School Mission 3	School Mission 4
Possess Professional skills for employment	3	1	2	3

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

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

- 1. 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:

PO1 : Business Environment and Domain Knowledge (BEDK): Economic, legal and social environment of Indian business.. Graduates are able to improve their awareness sand knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolvement 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 Dual 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 Dual Program is of 100 credits. Each Course is of 3 credits. Summer training report and presentation is 4 credit and dissertation report and viva of 6 credits. Student has choice in specialize in any of the

Operation
Analytics
courses d

To serve th
aca

Mission of the University

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

1.3.2 Map PEOs with Mission Statements:

Statements	School Mission 1	School Mission 2	School Mission 3	School Mission 4
Possess Professional skills for employment	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	2	1	1	2

to sustainable				
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)

PO1 : Business Environment and Domain Knowledge (BEDK)

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

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

PO4 : Social Responsiveness and Ethics (SRE)

PO5 : Effective Communication (EC)

PO6 : Leadership and Teamwork (LT):

PSO1 : Exhibit the knowledge of management to solve multifaceted corporate challenges using limited resources

PSO2 : Identify business opportunities, design and implement innovations in work space.

PSO3 : Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.

PSO4 : Communicate and engage effectively as manager with all stakeholders

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 Table¹:

Program Outcome Courses	Course Name	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
Sem-1											
Cours101.1	Principles of Management	1	2	2	2	1	1	2	1	2	2
Cours101.2	Managerial Communication	2	2	1	2	2	1	1	1	1	1
Cours101.3.	Financial Reporting and	1	1	2	1	2	1	2	2	1	1

¹ Cel value will contain the correlation value of respective course with PO.

	Analysis										
Cours101.4	Organizational Behavior	1	1	2	2	1	1	2	2	1	2
Cours101.5	Marketing Management	2	2	1	1	1	2	1	1	1	1
Cours101.6	Economic Analysis for Business Decisions	2	1	2	1	1	2	1	2	2	1
Cours101.7	Quantitative Techniques for Business Decisions	1	1	2	1	2	1	2	1	2	1
Cours101.8	Information Technology for Managers	2	2	1	1	2	1	2	1	1	2
Sem-2											
Cours2.1	Human Resource Management	1	2	1	1	2	2	2	1	2	2
	International Business	1	1	2	1	2	1	2	2	1	1
Course2.2.	Legal Aspects of Business	2	1	1	2	1	1	2	1	2	1
	Managerial Accounting for Business Decisions	1	1	2	1	2	1	2	1	1	2
Course 2.3	Corporate Finance	1	1	2	1	2	1	2	2	1	1
. Course 2.4	Operations Research	1	1	2	2	2	1	2	1	1	2
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
Sem-3											
3.1 Core	Introduction to Business Analytics	1	2	2	2	1	1	2	1	2	2
	Summer Training Report	2	2	1	1	1	2	2	1	1	1

	and Presentation										
	Industry readiness	2	2	1	2	2	2	1	1	2	1
Marketing Specialization											
3.3	Service Marketing	1	1	2	1	2	1	2	2	1	1
3.4	Advertising Management	1	1	2	2	1	1	2	2	1	2
3.5	Sales and Distribution Management	2	2	1	1	1	2	1	1	1	1
Finance Specialization											
3.7	Project Finance and Management	1	1	2	1	2	1	2	1	2	1
	Security Analysis and Portfolio Management	1	1	2	1	2	1	2	2	1	1
	Tax Planning and Management	1	1	2	2	1	1	2	2	1	2
H.R. Specialization	Compensation Management	2	2	1	1	1	2	1	1	1	1
	Employee Training and Development	1	1	2	1	2	1	2	2	1	1
	International H.R.M.	1	1	2	2	1	1	2	2	1	2
Operations Management	Inventory Management System	2	2	1	1	1	2	1	1	1	1
	Business Process Reengineering	1	1	2	1	2	1	2	1	2	1
	Project Management	1	1	2	1	2	1	2	2	1	1
International Business	Global Competitiveness Analysis	1	1	2	2	1	1	2	2	1	2
	International Marketing	2	2	1	1	1	2	1	1	1	1
	International HRM	1	1	2	1	2	1	2	2	1	1
Supply Chain	Logistics	1	1	2	2	1	1	2	2	1	2

Management	Management-Applications and Case Studies										
	Operational Strategies and Implementation Issues in SCM	1	1	2	1	2	1	2	1	2	1
	Recent Trends in SCM	1	1	2	1	2	1	2	2	1	1
Business Analytics	Optimization Techniques using Excel	1	1	2	2	1	1	2	2	1	2
	Data Analytics using R and Excel	2	2	1	1	1	2	1	1	1	1
	Predictive Analytics using R and Excel	1	1	2	1	2	1	2	2	1	1
Sem 4 Core											
4.1	Strategic Management	1	2	2	2	1	1	2	1	2	2
4.2	Dissertation Report and Viva Voce	2	2	1	2	2	1	1	1	1	1
4.3	Entrepreneurship Development	1	2	2	1	2	1	2	2	1	1
Marketing Specialization											
3.3	Digital Marketing	1	1	2	1	2	1	2	2	1	1
3.4	Customer Relationship Management	1	1	2	2	1	1	2	2	1	2
3.5	Brand Management	2	2	1	1	1	2	1	1	1	1
Finance Specialization											
3.7	International Finance Management	1	1	2	1	2	1	2	1	2	1
	Financial Derivatives and Risk Management	1	1	2	1	2	1	2	1	2	1
	Merger,	1	1	2	1	2	1	2	2	1	1

	Acquisition and Corporate Restructuring										
H.R. Specialization	Industrial Relations and Labour Laws Management	1	1	2	2	1	1	2	2	1	2
	Organizational Design and Structure	2	2	1	1	1	2	1	1	1	1
	Emotional Intelligence and Management Effectiveness	1	1	2	1	2	1	2	2	1	1
Operations Management	TQM and Environmental Issues	1	1	2	2	1	1	2	2	1	2
	Advance Operations Research	1	1	2	1	2	1	2	1	2	1
	Innovation and Technology Management	1	1	2	1	2	1	2	2	1	1
International Business	Global Value Chain and Trade Facilitation	1	1	2	2	1	1	2	2	1	2
	International Financial Management	2	2	1	1	1	2	1	1	1	1
	Merger, Acquisition and Corporate Restructuring	1	1	2	1	2	1	2	2	1	1
Supply Chain Management	International Transportation and Logistics	1	1	2	2	1	1	2	2	1	2
	Supply Chain Dynamics and E-Commerce	1	1	2	1	2	1	2	1	2	1
	Supply Chain Performance Metrics and Modeling	1	1	2	1	2	1	2	2	1	1
Business Analytics	Data Visualization for Analytics	1	1	2	2	1	1	2	2	1	2

	Time Series Analysis with Excel and MiniTab	2	2	1	1	1	2	1	1	1	1
	Big Data, Text Analysis and Web Analytics	1	1	2	1	2	1	2	2	1	1

1. Slight (Low)

2. Moderate (Medium)

3. Substantial (High)

MBA Dual Program Structure Template
School of Business Studies
Program MBA / Branch – Dual
Batch: 2018-2020
TERM: I



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

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

MBA Dual Program Structure Template
School of Business Studies
Program MBA / Branch – Dual
Batch: 2018-2020
TERM: II

S. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ³ : 1. CC 2. AECC 3. SEC 4. DSE
				L	T	P			
THEORY SUBJECTS									
1			Human Resource Management	3			3		
2			International Business	3			3		
3			Corporate Finance	3			3		
4			Operations Research	3			3		
5			Business Research Methods	3			3		
6			Production and Operations Management	3			3		

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

7			Legal Aspects of Business	3			3		
8.			Managerial Accounting for Business Decisions	3			3		
Practical/Viva-Voce/Jury									
9.			Total Personality Development	3			3		
TOTAL CREDITS							27		

MBA Dual Program Structure Template
School of Business Studies
Program MBA / Branch – Dual
Batch: 2018-2020
TERM: III

S. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ⁴ : 5. CC 6. AECC 7. SEC 8. DSE
				L	T	P			

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

THEORY SUBJECTS

1			Introduction to Business Analytics	3			3		
2			Specialization 1 (Paper 1)	3			3		
3			Specialization 1 (Paper 2)	3			3		
4			Specialization 1 (Paper 3)	3			3		
5			Specialization 2 (Paper 1)	3			3		
6			Specialization 2 (Paper 2)	3			3		
7			Specialization 2 (Paper 3)	3			3		

Practical/Viva-Voce/Jury

8			Summer Training Report and Presentation	4			4		
9			Industry readiness	2			2		
TOTAL CREDITS							27		

MBA Dual Program Structure Template
School of Business Studies
Program MBA / Branch – Dual
Batch: 2018-2020
TERM: IV

S. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ⁵ : 9. CC 10. AECC 11. SEC 12. DSE
				L	T	P			
THEORY SUBJECTS									
1			Strategic Management	3			3		
2			Specialization 1 (Paper 4)	3			3		
3			Specialization 1 (Paper 5)	3			3		
4			Specialization 2 (Paper 4)	3			3		
5			Specialization 2 (Paper 5)	3			3		
6			Entrepreneurship Development	3			3		
Practical/Viva-Voce/Jury									
8			Dissertation Report and Viva Voce	6			6		

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

TOTAL CREDITS	24		
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C. Course Templates

School: SBS		Batch : 2018-20	
Program: MBA		Current Academic Year: 2018-19	
Branch: -		Semester: I	
1	Course Code	MBA 150	
2	Course Title	Principles of Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Compulsory	
5	Course Description	Principles of Management is a dynamic subject about management and managers. It helps students to understand managing organizations in changing business conditions. It helps them to understand how to confront change and to best prepare themselves for that reality.	
6	Course Objective	1. Cover the basic concepts of management. 2. Identify the key competencies of a manager. 3. Provide the students the capability to apply theoretical knowledge in Integrate simulated & real life settings	
7	Course Outcomes	CO1: Students will get knowledge to integrate management principles into management practices. CO2: Ability to understand managerial practices and choices relative to ethical principles and standards. CO3: Interpret how the managerial tasks of planning, organizing, and controlling can be executed in a variety of circumstances. CO4: Appraise the most effective action to take in specific situations..	
8	Outline syllabus		CO Mapping
	Unit A		
	A 1	<ul style="list-style-type: none"> Management: Concept and Process levels of management and Managerial roles 	CO1

		(Mintzberg) & skills, contemporary skills and practices in management <ul style="list-style-type: none"> • Current trends & issues-workforce diversity, Entrepreneurship, Managing in E-business world, knowledge management & learning organization, quality management 	
	A 2	<ul style="list-style-type: none"> • Management theory: F.W. Taylor, • Fayol's principles, • Hawthorne experiment, • Systems theory • Contingency approach 	CO1
	A 3	<ul style="list-style-type: none"> • Ethical & social environment • Emerging ethical issues • social responsibility & organizations • whistle blowing 	CO2
	Unit B		
	B 1	<ul style="list-style-type: none"> • Organizational goals & objectives: hierarchy of objectives, traditional goal setting, MBO • hierarchy of plans, Planning: time frames, 	CO2
	B 2	<ul style="list-style-type: none"> • planning process • Managing decision making – process, making decisions-rationality, bounded rationality and intuition 	CO3
	B 3	<ul style="list-style-type: none"> • Planning tools & techniques –environmental scanning, forecasting, benchmarking • Contemporary planning techniques 	CO3
	Unit C		
	C 1	<ul style="list-style-type: none"> • Defining organization structure: work specialization, departmentalization, chain of command and Span of Control) Centralization and Decentralization, • Authority, Responsibility & Delegation 	CO4
	C 2	<ul style="list-style-type: none"> • Organization design decisions-mechanistic & organic organizations 	CO4
	C 3	<ul style="list-style-type: none"> • Contemporary organization designs 	CO4
	Unit D		
	D 1	<ul style="list-style-type: none"> • Concept of direction- principles and techniques of direction 	CO3

Beyond Boundaries

	D 2	• Concept and process of control in organisation, Tools of control			CO3
	D 3	Types of control- Feedback, Feed forward, Concurrent			CO3
	Unit E				
	E 1	Concept of Coordination, types of coordination, distinction between coordination & cooperation			CO3
	E 2	• Comparative study of management practices in India, Japan, USA and china with reference to planning, organizing, directing and controlling			CO4
	E 3	• Presentation of Business plan and model,			CO4
	Mode of examination	Theory			
	Weightage Distribution	CA 30%	MTE 20%	ETE 50%	
	Text book/s*	1. Robbins & Coulter, “ <i>Management</i> ” Prentice Hall of India,			
	Other References	2 Griffin, “ <i>Management</i> ” Biztantra 3 James A. F. Stoner, “ <i>Management</i> ” Pearson Education, 6 th Edition.			

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

School:	Batch : MBA
Program:	Current Academic Year: 2018-2019
Branch: -	Semester: 1
1	Course Code
2	Course Title
3	Credits
4	Contact Hours (L-T-P)
	Course Status
5	Course Description
6	Course

Batch : MBA

Current Academic Year: 2018-2019

Semester: 1

Course Code

Course Title

Credits

 Contact
Hours
(L-T-P)

Course Status

 Course
Description

Course

Managerial Communication

3

2-0-1

Compulsory

To prepare students for effective communication at the work place by focusing on their relationship building and liasoning skills.

1. How to communicate in business situations

	Objective	2. How to communicate accurately and effectively (PRIDE). 3. An overview of Stakeholder Management. 3. How to write professional e-mails, memos, develop resumes and video resumes effectively.	
7	Course Outcomes	CO1: The student should be able to memorize business communication and its importance in the recent time CO2 : The student should be able to interpret verbal and non-verbal messages CO3: The student should be able to show and present themselves effectively in business situations CO 4: The student should be able to use visual aids. CO5: The student should be able to design various types of internal & external correspondence	
8	Outline syllabus		CO Mapping
	Unit A	Business Communication	
	A 1	• Purpose, Process & Classification of Communication	CO1
	A 2	• Barriers Of Communication with activities	CO1
	A 3	• 7Cs of Communication and ABCD of Writing for Communication	CO1
	Unit B	Organizational Communication	
	B 1	• Importance & Functions of Communication in Management, Conflict management, Negotiation skills and resolving communication crisis. (Thomas-Kilmann Conflict Mode Management)	CO3
	B 2	• Communication Concerns (Relationship Management) of the Managers	CO3
	B 3	• Communication Structures in Organization, Behavioral Interview discussion and practice	CO4
	Unit C	Non-Verbal Communication	
	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
	Unit D	Presentation Skills	
	D 1	• Planning the Presentation and creating the original	CO4 & CO5

		content			
	D 2	• Preparing the presentation and getting the drafts approved.			CO4 & CO5
	D 3	• Delivering the presentation with panache			CO4 & CO5
	Unit E	Business Correspondence			
	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	CA	MTE	ETE	
	Distribution	30%	20%	50%	
	Text book/s*	Business Communication Today : Bovee, Thill, Chaturvedi. Pearson Publicitaions.			
	Other References				

POs Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
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

School:		Batch : 2018-20
Program:		MBA Current Academic Year: 2018
Branch:		Semester: I
1	Course Code	FINANCIAL REPORTING & ANALYSIS
2	Course Title	MBA-129
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Compulsory
5	Course Objective	<div>1. Understand the applications of financial accounting in various managerial decisions.</div> <div>2. Understand the Accounting Cycle and Financial statements.</div> <div>3. Apply the understanding of different techniques of analysis of</div>

		financial. statements in managerial planning and decision making; 4. To provide students with a firm foundation for their second year studies in financial specialization. 5. Acquire refined numerical, analytical, presentational, group work and time management skills.	
6	Course Outcomes	CO1. Define the key concepts of financial reporting & financial statements CO2. Explain the element of financial statement of corporate and non corporate entities CO3. Application of accounting concepts, standards and IFRS. CO4. Analysis and understanding of different techniques of analysis of financial statements in managerial planning and decision making. CO5. Evaluate the financial statement of various sectors. CO6. Composition of important components of an annual report.	
7	Course Description	Financial Analysis and reporting is an integral part of overall financial analysis carried out by various business organizations in India and all around the world. It depicts the financial health of any company and helps the companies to augment their financial resources and management of generated funds efficiently. It compels the business firms to remain judicious in fund allocation to different activities and sub activities and use the generated funds carefully. Financial analysis guides the companies about their future course of action and the direction that any particular company should move on.	
8	Outline syllabus		CO Mapping
	Unit 1		
	A	Introduction of course and its significance in business. Purpose of financial reporting, users of financial reports. A brief introduction of Annual report and its contents with Annexure.	CO1
	B	Meaning and types of financial statements, Types of financial analysis; steps involved in Financial Statement Analysis; Techniques and limitations of Financial Analysis.	CO1
	C	(i) GAAP in India, (ii) Accounting Standards (AS) –applicability, brief introduction and scope. (iii) International Financial Reporting Standards (IFRSs)	CO1,CO3
	Unit 2		
	A	Definition, functions Uses, Understanding of various items	CO1,CO2

		of Balance-sheet and Income Statement.			
	B	Forms of Balance Sheet & Income Statement –Contents & Presentation, Relationship between Balance-sheet & Income Statement			CO1,CO2
	C	Revenue & Capital Expenditures and Receipts, Inventories, Receivables, Assets (Fixed, Tangible, Intangible) Revenue, Retained Earnings, Income Tax , Dividend, Diluted Dividend etc.			CO1,CO2
	Unit 3				
	A	The Analyst’s checklist; Reformulation of Balance sheet			CO4
	B	The Analyst’s checklist; Reformulation of Income State - Workshop			CO4
	C	Notes to the Accounts and Significant Accounting Policies.- Workshop			CO4,CO5
	Unit 4				
	A	Introduction, Techniques –Comparative Financial Statements and Interpretation of Financial Statements			CO4
	B	Common Size Statement analysis –Introduction, Analysis and Interpretation – Demonstration of various sectors - Workshop			CO4,CO5
	C	Trend Analysis - Introduction, Analysis and Interpretation – Demonstration of various sectors – Workshop			CO5
	Unit 5				
	A	Ratio Analysis-Profitability, Liquidity, Turnover, Shareholders etc. Meaning, Uses, Sources and Uses of Cash, Preparation of Cash Flow Statement as per AS-3			CO1,CO6
	B	Annual Report –Director’s Report, Auditor’s Report, Report on Corporate Governance, Report on CSR etc., Management Discussion & Analysis - Workshop			CO6
	C	Ratio Analysis-Profitability, Liquidity, Turnover, Shareholders etc.			CO4,CO6
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Financial Statement Analysis and Reporting by Peddina Mohana Rao, PHI Learning Private Limited, New Delhi			
	Other References	<ul style="list-style-type: none"> Corporate Financial Reporting and Analysis by Young 3ed; WILEY India Pvt. Ltd. Accounting Text and Cases by Anthony, Hawkins and 			

		<p>Merchant 12th Edition Tata Mc Graw Hill</p> <ul style="list-style-type: none"> Financial Accounting: For Business Managers, Bhattacharyya Ashish K, Prentice Hall of India Pvt Ltd. Financial Accounting: A Managerial emphasis, Ashok Bannerjee, Excel Books Introduction to Financial Accounting, Horngren, Pearson Education Financial Accounting – A Managerial Perspective by R. Narayanaswamy 3rd Edition PHI Learning Pvt Ltd. <p>Journals</p> <ul style="list-style-type: none"> ➤ Management Accountant ➤ Chartered Accountant ➤ Chartered Finance Analyst ➤ Journal of Accounting and Finance <p>Websites</p> <ul style="list-style-type: none"> ➤ Online Courses: Financial Accounting, David F. Hawkins, Paul M. Healy, Michael Sartor by Harvard Business School Publications (http://hbsp.harvard.edu/) ➤ For Accounting standards please refer to the following link http://www.icaai.org/post.html?post_id=474 ➤ For International Financial Reporting Standards(IFRS)refer to the following link http://www.ifrs.com/overview_landing.html ➤ www.accountingformanagement.com 	
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POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	1	1	-	-	-	-
CO2	2	2	2	1	-	1	-	-	-	-
CO3	2	2	2	1	1	-	-	-	-	-
CO4	2	2	2	2	-	1	-	-	-	-
CO5	2	2	2	1	-	-	-	-	-	-
CO6	2	2	2	1	1	1	-	-	-	-

School: SBS	Batch: 2018-20
Program: MBA	Current Academic Year: 2018-19
Branch: -	Semester: I

1	Course Code	MBA 153
2	Course Title	Organizational Behaviour
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Compulsory
5	Course Objective	<ol style="list-style-type: none"> 1. To develop an understanding of the importance of human element in organization 2. To provide an understanding of a conceptual framework for OB and understand human work behavior in the organizational setting. 3. To understand the theories related to learning and motivation and their application in work setting 4. To develop an understanding of the group and organisational dynamics
6	Course Outcomes	<p>The students will be able to:</p> <p>CO1: describe the conceptual framework of OB and identify the key human behaviour elements that influence it</p> <p>CO2: classify different learning patterns, motivation strategies and leadership styles</p> <p>CO3: interpret group dynamics and leadership theories in an organizational setting</p> <p>CO4: develop communication and interpersonal skills to manage the workplace challenges</p>
7	Course Description	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.
8	Outline syllabus	
	Unit A	Introduction to OB and Individual Differences
	A 1	<ul style="list-style-type: none"> Organizational Behaviour- Concept, Nature, Contributing Fields, Basic Model of OB, challenges of OB
	A 2	<ul style="list-style-type: none"> Personality: Concept, Determinants, Theories of shaping personality- Trait, Psychoanalytical, Big Five Model, MBTI
		CO Mapping
		CO1
		CO1

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

	Distribution	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	1. Luthans “Organizational Behavior” Mc Graw Hill 2. Kinicki & kreitner “ <i>Organisational behavior</i> ” McGraw-Hill. 3. Udai Pareek: “Understanding OB” Oxford 4. Case studies, Journal readings, videos			

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

School: School of Business Studies		Batch: 2018-20	
Program: MBA		Current Academic Year: 2018-19	
Branch:		Semester: I	
1	Course Code	MBA131	
2	Course Title	Marketing Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Compulsory	
5	Course Description	This course is aimed at imparting to the students a broad-based understanding of the principles and practices of the marketing function in business organizations	
6	Course Objectives	1. To impart to the students an in-depth understanding of the building blocks of marketing 2. To make the students develop a marketing mindset for effective business decision-making 3. To help the students understand the challenges of modern-day marketing	
7	Course Outcomes	CO1: The student will be able to identify the basic problem areas in a given marketing situation. CO2: The student will be able to describe and explain the different bases of market segmentation and the different approaches to positioning of products. CO3: The student will be able to illustrate the different components of the marketing mix for a given product.	

		CO4: The student will be able to explain in detail the marketing plan for a proposed product launch. CO5: The student will be able to predict the future trends in a given marketing situation.			
8	Outline Syllabus				CO Mapping
	Unit A				
	A1	<ul style="list-style-type: none">Overview of marketing; concepts of marketing; value chain			CO1
	A2	<ul style="list-style-type: none">Marketing research; selling vs marketing; marketing environment			CO1
	A3	<ul style="list-style-type: none">Applications of marketing; consumer behaviour; services marketing; international marketing; rural marketing			CO1
	Unit B				
	B1	<ul style="list-style-type: none">Market segmentation – geographic, demographic, psychographic, behavioural			CO2
	B2	<ul style="list-style-type: none">Targeting; niche marketing; B2B, B2C			CO2
	B3	<ul style="list-style-type: none">Positioning; repositioning			CO2
	Unit C				
	C1	<ul style="list-style-type: none">Introduction to marketing-mix – product, price, place, promotion			CO3
	C2	<ul style="list-style-type: none">New product development; product life cycle; packaging and labelling; brand management; types of pricing			CO3
	C3	<ul style="list-style-type: none">Promotion - advertising, publicity and public relations, sales promotion, personal selling, direct marketing; physical distribution; channels of distribution; types of marketing intermediaries			CO3
	Unit D				
	D1	<ul style="list-style-type: none">Developing a marketing plan			CO4
	D2	<ul style="list-style-type: none">Components of a marketing plan			CO4
	D3	<ul style="list-style-type: none">Implementation and control challenges in marketing			CO4
	Unit E				
	E1	<ul style="list-style-type: none">E-business; e-commerce; digital marketing			CO5
	E2	<ul style="list-style-type: none">Introduction to green marketing			CO5
	E3	<ul style="list-style-type: none">Ethical issues in marketing			CO5
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	

Text book/s	<ul style="list-style-type: none"> ‘Marketing Management – A South Asian Perspective’ by Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha (Pearson) 	
Other References	<ul style="list-style-type: none"> ‘Marketing Management – Global Perspective, Indian Context’ by V. S. Ramaswamy and S. Namakumari (Om Books) ‘Marketing Management’ by Rajan Saxena (McGraw-Hill) 	

POs COs	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

School: SBS		Batch : 2018 -20	
Program: MBA		Current Academic Year: 2018-2019	
Branch:		Semester: I	
1	Course Code	MBA 133	
2	Course Title	Economic Analysis for Business Decisions.	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory	
5	Course Objective	1. To provide a conceptual framework of how a business firm operates and makes decisions on output, input, pricing and strategizing 2. To orient them towards economic theories which are critical in managerial decision making. 3. To expose the learners into operation of economic concepts in real time decision making and market activities around them. 4. To make them conscious about interaction of macroeconomic factors with decision-making approaches and techniques	
6	Course Outcomes	CO1: Describe firm level business decisions through conceptual framework of an economic unit as well as of an economic system consisting external environment. CO2: Analyse constraints and scope of consumer demand and producer's supply potential with the help of economic methods.	

Beyond Boundaries

		<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	The Emphasis of this course is on interdisciplinary approaches of learning economic concepts and their applications. A fair bit of understanding of Economics is essential for managers for contextualizing business scenarios in view of prevailing economic conditions. This course is concerned about the application of economic methods in the managerial decision-making process. It includes microeconomic approaches along with macroeconomic variables and country specific economic policy issues. Plentiful Case Studies, Examples and Numerical Problems are key elements of pedagogical features of this course. The recommended text book is well equipped with problem solving approaches in each of chapter-ends.
8	Outline syllabus	
	Unit A	Nature, Scope and Methods of Managerial Economics (Chapter 1) Theory of Firm (Chapter 2)
	A 1	Definitions and Relationships with other Disciplines (Sections 1.1 & 1.2) Elements of Managerial Economics (Section 1.3)
	A 2	Theory of the Firm (Chapter 2) Nature of the Firm; Transaction Cost Theory, Motivation Theory, Property Rights Theory (Section 2.2)
	A 3	Basic Profit Maximizing Model (Section: 2.3) Multi-product strategy Product Line Profit Maximization & Product Mix Profit Maximization (Section 2.7)
	Unit B	Demand Theory (Chapter 3) and Consumer Theory (Section 3.3) in Business Decisions
	B 1	Definition, Representation and Meaning of Demand; Factors determining demand, Demand Schedule, Law of Demand and Law of Supply

	B 2	Consumer Behaviour -Utility:- Cardinal and Ordinal, Budget Line, Indifference Curve, Law of Diminishing Marginal Utility	CO2
	B 3	Inferior Goods, Giffen Goods, Substitute and Complementary Goods, Consumer Equilibrium. Price Elasticity and Income Elasticity	CO2
	Unit C	Theory of Production, Cost Theory, Pricing and Market Structure in Business Decisions (Chapters 5, 6,8 &10)	CO2, CO3
	C 1	Short Run and Long Run Production Decisions (Sections 5.2 & 5.3), Break-Even Points, Economies of Scale, Scope and Diseconomies	CO2, CO3
	C 2	Short Run & Long Run Cost Behaviour (Sections 6.2 & 6.3), Normal Profit, Super Normal Profit and Optimization of Cost	CO2, CO3
	C 3	Market Structure and Pricing (Chapter 8) Pricing Strategy, Price Discrimination, Perfect Competition & Imperfect Competitions	CO2, CO3
	Unit D	The Economics of Information, Market Failure and Application of Game Theory	CO3
	D 1	The Problem of Adverse Selection and Moral Hazard	CO3
	D 2	Market Failure- Externalities; Positive and Negative Externality, Public Goods, Merit Goods, Non-Merit Goods,	CO3
	D 3	Games of Complete Information- Pure Strategy, Mixed Strategy, Nash Equilibrium and Games of Incomplete Information- Contract, Auctions, Signaling in job markets	CO3
	Unit E	Macroeconomic Concepts and Policies in Business	CO4

		Decisions			
	E 1	Macroeconomic Environment, National Income Accounting, Definition and application of Key Macroeconomic Terms; (GDP, Balance of Payment, Inflation, Unemployment, Repo/Reverse Repo Rates, Fiscal Deficit and IIP- Index of Industrial Production)			CO4
	E 2	Keynesian Aggregate Demand, Autonomous Investment, Multiplier & Accelerator. Application of Monetary and Fiscal Policies in Business Decisions			CO5
	E 3	Government Regulations in Business Decisions – Meaning, Objectives and Effects of Industrial Policy, Competition Policy and Foreign Exchange Management Policy,			CO4, CO5
	Mode of examination:- Theory				
	Weightage Distribution	CA		MTE	ETE
		30%		20%	50%
		Quizzes – 5, (One in Each Course Outcome)			
		Assignment – 5 (One in Each Course Outcome)			
Textbook/s	<ol style="list-style-type: none"> 1. Managerial Economics: A Problem Solving Approach – Author- Nick Wilkinson, Cambridge University Press. (Available Online) http://www.railassociation.ir/Download/Article/Books/Managerial%20Economics-%20A%20Problem%20Solving%20Approach.pdf 2. Principles of Economics – Author- N. Mankiw, Cengage Publishing. (Available in School Library) 3. Indian Economy- Sanjeev Verma, Unique Publisher 2nd Edition 				
Other References	<ol style="list-style-type: none"> 1. Managerial Economics : Principles and Worldwide Applications Author : Dominick Salvatore, Adapted by Ravikesh Srivastava 				

	(Available in School Library)
	2. Microeconomics for Management Students- Autho- R.H.Dholakia and A. N.Oza, Oxford University Press, 1999. (Available in School Library)
	3. Economics for Managers, International Edition, - Mark Hirschey, South Western College Publishing, (Available in School Library)
	4. Managerial Economics: Foundations of Business Analysis and Strategy Author- Thomas and Maurice McGraw Hill Education; 10 edition (1 July 2017)
	5. Indian Economy:- Mishra and Puri, Himalya Publishing House, (Available in School Library)

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

School: SBS		Batch : 2018-2020	
Program: MBA		Current Academic Year: 2018-19	
Branch:		Semester: I	
1	Course Code	MBA 134	Course Name: Quantitative Techniques For Business Decisions
2	Course Title	Quantitative Techniques	
3	Credits	4	
4	Contact Hours (L-T-P)	2-1-2	
	Course Status		
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	At the end of the course students will be able to: CO1: Demonstrate understanding of basic concepts of probability and statistics embedded in various management problems CO2: Demonstrate proficiency in analysing data using statistical methods in their course which is required as a stepping stone to study other management modules CO3: Show proficiency in basic statistical skills embedded in their course for effective decision making
7	Course Description	The course provide with the basic concepts and methods of statistical analysis so as to enhance statistical thinking for decision making
8	Outline syllabus	CO Mapping
	Unit 1	Introduction to Statistics and Data Collection & Presentation
	A	Definition of Statistics, Importance of Statistics, Role of Statistics in Decision making, Limitations of Statistics
	B	Frequency Distribution, Presentation of Data
	C	Using Excel /SPSS/Minitab for creating frequency distributions and drawing different type of Graphs
	Unit 2	Measures of Central Tendency
	A	Introduction, Arithmetic Mean, Combined Mean, Weighted Arithmetic Mean, Geometric Mean, Harmonic Mean for ungrouped as well as grouped data, relation between these, Median, Mode, Empirical relation between mean, median and mode
	B	Quantiles , Characteristics and Merits and Demerits of various measures of central tendency. Constructing Polygons and Ogives and using them to find median, quantiles and mode
	C	Using Excel /SPSS/Minitab for evaluating various measures of central tendency Using Excel /SPSS/Minitab for constructing frequency polygons and ogives <i>Case Study: Chemical, Industrial and Pharmaceutical Laboratories (Cipla)</i>
	Unit 3	Measures of Dispersion
	A	Range, Inter-quartile range and deviation, Mean

		Deviation and Mean Absolute Deviation, Variance and Standard Deviation, Effect of shift of origin and scale, Coefficient of variation. Empirical relationship between different measures of variation	
	B	Measures of Skewness, Measures of Kurtosis, Five number summary	CO2,CO3
	C	Using Excel /SPSS/Minitab for evaluating various measures of dispersion Using Excel /SPSS/Minitab for studying skewness and kurtosis <i>Case Study: Hero Honda Motors Ltd: Aiming to Capture the Growing Market in India</i>	CO2,CO3
	Unit 4	Correlation and Regression	
	A	Correlation Correlation analysis-meaning and types of correlation, Karl Pearson's coefficient of correlation, Spearman's rank correlation	CO2,CO3
	B	Regression: Regression analysis-meaning and two lines of regression, Method of least square, Properties of regression coefficients and Relationship between and Regression coefficients and Correlation, Introduction to Multiple Correlation and Regression	CO2,CO3
	C	Using Excel /SPSS/Minitab for drawing scatter plots and generating various outputs of correlation and regression and interpreting them for decision making <i>Case Study: ITC-Sales Turnover and Compensation to Employees</i> <i>Case Study: Boom in the Indian Cement Industry: ACC's Role</i>	CO2,CO3
	Unit 5	Probability & Probability Distributions	
	A	Probability :Basic set theory, basic concepts and approaches, Addition and Multiplication Theorem of Probability, Conditional Probability, Baye's Theorem	CO1,CO2
	B	Probability Distributions: Random variable-Discrete and Continuous, Mean and Variance of Random Variable, Binomial, Poisson, Normal and Exponential distributions	CO1,CO2,CO3

	C	Using Excel /SPSS/Minitab for fitting various probability distributions <i>Case Study: Titan Industries Ltd: Providing Real Value to Customers</i>			CO1,CO2,CO3
	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 References	1. Levin & Rubin, <i>Statistics For Business</i> (Prentice Hall of India, N. Delhi) 2. Paul Newbold, <i>Statistics for Business and Economics</i> (Pearson Education) 3. S. P. Spiegel & Murray, <i>Theory & Problems for Statistics</i> (Schaum Outline Series, Mc Graw Hill) 4. Anderson, <i>Quantitative Methods in Business</i> (Thomson Learning, Bombay) 5.R.S Bhardwaj, <i>Business Statistics</i> (Excel, N. Delhi) 6.J.S. Chandan, <i>An Introduction to Statistical Methods</i> (Vikas Publishing House, N.Delhi)			

CO and PO Mapping

S. No.	Course Outcome	Program Outcomes (PO) & Program Specific Outcomes (PSO)
1.	CO1: Demonstrate understanding of basic concepts of probability and statistics embedded in various management problems	PO1,PO2
2.	CO2: Demonstrate proficiency in analysing data using statistical methods in their course which is required as a stepping stone to study other management modules	PO1,PO2
3.	CO3: Show proficiency in basic statistical skills embedded in their course for effective decision making	PO1,PO2

PO and PSO mapping with level of strength for Course Name Quantitative Techniques for
 Decision Making (Course Code MBA-134)

MBA-134	Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4	PSO5
	CO1	1	3				--	--	--	--	--	--	--		3	3	3	--
	CO2	1	3				--	--	--	--	--	--	--		3	3	3	--
	CO3	1	3				--	--	--	--	--	--	--		3	3	3	--

School: SBS		Batch :	
Program: MBA Integrated		Current Academic Year: 2018-19	
Branch:		Semester: I	
1	Course Code		
2	Course Title	Information Technology for Managers	
3	Credits		
4	Contact Hours (L-T-P)	3-0-1	
	Course Type	Compulsory	
5	Course Objective	1. To introduce the concept of Information Technology and its application in organizations 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. 3. This course leads students to imparts an understanding of professional, ethical, legal, security and social issues, and responsibilities in information technology. 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.	
6	Course Outcomes	CO1:The student will be able to identify organizational requirements and current and emerging technologies CO2:The student will be able to describe the impact of IT solutions in a global, societal, and ethical context CO3:The student will be able to apply problem solving skills, core IT concepts, best practices and standards to information technologies CO4:The student will be able to analyze local and global impact of computing on individuals, organizations, and society. CO5: The student will be able to evaluate business situations and problems	

		related to information technology CO6: The student will be able to design, integrate and administer IT-based solutions into the organizational environment		
7	Course Description	A good understanding of information technology is of vital importance for any manager in today's scenario. Effective management and implementation of IT resources have now become routine task for many middle level and senior managers. It includes computer and information literacy, with the main emphasis on competency with software through hands-on practice. Topics includes E-business, ERP, SCM and CRM, DBMS , Business Intelligence & DSS, Managing IT projects.		
8	Outline syllabus			CO Mapping
	Unit 1	IT in the Organisations		
	A	IT Supports Organisational Performance in Turbulent Business		CO1
	B	Information Technologies: Concept, Types and IT Support		CO2
	C	Case Study –A study on different level of MIS		CO3
	Unit 2	Digital, Mobile and Social Commerce		
	A	E-Business & E-Commerce Models and Strategies		CO1
	B	Mobile Technologies and Commerce, Web 2.0 and Social Media		CO4
	C	Case Study on Digital Media		CO5
	Unit 3	Organizational Applications		
	A	Functional Business Systems, Enterprise Systems ERP, SCM and CRM		CO5
	B	Inter organizational, Large-Scale and Global Information Systems		CO5
	C	Case Study- IRCTC, DBMS		CO6
	Unit 4	Decision Making and Strategy		
	A	Business Intelligence and Decision Support Systems		CO1,CO2
	B	IT Strategy and Planning, Impact of IT on Enterprises, Users and the Environment		CO4,CO5
	C	Case Study on Decision making system		CO6
	Unit 5	Managing IT		
	A	Adopting IT Projects, Implementing IT Projects		CO3
	B	Business Process Management, Managerial Issues		CO2
	C	Case Study-Expert System/AI		CO5,CO6
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	O'Brien, James A., George M. Marakas, and Ramesh Behl (2013). Management Information Systems, 10/e; New Delhi: McGraw Hill Education		

Other References	1. Laudon, Kenneth C., Laudon, P. Jane (2013). Management Information System -Managing the Digital Firm, 12/e; New Delhi: Pearson Education 2. Turban, Efraim and Linda Volonino (2015). Information Technology for Management - Transforming Organizations in the Digital Economy, 7/e; New Delhi: Wiley India	
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POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	1	1	2	1	1	1
CO2	2	1	2	1	1	1	2	1	1	2
CO3	2	2	1	1	1	1	1	2	2	2
CO4	1	2	1	2	1	1	2	3	2	2
CO5	1	2	1	2	1	1	2	2	2	2
CO6	1	2	1	2	1	1	2	2	2	2

School: SBS		Batch : 2018-20
Program: MBA		Current Academic Year: 2018
Branch: -		Semester: I
1	Course Code	MBA 152
2	Course Title	Human resource Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Core
5	Course Description	This course examines the role of the human resource professional as a strategic partner in managing today's organizations. Key functions such as recruitment, selection, development, appraisal, retention, compensation, and labor relations are examined.
6	Course Objective	<ul style="list-style-type: none"> Expose the students to different aspects of Human Resource Management and To develop a clear conceptual understanding of HRM To Sensitize the students regarding the importance of HRM To Facilitate students to understand the functionalities of HRM
7	Course Outcomes	CO1: Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes. CO2: Administer and contribute to the design and evaluation of the

		performance management program. CO3: Develop, implement, and evaluate employee orientation, training, and development programs. CO4: Facilitate and communicate the human resources component of the organization's business plan		
8	Outline syllabus	CO Mapping		
	Unit A	Introduction -HRM Concepts		
	A 1	Concept and Scope		
	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		
	C 2	Training: Need, TNA – Process, Types of training-On the job & off the job;		
	C 3	Management Development – Concept & Methods (Case Analysis, In- Basket, Management Games, T- Training, Coaching & Mentoring)		
	Unit D	Performance Management & Compensation		
	D 1	Performance Appraisal: Concept, Process, Methods (Assessment centre, Ranking, Rating, 360 degree), Errors		
	D 2	Compensation: Objectives, factors & Components of pay Structure		
	D 3	Concept of Wages (Minimum, Fair & Living) Incentives- Individual & Group, Employee (Fringe) Benefits		
	Unit E	Industrial Relations& Managing Separations		
	E 1	Industrial Relations-Concept& Importance, Grievance Handling Procedure		
	E 2	Separations- Voluntary, Involuntary		
	E 3	Discipline-Concept and Process		
	Mode of examination	Theory		
	Weightage	CA	MTE	ETE

	Distribution	30%	20%	50%	
	Text book/s*	Rao V. S. P., Human Resource Management- text and cases, Excel Books			
	Other References	<ul style="list-style-type: none"> Aswathapa K., Human Resource Management- Text and Cases, The McGraw Hill Cascio: Managing Human Resources, Tata McGraw Hill Decenzo: Fundamentals of HRM , Wiley 			

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

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

		trade. K3 CO4: Categorize the factors impacting international business strategy in terms of country evaluation selection and the impact of trade policy. K4 CO5: Explain contemporary issues in International operations. K4	
7	Course Description	International Business course is a great mix of theories and practices that will prepare the students for business on a global platform. The course will cover topics such as Globalization issues, trade theories, global environment, factors impacting international strategy making and International Operations.	
8	Outline syllabus		CO Mapping
	Unit 1	Globalization and forces pushing it	
	A	Introduction to Globalization: Features, effects of Globalisation. Case – The global playground. Opening case of Chapter number 1.	CO1
	B	Measurement of Globalisation, Indices of globalisation.	CO1
	C	Eastward shift in balance of economic power: Reading - https://ourworldindata.org/trade-and-globalization , Modes of entry into 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 Prashant Salwan, <i>International Business- Environment and Operations</i> , 12 th Edition (2010), Pearson, New Delhi.			
	Other References	<ol style="list-style-type: none"> 1. Swami (Dr.) Parthasarathy: 2010: Global Trade in New Millennium: 2nd edition 2. Krugman, P & Obsfield, Maurice: International Economics. 3. Ministry of Commerce, Handbook of procedure, Vol I & II, Government of India, New Delhi. 4. Ball, Donald A., Wendell H. Mc Culloch, Jr.; J Michael Geringer, Michael S. Minor and Jeanne M Mc Nett, <i>International Economics</i>, 2008, McGraw Hill, Chapter 7 & 13. 5. Samuelson Paul A. and William D. Nordhaus, <i>Economics</i>, (18th Ed.), Tata McGraw Hill Publishing Company; Part 4. 6. Hanley, Nick, Jason F.Shogren, and Ben White <i>Environmental Economics in Theory and Practice</i>, Macmillan, reprinted 2008, Chapter 14. 7. Dobson, Wendy, <i>Gravity shift—How Asia’s New Economic Powerhouses will shape the 21st century</i>. Hachette India, 2010. 8. Mahabir Sawhney and Philip kotler—‘Marketing in the Age of Information Democracy’ in <i>Kellogg on Marketing</i>, Edited by Dawn Iacobucci, Wiley, India,2006. 9. <i>Harvard Business Review on Emerging Markets</i>, Harvard Business Press,2008. 			

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

School: SBS		Batch : 2018-20	
Program: MBA Single and Dual specialisation		Current Academic Year: 2018-19	
Branch:		Semester: II	
1	Course Code	MBA 158	
2	Course Title	Legal Aspects of Business	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory	
5	Course Objective	The purpose of this course is to: 1. Introduce the legal framework that affects business relationships, organisations and its operations. 2. Improve the ability to recognize and manage the legal risks arising in business situations 3. Encourage critical thinking in order to examine all sides of a business situation 4. Develop capacity for analysis, research and problem solving skills within the context of the Legal framework.	
6	Course Outcomes	On the completion of the course the student will be able to: CO1: Describe the Legal Framework within which the business operates CO2 : Infer the need of Legal compliances that affects businesses CO3: Identify issues, recognize potential problems in day to day business activities and know when to consult with a legal expert. CO4: Plan, execute and take decisions to undertake business practices that comply with relevant laws. CO5: Assess the appropriate type of business organisation suited to one's business. CO6: Integrate legal knowledge for business advantages such as risk	

		elimination or risk minimization.	
7	Course Description	The course introduces the student to the Legal Framework within which the businesses are required to operate. The course covers various laws relating to Business Transactions, business organisations etc.	
8	Outline syllabus		CO Mapping
	Unit 1	Business Organisations	
	A	Limited Liability Partnership Act 2008	CO1, CO2,CO5,C O6
	B	Companies Act 2013 - Salient Features of Companies, Formation of Companies, Memorandum and Articles of Association, Directors, Meetings, Corporate Social Responsibility - Provisions, Corporate Frauds and the role of good Corporate Governance	
	C	Annual Report of a company, Role of SEBI as a market regulator Importance of Legal Compliances	
	Unit 2	Business Transactions	CO3,CO4,C O5,CO6
	A	Indian Contract Act 1872 ; Essentials of a Valid Contract, Discharge of Contract, Breach of Contract, Remedies, E contract, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency	
	B	The Sales of Goods Act 1930; Essentials of a contract of sale, Sale and agreement to sell, conditions and warranties, Rights of Buyers and Sellers, A brief overview of International Sale Contracts	CO1, CO3
	C	Competition Act 2002 - Salient features	
	Unit 3	Conduct of Business	CO2,CO5,C O6
	A	The Consumer Protection Act 1986: Rights of Consumer, Consumer dispute, Consumer Dispute Redressal Agencies	
	B	A brief overview of different Regulatory bodies – ASCI, TRAI,RERA,IRDA	
	C	Business and Criminal Liability	
	Unit 4	Employer-Employee relationship	CO3,C04,C O6
	A	Legal issues in Recruitment, employment contracts and Non Disclosure Agreements	
	B	Prevention of Sexual Harassment at Workplace	
	C	Overview of Social Security Laws in India	
	Unit 5	Emerging Areas (Brief Overview)	CO2, CO3,CO4,C O5
	A	Intellectual Property Rights – Trademarks, Copyright and Patent	
	B	Alternate Dispute Resolution – Arbitration, Mediation,	

		Conciliation			
	C	Information Technology Act, Social Media offences			
	Mode of examination	Theory			
	Weightage	CA	MTE	ETE	
	Distribution	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"> • Kuchhal, M.C., Mercantile Law, 7th ed., 2009, Vikas Publishing House • Gulshan, S.S., Business Law, 3rd ed., 2006, Excel Books • Tulsian, P.C., Business Law, 2nd ed., 2001, Tata McGraw-Hill 			

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

School:		Batch : 2017-19	
Program:		MBA	Current Academic Year: 2019
Branch:		Semester: II	
1	Course Code	MANAGERIAL ACCOUNTING FOR BUSINESS DECISIONS	
2	Course Title	MBA-214	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory /Elective	
5	Course Objective	1. The objective of this course is to familiarize the student with both, capital budgeting aspect and the contents of a bankable feasibility report.	

		2. Working knowledge of estimating cash flows for a project. 3. Behavioural aspects of project finance are also dealt with. 4. Students should develop working knowledge of preparing market and technical report. 5. Aware of the practical difficulties in implementing a project	
6	Course Outcomes	On completion of this module the student will be able to: CO7. Recognize complexities involved in Project Management. CO8. Interpret the market and demand through technical projections of the project CO9. Apply various methods of capital budgeting and risk analysis CO10. Explain the sequential steps of the project management CO11. Evaluate the project scope, project time, project cost and budgets, project resources, project quality CO12. Integrate contemporary issues and project reviews	
7	Course Description	Project Finance and Management deals with the decision of project planning, analysis, selection, financing, Implementation and review. A project manager will be concerned with project financial and managerial decisions	
8	Outline syllabus		CO Mapping
	Unit 1		
	A	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; Organisation of Management Accounting.	CO1
	B	Introduction of cost, costing, Cost Accounting ; Distinction between Cost Accounting and Management Accounting.	CO1,CO2
	C	Various Types of Cost concepts for Decision making and Profit Planning. (Practical Questions & Case Studies)	CO1,CO2
	Unit 2		
	A	Introduction, Components, Preparation of Cost-sheet, Determination of Tender or Quotation price. (Practical Questions & Case Studies)	CO2
	B	Introduction, Computation of cost & Profit; Advantages and Limitations of Variable Costing. (Practical Questions & Case Studies)	CO2
	C	A comparison and preparation of Reconciliation Statement. (Practical Questions & Case Studies)	CO2

	Unit 3				
	A	Introduction, Break-Even Analysis, Break-Even Chart; Profit-Volume Analysis; Margin of Safety; Key Factor (Practical Questions & Case Studies)			CO3
	B	Concept of Decision-making, Steps in Decision-making; Determination of Sales Mix; Discontinuance of a Product Line, Make or Buy decision, Shut down or continue etc. (Practical Questions & Case Studies)			CO3
	C	Introduction, Budget –Definition, Objectives, Advantages & Limitations; Types of Budgets; Preparation of Cash Budget, Flexible Budget, Master Budget etc. Zero Base Budgeting. • - Workshop (Practical Questions & Case Studies)			CO3,CO4
	Unit 4				
	A	Introduction, Meaning & types of Standards; Establishment of Cost Standards; Components of Standard Cost; Quality Costs.			CO4,CO5
	B	Introduction, Material Variances and Labour Variances, Reporting to Management of variances. - Workshop (Practical Questions & Case Studies)			CO4,CO5
	C	Introduction, Sales Variances, Profit Variances and Variance Reporting. - Workshop (Practical Questions & Case Studies)			CO4,CO5
	Unit 5				
	A	Introduction, Meaning and Objectives and Types of Responsibility Centres . (Practical Questions)			CO6
		An Introduction of emerging terms used in managerial accounting.			
	B	Introduction, Cost driver, Application of Activity Based Costing, Difference between traditional costing and activity based costing.			CO3,CO6
	C	Introduction, Meaning and Objectives and Types of Responsibility Centres . (Practical Questions)			CO6
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	- Management Accounting by M Y Khan & P K Jain, TATA McGraw Hill Publication, Latest Edition.			
	Other References	- Introduction to Management Accounting by Charles T.Horngren, Gary L. Sundem,William O. Stratton, Pearson			

		Education, Thirteenth Edition. - <i>Management and Cost Accounting by Colin Drury, International Thomson Business Press, Fourth Edition.</i> - Managerial Accounting by James Jiambalvo; Wiley India Pvt. Ltd, New Delhi - <i>Advanced Management Accounting – Robert S.Kaplan & Anthony A. Atkinson – Pearson Education Asia, Third Edition.</i> Journals ➤ Management Accountant ➤ Chartered Accountant ➤ Chartered Finance Analyst Journal of Accounting and Finance	
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POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	1	1	1	1	1	1
CO2	2	2	2	1	-	1	1	1	1	1
CO3	2	2	2	1	1	-	1	1	1	1
CO4	2	2	2	2	-	1	1	1	1	1
CO5	2	2	2	1	-	-	1	1	1	1
CO6	2	2	2	1	1	1	1	1	1	1

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School:		Batch : 2018-20	
Program:		MBA	Current Academic Year: 2019
Branch:		Semester: II	
1	Course Code	CORPORATE FINANCE	
2	Course Title	MBA- 139	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	

	Course Type	Compulsory
5	Course Objective	<p>Every decision that a firm makes has a corporate finance component to it. The subject, corporate finance thus includes all of a firm's decision that has financial implications. Those broadly include (i) Financial Decisions, (ii) Investment Decisions & (iii) Dividend Decisions. These decisions have the implications on the firms' market/share value.</p> <p>As a Finance Manager, you have to take the above decisions. The objective of this course is to provide you with the conceptual framework necessary to understand above financial issues and the techniques to manage them efficiently and effectively. You may choose a career in manufacturing companies, non-governmental or service sector, investment banks or 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. Examine key concepts of corporate finance.</p> <p>CO2. Interpret the time value of money and risk.</p> <p>CO3. Apply various methods of capital budgeting and cost of capital.</p> <p>CO4. Explain the sequential steps of working capital management.</p> <p>CO5. Evaluate dividend decisions for a firm.</p> <p>CO6. Integrate contemporary issues in corporate finance.</p>
7	Course Description	Project Finance and Management deals with the decision of project planning, analysis, selection, financing, Implementation and review. A project manager will be concerned with project financial and managerial decisions
8	Outline syllabus	CO Mapping
	Unit 1	
	A	Introduction of the module, need and Importance of financial management, Financial Functions , Financial Decisions, Objectives & Scope of Financial Management
	B	Operating environment, Risk and Uncertainty, Measurement of Risk, Relationship between Risk and Return.
	C	Time Value of Money, Valuation concepts. Techniques, Practical applications of Compounding and Present Value Techniques.
	Unit 2	
	A	A brief description of various instruments of long-term sources of finance; Introduction, Meaning & definition of capital structure, Determinant and Pattern of Capital Structure, Optimum Capital Structure.
	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,			
	C	Meaning of Lease, Types of Lease, Difference between Operating lease and Finance Lease			CO2
	Unit 3				
	A	Introduction, Need, Scope, Importance and Limitations of Capital Budgeting Decisions,			CO3
	B	Capital Budgeting process and Approaches of Capital Budgeting Decisions –Traditional approaches			CO3
	C	Discounted Cash Flow (DCF) approaches.			CO3
	Unit 4				
	A	Introduction, Meaning , types & Determinants of working capital; Importance of the Management of Working Capital, Sources of Financing of Working Capital, Components of Working Capital, Working Capital Cycle.			CO4
	B	Introduction, Meaning & Objective of Receivables Management, Factors affecting the size of Receivables, Motives for holding cash, Factors determining cash.			CO4,CO6
	C	Introduction, Objectives, Importance of Inventory Management, Techniques of Inventory Control.			CO4,CO6
	Unit 5				
	A	Introduction, Meaning and Types of dividends; Dividend Policy –Meaning, Factors influencing dividend policy. Relationship between Dividend Policy and Value of Firm, Relevance Theory of Dividend – Walter’s approach & Criticism.			CO5
	B	Gordon’s approach to dividends & Criticism.			CO5
	C	Irrelevant concept of dividend, Modigliani and Miller’s approach, Criticism of M-M Approach.			CO5
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	“Financial Management – Theory and Practice”, Prasanna Chandra, 7ed. (Tata McGraw Hill)			
	Other References	- “Financial Management”, IM Pandey (Vikas Publishing House) - “Financial Management & Policy”, James C. Van Horne, (Prentice Hall, New Delhi) - “Fundamentals of Corporate Finance” by Ross, Waterfield Jordan, (Tata McGraw Hill)			

		- “Corporate Finance – Theory & Practice” Aswath Damodaran, (John Wiley & Sons) - Financial Management, MY Khan and PK Jain, (Tata McGraw Hill) Newspaper, Magazines and Journals - Economic Times, Business Line, Business Standard - Journal of Finance - Business India, Business Today, Capital Market - Management Accountant - Chartered Accountant - Chartered Finance Analyst - Journal of Accounting and Finance	
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POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	1	1	-	-	-	-
CO2	2	2	2	1	-	1	-	-	-	-
CO3	2	2	2	1	1	-	-	-	-	-
CO4	2	2	2	2	-	1	-	-	-	-
CO5	2	2	2	1	-	-	-	-	-	-
CO6	2	2	2	1	1	1	-	-	-	-

School: School of Business Studies		Batch: 2018-20
Program: MBA		Current Academic Year: 2018-19
Branch:		Semester: II
1	Course Code	***
2	Course Title	Business Research Methods
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Compulsory
5	Course Description	This course is aimed at imparting students an understanding of business research methods, such that they are able to conduct business research function in business organizations. To have a thorough understanding of the various Research methods and its role in effective utilization of

		resources to compete in the every changing Global Business scenario	
6	Course Objectives	1. To provide the students with an adequate understanding of how business research methods can be used as a decision making tool by the managers in organizations 2. To produce Managers with expertise in the area of Business Research methods and its scope of applications to improve the Organization productivity and market share in Global marketing environment.	
7	Course Outcomes	CO1: To define the concepts of Business Research methods and its importance in the modern day Organizations CO2: To demonstrate an understanding of application of Research tools in business operations in order to effectively utilize their resources . CO3: To enhance student ability to analyse the implications of Business Research techniques CO4: To explain the applications of specific Research tools and techniques used for business research CO5: To evaluate Research report analysis and decision making with appropriate Statistical tools	
8	Outline syllabus		CO Mapping
	Unit A	Introduction to research	
	A 1	Research: Meaning, Nature Scope of Research.	CO1
	A 2	Types of Business Research, Ethical issues in business research	CO1
	A 3	Criteria of good research, Types of research.	CO1
	Unit B	Fundamentals of Business research and Process	
	B 1	Business Research: An overview Research process Steps involved in preparing business research plan/proposal	CO1
	B 2	problem formulations	CO2
	B 3	management problem v/s. research problem	CO2
	Unit C	Business Research Design	
	C 1	Business Research Design: Exploratory, Descriptive, & Causal research.	CO3
	C 2	Exploratory research: Meaning, suitability, collection, hypothesis formulation Descriptive research: Meaning, types of descriptive studies,	CO3

		data collection methods.			
	C 3	Causal research: Meaning, various types of experimental designs, types of errors affecting research design			CO3
	Unit D	Data Collection Methods			
	D 1	Data collection Methods: Primary and Secondary data – Sources – advantages/disadvantages.			CO4
	D 2	Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Criteria for good measurement, attitude measurement – Likert's Scale, Semantic Differential Scale, Thurston-equal appearing interval scale, MDS – Multi Dimensional Scaling			CO4
	D 3	Data collection Types – Observations, Survey, Interview, Questionnaire design, Qualitative Techniques of data collection.			CO4
	Unit E	Data Presentation, Analysis & Interpretation, Writing Report			
	E 1	Editing, Coding, Classification, Tabulation, Analysis, & Interpretation.			CO4
	E 2	Data analysis-I: Testing of hypothesis-- Tests of significance Z, t, F and Chi-Square. Data analysis-II: Correlation and Regression techniques			CO4
	E 3	Data Analysis III: Introduction of Multivariate Data Analysis: Factor Analysis, Multiple Regression, Discriminant analysis, Cluster analysis Research report: Oral report, Written reports, Types & Advantages/Disadvantages of oral and written reports, Components of written researchreport			CO4, CO5
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s	Business Research Methods by Naval Bajpai by Pearson			
	Other References	Research methodology by, Kothari Marketing Research by Parsuraman, grewal & Krishnan by Biztantra			

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

SCHOOL: SCHOOL OF BUSINESS STUDIES		TEACHING DEPARTMENT OM SCM	OPERATIONAL FROM(ACADEMIC YEAR): 2017 – 2018	FOR STUDENTS of (M.B.A),Starting Year:2019-2020
1	Course number	MBA163		
2	Course Title	Production and Operations Management		
3	Credits	3		
4	Contact Hours (L-T-P)	3-1-0 L-W-P:30-10-0=40		
5	Course Objective	<p>The aim of this course is to develop an understanding of the various concepts and techniques involved in the production and operations management.</p> <p>The focus of this course is to:</p> <ul style="list-style-type: none"> • Provide students with the understanding of role and importance of operations as core of business. • Facilitate students to identify, apply and analyze various issues of challenges faced by operations manager. • Develop skills to use of different tools for solving operations management problems. 		
6	Course Outcomes	<p>At the end of this course , Students will be able to :</p> <p>CO1 The 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 SyllabusTopics			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).	CO1,CO2,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"> Continuous Assessment 30% Mid Term 20% End Term Examination 50 %
Text book	Operations Management by William J Stevenson, Tata McGraw Hill Education, 9th edition.
Other references	1. Operations Management, Theory & Practice, by B. Mahadevan, Pearson Education, 2 nd edition 2. Operations Management along the supply chain by Russell and Taylor, Wiley India Edition, 2012

Pos Cos	PO 1	PO 2	PO 3	P O 4	PO5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
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

Total Personality Development

School:	Batch : 2018-20
Program: MBA	Current Academic Year: 2018-19
Branch: -	Semester: 2nd
1 Course Code	MBP 116
2 Course Title	Total Personality Development
3 Credits	3
4 Contact Hours (L-T-P)	0-0-3
Course Status	Compulsory
5 Course Description	To enhance the holistic development of students and improve their employability skills with the help of various tools and also emphasizing on reading variety of texts, enacting them and performing them in order to equip them with appropriate body language and vocal aptitude.
6 Course Objective	1. To enhance holistic development of students and improve their employability skills 2. Emphasizing on reading a variety of texts. 3. Enacting texts and performing them. 4. Analyzing and comprehending texts.

		5. Time Management and prioritization	
7	Course Outcomes	CO1: The student should be able to understand attitude and its influence on behaviour. (Understand) CO2: The student should be able to show themselves in social & professional settings. (APPLY) CO3: The student should be able to prioritize and Manage time (Eisenhower's Matrix)(Analyse) CO4: The student should be able to assess and read a variety of genres and review them. (Evaluate) CO5: The student should be able to develop intrapersonal, pronunciation skills, interpersonal skills and be an effective goal oriented team player.(Create) CO6: The student should be able to develop professionals with idealistic and practical skills (which includes skills as debating, JAM and Declamation).	
8	Outline syllabus		CO Mapping
	Unit A	PERSONALITY: Understanding & Analysing	
	A 1	Introduction, Need for Personality Development.	CO1
	A 2	SWOT in terms of Self Analysis	CO1
	A 3	Self-Awareness, Goal Setting	CO1
	Unit B	Oratory Presentation	
	B 1	Presenting oneself, Confidence Building	CO2,CO5&CO6
	B 2	Extempore and Speech	CO2,CO3 &CO4
	B 3	Debate, Role Play and JAM	CO2,CO5& CO6
	Unit C	Non-verbal communication	
	C 1	Body Language and Para Language	CO2
	C 2	Attitude and behavior	CO1&CO2
	C 3	Time Management	CO3
	Unit D	Etiquettes: Social, Business, Civic Sense, Social Norms	
	D 1	Dressing and Dining	CO1, CO2
	D 2	Telephone & E-mail etiquettes	CO1,CO6
	Unit E	Group Discussion & Mock Interviews	
	E 1	Group Discussion, Group Dynamics and Group Decision	CO5 & CO6
	E 2	Interview Preparatory Process & Activity	CO5 & CO6
	E 3	Role Plays, Presentations and Speaking Activities	CO1, CO5 & CO6

	Unit F	Impactful Videos and Follow-ups			
	F1	The most Inspiring people (Life-Skills Activities)			
	F2	Book Review of Book 1			CO4 , CO5 &CO6
	F3	Book Review of Book 2			CO4 , CO5 &CO6
	Unit G	Learning's and Take-Away			
	G1	The learning from the biggest giants, the roller-coaster faced by the companies and how they overcame the roughest patch (Declamation)			CO6
	G2	Take away from the inspirational books (Declamation)			CO6
	Mode of examination	Practical			
	Weightage Distribution	CA	MTE	ETE	
		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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	-	2	1	2	3	1	2	-	3	3
CO2	1	2	2	2	3	2	2	2	2	3
CO3	-	2	-	2	3	3	3	1	3	1
CO4	1	2	1	-	2	2	2	2	2	2
CO5	1	2	1	1	3	3	2	-	3	3
CO6	1	2	1	1	2	2	2	-	3	2