



**FACULTY OF MANAGEMENT STUDIES**

**Master of Business Administration  
(MBA)**

**Major/Minor (Specialization) Syllabus  
(Program Code: MG0151)  
(2022-24)**

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# **Faculty of Management Studies**

## **MBA Programme**

### **1. INTRODUCTION**

The quality of higher education in M.B.A. should be improved in such a manner that young minds are able to compete in this field globally in terms of their knowledge and skills, for this purpose Learning Outcome-based Curriculum Framework (LOCF) is developed.

Incorporation of Learning Outcome-based Curriculum Framework (LOCF) in the postgraduate

M.B.A. programme makes it student-centric, interactive and outcome-oriented to achieve well-defined aims, objectives and goals. The learning outcomes are attained by students through skills acquired during a programme of study. Programme learning outcomes will include subject-specific skills and generic skills, including transferable global skills and competencies. It would also focus on knowledge and skills that prepare students for further study, employment and society development. LOCF help ensure comparability of learning levels and academic standards across colleges/universities.

At present, the goal of higher education in M.B.A. may be achieved using the following measures:

- i. Curriculum reform based on learning outcome-based curriculum framework (LOCF).
- ii. Improving learning environment and academic resources.
- iii. Elevating the quality of teaching and research.
- iv. Involving students in discussions, problem-solving and out of box thinking about various ideas and their applicability, which may lead to empowerment and enhancement of the social welfare.
- v. Motivating the learners to understand various concepts of their educational programme keeping in view the regional context.
- vi. Enabling learners to create research atmosphere in their colleges/ institutes/ universities.
- vii. Teach courses based on Choice Based Credit System (CBCS).

### **2. LEARNING OUTCOME-BASED APPROACH TO CURRICULUM PLANNING**

The Master's Degree in Business Administration is awarded to the students on the basis of knowledge, understanding, skills, values and academic achievements. Hence, the learning outcomes of this programme are aimed at facilitating the learners to acquire these attributes, keeping in view of their preferences and aspirations for knowledge.

The courses of M.B.A. are designed in the light of graduate attributes, description of qualifications, courses and programme learning outcomes. It may lead to all round development and delivery of complete curriculum planning. Hence, it provides specific guidelines to the learners to acquire sufficient knowledge during this programme.

The programme has been planned in such manner that there is scope of flexibility and innovation in

- i. Modifications of prescribed syllabi.

- ii. Teaching-learning methodology.
- iii. Assessment technique of students and knowledge levels.
- iv. Learning outcomes of courses.
- v. Addition of new elective courses subject to availability of experts in colleges/institutes/universities across the country.

### **2.1. Nature and Extent of Master's Degree Programme**

As a part of effort to enhance employability of M.B.A. students expected learning outcomes are very essential in present day perspective. Therefore, higher education degrees must formulate Post Graduate Attributes (PGAs), qualification descriptors, learning outcomes and course learning outcomes which will help in curriculum planning and development in the form of design and delivery of courses. The overall formulation of the degree programme must equip learner to have competencies to provide deliverables to the industry.

### **2.2. Aim of Master's Degree programme in Business Administration**

The overall aim of M.B.A. is to

- i. Create deep interest in Business Administration learning.
- ii. Develop broad and balanced knowledge and understanding of definitions, concepts and principles.
- iii. Familiarize the students with suitable tools related to M.B.A. programme.
- iv. Enhance the ability of learners to apply the knowledge and skills acquired by them during the M.B.A. programme to solve specific problems of their domain.
- v. Provide learners sufficient knowledge and skills enabling them to undertake further studies in Business Administration and its allied areas.
- vi. Encourage the students to develop a range of generic skills helpful in employment, internships and social activities.

### **2.3. Motive behind curriculum planning and development**

The departmental committee considered and discussed the following factors for LOCF for the graduates:

- i. Framing of syllabi
- ii. Learners attributes
- iii. Qualification descriptors
- iv. Programme learning outcomes
- v. Course learning outcomes
- vi. Necessity of having elective courses
- vii. Academic standards

## **3. PROGRAM EDUCATIONAL OBJECTIVES (PEOs)**

**PEO1:** To produce industry ready professionals having highest regard for Personal and Institutional integrity, Social Responsibility, Continuous Learning and Team Work.

- PEO2:** To enhance the critical thinking, nurture innovation and evaluating ability by imbibing the knowledge of research and statistics amongst the students
- PEO3:** To provide knowledge of industry and practical outlook, by implementing various industries accepted courses, by calling various industry experts and industrial training for the better development of the students and making them job ready.
- PEO4:** To inculcate among the learners the ability & aptitude for life-long learning by emphasizing the philosophy to continuously learn, innovate and apply /create knowledge for personal and professional development and for the benefit of the society at large.
- PEO5:** To develop sound knowledge of the entrepreneurial process and inculcate creativity and innovation among students.

#### 4. **POST GRADUATE ATTRIBUTES (PGAs)**

The Post graduate attributes of M.B.A. are the summation of the expected course learning outcomes mentioned at the end of each course. Some of them are stated below.

**PGA1: Leadership Readiness/Qualities:**

Capability for mapping out the tasks in a team or an organization, self-motivating and inspiring team members to engage with the team objectives/vision; and using management skills to follow the mapped path to the destination in a smooth and efficient way.

**PGA2: Moral and ethical awareness/reasoning:**

Ability to identify unethical behaviour such as fabrication, falsification or misrepresentation of data and adopting objective, unbiased and truthful actions in all aspects of their programme.

**PGA3: Communications skills:**

- i. Ability to communicate various concepts of M.B.A. programme effectively using examples.
- ii. Ability to use courses as a precise language of communication in other branches of human knowledge.
- iii. Ability to communicate long standing unsolved problems.
- iv. Ability to show the importance of their courses of M.B.A. as precursor to various scientific developments since the beginning of the civilization.

**PGA4: Employability Options:**

This programme will also help students to enhance their employability for jobs in different sectors. It will also encourage the entrepreneurial mindset.

**PGA5: Discipline-specific Knowledge:**

Capability of demonstrating comprehensive knowledge of M.B.A. programme and understanding of one or more disciplines which form a part of a Postgraduate programme of study.

**PGA6: Innovative learning:**

Ability to think, acquire knowledge and skills through logical reasoning and to inculcate the habit of self-learning.

**PGA7: Critical Thinking:**

Ability to employ critical thinking in understanding the concepts in every area of M.B.A. programme.

**PGA8: Global Perspective:**

Possess knowledge about the current issues and challenges in the business world across the globe, thereby developing a global perspective; and capability to effectively engage in a multicultural society and interact respectfully with diverse groups.

**PGA9: Problem Solving:**

Capability to solve problems by using research-based knowledge and research methods including design of experiments, analysis and interpretation of data, and synthesis of the information to provide valid conclusions.

**PGA10: Research-related skills:**

Develop a sense of inquiry and capability for asking relevant and intelligent questions, problematizing, synthesizing and articulating; ability to recognize and establish cause-and-effect relationships, define problems, formulate hypotheses, test hypotheses, analyse, interpret and draw conclusions from data, establish hypotheses, predict cause-and-effect relationships; ability to plan, execute and report the results of an experiment or investigation.

**PGA11: Analytical Reasoning:** Ability to analyze the results and apply them in various problems appearing in different courses

**PGA12: Technical Skill:** Ability to apply technical knowledge in business.

## 5. QUALIFICATION DESCRIPTORS (QDs)

The qualification descriptor suggests the generic outcomes and attributes to be obtained while obtaining the degree of M.B.A.. The qualification descriptors indicate the academic standards on the basis of following factors:

- i. Level of knowledge
- ii. Understanding
- iii. Skills
- iv. Competencies and attitudes
- v. Values.

These parameters are expected to be attained and demonstrated by the learners after becoming graduates in this programme. The learning experiences and assessment procedures should be so designed that every post graduate may achieve the programme learning outcomes with equal opportunity irrespective of the class, gender, community and regions. Each post graduate in MBA should be able to:

- i. Demonstrate fundamental systematic knowledge and its applications. It should also enhance the subject specific knowledge and help in creating jobs in various sectors.
- ii. Demonstrate educational skills in areas of their programme.
- iii. Apply knowledge, understanding and skills to identify the difficult/unsolved problems in courses of their programme and to collect the required information in possible range of sources and try to analyse and evaluate these problems using appropriate methodologies.
- iv. Apply one's disciplinary knowledge and skills in newer domains and uncharted areas.
- v. Identify challenging problems and obtain well-defined solutions.
- vi. Exhibit subject-specific transferable knowledge relevant to job trends and employment opportunities.

## 6. PROGRAMME LEARNING OUTCOMES (POs)

**PO1: Team Management And Leadership Skills:** As Management education is getting revamped and restructured in terms of dynamic environment and critical inputs, the focus of programme is on building leadership traits among students.

**PO2: Ethics:** The students will be imbibed with utmost professional ethics that are required for a practical and impartial behaviour of the M.B.A. graduates. Demonstrate behaviour in consonance with the values and ethics nurtured at the University, which are significant as the student will function in the management sector, and an ethical behaviour of the highest level is expected from them.

**PO3: Soft Skills, Personality Development and Communication:** As the M.B.A. post graduate needs to have effective communication and interpersonal skills to interact with various stakeholders.

**PO4: Entrepreneurial Thinking/ Employability:** There is need to develop entrepreneurial mind set so that within the organization, managers can come out with new thoughts and initiatives.

**PO5: Project Management and Finance:** Demonstrate knowledge and understanding of the management principles and apply these to one's own work, as a member and leader in a team, to manage projects and in multidisciplinary environments.

**PO6: Encourage "Out of Box thinking":** the business environment is very dynamic nowadays so this programme focuses on approach of "Out of Box Thinking" by adopting various new techniques in pedagogy and inculcating recent trends in curriculum.

**PO7: Critical Thinking Skills:** Students are able to define, analyze, and devise solutions for structured and unstructured business problems and issues using cohesive and logical reasoning patterns for evaluating information, materials, and data.

**PO8: Cross-Cultural issues and Current practices and Challenges:** Study and assess the current issues and challenges, and inculcate cross cultural sensitivity among students..

**PO9: Decision Making skill:** Select and apply appropriate tools for decision making required for solving complex managerial problems

**PO10: Research and Reasoning Skills:** Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, cultural issues and the consequent responsibilities relevant management practices.

**PO11: Analytical Skill:** Analyze the results and apply them in various problems

**PO12: Technical Skill:** Application of technology tools in business.

### Mapping of Post Graduate Attributes (PGAs) and Programme Learning Outcomes (POs):

	PG A1	PGA 2	PGA 3	PGA 4	PGA 5	PGA 6	PGA 7	PGA 8	PGA 9	PGA1 0	PGA1 1	PGA12
PO1												
PO2												
PO3												
PO4												
PO5												
PO6												
PO7												
PO8												
PO9												
PO10												
PO11												
PO12												

## 7. PROGRAM SPECIFIC OUTCOMES (PSO's)

**PSO1:** To function in multi-disciplinary work environment, good interpersonal skills as a leader in a team in appreciation of professional ethics and societal responsibilities.

**PSO2:** To educate students with proficiency in the specific area of specialization in Master of Business Administration and help them to show their competency in understanding of respective specializations.

## 8. TYPE OF COURSES

1. As per CBCS courses in a programme may be of four kinds: Core, Elective, Ability Enhancement and Skill Enhancement.

### a) Core Course:-

This is the course which is to be compulsorily studied by a student as a requirement to complete the programme in a said discipline of study.

**b) Elective Course:-**

Elective course is a course which can be chosen from a pool of papers. It may be

- Supportive to the discipline of study
- Providing an expanded scope
- Enabling an exposure to some other discipline/domain
- Nurturing student's proficiency/skill.

An Elective Course may be 'Discipline Centric/Specific' & Generic Elective

- Discipline Centric/Specific Elective (DSE):* Elective courses offered under the main discipline/subject of study is referred to as Discipline Centric/Specific.
- Generic/Open Elective (GE):* An elective course chosen from an unrelated discipline/subject is called Generic/Open Elective. These electives will be focusing on those courses which add generic proficiency of students.

**c) Skill Enhancement Courses (SEC):-**

SEC Courses provide value based and/or skill based knowledge and may content both Theory and Lab/Training/Field Work. The main purpose of these courses is to provide students life- skills in hands- on mode so as to increase their employability.

**2. List of courses in MBA**

**A. Core Courses**

- Management Concepts & Organization Behavior
- Financial Reporting, Statements and Analysis
- Marketing Management
- Quantitative Technique
- Managerial Economics
- Business Environment
- Banking & Insurance
- Corporate Finance
- Management Information System
- Operations Management
- Business Research Methods
- Human Resource Management
- Entrepreneurship
- Indian Ethos and Business Ethics
- Project Management
- Summer Internship
- Capstone Project

**B. Elective Courses (Discipline Centric)**

**i. Electives of Human Resource Specialization**

- Training & Development
- Performance Management
- Manpower Planning & Control
- Organizational Change &

- Development
- International HRM
- Employee Relationship Management
- Payroll Management
- Negotiation and Conflict Management
- ii. **Electives of Finance Specialization**
  - Investment Analysis and Portfolio Management
  - Income Tax: Theory & Practice
  - Management of Financial Services
  - Selling Financial Products
  - International Financial Management
  - Merger, Acquisition and
  - Corporate Restructuring
  - Financial Strategic Decisions
  - Financial Derivatives
- iii. **Electives of Marketing Specialization**
  - Retail & Distribution Management
  - Marketing of Services
  - Consumer Behavior
  - Product & Brand Management
  - Customer Relationship Management
  - Integrated Marketing Communication
  - Digital and Social Media Marketing
  - International Marketing Management
- iv. **Electives of Information Technology Specialization**
  - Data Mining for Business Decisions
  - Managing Digital Innovation and Transformation
  - E-Commerce and Digital Markets
  - Managing Digital Platforms
  - Managing Software Projects
  - Strategic Management of IT
  - System Analysis and Design
  - IT Consulting
- D. **Skill Enhancement Course (SEC)**
  - Deep Soft Skills
  - Reporting & Visualization Tools for Business Managers
  - Personal Finance

**Computation of Workload:**

Lecture (L)	:	1 Credit = 1 Theory period of one hour duration
Tutorial (T)	:	1 Credit = 1 Tutorial period of one hour duration
Practical (P)	:	1 Credit = 1 Practical period of two hour duration

## 9. PROGRAM STRUCTURE (MBA)

### MAJOR-MINOR SCHEME

First Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	P	T	Credit
MBA 101	Management Concepts & Organization Behavior	Core	40	60	100	3	-	1	4
MBA 102	Financial Reporting, Statements and Analysis	Core	40	60	100	2	-	1	3
MBA 103	Marketing Management	Core	40	60	100	3	-	-	3
MBA 104	Quantitative Technique	Core	40	60	100	2	-	1	3
MBA 105	Managerial Economics	Core	40	60	100	3	-	-	3
MBA 106	Business Environment	Core	40	60	100	3	-	-	3
MBA 107	Personal Finance	SEC	40	60	100	2	-	1	3
MBA 108	Deep Soft Skills	AECC	40	40 (Th) + 20 (P)	100	2	1	-	3
	<b>Total</b>		<b>320</b>	<b>480</b>	<b>800</b>	<b>20</b>	<b>1</b>	<b>4</b>	<b>25</b>

### Second Semester Examination

<b>Code No.</b>	<b>Paper</b>	<b>Type</b>	<b>Internal Marks</b>	<b>External Marks</b>	<b>Total Marks</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>Credit</b>
MBA 201	Banking & Insurance	Core	40	60	100	3	-	-	3
MBA 202	Corporate Finance	Core	40	60	100	3	-	1	4
MBA 203	Management Information System	Core	40	60	100	2	1	-	3
MBA 204	Operations Management	Core	40	60	100	2	-	1	3
MBA 205	Business Research Methods	Core	40	60	100	2	-	1	3
MBA 206	Human Resource Management	Core	40	60	100	3	-	-	3
MBA 207	Entrepreneurship	Core	40	60	100	2	1	-	3
MBA 208	Indian Ethos and Business Ethics	Core	40	60	100	2	-	1	3
MBA 209	Reporting & Visualization Tools for Business Managers	AECC	40	40 (Th) + 20 (P)	100	2	1	-	3
	<b>Total</b>		360	540	900	<b>21</b>	<b>3</b>	<b>4</b>	<b>28</b>

### Third Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	P	T	Credits
MBA 301	Strategic Management & Governance	Core	40	60	100	3	-	1	4
MBA 302	Project Management	Core	40	60	100	2	-	1	3
MBA 303	Summer Internship	Core	40	60	100	-	-		3
	Elective – I	Major	40	60	100	3	-	-	3
	Elective – II	Major	40	60	100	3	-	-	3
	Elective – III	Major	40	60	100	3	-	-	3
	Elective – IV	Major	40	60	100	3	-	-	3
	Elective – I	Minor	40	60	100	3	-	-	3
	Elective – II	Minor	40	60	100	3	-	-	3
Select any 4 specializations for major specialization & 2 specialization for minor (3 credit each)									
	<b>Total</b>		<b>360</b>	<b>540</b>	<b>900</b>	<b>24</b>	<b>-</b>	<b>1</b>	<b>28</b>

**Note:** At the end of the Second Semester all the students shall have to undergo Summer Training for Eight-Ten Weeks

### Fourth Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	P	T	Credits
MBA 401	Capstone Project	Core	50	50	100	-	-	-	9
	Elective – V	Major	40	60	100	3	-	-	3
	Elective – VI	Major	40	60	100	3	-	-	3
	Elective – III	Minor	40	60	100	3	-	-	3
Select any 2 specializations for major specialization & 1 specialization for minor (3 credit each)									
	<b>Total</b>		<b>170</b>	<b>230</b>	<b>400</b>	<b>9</b>	<b>-</b>	<b>-</b>	<b>18</b>

**SPECIALISATIONS**  
**HUMAN RESOURCE SPECIALISATION**

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	P	T	Credit
MBAHR 304	Training & Development	Elective	40	60	100	3	-	-	3
MBAHR 305	Performance Management	Elective	40	60	100	3	-	-	3
MBAHR 306	Manpower Planning & Control	Elective	40	60	100	3	-	-	3
MBAHR 307	Organizational Change & Development	Elective	40	60	100	2	-	1	3
MBAHR 308	International HRM	Elective	40	60	100	3	-	-	3
MBAHR 402	Employee Relationship Management	Elective	40	60	100	2	-	1	3
MBAHR 403	Payroll Management	Elective	40	60	100	2	1	-	3
MBAHR 404	Negotiation and Conflict Management	Elective	40	60	100	3	-	-	3

## FINANCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	P	T	Credit
MBAFM 304	Investment Analysis and Portfolio Management	Elective	40	60	100	2	-	1	3
MBAFM 305	Income Tax: Theory & Practice	Elective	40	60	100	2	-	1	3
MBAFM 306	Management of Financial Services	Elective	40	60	100	2	-	1	3
MBAFM 307	Selling Financial Products	Elective	40	60	100	2	-	1	3
MBAFM 308	International Financial Management	Elective	40	60	100	2	-	1	3
MBAFM 402	Merger, Acquisition and Corporate Restructuring	Elective	40	60	100	2	-	1	3
MBAFM 403	Financial Strategic Decisions	Elective	40	60	100	2	-	1	3
MBAFM 404	Financial Derivatives	Elective	40	60	100	2	-	1	3

**MARKETING SPECILISATION**

<b>Code No.</b>	<b>Paper</b>	<b>Type</b>	<b>Internal Marks</b>	<b>External Marks</b>	<b>Total Marks</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>Credit</b>
MBAMKT 304	Retail & Distribution Management	Elective	40	60	100	3	-	-	3
MBAMKT 305	Marketing of Services	Elective	40	60	100	3	-	-	3
MBAMKT 306	Consumer Behavior	Elective	40	60	100	2	-	1	3
MBAMKT 307	Product & Brand Management	Elective	40	60	100	2	-	1	3
MBAMKT 308	Customer Relationship Management	Elective	40	60	100	3	-	-	3
MBAMKT 402	Integrated Marketing Communication	Elective	40	60	100	3	-	-	3
MBAMKT 403	Digital and Social Media Marketing	Elective	40	60	100	2	-	1	3
MBAMKT 404	International Marketing Management	Elective	40	60	100	2	-	1	3

### IT SPECIALIZATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	P	T	Credit
MBAIT 304	Data Mining for Business Decisions	Elective	40	60	100	2	1	-	3
MBAIT 305	Managing Digital Innovation and Transformation	Elective	40	60	100	2	1	-	3
MBAIT 306	E-Commerce and Digital Markets	Elective	40	60	100	2	1	-	3
MBAIT 307	Managing Digital Platforms	Elective	40	60	100	2	1	-	3
MBAIT 308	Managing Software Projects	Elective	40	60	100	2	1	-	3
MBAIT 402	Strategic Management of IT	Elective	40	60	100	2	1	-	3
MBAIT 403	System Analysis and Design	Elective	40	60	100	2	1	-	3
MBAIT 404	IT Consulting	Elective	40	60	100	2	1	-	3

**Note:**

- The total credit of MBA Programme is 99.
- A student is required to obtain min. 40% marks in individual paper to pass.

## 10. COURSE-WISE LEARNING OBJECTIVES, STRUCTURES AND OUTCOMES (CLOSOs)

### First Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	P	T	Credit
MBA 101	Management Concepts & Organization Behavior	Core	40	60	100	3	-	1	4
MBA 102	Financial Reporting, Statements and Analysis	Core	40	60	100	2	-	1	3
MBA 103	Marketing Management	Core	40	60	100	3	-	-	3
MBA 104	Quantitative Technique	Core	40	60	100	2	-	1	3
MBA 105	Managerial Economics	Core	40	60	100	3	-	-	3
MBA 106	Business Environment	Core	40	60	100	3	-	-	3
MBA 107	Personal Finance	SEC	40	60	100	2	-	1	3
MBA 108	Deep Soft Skills	AECC	40	40 (Th) + 20 (P)	100	2	1	-	3
	<b>Total</b>		<b>320</b>	<b>480</b>	<b>800</b>	<b>20</b>	<b>1</b>	<b>4</b>	<b>25</b>

# MBA 101: Management Concepts & Organization Behaviour

## Course Objectives

This course enables the students:

1. To enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.
2. To acquaint the learner with meaning and concepts of management and organizational behavior.
3. To understand the concepts, processes, significance, and role of management and organizational behavior.

## Course Content

### Unit I Introduction to Management

Nature, Scope and Significance of Management, Evolution of Management Thought, Approaches to Management, Managerial Skills, Functions of a Manager, characteristics of 21st century executives

Planning - Types, Process, Strategies, Policies, MBO, Strategic Planning Process, SWOT analysis; Organizing – Elements of organizing, types of Structure & Process, Authority, delegation & responsibility.

### Unit II Directing and Controlling

Directing – Communication, leading - Leadership traits, Leadership styles, Likert's four systems, managerial grid;

Controlling-Significance, Process, Techniques, Standards & Benchmarks, Management Audit.

### Unit III Fundamentals of Organisation Behaviour

Nature, Scope and Significance of Organizational Behavior; Evolution and Historical Background of Organizational Behavior; Models of Organizational Behavior

Foundations of individual behavior, Diversity, Micro Organizational behavior – Personality - determinants, types, theories, attributes; self-concept, Self-Efficacy; Attitude - dimensions - Job Satisfaction, Organizational commitment; Learning - Approaches to learning- Classical, Operant Conditioning, Cognitive and Social Learning, Reinforcement; Perception - Perceptual process, perceptual errors, Attribution Process

### Unit IV Interpersonal and Group Behaviour

Motivation- Meaning and importance, Theories of motivation, Applications of motivation. Transactional analysis-Johari window,

Interpersonal relations, understanding, determinants, and developing Group dynamics-, types of groups, group formation, Group decision making, Team Building.

### Unit V Organisation Climate and Change

Organizational culture or climate-concept, dimensions, ethos, determinants; Organizational conflicts- concepts, sources, implications, and management; Organizational Change and Development - types, Lewin's Force Field Analysis, resistances to change, role of change agents; Meaning, objectives and Process of OD

**Practical Module:**

- Case discussion covering Diversity and Inclusion, Implications of individual, group and organization behaviour.
- Small project on learning through individual Role Model.
- Project on Monetary and Non-Monetary Motivation given to employees at all levels in a particular organization.
- Developing understanding of Group Dynamics by assigning students group & team building exercises
- Assignments/ Quizzes/ Case Studies/Group Discussions to ensure Class participation.

**Text Books:**

1. Robbins, Judge, Sanghi “Organizational Behavior” 12th ed. Prentice Hall New Delhi
2. Aswathappa, K. “Organisation Behaviour – Text, Cases & Games” Himalaya Publishing House, Mumbai
3. Harold Koontz & Keing Weighhrich, “Essentials of Management” McGraw Hill.

**Reference Books:**

1. Luthans Fred - Organizational Behaviour, Tata McGraw Hill
2. Udai Pareek, “Understanding Organizational Behaviour” Oxford University Press.
3. Satya Raju, Management-Text & cases, PHI, New Delhi.
4. Robbins & Coulter, “Management”, Prentice Hall of Hall of India. New Delhi

## Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Define application of management concepts to understand the major internal features of a business system and the environment in which it operates.
CO2	Know and explain the managerial actions of Directing and controlling with an ethical look.
CO3	Explain the principle concepts and theories of Organizational Behavior
CO4	Analyze individual and group behaviour and understand the implications of organizational behaviour on the process of management
CO5	Describe organizational change and development affecting the working of organizations

## Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L1	H	M	H	M	-	H	M	L-	L	M	-	-	M	H
CO2	L2	M	-	-	-	-	L	M	M	M	M	-	-	H	H
CO3	L3	H	M	H	H	-	H	M	H	M	M	-	-	H	H
CO4	L4	-	-	-	-	-	-	H	-	M	-	-	-	H	H
CO5	L2`	H	H	H	-	-	-	M	M	-	-	-	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3,CO4,CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3
CD3	Seminars	CO1, CO3 .CO5
CD4	Self- learning advice using internets	CO1, CO3
CD5	Industrial visit	CO1, CO3,CO4

# MBA 102: Financial Reporting, Statements and Analysis

## Course Objectives

This course enables the students:

1. To develop an understanding about the scope of financial accounting with understanding the concept of profit maximization in changing and complex business world
2. To provide an understanding, importance of accounting; preparation of final accounts for profit making organization
3. To give knowledge about the analysis of changes in financial position of corporate entity and develop capabilities in solving complex managerial problems as a business manager

## Course Contents

### Unit I Introduction to Accounting

Meaning and concept of Accounting, Users of Accounting Information, Generally Accepted Accounting Principles, Branches of Accounting. Meaning and Significance of accounting standards.

### Unit II Recording of Financial Transaction

Types of Accounts, Rules of Debit and Credit, Journalizing the Transaction, Subsidiary Books of Accounts and Posting Entries in Ledger Accounts.

### Unit II Summarizing of Financial Transactions

Preparation of trial balance, Preparation of statement of profit and loss and balance sheet with necessary adjustments.

### Unit IV Analysis of Financial statements

Ratio Analysis- Meaning, objectives and limitations. Calculation of Liquidity ratios, Leverage ratios, Activity ratios and profitability ratios.

Cash Flow Analysis- Meaning, significance and preparation of cash flow statement in accordance with Accounting standard no.3.

### Unit V Financial Statements of Companies

Financial Statements in accordance with Indian Companies Act. Study of Annual Reports. Preparation of Comparative and common size balance sheets.

## Text Books:

1. M.N. Arora, Cost and Management Accounting, Vikas Publishing House.
2. S.N. Maheshwari, Principles of Management Accounting, Sultan Chand & Sons.

## Suggested Readings:

1. Foster, George, Financial Statement Analysis, Prentice Hall
2. Khan, Jain, Management Accounting, Tata McGraw Hill Publishing Co.
3. T.S. Grewal, Introduction to Accounting, S. Chand & Sons.

### Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Understand various branches of accounting and significance of accounting standards
CO2	Apply the rules of accounting and understand the keeping of subsidiary books
CO3	Apply accounting rules in determining financial results and preparation of financial statement.
CO4	Understand financial statements and can analyze the financial statement with ratio and cash flow analysis.
CO5	Evaluate changes in financial position of corporate entity and solve complex managerial problems.

### Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom 's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2	-	-	L	L	L		L	-	L	-	M	-	M	M
CO2	L3	-	-	L	-	M		M	-	L	-	M	-	H	H
CO3	L3	-	-	L	-	M		M	-	M	-	M	-	M	M
CO4	L4	-	-	M	M	M	H		-	M	-	H	L	M	H
CO5	L5	-	-	M	H	H	H		-	H	H	H	L	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1,CO3,CO5
CD2	Tutorials/Assignments	CO3,CO4
CD3	Seminars	CO4
CD4	Self- learning advice using internets	CO1,CO2, CO3, CO4
CD5	Industrial visit	CO5

# MBA 103: Marketing Management

## Course Objectives

This course enables the students:

1. To understand the nature and significance of the Marketing Function and the Marketing management process.
2. To gain knowledge about the key aspects of the Buying Behavior of consumers and develop an understanding of the STP Process.
3. To explain the factors affecting various product, pricing, channel management and Marketing communication decisions.

## Course Contents

### Unit I Introduction:

Meaning, Nature and Scope of Marketing, Marketing in a Changing World, Production concept, Product concept, Selling concept, Marketing concept, Holistic Marketing Concept, Marketing Mix. Understanding Marketing Environment – External and Internal Environment, Marketing Strategy: Strategic Context, Strategic Market Analysis, Strategic marketing Goals, Strategic marketing Action.

### Unit II Consumer Behaviour and Market:

Characteristics Affecting Consumer Behavior, Buyer Decision Process – Stages of Buying Decisions. Business Markets, Business Buyer Behaviour, Institutional and Government Markets– Participants, Influences on Buyer Behaviour

### Unit III Market Segmentation, Targeting and Positioning

Market Segmentation Process, Identifying and Evaluation Segments, Market Targeting and Positioning for Competitive Advantage.

### Unit IV Shaping the Market Offerings and Branding

The Product Decisions, Product Levels, Product classification, Product Life Cycle, Different Stages and Strategies, Product Line Decision New Product Development, Product Mix Strategies, Product Differentiation Strategies, Branding and Packaging Strategies and Decisions

### Unit V Distribution channels & Marketing Communications

Role of the Distribution Channels-Form & Organization, Importance and Framework of Channel Management, Levels of Channel-Segmentation for Channel Design, – Channel Structure, Channel Gaps – Channel Power and Channel Conflict.

Marketing Communications : Communications mix, Advertising-five M's of advertising, Advertising decisions.

#### Practical Module:

Assignments on studying the real life applications of all concepts covered. They may be given the minor projects on preparing marketing plan for the specific product based on their theoretical understanding. The students may also be given the case studies based on the various concepts taught in the different modules.

#### Text Books:

1. Philip Kotler, Koshi and Jha, **Marketing Management: Analysis Planning, Implementation & Control**, Prentice Hall of India.
2. RajanSaxena, **Marketing Management**, Tata McGraw Hill Education Private Ltd., New Delhi

#### Suggested Readings :

1. Joel R. Evans, Barry Berman, **Marketing Management**, Cengage Learning Publications
2. William M. Pride, O.C. Ferrell, **Marketing : Concepts and Strategies**, Biztantra Publications

## Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	List the core concepts of marketing and the goals of the Marketing function
CO2	Determine the buying behavior of a given target market segment
CO3	Identify and evaluate target segments
CO4	Determine product and pricing policy
CO5	Summarize the nature and functions of distribution channels

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping between Objectives and Outcomes

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PS O 1	PSO 2
CO1	L3	M	L	M	H	-	H	H	M	H	-	M	-	M	H
CO2	L5	M	L	M	H	L	H	H	M	H	M	M	-	M	H
CO3	L2	M	L	M	H	L	H	H	M	H	M	M	-	M	H
CO4	L5	M	L	M	H	-	H	H	M	H	-	M	-	M	H
CO5	L2	M	L	M	H	-	H	H	M	H	-	M	-	M	H

H- High, M- Moderate, L- Low, '-' for No correlation

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4, CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3, CO4, CO5
CD3	Seminars	CO3,
CD4	Self- learning advice using internets	CO1
CD5	Industrial visit	CO3

# MBA 104: Quantitative Techniques

## Course objectives

This course enables the students:

1. To give understanding of Linear equations and Linear Programming.
2. To develop the understanding of specially structured Programming like transportation and Assignment.
3. To describe the basic concept of Decision making under uncertainty and in a competitive situation.

## Course Contents

### Unit I Introduction to Quantitative Techniques

Concept, Role and Scope, Models in Business and Industry. Algebra of Matrix: Addition, Subtraction, Multiplication, & Inversion. Solving linear equations by using matrices.

### Unit II Linear Programming

Problem formulation and Graphical methods of solution. Simplex method & duality and Sensitivity Analysis.

### Unit III Specially Structured Programming

Transportation: North West Corner, Least cost Method, Vogel's Approximation Method. Assignment Problems: Maximizing, Minimization & Unbalanced Problems.

### Unit IV Game Theory

Game Theory: Types of Games, Two person zero sum games, Mixed strategy, Method of solution, Dominance in Games.

### Unit V Decision Theory

Decision making under uncertainty: Maximax, Maximin, Minmax, Minimin, Hurwitz & Laplace Criterion; Decision making under risk, Decision Tree-Applications, decision making in a Competitive Situation.

## Text Books:

1. N.D. Vohra, Quantitative Techniques for Management, 4<sup>th</sup> Edition Tata McGraw Hill New Delhi.
2. SanchetiKapur, Quantitative Techniques,

## Suggested Readings:

1. PaneerSelvam, Quantitative Techniques, Prantice Hall New Delhi.
2. Khandelwa,l Gupta & Gupta, Quantitative Techniques, JPH

## Course Outcomes

CO	Statement
	After completion of this course, students will be able to:
CO1	Recognize the source of a quantifiable problem, solve the issues involved and produce an appropriate action plan.
CO2	Solve the equations related to Linear programming
CO3	Observe and compute the specially structured programming of transportation and assignment problems.
CO4	Recognise and analyse strategic situations and represent them as games
CO5	Analyze the decision making problems under uncertainty and competitive situations.

## Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom 's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2	-	-	-	L	L	L	M	-	H	M	M	L	L	L
CO2	L3	-	-	-	L	-	-	M	-	M	M	M	M	M	M
CO3	L3	-	-	-	L	L	-	L	-	M	M	M	L	H	H
CO4	L4	L	-	-	L	L	L	M	-	M	M	H	M	H	H
CO5	L4	-	-	-	L	M	M	H	L	H	M	M	L	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4,CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3, CO4,CO5
CD3	Seminars	CO2, CO3
CD4	Self- learning advice using internets	CO1
CD5	Industrial visit	-

# MBA 105: Managerial Economics

## Course Objectives

This course enables the students:

1. To explain the basics of economics and describe its application in managerial problems.
2. To demonstrate the effect of demand and cost on business decisions and make a relation between cost and production.
3. To analyze different types of market and explain pricing decisions in the markets.

## Course Contents

### Unit I Basic Concept of Economics and Demand Analysis:

Nature and Scope of Managerial (Micro and Macro) Economics; Ten Principles of economics; Micro Vs Macro Economics; Static and Dynamic Analysis; Equilibrium: Partial and General.

**Consumer Behavior:** Utility Approach; Marshallian Utility Analysis: Law of Diminishing Marginal Utility and law of Equi- Marginal Utility; Indifference Curve Analysis: Consumer Equilibrium.

**Demand Analysis:-** Law of Demand. Determinants of Demand, Measurement of Elasticity of Demand: Price Elasticity, Income Elasticity, Cross Elasticity.

### Unit II Production and Cost Analysis:

**Production Analysis:** Production Function. Production Function with One Variable Input- Short Run Analysis (Law of Variable Proportions), Production Function with Two Variable Input- Long Run Analysis (Law of Returns to Scale).

**Cost Analysis:** Various Cost Concepts, Short Run and Long Run Cost Function, Cost Output Relationship,

### Unit III Market Structure and Price and Output Determination:

**Price and Output Determination in Different Market:** - Various Forms of Market Perfect Competition, Monopoly, Monopolistic Competition, Price Determination in these Markets. Short Run and Long Run Equilibrium of Firms in Different Market

### Unit IV Concept of National Income and Trade Cycle:

Circular flow of income in a two sector, three sector and four sector economy

**National Income Analysis:** Gross Domestic Product, Gross National Product, Net National Product, Per Capita Income, Measurement of National Income. Difficulties in Measurement of National Income

**Theory of Trade Cycle:** Concept and Phases of Trade Cycle; Method to Control Trade Cycles.

## **Unit V Classical and Keynesian Macroeconomics:**

Classical Macroeconomics: Classical Theory of Output, Income and Full Employment.

Keynesian Macroeconomics: Keynesian Theory of Output, Income and Employment.

Inflation: Meaning of Inflation, Types of Inflation, Cause and Control of Inflation.

### **Practical Module:**

- Analyze the companies and review their pricing and output decisions under perfect competition, monopoly, monopolist and oligopoly.
- Analyze the price, income and cross elasticity of various products.

### **Text Books:**

1. Managerial Economics; G Geetika, Piyali Ghosh, Purba Choudhury; Tata McGraw-Hills Companies; New Delhi.
2. Managerial Economics; D.N. Dwivedi; Vikas Publishing House Pvt Ltd

### **Suggested Readings:**

1. Samuelson Paul and William D Nordhaus, Economics, McGraw Hill, New York, 2001.
2. Salvator, Dominick, Managerial Economics, McGraw- Hill Book Company
3. Lipsey & Chrystal, Economics, Indian Edition, Oxford University Press.
4. Froyen Richard T, Macro Economics Theories and Policies, Pearson Education, New Delhi

### Course Outcomes

CO	Statement
CO1	Remember the concepts of micro economics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.
CO2	Understand the law of demand & supply & their elasticities, evaluate & analyse these concepts and apply them in various changing situations in industry . Students would be able to apply various techniques to predict demand for better utilization of resources.
CO3	Understand the production concept and how the production output changes with the change in inputs and able to analyse the effect of cost to business and their relation to analyze the volatility in the business world and plan accordingly.
CO4	Understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategies.
CO5	Analyse the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.

### Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

### Mapping between Objectives and Outcomes Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L4	L	L	-	M	L	M	H	-	H	L	H	-	H	M
CO2	L6	-	-	-	M	H	M	H	-	H	M	H	-	H	M
CO3	L6	-	-	-	M	H	M	H	-	H	M	H	-	H	M
CO4	L5	-	-	-	M	H	M	H	L	H	M	H	-	H	M
CO5	L3	-	-	-	M		M	H	L	H	H	H	-	H	M

H- High, M- Moderate, L- Low, '-' for No correlation

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4, CO5
CD2	Tutorials/Assignments	CO1,CO2, CO3,CO4, CO5
CD3	Seminars	CO2
CD4	Self- learning advice using internets	CO1, CO5
CD5	Industrial visit	CO2, CO3, CO4

# MBA 106: Business Environment

## Objectives

This course enables the students:

1. To understand the concept of contract, performance of contract and sales of goods act.
2. To understand the concept of partnership business, dissolution of firm and rights and duties of partners.
3. To make the students familiar about the different aspects of environment in the business climate.

## Course Contents

### Unit I The Indian Contract Act, 1872

Meaning and nature of contracts, Essentials of a valid contract- offer, acceptance, capacity to contract, free consent, consideration. Performance of contract, discharge of contract & remedies for breach of contract.

### Unit II The Sale of Goods Act, 1930

Definition of Sale of goods, essentials of valid contract of sale of goods, conditions and warranties, passing of property, rule of caveat emptor and its exceptions, rights of unpaid seller, remedies for breach of contract.

### Unit III Indian Partnership Act and Consumer Protection Act

Essentials of Partnership, Partnership Deed, Registration of Partnership Firm, Types of Partners and Partnership; Rights and duties of partners, Implied Authority of partners, Reconstitution and Dissolution of Firm.

Important definitions in Consumer Protection Act, Rights of consumers, Manner of filing complaint, Dispute Redressal Agencies, orders of forum or commission.

### Unit IV Business Environment

Nature and Concept, Internal and External Environment, Components (Economic and Non-Economic), Factors affecting Business Environment, Significance of Study of Business Environment and its Impact on the Economy, Concept of Indian Financial System

### Unit V Globalization

Globalization trends and challenges, Role of MNCs, Balance of Payment, Environment for Foreign trade and investments; FEMA, Exchange Rate Movements and impacts, External influences on India's business environment, WTO and its impact on business.

## Text Books:

1. Business Law for Managers, Prof. (Cmde) P K Goel, biztantra
2. Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw Hills
3. Adhikari, M.; Economic Environment of Business, Sultan Chand & Sons, Delhi.

## Suggested Readings:

1. Sen & Mitra, Commercial Law, World Press
2. Indian Contract Act (Students Edition), N.M. Tripathy Publisher
3. Aswathappa, K, Essentials of Business Environment, Himalayas Publishing House, New Delhi.

## Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Analyze the essentials and validity of contract.
CO2	Develop the understanding of sales of goods act.
CO3	Understand the critical issues related to partnership business and able to identify the rights of consumers.
CO4	Describe the various factors affecting business environment.
CO5	Analyse the role of MNCs in balance of payment and foreign trade.

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping between Objectives and Outcomes

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L4	-	L	-	L	-	L	L	L	L	-	L	-	L	L
CO2	L2	-	-	-	L	-	L	L	M	M	-	L	-	L	M
CO3	L2	-	-	-	L	-	L	L	M	L	-	L	-	M	H
CO4	L1	-	-	-	L	-	L	L	M	M	-	L	-	L	M
CO5	L4	-	-	-	L	-	L	L	L	L	-	L	-	L	L

H- High, M- Moderate, L- Low, '-' for No correlation

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1,CO2,CO3,CO4
CD2	Tutorials/Assignments	CO1, CO2, CO3, CO4
CD3	Seminars	CO4, CO5
CD4	Self- learning advice using internets	CO4,CO5
CD5	Industrial visit	CO5

# MBA 107: Personal Finance

## Objectives

This course enables the students:

- To understand the meaning and relevance of Financial Planning.
- To familiarize with regard to the concept of Investment Planning and its methods.
- To examine concept of Personal Tax Planning.
- To analyze Insurance Planning and its relevance
- To develop insights in to Retirement planning and its relevance

## Course Contents :

### Unit I: Introduction to Financial Planning

Financial goals, Time value of money, steps of financial planning, personal finance/loans, education loan, car loan & home loan schemes. Introduction of savings, benefits of savings, management of spending & financial discipline, Net banking and UPI, digital wallets, security and precautions against Ponzi schemes and online frauds such as phishing, credit card cloning, skimming etc.

### Unit: II Investment planning

Process and objectives of investment, Concept and measurement of return & risk for various assets class, Measurement of portfolio risk and return, Diversification & Portfolio formation. Real estate, financial derivatives & Commodity market in India. Mutual fund schemes including SIP.

### Unit III: Personal Tax Planning

Tax Structure in India for personal taxation, Steps of Personal tax planning, Exemptions and deductions for individuals, tax avoidance versus tax evasion.

### Unit IV: Insurance Planning

Need for Protection planning. Risk of mortality, health, disability and property. Importance of Insurance: life and non-life insurance schemes.

### Unit V: Retirement Planning

Retirement Planning Goals, Process of retirement planning, Pension plans available in India, Reverse mortgage, New Pension Scheme.

## Practical

**Note:** Practical exposure is recommended to develop skills required for a financial planner.

## Text Books :

- *Introduction to Financial Planning (4th Edition 2017)* –Indian Institute of Banking & Finance
- Pandit, Amar *The Only Financial Planning Book that You Will Ever Need*, Network 18 Publications Ltd (CNBC TV 18)
- B.Com.(Hons) CBCS Department of Commerce, University of Delhi
- Sinha. Madhu, *Financial Planning: A Ready Reckoner* July 2017 McGraw Hill

## Suggested Readings :

- Halan, Monika, *Lets Talk Money: You've Worked Hard for It, Now Make It Work for You*, July 2018, Harper Business
- Tripathi, Vanita, *Fundamentals of Investment*, Taxmann

## Course Outcomes

CO	Statement
	After the completion of this course, students will be able to
CO1	To understand the meaning and relevance of Financial Planning.
CO2	To familiarize with regard to the concept of Investment Planning and its methods.
CO3	To examine concept of Personal Tax Planning.
CO4	To analyze Insurance Planning and its relevance
CO5	To develop insights in to Retirement planning and its relevance

## Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2	-	-	L	L	L		L	-	L	-	M	-	M	M
CO2	L3	-	-	L	-	M		M	-	L	-	M	-	H	H
CO3	L3	-	-	L	-	M		M	-	M	-	M	-	M	M
CO4	L4	-	-	M	M	M	H		-	M	-	H	L	M	H
CO5	L5	-	-	M	H	H	H		-	H	H	H	L	H	H

**H- High, M- Moderate, L- Low, '-' for No correlation**

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1,CO3
CD2	Tutorials/Assignments	CO3,CO4
CD3	Seminars	CO4
CD4	Self- learning advice using internets	CO1,CO2, CO3, CO4
CD5	Industrial visit	CO5

# MBA108: Deep Soft Skills

## Course Objectives

This course enables the students:

1. To Understand self in relation to others-Introspection; develop positive & productive relationship with others
2. To self-develop and implement a sound self-improvement Strategy; identify the opportunity areas for improvement
3. To set appropriate life and career goals which are realistic and attainable.
4. To Work on improving confidence required during verbal interactions and create a first good impressions by showcasing etiquette and mannerisms.
5. To Design Resumes as per the requirement of the Organizations norms and Job Role.

## Course Content

**Unit I :** Context Setting & Introduction of CD ,Expectation Setting : Setting Mutual Expectations. Introduction of the Format of Training and Code of Conduct expected from the Participants. The Purpose Introduction to Interviews and the Interview Formats

**Unit II :** Introduction to The PAWS Model, Evaluation A Google Assessment (MCQ), Introspective Q & A ,MBTI Cognitive Self-Style Questionnaire , Introduction to Dale's Cone of Experience ,Skills Inventory -Introduction to Innate, Acquired and Transferable Skills , Application of Johari Window via Image Based Activity

**Unit III :** Emotional Intelligence based Psychometric Test, Building Strategies for Self Awareness, Self-Confidence, Self-Control, CV Structure ,Cover Letter for the Job Designing , Business Attire vs Business Casuals,Code of Conduct for Interviews Explore Grooming and Etiquette-Do's and Don't's

**Unit IV :** Role Research Research Activity and Presentation ,Employer and Industry Research ,The Triangle of Questions Personality vs Domain vs Situational Questions,Building Content for Framing Responses for Personality assessment questions and Domain Related Questions .

**Unit V :** The D-Day Prep-up for Day of the Interview ( Before, During & After ), Stages of Career-and-Job Satisfaction/Q&A Career and Reaffirmation , Third Party Mocks for preparedness

## Reference books:

- Soft skills Training – A workbook to develop skills for employment by Fredrick H. Wentz
- Personality Development and Soft skills , Oxford University Press by Barun K. Mitra
- Soft Skills for Everyone, Butterfield Jeff, Cengage Learning, 2011.

### Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Identify Self i.e., be Self Aware. Build Strategies to improve on the areas of weakness.
CO2	Present himself/herself with confidence and frame appropriate responses about acquired and Transferable Skills for Interview Purposes and otherwise.
CO3	Conduct himself/herself in an appropriate manner in various social and Corporate Set-up
CO4	Chart the career path with logical, reasonable and realistic goals with regular milestones for ensuring progress.
CO5	Design and Structure Resumes and Cover Letters highlighting the characteristics which are most suitable for the Job profile

### Course Delivery methods

CD1	Lecture by use of virtual whiteboards and Presentations
CD2	Group Discussion and One on One Interactions
CD3	Verbal & Written Q & A about perspectives on topics, Psychometric Test
CD4	Class Activity (Anonymous Feedback Round), Talks and Presentations
CD5	Role Plays

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L3	-	-	M	-	-	M	H	H	-	M	-	-	M	M
CO2	L3	H	M	H	-	-	-	-	H	-	-	-	-	M	M
CO3	L4	M	-	H	M	-	H	-	-	-	-	-	-	M	M
CO4	L4	M	M	H	-	-	-	M	-	M	-	-	-	M	M
CO5	L3	M	-	M	-	-	M	-	-	-	-	-	-	M	H

H- High, M- Moderate, L- Low, '-' for No correlation

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards and Presentations	CO1, CO3, CO4,
CD2	Group Discussion and One on One Interactions	CO1, CO2, CO3, CO5
CD3	Verbal & Written Q&A about perspectives on topics, Psychometric Test	CO1, CO2, CO3, CO4, CO5
CD4	ClassActivity(Anonymous Feedback Round), Talks and Presentations	CO1, CO5
CD5	Role Plays	CO2, CO3

### Second Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	P	T	Credit
MBA 201	Banking & Insurance	Core	40	60	100	3	-	-	3
MBA 202	Corporate Finance	Core	40	60	100	3	-	1	4
MBA 203	Management Information System	Core	40	60	100	2	1	-	3
MBA 204	Operations Management	Core	40	60	100	2	-	1	3
MBA 205	Business Research Methods	Core	40	60	100	2	-	1	3
MBA 206	Human Resource Management	Core	40	60	100	3	-	-	3
MBA 207	Entrepreneurship	Core	40	60	100	2	1	-	3
MBA 208	Indian Ethos and Business Ethics	Core	40	60	100	2	-	1	3
MBA 209	Reporting & Visualization Tools for Business Managers	AECC	40	40 (Th) + 20 (P)	100	2	1	-	3
	<b>Total</b>		360	540	900	<b>21</b>	<b>3</b>	<b>4</b>	<b>28</b>

# MBA 201: Banking & Insurance

## Course Objectives

This course enables the students:

1. To gain knowledge about the major functions & types of banks in India
2. To understand the banker customer relationship .
3. To understand the underlying the principles of Insurance
4. To understand the Life insurance & types of Life insurance
5. To develop knowledge of General insurance.

## Course Content

### Unit I Introduction to Banking

Bank-Definition and functions. Types of banks and their functions. Basic concepts relating to credit creation. Current Regulatory Framework-Role of Reserve Bank of India & regulatory framework & Set up of Banks. Salient features of the Banking Regulation Act. Recent trends in Indian Banking (E-banking innovative banking).

### Unit II Relationship between Banker and customer

Relationship between Banker and customer, Cheque, Bills of exchange and Promissory notes. Endorsement and crossing, Presentation, collection and payment of Negotiable instruments Dishonor of Cheque, and its legal provisions,

### Unit III Insurance - An Introduction

Insurance - An Introduction:- Origin and development of insurance, Risks Hazards, Management of Risk, Meaning Characteristics functions and Social and Economic significance of insurance. Principles of insurance- Insurance Interest, utmost good faith, warranties, causaproxima, subrogation.

### Unit IV Life Insurance

Life Insurance - Meaning, Need, Functions and development of life insurance in India, Types of Important Plans, Life Insurance Agents-meaning of an agent. Procedure of becoming an agent.

### Unit V General insurance

General insurance - meaning, Scope, Settlement of claims, working of General Insurance Companies. Fire Insurance-meaning, Scope. Issue of fire Insurance Policy, Types of Plans, Conditions of fire Insurance policy and Settlement of Claims

## Text Books:

1. Mishra M. N., Insurance Principles and Practices, S. Chand & Co.
2. Timothy and Scott, Bank Management, Thomson (South-Western), Bangalore

## Suggested Readings:

1. Gupta O.S. Life Insurance, Frank Brothers: New Dehli
2. Vasudev, E-Banking, Common Wealth Publisher: New Dehli
3. Life Insurance Corporation Act 1956

## Course Outcomes

CO	Statement
	After the completion of this course, students will be able to
CO1	To gain knowledge about the major functions & types of banks in India
CO2	To understand the banker customer relationship .
CO3	To understand the underlying the principles of Insurance
CO4	To understand the Life insurance & types of Life insurance
CO5	To develop knowledge of General insurance.

## Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Level	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L5	M	L	M	H	H	H	H	M	M	M	M	-	M	H
CO2	L3	L	L	L	M	H	M	M	M	M	M	M	M	M	H
CO3	L5	M	L	M	H	H	H	H	M	M	M	H	H	M	H
CO4	L3	L	L	L	H	H	M	M	M	M	M	H	M	M	H
CO5	L4	M	L	M	H	H	H	H	M	M	M	M	M	M	H

**H- High, M- Moderate, L- Low, '-' for No correlation**

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3,CO4,CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3
CD3	Seminars	CO1,CO3
CD4	Self- learning advice using internets	CO1, CO2, CO3
CD5	Industrial visit	CO1

# MBA 202: Corporate Finance

## Objectives

This course enables the students:

1. To give the knowledge about scope of financial management and makes the students familiar about the financial environment of business.
2. To imbibe the knowledge about capital budgeting decision to appraise business project.
3. To impart knowledge about capital structures theories, working capital management and cost of capital for decision making of any business organization.

## Course Contents

### Unit I Financial Management

Meaning, Scope, Function & Objective of Financial Management, Decision Making, Role of Financial Manager in a company.

### Unit II Break Even Analysis

Concept of Marginal Costing, Cost Volume Profit Analysis, Advantages & Limitations of Cost Volume Profit Analysis, Break Even Charts.

### Unit III Capital Structure and Cost of Capital

Cost of Capital: Specific and Weighted Average Cost of Capital, EBIT-EPS Analysis, Capital Structure – Meaning, importance and factors affecting capital structure.

### Unit IV Working Capital Management

Management and Financing of Current Assets, Working Capital Cycle, *Working Capital*: Estimation & Calculation, Management of Cash, Cash Budget and Inventory Management.

### Unit V Capital Budgeting

Features of capital budgeting, Estimation of Cash Flows, Capital Budgeting– Traditional methods and Discounted cash flow methods of appraisal.

## Text Books:

1. Financial Management; Dr. Paresh Shah; Biztantra Publication; New Delhi
2. Prasanna Chandra, Fundamental of Financial Management

## Suggested Readings:0

1. Eugene F. Brigham, Michael C. Ehrhardt, Financial Management: Theory and Practical.
2. I.M. Pandey & Ramesh Bhat, Cases in Financial Management

## Outcomes

CO	Statements
	After completion of the course, students will be able to:
CO1	Analyze and evaluate the financial system and financial environment of the organization
CO2	Apply the techniques of capital budgeting for selecting best investment opportunities
CO3	Assess the capital structure of the organization and evaluate the profitability condition
CO4	Apply the concept of working capital management in the organization
CO5	Analyze the Cost Volume Profit Analysis of the organization

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Level	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L5	M	L	M	H	H	H	H	M	M	M	M	-	M	H
CO2	L3	L	L	L	M	H	M	M	M	M	M	M	M	M	H
CO3	L5	M	L	M	H	H	H	H	M	M	M	H	H	M	H
CO4	L3	L	L	L	H	H	M	M	M	M	M	H	M	M	H
CO5	L4	M	L	M	H	H	H	H	M	M	M	M	M	M	H

**H- High, M- Moderate, L- Low, '-' for No correlation**

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3,CO4,CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3
CD3	Seminars	CO1,CO3
CD4	Self- learning advice using internets	CO1, CO2, CO3
CD5	Industrial visit	CO1

# **MBA 203: Management Information System**

## **Objectives:-**

1. Provide an understanding of the Information Systems (IS) management framework.
2. Explores MIS subsystems and technologies including hardware, software and networking, however the coursework focuses on technology management not on engineering.
3. Provides insights on how to develop and implement enterprise-wide IT strategies, initiatives and programs.

## **Course Contents:**

### **Unit I MIS Basic Concept**

The concept of MIS — Definition, importance, Course Objective, prerequisites, advantages and challenges; Information Needs of organization, MIS and Decision — Making.

### **Unit II MIS Classification**

Types/Classification of Information System for organizations — Office Automation Systems, Transaction Processing Systems, Decision Support System, Executive Support System, Knowledge Based Expert System.

### **Unit III Application of MIS**

Applications of MIS in the areas of Human Resource Management, Financial Management, Production/Operations Management, Materials Management, Marketing Management.

### **Unit IV Development of MIS**

Development of MIS for an organization — The concept and stages of System Development Life Cycle. Determining The Information Requirement, Development And Implementation Of MIS, Management Of Information Quality In The MIS.

### **Unit V Information Technology and Systems Concept**

Information Technology— concept, applications, advantages and prerequisites, Choice of Information Technology, Social and Legal Dimension of IT. Suggested Readings— James O'Brien 1999. Management Information System.

## **Text books:-**

- Laudon Kenenth C, Jane P. Laudon, Management Information Sytems-Managing The Digital Firm, Perason Education, First Impression -2007
- Mahadeo Jaiswal, Mital Monika, Management Information Systems, Oxford University Press 2004

## **Reference books**

- W. S. Jawadekar Management Information Systems Tata McGraw Hill Edition, 3/e, 2004
- Murdick, Ross &Claggett Information Systems for Modern Management 3rd Prentice Hall India

## Course Outcomes

CO	Statement
	After the completion of this course, students will be able to
CO1	To understand the Information Systems (IS) management framework.
CO2	Develop the understanding of MIS classification.
CO3	To explore the applications of MIS in different fields of management.
CO4	To Develop MIS for an organization.
CO5	To provides insights on how to develop and implement enterprise-wide IT strategies, initiatives and programs.

## Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping between Objectives and Outcomes

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's level of learning	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L2	-	L	-	L	H	-	L	L	H	M	L	H	H	M
CO2	L3	-	-	-	M	L	L	M	-	M	-	M	H	M	H
CO3	L5	L	L	L	H	L	M	-	M	M	M	M	H	M	H
CO4	L4	-	M	M	H	L	M	M	-	M	M	-	H	M	M
CO5	L4	-	M	L	H	M	L	M	-	M	-	M	H	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3
CD2	Tutorials/Assignments	CO1, CO2, CO3
CD3	Seminars	CO3
CD4	Self- learning advice using internets	CO4,CO5
CD5	Laboratory Sessions	CO3,CO4

# **MBA 204: Operations Management**

## **Course objectives**

This course enables the students:

1. To take decisions in Planning, organizing and controlling of operations function.
2. To know the operations function in manufacturing and service industry.
3. To develop improvement skills in operations through maintaining high quality standards, value engineering and value analysis.

## **Course Contents**

### **Unit I Managing**

Introduction to Production and Operations Management, Development of Operational Strategies for Competitive Advantage, Difference between manufacturing and service operations.

### **Unit II Planning the Conversion System**

Demand Forecasting, Designing Product, Services and Processes, Facility Location, Facility Layout

### **Unit III Organising the Conversion System**

Job Design, Work Measurement, Work Study, Method Study, Monte Carlo Simulation Techniques

### **Unit IV Controlling the Conversion System**

Production Planning and Control, Inventory Control with Lead Time and EOQ Analysis, Networking Techniques- CPM, PERT, Drawing a network, Calculating EST,LFT and Floats, Difference between PERT & CPM

### **Unit V Managing for World Class Competition**

Just in Time, Managing for Quality, Value Added Manufacturing, Quality Analysis and Control

## **Text Books:**

1. R.B. Khanna, Production and Operation Management Prentice Hall Publication
2. Adam Jr Ebert, Production and Operation Management Prentice Hall Publication

## **Suggested Readings:**

1. BuffaSarin Modern Production/ Operations Management, John Wiley & Sons
2. S.N. Chary Production and Operation Management, McGraw Hill
3. AswathappaBhat, Production and Operation Management, Himalaya Publishing House

## Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Apply operations management in manufacturing and service industry.
CO2	Apply and implement the knowledge of different layout and location decisions in real life situations.
CO3	Analyze and calculate work study and simulation techniques in practical situations of manufacturing industry.
CO4	Adapt and Copmpute inventory control techniques in manufacturing industry.
CO5	Analyze skills in operations function to improve quality standards in value engineering and value analysis

## Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L3	L	L	-	L	M	L	L	M	H	L	M	M	H	H
CO2	L3	L	L	-	L	L	L	M	L	H	M	M	M	H	H
CO3	L4	-	-	-	L	L	M	H	M	L	M	M	L	H	H
CO4	L3	L	-	-	-	M	L	M	L	L	M	M	L	H	H
CO5	L4	L	L	L	M	M	M	L	M	M	M	M	M	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4, CO5
CD2	Tutorials/Assignments	CO1, CO3, CO4
CD3	Seminars	CO1, CO2, CO5
CD4	Self- learning advice using internets	CO1, CO5
CD5	Industrial visit	CO2, CO5

# **MBA 205: Business Research Methods**

## **Course Objectives:**

The course enables the students:

1. Understand the concept / fundamentals of research and their types.
2. Understand the practical application of various research & sampling techniques.
3. Understand the importance of scaling & measurement techniques
4. Understand the importance of data analysis & hypothesis testing.
5. Understanding the technique of report writing.

## **Course Contents**

### **Unit I Introduction to Business Research**

Meaning, Objective and Types of Research; Research Designs: Exploratory, Descriptive & Experimental, Research and Scientific Methods; Defining of Research Problem; The Research Process: an overview.

### **Unit II Research Proposal and Sampling**

Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal.

Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors. Probability and Non Probability Sampling.

### **Unit III Scaling & Measurement Techniques**

Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.

Measures of Central Tendency, Measures of Variation, Skewness and Kurtosis, Simple, partial, and multiple correlation, rank correlation, simple and multiple regression, Discriminant and dummy variable analysis.

### **Unit IV Data Analysis & Hypothesis Testing**

Primary and Secondary data. Data Analysis: Editing, Coding, Tabular representation of data. Graphical Representation of Data

Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. One sample test: z test, t test and Chi square test. Two sample test: z test, t test and Chi square test. Analysis of Variance (ANOVA), Factor Analysis

## **Unit V Report Writing and Presentation**

Interpretation, Significance of report writing, Types of research report, Different steps in writing report; Presentation of report: Communication dimensions

### **Text Books:**

1. Business Research Methods; Donald R Cooper and Pamela S Schindler; Tata McGraw Hills
2. Business Research Methods – William G. Zikmund; 7<sup>th</sup> Ed. VII Indian Reprint 2008; Cengage, New Delhi

### **Suggested Readings:**

1. Zikmund, Business Research Methods, Dryden Press
2. Kothari, C. R., Research Methodology – Methods and Techniques, Wsihwa Prakashan
3. Business Research Methods; S.N. Murthy & U. Bhojanna; Excel Books, New Delhi

## Course Outcomes

CO	Statement
CO1	Understanding & Knowledge of concept / fundamentals for different types of research.
CO2	Formulating Research Proposals & Applying relevant research designs & techniques.
CO3	Understanding & Assessing relevant scaling & measurement techniques for research and choosing appropriate sampling techniques for research
CO4	Evaluating different techniques of coding, editing, tabulation and analysis in doing research.
CO5	Evaluating statistical analysis which includes t test, z test, Chi Square test, ANOVA technique and prepare research report.

## Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2	-	L	-	M	L	M	H	L	H	H	H	-	H	M
CO2	L4	-	-	-	M	H	H	H	L	H	H	H	--	H	M
CO3	L5	-	-	-	M	M	M	H	-	H	H	H	-	H	M
CO4	L5	-	-	-	M	M	-	M	-	H	H	H	-	H	M
CO5	L6	-	-	L	M	H	H	H	L	H	H	H	-	H	M

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4, CO5
CD2	Tutorials/Assignments	CO1,CO2, CO3, CO4
CD3	Seminars	CO5
CD4	Self- learning advice using internets	CO1, CO2
CD5	Industrial visit	CO5

# **MBA 206: Human Resource Management**

## **Course Objectives**

The course enables the students:

1. To acquaint the students with various functions and processes related to human resource management.
2. To provide conceptual framework required for human resource planning and development.
3. To impart the students with the knowledge of social security legislations and employee safety at workplace.

## **Course Contents:**

### **Unit I Impression of HRM and Procurement of HR**

Evolution of HRM, Concept, Nature, Importance of HRM, Changing Environment and HRM , Functions of HRM, Concept, Process and Importance of HRP, Job Analysis and Design, Recruitment, Selection, Induction & Placement, Psychometric Test, Interview Techniques, Internal Mobility of HR .

### **Unit II Development of HR**

Meaning and Need of Training and Development, Training Process, Methods of Training and Development, Designing Training Programs, Evaluation of Training Program.

### **Unit III Performance and Compensation Management**

Performance Management Concepts, performance appraisal- concept and process Potential Assessment, Concept of Job Evaluation, Employee Compensation- purpose and important components, Performance Linked Pay.

### **Unit IV Integration of HR**

Empowering employees, Worker's Participation in Management- importance, techniques of workers participation in management, principles and procedure of Collective Bargaining, Concept of Employee Counseling.

### **Unit V Maintenance of HR and Employment Relation**

Industrial dispute management- nature, settlement of disputes, discipline and grievance management, Concept of Employment Relations, Statutory and Non-Statutory Provision for Employee Health and Safety.

## **Text Books:**

1. K. Aswathappa, Human Resource Management: Text and Cases, Tata McGraw Hill.
2. Dwivedi R S, Managing Human Resource: Personnel Management in Indian Enterprise, Galgotia Publication

## **Suggested Readings:**

1. Gary Dessler Biju Varkkey, Human Resource Management, Pearson Education.
  2. Pattanayak Byers, Human Resource Management, Prentice Hall of India
- P. Jyothi , D. N. Venkatesh, , Human Resource Management, Oxford University Press

## Course Outcomes

After completion of the course the students will be able to:

CO	Statement
CO1	Know and explain theoretical concepts and develop an overview on various functions and processes of human resource management.
CO2	Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs.
CO3	Know and Relate the role of Training in the organization.
CO4	Discuss the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning.
CO5	Describe and examine statutory and non- statutory rules and regulations affecting employees and employers

## Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2	H	H	H	H	-	H	L	H	H	H	-	-	H	H
CO2	L3	H	H	H	H	-	H	M	H	H	H	-	-	H	H
CO3	L4	H	H	M	M	-	M	M	H	H	H	-	-	H	H
CO4	L2	H	M	H	-	-	M	-	-	M	-	-	-	H	M
CO5	L4	H	H	H	-	-	-	M	M	M	-	-	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4, CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3, CO4, CO5
CD3	Seminars	CO1, CO2, CO3, CO4, CO5
CD4	Self- learning advice using internets	CO1, CO2, CO3
CD5	Industrial visit	CO1, CO3, CO5

# MBA 207: Entrepreneurship

## Course Objectives:

The course enables the students:

1. To simulate the real life activities of entrepreneurs in the startup age of a new venture.
2. To provide the skills to start and build enterprise, implement it successfully
3. To inculcate skills to manage the transition of a start up to a full fledged business entity.

## Course Contents

### Unit I Entrepreneur & Opportunity Recognition

Entrepreneur, characteristics, functions, types, Intrapreneur – an emerging class, Entrepreneurship - meaning - Role of Entrepreneurs in Economic Development, Self – assessment, Motivations to start a business, The Entrepreneur Personality, entrepreneurial culture, stages in entrepreneurial process, Alternative Competitive Entry Wedges.

### Unit II Writing Business Plan

Feasibility study, Product selection - Form of Ownership - Licensing etc., project Identification - Meaning, Significance - contents and formulation of a project report - planning commission guidelines, Developing business plan, Business plan appraisal

### Unit III Start-Up Factors

Entry barriers and firm positioning, Comparison of a large and small start-up, (Technology absorption), Institutional support to entrepreneurship Development(networking with Industries and Institutions)

### Unit IV Stages of Growth in Entrepreneurial Ventures

Stages of growth model, Business crisis, Barriers to small firms, growth Factors in continued entrepreneurship in small firms.

### Unit V Entrepreneurship

Family business-Importance, Changing face of family business, Replacing the founder, Family business and multiple levels of conflict, Succession in family business, Pitfalls of the family business. Women & minority entrepreneurs, International entrepreneurship, Rural Entrepreneurship, Make in India, Startup India, Standup India

## Text Books:

1. Dollinger Marc J, Entrepreneurship: Strategies and Resources, III Ed., 1995, Irwin Press
2. Hisrich Robert D and Peters Michael P, Entrepreneurship, V Ed., TMH New Delhi

## Suggested Readings:

1. Kuratko Donald F and Hodgetts Richard M. Entrepreneurship: A Contemporary Approach Harcourt College Publisher.
2. Zimmerer and Scarborough, Entrepreneurship and New Venture Formation. Prentice Hall
3. Timmons Jeffrey A, New Venture Creation: Entrepreneurship for the Twenty First Century, Irwin

**Course Outcome:**

CO	Statement
CO1	List the characteristics of an entrepreneur , intrapreneur as well their role in the economic development of the country.
CO2	Design business plan
CO3	Determine the entry barriers to the industry
CO4	Identify stages of growth in entrepreneurial ventures
CO5	Identify pitfalls in family business

**Course Delivery methods**

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

**Mapping of Course Outcomes onto Program Outcomes**

Course Outcome	Bloom's Level	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L3	H	L	-	-	H	-	-	H	H	M	L	L	M	H
CO2	L6	H	H	-	H	H	H	-	H	H	H	M	L	H	H
CHO3	L5	H	L	-	H	H	-	H	H	H	H	H	H	H	H
CO4	L2	H	L	-	H	H	-	H	H	H	H	H	H	H	H
CO5	L2	H	H	-	H	H	-	H	H	H	H	H	H	H	H

**H- High, M- Moderate, L- Low, '-' for No correlation**

**Mapping between CO and CD**

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1,CO2,CO3,CO4,CO5
CD2	Tutorials/Assignments	CO1,CO2,CO3.CO4,CO5
CD3	Seminars	CO2,CO3,CO4
CD4	Self- learning advice using internets	CO1,CO2,CO3,CO4
CD5	Industrial visit	CO5

# **MBA208: Indian Ethos and Business Ethics**

## **Course Objectives:**

The course enables the students:

1. To acquaint the students with Indian Ethos and its relevance to managerial decision making.
2. To understand the importance of ethics and its effect on business and society.
3. To sensitize students to the ethical standards both professional and personal and produce balanced and effective managers in this liberal and globalised environment.

## **Course Content:**

### **Unit I Indian Ethos and Values**

Indian Ethos: Concept, Need, purpose & relevance of Indian Ethos; Model of management in the Indian socio-political environment, Indian work ethos;

Values for managers, relevance of values in management, secular vs. spiritual values in management, need for values in global change-Indian perspective

### **Unit II Indian Ethos in Management**

Management Lessons from Vedas, Mahabharata, Panchtantra, Kautilya's Arthashastra, Discussion Examples and Models from the above texts

Relevance of Bhagvad Gita: Doctrine of Karma i.e. Nishkama Karmayoga; Guna Theory (SRT i.e. Sat, Raj & Tam Model), Theory of Sanskaras, Life Goals or Purusharthas, Bhagvad Gita & Self Management.

### **Unit III Introduction to Business Ethics**

Concept of Ethics and Business Ethics, Importance, Causal chains in business ethics, Ethical Dilemma, Ethical Relativism, Ethical Gap and factors affecting business ethics

### **Unit IV Professional Ethics**

Ethics & Religion; HRM & Ethics; Creating Work committed cultures in Organizations; Quality of Work Life; Ethical Decision Making.

### **Unit V Ethics in Management**

Ethics & Environment; Ethics of Advertising and Investment Decisions; Social Responsibility, Sustainable Development, Trusteeship concept of Mahatma Gandhi, Indian Vs western Management Contemporary issues in Management.

**Practical Module:**

- Study the Management GURU's from Indian History like Lord Krishna (Bhagvad Gita), Vivekanand (Vivekananda's ideas on Vedant), Chankaya's Arthshastra – prepare presentation, videos and role play on their philosophy for Management.
- Arrange Practical Sessions on Yoga

**Text Books**

- R Nandagopal, AjithSankar RN: Indian Ethics and Values in Management, Tata McGraw Hill
- Ghosh, B.: Indian Ethos in Management, Vikas Publishing House Pvt. Ltd., 2nd ed. Reprint, 2009.
- Balchandran, S. Raja K. C. R. and Nain B. K.: Ethics, Indian Ethos & Management, Shroff Publishers & Distributors Ltd., New Delhi.

**Reference Books**

- Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi 1998
- Nandagopal, Ajith Shankar, Indian Ethos and Values in Management, Tata McGraw Hill, 2010
- Chakraborty, S.K., Ethics in Management: Vedantic Perspectives, Oxford University Press, Delhi, 1995

**Course Outcome:**

CO	Statements
	After completion of the course, students will be able to:
CO1	Understand the concept of Indian ethos and different ethical dimensions for managerial decision making
CO2	Understand the management idea from Vedas, Mahabharata, Panchtantra, Kautilya's Arthashastra
CO3	Analyze the relevance of Bhagvad Gita in overall development of the organization
CO4	Understand the basic framework of Business ethics and Professional ethics used in the organization
CO5	Apply the knowledge of ethics in management in everyday life to make a balance between personal and professional life

**Course Delivery methods**

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

**Mapping of Course Outcomes onto Program Outcomes**

Course Outcome	Bloom's Level	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO 1	PSO 2
CO1	L2	H	H	M	H	L	H	H	M	M	M	L	-	M	M
CO2	L2	H	H	M	H	-	H	H	M	H	H	M	-	M	M
CO3	L4	M	H	H	H	L	H	M	H	H	M	M	-	H	H
CO4	L2	M	H	H	H	-	H	H	M	H	M	M	-	H	H
CO5	L3	M	H	H	H	-	H	M	M	M	M	M	-	H	H

**H- High, M- Moderate, L- Low, '-' for No correlation**

**Mapping between CO and CD**

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3,CO4,CO5
CD2	Tutorials/Assignments	CO2, CO3,CO5
CD3	Seminars	CO1, CO2, CO3,CO4,CO5
CD4	Self- learning advice using internets	CO1, CO2, CO3,CO4
CD5	Industrial visit	CO1, CO2, CO3,CO4,CO5

# **MBA 209: Reporting & Visualization Tools for Business Managers**

## **Course Objective:**

1. To develop an understanding of basic concepts & identify patterns, trends, insights and outliers in large data sets
2. To help create informative and engaging reports and dashboards using tools such as Tableau, Excel & Python
3. To analyze data & gain insights for better business decisions
4. To communicate complex ideas using a story for better understanding

## **Course Contents:**

### **Unit I Data Analysis with Dashboarding**

Raw data structure in excel, Pivot Table layouts & Styles, Design & formatting options, Sorting, filtering & grouping tools, calculated fields, items & values, Interactive excel dashboard

### **Unit II High Impact Business Reports**

Need of the visualization tools, interactive charts, Value-based chart formatting summarization & analysis using pivot table, Animated charts to visualize changes over time, Value-based chart formatting, Automation with named ranges and OFFSET/COUNTA functions, Dynamic, custom excel dashboard

### **Unit III Business Data Visualization using Tableau**

Installation & Architecture of tableau, Products of tableau, Joins in tableau, Live Vs Extract connection, Filters, Parameters, Data Blending, Groups & Sets, Maps, Dashboards & stories

### **Unit IV Advanced Calculations in Tableau**

Advanced design components, LOD, Charts & Graphs, Creative & Interactive dashboards using actions

### **Unit V Case Study on Geographic Information**

Case study using level of details

## **Text Books:**

1. Visual Analytics with Tableau- 1st Edition; Alexander Loth, Nate Vogel, Wiley
2. Microsoft Excel Power Pivot & Power Queries for Dummies; Michael Alexander(2016), Wiley

## **Reference Books:**

1. Tableau Desktop Pocket Reference: Essential Features, Syntax, and Data Visualizations (Grayscale Indian Edition); Ryan Sleeper(2021), Shroff/O'Reilly
2. Excel 2019 All-In-One: Master The New Features Of Excel 2019 / Office 365; Lokesh Lalwani (2019), BPB Publications

## Course Outcomes

CO	Statement
	After completion of the course, the students will be able to
CO1	Understand the basic concepts of data analysis & insights
CO2	Understand the need of data visualization& dashboarding
CO3	Find and select appropriate data that can be used in order to create a visualization that answers a particular question
CO4	Effectively present data visually to enhance audience comprehension of findings & insights
CO5	Apply& create data visualization best practices to their work, including choosing the right chart type for the situation and avoiding visualization techniques that can mislead an audience.

## Course Delivery methods

CD1	Lecture by use of virtual whiteboards & presentations
CD2	One-to-One interaction.
CD3	Tests & Assignments
CD4	Self-learning through Videos
CD5	Case Study & projects.

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L2	H	M	H	M	-	H	M	L-	L	M	-	-	M	H
CO2	L2	M	-	-	-	-	L	M	M	M	M	-	-	H	H
CO3	L6	H	M	H	H	-	H	M	H	M	M	-	-	H	H
CO4	L6	-	-	-	-	-	-	H	-	M	-	-	-	H	H
CO5	L6	H	H	H	-	-	-	M	M	-	-	-	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards & presentations	CO1, CO2, CO3, CO4, CO5
CD2	One-to-One interaction.	CO1, CO2, CO3, CO4, CO5
CD3	Tests & Assignments	CO1, CO2, CO3, CO4, CO5
CD4	Self-learning through Videos	CO3, CO4, CO5
CD5	Case Study &Projects	CO1, CO2, CO3, CO4, CO5

### Third Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	P	T	Credits
MBA 301	Strategic Management & Governance	Core	40	60	100	3	-	1	4
MBA 302	Project Management	Core	40	60	100	2	-	1	3
MBA 303	Summer Internship	Core	40	60	100	-	-		3
	Elective – I	Major	40	60	100	3	-	-	3
	Elective – II	Major	40	60	100	3	-	-	3
	Elective – III	Major	40	60	100	3	-	-	3
	Elective – IV	Major	40	60	100	3	-	-	3
	Elective – I	Minor	40	60	100	3	-	-	3
	Elective – II	Minor	40	60	100	3	-	-	3
Select any 4 specializations for major specialization & 2 specialization for minor (3 credit each)									
	<b>Total</b>		<b>360</b>	<b>540</b>	<b>900</b>	<b>24</b>	<b>-</b>	<b>1</b>	<b>28</b>

**Note:** At the end of the Second Semester all the students shall have to undergo Summer Training for Eight-Ten Weeks

# MBA 301: Strategic Management & Governance

## Course Objectives

The course enables the students:

1. To understand the various perspective and concepts in the field of strategic management.
2. To analyze different kind of strategies for business planning in organizations.
3. To familiarize the concept of strategy formulation among students.

## Course Contents

### Unit I Introduction to Strategic Management

Components of Strategic Management: Vision, Mission, Objectives, Policies & Plans, External Environment, Levels of Strategy: Corporate Level, Business Level, Functional, Strategic Management Process, Resource-Based Model & Industrial - Organizational Model

### Unit II Analyzing the Environment

Analyzing the External Environment: Porter's 5-Forces Model, PESTEL, Analyzing the Internal Environment: Resources, Capabilities & Core Competencies, Value-Chain Analysis, SWOT

### Unit III Corporate Governance in Practice

Definition, role and importance of corporate governance in modern business, ownership, Transparency, Accountability and Empowerment, Factors Responsible for obstructing effective Corporate Governance Practices, Future of Corporate Governance in India

### Unit IV Strategy

Business Level Strategy: Cost Leadership, Differentiation & Focus Strategy, Formulating Long-Term Objectives: Grand Strategies

**Corporate Combinations:** Joint Ventures, Strategies Alliances, Consortia, Keiretsus & Chaebols

### Unit V Strategic Analysis and Choice

Strategic Analysis at Corporate Level: BCG Matrix, GE Nine Cell Planning Grid, Strategic Analysis at Business Unit Level: SWOT, Leader Vs Runner-Up, Offensive Vs Defensive, Stability, Low-Cost, Leadership, Product Differentiation, Niche Strategy, Seeking Sustained Competitive Advantage

## Text Books:

1. Johnson Gerry and Scholes Kevan, Exploring Corporate Strategy Forth Edition, Prentice Hall of India.
2. John A Pearce-II, Richard B, Robinson Jr. Strategic Management, Strategy Formulation and Implementation

## Suggested Readings:

- Hitt. Ireland & Hoskisson, Strategic Management, Thomson Learning

## Course Outcomes

CO	Statements
	After completion of the course, students will be able to:
CO1	Understand the basic concepts, need and principles of strategic management in overall business development
CO2	Analyze internal and external environment of the business
CO3	Recognise the role and importance of corporate governance
CO4	Understand the Business Level Strategies
CO5	Develop the ability to conduct strategic analysis at corporate level

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping between Objectives and Outcomes

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Level	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2	-	H	-	H	-	-	-	M	H	M	M	M	M	H
CO2	L4	-	M	-	H	M	-	-	L	H	M	H	H	H	M
CO3	L3	-	H	-	M	-	-	-	L	L	L	L	L	M	H
CO4	L2	-	M	-	H	-	-	-	M	H	M	H	H	M	M
CO5	L3	-	M	L	H	-	-	-	L	H	H	H	H	M	M

H- High, M- Moderate, L- Low, '-' for No correlation

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3,CO4,CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3,CO4
CD3	Seminars	CO1, CO2, CO3,CO4,CO5
CD4	Self- learning advice using internets	CO1, CO2, CO3
CD5	Industrial visit	CO2

# MBA 302: Project Management

## Course Objectives

The course enables the students:

1. Define the roles of the project manager, functional manager, and executives in a project management environment.
2. To provide a valuable insight to students in the area to understand formulation of corporate investment strategies, prepare feasibility reports and projects.
3. To understand the financial appraisal of project and become aware of the scheduling and execution of projects

## Course Contents

### Unit I Managing Project

Definition, Functions, Evolution of Project Management, Classification of Projects, Project Life Cycle, the Phase of System Development Life Cycle Project Contracting

### Unit II Project Feasibility Study

Market, Demand and Technical Analysis, Financial Analysis Evaluation of Project Proposals, Risk Analysis, Sensitivity Analysis and Social Cost Benefit Analysis

### Unit III Project Planning

Planning Fundamentals, Project Master Plan, Work Breakdown Structure and Other Tools of Planning, Work Packages Project Organization Structure & Responsibilities, Responsibility Matrix.

### Unit IV PERT, CPM, Resource Allocation

Tools and Techniques for Scheduling Development, Crashing of Networks, Time-Cost Relationship. Cost Estimating Budgeting: Cost Estimating Process Elements of Budgeting

### Unit V Managing Risks in Projects, Evaluation & Reporting

Risk Concept & Identification, Project Management Information System, Project Evaluation & Reporting, Closing the Contract.

## Text Books:

1. Sapru R.K., Project Management, Excel Books
2. Chandra Prasanna, Projects: Planning, Analysis , Selection, Implementation and Review, TMH

## Suggested Readings:

1. Gopalakrishnan P. and Ramamoorthy V.E., Textbook of Project Management
2. Joy R. P Total Project Management: The Indian Context, Mac Millian India

## Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Understand basics of project life cycle and differentiate between various projects.
CO2	Define the goals and objective of a project and analyse a projects feasibility from technical, market and financial perspective.
CO3	Understand complex projects using appropriate planning tools.
CO4	Review and evaluate a project and decide whether to carry the project or not.
CO5	Define potential threats and opportunities for the project

## Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom 's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2	L	L	L	L	M	M	L	L	M	M	L	L	M	M
CO2	L1	-	L	-	H	H	M	M	L	M	M	L	L	M	M
CO3	L2	-	-	-	L	M	M	M	L	H	H	H	H	H	H
CO4	L5	M	-	-	-	M	M	H	L	H	M	H	H	H	H
CO5	L1`	L	-	L	L	L	M	M	M	H	M	M	M	H	H

**H- High, M- Moderate, L- Low, '-' for No correlation**

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4, CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3, CO4, CO5
CD3	Seminars	CO2, CO3, CO4
CD4	Self- learning advice using internets	CO1, CO5
CD5	Industrial visit	CO1, CO3

## MBA 303: Summer Internship

### Course Objectives:

Summer Internship Project is expected provide students with an opportunity to apply their class room learning to a real life business situation. The students are required to submit a final report in the specific format detailing their learning in the organisation in addition to appraising their academic mentor of the weekly progress.

### Course Description

Each student shall undergo practical training of eight weeks during the vacations after fourth semester in an approved business / industrial / service organization and submit at least two copies of the Summer Training Report to the Dean/Director within two weeks of the commencement of the Fifth Semester. The Summer Training Report shall Carry 100 marks. This internal Board of Examiners shall comprise of a minimum of two Internal Faculty Members. The final evaluation would be based on project report, presentation and viva voice.

CO	Statement
	After completion of the Internship the students will be able to
CO1	Understand, observe and practice on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.
CO2	Demonstrate research aptitude
CO3	Examine the working of the real organizations
CO4	Know, observe and discover business organizations in their totality.
CO5	Explore career opportunities in their areas of interest.

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L3	H	H	H	H	M	H	H	H	H	H	H	M	H	H
CO2	L3,	M	H	M	M	M	H	H	M	M	H	H	M	H	H
CO3	L4	H	H	H	H	H	H	H	H	M	H	H	H	H	H
CO4	L4	H	H	H	H	H	H	H	H	M	H	H	H	H	H
CO5	L4	H	H	H	H	H	H	H	H	M	H	H	H	H	H

**High, M- Moderate, L- Low, '-' for No correlation**

**SPECIALISATIONS**

**HUMAN RESOURCE SPECIALISATION**

<b>Code No.</b>	<b>Paper</b>	<b>Type</b>	<b>Internal Marks</b>	<b>External Marks</b>	<b>Total Marks</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>Credit</b>
MBAHR-304	Training & Development	Elective	40	60	100	3	-	-	3
MBAHR 305	Performance Management	Elective	40	60	100	3	-	-	3
MBAHR 306	Manpower Planning & Control	Elective	40	60	100	3	-	-	3
MBAHR 307	Organizational Change & Development	Elective	40	60	100	2	-	1	3
MBAHR 308	International HRM	Elective	40	60	100	3	-	-	3

# **MBA HR 304: Training & Development**

## **Course Objectives**

The course enables the students:

1. To provide an in-depth understanding of the role of training in HRD.
2. To enable the course participants to manage the Training system and processes.
3. To understand to importance of evaluation methods.

## **Course Contents**

### **Unit I Introduction to Training Concept**

Definition, Need for Training, Importance of Training, Objectives of Training, Concepts of Education, Training and Development, Overview of Training Functions.

### **Unit II Learning**

Principles of Learning, Theories of Learning, Reinforcement Theory, Social Learning Theory, Pedagogy and Andragogy.

### **Unit III Process of Training**

Training design process, Assessment of Training Needs, Criteria for Identifying Training Needs, Methods and Process of Needs Assessment. Concept of Job Competency.

### **Unit IV Implementation and Evaluation of Training Program**

Role and skills of Trainer, Methods and Techniques of Training: on-the-job and off-the-job.

Kirkpatrick Model of Evaluation, pre-test, post-test, Cost-Benefit Analysis, ROI of Training.

### **Unit V Technology in Training**

CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning.

## **Text Books:**

1. Employee training and development- Raymond A Noe, Tata McGraw-Hill

## **Suggested Readings:**

2. Effective Training: Systems, Strategies, and Practices - Blanchard N &Thacker, James W, Pearson Education.
3. Training in Organizations - Goldstein, I L&Ford,J K, Wadsworth Cengage Learning
4. Training for Development - Lynton, Rolf P and Pareek, Udai, Sage Publications

## Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Relate and discuss the importance of training in an organization.
CO2	Differentiate and manipulate the learning process in individuals and Apply the same in organization.
CO3	Recognize and calculate the organizational training needs and suitably apply it.
CO4	Apply the training evaluation methods.
CO5	Practice various technology based tools for effective learning.

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L4	H	M	H	H	-	H	M	H	H	H	-	-	H	M
CO2	L4	H	H	H	H	-	H	H	M	H	H	-	-	H	M
CO3	L3	M	M	M	H	-	H	H	M	H	H	-	-	H	H
CO4	L3	M	-	L	-	-	M	H	-	H	-	-	-	H	M
CO5	L3	-	-	-	-	-	H	M		M		-	H	H	H

High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3,CO4,CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3,CO4,CO5
CD3	Seminars	CO1, CO2, ,CO4,CO5
CD4	Self- learning advice using internets	CO1
CD5	Industrial visit	CO1, CO2

# **MBA HR 305: Performance Management**

## **Course Objectives**

The course enables the students:

1. To understand the basics and nature of performance management, and its objective.
2. To explain the impact of performance appraisal process on different H.R. Functions.
3. To understand the need of performance management system in organization.

## **Course contents**

### **Unit I Performance Management**

Concept of Performance Management System, Prerequisites for Effective Performance Management, Elements and Characteristics of Performance Management System, Model of performance management system, Objectives and Functions PFM.

### **Unit II Performance Planning & Goal Setting**

Concept, Need and Importance of Performance Planning, Goal Setting, Performance Planning Process, Performance Managing – Objectives and Importance, Performance Management Process SMART goals, Linking individual goals to organizational goals

### **Unit III Performance Planning and Performance Management Process**

Performance Planning, Models, objectives and importance, Process of performance appraisal, Traditional and Modern Methods of Performance Appraisal, Uses of Performance Appraisal

### **Unit IV Differentiation/Normalization**

Bell-Curve approach, Strategic Fit through Performance Management

### **Unit V Facilitating Leaders/managers to drive performance effectively**

Performance Coaching, Career Anchoring

## **Text Books:**

1. Kohli and Deb “Performance Management” Oxford
2. Robert Bacal “Performance Management” McGraw-Hill; update edition
3. Dr.G.PanduNaik&Siraj Ur Rahman “Competency Mapping, Assessment & Development” IHRD Publication

## **Reference Books:**

1. Robert Bacal “How to manage Performance” McGraw-Hill; update edition
2. Pedagogy of Competency Mapping By Dr. AshishManoharUrkude*PhD,PDF* Professor Alliance Business School Bangalore
3. Rao T.V., Appraising and developing managerial performance
4. Performance management: key strategies and practical guidelines, By Michael Armstrong

## Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Understand the concept and need of Performance Management for the success of an organization.
CO2	Understand the objectives and the importance of performance Management and the difference between Performance Appraisal and Performance Management.
CO3	Understand the Characteristics of a good Performance Management System and the Process and objectives to be fulfilled.
CO4	Understand the important Performance Management Systems like MBO, Balanced Scorecard and its application
CO5	Understand the components of a good Performance Management system for leaders to create a relevant and impactful PMS.

## Course Delivery methods

CD1	Lecture by use of virtual whiteboards and Presentations
CD2	Group Discussion and One on One Interactions
CD3	Verbal & Written Q & A about perspectives on topics, Psychometric Test
CD4	Class Activity-Talks, Presentations & Case Study
CD5	Role Plays

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L2	H	M	H	H	-	H	M	H	H	H	-	-	H	M
CO2	L2	H	H	H	H	-	H	H	M	H	H	-	-	H	M
CO3	L2	M	M	M	H	-	H	H	M	H	H	-	-	H	H
CO4	L3	M	-	L	-	-	M	H	-	H	-	-	-	H	M
CO5	L3	-	-	-	-	-	H	M		M		-	H	H	H

**H- High, M- Moderate, L- Low, '-' for No correlation**

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards and Presentations	CO1, CO2, CO3, CO4, CO5
CD2	Group Discussion and One on One Interactions	None
CD3	Verbal & Written Q&A about perspectives on topics, Psychometric Test	CO1, CO2, CO3, CO4
CD4	Class Activity (Anonymous Feedback Round), Talks and Presentations	CO3, CO5
CD5	Role Plays	None

# **MBA HR 306: Manpower Planning & Control**

## **Course Objectives**

The course enables the students:

1. To understand the purpose, process and applications of human resource planning.
2. To analyze the role of forecasting in manpower planning.
3. To familiarize students with the concept of succession planning , career & career planning , MDPs and six sigma.

## **Course contents**

### **Unit I HR Planning and Corporate**

Strategic HR Planning Process, Employees as Resources, Linking HR Process to Strategy, Involvement in Strategic Planning Process, Strategic HR Planning Model, Staffing System.

### **Unit II Job**

Meaning and Definition, Purpose, Uses of Job Analysis, Process of Job Analysis, Methods of Job Analysis, Quantitative Job Analysis Techniques, Job Design

### **Unit III HR Forecasting**

Forecasting Process, Forecasting Manpower Needs - Demand Forecasting Techniques - Delphi & Nominal Group Technique, Projecting Future Talent Supply - Inventorying Available Talent - Staffing Tables, HRIS, Forecasting Staffing Requirements, Scenario Forecasting, and HR Budget.

### **Unit IV Career Planning and Succession Management**

Definitions, Concepts, Stages of Career Development and Organizational HR Policies, Career Anchors, Career Planning Process, Succession Management – Planning and Challenges, Replacement Analysis, Management Development Programs, Objectives of MDP's, Management Development Methods - Job Rotation, Auditing MDP's,

### **Unit V Emerging Trends and Issues in MPP**

New HR Roles and Competencies, HR as Strategic Partner, HR and Six Sigma Practice, HR Research, HR and Innovation and Creativity, HR and BPO and HRO, Talent Management

## **Text Books:**

1. Deepak Kumar Bhattacharya “Human Resource Planning” Excel Books Up Date Edition
2. Personnel Management by David DeCenzo and Stephen Robbins, Prentice Hall.
3. Human Resource Management by K Aswathappa, TataMgraw Hill.

## **Suggested Readings:**

1. Planning & managing HR. William II<sup>nd</sup> J. Rothwell& HC kazanas.
2. Human Resource Mangement: A Contemporary Perspective – Beardwell, Ian, Holden, Len. Macmillan India Limited.
3. Abha, Vijai, Prakash “Manpower Planning and Control” Up Date Edition

## Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Identify the human resource needs of an organization and plan accordingly
CO2	Practice and select forecasting techniques in manpower planning.
CO3	Understand the use of Career Development. Adapt various Career Planning, and succession planning techniques in the organization
CO4	Investigate and understand the need of MDP in Organization.
CO5	Analyze and choose activities and processes which lead to the development of innovation and creativity in organization.

## Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L2	M	M	M	H	-	M	H	H	H	H	-	-	H	H
CO2	L3	H	H	H	M	-	H	H	M	H	H	-	-	H	H
CO3	L3	H	H	M	M	-	L	H	H	H	H	-	-	H	H
CO4	L4	M	M	L	L	-	M	M	M	M	-	-	-	H	H
CO5	L4	H	L	M	-	-	H	L	L	M	-	-	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3,CO4,CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3,CO4,CO5
CD3	Seminars	CO1, CO2, CO3
CD4	Self- learning advice using internets	CO1
CD5	Industrial visit	CO1, CO2, CO3

# **MBA HR 307: Organizational Change & Development**

## **Course Objective:**

The course enables the students:

1. To understand the concept of organizational change and development process.
2. To familiarize the students with the concepts of organizational change and its methods in a brief manner.
3. To familiarizes the concept of organizational development and its interventions

## **Course Content**

### **Unit I Change Management Procès**

Understanding the changing environment, concept of change and its nature Importance and Process of Organizational Change, Types of Organizational Change, Change Management Frameworks, Mastering Transformational Change

### **Unit II Change Consideration**

Change Consideration, Resistance to Change, Managing Resistance to Change, Managing Organizational Change

### **Unit III Making Sense of Organizational Development**

Definition Organization development, Principles of Organizational Development, Managing the Organizational Development process, Action research and OD, Human Resource and Organizational Development

### **Unit IV Organizational Development interventions**

Strategic interventions, Techno-structural interventions, Action Research

### **Unit V Applications of Organizational Development**

Emotional Intelligence, Assessment Centre, Development Centre - applications, Measurement Systems

## **Text Books:**

1. French W.L. & Bell. D.H, "Organizational Development: Behavioral Science Intervention for Organizational Improvement,
2. Kavita Singh, "Organization Change and Development", Excel Books.

## **Reference Books:**

1. Craige C. Pinder "Work Motivation in Organizational Behavior", II ed. Psychology Press
2. Cummings G.Thomas & Worley G.Christopher, "Organisation Development and Change", Thomson, seventh edition

## Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Understand the dynamics of Change, the change process and the driving forces and retraining forces that impact change
CO2	Understand the concept of internal and external change in an organization and its dependency on the external environment,
CO3	Understand the basic approaches to Organizational change and the key Roles in the Change Process
CO4	Understand the concept of Integrated approach to change and Organizational Resistance to change
CO5	Understand the Stages of OD Effort in an organization and the use of power tools to overcome Resistance to Change.

## Course Delivery methods

CD1	Lecture by use of virtual whiteboards and Presentations
CD2	Group Discussion and One on One Interactions
CD3	Verbal & Written Q & A about perspectives on topics, Psychometric Test
CD4	Class Activity-Talks, Presentations & Case Study
CD5	Role Plays

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L2	H	M	M	M	-	H	M	L	L	L	L	-	H	H
CO2	L2	M	M	M	H	-	M	M	L	L	M	M	-	H	M
CO3	L2	H	M	H	H	L	L	H	L	M	M	M	-	H	M
CO4	L2	M	M	M	M	L	M	M	L	M	M	M	-	H	H
CO5	L2	M	M	M	M	L	M	M	L	L	M	M	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards and Presentations	CO1, CO2, CO3, CO4, CO5
CD2	Group Discussion and One on One Interactions	None
CD3	Verbal & Written Q&A about perspectives on topics, Psychometric Test	CO2
CD4	Class Activity (Anonymous Feedback Round), Talks and Presentations	CO1
CD5	Role Plays	None

# **MBA HR 308: International HRM**

## **Course Objectives**

This course enables the students:

1. To develop an understanding about the concept of HRM from international perspective.
2. To understand the role of staffing, training, compensation and industrial relation in international context.
3. To analyze the role of workforce diversity in international organizations.

## **Course Contents**

### **Unit I International HRM**

Conceptual Framework of IHRM, Difference Between Domestic and IHRM, IHR Policies, Organizational Process in International HRM, Role of Global HR Manager, IHRM Model.

### **Unit II Functional Aspect of IHRM**

Recruitment, selection and staffing in International Context, training and Development of international staff, Compensation in International Context- objectives, approaches and practices across the countries.

### **Unit III Global HR Issue**

Performance Management- Expatriate performance management, performance appraisal in international context, industrial relation in international context- objectives, approaches, Industrial Relation practices in- India, U.S., Japan and U.K.

### **Unit IV IHRM and Organization**

Role of Culture in IHRM, Understanding Cultural Diversity in international organization- effects of cultural differences on work behaviors, implication on international management, inter-cultural communication.

### **Unit V Special Issues in IHRM**

Women Expatriate, mergers and acquisition and HRM, managing ethics in international context.

## **Text Books:**

1. K. Aswathappa, International Human resource Management: Text and Cases, Tata Mcgraw Hill.
2. Tony Edwards, Chris Rees, international Human resource Management, Pearson Education

## **Suggested Readings:**

1. Dr. Nilanjan Sengupta, Dr. Mousumi S. Bhattacharya, International Human resource Management, Excel Books.
2. Peter J. Dowling, Denise E. Welch, International Human resource Management, Cengage Learning.
3. Monir Tayeb, International Human resource Management, Oxford University Press.

### Course Outcomes:

CO	Statement
	After completion of the course the students will be able to
CO1	Understand and investigate the variables that moderate differences between domestic and International HRM.
CO2	Understand and describe issues, trends and practices in areas of international procurement, development and maintenance strategies.
CO3	To appreciate the role of workforce diversity in the international organizations.
CO4	Explore performance management issues globally.
CO5	Analyze the role of women expatriate in the organization and discuss the ethical issues in global organization.

### Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L4	M	H	H	-	-	M	H	H	H	M	-	-	H	H
CO2	L2	M	H	H	M	-	M	H	H	M	M	-	-	H	H
CO3	L3	M	H	H	M	-	H	H	H	M	M	-	-	H	M
CO4	L4	M	-	-	-	-	-	-	H	-	-	L	-	H	H
CO5	L4	M	M	-	-	-	-	-	M	-	-	H	-	H	M

H- High, M- Moderate, L- Low, '-' for No correlation

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3,CO4,CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3, CO4,CO5
CD3	Seminars	CO1, CO2, CO3
CD4	Self- learning advice using internets	CO2
CD5	Industrial visit	CO3

**FINANCE SPECIALISATION**

<b>Code No.</b>	<b>Paper</b>	<b>Type</b>	<b>Internal Marks</b>	<b>External Marks</b>	<b>Total Marks</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>Credit</b>
MBAFM 304	Investment Analysis and Portfolio Management	Elective	40	60	100	2	-	1	3
MBAFM 305	Income Tax: Theory & Practice	Elective	40	60	100	2	-	1	3
MBAFM 306	Management of Financial Services	Elective	40	60	100	2	-	1	3
MBAFM 307	Selling Financial Products	Elective	40	60	100	2	-	1	3
MBAFM 308	International Financial Management	Elective	40	60	100	2	-	1	3

# **MBA FM 304: Investment Analysis and Portfolio Management**

## **Course Objectives**

This course enables the students:

1. To impart knowledge in Investment decision making with understanding of classification of investors and investment channels.
2. To give knowledge of risk management understanding the concept of technical and fundamental analysis of risk for investment decision making.
3. To impart knowledge of portfolio management with understanding of different Models of modern portfolio management

## **Course Contents**

### **Unit I Mutual Fund and Derivatives**

Basic concepts, Functioning and Objectives of Mutual Fund ,Types of Mutual Funds, Analysis of MF, Performance evaluation of MF Schemes using Sharpe, Treynor and Jenson's Models, Basic concept and types of Derivatives, Developments in Derivative and MF market in India.

### **Unit II Fundamental Analysis and Technical Analysis**

Fundamental Analysis - Economic, Industry and Company analysis, Valuation of Equity and preference shares, Technical Analysis - Concept, Importance and Limitations of Technical Analysis, Dow Theory Technical Indicators and charts used in technical Analysis, Market Efficiency and Behavioral Finance.

### **Unit III Portfolio Management**

Portfolio Meaning, Characteristics and Objectives, Process of Portfolio Management, Investment policy statement and asset allocation, Equity Management Strategies (SIP), analysis of Debt Instrument, Bond Management-Active and passive, preparation of investment plans for individuals in different stages of life cycles and different situations.

### **Unit IV Introduction to portfolio management:**

Concept and types of Risk and return, basic principles of risk management problems on calculation of Systematic risk of a security (mean, variance, standard deviation), Problems on risk and return associated with portfolio consisting maximum three securities( mean, variance, standard deviation), Capital Asset Pricing Model and its application.

### **Unit V PORTFOLIO ANALYSIS:**

Efficient Market Hypothesis concepts and forms of EMH, testing techniques of weak form, random walk theory, High frequency trading and its impact on EMH, Arbitrage Pricing Theory, Efficient frontier, Selection of optimal portfolio with reference to investor's utility curves.

## **Text Books:**

1. Fischer Donald E. & Jordan Ronald J., Security Analysis & Portfolio Management, 6<sup>th</sup> Edition, Pearson Education.
2. Dun & Bradstreet, Equity Research & Valuation, 1<sup>st</sup> Edition Tata McGraw Hill.
3. V. K. Bhalla

## **Suggested Readings:**

1. Warren Buffett, Benjamin Graham, David Dodd 6<sup>th</sup> Edition, Securities Analysis
2. Sharpe W., Investment, Prentice Hall of India. New Delhi.
3. V.A. Avadhani, Securities analysis & Portfolio Management, Himalaya Publishing House.

### Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Understand financial instruments like Mutual funds, SIP, it's advantages & disadvantages
CO2	Understand Fundamental analysis of financial instruments
CO3	Understand Technical analysis of financial markets
CO4	Understanding different types of clients & client's financial requirements
CO5	Understand how to build financial portfolio

### Course Delivery methods

CD1	PPT Presentations
CD2	Case studies
CD3	Lectures along with Projects
CD4	Through videos
CD5	Analyzing Case Study of real time companies & financial bubbles

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L2	-	-	-	L	-	-	H	L	H	H	H	-	H	H
CO2	L4	-	-	-	L	-	-	H	-	H	H	H	-	H	H
CO3	L4	-	-	-	L	--	-	H	-	H	H	H	-	H	H
CO4	L3	-	-	-	L	-	L	H	-	H	H	H	-	H	H
CO5	L3	-	-	-	L	-	L	H	-	H	H	H	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	PPT Presentations	CO1, CO2, CO3, CO4, CO5
CD2	Case studies	CO1, CO2, CO3, CO4, CO5
CD3	Lectures along with Projects	CO1, CO2, CO3, CO4, CO5
CD4	Through videos	CO1, CO2, CO3, CO4, CO5
CD5	Analyzing Case Study of real time companies & financial bubbles	CO1, CO2, CO3, CO4, CO5

# **MBA FM 305: Income Tax: Theory & Practice**

## **Course objectives**

This course enables the students:

1. To acquaint the students with basic principles underlying the provisions of direct tax laws
2. To develop a broad understanding of tax practices.
3. To provide students with a working knowledge of the fundamental tax principles and rules that applies by individuals.

## **Course Contents**

### **Unit I Sources of Income - I**

Important definitions under Income Tax Act-1961, Residential Status of Assesses and tax liability, Income from Salary- Allowances, provident fund, gratuity, leave encashment and perquisites.

### **Unit II Sources of Income - II**

Income from House Property, calculation of Annual value of house and deductions. Income from Business & Profession- various allowed and disallowed expenses. Incomes taxable under the head business and profession.

### **Unit III Sources - III**

Income from capital gains- calculation of short term and long term capital gains, various tax free capital gains. Income from other sources

### **Unit IV Assessment of Individual & HUF**

Deemed Incomes, set-off and carry forward of losses, deductions of section 80, tax rates, computation of taxable income and tax, tax adjustment regarding agricultural income & Marginal relief.

### **Unit V Procedure of Assessment**

Types of return of income, types of assessment, deduction of tax at source, advance payment of tax.

## **Text Books:**

- 1) Singhania, Vinod K. and Monica Singhania -- Students' Guide to Income Tax (Taxmann Publications Pvt. Ltd., New Delhi)
- 2) Income Tax Law & Practice- N. Hariharan (Tata McGraw hill publications)
- 3) Ahuja Girish and Ravi Gupta -- Systematic Approach to Income Tax (Bharat Law House, Delhi)

## **Suggested Readings:**

- 4) Agarwal, Shah, Jain, Managal, Sharma – (Income Tax RBD, Jaipur)
- 5) Patel, Choudhary – Income Tax (ChoudharyPrakashan)

### Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Compute the income from salary
CO2	Analyze and compute income from house property and Business & Profession.
CO3	Understand exemptions of capital gains and incomes of other sources.
CO4	Calculate taxable income and tax 79isualiza of assessee.
CO5	understand the procedure of filing and assessment.

### Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO 1	PSO 2
CO1	L3	-	-	-	L	M	-	-	L	L	-	L	-	H	H
CO2	L4	-	-	-	L	M	-	-	L	L	-	M	-	H	M
CO3	L2	-	-	-	L	M	-	-	L	L	-	L	-	M	H
CO4	L3	-	-	-	L	M	-	-	L	L	-	M	-	H	M
CO5	L2	-	-	-	L	M	-	-	L	L	-	M	-	L	L

H- High, M- Moderate, L- Low, '-' for No correlation

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2,C03
CD2	Tutorials/Assignments	CO3,CO4,CO5
CD3	Seminars	CO4,CO5
CD4	Self- learning advice using internets	CO3
CD5	Industrial visit	-

# **MBA FM 306: Management of Financial Services**

## **Course Objectives**

This course enables the students:

1. To impart knowledge about Indian financial system and Indian financial market and its assets.
2. To develop knowledge about new and innovative financial services introduced in recent years.

## **Course Contents**

### **Unit I Financial System:**

Meaning and functions of financial system, financial concepts, financial assets, financial intermediaries, financial markets, financial rates of return and financial instruments.

### **Unit II Leasing & Hire**

Definition and steps in leasing finance, Types of lease, Advantages and disadvantages of lease, contents of lease agreement, Meaning and features of Hire Purchase, Difference between- Hire purchase & Credit sale, Hire purchase & installment sale, Hire purchase & lease, Bank Credit for hire purchase.

### **Unit III Venture Capital & Merchant Banking**

Meaning features and importance of venture Capital, Venture capital guidelines, Methods of venture financing, Suggestions for growth of venture capital. Definition and origin of merchant banking in India, services of merchant banks, problems and progress of merchant banks in India.

### **Unit IV Mutual Funds, Housing Finance\$ Insurance Services**

Types of Mutual Funds, Schemes of Funding, National Housing Bank(NHB), Housing Financial System, Insurance: Types, Services and Products

### **Unit V Other Services**

Credit cards, credit rating, bill discounting. Forfaiting, factoring- recourse and non recourse factoring.

## **Text Books:**

1. M Y Khan Financial Services, McGraw Hill
2. GordenNatrajan Financial Services

## **Suggested Readings:**

1. Avadhani V. A. Marketing of Financial Services Himalyan Publication
2. Bhatia B.S. Management of Financial Services

## Course Outcomes

CO	Statement
CO1	Gain an understanding of the functioning of the financial system in India, its constituents namely, the institutions, markets, instruments, services and intermediaries.
CO2	Apply critical, analytical and integrative thinking while understanding the functioning for the leasing and hire purchase
CO3	Apply critical, analytical and integrative thinking while understanding the functioning for the venture capital and merchant banking
CO4	Apply critical, analytical and integrative thinking while understanding the functioning for the Mutual funds, housing financial system & insurance
CO5	Apply critical, analytical and integrative thinking while understanding the functioning for the credit cards , factoring & forfeiting.

## Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L2	-	-	-	M	-	-	H	M	M	M	H	-	H	H
CO2	L4	-	-	-	M	-	-	H	M	M	M	H	-	H	H
CO3	L4	-	-	-	M	-	-	H	M	M	M	H	-	H	H
CO4	L4	-	-	--	M	-	-	H	M	M	M	H	-	H	H
CO5	L4	-	-	-	M	-	-	H	M	M	M	H	-	H	H

**H- High, M- Moderate, L- Low, '-' for No correlation**

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4, CO5
CD2	Tutorials/Assignments	CO1,CO2, CO3, CO4
CD3	Seminars	CO5
CD4	Self- learning advice using internets	CO1, CO2, CO3CO5
CD5	Industrial visit	CO4,

# **MBA FM 307: Selling Financial Products**

## **Course objectives**

This course enables the students:

1. To enable the students to understand selling financial product.
2. To understand the role, process, practice and importance of client management.
3. To understand the role, importance and strategies of pricing.

## **Course Contents**

### **Unit I Introduction to Selling Financial Products**

Selling commercial lending products, Selling financial products to millennials, Selling mortgage products , Selling to build market share

### **Unit II Sales Department and Management**

Staffing the Sales Force: Recruitment & Selection, Training, Managing Expenses and Compensation, Motivating the Sales Force, Forecasting, Territory Management, Sales Analysis, Designing Sales Evaluation Program

### **Unit III Successful Selling Cycle**

Selling Cycle, Product Knowledge, Determining Sales Related Marketing Policies, Personal Selling Function

### **Unit IV Role of Pricing in Selling**

Overcoming objections in the selling financial products , Strategies for closing the sale of financial products, Strategies for protecting your clients from advances by competitors.

### **Unit V Client Management**

Managing client expectations, The Trusted Advisor.

## **Text Books:**

1. Ingram, Laforge, Avila, Schwepker Jr., Williams, Sales Management : Analysis and Decision Making, Cengage Learning Publications
2. P.K. Sahu and K.C. Raut, Salesmanship and Sales Management, Vikas Publishing House Pvt. Ltd.

## **Suggested Readings:**

1. Krishna K Havaldar, Vasant M Cavale, Sales and Distribution Management, Mc ,Graw Hill
2. Tom Hopkins, How to Master the Art of Selling Financial Services, Success Publishing

## Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Understand steps involved in selling financial instruments
CO2	Understanding Management of sales department
CO3	Understand what is a selling cycle
CO4	Understanding the importance of pricing
CO5	Understand the client management, client ethics & how to retain good clients

## Course Delivery methods

CD1	PPT Presentations
CD2	Case studies
CD3	Lectures along with Projects
CD4	Through videos
CD5	Analyzing Case Study of real time companies & financial bubbles

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L4	M	-	-	M	-	-	H	M	M	M	H	-	H	H
CO2	L2	M	-	-	M	-	-	H	M	M	M	H	-	H	H
CO3	L2	M	-	-	M	-	-	H	M	M	M	H	-	H	H
CO4	L2	M	-	--	M	-	-	H	M	M	M	H	-	H	H
CO5	L4	M	-	-	M	-	-	H	M	M	M	H	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	PPT Presentations	CO1, CO2, CO3, CO4, CO5
CD2	Case studies	CO1, CO2, CO3, CO4, CO5
CD3	Lectures along with Projects	CO1, CO2, CO3, CO4, CO5
CD4	Through videos	CO1, CO2, CO3, CO4, CO5
CD5	Analyzing Case Study of real time companies & financial bubbles	CO1, CO2, CO3, CO4, CO5

# MBA FM 308: International Financial Management

## Course objectives

This course enables the students:

1. To introduce determinants of foreign exchange exposure and interest rate parity in international market.
2. To develop sound knowledge in managing the balance of payment and foreign direct investments.
3. To give understanding of International Monetary fund, World Bank and Asian development bank.

## Course Contents

### Unit I International Finance

Growth of International Trade, Foreign Exchange, Factors influencing foreign exchange rates, Foreign exchange markets- features, trading characteristics, electronic trading and market participants. Financial instruments- Forward, futures options and swap.

### Unit II Balance of Payment and FDI

The current account, the capital account, other items in BOP statement, concept of deficit and surplus, significance of BOP statement.

FDI- Meaning, theories and strategies of FDI, Modes of FDI, Benefits and costs of FDI for home and host country.

### Unit III Multilateral Development Banks

The International monetary fund- Lending, technical assistance, Governance systems and financial resources.

The world bank- Fund generation, loans, grants, analytical and advisory services.

The Asian development bank- history, operations, resources, organization and management.

### Unit IV Foreign Exchange Risk

Types of foreign exchange exposure risk, transaction exposure, operating exposure, translation exposure, evolution of exchange rate regime in India- Regulatory provisions and Indian foreign exchange market.

### Unit V International Accounting and Taxation

International Accounting & GAAP Taxation Including DTAA

## Text Books:

1. Bhalla V.K., International Financial Management: Text and Cases
2. Seth A.K., International Financial Management

## Suggested Readings:

1. Apte P.G., International Financial Management
2. Jain P.K., JosettePreyrard and YadavSurendra S., International Financial Management
3. Varshney R.L., and Bhashyam S., An Indian Perspective: International Financial Management

## Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Analyze and apply the concepts of foreign exchange market.
CO2	Describe the structure and relationship between the economy and balance of payment.
CO3	Understand the working of international monetary fund, World Bank and Asian development bank.
CO4	Understand various types of foreign exchange exposure risk.
CO5	Analyze international accounting and international taxation.

## Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L4	-	-	-	L	H	L	L	M	-	-	L	-	H	H
CO2	L2	-	-	-	M	H	L	M	L	-	-	L	-	H	M
CO3	L2	-	-	-	L	H	L	L	M	L	-	L	-	M	H
CO4	L2	-	-	-	H	H	L	M	M	L	-	L	-	H	M
CO5	L4	-	-	-	M	H	L	L	M	-	-	L	-	L	L

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1,CO2,CO3,CO4,CO5
CD2	Tutorials/Assignments	CO2,CO4
CD3	Seminars	CO5
CD4	Self- learning advice using internets	CO4
CD5	Industrial visit	CO4

**MARKETING SPECILISATION**

<b>Code No.</b>	<b>Paper</b>	<b>Type</b>	<b>Internal Marks</b>	<b>External Marks</b>	<b>Total Marks</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>Credit</b>
MBAMKT 304	Retail & Distribution Management	Elective	40	60	100	3	-	-	3
MBAMKT 305	Marketing of Services	Elective	40	60	100	3	-	-	3
MBAMKT 306	Consumer Behavior	Elective	40	60	100	2	-	1	3
MBAMKT 307	Product & Brand Management	Elective	40	60	100	2	-	1	3
MBAMKT 308	Customer Relationship Management	Elective	40	60	100	3	-	-	3

# **MBA MKT 304: Retail and Distribution Management**

## **Course Objectives**

This course enables the students:

1. To know about Distribution channel and different types of retail institutions.
2. To understand the role and importance of store location, layout and Information Technology in retailing.
3. To understand the areas of decision making in merchandise management.

## **Course contents**

### **Unit I Introduction to Retail & Distribution Mgmt**

Marketing Channels: Definition & Importance, Functions of Marketing Channels, Channel Levels; Wholesaling: Concept, Importance, Functions, Retailing: Nature and Scope, Formats & types.

### **Unit II Location and Layout**

Achieving competitive advantage and positioning through Retail store location and layout, Site evaluation and selection - Store design and layout, Exterior store design elements and Interior store design elements, Atmospherics.

### **Unit III Merchandise Management**

Merchandising : Concept, Importance, Functions, Steps in merchandising planning – Category management : Definition and process – Introduction to Private label brands, Merchandise sourcing

### **Unit IV Retail Promotion and Pricing**

Shopping Process and shopping Behavior, Factors affecting Pricing Decisions, Price Setting, Retail Promotion mix, Point of Purchase Communication, Role of Packaging

### **Unit V Supply Chain Management**

Introduction to Logistics and Supply Chain Management : Concept-significance, Focus Areas, Key Logistics Activities, Technology in Logistics and SCM : Barcoding – RFID – Electronic payment systems

## **Text Books:**

3. Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, Oxford
4. Krishna K Havaladar, Vasent M Cavale, Sales and Distribution Management, Mc ,Graw Hill
5. Michael Levy, Barton Weitz, Retailing Management, Richard d Irwin

## **Suggested Readings:**

1. Kishore Biyani, It happened in India, Rupa& Co
2. Physical Distribution & Logistics Management-Dr. SubhashBhave
3. Channel Management & Retail Management-MeenalDhotre

## Course Outcomes

CO	Statement
	After the completion of this course, students will be:
CO1	Understand and define the concepts, philosophies and environment of the retail industry in Indian and global context.
CO2	Discuss the factors affecting store location and store layout and design store layout
CO3	Apply Merchandising and staffing strategy to achieve Retail targets
CO4	Discuss Buyer Behavior & Describe Pricing & Promotion Strategies used in Retailing
CO5	Understand and explain the concepts, philosophies of Logistics and Supply chain Mgmt.

## Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2	L	-	M	M	-	H	M	-	M	-	-	-	M	H
CO2	L2	-	-		H	M	H	H	L	H	L	-	-	M	H
CO3	L3	L	-	M	M	-	H	M	-	M	-	-	-	M	H
CO4	L2	L	-	M	M	-	H	M	-	M	M	-	-	M	H
CO5	L2	L	-	M	M	-	H	M	-	M	-	-	-	M	H

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3,CO4, CO5
CD2	Tutorials/Assignments	CO2, CO3, CO4, CO5
CD3	Seminars	CO3
CD4	Self- learning advice using internets	CO2,
CD5	Industrial visit	CO2

# MKT 305: Marketing of Services

## Course Objectives

1. To understand the dominant role of Services Sector in Current Business Environment, Growth in employability and
2. To acquaint students with special knowledge and skills required for being in this sector.
3. To explore complexity in marketing of services due to its differentiating characteristics.

## Course Contents:

### Unit 1 Concepts of Marketing of Services

Nature of Marketing of Services, Services Versus Physical Goods, Different types of service Attributes –Search, Experience and Credence, Marketing Mix, Extended Marketing Mix for Services(Seven Ps of Services), Classification of services, Characteristics of services (4-I's of Services).

### Unit II Service Consumer and Buying Process

Phases in purchase Process and Roles of Service Marketer therein, understanding & minimizing risks as perceived by customers ,Managing Service Encounters, Factors Influencing Service Consumer Behaviour, Service Expectation of service: Meaning & types of service Expectations, Factors influencing customer Expectations of service, Managing Misbehaving Customers

### Unit III Managing Service Product, Promotion, Place and Service Inventory

*Physical Evidence and Servicescape:* Impact of Service environment on consumers, Designing the service environment, Flower of supplementary services, New Service development, Developing an Integrated Communication Program for services, Sales Promotion for Services. Service Delivery Process (Flowcharting and Blueprinting of service products), Role of distribution channels: Channel structure, distribution growth strategies, Agency, Franchising & Electronic Channels, Managing demand and capacity, Yield-Management

### Unit IV Quality and Pricing the Services

Measuring and Enhancing Service Product Quality, Service Quality Model, Hard and soft Measures in Improving Service Quality, Pricing Objectives, Foundations for setting Prices (Approaches of pricing)

### Unit V 'People' Element in Marketing Mix and Relationship Marketing.

Importance of 'People' Element of Service Marketing Mix, Managing Employees and Customers for Profitability, Customers as Partial Employees, Service Recovery and Complaint Management, Customer Satisfaction, Customer Relationship & Loyalty, Relationship building Strategies,

## Text Books:

1. Christopher Lovelock, Services Marketing, Pearson Publication
2. Zeithamal and Bitner Service Marketing, TMH Publication

## Suggested Readings:

1. Rampal& Gupta, Service M<arketing, Galgotia Publication
2. Kurtz &Clow, Service Marketing John Wiley

## Course Outcome

CO	Statement
	After completion the student will be able to:
CO1	List the types of services attributes
CO2	Classify the phases of purchase process
CO3	Design response to misbehaving customers
CO4	Assemble physical evidence and servicescape
CO5	Decide & measure service quality

## Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L3	-	-	-	-	H	-	H	H	H	M	H	-	H	H
CO2	L4	M	-	L	H	H	-	H	-	H	H	H	-	H	H
CO3	L6	H	H	H	H	H	H	H	-	H	H	H	H	H	H
CO4	L6	H	-	H	H	H	-	H	-	H	H	H	-	H	H
CO5	L5	M	M	L	M	H	-	H	-	H	H	H	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1,CO2,CO3,CO4,CO5
CD2	Tutorials/Assignments	CO1,CO2,CO3.CO4,CO5
CD3	Seminars	CO2,CO3,CO4
CD4	Self- learning advice using internets	CO1,CO2,CO3,CO4
CD5	Industrial visit	CO5

# MBA MKT 306: Consumer Behavior

## Course Objectives

This course enables the students:

1. To develop a conceptual base for understanding the theoretical and practical implications of consumer behavior in the modern society.
2. To develop an understanding of internal influences like personality, perception, motivation and learning on individual consumer decision making process.
3. To develop an understanding of external influences of social and cultural factors on individual consumer decision making process.
4. To develop a basic understanding of organizational buying.

## Course Contents

### Unit I Introduction and Overview of Consumer Behavior

Definition of Consumer Behavior, Consumer Behavior & Marketing strategy, Nature of Consumer Behavior, Consumer Market Demographics, Consumer Research.

### Unit II Consumer as Individuals

Consumer Motivation: Types of Consumer Needs, Maslow's Hierarchy of needs, Motivational Conflict & need priorities. Motivating consumers.

Personality & Consumer Behavior: Personality Theories, Use of personality in marketing practice. Communicating Brand Personality.

Consumer Perception: Nature of Perception, Perception and Marketing Strategy.

Consumer Learning: Nature of Consumer Learning, Learning Theories.

Consumer Attitude: Attitude components, Attitude change Strategies, communication characteristics that influence attitude formation and change.

Communication & Consumer Behavior

### Unit III Consumer in Social & Cultural Settings

Reference Groups & Family Influences on Consumer Behavior, Consumer Socialization, Impact of Culture, Subculture & Cross Cultural Factors on Consumer Behavior.

### Unit IV Consumer Decision Making Process

Views of Consumer Decision Making, Buying Process & Decisions, Purchase Process & Post Purchase Behavior, Models of Consumer Behavior.

### Unit V Organizational Buying Behavior

Introduction to Organizational Buying Behavior, Organizational Purchase Process, Organizational Culture, External and Internal factors influencing Organizational culture.

## Text Books:

1. Leon Schiffman, Lesslie Lazar Kanuk, "Consumer Behaviour", Prentice Hall of India.
2. Blackwell; Miniard and Engel, "Consumer Behavior", Tata McGraw Hill.

## Suggested Readings:

1. Hawkins, Best & Coney, "Consumer Behavior", McGraw Hill.
2. David Loudon, Albert Della Bitta "Consumer Behavior: Concepts & Applications Tata McGraw Hill.
3. Nair Suja S, "Consumer Behavior: Text and Cases", Himalaya Publication House.

### Course Outcomes:

CO	Statement
	After completion the students will be able to:
CO1	Examine the nature of consumer behavior and its relation with market demographics
CO2	Develop strategies to influence change in consumer attitude
CO3	Assess impact of social cultural settings on consumer's visualiz
CO4	Describe and understand the consumer decision making process
CO5	Describe and understand the organizational buying behavior and assess the impact of factors on organizational culture

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars/ Self- learning advice using internets
CD4	Minor projects/Dissertation
CD5	Discussion on Case Studies

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L4	M	-	M-	-	-	L	H	H	H	M	M	L	H	H
CO2	L6	H	M	M	H	M	H	H	H	H	H	M	L	H	H
CO3	L5	H	H	M	M	-	M	H	H	H	H	H	-	H	H
CO4	L2	L	-	L	-	-	-	H	M	H	H	H	L	H	H
CO5	L5	H	M	L	M	M	M	H	H	H	H	H	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1,CO2,CO3,CO4,CO5
CD2	Tutorials/Assignments	CO1,CO2,CO3.CO4,CO5
CD3	Seminars	CO1,CO2,CO3,CO4,CO5
CD4	Self- learning advice using internets	CO1,CO2,CO3,CO4,CO5
CD5	Discussion on Case Studies	CO5

# **MBA MKT 307: Product and Brand Management**

## **Course Objectives**

This course enables students:

1. To fundamentals of Product and Brand Management.
2. To make students understand principles of Branding
3. To acquaint students with implications of planning, implementing and evaluating branding strategies.

## **Course Contents**

### **Unit I New Product Planning**

New Product Planning, Strategic Product Planning, New Product Development Process, Launch Plan

### **Unit II Researching and Designing New Product**

Conducting Market and Customer Analysis, Designing New Strategies, Target Customer and New Market, Managing Existing and Mature Product, Create and Manage Customer Demand

### **Unit III Creating Brand Success and Building Brand Equity**

Strategic Success, Pioneer Advantage, Product Success, Product Failure, Success Brands, Concept of Market Redefinition

Brand Equity: Equity Measurement-Cost Based Methods, Price-Based Methods, Customer-Based Brand Equity

### **Unit IV Brand Identity, Positioning and Image**

Creation and Evaluation of Brand, Positioning the Brand, Importance of Brand Personality, Brand Image, Brand Image and Celebrity, Brand Image and Imagery, Brand Image and User Status, Brand Image and Brand

### **Unit V Brand Repositioning and Brand Extension**

Differentiating Brand From Competitors, Positioning, Repositioning.

Brand Extension: Types of Brand Extension, Need for Three-Fold Classification, Need for brand extension, Pros and cons of Brand Extension, Image –Related Extensions, Examples of Image-Related Extensions

## **Text Books:**

1. Keller Kevin. L., Strategic Brand Management Pearson Prentice Hall
2. Dr. Anandan C., Product Management Tata McGraw-Hill Companies

## **Suggested Readings:**

1. KapFerer Jean-Noel, Strategic Brand Management, Global Business Press
2. SenguptaSubroto, Brand Positioning Strategies for Competitive Advantage, Tata McGraw

## Course Outcome

CO	Statement
	After completion of this course, students will be able to:
CO1	Describe New product development process
CO2	Explain concept of Researching and Designing New Product
CO3	Describe Creating Brand Success and Building Brand Equity
CO4	Summarize and define Brand Identity, Positioning and Image
CO5	Discuss the theoretical aspects of Brand Repositioning and Brand Extension

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom 's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2	L	-	-	H	L	H	H	M	H	H	-	-	H	H
CO2	L2	L	-	-	H	L	H	H	M	H	H	-	-	M	M
CO3	L2	L	-	-	H	L	H	H	M	H	H	-	-	M	H
CO4	L2	L	-	-	H	L	H	H	M	H	H	-	-	H	H
CO5	L2	L	-	-	H	L	H	H	M	H	H	-	-	H	M

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3,CO4, CO5
CD2	Tutorials/Assignments	CO2, CO3,CO4,CO5
CD3	Seminars	CO3
CD4	Self- learning advice using internets	CO1, CO2, CO3
CD5	Industrial visit	CO2

# **MBA MKT 308: Customer Relationship Management**

## **Course Objectives:**

The course enables the student to:

1. To understand the role, process, practice and strategic importance of customer relation management in the prevailing business environment
2. To get familiar with the evolution and challenges of the concept of developing and managing customer relations
3. To be able to understand the theoretical base and process of customer retention through strategic CRM and IT enabled CRM

## **Course Contents**

### **Unit I Introduction and Role of CRM**

Meaning and Need of CRM in Current Scenario, Role and Importance of CRM, Major Benefits of CRM, CRM Strategy is the Best Strategy, CRM Rewards, CRM-Marketing & Relationship marketing, types of CRM

### **Unit II Process and Practice of CRM**

CRM as a Marketing Tool, Decision Support System to CRM, CRM Software how to Choose the Best, Data Analysis Techniques for CRM, CRM Measurement

### **Unit III CRM Evolution and Challenges**

Reasons for Growth of CRM, Traditional Business Methods and Process, Customer Service and CRM, Ethics and Legalities of Data Use, Developing & deploying CRM strategies

### **Unit IV Complaint Handling and Retention of Customer**

Customer Life Cycle, Customer Satisfaction and Loyalty, Customer Complaint and Defection, CRM Initiative to Retention of Customer

### **Unit V Web Based CRM and Internet Marketing**

CRM on the Internet, Choosing the Right Vehicle, E- commerce and Internet Marketing, Managing Conflicts, Building CRM Strategy

## **Text Books:**

1. Kristin Anderson, Carol Kerr “Customer Relationship Management”
2. Federico Rajola “Customer Relationship Management Organizational and Technical Perspective”
3. CRM: concepts and applications(Kumar sinha sharma)biztantra

## **Reference Books:**

1. HBR on Customer Relationship Management by CK Prahalad (2009)
2. Paul Greenberg “CRM at Speed of light”
3. Don Popper and Martha Roger “Managing Customer Relationship: A strategic Frame Work”
4. CRM : by sheth.Jagdish N (TMH)

### Course Outcomes:

CO	Statements	Bloom Level
	After completion of the course, students will be able to:	
CO1	Understand the concept and importance of customer relationship management for increasing the profitability of modern business ventures	L2
CO2	Analyze the tool and data analysis techniques for CRM	L4
CO3	Understand the evolutions and challenges of CRM	L2
CO4	Understand and relate to CRM as a problem solving technique for IT enabled and web based marketing	L2, L4
CO5	Understand complaint handling process and retention strategies of CRM	L2

### Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars/ Self- learning advice using internets
CD4	Minor projects/Dissertation
CD5	Discussion on Case Studies

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Level	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L2	H	M	H	H	-	H	H	L	M	M	M	-	H	H
CO2	L4	L	M	M	H	-	H	H	L	H	H	H	H	M	H
CO3	L2	M	M	M	H	-	H	M	M	H	M	M	-	M	M
CO4	L2, L4	M	L	M	H	-	H	H	L	H	H	M	H	M	H
CO5	L2	M	M	M	M	-	H	M	M	H	M	M	-	M	H

H- High, M- Moderate, L- Low, '-' for No correlation

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1,CO2,CO3,CO4,CO5
CD2	Tutorials/Assignments	CO1,CO2,CO3,CO4,CO5
CD3	Seminars/ Self- learning advice using internets	CO1,CO2,CO4
CD4	Minor projects/Dissertation	CO2,CO3,CO5
CD5	Discussion on Case Studies	CO1,CO2,CO3,CO4,CO5

### IT SPECIALIZATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	P	T	Credit
MBAIT 304	Data Mining for Business Decisions	Elective	40	60	100	2	1	-	3
MBAIT 305	Managing Digital Innovation and Transformation	Elective	40	60	100	2	1	-	3
MBAIT 306	E-Commerce and Digital Markets	Elective	40	60	100	2	1	-	3
MBAIT 307	Managing Digital Platforms	Elective	40	60	100	2	1	-	3
MBAIT 308	Managing Software Projects	Elective	40	60	100	2	1	-	3

# MBA IT 304: Data Mining For Business Decisions

## Course Objective:

This course will enable help the student to:

1. Understand the fundamentals of the data mining process, classification and how data mining works.
2. Understand the tools, techniques and models for intelligence analysis and visualisation are examined with an emphasis on new and emerging technologies in data mining.

## Course Content

### Unit I Overview of Data Mining Process

Data Mining-Introduction, Origins, Application, Growth. Supervised and unsupervised learning algorithms, steps in Data Mining, Preliminary steps, using Excel for Data Mining

### Unit II Data Exploration and Dimension Reduction

Data Visualization-uses, basic charts, Multidimensional Visualization, Specialized Visualization, other Visualizations. Dimension reduction-Introduction, Data Summaries, Correlation analysis, Principal Component Analysis, Dimension Reduction using Classification.

### Unit III Prediction and classification methods

Multiple Linear Regression, K\_NN, Naïve Byes, Classification and Regression tress, Regression, Neural Nets, Discriminate Analysis

### Unit IV Mining Relation, Forecasting and Smoothing

Mining Relationship among records, Association rules, Cluster Analysis, Forecasting Time Series-handling time series, regression based forecasting, smoothing methods

### Unit V Performance Evaluation and Emerging Trends in Data Mining

Evaluating Classification and Predictive Performance, Legal Issues, Privacy , Ethics in Decision Making and Support , The Future of Data mining; Social Networks : Collaborative Decision Making, RFID, Reality Mining,

## Text books:

1. Business Intelligence, 2/E; Efraim Turban, Ramesh Sharda, DursunDelen, David King; Pearson Education
2. Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with Xlminer; 2nd edition, GalitShmueli, Nitin R. Patel and Peter C. Bruce; John Wiley

## References:

1. Robert Groth, Data Mining: Building Competitive Advantage, Prentice Hall, 2000. P. N. Tan, M. Steinbach, Vipin Kumar, "Introduction to Data Mining", Pearson Education
2. Alex Berson and Smith, "Data Mining and Data Warehousing and OLAP", McGraw Hill Publication.

### Course Outcomes:

COs	Statement
	After completion of this course, the student will be able to:
CO1	Understand the concept of origin of data mining, its process, classification and applications.
CO2	Identify appropriate data mining algorithms to solve real world problems
CO3	Compare and evaluate different data mining techniques like classification, prediction clustering and association rule mining
CO4	Describe complex data types with respect to spatial and web mining.
CO5	Evaluate the performance and other trends in data mining

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars/ Self- learning advice using internets
CD4	Dissertation
CD5	Laboratory Session

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's level of learning	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L2	-	-	-	L	M	M	H	H	L	H	-	L	L	H
CO2	L5	-	-	L	M	H	H	H	M	H	H	-	M	H	H
CO3	L4	-	L	-	L	M	H	H	L	M	M	L	H	M	H
CO4	L1	L	-	-	L	-	M	H	L	H	H	M	H	L	H
CO5	L5	-	-	M	M	M	H	M	H	H	H	H	M	M	M

H- High, M- Moderate, L- Low, '-' for No correlation

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4
CD2	Tutorials/Assignments	CO2, CO3, CO4
CD3	Seminars	CO1, CO4
CD4	Self- learning advice using internets	CO1, CO2, CO34, CO4
CD5	Industrial visit	CO2, CO4

# **MBAIT 305: Managing Digital Innovation and Transformation**

## **Course Objectives:**

This course will enable the student to:

1. To develop an understanding about E-Commerce practices
2. Understand the model of electronic commerce and web based commercial operations
3. Comprehend and understand the support systems of digital markets-marketing, payments, security, supply chain

## **Course Contents**

### **Unit I Introduction to Digital Innovation**

Introduction to Digital Innovation, Digital/Virtual World, innovation and its relevance, Kinds of innovations, Role & Advantages for organizations

### **Unit II Transformation of Organization**

Transformation of Organization, Digital Transformation - classification of Digital Transformation; Challenges of Digital Transformation, factors driving Innovation & Transformation.

### **Unit III Digital Innovation Process**

Role of Innovation in digital world, Management process involving innovation: Process model, approach for successful innovation; Innovation in Teams for organizational Transformation.

### **Unit IV Emerging Trends in Digital Transformation**

Digital transformation and social media; Impact of social media in virtual world; Digital innovation with social media and role in transformation; Difficulties in innovation at organizational level. Various methods for Innovational transformation; Building a culture through Digital innovation, Effective Transformation; Building digital capabilities using social media

### **Unit V Cloud Computing**

Cloud Computing: introduction, technology involved; Role of Cloud computing in digital transformation; Driving forces for digital innovation & transformation.

## **Text Books:**

1. "Managing Innovation" by Tidd&Bessant, Publisher: Wiley (2005).
2. "Strategic Management of Technology & Innovation" by Robert A. Burgelman, Publisher: McGraw-Hill Education.

## **References Books:**

1. "SMAC-Social Mobility Analytics Cloud – Digital Disciplines" by FerozKnan, McGraw-Hill Education.
2. "Digital Transformation: Build Your Organization's Future for the Innovation Age" Lindsay Herber by Bloomsbury Business, December 2017.

### Course Outcomes:

	Statement
	After completion of the course the students will be able to
CO1	Develop fundamental level understanding of Digital Innovation, its role, types and process
CO2	Comprehend and relate to the social, ethical and legal issues relating to Digital transformation
CO3	Understand and tell how cloud computing useful in collaboration of business and how it helps to cut costs
CO4	Examine emerging trends in digital innovation process
CO5	Understand and know about drivers and role of cloud computing in modern business

### Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets/dissertation
CD5	Discussion on case studies

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Blom's Learning levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L2	L	-	-	M	H	H	H	M	L	H	-	L	M	H
CO2	L3	L	L	-	M	H	H	H	L	M	H	H	H	H	M
CO3	L4	-	L	L	H	H	H	H	-	-	M	M	-	H	H
CO4	L4	L	-	-	-	H	M	H	L	H	H	H	M	H	H
CO5	L2	-	-	-	M	H	-	H	L	H	H	H	M	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1,CO2,CO3
CD2	Tutorials/Assignments	CO1,CO2,CO3
CD3	Seminars	CO2,CO3
CD4	Self- learning advice using internets/dissertation	CO2,CO3,CO4
CD5	Discussion on case studies	CO2,CO3, CO5

# MBA-IT 306: E-Commerce and Digital Markets

## Course Objectives:

This course will enable the student to:

1. To develop an understanding about E-Commerce practices
2. Understand the model of electronic commerce and web based commercial operations
3. Comprehend and understand the support systems of digital markets-marketing, payments, security, supply chain

## Course Contents:

### Unit I E-Commerce Introduction and Business Models

Introduction to e-Commerce: Framework, Elements, Architecture, Benefits and Impact of e-Commerce, e-Commerce Consumer applications, e-Commerce Organisation Applications, e-commerce in India, Prospects of e-commerce. E-commerce Models: E Commerce business modes, Major B2C Business Models, Major B2B business models, Business models in Emerging E commerce, major activities, major challenges. Other models –Business to Government (B to G), Consumer to Consumer(C to C), Consumer to Business (C to B).

### Unit II E-Commerce Infrastructure and Building an E commerce website

Network Infrastructure for e-commerce: Intranet, Extranet, Internet, ISP, Internet Technologies and Middleware, World Wide Web, Building an E Commerce Web site: systematic approach, choosing server software, choosing hardware, other tools.

### Unit III E Marketing

E- Marketing: Internet Audience and Consumer Behavior, basic marketing concepts. E commerce marketing and branding strategies, Online Market Research, Online Marketing Communication-Online advertising, direct E-mail, Online catalogs, Public Relations, online and offline mix, website as communication tool,

### Unit IV Payment systems, Security and Encryption

Electronic Payment Systems: Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System, Requirements, Metrics of a Payment System. Electronic Data Exchange: Definition, Applications. E-Security: Securing the Business on Internet- Security Policy, Procedures and Practices, Transaction Security, Cryptology, Digital Signatures, Security Protocols for Web Commerce.

### Unit V E Commerce: Supply Chain Management

Definition, Evolution, Procurement Process and the Supply chain, Trends in SCM, Net Marketplaces and Private Industrial Networks

## Text Books:

1. Kenneth C Laudon, Carol G Traver: E Commerce-Business, Technology, Society, Pearson Education, Delhi
2. Jeffrey F. Rayport; Bernard J. Jaworski: Introduction to E-commerce, TMH, 2003.

## References Books:

1. Kalakota & Winston: Frontiers of E-commerce, Pearson Education, Mumbai, 2002.
2. C.S.V. Murthy: E-Commerce-Concepts, Models & Strategies, Himalaya Publishing house, Mumbai, 2003.
3. Kamallesh K Bajaj & Debjani Nag: E-Commerce, the Cutting Edge of Business- Tata McGraw-Hill, New Delhi, 2002.

### Course Outcomes:

COs	Statement
	After completion of the course the students will be able to
CO1	Explain the benefits and types of E-Commerce business models
CO2	List and describe the infrastructural requirements for setting up an E-commerce site
CO3	Determine the various components of an e-marketing plan
CO4	Analyze the Electronic Payment Systems and Order Fulfillment and related security issues
CO5	Explain and relate to the challenges and opportunities in supply chain management system of E- Commerce

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets/dissertation
CD5	Discussion on case studies

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's learning levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2	-	-	-	-	L	L	-	-	-	L	-	-	H	H
CO2	L3	-	L	H	M	H	M	-	-	M	L	L	-	M	H
CO3	L5	L	L	H	L	H	H	H	M	H	M	L	M	M	H
CO4	L4	-	M	H	M	M	-	H	L	H	M	H	H	M	H
CO5	L4	M	M	H	M	L	L	H	H	L	H	M	L	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3
CD2	Tutorials/Assignments	CO4, CO5, CO3
CD3	Seminars	CO5
CD4	Self- learning advice using internets/dissertation	CO1, CO2, CO3
CD5	Discussion on case studies	CO2, CO3, CO4

# MBA IT 307: Managing Digital Platforms

## Course Objectives:

This course will enable the student to:

1. To understand the Need and Significance of IT resource in management of digitally enabled platforms for commercial activities
2. Understand the process of determining IT and Information System's Resource Needs in web based business
3. IT & Information Systems resources applications and issues faced during the process

## Course Contents:

### Unit I: Introduction

Overview of the IT/ITES/Telecom and related businesses in India and the world – segments of these industries, growth, forecasts, trends, key players, reasons for their success etc. IT & Information Systems Resource its relevance to Human resource management & Business, Outsourcing challenges of Internal Functions – the what, Why and How

### Unit II: Innovation Management-issues and challenges

Challenges for these businesses in the domestic and international markets such as Business Development, Technology Obsolescence, Pricing, Set up & Infrastructure Costs, Talent management, Licensing costs & Intellectual property rights, Mergers and Acquisitions, Customer Contract Management and SLAs, managing Innovation, legal issues, Visa's, Foreign Soil issues, Special Incentives and schemes such as the Export Processing Zones etc

### Unit III: IT Resource Management-I

Study of various business models including onsite/off shoring, e-commerce, e-business, m – commerce and pure play 'e' and 'm' models, Effective use of IT & Information Systems resources Implementation and Acceptance, maintenance for productivity

### Unit IV: IT Resource Management-II

Introduction to IT and Information System Resource Management, Evolution of IT and Information System Resource Management (Software, Hardware, Database, Networking, and communications technology, human resource etc) for Planning and Implementation of information technology and technology base system across the functions and sectors of the industries.

### Unit V: IT resources-determinants, challenges

Determining IT and Information System's Resource Needs: Needs Analysis, planning, System Cost Justifying and Investments, Automation and Artificial Intelligence

## Text Books:

1. IT Infrastructure & Management, Phalguni Gupta, Surya Prakash, Umarani, Jayaraman
2. Managing the IT Resource: Leadership in the Information Age by Luftman Pearson

## Reference Books:

1. Managing IT Infrastructure – TMI
2. A Guide to PMBoK- Project Management Institute

### Course Outcomes:

COs	Statement
	After completion of this course, the student will be able to:
CO1	Identify and describe the core and allied functions of IT/ITeS and Telecom based services in India
CO2	Analyze and plan the requirements of setting up web based platform for innovations
CO3	Comprehend and work on the factors involving innovation management on web-based platform
CO4	Assess IT and Information System's Resource Needs and their usage in managing web-based Business
CO5	Determine, Plan and Arrange for IT base system's resource needs

### Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Conference/Seminars/Webinars
CD4	Self- learning advice using internets/Dissertation
CD5	Discussions based on Case Study analysis

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's level	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L2	M	L	-	H	L	M	H	L	M	H	M	M	H	H
CO2	L6	L	-	-	H	M	M	H	-	H	H	H	M	M	H
CO3	L3	L	L	-	H	M	M	H	H	H	M	H	-	H	H
CO4	L6	M	-	-	H	L	M	M	-	H	H	H	L	M	H
CO5	L6	-	-	L	M	H	M	H	L	H	L	H	H	M	H

H- High, M- Moderate, L- Low, '-' for No correlation

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3
CD2	Tutorials/Assignments	CO1,CO2, CO3, CO4, CO5
CD3	Conference/Seminars/Webinars	CO1, CO3,CO4
CD4	Self- learning advice using internets/Dissertation	CO1, CO2, CO3, CO4
CD5	Discussions based on Case Study analysis	CO2, CO3, CO4, CO5

# MBA IT 308: Managing Software Projects

## Course Objectives:

The course will enable the student to:

1. Comprehend and manage the components involved software project management
2. Plan for software project that is, estimate size and effort, a schedule, resource allocation, configuration control, change management and project risk identification and management.
3. To understand Software Project Models, Software Management Concepts and Project Evaluation.

## Course Content:

### Unit I Introduction to Software Project Management

An overview of IT Project Management – Introduction, the state of IT project management, need of project management, project goals, project life cycle and IT development, extreme project management, PMBOK. IT Project Methodology (ITPM), project feasibility, request for proposal (RFP), project selection and approval, project contracting, stakeholder interaction, requirement specification, and problems with software projects.

### Unit II Selection of Appropriate Project Approach

Exposure to software development process – Software Lifecycles such as Waterfall, Spiral, Prototyping, Rational Unified Process, Agile Methodologies – Various phases in each lifecycle model, and the pros and cons of these approaches to software development

### Unit III Project Context

Project management process, Project integration Management, the Project charter, Project planning framework, the contents of a project plan, the planning process; Work Breakdown Structure (WBS), the linear responsibility chart.

### Unit IV Project Scheduling and Procurement

Project Scheduling, Software Staff & Personnel Planning, Rayleigh Curve, Software Team Organization & Control Structure, Project Monitoring & Control Techniques. Managing Project Procurement and Outsourcing , project procurement management, outsourcing.

### Unit V Risk Management, Project Evaluation and Emerging Trends

The Implementation Plan and Project Closure\_ project implementation, administrative closure, project evaluation, project audit. IT project risk management planning process, identifying IT project risks, risk analysis and assessment, risk strategies, risk monitoring and control, risk responses and evaluation.

## Text Books:

1. Ramesh Gopaldaswamy , “Managing and global Software Projects”, Tata McGraw Hill Tenth Reprint, 2011.
2. Bob Hughes and Mike Cotterell, “Software Project Management” Second Edition, 1999

## References Books

1. Roger S. Pressman, “Software Engineering – a Practitioner’s Approach“, 7<sup>th</sup> Edition, McGraw Hill, 2010. 3. Daniel Galin, “Software Quality Assurance: from Theory to Implementation”, Addison Wesley, 2003.
2. Royce, W. “Software Project Management: A Unified Framework”, Addison-Wesley, 1998.
3. Pankaj Jalote, (2002), Software Project Management in Practice, 1<sup>st</sup> Edition. Pearson Education.

### Course Outcomes:

	Statement	Bloom's Levels
	After completion of the course the students will be able to	
CO1	Apply the knowledge of software project management-Project life cycle and IT development, extreme project management, etc.	L1,L2, L3
CO2	Plan for software project that is, estimates size and effort, a schedule, resource allocation, configuration control, change management and project risk identification and management.	L3
CO3	Identify related problems and formulate solutions of Software project management.	L1, L2
CO4	Assess and formulate the components for project schedule and procurement	L4, L5
CO5	Determine and evaluate factors for risk assessment and project evaluation	L5

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets /Dissertation

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's level	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L1,L2, L3	-	-	-	L	M	M	H	H	L	H	-	L	M	H
CO2	L3	-	-	L	M	H	H	H	M	H	H	-	M	H	M
CO3	L1, L2	-	L	-	L	M	H	H	L	M	M	L	H	H	H
CO4	L4, L5	L	-	-	L	-	M	H	L	H	H	M	H	H	H
CO5	L5	-	-	M	M	M	H	M	H	H	H	H	M	H	H

**H- High, M- Moderate, L- Low, '-' for No correlation**

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3
CD2	Tutorials/Assignments	CO1, CO2, CO3
CD3	Seminars	CO3, CO2, CO4
CD4	Self- learning advice using internets /Dissertation	CO1, CO2, CO3, CO5

**Fourth Semester Examination**

<b>Code No.</b>	<b>Paper</b>	<b>Type</b>	<b>Internal Marks</b>	<b>External Marks</b>	<b>Total Marks</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>Credits</b>
MBA 401	Capstone Project	Core	50	50	100	-	-	-	9
	Elective – V	Major	40	60	100	3	-	-	3
	Elective – VI	Major	40	60	100	3	-	-	3
	Elective – III	Minor	40	60	100	3	-	-	3
Select any 2 specializations for major specialization & 1 specialization for minor (3 credit each)									
	<b>Total</b>		<b>170</b>	<b>230</b>	<b>450</b>	<b>9</b>	<b>-</b>	<b>-</b>	<b>18</b>

## MBA 401: Capstone Project

A capstone project can take many various forms, but its purpose remains the same. The capstone project is a unique opportunity to carry out independent group research in order to devise an innovative solution for a real-world problem. The capstone project is usually the final assignment and plays a vital role in preparing students for the world of work. Thanks to its practical applications and ability to help hone students' professional knowledge and skills.

There are multiple ways in which the evaluation can be carried out however we would require the students to submit a final project assessment report of about 20-30 pages with the following table of contents:

1. Executive Summary
2. Client and Industry Analysis
3. Problem Statement
4. Data Collection and Analysis
5. Test and Control Plan
6. Final Remarks/Conclusion

The internal team of faculty members will evaluate each of the reports. This Project shall Carry 150 marks

### Course Outcomes

After completion of the course the students will be able to:

CO	Statement
	After completion of this project , students will be able to:
CO1	Recognise and Relate the domain`s foundation concepts
CO2	Sketch the execution of the domain`s foundation concepts in the industry
CO3	Correlate and Contrast the advantages and disadvantages accruing to the industry
CO4	Plan path breaking and innovative models in the domain
CO5	Design execution plan for innovative models in the domain

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L3	H	H	H	H	M	H	H	H	H	H	H	M	H	H
CO2	L3,	M	H	M	M	M	H	H	M	M	H	H	M	H	H
CO3	L4	H	H	H	H	H	H	H	H	M	H	H	H	H	H
CO4	L4	H	H	H	H	H	H	H	H	M	H	H	H	H	H
CO5	L4	H	H	H	H	H	H	H	H	M	H	H	H	H	H

**High, M- Moderate, L- Low, '-' for No correlation**

### HUMAN RESOURCE SPECIALISATION

<b>Code No.</b>	<b>Paper</b>	<b>Type</b>	<b>Internal Marks</b>	<b>External Marks</b>	<b>Total Marks</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>Credit</b>
MBAHR 402	Employee Relationship Management	Elective	40	60	100	2	-	1	3
MBAHR 403	Payroll Management	Elective	40	60	100	2	1	-	3
MBAHR 404	Negotiation and Conflict Management	Elective	40	60	100	3	-	-	3

# **MBA HR 402: Employee Relationship Management**

## **Course Objectives**

This course enables the students:

1. To develop the understanding about the concept, significance and importance of industrial relations and describe its application in managerial decision.
2. To understand and analyze the role of trade union and collective bargaining.
3. To analyze different industrial dispute preventive and settlement machineries.
4. To introduce the various Labor Laws and the recent changes made in it to have a deep knowledge of laws related to labour welfare

## **Course Contents**

### **Unit I Industrial Relation – Conceptual Framework**

Meaning, factors of Industrial Relations, Importance of harmonious Industrial Relations, objectives of Industrial Relation, Emerging trends in Industrial Relations in new economic scenario, ILO- Role and Functions.

### **Unit II Industrial Democracy**

An overview of Industrial Dispute Act-1948, Causes of Industrial Disputes, Machinery for settlement of Industrial Dispute.

Workers participation in Management, concept, objectives, importance, forms of workers participation in Management. Quality of Work Life: concept, principles techniques for improving QWL.

### **Unit III Trade Unions and Employers' Association**

Meaning, History of Trade, Functions and Importance of Trade Union, Negotiation and collective settlements , problems of Trade Union in India, Employer Association-concept.

### **Unit IV Labor Laws**

Labour Laws- Definition, Emergence and Objectives, Labour and Indian Constitution. The Factory Act -1948- definition, measures to be taken in factories for health, safety and welfare of labour, duties of occupier.

### **Unit V Employee Benefits**

Minimum Wage Act- definition, object, scope; Workmen's Compensation Act- definition, object ; Overview- Payment Wage Act, Employees Provident Fund Act, Payment of Gratuity Act, Maternity Benefit Act, Bonus Act, ESI Act.

## **Text Books:**

1. MonappaArun, industrial relations, Tata Mcgraw Hill, New Delhi
2. P. L. Malik's Handbook of labour and industrial law, Eastern Book Company.

## **Suggested Readings:**

1. Kapoor N.D.: Handbook of labour and industrial law – Sultan Chand
2. Sinha: Industrial Relations, Trade Unions and Labour Legislation. Pearson education.
3. Dynamics of Industrial Relations, Mamoria CB, Himalaya Publishing House

## Course Outcomes

After completion of the course the students will be able to:

CO	Statement
	After completion of the course the students will be able to
CO1	Understand, analyze and anticipate areas of labor-management problems.
CO2	Recognize the need for cooperative attitude at the place of work.
CO3	Classify legal and illegal actions and can take appropriate measures.
CO4	Understand and practice various laws that protect worker's rights to improve worker safety, prevent child labor and increase workers' bargaining power relative to their employers.
CO5	Demonstrate effective functioning through labour legislation.

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L4	H	H	H	H	-	H	M	M	H	H	-	-	H	H
CO2	L2	H	H	H	H	-	H	H	H	H	H	-	-	H	H
CO3	L4	H	H	M	M	-	M	H	M	H	H	-	-	H	H
CO4	L3	H	M	M	-	-	-	M	M	-	-	M	-	H	H
CO5	L3	H	H	H	-	-	-	-	M	M	-	-	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3,CO4,CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3,CO4,CO5
CD3	Seminars	CO1, CO2, CO3,CO4,CO5
CD4	Self- learning advice using internets	-
CD5	Industrial visit	CO3,CO4,CO5

# **MBA HR 403: Payroll Management**

## **Course Objectives**

This course enables the students:

1. To understand the basic concept and nature of wage and salary administration.
2. To appreciate the implication of legal framework associated with the system and device fair strategy to make it employees friendly.
3. To explain the structure of compensation strategies and wage concepts and also to make relation between wages and skill levels.

## **Course Contents**

### **Unit I Overview of Compensation Management**

Conceptual View of Compensation Management, Theories of Compensation Management, Compensation Management Strategies, Factors Influencing Compensation Management, Process of Compensation Management, Job Evaluation and Compensation

### **Unit II Compensation Management and Benefits**

Stake Holders of Compensation Management, Wage Determination Model, Determinants of Compensation, Elements of Compensation, Compensation Planning, Performance Based Compensation Schemes, Competency Based Compensation, Types of Employee Benefits, Non-Monetary Benefits

### **Unit III Executive Compensation**

Concept, Principles, Factors Affecting and Agency Theory of Executive Compensation, Models of Executive Compensation, Executive Compensation System and Policy

### **Unit IV Introduction to Payroll Record Keeping**

Salary and Tax components, Payroll Software, compensation Benchmarking

### **Unit V HR Policies**

Key HR Policies

## **Text Books:**

1. Tapomoy Deb “Compensation Management” Excel Books
2. Milkovich & Newman “Compensation” Tata Mcgraw Hill

## **Reference Books:**

1. Subhashesh Bhattacharya “Compensation Management- Concept and Current Practices” ICFAI
2. Dipak Kumar Bhattacharya “Compensation Management” Oxford
3. Chingos Peter T “Paying for Performance- A Guide to Compensation Management”

## Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Understand the concept of Compensation and the need and importance of Compensation Management in an organization.
CO2	Understand and apply the various Wage and Compensation models for determination of Wages and Compensation of employees in an organization including benefits.
CO3	Understand the policies of Executive Compensation and apply the various Models for determination of Executive Compensation
CO4	Determine the Salary Structure and the difference between each salary step and the maximum and minimum percentage spread.
CO5	Identify the HR role in Payroll system and thereby to analyze the interface level between account and H.R. department in the organization.

## Course Delivery methods

CD1	Lecture by use of virtual whiteboards and Presentations
CD2	Group Discussion and One on One Interactions
CD3	Verbal & Written Q & A about perspectives on topics, Psychometric Test
CD4	Class Activity-Talks, Presentations & Case Study
CD5	Role Plays

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L2	-	M	M	M	-	H	M	L	L	L	L	-	H	H
CO2	L3	M	M	M	H	-	M	M	L	L	M	M	-	H	M
CO3	L3	H	M	H	H	L	-	H	L	M	M	-	-	H	M
CO4	L3	M	M	M	M	L	M	M	L	M	M	M	-	H	H
CO5	L3	M	M	M	M	L	M	M	L	L	M	M	-	-	H

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards and Presentations	CO1, CO2, CO3, CO4, CO5
CD2	Group Discussion and One on One Interactions	None
CD3	Verbal & Written Q&A about perspectives on topics, Psychometric Test	CO1, CO2, CO3, CO4, CO5
CD4	Class Activity (Anonymous Feedback Round), Talks and Presentations	CO4s
CD5	Role Plays	None

# **MBA HR 404: Negotiation and Conflict Management**

## **Course Objectives:**

This course enables the students:

1. Gain self-awareness of their negotiation and conflict management style
2. Understand the key analysis of the negotiation and conflict process
3. Learn how to achieve collaborative value-adding negotiation results
4. Expand their range of negotiating skills and strategies

## **Course Contents**

### **Unit I Introduction**

Conflict components, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, conflict management process, the conflict domain, conflict trends conflict mapping and tracking.

### **Unit II Conflict and Preventing and Reducing Conflict**

Types and Levels of Conflict– intrapersonal, interpersonal, group & organizational conflicts, sources of conflict - intrapersonal, interpersonal, group & organizational sources. Conflict resolution models, Assessing the cost of workplace conflict.

### **Unit III Culture and Conflict**

Behavioral Approach vs Attitudinal Approach-Individual Management Styles. Managing team & organization conflict

### **Unit IV Negotiations, negotiation strategies and managing negotiations:**

#### **Strategy and tactics**

Types of Negotiations, negotiation process, factors for successful negotiations, Techniques of negotiation, issues in negotiations. Arbitration, Mediation and Process Consultation, Informal intervention methods, Distributive bargaining

### **Unit V The Negotiation Process**

The Negotiation Process-The Common Elements- Ethics and Negotiation-Culture and Negotiation-Mistake in negotiation.

## **Text Books:**

1. Conflict Management: A Practical Guide to Developing Negotiation Strategies by Barbara Budjac Corvette
2. Essentials of Negotiation by Roy Lewicki

## **Reference Books:**

1. Negotiation by Roy J. Lewicki, David M. Saunders and Bruce Barry

## Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Understand and Define Conflict and the different views of conflict like the Traditional, HR and Interactionist Views
CO2	Observe and identify the different types and different levels of conflict and their impact on individual and organizational performance.
CO3	Identify the source and stage of a conflict to resolve/ utilize the conflict for positive impact.
CO4	Explain the role of culture in a conflict situation for effective Conflict resolution in an organization
CO5	Demonstrate knowledge of the negotiation process and the key approaches to negotiation.

## Course Delivery methods

CD1	Lecture by use of virtual whiteboards and Presentations
CD2	Group Discussion and One on One Interactions
CD3	Verbal & Written Q & A about perspectives on topics, Psychometric Test
CD4	Class Activity-Talks, Presentations & Case Study
CD5	Role Plays

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L2	H	M	M	M	-	H	M	L	L	L	L	-	H	H
CO2	L2	M	M	M	H	-	M	M	L	L	M	M	-	H	M
CO3	L3	H	M	H	H	L	L	H	L	M	M	M	-	H	M
CO4	L3	M	M	M	M	L	M	M	L	M	M	M	-	H	H
CO5	L3	M	M	M	M	L	M	M	L	L	M	M	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of virtual whiteboards and Presentations	CO1, CO2, CO3, CO4, CO5
CD2	Group Discussion and One on One Interactions	None
CD3	Verbal & Written Q&A about perspectives on topics, Psychometric Test	CO1, CO2, CO3,
CD4	Class Activity (Anonymous Feedback Round), Talks and Presentations	CO2
CD5	Role Plays	CO1

**FINANCE SPECIALISATION**

<b>Code No.</b>	<b>Paper</b>	<b>Type</b>	<b>Internal Marks</b>	<b>External Marks</b>	<b>Total Marks</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>Credit</b>
MBAFM 402	Merger, Acquisition and Corporate Restructuring	Elective	40	60	100	2	-	1	3
MBAFM 403	Financial Strategic Decisions	Elective	40	60	100	2	-	1	3
MBAFM 404	Financial Derivatives	Elective	40	60	100	2	-	1	3

# **MBA FM 402: Merger, Acquisition & Corporate Restructuring**

## **Course Objectives**

This course enables the students:

1. To examine the reasons for mergers, acquisitions and corporate restructuring.
2. To understand and recognize situations in which restructuring can add significant value or create opportunity and identify the best restructuring options for a specific problem or challenge.
3. To understand the complex accounting, tax, legal, and regulatory issues in mergers and acquisitions.

## **Course Contents**

### **Unit I Corporate Restructuring**

Meaning , Definition, Reasons & Motives Types & Style of Merger & Acquisition Demerger, Spin Off, Divesture, Reverse Merger & Slump Sale Forms & Choice of strategic Business Alliance Need & Current Relevance of Strategic Business Alliance.

### **Unit II Target Valuations & Selection Process**

Different Methods of Valuation, Valuation on the Basis of Assets, Earnings etc. DCF Techniques, EVA, MVA , etc Dividend Decision.

### **Unit III Funding of Merger & Acquisition & Performance Analysis**

Negotiation Approaches Determination of Swap Ratio & EPS analysis funding of Merger Post Merger Performance Measurement & Analysis.

### **Unit IV Accounting And Tax Aspects of Merger & Acquisition**

Accounting Standards (AS-14) Taxation Issues Involved in merger & Acquisition.

### **Unit V Legal Implications, Takeovers & Other Issues**

Legal Aspects of Mergers & acquisition Takeover Code Takeover Defense Mechanism Buyback of Shares Managing Post Merger Issues.

## **Text Books:**

1. Verma J.C., Corporate Mergers, Amalgamations & Takeovers:
2. J.Fred Weston & Samuel C. Weaver. Merger & Acquisition, Tata McGraw Hill.

## **Suggested Readings:**

1. Weston, Chung & Hoag Mergers Restructuring & corporate Control

## Course Outcomes

CO	Statement
CO1	Understand the importance of Mergers, Acquisitions and Corporate restructuring to the business world. Understand the glossary of terms (language) used in M&A, the issues, and processes involved in an M&A.
CO2	Solve different practical problems in mergers and acquisition appraisal techniques.
CO3	Understand practically the various options available for funding of mergers and analyze them.
CO4	Understand practically the accounting & tax aspects of mergers & acquisitions
CO5	Understand the Legal & Strategic issues in an integrative manner and the interplay of global and cross-cultural factors in the context of mergers, acquisitions and restructuring.

## Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L12	-	-	-	-	-	-	H	H	H	H	H	-	H	H
CO2	L4	-	-	-	-	-	L	H	H	H	H	H	-	H	H
CO3	L4	-	-	-	-	-	L	H	H	H	H	H	-	H	H
CO4	L4	-	-	-	-	-	-	H	H	H	H	H	-	H	H
CO5	L3	M	-	-	-	-	-	H	H	H	H	H	-	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4, CO5
CD2	Tutorials/Assignments	CO1,CO2, CO3, CO4, CO5
CD3	Seminars	
CD4	Self- learning advice using internets	CO1, CO2, CO3, CO4, CO5
CD5	Industrial visit	

# **MBA FM 403: Financial Strategic Decision**

## **Course objectives**

This course enables the students:

1. To develop framework for better understanding of financial principles and practices in corporate world.
2. To impart knowledge for understanding the working of financial markets.
3. To understand the financial system prevailing in India.

## **Course Contents**

### **Unit I Strategic Financial Management**

Meaning and concept of Strategic Decisions, Strategy and Strategist, The 'Nine References' for Strategic Financial Management, Strategic investigation of Growth or Profit.

### **Unit II Financial System in INDIA:**

Nature and Role of Money, Functions and Types of Money, Importance of Money, Demand and Supply of Money:

Nature and Concept of Interest, Main Types of interest in the Market,

Inflation: Meaning and concept, Effects on Financial System of India, Controlling Factors of Inflation.

### **Unit III Financial Markets: Money Market & its Instruments:**

Introduction to Money Market: Concept, Features, Objectives, Importance and Composition,

Money Market Instruments: Call Money, Treasury Bill, Commercial Paper, Certificate of Deposits,

### **Unit IV Concept of Strategic Decision**

Meaning, Objectives of strategic decision making in Finance. Meaning and objectives of corporate restructuring, Kinds, concept and reasons for mergers and amalgamation. Meaning and kinds of takeovers. Meaning, types, advantages and disadvantages of factoring.

### **Unit V Analysis of Enterprise**

Concept of Valuation: EVA, MVA, Enterprise Value.

## **Text Books:**

1. Khan M.Y., Indian Financial System, TMH Publication
2. Chandra Prasanna, Fundamental of Financial Mgmt., TMH Publication

## **Suggested Readings:**

1. Bhole I., M., Financial Institutions & Markets, TMH Publication
2. Machiraju H.R. Indian Financial System, Vikas Publication
3. G.P. Jakhotiya, Strategic Financial Management, Vikas Pub.

## Course outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Explain terms and concepts related to financial strategic decision.
CO2	Analyze the financial system of India.
CO3	Recognize various instruments of money market.
CO4	Analyze the importance of strategic decision making in finance.
CO5	Analyze and evaluate the corporate valuations.

## Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L2	-	-	-	L	M	L	L	-	L	L	L	-	L	L
CO2	L4	-	-	-	L	M	L	M	-	L	L	M	-	H	H
CO3	L2	-	-	-	L	H	L	L	-	M	L	M	-	H	M
CO4	L4	-	-	-	L	H	L	M	-	M	L	M	-	M	H
CO5	L4	-	-	-	L	H	L	L	-	M	L	L	-	H	M

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1,CO2,CO3
CD2	Tutorials/Assignments	CO4,CO5
CD3	Seminars	CO3
CD4	Self- learning advice using internets	CO1,CO2
CD5	Industrial visit	CO4,CO5

# **MBA FM 404: Financial Derivatives**

## **Course objectives**

This course enables the students:

1. To impart comprehensive knowledge of terminology in the field of Derivatives.
2. To give knowledge of different types of financial instruments like forward, future, options and swap.
3. To produce industry ready graduates having sound knowledge of trading in derivative markets.

## **Course Contents**

### **Unit I Introduction**

Introduction to derivatives, Features and types of financial derivatives, History of derivatives market, various uses of derivatives.

### **Unit II Future Markets**

Introduction, Types of financial futures contracts, evolution of future markets in India, Functions of future markets, future market trading mechanism.

### **Unit III Forward Market**

Introduction and concept of forward contracts, features of forward contract. Differences between future contracts and forward contracts. Forward trading mechanism.

### **Unit IV Options Market**

Introduction, concept and history of options, types of options- call and put options, American and European options, Exchange traded and over the counter traded options, Differences between options and Future contracts.

### **Unit V Credit Derivatives**

Concept and features of credit derivatives, credit risk assessment, Growth of credit derivatives market, credit risk management, credit default swaps, total return swaps, benefits of credit derivatives, credit derivatives in India.

## **Text Books:**

1. Options, Futures and other Derivatives- John C Hull (Pearson Education)
2. Future and options- Vohra N.D. and Bagri

## **Reference Books:**

1. An Introduction to Futures, Forwards and swaps- Redhead Keith,
2. Financial Derivatives – Dr. S.L.Jain (Prentice Hall of India)

### Course outcomes

CO	Statement	Blooms Level
	After the completion of this course, students will be able to:	
CO1	Describe derivatives and characteristics of derivatives markets.	L2
CO2	Apply contextual knowledge of future contracts and future markets in India.	L3
CO3	Describe the forward contracts and forward trading mechanism.	L2
CO4	Explain various types of options.	L2
CO5	Analyse Guideline and Identify business opportunities of derivative trading.	L4

### Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L2	-	-	-	L	L	-	L	-	-	-	L	-	L	L
CO2	L3	-	-	-	M	L	-	L	-	-	-	L	-	H	H
CO3	L2	-	-	-	L	M	-	L	-	-	-	-	-	H	M
CO4	L2	-	-	-	M	L	-	L	-	-	-	L	-	M	H
CO5	L4	-	-	-	M	L	-	L	-	-	-	L	-	H	M

H- High, M- Moderate, L- Low, '-' for No correlation

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1,CO2,CO3,CO4,CO5
CD2	Tutorials/Assignments	CO3,C04
CD3	Seminars	CO5
CD4	Self- learning advice using internets	CO2,CO3,CO5
CD5	Industrial visit	-

**MARKETING SPECILISATION**

<b>Code No.</b>	<b>Paper</b>	<b>Type</b>	<b>Internal Marks</b>	<b>External Marks</b>	<b>Total Marks</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>Credit</b>
MBAMKT 402	Integrated Marketing Communication	Elective	40	60	100	3	-	-	3
MBAMKT 403	Digital and Social Media Marketing	Elective	40	60	100	2	-	1	3
MBAMKT 404	International Marketing Management	Elective	40	60	100	2	-	1	3

# **MBA MKT 402: Integrated Marketing Communication**

## **Course Objectives**

This course enables the students:

1. To understand the basic concept and nature of integrated marketing communication.
2. To know how the marketing communication process influences consumer decision making.

## **Course Content**

### **Unit I Introduction to IMC**

Concept and Process of Integrated Marketing Communications (IMC) : Elements of IMC- a) Advertising – Classification of advertising- types- advertising appropriation- advertising campaigns, Sales Promotion-Different types of Sales Promotion-relationship between Sales promotion and advertising

### **Unit II Tools of IMC-I**

Publicity – Types of Publicity- relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods, Event Management , Corporate Communication, Public Relations – Types of PR, Media relations

### **Unit III Tools of IMC-II**

Community relations , Industrial relations, Government relations, Employee relations (House Journals/Newsletter) , Crisis Management, Trade Fairs and Exhibitions , E-commerce-Digital advertising-web and mobile

### **Unit IV IMC Design**

IMC Message Design : AIDA model – Considerations for creative idea visualization, Media Management – Media Process – Media Jargons – Media Buying- Strategies and execution, Suppliers in IMC: Hoarding Contractors/Printers etc, Ad Agency- Departments of Ad Agency, Client Servicing-client Agency relationship-Account Planning

### **Unit V IMC recent trends**

Ethics and social responsibility in IMC campaigns, Evaluating Marketing Communication Programmes, Word-of-Mouth Influence and Sponsorships- Packaging, Point of Purchase Communications and Signage Recent trends

## **Text Books:**

1. Integrated Marketing Communications – Kenneth Blown & Donald Bach PHI,2002
2. Advertising and IMC: Principles and Practices, 10<sup>th</sup> edition, Moriarty, Mitchell, Wells, Pearson Education

## **References:**

1. Advertising Management – Rajeev Batra, John G. Myers & David A Aaker, PHI
2. Foundations of Advertising Theory & Practice- S.A. Chunawalla& K.C. Sethia-Himalya publishing house
3. Integrated Marketing Communications – Duncon – Tata McGrawhill

## Course Outcomes

CO	Statement
	After completion the student will be able to:
CO1	Classify advertising and sales promotion types
CO2	Relate a relationship between advertising and publicity
CO3	Examine the use of IMC tools in community relations , Government relations, Employee relations & Crisis Management
CO4	Design Integrated Marketing Communication for a brand
CO5	Evaluating Marketing Communication Programmes

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L4	-	-	M	M	-	M	H	-	H	H	H	-	M	M
CO2	L4	L	L	M	H	-	H	H	-	H	H	H	-	H	H
CO3	L4	L	M	H	H	-	M	H	-	H	H	H	-	H	H
CO4	L6	H	H	H	H	H	H	H	-	H	H	H	H	M	H
CO5	L5	M	H	H	H	-	H	H	-	H	H	H	-	H	M

H- High, M- Moderate, L- Low, '-' for No correlation

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1,CO2,CO3,CO4,CO5
CD2	Tutorials/Assignments	CO1,CO2,CO3.CO4,CO5
CD3	Seminars	CO2,CO3,CO4
CD4	Self- learning advice using internets	CO1,CO2,CO3,CO4,CO5
CD5	Industrial visit	CO1,CO2,CO3,CO4,CO5

# MBA MKT403: Digital and Social Media Marketing

## Course Objectives

This course enables students:

1. To provide the skills and knowledge necessary in planning digital marketing campaigns within organizations.
2. To focus on integrating social media into the communications strategy and integrated communications mix.
3. To provide the basics of content creation and management for social media including blogs, podcasts, and posts.

## Course Contents

### Unit I Introduction to Digital Marketing

Overview of Digital Marketing, Digital Marketing Plan and Planning Process, Digital Marketing Environment, Ethical and legal issues in Digital Marketing – Trust, Ethics, Privacy, Patents, Copyrights, Data ownership, etc

### Unit II Digital Marketing Research

Digital Market Research, Marketing database and Data Warehouses, Consumer online Behaviour

### Unit III Digital Marketing Strategies

Segmentation, Targeting, Differentiation and Positioning Strategies for digital marketing, Product, Pricing, Payment and Distribution strategies for online selling, Communication tools, Internet advertising, Public Relations, web sites, online events, Direct marketing – e-mail, viral marketing, text messaging, Search Ads, Interpreting the Results of Search Ads, Search Engine Optimization

### Unit IV Social Media Marketing

Introduction to Social Media, Elements of Social Media, Types of social media (Facebook, Twitter, LinkedIn, Microblogging), Social media strategies, Social media Performance Metrics, Managing Information -Aggregators, Google Alerts, Blogs, Live Chat, Managing and Monitoring Social Media Campaigns, Trend in Social Media Marketing, Top Tactics of Strategic Social Marketers, Multi-media - Video (Video Streaming, YouTube, etc.), Multi-media - Audio & Podcasting (iTunes, etc.), Multi-media - Photos/Images (Flickr, etc.), On-site web analytics technologies

### Unit V Web Based CRM for Customer Life Cycle Management

Customer Life Cycle, Customer Satisfaction and Loyalty, Customer Complaint and Defection, CRM Initiative to Retention of Customer, Choosing the Right Vehicle, Developing & deploying CRM strategies,

**Text Books:**

- Digital Marketing (PB) Paperback – 2015 by Ahuja V (Author) – Oxford University Press, New Delhi
- Social Media Marketing : A Strategic Approach - Author: Krista Neher , Donald Barker , Melissa Barker , Nicholas Bormann - Cengage Learning
- Paul Greenberg “CRM at Speed of light”

**Reference Books:**

1. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation (English) 0003 Edition (Paperback) - Author: Ryan Damian Ryan – Kogan Page publishers
2. E-Marketing – Judy Strauss and Raymond Frost – PHI
3. Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media-Author: Evans-Pearson India
4. Social Media Marketing (English) 1st Edition(Paperback) - Author: Michael R. Solomon, Tracy Tuten - Pearson

**Course Outcome:**

CO	Statement
	After completion the student will be able to:
CO1	Examine the ethical and legal issues in digital marketing and digital marketing research
CO2	Develop digital marketing strategies by interpreting the results of SEO
CO3	Identify the elements of social media marketing and social media analytics
CO4	Identify trends in social media marketing
CO5	Assess the efficiency of on-site web analytics

**Course Delivery methods**

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars
CD4	Self- learning advice using internets
CD5	Industrial visit

**Mapping of Course Outcomes onto Program Outcomes**

Course Outcome	Bloom's Levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	L4	-	H	M	H	-	-	H	H	H	H	H	-	M	H
CO2	L6	H	M	M	H	H	H	H	-	H	H	H	-	M	H
CO3	L2	L	L	M	M	L	-	H	-	H	H	H	-	M	H
CO4	L2	L	L	M	M	L	H	H	H	H	H	H	-	M	H
CO5	L5	L	L	M	M	L	L	H	L	H	H	H	H	M	H

H- High, M- Moderate, L- Low, '-' for No correlation

**Mapping between CO and CD**

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4, CO5
CD2	Tutorials/Assignments	CO1, CO2, CO3
CD3	Seminars	CO4
CD4	Self- learning advice using internets	CO1, CO2, CO3
CD5	Industrial visit	CO3

# **MBA MKT 404: International Marketing Management**

## **Course Objectives**

This course enables the students:

1. To possess the theoretical concepts of international Marketing and be acquainted with trade barriers of international markets.
2. To understand the impact of cultural, political and legal differences on the product and the company.
3. To understand different forms of international marketing and know about the international distribution.

## **Course Contents**

### **Unit I International Marketing and Environment**

Importance of International Marketing, How is it different from Domestic Marketing, International Marketing Concept, Drivers of international Expansion, Protectionism & Liberalization, The Economic Environment, Legal Environment, Social/Cultural Environment, Competitive Environment,

### **Unit II Overseas Marketing and Market Entry Strategies**

Understanding Customer's Buying Behavior, Factors Influencing Buyer Behavior, Using Marketing Research to identify opportunities, International constraints & barriers, Deciding on the International Entry Modes, Factors Influencing Choice of Entry Mode.

### **Unit III International Product Development & Pricing Strategies**

International Product and Service Strategies: The New Product Planning & Development Process, The international PLC Concept, Pricing decisions for international Markets: Pricing Objectives, Factors Affecting Pricing Decisions, Various Pricing Approaches for International Market.

### **Unit IV International Distribution and Promotion Strategies**

Types of international Distribution Channels, The Strategic and Tactical use of Distribution to gain Competitive Advantage, International Logistics, International Retailing,

Integrated Marketing Communications and International Advertising: International promotional mix, International Publicity, Public Relations and Sales Promotion Strategies.

### **Unit V International Marketing Strategies & Challenges before International Marketing**

Formulating a Marketing Plan, Evaluating and Controlling International Marketing Strategy, Challenges Ahead, Preparing for Future Challenges

## **Text Books:**

1. Dana-Lascu Nicoleta, International Marketing, Biztantra Publication.
2. Philip R Cateora, John L Graham, Prashant Salwant, International Marketing, Tata McGraw-Hill Companies .

## **Reference Books:**

1. Hollensen Svend, Benerjee Madhumita, Global Marketing , PHI Publisher
2. Joshi Mohan Rakesh, International Marketing, Oxford University Press

## Course Outcomes

After completion of the course the students will be able to		
	Statement	Bloom's Levels
CO1	Understand and Describe factors effecting the international marketing environment	L1, L2
CO2	Explain, Apply and investigate various strategies for entry in international market	L2, L3, L4
CO3	Describe and apply Product development and related pricing strategies	L3, L4
CO4	Explain and apply the strategies of distribution management and promotion in international markets	L2, L3
CO5	Formulate and plan implementation for international marketing strategies	L3, L4, L5

## Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Seminars/ Self- learning advice using internets
CD4	Minor projects/Dissertation
CD5	Discussion on Case Studies

## Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Levels	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	L1, L2	-	M	-	M	L	M	L	H	-	H	-	-	H	H
CO2	L2, L3, L4	-	L	L	M	-	M	-	M	L	M	M	L	H	H
CO3	L3, L4	-	M	-	L	L	-	L	H	M	L	L	L	H	H
CO4	L2, L3	-	M	-	M	-	-	M	H	H	L	M	M	H	H
CO5	L3, L4, L5	-	-	M	-	-	M	M	M	H	-	M	-	H	H

**H- High, M- Moderate, L- Low, '-' for No correlation**

## Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3
CD2	Tutorials/Assignments	CO2, CO3, CO5
CD3	Seminars	CO1, CO2
CD4	Self- learning advice using internets	CO3, CO4, CO5
CD5	Industrial visit	CO2, CO3, CO4

### IT SPECIALIZATION

<b>Code No.</b>	<b>Paper</b>	<b>Type</b>	<b>Internal Marks</b>	<b>External Marks</b>	<b>Total Marks</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>Credit</b>
MBAIT 402	Strategic Management of IT	Elective	40	60	100	2	1	-	3
MBAIT 403	System Analysis and Design	Elective	40	60	100	2	1	-	3
MBAIT 404	IT Consulting	Elective	40	60	100	2	1	-	3

# MBA IT 402: Strategic Management of IT

## Course Objectives:

This course will enable the student to:

1. To understand the strategic use of Information Technology for Competitive Advantage
2. To understand Emerging trends of information technology to devise organization /business strategy

## Course Content:

### Unit I: Information Technology as competitive advantage

Role of Information systems in organization, Some key concepts related to strategy such as value chain, five forces, information asymmetry and Technology Investment • Information Technology vs. Information systems • Two different approaches for gaining Competitive Advantages-Market Based Approach and Resource Based Approach • Strategic Role of IT in gaining Competitive Advantages

### Unit II: Information Technology and Business process

ERP systems, Business Processes and IT • Meaning and definition, introduction of Business Process, Organizational processes and Information systems • Use of ERP in Business Process • Business Process Reengineering

### Unit III : Information and business decision making

Using Information for Decision Making • How organization leverage data/information for competitive advantage • Importance of database, data warehouse, Data mining , and Business Intelligence, How they can be used as part of an organization strategy for Competitive Advantage

### Unit IV: IT as strategic tool

Creating a Technology Strategy • Developing an IT Strategy • Writing your own strategy- Develop your web, web media and mobile strategy

### Unit V : IT as strategic tool-recent trends

Technology Trends Emerging trends of information technology to device business strategy, • Web related technologies, web media, how to use world wide web for business and marketing purpose • Mobile technology impact of mobile technologies on business and mobile strategy for a business

## Text Books:

1. Strategic Management of Information Systems by Keri Pearlson and Carol Saunders
2. Strategic Management and Information Systems: An Integrated Approach by Wendy Robson

## Reference Books:

1. A Guide to Expert Systems by Donald Waterman
2. Strategic Management Of Technology & Innovation by Robert Burgelman, Clayton Christensen, Steven Wheelwright
3. Strategic Technology Management by Betz

## Course Outcomes:

COs	Statement
	After completion of this course, the student will be able to:
CO1	Develop a fundamental understanding of the ways IT can provide a competitive edge to organizations
CO2	Understand the use of Information Technology in business processes
CO3	Examine use of IT tools for in business decision making
CO4	Develop the ability to use IT as a real life problem solving tool in business organizations
CO5	Assess the strategic applicability of IT tools in contemporary business situations.

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Conference/Seminars/Webinars
CD4	Self- learning advice using internets/Dissertation
CD5	Case Study analysis

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's level	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L1,	-	-	-	M	H	-	L	L	M	M	L	M	H	H
CO2	L2	-	L	-	M	L	M	H	L	L	H	L	L	H	H
CO3	L5	-	-	L	H	M	H	H	H	H	H	H	-	M	H
CO4	L4	L	-	M	H	H	-	L	L	H	H	H	H	H	H
CO5	L3	-	-	-	M	M	-	L	M	H	M	H	H	H	H

H- High, M- Moderate, L- Low, '-' for No correlation

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4
CD2	Tutorials/Assignments	CO1, CO2, CO3, CO4, CO5
CD3	Conference/Seminars/Webinars	CO1, CO2, CO3
CD4	Self- learning advice using internets/Dissertation	CO1, CO3, CO5
CD5	Discussion based on case studies	CO1, CO2, CO3

# MBA IT 403: System Analysis and Design

## Course Objectives:

The course will enable the student to:

1. Have an insight of the systems concept and the process involving the analysis and design of the same.
2. Understand the systems implementation and scheduling.

## Course Content:

### Unit I Overview of Information System Development

Overview of Information System Development: What is a – Business System Concepts – Information system – Categories – System development strategies – SDLC, Structured analysis, Prototype – tools for system development. Managing Application Development: How system projects begun – Reasons for project proposals – sources of project requests – Methods of project review and selection – Preliminary Investigation.

### Unit II Requirement Analysis

Requirement Analysis: What is Requirement determination – Fact finding Techniques – interview, questionnaires, record review, and observation – tools for documenting procedures and decisions – Decision trees – Decision tables- Structured English. **Structured Analysis:** Concept and components – Data flow analysis – Data flow strategy – DFD's- DFD Development and advantages – Data Dictionary – Why is data dictionary important Contents of data dictionary – recording of data descriptions.

### Unit III Prototyping

Prototyping: Purpose – Rationale – Steps in prototype methods – Uses – Tools – Strategies. Case Tools: Role and benefits – Categories – Components – Integration of Tools – Using Case Tools – Advantages, disadvantages of using case tools.

### Unit IV System Design

System Design: Software requirement specification – Objectives of design – Design specification and features – introduction to output, input, file, database design. Output Design: Objectives – types of output – Key output questions – presenting information–Input Design: Objectives – capturing data – Guidelines – Design of source document – coding methods – input validation – Methods.

### Unit V Quality Assurance, System Testing and Implementation

Quality Assurance, System Testing and Implementation: Levels – Testing verification, validation, certification – Testing strategies – Practices – Test data – Implementation review – System audit. Case and Problems

## Text Books:

1. Kendal & Kendal: Systems Analysis & Design, New Delhi, Prentice Hall of India, 1999
2. Thames A.D' Brien: Management Information Systems, Managing Information system for Internet worked enterprise, New Delhi, Tata McGraw Hill, 1999.

## Reference books:

1. Jeffrey A. Hetter, Joey F. George: Modern Systems Analysis & Design, New Delhi, Addison Wesley, 2000.
2. Zwars, foundation of Information Systems, New Jersey, McGraw Hill, International ed., 2000.
3. Awaqad E: Systems Analysis and Design, New Delhi, Prentice Hall of India, 1997.

### Course Outcomes:

COs	Statement
	After completion of the course the students will be able to
CO1	understand and describe in detail software development process and with issues /challenges faced during the process
CO2	Describe and Illustrate the process of analyzing, designing, verification and implementation of System Design
CO3	Sequence and design, prototyping, verification ,and validation of information systems
CO4	Asses, plan and organize for elements of a reliable , high quality software
CO5	Understanding and implementation of quality enhancement practices in System Analysis and Design

### Course Delivery methods

CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Conference/Seminars/Webinars
CD4	Self- learning advice using internets/Dissertation
CD5	Case Study Analysis

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's Level	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L2	-	M	L	M	M	L	L	M	-	L	-	-	M	H
CO2	L3	-	-	-	H	M	M	L	M	L	-	L	L	M	H
CO3	L3	-	-	-	H	H	M	M	L	H	M	M	L	L	H
CO4	L5	-	-	-	L	L	M	H	M	H	M	H	M	L	H
CO5	, L5	-	L	-	L	L	M	H	-	M	M	H	M	M	H

H- High, M- Moderate, L- Low, '-' for No correlation

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2,CO3
CD2	Tutorials/Assignments	CO1,CO2,CO3
CD3	Conference/Seminars/Webinars	CO4, CO5
CD4	Self- learning advice using internets/Dissertation	CO3, CO5
CD5	Case Study Analysis	CO3, CO4, CO5

# **MBA IT 404: IT Consulting**

## **Course Objectives**

This course will enable the student to:

1. To define the generic consultancy assignment life cycle;
2. To scope, propose and contract consultancy assignments
3. To structure, plan and control consultancy assignments
4. To apply quality control and measurement within IT consultancy assignments.

## **Course Content:**

### **Unit I Introduction**

Overview and principles of consultancy, The structure and drivers of the IT/IS industry, The role of the consultant , Competencies of consultants, Consultancy models: expert, doctor/patient, collaborative/process, Considerations for the external consultant, internal consultant and sole practitioner, Managing change

### **Unit II Consultancy Life Cycle**

The life cycle of a consultancy assignment, Gaining entry, Contracting and assignment initiation, Identification of problems and business needs, Consulting projects-I and II-RFP analysis and response strategy, Diagnosis and solution definition, Solution appraisal and evaluation, Implementation and taking action, Closure and review

### **Unit III Conducting a consultancy assignment – tools and techniques**

Consulting services portfolio, Qualification of opportunities using MANDACT, Terms of Reference, Business environment analysis, Root cause analysis and creative problem solving, Investigation techniques and data collection, Generating options, Implementation and taking action, Disengaging and expansion, Withdrawal from the assignment, Evaluation, follow up and business development

### **Unit IV Managing Relations**

Management of client relationships, Building rapport, Handling client meetings, Client behaviours and objectives, Assessment of readiness for change, Proposals and bids, Contracts and IPR, Influencing and negotiation, Working in teams, Team management and delegation, Management of expectations, Conflict management, Motivation and continuous professional development of the consultant, Selling of consultancy services, Issues in the use of consultants

## **Unit V Managing consultancy assignments**

Scoping of assignments and projects, Project planning and project management principles, Progress monitoring, completion and handover, Communications and reviews, Quality management systems, Risk management, Change control, Legislation, ethics and professional standards, Financial management, The economics of consulting, Transferring experience to the client, Benefits management

### **Text Books:**

1. Breakthrough Technology Project Management Author: Bennet Lientz and Kathryn Rea  
Publisher: Academic Press Publication Date: 1999 ISBN: 0124499708
2. Title: Practical Management Consultancy Author: Calvert Markham Publisher: Chartered Institute of Accountants Publication Date: 2003 (4th Edition) ISBN: 1853557277

### **Reference Books:**

1. Information, Systems and Information Systems – Making Sense of the Field Author: Peter Checkland and Sue Holwell Publisher: John Wiley & Sons Publication Date: 1998 ISBN: 0471958204
2. The Mythical Man Month - essays on software engineering Author: Frederick Brooks  
Publisher: Addison Wesley Publication Date: 1995 (2nd Edition) ISBN: 978-0201835953

## Course Outcomes

CO	Statement	Bloom's levels
	After completion of this course, the student will be able to:	
CO1	Describe the structure, drivers, principles and models of IT based consultancy projects	L1,L2
CO2	Explain the phases of IT based consultancy life cycle	L2, L3
CO3	Scope, propose and contract consultancy assignments in information technology based industry	L3, L4
CO4	Apply quality control and measurement within IT consultancy assignments	L3, L4
CO5	Structure, plan and control IT consultancy assignments	L5

Course Delivery methods	
CD1	Lecture by use of boards/LCD projectors/OHP projectors
CD2	Tutorials/Assignments
CD3	Conference/Seminars/Webinars
CD4	Self- learning advice using internets/Dissertation
CD5	Case Study Analysis

### Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Bloom's levels	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2
CO1	L1,L2	-	-	-	H	M	L	L	-	M	H	L	M	M	H
CO2	L2, L3	-	-	-	M	H	M	H	-	H	M	L	M	M	H
CO3	L3, L4	H	L	M	H	H	H	L	M	H	H	H	M	H	H
CO4	L3, L4	-	-	M	M	H	M	H	L	H	M	M	-	H	H
CO5	L5	-	-	H	H	M	H	L	H	L	M	M	-	H	H

**H- High, M- Moderate, L- Low, '-' for No correlation**

### Mapping between CO and CD

CD	Course Delivery methods	Course Outcomes
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4, CO5
CD2	Tutorials/Assignments	CO1,CO2,CO3, CO4, CO5
CD3	Conference/Seminars/Webinars	CO4, CO5
CD4	Self- learning advice using internets/Dissertation	CO3,CO4, CO5
CD5	Case Study analysis	CO3, CO4, CO5

## 11. TEACHING-LEARNING PROCESS/ METHODOLOGY (TLM):

The teaching-learning process should be aimed at systematic exposition of basic concepts so as to acquire knowledge of Business Administration in a canonical manner. In this context, applications of Business Administration and linkage with the theory constitute a vital aspect of the teaching-learning process. The course offers many modes of learning and assessment methods. Students have great freedom of choice of course which they can study. The various components of teaching learning process are summarized in the following heads.

1. **Class room Lectures:** The most common method of imparting knowledge is through lectures. There are diverse modes of delivering lectures such as through blackboard, power point presentation and other technology aided means. A judicious mix of these means is a key aspect of teaching-learning process.
2. **Tutorials:** To reinforce learning, to monitor progress, and to provide a regular pattern of study, tutorials are essential requirements. During these tutorials, difficulties faced by the students in understanding the lectures, are dealt with. Tutorials are also aimed at solving problems associated with the concepts discussed during the lectures.
3. **Choice based learning/Open elective:** LOCF in this postgraduate programme provides great flexibility both in terms of variety of courses and range of references in each course.
4. **Field based learning:** Students may enhance their knowledge through field based learning while understanding the practical importance.
5. **Textbooks learning:** A large number of books are included in the list of references of each course for enrichment and enhancement of knowledge.
6. **E-learning:** Learner may also access electronic resources and educational websites for better understanding and updating the concepts.
7. **Self-study materials:** Self-study material provided by the teachers is an integral part of learning. It helps in bridging the gaps in the classroom teaching. It also provides scope for teachers to give additional information beyond classroom learning.
8. **Assignment/Problem solving:** Assignments at regular intervals involving applications of theory are necessary to assimilate basic concepts of courses. Hence, it is incumbent on the part of a learner to complete open-ended projects assigned by the teacher.
9. **Internships:** The teaching-learning process needs to be further supported by other activities devoted to subject-specific and interdisciplinary skills, summer and winter internships. During these internships it is expected that a learner will interact with experts and write a report on a topic provided to the learner.
10. **Institute visits:** Institute visit by a learner is also a part of learning process. During such visits a learner has access to knowledge by attending academic activities such as seminars, colloquia, library consultation and discussion with faculty members. These activities provide guidance and direction for further study.

11. **Industrial visits:** Industrial visits offer an opportunity to observe applications of scientific concepts. These visits also give an opportunity to realize the power of mathematical ideas and their translation in problem solving.
12. **Training programmes:** Training programmes organized by various agencies/institutes provide an opportunity to learn various dimensions of courses.

## 12. ASSESSMENT AND OUTCOME MEASUREMENT METHODS (AOMM):

A range of assessment methods which are appropriate to test the understanding of various concepts of courses will be used. Various learning outcomes will be assessed using time-bound examinations, problem solving, assignments and viva-voce examination. For various courses in this programme, the following assessment methods shall be adopted:

- i. i Scheduled/unscheduled tests
- ii. Problem solving sessions aligned with classroom lectures
- iii. Practical assignments
- iv. Regular chamber consultation with faculty members
- v. Class Tests and semester end comprehensive examination

### Examination and Evaluation:

- I. The medium of instructions and examination shall be English.
- II. Candidates shall be examined according to the scheme of examination and syllabus as approved by the BOS and Academic Council from time to time.
- III. To pass each semester examination, a candidate must obtain at least 40% marks in each written paper, practical work semester examination.
- IV. Each theory paper for the respective semester examination shall be set and evaluation of the answer books shall be done as per the University rules.
- V. The assessment of External Evaluation i.e. End Term Semester Examination will be made out of 70 (Seventy) marks in theory Papers and Internal Evaluation of 30 (Thirty) marks.

### Criterion for awarding Grading System:

**Criterion for Awarding SGPA and CGPA:** The criterion for awarding the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) for the entire professional programme shall be as follows:

- a) The criterion for passing in a subject is that a student should secure minimum pass marks in the total of Internal Evaluation and End Term Examination as laid down in Appendix-I. A Student will earn the credits assigned for a subject if he/she passes in that subject.
- b) A student obtaining less than pass marks as specified in Appendix-I, in each subject (sum of internal and End-Term examinations) he will be declared fail in that subject and will have to re-appear in a End-Term examination of the course in subsequent odd

/ even semester end term examination, subject to maximum permissible period of n+2 years / n+4 semestersto complete the course.

- c) The University has adopted Absolute Grading System for converting marks into grades. The formula of 10- point grading system for conversion of marks obtained into Letter Grades and converting Letter Grades to Grade Point is given below:

**Table 1: Marks, Letter Grades and Grade Points**

Marks	Letter Grade	Grade Points
91-100	O (Outstanding)	10
81-90	A+(Excellent)	9
71-80	A(Very Good)	8
61-70	B+(Good)	7
51-60	B(Above Average)	6
46-50	C(Average)	5
40-45	P (Pass)*	4
0-39	F(Fail)	0
-	AB (Absent)	0

\*For BBA, MBA, B.Com, Diploma in Engg.,B.Tech, BCA, MCA, M.Tech, B.Sc, B.Sc(Ag.)-Hons., B.A LL.B, BBA.LL.B – 40% in individual paper (See Apendix-I)

For B.Arch, M.Plan, LL.M – 45% in individual paper (See Apendix-I)

- d) *While converting the marks into Letter Grade, the rounding off marks must be considered.*
- e)A student obtaining Grade F shall be considered failed and will be required to reappear in the examination.
- f) For non credit courses "Satisfactory" or Unsatisfactory" shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA.

#### **Computation of SGPA and CGPA**

The university has adopted UGC recommended procedure for computation of Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA)

The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the papers/ courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$\text{SGPA} (S_i) = \Sigma (C_i \times G_i) / \Sigma C_i$$

Where  $C_i$  is the number of credits of the  $i^{\text{th}}$  course and  $G_i$  is the grade point scored by the student in the  $i^{\text{th}}$  course. The university shall issue Semester Grade Card to the student.

- a) The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

$$\text{CGPA} = \Sigma (C_i \times S_i) / \Sigma C_i$$

Where  $S_i$  is the SGPA of the  $i^{\text{th}}$  semester and  $C_i$  is the total number of credits in that semester.

- b) *The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.*

### Illustration of Computation of SGPA and CGPA and Format for Transcripts

- a) Computation of SGPA and CGPA

#### Illustration for SGPA

Course	Credit	Grade Letter	Grade Point	Credit Point (Credit x Grade)
Course/Paper 1	3	A	8	3x8=24
Course/Paper 2	4	B+	7	4x7=28
Course/Paper 3	3	B	6	3x6=18
Course/Paper 4	3	O	10	3x10=30
Course/Paper 5	3	C	5	3x5=15
Course/Paper 6	4	B	6	4x6=24
	<b>20</b>			<b>139</b>

Thus,  $\text{SGPA} = 139/20 = 6.95$

- b) Illustration for CGPA

Semester-1	Semester-2	Semester-3	Semester-4	Semester-5	Semester-6
Credit: 20 SGPA:6.9	Credit: 22 SGPA:7.8	Credit: 25 SGPA:5.6	Credit: 26 SGPA:6.0	Credit: 26 SGPA:6.3	Credit: 25 SGPA:8.0

Thus,  $\text{CGPA} = \frac{20 \times 6.9 + 22 \times 7.8 + 25 \times 5.6 + 26 \times 6.0 + 26 \times 6.3 + 25 \times 8.0}{144} = 6.73$

**13. TEACHERS TRAINING (TT):**

Learning Outcomes Based Curriculum Framework (LOCF) Quality initiative of UGC based on Outcome Based Education (OBE) is being implemented by the University Grants Commission to enhance the Quality of Higher Education and that of Higher Education Learners and Teachers. Therefore, university arrange following activities for teachers training:

1. Workshops for LOCF implementation.
2. Seminar for LOCF implementation.
3. FDP on LOCF.
4. Outcome based higher education and understanding the learning objectives, learning outcomes, new approaches in the area of outcome measurement, preparing future ready teachers and students.
5. Developing a battery of quality speakers/educators to become resource persons to play role for Training of Trainers (TOT).

**14. KEY WORDS:**

LOCF, CBCS, Course Learning Outcomes, Employability, Post Graduate Attributes Communication Skills, Critical Thinking, and Descriptors.

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**Annexure 1:**

<b>POs</b>	<b>Action Verb(s) in POs</b>	<b>Bloom's level(s) for POs</b>
PO1	Adapt	L3
	Develop	L6
PO2	Demonstrate	L3
PO3	Teach	L3
	Develop	L6
PO4	Develop	L6
	Demonstrate	L3
	Give examples	L2
	Practice	L3
PO5	Understand	L2
	Demonstrate	L3
	Apply	L3
PO6	Adapt	L3
	Define	L1
	Analyze	L4
PO7	Design	L6
	Assess	L5
PO8	Know	L1
PO9	Understand	L2
	Apply	L3
	Solve	L4
PO10	Apply	L3
PO11	Analyze	L3
	Apply	L4
PO12	Apply	L4