

Study & Evaluation Scheme of

Master of Business Administration

[Applicable for 2019-21]

Version 2019

[As per CBCS guidelines given by UGC]



Approved in BOS	Approved in BOF	Approved in Academic Council
3/30/2019	6/15/2019	7/13/2019 Vide Agenda No. 2.4

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 22 KM Milestone, Dehradun-Roorkee Highway, Roorkee (Uttarakhand)

Study & Evaluation Scheme
Study Summary

Name of the Faculty	Faculty of Management Studies
Name of the School	Quantum School of Business
Name of the Department	Department of Management Studies
Program Name	Masters of Business Administration
Duration	2 Years
Medium	English

Evaluation Scheme

Type of Papers	Internal Evaluation (%)	End Semester Evaluation (%)	Total (%)
Theory	40	60	100
Practical/ Dissertations/Project Report/ Viva-Voce	40	60	100
<i>Internal Evaluation Components (Theory Papers)</i>			
Sessional Examination I		50 Marks	
Sessional Examination II		50 Marks	
Assignment –I		25 Marks	
Assignment-II		25 Marks	
Attendance		50 Marks	
<i>Internal Evaluation Components (Practical Papers)</i>			
<i>End Semester Evaluation (Practical Papers)</i>			
ESE Quiz		30 Marks	
ESE Practical Examination		50 Marks	
Viva- Voce		20 Marks	

Structure of Question Paper (ESE Theory Paper)

The question paper will consist of 5 questions, one from each unit. Student has to Attempt all questions. All questions carry 20 marks each. Parts a) and b) of question Q1 to Q5 will be compulsory and each part carries 2 marks. Parts c), d) and e) of Q1 to Q5 Carry 8 marks each and the student may attempt any 2 parts.

Important Note:

1. *The purpose of examination should be to assess the Course Outcomes (CO) that will ultimately lead to attainment of Programme Specific Outcomes (PSOs). A question paper must assess the following aspects of learning: Remember, Understand, Apply, Analyze, Evaluate & Create (reference to Bloom's Taxonomy). The standard of question paper will be based on mapped BL level complexity of the unit of the syllabus, which is the basis of CO attainment model adopted in the university.*

2. *Case Study / Caselet is essential in every question paper (wherever it is being taught as a part of pedagogy) for evaluating higher-order learning. Not all the courses might have case teaching method used as pedagogy.*

3. *There shall be continuous evaluation of the student and there will be a provision of real time reporting on QUMS. All the assignments will be evaluated through module available on ERP for time and access management of the class.*

Program Structure – Masters of Business Administration

Introduction

The 2-year Full-time MBA Course offered by the University aims to educate and prepare young graduates with the knowledge, analytical abilities, skills and aptitudes needed to provide business leadership in the rapidly changing and competitive global marketplace. The rigorous program aims in achieving the stated learning objectives through a series of standardized core courses and choice-based electives. The program provides a comprehensive foundation in the fundamentals of business management.

The MBA Program subjects are designed in such a way that students grasp maximum knowledge related to Management and Specialized domains. It will help students towards enhancing employability and entrepreneurial ability of the graduates. In order to harness regional specialties and to meet region-specific needs the Quantum University modify the content of syllabus as per the regional demands and needs. The Quantum university offering the specializations Finance, Marketing, Human Resource, Supply Chain and Operations, International Business and E-Commerce.

Experiential Learning Program (ELP)/ Hands On Training (HOT)

This program will be undertaken by the students in all the semesters and will be done through Projects. All these Projects will be compulsory. Semester I and II Projects will be subject specific. Summer Internship will be largely specialization domain specific and Semester IV Project will be assigned by the Academic Guide as mentioned below:

- Mega Project – I (Semester I)
- Mega Project – II (Semester II)
- Summer Internship 6 to 8 Weeks (End of Semester II)
- Live Project (Semester IV)

CURRICULUM (Session: 2019-21), V1.0

Quantum School of Business& Management
Department of Management Studies
Masters of Business Administration-PC: 02-4-01
Scheme & Syllabus

Sr. No	CATEGORY	CREDITS
1	Foundation Core (FC)	6
2	Program Core (PC)	55
3	Program Electives (PE)	24
4	Open Electives (OE)	---
5	Project	8
6	Internship	2
7	General Proficiency	3
8	Value Added Programs (VAP)	6
TOTAL NO. OF CREDITS		104

BREAKUP OF COURSES

*Non-CGPA Audit Course

SEMESTER-WISE BREAKUP OF CREDITS

Sr.No	CATEGORY	SEM 1	SEM 2	SEM 3	SEM 4	TOTAL
1	Foundation Core	4	2	-	-	6
2	Program Core	21	26	5	3	55
3	Program Electives	-	-	12	12	24
4	Open Electives	-	-	-	-	--
5	Projects	2	2	-	4	8
6	Internships	-	-	2	-	2
7	VAPs	2	2	2	-	6
8	GP	1	1	1	-	3
TOTAL		30	33	22	19	104

M- Minor Program

*Non-CGPA Audit Course

Minimum Credit Requirements:

MBA: 104 credits

SEMESTER 1

Course Code	Category	Course Title	L	T	P	C	Version	Course Prerequisite
MB4101	FC	Professional Communication I	1	0	2	2	1.0	Nil
MB4102	FC	Information Technology for Managers	1	0	2	2	1.0	Nil
MB4103	PC	Principles and Practices of Management	2	0	0	2	1.0	Nil
MB4104	PC	Organizational Behaviour	3	0	0	3	1.0	Nil
MB4105	PC	Marketing Management	4	0	0	4	1.0	Nil
MB4106	PC	Statistics for Managers	3	0	0	3	1.0	Nil
MB4107	PC	Financial Accounting	3	0	0	3	1.0	Nil
MB4108	PC	Managerial Economics	3	0	0	3	1.0	Nil
MB4109	PC	Human Resource Management	3	0	0	3	1.0	Nil
MB4170	PC	Project I	0	0	0	2	1.0	Nil
VP4101	VAP	PDP for Managers I	0	0	4	2	1.0	Nil
GP4101	GP	General Proficiency	0	0	0	1		Nil
		TOTAL	23	0	08	30		

Contact Hrs: 31

SEMESTER 2

Course Code	Category	Course Title	L	T	P	C	Version	Course Prerequisite
MB4201	FC	Professional Communication II	2	0	0	2	1.0	MB4101
MB4202	PC	Legal Aspects of Business	3	0	0	3	1.0	Nil
MB4203	PC	Cost and Management Accounting	3	0	0	3	1.0	MB4107
MB4204	PC	Operations Research	3	0	0	3	1.0	Nil
MB4205	PC	Financial Management	4	0	0	4	1.0	Nil
MB4206	PC	Business Research Methods	3	0	0	3	1.0	Nil
MB4207	PC	Supply Chain and Operations Management	4	0	0	4	1.0	Nil
MB4208	PC	Business Environment	3	0	0	3	1.0	Nil
MB4209	PC	Entrepreneurship Development	3	0	0	3	1.0	MB4105 MB4107 MB4109
MB4270	PC	Project II	0	0	0	2	1.0	Nil
VP4201	VAP	PDP for Managers II	0	0	4	2		Nil
GP4201	GP	General Proficiency	0	0	0	1	--	Nil
		TOTAL	28	0	4	33		

*Non-CGPA Audit Course

Contact Hrs: 32

SEMESTER 3

Course Code	Category	COURSE TITLE	L	T	P	C	Version	Course Prerequisite
MB4301	PC	Project Management	2	0	0	2	1.0	MB4205 MB4107
MB4302	PC	International Business	3	0	0	3	1.0	MB4209
MB4370	PC	Training Report and Viva-Voce	0	0	0	2	1.0	MB4206
	PE	Program Elective - 1	3	0	0	3	1.0	
	PE	Program Elective – 2	3	0	0	3	0	
	PE	Program Elective – 3	3	0	0	3	1.0	
	PE	Program Elective - 4	3	0	0	3	1.0	
VP4301	VAP	PDP for managers III	0	0	0	2	1.0	
GP4301		General Proficiency	0	0	0	1		
		TOTAL	17	0	0	22		

List of Program Electives

Course Code	Category	COURSE TITLE	L			T	P	
FINANCE								
MB4303	PE	Financial Markets and Institutions	3	0	0	3	1.0	MB4205
MB4304	PE	Risk Management and Insurance	3	0	0	3	1.0	MB4205
MB4305	PE	Financial Services	3	0	0	3	1.0	MB4205
MB4306	PE	Working Capital Management	3	0	0	3	1.0	MB4205
MB4307	PE	Security Analysis and Portfolio Management	3	0	0	3	1.0	MB4205
MARKETING								
MB4308	PE	Consumer Behaviour	3	0	0	3	1.0	MB4105

MB4309	PE	Digital Marketing	3	0	0	3	1.0	MB4105
MB4310	PE	Marketing of Services	3	0	0	3	1.0	MB4105
MB4311	PE	Brand Management	3	0	0	3	1.0	MB4105
MB4312	PE	Integrated Marketing Communication	3	0	0	3	1.0	MB4105
HUMAN RESOURCE								
MB4313	PE	Industrial Psychology	3	0	0	3	1.0	MB4109
MB4314	PE	Human Resource Planning & Development	3	0	0	3	1.0	MB4109
MB4315	PE	Organizational Change & Intervention Strategies	3	0	0	3	1.0	MB4109
MB4316	PE	Counseling Skills for Managers	3	0	0	3	1.0	MB4109
MB4317	PE	Industrial Relations and Labour Laws	3	0	0	3	1.0	MB4109
SUPPLY CHAIN AND OPERATIONS								
MB4318	PE	Technology Innovation Management	3	0	0	3	1.0	MB4207 MB4208
MB4319	PE	Service Operations Management	3	0	0	3	1.0	MB4207 MB4208
MB4331	PE	Planning and Control Operations	3	0	0	3	1.0	MB4207 MB4208
MB4321	PE	Materials Management	3	0	0	3	1.0	MB4207 MB4208
MB4322	PE	Retail Distribution and Logistics	3	0	0	3	1.0	MB4207 MB4208
MB4323	PE	Total Quality Management	3	0	0	3	1.0	MB4207 MB4208
INTERNATIONAL BUSINESS								
MB4324	PE	International Business Laws	3	0	0	3	1.0	MB4105
MB4325	PE	International Business Environment	3	0	0	3	1.0	MB4209
MB4326	PE	EXIM Financing and Documentation	3	0	0	3	1.0	MB4205
MB4327	PE	Foreign Exchange Management and Currency Derivatives	3	0	0	3	1.0	MB4205
E-COMMERCE								
MB4328	PE	E-business	3	0	0	3	1.0	MB4105

MB4329	PE	Content Marketing	3	0	0	3	1.0	MB4105
MB4330	PE	Mobile Marketing	3	0	0	3	1.0	MB4105
MB4309	PE	Digital Marketing	3	0	0	3	1.0	MB4105

SEMESTER 4

Course Code	Category	COURSE TITLE	L	T	P	C	Version	Course Prerequisite
MB4401	PC	Strategic Management	3	0	0	3	1.0	MB4209 MB4105
MB4470	PC	Project and Viva-Voce	0	0	0	4	1.0	MB4206
	PE	Program Elective I	3	0	0	3	1.0	
	PE	Program Elective II	3	0	0	3	1.0	
	PE	Program Elective III	3	0	0	3	1.0	
	PE	Program Elective IV	3	0	0	3	1.0	
		TOTAL	15	0	0	19		

List of Program Electives

FINANCE								
MB4403	PE	Corporate Tax Planning	3	0	0	3	1.0	MB4205
MB4404	PE	Mergers and Acquisitions	3	0	0	3	1.0	MB4205
MB4405	PE	Financial Derivatives	3	0	0	3	1.0	MB4205
MB4406	PE	International Financial Management	3	0	0	3	1.0	MB4205
MARKETING								
MB4407	PE	Retail Management	3	0	0	3	1.0	MB4105
MB4408	PE	International Marketing	3	0	0	3	1.0	MB4105
MB4409	PE	Rural Marketing	3	0	0	3	1.0	MB4105
MB4410	PE	Sales and Distribution Management	3	0	0	3	1.0	MB4105
HUMAN RESOURCE								
MB4411	PE	International Human Resource Management	3	0	0	3	1.0	MB4109

MB4412	PE	Compensation Management	3	0	0	3	1.0	MB4109
MB4413	PE	Performance Management	3	0	0	3	1.0	MB4109
MB4414	PE	Training and Development	3	0	0	3	1.0	MB4109
SUPPLY CHAIN AND OPERATIONS								
MB4415	PE	Operations Strategy and Control	3	0	0	3	1.0	MB4207 MB4208
MB4416	PE	E- Business Operations	3	0	0	3	1.0	MB4207 MB4208
MB4417	PE	Infrastructure Project Management	3	0	0	3	1.0	MB4207 MB4208
MB4418	PE	Supply Chain Performance Measurement	3	0	0	3	1.0	MB4207 MB4208
MB4419	PE	Reverse Logistics	3	0	0	3	1.0	MB4207 MB4208
MB4420	PE	Procurement Management	3	0	0	3	1.0	MB4207 MB4208
INTERNATIONAL BUSINESS								
MB4421	PE	Cross-Cultural Management	3	0	0	3	1.0	MB4109
MB4408	PE	International Marketing	3	0	0	3	1.0	MB4202
MB4422	PE	Global Financial Markets and Instruments	3	0	0	3	1.0	MB4205
MB4423	PE	International Logistics Management	3	0	0	3	1.0	MB4207
E-COMMERCE								
MB4424	PE	Social Media Marketing	3	0	0	3	1.0	MB4105
MB4425	PE	Business Intelligence and Analytics	3	0	0	3	1.0	MB4102
MB4426	PE	Cyber Law	3	0	0	3	1.0	MB4102
MB4427	PE	Search Engine Optimization Methods	3	0	0	3	1.0	MB4102

LIST OF VAPs

Course Code	Category	COURSE TITLE	L	T	P	C	Version	Course Prerequisite
VP4101	VAP	PDP Module 1	0	0	4	2	1.0	
VP4201	VAP	PDP Module 2	0	0	4	2	1.0	VP4301
VP4301	VAP	PDP Module 3	0	0	4	2	1.0	VP4301
		TOTAL	0	0	12	6		

Choice Based Credit System (CBCS)

Choice Based Credit System (CBCS) is a versatile and flexible option for each student to achieve his target number of credits as specified by the UGC and adopted by our university.

The following is the course module designed for the B.C.A program:

Core competency: Students will acquire core competency computer application and in allied subject areas.

Program/Discipline Specific Elective Course (DSEC):

Skilled communicator: The course curriculum incorporates basics and advanced training in order to make a graduate student capable of expressing the subject through technical writing as well as through oral presentation.

Critical thinker and problem solver: The course curriculum also includes components that can be helpful to graduate students to develop critical thinking ability by way of solving problems/numerical using basic & advance knowledge and concepts of Computer Studies.

Sense of inquiry: It is expected that the course curriculum will develop an inquisitive characteristic among the students through appropriate questions, planning and reporting experimental investigation.

Skilled project manager: The course curriculum has been designed in such a manner as to enabling a graduate student to become a skilled project manager by acquiring knowledge about technical project management, writing, planning, study of ethical standards and rules and regulations pertaining to technical project operation.

Ethical awareness/reasoning: A graduate student requires understanding and developing ethical awareness/reasoning which the course curriculums adequately provide.

Lifelong learner: The course curriculum is designed to inculcate a habit of learning continuously through use of advanced ICT technique and other available techniques/books/journals for personal academic growth as well as for increasing employability opportunity.

Value Added Course (VAC): A value added audit course is a non-credit course which is basically meant to enhance general ability of students in areas like soft skills, quantitative aptitude and reasoning ability - required for the overall development of a student and at the same time crucial for industry/corporate demands and requirements. The student possessing these skills will definitely

develop acumen to perform well during the recruitment process of any premier organization and will have the desired confidence to face the interview. Moreover, these skills are also essential in day-to-day life of the corporate world. The aim is to nurture every student for making effective communication, developing aptitude and a general reasoning ability for a better performance, as desired in corporate world. There shall be four courses of Aptitude in Semester I, II, III, IV, V semesters and two courses of Soft Skills in every Semesters and will carry no credit, however, it will be compulsory for every student to pass these courses with minimum 45% marks to be eligible for the certificate. These marks will not be included in the calculation of CGPI. Students have to specifically be registered in the specific course of the respective semesters.

Skill Enhancement Course: This course may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge.

Generic/Open Elective Course (OEC): Open Elective is an interdisciplinary additional subject that is compulsory in a program. The score of Open Elective is counted in the overall aggregate marks under Choice Based Credit System (CBCS). Each Open Elective paper will be of 3 Credits in II, III, IV, V and IV semesters. Each student has to take Open/Generic Electives from department other than the parent department. Core / Discipline Specific Electives will not be offered as Open Electives.

Non-Credit CGPA: This is a compulsory course but audit that does not have any choice and will be of 3 credits. Each student of B.C.A Program has to compulsorily pass the Environmental Studies and Human values & professional Ethics and NSS.

Program Outcomes (PO)

	<u>Key Words</u>	<u>Program Outcomes</u>
PO-01	Understanding Functional Skills	The program will help the students to understand the cross functional skills required to manage an organization.
PO-02	Improve Decision Making	The program will help the students in improving their decision making abilities, which is one of the prime objective of our program.
PO-03	Applying Principles and Theories	The program will help the students to apply the principles and theories of management and practice to solve the business problems.
PO-04	Understand and Analyze Global Business Environment	The students will be able to understand and analyze the global business environment and the practices which will help them to grow in the International market.
PO-05	Leadership Styles	The students will also come to know the various types of leadership styles required to handle the given situation in an organization.
PO-06	Developing Entrepreneurial Skills	The students will develop entrepreneurial skills after successful completion of the program.
PO-07	Coping with Changing Environment	The student will learn how to cope with the changing business environment.
PO-08	Ability to Lead Efficiently	The students will learn the ability to lead efficiently in given situation, which will help them to grow in the professional world.
PO-09	Developing Habit of Team Work	The program will also help the students to develop the habit of working in a group.
PO-10	Handling Real Business Situations	The program will help the students to demonstrate the ability and skill set required to handle the real business situations.

Program Specific Outcomes

PSO 1:- The program will make the students ready to move in the corporate world, with all the necessary interpersonal skill set required in the corporate world.

PSO 2:- The program also focused in creating the entrepreneurial attitude among the students which further help the students in establishing their own venture.

Program Educational Objectives (PEO's)

- PEO1.** Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.
- PEO 2.** Graduates of the MBA program will possess excellent communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.
- PEO 3.** Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value centered leadership.
- PEO 4.** Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.
- PEO 5.** Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change-agents.

Pedagogy & Unique practices adopted:

“Pedagogy is the method and practice of teaching, especially for teaching an academic subject or theoretical concept”. In addition to conventional time-tested lecture method, the institute will emphasize on experiential learning:

Role Play & Simulation: Role-play and simulation are forms of experiential learning. Learners take on different roles, assuming a profile of a character or personality, and interact and participate in diverse and complex learning settings. Role-play and simulation function as learning tools for teams and groups or individuals as they "play" online or face-to-face. They alter the power ratios in teaching and learning relationships between students and educators, as students learn through their explorations and the viewpoints of the character or personality they are articulating in the environment. This student-centered space can enable learner-oriented assessment, where the design of the task is created for active student learning. Therefore, role-play & simulation exercises such as virtual share trading, marketing simulation etc. are being promoted for the practical-based experiential learning of our students.

Video Based Learning (VBL) & Learning through Movies (LTM): These days technology has taken a front seat and classrooms are well equipped with equipment

and gadgets. Video-based learning has become an indispensable part of learning. Similarly, students can learn various concepts through movies. In fact, many teachers give examples from movies during their discourses. Making students learn few important theoretical concepts through VBL & LTM is a good idea and method. The learning becomes really interesting and easy as videos add life to concepts and make the learning engaging and effective. Therefore, our institute is promoting VBL & LTM, wherever possible.

Field/Live Projects: The students, who take up experiential projects in companies, where senior executives with a stake in teaching guide them, drive the learning. All students are encouraged to do some live project other their regular classes.

Industrial Visits: Industrial visit are essential to give students hand-on exposure and experience of how things and processes work in industries. Our institute organizes such visits to enhance students' exposure to practical learning and work out for a report of such a visit relating to their specific topic, course or even domain.

MOOCs: Students may earn credits by passing MOOCs as decided by the college. Graduate level programs may award Honors degree provided students earn pre-requisite credits through MOOCs. University allows students to undertake additional subjects/course(s) (In-house offered by the university through collaborative efforts or courses in the open domain by various internationally recognized universities) and to earn additional credits on successful completion of the same. Each course will be approved in advance by the University following the standard procedure of

approval and will be granted credits as per the approval. Keeping this in mind, University proposed and allowed a maximum of two credits to be allocated for each MOOC courses. In the pilot phase it is proposed that a student undertaking and successfully completing a MOOC course through only NPTEL could be given 2 credits for each MOOC course.

For smooth functioning and monitoring of the scheme the following shall be the guidelines for MOOC courses, Add-on courses carried out by the College from time to time.

- a) It will necessary for every student to take at least one MOOC Course throughout the programme.
- b) There shall be a MOOC co-ordination committee in the College with a faculty at the level of Professor heading the committee and all Heads of the Department being members of the Committee.
- c) The Committee will list out courses to be offered during the semester, which could be requested by the department or the students and after deliberating on all courses finalize a list of courses to be offered with 2 credits defined for each course and the mode of credit consideration of the student. The complete process shall be obtained by the College before end of June and end of December for Odd and Even semester respectively of the year in which the course is being offered. In case of MOOC course, the approval will be valid only for the semester on offer.

- d) Students will register for the course and the details of the students enrolling under the course along with the approval of the Vice Chancellor will be forwarded to the Examination department within fifteen days of start of the semester by the Coordinator MOOC through the Principal of the College.
- e) After completion of MOOC course, Student will submit the photo copy of Completion certificate of MOOC Course to the Examination cell as proof.
- f) Marks will be considered which is mentioned on Completion certificate of MOOC Course.
- g) College will consider the credits only in case a student fails to secure minimum required credits then the additional subject(s) shall be counted for calculating the minimum credits required for the award of degree.

Special Guest Lectures (SGL) & Extra Mural Lectures (EML): Some topics/concepts need extra attention and efforts as they either may be high in difficulty level or requires experts from specific industry/domain to make things/concepts clear for a better understanding from the perspective of the industry. Hence, to cater to the present needs of industry we organize such lectures, as part of lecture-series and invite prominent personalities from academia and industry from time to time to deliver their vital inputs and insights.

Student Development Programs (SDP): Harnessing and developing the right talent for the right industry an overall development of a student is required. Apart from the curriculum teaching various student development programs (training programs) relating to soft skills, interview skills, SAP, Advanced excel training etc. that may be required as per the need of the student and industry trends, are

conducted across the whole program. Participation in such programs is solicited through volunteering and consensus.

Industry Focused programmes: Establishing collaborations with various industry partners to deliver the programme on sharing basis. The specific courses are to be delivered by industry experts to provide practice-based insight to the students.

Special assistance program for slow learners & fast learners: write the note how would you identify slow learners, develop the mechanism to correcting knowledge gap. Terms of advance topics what learning challenging it will be provided to the fast learners.

Induction program: Every year 3 weeks induction program is organized for 1st year students and senior students to make them familiarize with the entire academic environment of university including Curriculum, Classrooms, Labs, Faculty/ Staff members, Academic calendar and various activities.

Mentoring scheme: There is Mentor-Mentee system. One mentor lecture is provided per week in a class. Students can discuss their problems with mentor who is necessarily a teaching faculty. In this way, student's problems or issues can be identified and resolved.

Competitive exam preparation: Students are provided with one class in every week for GATE/ Competitive exams preparation.

Extra-curricular Activities: organizing & participation in extracurricular activities will be mandatory to help students develop confidence & face audience boldly. It brings out their leadership qualities along with planning & organizing skills. Students undertake various cultural, sports and other competitive activities within and outside then campus. This helps them build their wholesome personality.

Career & Personal Counseling: - Identifies the problem of student as early as possible and gives time to discuss their problems individually as well as with the parents. Counseling enables the students to focus on behavior and feelings with a goal to facilitate positive change. Its major role lies in giving: Advice, Help, Support, Tips, Assistance, and Guidance.

Participation in Flip Classes, Project based Learning(A2 Assignment), Workshops, Seminars & writing & Presenting Papers: Departments plan to organize the Flip Classes, Project based Learning(A2 Assignment), workshops, Seminars & Guest lecturers time to time on their respective topics as per academic calendar. Students must have to attend these programs. This participation would be count in the marks of general Discipline & General Proficiency which is the part of course scheme as non-credit course.

Formation of Student Clubs, Membership & Organizing & Participating events: Every department has the departmental clubs with the specific club's name. The entire student's activity would be performed by the club. One faculty would be the coordinator of the student clubs & students would be the members with different responsibility.

Capability Enhancement & Development Schemes: The Institute has these schemes to enhance the capability and holistic development of the students. Following measures/ initiatives are taken up from time to time for the same: Career Counseling, Soft skill development, Remedial Coaching, Bridge Course, Language Lab, Yoga and Meditation, Personal Counseling

Library Visit & Utilization of QLRC: Students may visit the library from morning 10 AM to evening 8 PM. Library created its resources Database and provided Online Public Access Catalogue (OPAC) through which users can be accessed from any of the computer connected in the LAN can know the status of the book. Now we are in process to move from OPAC to KOHA.

FIRST YEAR

SEMESTER 1

MB4101	Title: Professional Communication I	L T P C 1 0 2 2
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	To enable students to understand the basic English grammar, speaking in English and communicate effectively.	
Expected Outcome	The students will be able to display competence in oral and written communication.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	English Grammar	5
Basic course to improve english grammar, Expand vocabulary, Tenses, Prepositions, Adverbs and Adjectives.		
Unit II	Interpersonal Skills	4
Introduction to interpersonal Relations, Self Introduction, Business presentations and speeches and Effective sales presentations.		
Unit III	Process of Communication	4
Introduction to Communication, Flow of Communication, Listening, Barriers of Communication and How to overcome barriers of communication.		
Unit IV	Stress Management	3
Introduction to Stress: Causes of Stress and managing Stress.		
Unit V	Personality Development	6
Personality Development - Role of motivation & body language, Filling the GAP- Grooming, Attitude and Personality.		
Text Books	1.Meenakshi Rama,Business Communication,Oxford. 2.Raymond.V.Lesikar,Business Communication,TMH.	
Reference Books	1. Covey Sean, Seven Habits of Highly Effective Teens, Fireside Publisher. 2. DaleCarnegie, How to win Friends and Influence People, New York: Simon and Schuster.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Title	Professional Communication 1 st		
CO-1	The course helps students understand the communication process, its benefits and challenges. Practice and perform professional written and oral communication are the main focus. This enables critical thinking, creativity of the students.	2	Em
CO-2	This helps in applying the conceptual understanding of communication into everyday practice, works on students to improve their spoken English skills so that they can communicate effectively in various situations. It prepares the students in reading, listening, speaking and writing skills in English language.	2	S
CO-3	This also helps to build self-confidence, enhance self-esteem and improve overall personality of the students. It focuses on grooming the students through sensitizing them about proper behavior, socially and professionally, in formal and informal circumstances.	3	S
CO-4	Projecting the Right First, Impression, Enhancing the ability to handle casual and formal situations. Handling difficult situations with grace, style, and professionalism	3	En
CO-5	Sharpening appropriate Business Communication tactics to meet ever changing needs of modern world. Soft skills such as body language, gesture, postures will be the core learning through this course.	3	En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
PROFESSIONAL COMMUNICATIONS-I (MB4101)	CO1	3	2	2	1	3	3	2	3	2	2	2	3
	CO2	1	2	2	2	3	3	3	3	1	2	2	3
	CO3	2	2	1	2	3	3	1	3	2	2	3	2
	CO4	2	2	2	1	3	3	2	3	2	2	2	2
	CO5	2	1	2	2	3	3	2	3	3	2	3	2
	Average	2	1.8	1.8	1.6	3	3	2	3	2	2	2.4	2.4

MB4102	Title: Information Technology for Managers	L T P C 1 0 2 2
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	To prepare students to work in word, excel and power point module of MS Office along with internet.	
Expected Outcome	The students will be able to create and format documents presentations and will be able to work on spreadsheets.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to Computers	3
Evolution and Characteristics of Computers, Organizations and Functions of Computers, Input- Output Devices and Applications of Computers in Business		
Unit II	MS Word	6
Getting Started with Word, Editing a Document, Formatting A Document, Inserting Elements to Word Documents and Working with Tables.		
Unit III	MS Excel	6
Spread sheet basics, Graphically representing data: Charts & Graphs, Formatting worksheets, Insert Elements to Excel Documents and Common Functions.		
Unit IV	MS Power Point	6
Creating presentation, Formatting, Using Clipart, Applying animations, Drawing objects, Inserting audio and video.		
Unit V	Applications of Internet	3
Communicating through email, E-resources and Professional networking websites.		
Text Books	1. V Rajaraman, Fundamentals of Computers, PHI. 2. P K Sinha, Fundamentals of Computers, BPB Publications.	
Reference Books	1. S S Shrivastava, MS Office, Laxmi Publications Pvt. Ltd. 2. Guy Hart, Davis, Beginning Microsoft Office, Apress. 3. S Saxena, First Course in Computers, Vikas Publication. 4. Lambert Joan, Microsoft Office 2016 Step By Step, PHI.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4102	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Information Technology for Managers</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will learn about basic computer like generations, input devices, output devices, hardware & software.	2	S
CO 2	Student will able to understand Ms Word tools like editing etc.	3	Em
CO 3	Student will learn the usage of Spread Sheet in MS-Excel and formulas in order to apply in real business	3	S
CO 4	Students will learn to make effective presentations in Ms- Power point with animations etc.	3	En
CO 5	Student will learn about professional communication through E-mails	3	En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO2
INFORMATION TECHNOLOGY FOR MANAGERS (MB4102)	CO1	3	2	3	2	3	2	2	2	2	3	2	3
	CO2	3	2	2	2	2	2	3	1	3	2	2	3
	CO3	3	2	3	2	3	2	1	3	2	2	3	2
	CO4	3	2	2	1	2	2	2	2	3	2	3	3
	CO5	3	1	2	2	2	2	2	2	3	2	3	3
	Average	3	1.8	2.4	1.8	2.4	2	2	2	2	2.6	2	2.8

MB4103	Title: Principles and Practices of Management	L T P C 2 0 0 2
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	To understand the functions performed by managers in the organization.	
Expected Outcome	The students will be able to develop decision making ability regarding different functions performed by managers in the organization.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	6
Introduction to Management and Organizations – Functions of Managers; Management History- Approaches to Management – Classical, Quantitative, Behavioral and Contemporary; Organizational Culture and Environment.		
Unit II	Planning	5
Managers as Decision Makers – Decision-Making Process, Types of Decisions and Decision-Making Conditions; Foundations of Planning – Types of Plans, Process of Planning.		
Unit III	Organizing	5
Organizational Structure and Design – Designing Organizational Structure, Traditional and Contemporary Organizational Designs; Managing Human Resource – HRM Process and Contemporary Issues in Managing HR.		
Unit IV	Leading	5
Motivating Employees – Early and Contemporary Theories of Motivation, Current Issues in Motivation; Managers as Leaders – Early and Contingency Theories of Leadership and Contemporary Views of Leadership.		
Unit V	Controlling	4
Introduction to Controlling – Process of Controlling, Controlling for Organizational Performance and Contemporary Issues in Control.		
Text Books	1. Stephen Robbins, Mary Coulter and Neharika Vohra, Management, Pearson. 2. Harold Koontz and Heinz Wehrich, Essentials of Management, TMH.	
Reference Books	1. Peter Drucker, Management, Harper Collins, New York. 2. Thomas A. Timberg, The Marwaris: From Jagat Seth to The Birlas, Penguin. 3. S. Natarajan, M. Govindarajan, Principles Of Management, PHI. 4. MeenakshiGupta, Principles of Management, Oxford.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4103	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Principles & Practices of Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Develop understanding of the concepts and theories of management.	2	En/Em/S
CO 2	The students will be able to understand the concept of planning and decision making	2	En/Em/S
CO 3	The students will be able to Learn and further create organization structure.	3	En/Em/S
CO 4	To help students in analyzing circumstances and direct subordinates at work.	4	En/Em/S
CO 5	Evaluate the outcome and apply control mechanism in the system to accomplish goal of the organization	5	En/Em/S

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Principles and Practices of Management (MB4103)	CO1	3	3	3	3	3	3	3	3	3	3	2	3
	CO2	3	3	3	3	1	3	3	2	2	3	2	3
	CO3	2	3	3	3	2	3	2	2	1	2	2	3
	CO4	3	2	3	3	2	3	2	2	2	2	3	3
	CO5	3	3	3	3	2	2	3	2	1	2	2	2
	Average	2.8	2.8	3	3	2	2.8	2.6	2.2	1.8	2.4	2.2	2.8

MB4104	Title: Organisational Behaviour	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	To acquaint the student with the determinants of intra - individual, inter-personal and inter-group behaviour in organisational setting and to equip them with behavioural skills in managing people at work.	
Expected Outcome	The student will have reliably demonstrated ability to analyze individual and group behavior and understand the implications of Organization behaviour in the process of management.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	6
Organisational Behaviour- Concept and Emergence of OB; Nature and Theoretical frameworks; Disciplines contributing to the field of OB; Historical Background- Hawthorne Studies, Psychological foundations; Models of Organisational Behaviour, Challenges and Opportunities for Organisational Behavior; Ethics and Organisational Behaviour.		
Unit II	Individual Behaviour	8
Personality, Values and Attitudes, Perception, Learning- Behaviourist, cognitive and social learning; Stress at work; Management's assumptions about people- McGregor's Theory X and Theory Y; Chris Argyris Behaviour Patterns; Motivation - Maslow's Need Hierarchy, Herzberg's Two Factors Theory, Vroom's Expectancy Theory; Theory of Intrinsic Motivation by Ken Thomas; Work – designing for creating motivating jobs.		
Unit III	Inter-personal Behaviour	6
Interpersonal communication and Feedback; Transactional Analysis (TA); Johari Window; Managing misbehaviour at work- Sexual abuse, Substance abuse, Cyberslacking, Aggression, and Violence.		
Unit IV	Group Behaviour	8
Group Dynamics, Cohesiveness and Productivity; Management of Dysfunctional groups; Group Decision Making; Organisational Politics. Leadership- Concept and Styles; Fielder's Contingency Model; House's Path -Goal Theory; Leadership Effectiveness; Sources, patterns, levels and types of conflict.		
Unit V	Organisational Processes	8
Organisational Climate- Concept, Determinants, and OCTAPACE model; Organisation Culture- Concept, Forming, Sustaining, and Changing a Culture, Organisational effectiveness- concept and measurement; Organisational change- resistance and management.		
Text Books	1. Stephen P. Robbins, Organisational Behaviour ,Pearson. 2. L.M.Prasad, Organisational Behaviour,Sultan Chand.	
Reference Books	1. Uma Sekaran, Organisational Behaviour: Text and Cases, Tata McGraw-Hill Publishing Co. Ltd. 2.. K. Aswathappa, Organisation Behaviour, Himalaya Publishing House, New Delhi. 5. KavitaSingh, Organizational Behaviour: Text and Cases, Pearson. 3.. U. Pareek and S. Khanna, Understanding Organizational Behaviour, Oxford University Press.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4104	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Organizational Behaviour</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students should able to elaborate the concept of Organizational Behavior.	2	S
CO 2	The students should able to illustrate the concept of individual behavior.	3	En/Em/S
CO 3	The students should able to illustrate the concept of interpersonal behavior.	4	Em/S
CO 4	The students should able to illustrate the concept of group behavior	4	Em/S
CO 5	Student should be able to summarize the concept of organizational process.	3	En/Em/S

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
Organisational Behaviour (MB4104)	C01	2	1	2	3	0	1	1	1	2	1	2	2
	C02	1	2	1	1	2	3	1	2	0	1	3	3
	C03	3	2	2	3	2	2	2	2	3	2	3	3
	C04	3	3	0	2	2	2	2	1	2	2	2	2
	C05	2	1	3	2	2	1	2	2	1	2	3	3
	Average	2.2	1.8	1.6	2.2	1.6	1.8	1.6	1.6	1.6	1.6	2.6	2.6

MB4105	Title: Marketing Management	L T P C 4 0 0 4
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	The basic objective of the course is to understand the consumers' requirements and their behaviours and develop effective marketing strategies to achieve organizational objectives.	
Expected Outcome	Through this comprehensive and practical introduction to marketing management, students will be able to improve their ability to make effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to Marketing	10
Marketing Management: Concept, Nature, Scope and Importance of Marketing, Evolution of Marketing, Selling vs Marketing, CRM, Marketing Mix, Major elements of Marketing Environment and their Impact on Marketing Decisions, Marketing Myopia. Understanding Consumer Behavior: Buying motives, Factors influencing buying behavior, Buying habits, stages in consumer buying decision process, Theories of Consumer Behaviour, Consumer vs. Organizational/Industrial Buyer.		
Unit II	Market segmentation, Targeting and Positioning	8
Segmentation: Meaning, Factors influencing segmentation, Basis for segmentation, Segmentation of Consumer and Industrial markets. Targeting: Meaning, Basis for identifying target customers, Target Market Strategies. Positioning: Meaning, product differentiation strategies, tasks involved in positioning. Branding: Concept of Branding, Brand Types, Brand equity and Branding Positioning.		
Unit III	Product and Pricing Decisions	8
Product Decisions: Concept, product hierarchy, New Product Development, Diffusion Process, Product Life cycle, Product Mix Strategies, The New Product (Consumer) Adoption Process. Packaging / Labeling: Packaging as a marketing tool, Requirement of good packaging, Role of labeling in packaging. Pricing Decisions: Pricing as a Marketing Variable-its Role and Importance, Price vs. Non-Price Competition, Factors Influencing Price Determination, Pricing Policies and Strategies.		
Unit IV	Place and Promotion Decisions	8
Place Decision: Meaning, Purpose, Marketing Intermediaries, Channel Management Decisions- Selection, Motivation and Evaluation of Individual Middlemen, Channel conflict, Multilevel Marketing (Network Marketing), Retailing and Wholesaling. Promotion Decisions: Nature, Objectives and Importance of Promotion, Communication Process, Promotion Mix and Methods, Advertising, Public Relations, Sales Promotion, Personal Selling and Direct Marketing, Surrogate Advertising and Guerrilla Marketing.		
Unit V	Digital Marketing	8
Digital Marketing: Meaning, Features, Functions, Growth and benefits of Online Marketing, different forms, Green marketing; Cyber marketing; Relationship marketing. Global Marketing: Current Scenario, Global Marketing environment, Entry strategies, Global P's of Marketing. Legal, Ethical and Social Aspects of Marketing: Consumerism; Consumer Protection Measures in India; Ethical Marketing; Corporate Social Responsibility.		
Text Books	1. Philip Kotler, Marketing Management: A South Asian Perspective, Pearson Education. 2. V.S. Ramaswamy, Marketing Management, Macmillan.	
Reference Books	1. Rajan Saxena, Marketing Management, Tata McGraw Hill. 2. Tapan Panda, Marketing Management: Text and Cases Indian Context, Excel Publication. 3. William J. Stanton, Marketing, McGraw Hill Education. 4. Noel Capon, Sidharth Shekar Singh, Managing Marketing: An Applied Approach, Wiley.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
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Paper Code	MB4105	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Marketing Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	The student will be able to understand the concept of marketing management and the factors affecting consumer behavior.	2	En/Em/S
CO 2	The student will be able to apply the concept of segmentation, targeting and positioning.	3	En/Em/S
CO 3	The student will be able to analyze the role of new product development and pricing strategies.	4	En/Em/S
CO 4	The student will be able to evaluate the role of middle men and performance of promotional tools.	5	En/Em/S
CO 5	The student will be able to understand the concept of digital marketing.	2	En/Em/S

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Marketing Management (MB4105)	C01	3	2	1	2	0	2	2	3	3	3	3	3
	C02	3	3	3	2	1	2	1	3	1	1	3	3
	C03	3	2	3	3	1	1	3	3	2	2	3	2
	C04	2	3	3	2	3	2	2	2	2	2	2	2
	C05	3	2	3	2	0	2	2	2	2	2	3	3
	Average	2.8	2.4	2.6	2.2	1	1.8	2	2.6	2	2	2.8	2.6

MB4106	Title: Statistics for Managers	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	To train the students to use various statistical methods in order to understand, analyze and interpret various business, managerial and economic problems	
Expected Outcome	The students will be able to develop solutions in business decision making using various statistical tools.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to Statistics	6
Introduction to Statistics – Definition and characteristics of Statistics, scope, function and limitations of statistics Data – Data Sources, Data Classification, Array, Frequency distribution (discrete and continuous), Presentation (line, bar, rectangle, pie diagram, histograms, frequency polygons, frequency curves), advantages and Limitations of Diagrams and Graph, Tabulation- Types of tables.		
Unit II	Data Analysis	7
Measures of Central Tendency: arithmetic mean, weighted mean, geometric mean, harmonic mean, position and locational average, median, mode – advantages and disadvantages of each. Measures of Dispersion: importance, range, variance, Quartile Deviation- Mean Deviation and Standard Deviation, Skewness: measures of coefficient and Kurtosis.		
Unit III	Probability	8
Probability – Meaning, types: classical, relative frequency, subjective, Addition theorem, Multiplication theorem, Conditional Probability, Concept of Random Variable and its mathematical expectation. Bayes’ theorem. Probability theoretical distributions – Binomial, Poisson and Normal.		
Unit IV	Correlation and Regression	7
Correlation analysis – Meaning, Types of Correlation, Scatter Diagram, Karl Pearson and Spearman Rank Correlation., Concurrent deviation, Coefficient of Determination. Regression analysis – Meaning, method of least squares, Regression Coefficients and properties, Simple/partial and Multiple correlation and Regression.		
Unit V	Time series and Index numbers	7
Time Series Analysis – Introduction to time series, Objectives of time series, Identification of trend, Components of time series, Variations in time series, Methods of Trend Analysis, Choosing appropriate forecasting model. Index Numbers - Meaning, Types of Index Numbers, Methods of Construction of Index Numbers; Problems in Construction, Importance of Index Numbers in Managerial Decision Making.		
Text Books	1. Richard I. Levin & David S. Rubin, Statistics for Management, Pearson Education. 2. T N Srivastava, Statistics for Management, The McGraw Hill Companies.	
Reference Books	1. G.C. Beri, Business Statistics, Tata McGraw Hill. 2. Dr J.K. Thukral, Business Statistics, Taxmann. 3. R.S. Bhardwaj, Business Statistics, Excel Books.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4106	BL	Employability (En)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Statistics for Managers</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able to understand about the Statistics and gain the knowledge of data representation through graphs and tables.	2	En/Em/S
CO 2	Students will be able to gain the knowledge of data analysis through different methods	3	En/Em/S
CO 3	Students will be able to apply the concept of probability and gain the knowledge of Probability Distribution, Poisson distribution , Normal Distribution and their importance	3	En/Em/S
CO 4	Student will be able to calculate and correlation and regression and evaluate the data	5	En/Em/S
CO 5	Students will be able to do analysis on time series and index number basis	4	En/Em/S

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
STATISTICS FOR MANAGERS (MB4106)	CO1	3	3	1	1	3	2	1	2	3	2	3	2
	CO2	3	3	3	2	1	2	3	3	1	2	3	3
	CO3	2	1	2	1	2	0	1	2	2	2	3	3
	CO4	2	2	3	1	2	1	2	3	2	2	2	3
	CO5	1	1	3	2	2	0	3	2	2	3	2	2
	Average	2.2	2	2.4	1.4	2	1	2	2.4	2	2.2	2.6	2.6

MB4107	Title: Financial Accounting	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of an organization. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. These tools and techniques form an important part of management planning and control systems.	
Expected Outcome	After completion of the course the students will be expert in preparation and analysis of Financial statements.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Overview	6
Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Objectives of Accounting, Matching of Indian Accounting Standards with International Accounting Standards.		
Unit II	Mechanics of Accounting	10
Double entry system of accounting, journalizing of transactions; ledger posting and trial balance ,preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill.		
Unit III	Analysis of financial statement	8
Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service and banking organizations.		
Unit IV	Funds Flow Statement	8
Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis.		
Unit V	Cash Flow Statement	8
Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.		
Text Books	1. S.N Maheshwari & S. K. Maheshwari, A text book of Accounting for Management, Vikas. 2. Ambrish Gupta, Financial Accounting for Management, Prentice Hall. 3. R. Narayanswami, Financial Accounting: A Managerial Perspective, PHI.	
Reference Books	1. Horngren, Sundem and Stratton, Introduction to Management Accounting, PHI. 2. R.K, Lele, JawaharLal, Accounting Theory and Practices, Himalaya Publishing House. 3. L.S. Porwaa, Accounting Theory, Tata McGraw Hill.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4107	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Financial Accounting</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	To understand and aware students for accounting concept and practices of Business Entity	2	S
CO 2	To understand and apply accounting Procedure and financial statements preparation process.	4	S
CO 3	To understand and apply ratio analysis concept in business in decision making.	5	S
CO 4	To understand, apply and analysis the principles of fund flow statement for decision making along with practical application.	4	S
CO 5	To understand apply and analysis the principles of Cash flow statement for decision making along with practical application.	4	S

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
FINANCIAL ACCOUNTING (MB4107)	CO1	3	3	2	2	3	1	1	2	3	3	3	3
	CO2	3	3	2	2	1	2	2	2	1	3	3	3
	CO3	3	2	3	1	2	2	2	1	2	2	2	2
	CO4	3	2	3	2	2	1	1	2	2	2	2	2
	CO5	2	2	2	2	2	3	2	1	2	3	3	3
	Average	2.8	2.4	2.4	1.8	2	1.8	1.6	1.6	2	2.6	2.6	2.6

MB4108	Title: Managerial Economics	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	The basic objective of the course is to understand the relative importance of Managerial Economics and know that how principles of managerial economics can aid in achievement of business objectives.	
Expected Outcome	This course would provide students with the knowledge, tools and techniques to make effective economic decisions under conditions of risk and uncertainty.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	6
Introduction to Managerial Economics, Evolution, Nature, Scope and Significance, Circular Flow in an Economy, Managerial Economics: Micro and Macro Economics.		
Unit II	Market Forces: Demand and Supply	7
Demand Analysis: Theory of demand; Objectives of demand analysis and determinants of demand; Elasticity of demand and its measurement methods; importance in decision-making. Supply Analysis: Objective of supply analysis; Determinants of supply, Elasticity of supply.		
Unit III	Production Function and Cost Analysis	6
Theory of Production and Cost Analysis; Cobb Douglas Production Function, Laws of Production and analysis; Short run and Long run average cost curves and their analysis; Economies and Diseconomies of scale.		
Unit IV	Market Structures	7
Pricing Decision: Pricing under different Market Structures: Perfect and Imperfect (Monopoly, Duopoly, Monopolistic Competition, Oligopoly Markets); Collusive and Non-Collusive Oligopoly; Baumol's Marries' and O. Williamsons Model.		
Unit V	Factor Pricing	8
Determination of Factor Pricing; Marginal Productivity Theory; Classical, Neo-Classical and Keynesian Theory of Interest; Modern Theory of Profit; Pareto Optimality Conditions; National Income; Concepts and various methods of its measurement; Inflation: types and causes.		
Text Books	1. D.N. Dwivedi, Managerial Economics, Vikas Publishing House. 2. Graig H. Petersen, Managerial Economics, Pearson Education.	
Reference Books	1. Crag W. Paterson, W. Cris Lewis, and Sudhir K. Jain, Managerial Economics, PHI Learning. 2. Paul Samuelson and Nordhaus, Economics, Tata McGraw-Hill. 3. Joel Dean, Managerial Economics, Prentice Hall. 4. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford Press.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4108	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Managerial Economics</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able to 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.	2	En/Em/S
CO 2	The students would be able to understand the law of demand & supply & their elasticity's , evaluate & analyze these concepts and apply them in various changing situations in industry . Students would be able to apply various techniques to forecast demand for better utilization of resources.	3	En/Em/S
CO 3	The students would be able to understand the production concept and how the production output changes with the change in inputs and able to analyze the effect of cost to business and their relation to analyze the volatility in business World.	3	En/Em/S
CO 4	The students would be able to understand 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	3	En/Em/S
CO 5	The students would be able to analyze the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.	4	En/Em/S

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
MANAGERIAL ECONOMICS (MB4108)	CO1	3	3	3	3	3	3	2	1	1	3	3	3
	CO2	3	3	3	2	3	1	2	2	2	3	3	3
	CO3	3	3	3	3	3	2	3	0	2	3	2	3
	CO4	3	3	3	2	3	2	2	2	1	3	3	2
	CO5	3	3	3	2	3	2	3	0	1	3	2	2
	Average	3	3	3	2.4	3	2	2.4	1	1.4	3	2.6	2.6

MB4109	Title: Human Resource Management	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	The objective of the course is to familiarize the students about the different aspects of managing people in the organizations.	
Expected Outcome	The students will be able to effectively contribute to organizations by development by implementation of employee recruitment, Selection, retention plans and processes .	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	7
Conceptual foundations; Human aspect of management, Human Relations; Human Resource Management- :Concept, Scope and Importance, competencies of HR Manager, employer branding and competency mapping, changing role of HRM: Workforce diversity, technological change, Restructuring and rightsizing, Empowerment; TQM andmanaging ethical issues.		
Unit II	Human Resource Planning	6
Assessing Human Resource requirements: Human resource forecasting, Work load analysis, Job analysis, Job description and specifications, Job design, Job characteristic approach to job design.		
Unit III	Recruitment and Training	7
Factors affecting recruitment; Sources of recruitment (internal and external); Basic selection model; Psychological tests for selection; Interviewing; Placement and Induction; Job Changes- Transfers, Promotions, and Separations; An overview of Training and Development; Emerging trends in Recruitment, Selection, and development.		
Unit IV	Compensation Management and Appraisal System	8
Compensation Management- Job Evaluation, Base Compensation and Supplementary Compensation; Innovations in Compensation Management- Pay Band System, ESOP, Flexi-time Schedules, Performance Appraisal- Concept, Objectives and Methods; Traditional and Modern Methods- MBO, 360 Degree Appraisal, Behaviourally Anchored Rating Scale, Potential Appraisal and Human Resource Audit.		
Unit V	Emerging Horizons of HRM	8
Concept, importance, and models of International HRM; Challenges of International HR Managers; Global HR practices; E-HRM; HRIS (Human Resource Information System); Measuring intellectual capital; Impact of HRM practices on organizational performance; contemporary issues in Human Resource Management.		
Text Books	1.K.Ashwathappa,Human Resource Management,TMH. 2.VSP Rao,Human Resource Management,Excel Books.	
Reference Books	1. Dipak Kumar Bhattacharyya, Human Resource Management, Text and Cases, Excel Books. 2. K. Aswathappa, Human Resource and Personnel Management, , Tata McGraw Hill.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4109	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Human Resource Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	To understand the concept of HRM and its relevance in an organization.	2	En/Em/S
CO 2	To recognize and understand the human resource forecasting. To understand the logic of job design and job specification.	2	En/Em/S
CO 3	To create the new methods of recruitment. To understand the interview patterns.	3	En/Em/S
CO 4	To analyze and understand the different methods of pay band systems.	4	En/Em/S
CO 5	To understand the concept of E-HRM and importance of HRM in Global Market.	2	En/Em/S

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
HUMAN RESOURCE MANAGEMENT (MB4109)	CO1	2	1	2	3	3	2	2	2	3	3	3	2
	CO2	1	2	2	1	3	2	2	1	3	3	3	3
	CO3	2	1	2	3	3	3	2	2	3	3	3	3
	CO4	2	2	3	1	3	3	2	1	3	2	2	3
	CO5	3	2	3	1	3	3	1	1	3	2	2	2
	Average	2	1.6	2.4	1.8	3	2.6	1.8	1.4	3	2.6	2.6	2.6

MB4170	Title: Project - I	L T P C 2 credits
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	The objective of this project is to make students understand the applications of concepts learnt in different subjects with respect to selected organization.	
Expected Outcome	The students will be able to relate their class room understanding with the functioning of business organizations. It will also help them in developing presentation skills.	
Unit No.	Unit Title	No. of hours (per Unit)
<p>This project will be covering four subjects of 1st semester which are - Principles and Practices of Management, Marketing Management, Financial Accounting and Human Resource Management.</p> <p>The student will study the application of concepts from each of the 4 subjects in selected organizations / sectors, for which they may need to visit these organizations.</p> <p>All the groups will submit and present the assignment at the end of each topic given to them in the class. At the end of semester the group will submit the written assignment related to above subjects in the form of a combined report and will also give the presentation on the same.</p>		
Text Books		
Reference Books		
Mode of Evaluation	Class Presentation and Final Presentation	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

MB4201	Title: Professional Communication - II	L T P C 2 0 0 2
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	To groom students for corporate world and enhance their employability skills.	
Expected Outcome	The students will be able to behave appropriately in social and professional circles.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Corporate Communication	4
Communication within the organization; Memo writing, Office orders, Circulars and Notices.		
Unit II	Business Writing	4
Communication outside the organization; Business correspondence; Drafting of sales letters, Request for Quotations, Tenders, Follow up letters, Complaints, Press Release and Press conference .		
Unit III	Time Management	3
Time Management: Time as a Resource, Eliminating Time - Wasters, and techniques for better time management.		
Unit IV	Team Building	4
Group Dynamics; Formation of groups, Types of Groups, Improving group performance. Teams; Team presentations.		
Unit V	Preparing for Job	7
Group Discussion - How to emerge differently at a Group Discussion. Interviews; Preparation for an interview; Public Speaking and Preparing CV.		
Text Books	1. T.N.Chhabra, Business Communication, Sun India. 2. R.K.Madhulika, Business Communication.	
Reference Books	1. Napoleon Hill, Thinks and grow rich, Jaico Publisher. 2. Walter Isaacso, Steve Jobs, Abacus. 3. Rajender Paul, Business Communication, Sultanchand.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

SEMESTER-2

Paper Code	MB4201	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Professional Communication - II</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	To demonstrate his/her ability to write error free while making an optimum use of correct Business Vocabulary & Grammar.	2	S/Em
CO 2	To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization.	3	S/Em
CO 3	To draft effective business correspondence with brevity and clarity	4	S/Em
CO 4	To stimulate their Critical thinking by designing and developing clean and lucid writing skills	3	S/Em
CO 5	To demonstrate his verbal and non-verbal communication ability through presentations	3	S/Em

Course & Code	Course Outcomes	Programme Outcomes										Program Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
PROFESSIONAL COMMUNICATION-II (MB4201)	CO1	3	3	3	3	3	3	3	3	3	3	3	3
	CO2	3	3	3	3	3	3	3	3	1	2	3	3
	CO3	3	3	3	3	3	3	3	3	2	2	3	3
	CO4	3	3	3	3	3	3	3	3	2	2	2	2
	CO5	3	3	2	3	3	3	3	3	2	2	3	2
	Average	3	3	2.8	3	3	3	3	3	3	2	2.2	2.8

MB4202	Title: Legal Aspects of Business	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	The basic objective of the course is to provide basic understanding of law of contract, Negotiable Instruments Act, Law of Insurance and Law of Partnership for the purpose of conducting business and to create an awareness about important legislations namely Sale of Goods Act, Consumer Protection Act, Factories Act having impact on business.	
Expected Outcome	Upon successfully completing the course, candidates will be able to acquire a sound understanding of the legal aspects of the law affecting businesses and develop reasoning abilities by applying the principles of law in the business environment.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Laws of Contract (The Indian Contract Act, 1872)	8
Law of Contract: Definition, essentials and types of contracts, offer – definition and essentials, acceptance – definition and essentials, consideration – definition and essentials, exceptions to the rule, no consideration, no contract, doctrine of privity of contract, capacity of parties, free consent, quasi contract, legality of object, performance of contract, termination of contract, remedies for breach of contract. Law of Agency: Essentials, kinds of agents, rights and duties of agent and principal, creation of agency and termination of agency		
Unit II	The Negotiable Instruments Act, 1881	8
Negotiable instruments act 1881: Nature and characteristics of Negotiable instruments, kinds of negotiable instruments – promissory notes, bills of exchange and cheques. Parties to negotiable instruments, Negotiation, presentment, discharge and dishonour of negotiable instruments. Law of partnership: Definition, essentials of partnership, formation of partnerships, kinds of partners, authorities, rights and liabilities of partners, registration of partnership and dissolution of partnership firm.		
Unit III	The Companies Act, 2013	7
Companies Act: definition, characteristics and kinds of companies, steps in formation of company. Memorandum of association, articles of association, prospectus. Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Auditor: appointment, rights and liabilities and modes of winding up of a company.		
Unit IV	The Sale of Goods Act, 1930	6
Sale of goods Act: Essentials, sale v/s agreement to sell. Condition v/s warranties, rights of unpaid seller. Consumer Protection Act: Objectives, definition, consumer protection council and state consumer protection council.		
Unit V	The Information Technology Act, 2000	7
The Information Technology Act, 2000: Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences. The Right to Information Act, 2005: Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions, Appellate Authorities, Penalties and Jurisdiction of courts.		
Text Books	1. M.C. Kuchhal & Vivek Kuchhal, Business Law, Vikas Publication. 2. N D Kapoor, Elements of Mercantile Law, Sultan Chand & Sons.	
Reference Books	1. S.S. Gulshan, Business Law Including Company Law, New Age International Private Limited. 2. Ravindra Kumar, Legal Aspects of Business, Cengage Learning. 3. V.K. Agrawal, Consumer Protection: Law and Practice, Bharat Law House. 4. Nandan Kamath, Law relating to Computer Internet and E-Commerce (A Guide to cyber Laws), Universal Law Publishing.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4202	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Legal Aspects of Business</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able to understand the basic concept of business law and understand the general principles of contract and extend the knowledge of special kind of contract.	2	En/Em/S
CO 2	Students will be able to explain the provision of the Negotiable instruments and their uses in Business operations and importance of Limited Liability Partnership.	2	En/Em/S
CO 3	Students will be able to understand the basic overview and use of the companies Act 2013 and recognize how to promote and incorporate the company and what are the legal formalities.	3	En/Em/S
CO 4	Students will be able to know the provisions of sales of goods act apply in business.	2	En/Em/S
CO 5	Students will be able to know the use and impact of Information technology law and competition Act on business.	3	En/Em/S

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2
LEGAL ASPECTS OF BUSINESS (MB4202)	C01	3	2	3	3	2	3	1	2	2	3	3	2
	C02	3	3	3	2	2	2	1	1	2	3	3	3
	C03	3	2	3	3	3	2	2	2	2	3	3	3
	C04	3	3	1	3	3	2	2	1	2	1	3	3
	C05	1	2	1	2	2	1	2	2	1	2	3	2
	Average	2.6	2.4	2.2	2.6	2.4	2	1.6	1.6	1.8	2.4	3	2.6

MB4203	Title: Cost and Management Accounting	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making.	
Expected Outcome	The students should be in a position to make effective use of accounting information in resolving the problems, which they may face as managers.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Overview	8
Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.		
Unit II	Marginal Costing	7
Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement and sales etc.		
Unit III	Differential Costing, Incremental Costing and Budgeting	9
Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc. Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.		
Unit IV	Standard Costing	8
Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.		
Unit V	Neo Concepts for Decision Making	8
Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each. <i>Responsibility Accounting & Transfer Pricing</i> : Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications and Absorption Costing.		
Text Books	1. I M Pandey , Management Accounting, Vikas Publications. 2. Ravi M. Kishore, Cost and Management Accounting, Taxmann.	
Reference Books	1. Khan and Jain, Management Accounting, Tata McGraw-Hill. 2. P.K. Sinha, Accounting and Costing for Management, Excel Books.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4203	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Cost and Management Accounting</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students would be able to get a clear picture of cost concept; role of management accounting in the business, students will be able to take a decision while solving the problems of Business.	2	En/Em/S
CO 2	Students would understand about profit planning, absorption costing, marginal costing, Break Even Analysis, make or buy decisions, cost reduction and cost control.	3	En/Em/S
CO 3	Students would analyse the motive behind preparing the various budgets, establishing a budgetary control system and its administration, Evaluating the real problems while preparing the budget in Business.	4	En/Em/S
CO 4	Students would be able to determine standard cost and its types, determine total standard cost and variances and its applicability in real Business world.	5	En/Em/S
CO 5	Students would be able to determine various neo cost concepts for decision making and its applicability in real Business world, students would also be evaluate and design the plan for new business on the basis of Neo concept for decision making.	4	En/Em/S

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2
COST AND MANAGEMENT ACCOUNTING (MB4203)	CO1	2	3	2	2	3	2	3	3	1	2	2	2
	CO2	2	3	2	3	2	3	2	3	2	2	3	3
	CO3	3	1	2	2	3	2	3	2	3	2	2	2
	CO4	3	2	3	2	2	1	2	1	1	3	2	3
	CO5	2	2	1	3	1	2	2	3	3	2	2	2
	Average	2.4	2.2	2	2.4	2.2	2	2.4	2.4	2	2.2	2.2	2.4

MB4204	Title: Operations Research	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	None	
Objectives	To equip the students with techniques of data analysis, to grasp the various optimization techniques.	
Expected Outcome	Students will be able to facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction and Linear Programming	6
Introduction: Basic Concepts, Scope, Characteristics, Models and their role in Decision-Making, Linear Programming: Basic Concepts, Formulation, Graphical and Simplex Methods, Duality and Sensitivity Analysis		
Unit II	Assignment and Transportation	8
Assignment: Mathematical Formulation of Assignment Fundamental Theorems, Hungarian Method for Assignment Problem, Unbalanced Assignment Problem, Variations in Assignment Problem, Transportation Models: Mathematical Formulation, Forms of Transportation Problem, Feasible Solution, Initial Basic Feasible Solutions by North West Corner, Least Cost and VAM Methods and Moving towards Optimum Solution by Stepping Stone and MODI methods, Degeneracy in Transportation Problem and Maximization in Transportation Problems.		
Unit III	Decision Theory and Game Theory	7
Decision Theory: decision under uncertainty- Maxmin & Minmax, decision under Risk- Expected Value, decision tree problems. Game theory: Characteristics, Theory of games- formulation of game models, Two person Zero sum games & their solution, 2 x N and M x 2 games and pure with saddle point.		
Unit IV	Simulation and Replacement Model	8
Simulation: Definition, Types, Uses, Limitations and Phases of Simulation, Even Type, Monte-Carlo Simulation, Queuing Theory: Waiting Line Models. Replacement model: Replacement Problems: Replacement of items that deteriorate with time; Replacement of items that fail completely and staffing problem.		
Unit V	Job Sequencing and PERT/CPM	6
Assumptions, Processing and Job sequencing on two and three machines, Project Management by PERT and CPM.		
Text Books	1. J K Sharma, Operations Research - Theories and Applications, Macmillian. 2. Prem Kr Gupta, D S Hira, Operations Research, S. Chand .	
Reference Books	1. Hamdy A. Taha, Operations Research - An Introduction, Prentice Hall. 2. S Kalavathy, Operations research, Vikas. 3. S D Sharma, Operations Research, KNRN.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4204	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Operations Research</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Understand the Collaborative project experiences involving both written and oral presentations. Courses with significant experiential learning components	2	En/Em/S
CO 2	Will develop Proficiency with tools from optimization, including fundamental applications of those tools in industry and the public sector in contexts involving uncertainty and scarce or expensive resources	4	En/Em/S
CO 3	Supply chain and manufacturing systems; data analysis; information engineering; financial engineering; or service systems.	4	En/Em/S
CO 4	Analysis with mathematical and computational modeling of real decision-making problems, including the use of modeling tools and computational tools, as well as analytic skills to evaluate the problems	4	En/Em/S
CO 5	Will gain Experience with identifying, accessing, evaluating, and interpreting information and data in support of assignments, projects, or research. Course experiences with large-scale datasets.	4	En/Em/S

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2
OPERATIONS RESEARCH (MB4204)	CO1	2	2	1	2	2	2	3	2	1	2	3	3
	CO2	2	2	2	2	3	3	2	2	2	2	3	2
	CO3	3	2	2	3	2	3	2	3	3	3	3	3
	CO4	2	2	2	3	1	2	3	2	3	2	3	3
	CO5	2	3	3	2	2	2	2	2	3	1	2	2
	Average	2.2	2.2	2	2.4	2	2.4	2.4	2.2	2.4	2	2.8	2.6

MB4205	Title: Financial Management	L T P C 4 0 0 4
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	Objective: To understand the sources of finance for determining the capital structure and assess budgets for new projects and working capital requirements.	
Expected Outcome	After completion of the course the students will be familiar with all functions of Finance Manager.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Basics of Financial Management	8
Nature, Objectives and Scope, Modern Concept of Finance, Financial Decision- Types of Financial Decisions, Role of Finance Manager, Risk Return Framework for Financial Decision Making and Time Value of Money.		
Unit II	Capital Budgeting	8
Capital Budgeting process, Project Selection. Estimation of project cash flows, Capital Budgeting Techniques: Payback Period Methods, Average rate of return, Net Present Value methods, IRR, Benefit-Cost ratio and Capital rationing.		
Unit III	Capital Structure	8
Determinants of Capital Structure, Capital structure theories, Cost of Capital, Operating and Financial Leverage; Management of Retained Earnings: Retained earnings & Dividend policy, Consideration in dividend policy, Forms of Dividends theories and Bonus Shares.		
Unit IV	Working Capital	10
Concept factors affecting working capital requirements, determining working capital requirements, Sources of working capital; Receivables Management, Inventory Management and Cash Management.		
Unit V	Lease financing	6
Concepts, types of leases, Advantages and disadvantages of leasing, Evaluation of lease agreement. Recent Developments— Introduction to concepts of EVA, MVA and CAPM.		
Text Books	1.I.M. Pandey, Financial Management, Vikas Publishers. 2.Prasanna Chandra, Financial Management: Theory & Practice, Tata McGraw Hill. 3.R.P. Rustagi, Fundamentals of Financial Management,	
Reference Books	1James C. Van Horne & John M., Fundamentals of Financial Management, Pearson Education Asia. 2. Khan and Jain, Financial Management, Tata McGraw Hill. 3.John J. Hampton, Financial Decision Making: Concept, Problem and Cases, Prentice Hall India.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4205	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Financial Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Understand the applicability of the concept of financial management to understand the managerial decisions and corporate capital structure.	2	En/Em/S
CO 2	Analyze the important factors considered while taking long term investment decisions in an organization.	4	En/Em/S
CO 3	Applying the concepts of financial management and investment, financing and dividend policy decisions	3	En/Em/S
CO 4	Analyzing the different dividend policies are in an organization.	4	En/Em/S
CO 5	Applying the factors which are helpful in taking various working capital decisions in an organization	3	En/Em/S

Course & Code	Course Outcomes	Programme Outcomes										Program Specific Outcomes		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	
FINANCIAL MANAGEMENT (MB4205)	C01	3	3	3	3	2	3	3	3	3	3	3	3	3
	C02	3	3	3	2	1	3	3	3	1	3	3	3	3
	C03	3	3	3	2	1	3	3	3	2	3	3	3	3
	C04	3	3	3	3	2	3	3	3	2	3	2	2	3
	C05	3	3	3	3	2	3	3	3	2	3	2	2	2
	Average	3	3	3	2.6	1.6	3	3	3	2	3	2.6	2.8	

MB4206	Title: Business Research Methods	L T P C 3-0-0-3
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	To provide an overview of the methods of conducting research in business.	
Expected Outcome	The student will be able to conduct research required to improve decision making in business.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to Business Research	6
Role of Business Research, Major Topics for Research in Business and Research Process.		
Unit II	Research Design	7
Research Design: An Overview, Problem Definition and Research Proposal, Exploratory Research, Methods for Collecting Primary and Secondary Data, Survey Research and Experimental Research.		
Unit III	Measurement Concepts	6
Measuring and Scaling Concepts, Attitude Measurement, Attitude Rating Scales and Questionnaire Design.		
Unit IV	Sampling Design	6
Sampling Design, Sampling Techniques, Sampling Process, Determination of Sample Size, Frequency Distributions and Estimation of Parameters.		
Unit V	Data Analysis and Presentation	10
Editing and Coding, Descriptive Statistics, Univariate Statistics, Bivariate Statistics – Tests of Differences and Measures of Associations, An Introduction to Multivariate Statistics and Reporting (Exercise with the help of SPSS).		
Text Books	1.C.R. Kothari and Gaurav Garg, Research Methodology: Methods and Techniques, New Age Publishers. 2. William Zikmund, Business Research Methods, Cengage.	
Reference Books	1. Cooper and Schindler, Business Research Methods, TMH. 2. R. Paneerselvam, Research Methodology, PHI. 3. Bill Taylor, Gautam Sinha and Taposh Ghoshal, Research Methodology: A Guide for Researchers in Management and Social Sciences, PHI. 4. Deepak Chawla and Neena Sondhi, Research Methodology: Concepts and Cases: Concepts & Cases, Vikas Publishing.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4206	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Business Research Methods</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students would be able to get Knowledge of concept / fundamentals for different types of research.	2	En/Em/S
CO 2	Students would be able to formulate research problem and develop a sufficiently coherent research design.	3	En/Em/S
CO 3	Analyzing relevant scaling & measurement techniques and should use appropriate sampling techniques.	4	En/Em/S
CO 4	Students would be able to Synthesizing different techniques of coding, editing, tabulation including descriptive & inferential measures use in analysis the data.	4	En/Em/S
CO 5	Students would be able to evaluate statistical analysis which includes various parametric test and non parametric test using SPSS and prepare report.	5	En/Em/S

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2
BUSINESS RESEARCH METHODS (MB4206)	CO1	1	3	3	3	3	2	2	1	3	2	3	3
	CO2	2	3	3	1	1	1	3	3	1	2	3	2
	CO3	2	1	3	2	2	1	3	0	2	3	3	3
	CO4	2	3	3	2	2	1	3	2	2	3	3	2
	CO5	2	3	3	2	2	3	2	2	2	2	2	2
	Average	1.8	2.6	3	2	2	1.6	2.6	1.6	2	2.4	2.8	2.4

MB4207	Title: Supply Chain and Operations Management	L T P C 4 0 0 4
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	Through text and case studies, this course prepares for a study of different operational issues in manufacturing and services organizations as well as help understand the importance of major decisions in supply chain management for gaining competitive advantage.	
Expected Outcome	The students will be able to understand strategic and operational decisions in managing manufacturing and service organizations.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction, Product design, Facility location and layout, capacity planning	9
Functions, Scope and challenges, manufacturing vs services, Transformation process model, Types of production system, Aspects of product design, Product development process, Process selection, simplification, standardization, specialization, diversification, Make or Buy decision, Capacity Planning Decisions, Facility Location Analysis, Basic Types of Facility Layouts.		
Unit II	Scheduling, Method study, Purchasing and Inventory management	9
introduction to scheduling, method study, work measurement, Material planning and budgeting, Purchasing Management: Objectives, Functions, Procedure, vendor rating. Inventory Management: Objectives, Inventory Costs, Frequently used EOQ Model, Re-order Level.		
Unit III	Stores and Maintenance management; modern production techniques	9
Stores Management: Nature, Layout, Classification and coding. Maintenance Management: Concepts; Objectives; Functions; Types of Maintenance. Quality control, Acceptance sampling, statistical process control, Just in time, Kanban System, Kaizen, Total quality Management, six sigma; QMS and ISO standards.		
Unit IV	Introduction to Supply Chain	8
Evolution- Role in Economy - Importance - Decision Phases Supplier- Manufacturer-Customer chain (value chain analysis) - Enablers/ Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures Bullwhip effect - mass supply vs lean supply structure.		
Unit V	Pricing and revenue management, Integration and role of IT in supply chain	8
Pricing Management - Revenue management. Integration: Push system, Pull system, Demand driven strategies - SC Restructuring - SC Mapping - Role of Information Technology - Agile and Reverse supply chains.		
Text Books	1. B. Mahadevan, Operations Management Theory and practice, Pearson Education. 2. Sunil Chopra and Peter Meindl, Supply Chain Management, Pearson Education.	
Reference Books	1. Kanishka Bedi, Production and Operations Management, Oxford University Press. 2. S. N. Chary, Production and Operations Management, Tata McGraw Hill. 3. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano Operations and Supply Management, Tata McGraw Hill.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4207	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Supply Chain and Operations Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able to understand the concept of product design, facility location, facility layout and capacity planning.	2	En/Em/S
CO 2	Students will be able to do scheduling of design, method study, understanding purchasing and inventory management needed in an organization.	3	En/Em/S
CO 3	Students will be able to do stores management and understand and apply modern production techniques needed in today's time.	3	En/Em/S
CO 4	Analyzing the need and importance of Supply Chain management.	4	En/Em/S
CO 5	Students will be able to do revenue management and integration the role of IT in Supply Chain.	4	En/Em/S

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2
SUPPLY CHAIN AND OPERATIONS MANAGEMENT (MB4207)	CO1	3	3	3	1	2	3	3	1	1	3	3	3
	CO2	3	3	3	2	1	3	3	2	3	3	3	3
	CO3	3	3	2	2	2	3	3	1	2	3		3
	CO4	3	2	3	1	0	3	3	2	0	3	3	2
	CO5	3	2	3	3	0	3	3	3	0	3	3	3
	Average	3	2.6	2.8	1.8	1	3	3	1.8	1.2	3	2.4	2.8

MB4208	Title: Business Environment	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	The basic objective of the course is to develop understanding and provide knowledge about business environment to the management students and to promote basic understanding on the concepts of Business Environment and to enable them to realize the impact of environment on Business.	
Expected Outcome	Upon successful completion of this course, the student will be able to demonstrate an understanding of the forces that shape the business structure and develop analytical skills and widen the understanding of macro environmental issues by applying the knowledge of macroeconomic policies and their impact on business organization and strategy.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	7
Concept, Significance and Nature of Business Environment, Types of environment, Interaction between Internal and External environments, Techniques for Environment Analysis, Significance of Environment Forecasting.		
Unit II	Economic Environment	8
Economic system and economic policies, Concept of Capitalism, Socialism and Mixed Economy, Planning in India: Emergence and Objective, Niti Aayog, MRTP & FEMA Act, Planning Monetary Policy, Fiscal Policy, Union Budget as an instrument of growth and its Impact on Business, Recent Development in New Economic Policy (1991) and its Impact on Business.		
Unit III	Politico-Legal Environment	5
Relationship between Business and Government, Entrepreneurial Roles of Government, Constitutional Provisions affecting Business, An overview of major laws affecting business, Social Responsibility of Business.		
Unit IV	Technological and Socio-Cultural Environment	8
Technological Environment: Factors Influencing Technological Environment, Role and impact of Technology on Business. Transfer of Technology-Channels, Methods and Limitations, Status of technology in India Demographic and Socio-Cultural Environment: Social Audit – Meaning and Importance of Corporate Governance, Population Size, Falling Birth Rate, Business and Society and Business Culture.		
Unit V	International Environment	7
Foreign Direct Investment, Foreign Institutional Investment, LPG model, SEZ, EPZ, GATT/ WTO and India: an overview, MNCs in India, Regulation of Foreign Trade and Disinvestment in Public Sector Units.		
Text Books	1.K. Aswathappa, Essentials of Business Environment: Text, Cases & Exercises, Himalaya Publishing House. 2.Francis Cherunilam, Business Environment: Test and Cases, Himalaya Publishing House.	
Reference Books	1.V. Neelamegam, Business Environment, Vrinda Publications. 2 Justin Paul, Business Environment: Test and Cases, Mc Graw Hill Education. 3.I.C. Dhingra, The Indian Economy: Environment and Policy, Sultan Chand & Sons. 4.Ian Brooks, Jamie Weatherstom and Grahm Wilkinson, International Business Environment, Prentice Hall.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4208	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Business Environment</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able to understand and get familiarize with the environment in which business operates.	2	En/Em/S
CO 2	Students will be able to analyze the various techniques of environmental analysis.	4	En/Em/S
CO 3	Students will be able to understand and analyze the impact of different government formulated policies on business.	4	En/Em/S
CO 4	Students will be able to remember and understand the impact of socio-cultural, technological factors on business.	2	En/Em/S
CO 5	Students will be able to analyze and evaluate different strategies and challenges faced by the organisations while getting global.	5	En/Em/S

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	PSO1	PSO2
BUSINESS ENVIRONMENT (MB4208)	CO1	3	3	3	3	2	3	3	3	3	2	3	2
	CO2	-	3	3	3	1	2	3	2	1	2	3	2
	CO3	2	3	3	3	1	1	3	2	2	2	3	2
	CO4	-	3	3	3	3	-	1	3	2	2	2	2
	CO5	2	3	2	3	-	1	3	2	2	2	3	2
	Average	1.4	3	2.8	3	1.4	1.4	2.6	2.4	2	2	2.8	2

MB4209	Title: Entrepreneurship Development	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4105	
Objectives	To impart understanding of basic entrepreneurial skills and knowledge, and acquaint them with different forms of entrepreneurial trends.	
Expected Outcome	The students will be able to understand the context of entrepreneurial activities so as to undertake them in due course of time.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	6
Concept of entrepreneur, entrepreneurship and entrepreneurship development. Factors affecting entrepreneurship, characteristics and skills of an entrepreneur. Types of entrepreneurs, functions of entrepreneur, entrepreneurial decision-process, challenges faced by entrepreneurs, common mistakes in entrepreneurship, and changing role of entrepreneur. Women enterprises, social, and rural entrepreneurship.		
Unit II	Entrepreneurial Finance and Development Agencies	6
Estimating financial funds requirement; Sources of finance, Financing of small scale industries in developing countries. Role of central government and state government in promoting entrepreneurship with various incentives, other government initiatives and inclusive entrepreneurial growth. Overview of MSME policy of government in India. Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDII NIESBUD, NEDB and Entrepreneurship Development Institute (EDI).		
Unit III	Developing Entrepreneurial Mind-set	6
Idea generation- sources and methods. Individual creativity: roles and process. Entrepreneurial motivation, developing entrepreneurial competencies. Opportunity assessment in various sectors, challenges of new venture start-up, reasons for failure and how to begin with low investment.		
Unit IV	Developing a Business Plan	10
Environmental Scanning, The business plan as an entrepreneurial tool, Business Planning Process, preparation of project plan, components of an ideal business plan – market plan, financial plan, operational plan, and, Feasibility Analysis – aspects and methods: Economic-analysis, financial analysis, market and technological feasibility.		
Unit V	Launching a New Venture	5
Steps involved in launching a business, Various Forms of business ownership, Registration of business units; start-up to going IPO; revival, exit and end to a venture.		
Text Books	1. Rajeev Roy, Entrepreneurship, Oxford Publications. 2. S. Seetaraman, Entrepreneurship Development, Umesh Publications.	
Reference Books	1. Vasant Desai, Dynamics of Entrepreneurial Development and Management; Himalaya Publishing. 2. R. Blundel and N. Lockett, Exploring Entrepreneurship Practices and Perspectives, Oxford Publications. 3. D. RobertHisrich, Entrepreneurship; McGraw-Hill Education. 4. David H. Holt, Entrepreneurship: New Venture Creation, Pearson.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4209	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Entrepreneurship Development</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Know basic concept of Entrepreneurship and the challenges faced by them while managing the enterprise.	2	En/Em/S
CO 2	Able in estimating financial funds requirements and seeking financial aid given by government and other financial institutions in this regard.	3	En/Em/S
CO 3	Analyze and evaluate the process of developing an entrepreneurial mind-set.	5	En/Em/S
CO 4	Able to analyze and develop a business plan and further evaluate its feasibility of devising further.	4	En/Em/S
CO 5	Analyzing and evaluating the steps involved in launching a business and try to overcome the factors hindering business launch.	5	En/Em/S

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	
ENTREPRENEURS HIP DEVELOPMENT (MB4209)	CO1	3	2	2	3	3	3	3	3	3	3	3	3	3
	CO2	3	3	2	2	3	3	3	3	3	3	3	3	3
	CO3	3	2	1	2	3	3	3	3	2	3	2	2	2
	CO4	3	1	3	3	3	3	2	3	2	3	3	3	3
	CO5	3	1	2	3	3	3	2	3	2	3	2	3	3
	Average	3	1.8	2	2.6	3	3	2.6	3	2.4	3	2.6	2.8	2.8

MB4270	Title: Project - II	L T P C 2 credits
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	The objective of this project is to make students understand the applications of concepts learnt in different subjects with respect to selected organization.	
Expected Outcome	The students will be able to relate their class room understanding with the functioning of business organizations.	
Unit No.	Unit Title	No. of hours (per Unit)
<p>This project will be covering four subjects of 2nd semester which are – Entrepreneurship Development, Financial Management, Business Research Methodology and Business Environment.</p> <p>The student will study the application of concepts from each of the 4 subjects in selected organizations / sectors, for which they may need to visit these organizations.</p> <p>All the groups will submit and present the assignment at the end of each topic given to them in the class. At the end of semester the group will submit the written assignment related to above subjects in the form of a combined report and will also give the presentation on the same.</p>		
Text Books		
Reference Books		
Mode of Evaluation	Class Presentation and Final Presentation	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

SEMESTER 3

MB4301	Title: Project Management	L T P C 3-0-0-3
Version No.	1.0	
Course Prerequisites	MB4205 MB4107	
Objectives	To give an exposure to the students regarding concepts of project management and feasibility study of projects .	
Expected Outcome	The student will be able to determine the feasibility of new projects	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	6
Concepts of Project Management, Tools and Techniques of Project Management Project Life Cycle Phases. Roles and Responsibility of a Project Manager,		
Unit II	Project Organization	6
Establishing the Project, Organizing Human Resources, Contracts : 3 R's of Contracting, Tendering and Selection of Contractors		
Unit III	Project Feasibility Studies	9
Market and Demand Analysis, Technical Analysis, Social Cost Benefit Analysis, Investment Criteria		
Unit IV	Project Planning and Monitoring	7
Project Planning, Scheduling and Monitoring, Monitoring Contracts, Network Techniques for Project Management		
Unit V	Project Review	5
Conflict and Negotiation, Project Review and Administrative Aspects, Identifying and Controlling Risk, Project Termination, Contemporary Issues in Project Management		
Text Books	1. Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing Implementation and Review Tata McGraw Hill 2. P Gopalakrishnan and V Ramamurthy, Project Management, Laxmi Publications	
Reference Books	1. S Chowdhury, Project Management, Tata McGraw Hill 2. Sanjiv Marwah Project Management, Wiley 3. Harvey Maylor, Project Management, Pearson	
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4301	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Project Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	To enable students understand concepts of Project Management and their relevance.	2	Em/S/En
CO 2	To enable students analyze concepts of Execution in different task of a project.	3	Em/S/En
CO 3	To facilitate students to analyze concepts of key area like technical , marketing and environment.	4	Em/S/En
CO 4	To facilitate students to analyze concepts of financial viability.	4	Em/S/En
CO 5	To facilitate students to analyze concepts of project controls.	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2
PROJECT MANAGEMENT (MB4301)	CO1	3	2	3	3	2	3	2	2	2	2	3	3
	CO2	3	3	2	2	3	3	3	1	2	3	3	3
	CO3	3	2	3	3	3	3	2	3	2	3	3	3
	CO4	3	3	2	2	2	3	3	2	2	2	2	3
	CO5	2	1	2	2	3	2	2	3	1	3	3	2
	Average	2.8	2.2	2.4	2.4	2.6	2.8	2.4	2.2	1.8	2.6	2.8	2.8

MB4302	Title: International Business	L T P C 3-0-0-3
Version No.	1.0	
Course Prerequisites	MB 4209	
Objectives	To give an exposure to the dynamic environment of International Business and Global Monetary System; To explain role of International Organizations	
Expected Outcome	The student will be able to understand business environment and monetary framework in which international business transactions are conducted.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	International Business Environment	7
Introduction of International Business, Driving and Restraining Forces, Domestic to Transnational Business, Modes of Entry. Globalization – Forces, Meaning, dimensions and stages in Globalization, Characteristics and role of MNCs. International Business Environment		
Unit II	Theories of International Business	8
International Trade Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Factor endowment theory, International Product life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory, Free Trade, Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.		
Unit III	International Marketing and HRM	7
International Marketing: International Marketing Orientations, International Segmentation, International Product Life Cycle, International HRM: International Staffing Approaches, Expatriate Management, International Labor Relations		
Unit IV	Global Monetary System	7
Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates		
Unit V	International Organizations	6
International Institutions: Objectives and Functions of WTO, IMF, IBRD, UNCTAD, Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS		
Text Books	1. Francis Cherunilam, International Business: Text and Cases, PHI 2. K Aswathappa, International Business, McGraw-Hill India	
Reference Books	1. Charles W L Hill, International Business, McGraw-Hill 2. Ehud Menipaz, Amit Menipaz, Shiv S Tripathi, International Business: Theory and Practice, Sage Publications 3. John Daniels, International Business, Pearson	
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4302	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>International Business</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Student will have advanced knowledge of economics and business administration and specialized insight into international business.	2	Em/S/En
CO 2	Student will understand marketing, innovation and entrepreneurship.	2	Em/S/En
CO 3	Student will have in-depth knowledge of scientific theories and methods that is relevant to the subject.	3	Em/S/En
CO 4	Student will be able to analyze professional problems based in doing business internationally.	4	Em/S/En
CO 5	Student will be able to analyze professional problems based in doing business internationally.	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
INTERNATIONAL BUSINESS (MB4302)	CO1	3	1	2	3	2	3	3	1	2	3	3	2
	CO2	3	3	1	3	2	3	3	1	2	3	2	3
	CO3	3	2	3	3	1	3	3	3	2	3	3	2
	CO4	3	2	1	3	2	3	3	1	2	3	2	3
	CO5	3	1	2	3	2	3	3	2	1	3	2	3
	Average	3	1.8	1.8	3	1.8	3	3	1.6	1.8	3	2.4	2.6

MB4370	Title: Training Report and Viva-Voce	L T P C 0 0 0 2
Version No.	1.0	
Course Prerequisites	None	
Objectives	To give students an exposure of functioning of an organization.	
Expected Outcome	The students will get trained regarding different functional areas of an organization	
Unit No.	Unit Title	No. of hours (per Unit)
<p>Each student is required to undertake a project relating to the issues concerning trade, commerce, industry, corporate governance in collaboration with any business organization. The project will be done by the student during summer vacation, after completion of 2nd semester exams. On completion of the project, a report of project shall be submitted by the student to the Department and each student shall present a seminar on his/her project report which shall be evaluated by the Expert appointed by the Director of the Institute.</p>		
Text Books		
Reference Books		
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Training Report and Viva-Voce (MB4370)	CO1	3	2	2	3	2	2	3	3	3	3	2	3
	CO2	1	3	2	2	3	2	3	3	3	3	3	3
	CO3	2	2	2	2	3	2	2	2	2	2	2	2
	CO4	2	1	3	3	2	2	2	2	2	2	3	3
	CO5	3	1	2	3	3	2	2	3	2	2	3	2
	Average	2.2	1.8	2.2	2.6	2.6	2	2.4	2.6	2.4	2.4	2.6	2.6

MB4303	Title: Financial Markets and Institutions	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites		
Objectives	The present course aims at familiarizing the participants with objectives, strategies, policies and practices of major financial institutions in India and various financial markets.	
Expected Outcome	After studying the subject students will be able to understand the working of financial institutions and their contribution in economy.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Structure of Indian financial system	6
	An overview, Theories of the Impact of financial development and savings; Prior saving theory, Credit creation Theory, Theory of forced savings, Financial regulation theory, Financial liberation Theory.	
Unit II	Financial Institutions and Regulators	7
	Reserve Bank of India: organization, management and functions, Recent monetary policy of RBI, Sectoral financial institution, NABARD, EXIM Bank and State financial corporations. Objectives and functions of SEBI, Key initiatives taken by SEBI.	
Unit III	Financial Markets	8
	Money and capital market, Money market: meaning, constituents, functions of money market, Money market instruments: call loans, treasury bills, certificates of deposits, commercial bills, trade bills, Recent trends in Indian money market, Capital market: primary and secondary markets, their role recent developments, Government securities market.	
Unit IV	Banking Institutions	7
	Role, meaning, functions, importance and types of Banks, Banking Concept and Norms - E-Banking, Universal Banking, Consortium Loaning, Maximum Permissible Bank Finance, Loan Pricing, Non-Performing Assets, Asset Classifications, Income Recognition Provisioning and Capital Adequacy Norms.	
Unit V	Non-Banking Institutions	7
	Role and functions of NBFC, Regulatory Framework of NBFC, Credit Rating Agencies, Leasing and Hire purchasing firms, Factoring, Housing Finance Companies, Venture Capitalist, Merchant Bankers.	
Text Books	1. Bhole, L.M; Financial Institutions and Markets; McGraw-Hill Education 2. Khan, M.Y.; Indian Financial System; McGraw-Hill Education	
Reference Books	1. Desai, Vasant; Fundamental of Indian Financial System; Himalaya Publishing House 2. Varshney, P.N. and Mittal, D.K.; Indian Financial System; S. Chand and Co.	
Mode of Evaluation	Internal and External Evaluation	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4303	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Financial Markets and Institutions</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students would be able to assess the components of a financial system with respect to real economy linkages and . financial market participants.	2	Em/S/En
CO 2	Students would be able to analyze the impact of central bank monetary policy on financial systems and the entire economy.	4	Em/S/En
CO 3	Students would be able to appraise the role of financial intermediaries as both brokers and asset transformers.	3	Em/S/En
CO 4	Students would be able to evaluate the different financial intermediaries and risk management services .and need for govt. regulations.	5	Em/S/En
CO 5	Students would be able to assess the development of financial markets and securities in response to market participants requirements.	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
FINANCIAL MARKETS AND INSTITUTIONS (MB4303)	CO1	3	2	2	3	2	2	2	2	3	2	3	2
	CO2	3	3	3	2	1	2	2	1	2	3	3	3
	CO3	3	3	2	1	3	2	3	3	2	1	3	3
	CO4	2	2	2	1	1	2	2	2	2	1	2	3
	CO5	2	3	2	2	3	2	2	3	2	2	2	2
	Average	2.6	2.6	2.2	1.8	2	2	2.2	2	2.2	1.8	2.6	2.6

MB4304	Title: Risk Management & Insurance	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites		
Objectives	To make the budding finance professionals understand the fundamentals of Insurance and Risk Management in order to enhance their knowledge and decision-making skills required for this specialty sector	
Expected Outcome	After completion of the subject, student will have the working knowledge of financial planner.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to Risk and Insurance	7
Introduction to Risk; Types of Risk; Risk Management Techniques; Historical perspective of Insurance, Conceptual Framework, Meaning, Nature and Scope of Insurance, Classification of Insurance Business viz., Life Insurance and General Insurance. Role of Insurance in Economic Development & Insurers' Obligation towards Rural and Social Sectors. Price of a financial transaction, Statistics and probability from single risk to portfolios. Introduction to reinsurance, Principles of Life Insurance and Governance of Insurance Business.		
Unit II	Life Insurance	7
Demographical bases, life insurance products: Single premiums, single recurrent and periodic premium insurance, products, Mathematical provisions, life insurance products: Endowment, Life annuity, unit and index linked, pension funds Life insurance technique: applications- Life insurance with benefits linked to investment performance, the valuation of the life insurance business, Portfolio Evaluation tools Risks and Solvency, Pension Funds and Occupational Pension Schemes Non life insurance technique: the basics- Actuarial Model for calculation of premium rates, risk classification		
Unit III	General Insurance	7
Fire Insurance; Marine Insurance; Health Insurance; Motor Insurance; Burglary and Personal Accident Insurance; Micro Insurance; Miscellaneous Forms of Insurance.		
Unit IV	Financial Aspects of Insurance Management	7
Insurance Companies and functions, Mutual Funds, Housing Finance. Important Life Insurance Products and General Insurance Products Determination of Premiums and Bonuses Various Distribution Channels, Insurance Claims Settlements.		
Unit V	Insurance Laws and Regulations	6
Insurance Act 1938, Life Insurance Corporation Act 1956, IRDA Act 1999, Ombudsman Scheme, Income Tax Act, Wealth Tax Act 1957, Married Women's Property Act 1874.		
Text Books	1. Neelam Gulati-Principles of Risk Management & Insurance (Excel Books) 2. Mishra M.N. - Insurance Principle & Practice (Sultan Chand & Company Ltd., New Delhi)	
Reference Books	1. Vaughan & Vaughan - Fundamentals of risk & Insurance (John Wiley & Sons, New York) 2. Srivastava D.C., Srivastava Shashank - Indian Insurance Industry Transition & Prospects (New Century Publications, Delhi)	
Mode of Evaluation	Internal and External Evaluations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4304	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Risk Management and Insurance</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Learn to apply and analysis of concept of risk, types of risk, historical background and principles of risk management.	2	Em/S/En
CO 2	Understand and analyze the life insurance policy and business in India.	3	Em/S/En
CO 3	Understand and analyze the General insurance policy and business in India.	4	Em/S/En
CO 4	Understand, aware and analyze the financial aspect of insurance management including mutual fund business, premium etc.	4	Em/S/En
CO 5	Understand, aware and analyze students legal laws applicable on insurance business in India and its impact on insurance business.	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
RISK MANAGEMENT AND INSURANCE (MB4304)	CO1	3	3	3	2	1	2	3	3	3	3	3	3
	CO2	3	3	3	2	1	2	3	3	1	3	3	3
	CO3	3	3	3	1	2	2	3	2	2	3	3	2
	CO4	3	3	3	2	1	1	3	2	2	3	2	3
	CO5	3	3	2	1	2	2	3	3	2	3	2	3
	Average	3	3	2.8	1.6	1.4	1.8	3	2.6	2	3	2.6	2.8

MB4305	Title: Financial Services	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites		
Objectives	The present course aims at familiarizing the students with major financial institutions and various financial services offered.	
Expected Outcome		
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Overview of Financial Services	7
Meaning and Concepts, Need for Financial Services, Various Types of Financial Services, Fund Based and Non Fund based, Characteristics and Role of Financial Intermediaries.		
Unit II	Depositories and Financial Services	7
Commercial Banks and their Changing Role, Functioning of Banks, Financial Services and Banking System. Non Depository Institutions: Finance Companies and Mutual Funds and Pension Funds-Financial Services and Their Role		
Unit III	Merchant Banking and Venture Capital	8
The Concept of Merchant banking Services of Merchant bankers, Merchant Banking in India- Rules Regulation Management of Capital Issues, Fixed Deposits and Debenture Issues, Venture Capital- The Concept and Characteristics, Growth of Venture Capital Services in India.		
Unit IV	Credit Rating Services	6
Concept, Types and significance, Function of Credit Rating Agencies, Credit Rating Agencies in India, Process of Credit-Rating.		
Unit V	Factoring and forfeiting	6
Bills Discounting Scheme, Meaning, Mechanism, Features, Types, Legal and Financial Aspects of Factoring and forfeiting, Venture Capital Funds.		
Text Books	<ol style="list-style-type: none"> 1. Tripathi and Nalini, Financial Services , PHI publishers 2. Guruswamy, Financial Services, TMH Publishers. 	
Reference Books	<ol style="list-style-type: none"> 1. Khan MY. Financial Services, TMH. 2. Pandian, Financial Services, Vikas Publishers. 	
Mode of Evaluation	Internal and External Evaluation	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4305	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Financial Services</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	To enable students understand concepts of Financial Services, Elicit knowledge on Venture Capital Funds.	2	Em/S/En
CO 2	To enable students to understand concepts of Credit Rating Agencies, Acquaint with the Investing, Controlling and Regulating services.	3	Em/S/En
CO 3	To facilitate students to analyze concepts of Commercial Banking & Mechanism, Understand the Functioning of Banks, Financial Services and Banking System.	4	Em/S/En
CO 4	To enable students analyze concepts of Bills Discounting Mechanism.	4	Em/S/En
CO 5	To enable students to understand the Mechanism of Merchant Banking, Acquaint with Legal procedure and Financial Aspects of Factoring & Forfeiting and To Develop the ability to apply the techniques in decision making of Financial services.	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Financial Services (MBA4305)	C01	3	2	2	3	2	3	1	2	2	3	3	2
	C02	2	2	3	1	3	2	3	2	2	3	3	3
	C03	3	2	3	3	2	2	2	2	2	2	2	3
	C04	3	3	1	3	2	2	2	3	3	3	3	2
	C05	2	1	3	2	2	1	2	2	2	2	3	2
	Average	2.6	2	2.4	2.4	2.2	2	2	2.2	2.2	2.2	2.6	2.8

MB4306	Title: Working Capital Management	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	The objective of the course is to develop the understanding about challenges about managing working capital.	
Expected Outcome	After studying the subject students will be able to handle the working capital issues in organization.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to Working Capital	6
Nature, Scope and Definition of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Working Capital Policy - Aggressive & Defensive.		
Unit II	Management of Cash	7
Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes, compensating balances, concept of Marketable Securities, Cash Management Practices in India.		
Unit III	Management of Receivables	7
Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables, credit standards, credit period, credit terms, etc; Collection Policies; Credit Management in India.		
Unit IV	Inventory Management	8
Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management.		
Unit V	Sources of Financing Working Capital	6
Need and objectives of financing of working capital, short term credit, accrued wages and taxes, accounts payable, trade credit, bank loans, overdrafts, bill discounting, commercial papers, certificates of deposit, factoring, secured term loans, etc; Pattern and sources of Working Capital Financing in India.		
Text Books	1. Pandey, I.M. - Financial Management (Vikas, 9th Ed.) 2. Khan & Jain - Financial Management (TMH, 5th Ed.)	
Reference Books	1. Dheeraj Sharma - Working Capital Management, Himalayapublication.	
Mode of Evaluation	Internal and External Evaluation	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4306	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Working Capital Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Acquire knowledge of Inventory Management, Receivables Management, Cash Management and Payables.	2	Em/S/En
CO 2	Student able to apply the techniques for effective cash management	3	Em/S/En
CO 3	Students able to analyse the accounts of receivable with credit standards and credit period	4	Em/S/En
CO 4	Students able to apply the various techniques of inventory management in an organization to manage the inventory	3	Em/S/En
CO 5	Skill to create and evaluate sources of financing working capital	5	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Working Capital Management (MB4306)	CO1	2	1	2	3	2	3	3	1	2	3	3	2
	CO2	3	2	2	1	1	3	2	1	2	3	2	3
	CO3	3	2	3	3	2	3	3	2	1	3	3	3
	CO4	3	3	1	3	2	3	3	1	1	3	2	3
	CO5	2	1	3	2	1	3	3	2	0	3	3	3
	Average	2.6	1.8	2.2	2.4	1.6	3	2.8	1.4	1.2	3	2.6	2.8

MB4307	Title: Security Analysis and Portfolio Management	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites		
Objectives	The objective of this course is to expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management	
Expected Outcome	After studying the subject students will have sufficient knowledge about functioning of primary and secondary market.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction of Investment	6
Meaning and Objective of Investment, Investment Decision Process, Categories of Investment, Steps in security analysis, investment avenues, speculation and Gambling.		
Unit II	Risk and Return	7
.Risk in investment, components of risk, Expected returns, measurement of systematic risk.		
Unit III	Fundamental and Technical Analysis	7
Efficient Market Hypothesis, Economic, Industrial, Company Analysis and Technical Analysis, Trading of Securities, (Including BOLT), SEBI guidelines IPO, Book Building and Qualified Institutional Placement		
Unit IV	Portfolio Analysis and Selection	8
Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory		
Unit V	Portfolio Management and Performance Evaluation	7
Performance evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry		
Text Books	1. Ranganathan, Security Analysis and Portfolio Management (Pearson Education, 2st Ed.) 2. Chandra P, Investment Analysis and Portfolio Management (Tata Mc Graw Hill)	
Reference Books	1. Bodie, Kane, Marcus & Mohanti, Investment and Indian Perspective (TMH, 6th Ed.)	
Mode of Evaluation	Internal and External Evaluation	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4307	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Security Analysis and Portfolio Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Acquire knowledge of concept of investment in Equity, Preference and Debt instruments .	2	Em/S/En
CO 2	Acquire knowledge of risk associated with investment into Equity, Preference and Debt.	2	Em/S/En
CO 3	Skill to apply risk management and portfolio management.	3	Em/S/En
CO 4	Skill to analyze investment scenario and to identify right time to buy assets for investment and right time to book profit on investment,	4	Em/S/En
CO 5	Skill to evaluate investment opportunities and risk associated with it.	5	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Security Analysis and Portfolio Management (MB4307)	CO1	3	3	3	3	1	3	3	2	2	3	3	3
	CO2	3	3	2	2	2	3	3	2	1	3	3	3
	CO3	3	3	3	1	0	3	3	2	1	3	2	2
	CO4	3	3	2	2	0	3	3	3	2	3	2	3
	CO5	3	3	3	3	2	3	3	2	2	3	2	2
	Average	3	3	2.6	2.2	1	3	3	2.2	1.6	3	2.4	2.6

MB4308	Title: Consumer Behaviour	L T P C 3 0 03
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	The objective of this course is to define external influences and internal influences on buying behavior and explain the consumer decision making process.	
Expected Outcome	The students will be able to understand the consumer behavior in different situations and the factors having an impact on decision making.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to Consumer Behavior	7
Introduction to Consumer Behaviour; Applications of consumer behaviour knowledge in marketing, Consumer Behavior in the Contemporary Environment: Changing face of consumer behavior under the scenario of globalization, technological changes, new retailing environment.		
Unit II	Consumers as Individuals	7
Personality in Consumer Behavior: Aspects of Personality & Impact on Consumer Behavior, Personality Theories, Consumer Personality & Brand Personality, Self Concept – Types & Applications. Consumer Perception: Perception Process & Involvement, Selective Perception, Common Perceptions of Colours, Perceived Risk, Perceptual Positioning & Perceptual Mapping.		
Unit III	Consumers in the Social Context	7
Reference Groups: Types of reference groups, Effect of reference groups on product & brand purchase Family, Gender & Age Influences: Family decision making roles, Role of gender and age in family decision making, Family life cycle and consumer decisions. Social Class & Consumer Behavior: Social class – its components & impact on consumer behavior Cultural Influences on Consumer Behavior: Characteristics of culture, application of cultural learning & rituals in consumer behavior.		
Unit IV	Consumer Decision Making	6
Types of decision making & involvement, Information search pattern & marketing strategy, Types of choice models – multi attribute, conjunctive, disjunctive, lexicographic & elimination by aspects. Modeling consumer decision making – Howard Sheth model, Nicosia model and Engel Blackwell Miniard model.		
Unit V	Consumer Post-Purchase Behavior	6
Post-Purchase Behavior: Satisfaction/dissatisfaction – loyalty/ complaint behavior, Post purchase dissonance – causes and approaches to reducing the same, Measuring satisfaction, handling complaints, achieving customer loyalty. Organizational Consumer Behavior: Organizational buying roles, buying situations & buying processes, Influences on organizational buying behavior.		
Text Books	1. L. G. Schiffman and L. L. Kanuk, Consumer Behaviour, Pearson Education. 2. Satish K Batra and S. H. H. Kazmi, Consumer Behaviour Text and Cases, Excel Books.	
Reference Books	1. S. Ramesh Kumar, Consumer Behaviour and Branding, Pearson Education. 2. Matin Khan, Consumer Behavior, New Age International (P) Limited Publishers.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4308	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Consumer Behaviour</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	After course completion, the student will be able to understand meaning basic concept of Consumer Behavior and appreciate the Applications of consumer behaviour knowledge in marketing.	2	Em/S/En
CO 2	After course completion, the student will be able to understand and apply the concept of Personality in Consumer Behavior, Aspects of Personality, Impact on Consumer Behavior and Personality Theories.	3	Em/S/En
CO 3	After course completion, the student will be able to understand Consumers in the Social Context and Social Class & Cultural context and application in Consumer Behavior.	3	Em/S/En
CO 4	After course completion, the student will be able to understand Consumer Decision Making and Types of decision making & involvement.	3	Em/S/En
CO 5	After course completion, the student will be able to learn Consumer Post-Purchase Behavior and Consumer Post-Purchase satisfaction, handling complaints and achieving customer loyalty.	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Consumer Behaviour (MB4308)	CO1	3	3	3	2	3	3	3	1	1	3	3	2
	CO2	3	2	3	3	1	3	3	2	1	3	3	3
	CO3	3	2	2	3	2	2	3	1	2	2	2	3
	CO4	2	3	2	1	2	3	3	2	1	3	3	3
	CO5	3	3	3	3	2	3	3	3	3	3	3	3
	Average		2.8	2.6	2.6	2.4	2	2.8	3	1.8	1.6	2.8	2.8

MB4309	Title: Digital Marketing	L T P C 3 0 03
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	The basic objective of the course is to help students understand digital marketing practices, inclination of digital consumers and role of content marketing.	
Expected Outcome	It will develop proficiency in students for interpreting marketing strategies in the digital age and provide fundamental knowledge for working in an online team.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to Digital Marketing	7
The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey, Marketing strategies for the digital world - latest practices.		
Unit II	E-Commerce and Internet Marketing	7
Introduction to E-marketing, online marketing-mix, online consumer, customer relationship management in the virtual world, online branding, traffic building and E-commerce, Managing content in a digital age – content planning and writing.		
Unit III	Acquiring & Engaging Users through Digital Channels	7
Understanding the relationship between content and branding and its impact on sales, search marketing, mobile marketing, video marketing, and social-media marketing. Online campaign management; using marketing analytic tools to segment, target and position; overview of search engine optimization (SEO).		
Unit IV	Designing Organization for Digital Success	6
Digital transformation, digital leadership principles, online P.R. and reputation management, ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies.		
Unit V	Digital Innovation and Trends	6
The contemporary digital revolution, digital transformation framework; security and privatization issues with digital marketing, Understanding trends in digital marketing – Indian and global context.		
Text Books	1. Dave Chaffe, Internet Marketing, Pearson 2. Gary Schneider, E – Commerce, Cengage	
Reference Books	1. David Whiteley, E-Commerce: Strategy, Technologies and Applications, Tata McGraw Hill Education. 2. Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4309	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Digital Marketing</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able to understand and explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.	2	Em/S/En
CO 2	Demonstrate cognitive knowledge of the skills required in conducting online research and research on online markets, as well as in identifying, assessing and selecting digital market opportunities.	3	Em/S/En
CO 3	Students will be able to apply the understanding of relationship between content and branding and its impact on sales which will be helpful in business development in future.	3	Em/S/En
CO 4	Students will be able to interpret the traditional marketing mix within the context of a changing and extended range of digital strategies and tactics.	4	Em/S/En
CO 5	The students will be able to understand the contemporary digital revolution and also trends in digital marketing in India and rest of the world.	2	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Digital Marketing (MB4309)	CO1	3	2	1	3	2	3	3	3	1	3	<u>3</u>	3
	CO2	3	2	1	2	2	3	2	2	1	3	<u>3</u>	2
	CO3	3	0	1	2	0	3	3	0	2	3	<u>2</u>	3
	CO4	2	1	2	2	2	3	2	0	1	2	<u>3</u>	2
	CO5	2	2	3	3	2	3	3	2	3	2	<u>3</u>	3
	Average	2.6	1.4	1.6	2.4	1.6	3	2.6	1.4	1.6	2.6	2.8	2.6

MB4310	Title: Marketing of Services	L T P C 3 0 03
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	To develop an understanding of the basic concepts and issues in service marketing and to learn the key characteristics of service, customer service experiences, the role of internal stakeholders in service delivery, and organizational challenges of managing service.	
Expected Outcome	This course would provide students critical analysis to perceive service shortcomings in reference to ingredients to create service excellence and be able to identify critical issues related to service industry.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to Services Marketing	7
Introduction: Definition, Characteristics and Classification of Services, Difference between Product and Services Marketing, Paradigms in Services Marketing, Understanding the 7 P's, Segmentation, Targeting & Positioning.		
Unit II	Understanding Consumer Behavior and Service Design	6
Understanding Consumer Behavior: Consumer Behavior in Services, Customer Expectations and Perceptions of Services – Evaluation of services, New Service Development Process – Basic service to potential service, Customer defined Service Standards.		
Unit III	Delivering, Pricing and Managing Service Promise	7
Delivering Services: Role of Employees and Customers in service delivery; Role of Intermediaries, Service process – Blue printing. Pricing of Services: Pricing Considerations and Strategies, Revenue Management. Managing Service Promise: Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations.		
Unit IV	Service Performance	6
Evaluating Success of Service Offering: Service quality and measurement, Complaint handling, Recovery Management, Service Guarantees. Role of CRM, The Gaps Model Of Service Quality.		
Unit V	Overview of Current Trends in Service Industries	7
Understanding of Current Trends in Service Industries: Financial, Hospitality, Health, Telecom, Consultancy, Logistics, Education, NGO, Public Utilities, ITES (IT enabled Services), Travel & Tourism, e-Services and Professional Services.		
Text Books	1. Zeithaml, Gremler, Bitner, and Ajay Pandit, Services Marketing, Tata McGraw-Hill Education. 2. Christopher Lovelock, Services Marketing: People, Technology and Strategy, Pearson Education.	
Reference Books	1. Harsh V. Verma, Services Marketing: Text and Cases, Pearson Education. 2. K. Rama Mohana Rao, Services Marketing, Pearson Education.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4310	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Marketing of Services</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	The student will be able to understand the concept of marketing of services and the services industry.	2	Em/S/En
CO 2	The student will be able to understand the role of consumer behavior while buying the services and apply the new service development process.	3	Em/S/En
CO 3	The student will be able to analyze the role of people in service industry and the various pricing strategies applied in services industry.	4	Em/S/En
CO 4	The student will be able to evaluate the service quality, its measurement and gap models.	4	Em/S/En
CO 5	The student will be able to analyze the current trends in service industries.	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Marketing of Services (MB4310)	CO1	3	0	3	3	3	2	2	2	1	3	3	2
	CO2	2	3	2	3	1	2	1	3	1	1	3	3
	CO3	3	2	2	2	2	1	1	3	3	2	3	3
	CO4	3	3	3	1	2	2	1	2	1	1	3	2
	CO5	3	2	3	2	2	2	1	2	1	2	3	3
	Average	2.8	2	2.6	2.2	2	1.8	1.2	2.4	1.4	1.8	3	2.6

MB4311	Title: Brand Management	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	To enable students to understand the key issues in crafting and evaluating brand strategies and to provide theories, models, and other analytic tools to make better branding decisions.	
Expected Outcome	The students will be able to apply marketing theories to real life brand management.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Branding Concepts	7
Brands & Brand Management: Brand, Brand Elements, Core Brand Values and Brand Mantra, Brand Value Chain, Brand Value Proposition, Functional, Emotional and Self Expressive Benefits, Strategic Brand Management Process Iconic brands, Global brands.		
Unit II	Brand Equity and Positioning	6
Brand Positioning, Identifying, choosing and communicating Points of Parity and Points of Difference, Brand Associations, Primary and Secondary Associations, Repositioning, Customer Based Brand Equity, Brand Resonance.		
Unit III	Branding Structures	7
Brand Hierarchy Levels, Managing the Brand portfolio, Brand Architecture, Masterbrand, Over brand, Freestanding Brand and Endorser Brand structures, House of Brands, Hybrid Structures, Brand Revitalization, Brand Extension strategies, Product Category and Line Extension.		
Unit IV	Brand Identity & Personality	6
Brand Identity, Kapferer's Brand Identity Prism, Elements of Brand Identity, Co-branding and Ingredient branding, Brand Personality, Brand Personality Dimensions and Traits, Drivers of brand personality Luxury brands, Cult brands.		
Unit V	Brand Metrics	7
Brand Metrics, Measuring Brand Equity, Loyalty measures, perceived quality and leadership measures, associations/differentiation measures, awareness measures and market behavior measures, Brand Valuation: Methods, Cost, Market and Income approach.		
Text Books	1. Harsh V Verma, Brand Management: Text and Cases, Excel Book. 2. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson Education.	
Reference Books	1. S. Ramesh Kumar, Managing Indian Brands, Vikas Publishing House (P) Ltd. 2. Manik Dhar, Brand Management 101, Wiley India Edition.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4311	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Brand Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	The students will able to outline the concepts of Branding.	2	Em/S/En
CO 2	Students able to gain Knowledge and understanding the techniques of Brand equity and Positioning.	3	Em/S/En
CO 3	Evaluate creative strategies in the light of Branding structures.	4	Em/S/En
CO 4	Analyze and evaluate the brand identity and personality as per the product.	4	Em/S/En
CO 5	Students able to analyzing the various brand metrics to measuring brand equity.	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Brand Management (MB4311)	CO1	3	3	1	3	1	3	3	3	2	2	2	2
	CO2	3	3	2	3	2	3	2	2	1	3	3	3
	CO3	3	2	1	3	2	2	2	2	2	1	2	3
	CO4	2	3	2	3	1	3	1	1	1	2	3	3
	CO5	2	2	3	3	2	3	1	1	3	1	3	3
	Average	2.6	2.6	1.8	3	1.6	2.8	1.8	1.8	1.8	1.8	1.8	2.6

MB4312	Title: Integrated Marketing Communication	L T P C 3 0 03
Version No.	1.0	
Course Prerequisites	Nil	
Objectives	The objective of this course is to provide an understanding of integrated marketing communications (IMC) and its influences on other marketing functions and other promotional activities.	
Expected Outcome	Upon completion of the subject, students will be able to apply an IMC approach in the development of an overall advertising and promotional plan.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to Integrated Marketing Communication	6
Marketing Communication: Objectives of Marketing Communication, Integrated Marketing Communication (IMC): concepts and process, Factors contributing to IMC, Promotion Mix, Challenges in IMC.		
Unit II	Advertising Management & Agencies	7
Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, STP Strategies for Advertising, AIDA, Advertising campaigns, Fundamentals of Advertising Campaigns, The Creative Brief, Big Idea, Getting Creative to find the Big Idea, Advertising Agencies – their role, functions.		
Unit III	Advertisement Design & Budgeting	7
Ad Budget, Ad Appropriation, Methods of Budgeting, Measuring Effectiveness of Advertisement, Legal and Ethical concepts and issues in Advertising, Advertising Research, Message Design-The Creative concept development; the creative processes of the different forms of IMC.		
Unit IV	International Advertising and Promotion	7
International advertising and promotion: global vs local advertising, decision areas in international advertising, role of promotional mix elements in international marketing, Media Planning and Strategy - Media Types and their characteristics; Setting Media objectives; Steps involved in media planning.		
Unit V	Emerging Concepts of Marketing Communication	6
Emerging Concepts and Issues in Marketing Communications: Programmatic, video, mobile, digital, Sponsorship, Role of E-Commerce in Marketing Communication. Corporate advertising, Advertorials and Infomercials, Direct marketing, Event Management.		
Text Books	1. S N Murthy and U Bhojanna, Advertising: An IMC Perspective, Excel Books. 2. Terence A. Shimp, Advertising and promotion- An IMC Approach, Cengage Learning.	
Reference Books	1. Wells, Moriarty and Burnett, Advertising: Principles and Practices, Pearson Education. 2. Manendra Mohan, Advertising Management: Concepts and Cases, Tata McGraw Hill Education Private Limited.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4312	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Integrated Marketing Communications</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	The students will able to outline the nature of IMC and describe its environment	2	Em/S/En
CO 2	Able to set IMC objectives and formulate IMC budget	3	Em/S/En
CO 3	Evaluate creative strategies in the light of given marketing objectives and strategies	5	Em/S/En
CO 4	Analyze and evaluate the cost effectiveness of various forms of media	4	Em/S/En
CO 5	To understand and apply the behavioral factors that influence the effectiveness of communications	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Program me Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Integrated Marketing Communications (MB4312)	CO1	2	3	2	2	3	1	3	3	1	3	3	2
	CO2	3	3	1	2	2	2	1	2	1	3	3	3
	CO3	1	3	1	3	3	2	2	3	2	1	2	3
	CO4	1	2	2	1	1	1	3	2	1	1	3	2
	CO5	2	2	3	2	2	3	1	3	3	3	<u>3</u>	<u>3</u>
	Average	1.8	2.6	1.8	2	2.2	1.8	2	2.6	1.6	2.2	2.8	2.6

MB4313	Title: Industrial Psychology	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	NIL	
Objectives	To help students understand the concept of psychology at workplace and how and why individuals behave in organizations	
Expected Outcome	The students will be able to handle different situations in organization effectively motivating the employees to achieve better results.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Industrial Psychology	7
	Introduction, Nature, Scope and Problems of Industrial Psychology, Development and Importance of Industrial and Organizational Psychology, Industrialization in India. Individual Difference and their Evaluation. Role of Heredity and Environment. Psychological Testing: Utility, Reliability and Validity.	
Unit II	Individual at Workplace	7
	The role of the Psychologist in Industry, Occupational Psychology: Study of Behaviour in work situation and application of Psychological principles to problems of selection, Placement, Counseling and Training. Design of work environments: Human engineering and physical environment techniques of job analysis, Social Environment-Group Dynamic in Industry. Personal Psychology: selection, Training, Placement, Promotion, Counseling, Job Motivations, Job Satisfaction	
Unit III	Industrial Behaviour	5
	Introduction and Implications of Motivation, Perception, Learning, Leadership, Personality and Attitude in Organisations. Consumer Behaviour; Study of Consumer Preference, Effect of Advertising. Leadership, Industrial Morale. The Nature and Scope of Engineering Psychology, its Application to Industry.	
Unit IV	Industrial Efficiency	8
	Efficiency at Work: the concept of efficiency, The Work Curve, its Characteristics. Work Methods; Hours of Work, Nature of Work, Fatigue and Boredom, Rest Pauses, Stress Management and Well-Being at Work,. Personal Factors; Age Abilities, Interest, job Satisfaction. Working Environment: Noise, Illumination, Atmospheric Conditions. Job Analysis, Performance Management, Training and Development. Accident and Safety: The Human and Economic Costs of Accidents, Accident Record and Statistics, The Causes of Accidents Situational and Individual Factors related to Accident Reduction.	
Unit V	Contemporary Issues	6
	Grievances and Grievance handling Procedure. Industrial Disputes: Courses, Strikes and Lockouts, Industrial Relations Machinery Bi-Partite and Tri-Partite Agreement, Labour Courts and Industrial Tribunals, Code of Discipline, Standing Order. Union/Management Relations.	
Text Books	1. Girish BalaMohanty, Industrial psychology and OB, Paperback 2. Myer, Industrial Psychology 3. Dunnette, M.D., Handbook of Industrial and Organisational Psychology 4. Blum and Taylor, Industrial Psychology	
Reference Books	1. Sinha G.P. and P.R.N. Sinha, Industrial Relations and Labour Legislations, New Delhi, Oxford and IBH Publishing Co., 1977	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4313	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Industrial Psychology</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will learn about nature, scope and problems of Industrial psychology and also psychological testing, utility, reliability and validity.	2	Em/S/En
CO 2	Students will learn how important the role of Psychologist in industrial and personal level.	2	Em/S/En
CO 3	Students will learn industrial behavior, learning, leadership, personality and attitude in Organizations and application of effective decisions when needed in this regard.	3	Em/S/En
CO 4	Students will be able to apply the concepts of efficiency increase through Industrial Psychology.	3	Em/S/En
CO 5	Students will learn handling contemporary issues like grievances , bi-partite and tri-partite agreements, strikes and lockouts with the help of case studies.	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Industrial Psychology (MB4313)	CO1	3	3	2	3	2	1	3	3	3	2	3	3
	CO2	3	2	3	1	2	2	3	3	3	2	2	3
	CO3	3	2	3	2	2	1	3	3	3	3	3	3
	CO4	3	3	1	2	2	2	3	3	3	3	2	2
	CO5	2	1	3	2	2	1	3	3	3	2	3	2
	Average	2.8	2.2	2.4	2	2	1.4	3	3	3	2.4	2.6	2.6

MB4314	Title: Human Resource Planning and Development	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4109	
Objectives	To help students understand the Human Resource Planning, its important techniques to identify the optimum number of human resource for efficient human resource function related decisions.	
Expected Outcome	The student would acquire knowledge as to how to plan for manpower in an organization.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Human Resource Planning	7
Approaches to Human Resource Planning, Concept, importance, Need for Human Resource Planning, objectives Types of HR plan, Dimensions of Human Resource Planning, Approaches-Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach. Human Resource Information System, Human Resource Planning Process, Approaches to Human Resource Planning, Benefits of Human Resource Planning, Problems/Barriers to Human Resource Planning.		
Unit II	Career planning	7
Concept, objective, Career Stages, Significance of Career Planning, Need and Components of Career Planning, Career planning vs. human resource planning, career planning vs. succession planning, Process of career planning and career development, Human Resources Evaluation: Human Resources Audit and Human Resource Accounting, Succession planning, HR Metrics.		
Unit III	Evolution and Concept of HRD	6
System concept, Role of HRD, Professionals, HRD climate and its element, HRD Matrix, HRD Function, HRD Process, Role of line Managers and supervisors in HRD.		
Unit IV	Assessing and implementing HRD Programmes	7
Task analysis, persons Analysis, Organizational analyses, Assessing HRD needs, HRD process models Training Vs HRD, HRD intervention, Quality of Work life. Empowerment, Creating HRD environment, Evaluation framework; collecting, data for evaluation, research design, issues concerning evaluation, assessing impact of HRD.		
Unit V	Organizational Culture and HRD	6
Work force diversity and HRD, Labor Market changes, Equal Employment Opportunity, adapting demographic changes and gender issues, HRD practices in manufacturing and services sector		
Text Books	1. VSP Rao, Human Resource Management, Excel Books. 2. L.M. Prasad, Human Resource Management, Sultan Chand & Sons	
Reference Books	1. K.Ashwathappa, HRM text & cases, Tata McGraw Hill.	
Mode of Evaluation	Internal and External	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4314	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Human Resource Planning and Development</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able Know basic human resource planning concepts and the context of HRD practices.	2	Em/S/En
CO 2	Students will be able to Illustrate different ways to strengthen the employee.	3	Em/S/En
CO 3	Students will be able to Illustrate different ways to strengthen the employee.	3	Em/S/En
CO 4	Students will be able To apply the knowledge for development various compensation strategies.	3	Em/S/En
CO 5	Students will be able to develop appropriate reward and understand the labour market changes	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	
Human Resource Planning & Development (MB4314)	C01	2	2	2	3	3	3	3	3	3	3	1	2	3
	C02	3	2	3	2	3	2	3	3	3	3	1	3	2
	C03	3	2	3	2	3	3	2	3	3	3	2	3	3
	C04	3	3	2	3	3	2	2	3	3	3	1	2	3
	C05	3	2	3	2	3	2	2	3	3	3	2	3	2
	Average	2.8	2.2	2.6	2.4	3	2.4	2.4	3	3	3	1.4	2.6	2.6

MB4315	Title: Organizational Change and Intervention Strategies	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	None	
Objectives	The purpose of this paper is to make aware of the students with the meaning, scope and the organization structure and strategy followed by them.	
Expected Outcome	Students will know about the different organization structure, students will know the organization strategies.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	8
Concept of Organisational Structure, Organisational Culture, Concept and Importance of Organisational Change; Organisational Environment Specific and General.		
Unit II	Organisational Efficiency and Effectiveness	8
Concept of Efficiencies, Measurement of Efficiency and Effectiveness and effectiveness Internal Systems Approach, External Resources Approach and Technical Approach of Organisational Effectiveness, Organisational Effectiveness and Technology.		
Unit III	Organisation Structure	8
Meaning, Types and Designing, Kinds of Organizational Structure, Functional, Divisional (Geographic and Market), Line and Staff Committee Organization, Matrix Structure; Network Structure and Boundary-Less Organizations, Organizational Design and Strategy in Changing Global Framework.		
Unit IV	Organisational Change	9
Concepts and Targets of Change, Planned and Unplanned Change, Stimulating Factors for Organisational Change, Resistance to Organizational Change- Organisational and Individual, Lewin's Force Field Theory of Change, Evolutionary and Revolutionary Change in Organisation, Concept of Total Quality Management, Developments in Revolutionary Change Re-Engineering, Restructuring.		
Unit V	Organisational Transformation	9
Birth, Growth, Decline and Death, Institutional Theory of Organizational Growth, Greiner's model of Organizational Growth. O.D Techniques to deal with Resistance To Change, O.D Techniques to promote Change; Human Process Interventions, Structure and Technological Interventions and Strategy Interventions		
Text Books	1. R.K. Chopra, Organisational Behaviour, Sun India Publications. 2. Wendell L. French Cecil H. Bell, Jr., Organisational Development, McGraw-Hill. 6/e, 2005.	
Reference Books	1. Gareth R., Mary Mathew – Organisational Theory, Design and Change, Pearson Education, New Delhi 5/e, 2008.	
Mode of Evaluation	Internal and External Examination	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4315	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Organizational Change and Intervention Services</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students should be able to elaborate the concept of Organization structure & culture	3	Em/S/En
CO 2	The students should able to illustrate the concept of efficiency and effectiveness in an organization.	3	Em/S/En
CO 3	Students should be able to analyze the concept of organization structure.	4	Em/S/En
CO 4	Students should be able to apply the concept of organizational change.	3	Em/S/En
CO 5	Student should be able to summarize the concept of organizational transformation.	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	
Organisational Change and Intervention Strategies (MB4315)	CO1	3	3	3	3	3	1	3	3	3	3	3	2	3
	CO2	3	3	3	2	3	2	3	3	3	3	3	2	2
	CO3	3	2	3	2	3	1	3	3	3	3	3	3	3
	CO4	3	3	3	3	3	2	3	3	3	3	3	3	3
	CO5	3	2	3	2	3	1	3	3	3	3	3	3	3
	Average	3	2.6	3	2.4	3	1.4	3	3	3	3	3	2.6	2.8

MB4316	Title: Counselling Skills for Managers	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	None	
Objectives	The objective of this course is to provide insights into handling behavioral issues at work place by developing counselling skills.	
Expected Outcome	Students will know about the different ways of negotiation in the Organisation and develop the negotiation skills.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	9
Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills..		
Unit II	Role of managers in Counselling	8
Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.		
Unit III	Negotiation	9
Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks		
Unit IV	Ethical values in Negotiation	9
Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.		
Unit V	Current and Emerging Trends of Counselling	9
Emergence & Growth of Counselling: Factors contributing to the emergence, Approaches to Counselling: Humanistic Approaches and Rogers Self Theory Counselling Process: Steps in Counselling Process. Modern Trends in Counselling – Trends, Role of a Counsellor and Model of Counselling.		
Text Books	3. Cohen S, Negotiation Skills for Managers ,Tata Mc Graw Hill 4. Singh Kavita, Counselling Skills for Managers, PHI	
Reference Books	1. Lewicki, Saunders & Barry – Negotiation, Tata Mc Graw Hill.	
Mode of Evaluation	Internal and External Examination	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4316	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Counseling Skills for Managers</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		Em/S/En
CO 1	Students will be introduced to importance of counseling skills with the help of videos and demos helping them to understand it practically.	2	Em/S/En
CO 2	Learning of changing behaviors through counseling, and some specific techniques will help the students to understand the role of managers in this regard.	3	Em/S/En
CO 3	Students will be able to apply the art of negotiations, its importance, scope and negotiation process.	3	Em/S/En
CO 4	Applying of ethical values in negotiation processes will be the major take always for the students.	3	Em/S/En
CO 5	Students will learn and understand the current and emerging trends of counseling.	2	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Counseling Skills for Managers (MB4316)	CO1	3	3	3	2	3	3	1	3	3	3	3	3
	CO2	3	3	3	3	3	2	1	3	3	3	3	2
	CO3	3	3	3	3	3	2	2	3	3	3	2	3
	CO4	3	3	3	2	3	1	2	3	3	3	3	3
	CO5	3	3	3	2	3	3	2	3	3	3	3	3
	Average	3	3	3	2.4	3	2.2	1.6	3	3	3	3	2.8

MB4317	Title: Industrial Relations and Labour Laws	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	NIL	
Objectives	To provide conceptual framework of Industrial Relation; To make students aware with the Indian Labour legislation.	
Expected Outcome	The student would acquire knowledge regarding various labour laws. The role of various players in industrial relations.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	7
Overview of Industrial Relations: Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Role of State; Trade Unions; Employers' Organization; ILO in IR; ILO its Role, Functioning and Contributions, Industrial Relations machinery in India.		
Unit II	Trade Unionism	7
Trade Union: origin and growth, unions after independence, unions in the era of Liberalization; Concept, objectives, functions and role of Trade Unions in collective bargaining; Problems of Trade Unions.		
Unit III	Labour problems	6
Discipline and misconduct; Grievance handling procedure; Labor turnover; Absenteeism; Workers' participation in management; Industrial accidents and Industrial Unrest, Strikes and Lock-Out, Settlement of Industrial Dispute, Consultative Bodies (Bipartite, Tripartite) and IR Strategies, Worker Development and Worker participation in management (WPM), Conciliation, Arbitration, Adjudication, Collective Bargaining.		
Unit IV	Labour legislations -1	7
Historical perspective; Impact of ILO; Indian constitution Abolition of Bonded and Child Labor, Important provisions of: Payment of Wages Act, Workmen's Compensation Act, Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act, Important Provisions of Industrial Dispute Act and Factories Act.		
Unit V	Labour legislations-2	6
Payment of Minimum Wages Act 1936, Payment of Bonus Act 1965, Maternity Benefit Act 1961, Contract Labour Act		
Text Books	Dr. C.B. Mamoria, Dynamics of Industrial Relations, Himalyan publication. 2. Arun Monapa, Industrial Relations, TMH	
Reference Books	1. Srivastava S C- Industrial Relations and Labour Laws (Vikas, 4th edition)	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4317	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Industrial Relations and Labour Laws</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students should able to elaborate the concept of Industrial Relations.	2	Em/S/En
CO 2	The students should able to illustrate the role of trade union in the industrial setup.	3	Em/S/En
CO 3	Students should able to outline the important causes & impact of industrial disputes.	3	Em/S/En
CO 4	Students should able to elaborate Industrial Dispute settlement procedures.	3	Em/S/En
CO 5	Student should be able to summarize the important provisions of Wage Legislations, in reference to Payment of Wages Act 1936, Minimum Wages Act 1948 & Payment of Bonus Act 1965	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Industrial Relation and Labour Laws (MB4317)	CO1	3	2	2	3	3	1	3	3	3	3	2	3
	CO2	3	2	3	1	3	2	3	2	2	3	3	3
	CO3	2	0	3	2	3	2	3	2	2	3	2	3
	CO4	2	2	2	0	3	2	3	3	3	3	3	2
	CO5	3	3	3	0	3	1	3	3	3	3	3	3
	Average	2.6	1.8	2.6	1.2	3	1.6	3	2.6	2.6	3	2.6	2.8

MB4318	Title: Technology Innovation Management	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4207, MB4208	
Objectives	To train the students to use various statistical methods in order to understand, analyze and interpret various business, managerial and economic problems	
Expected Outcome	To facilitate objective solutions in business decision making under subjective conditions using various statistical tools.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction, Sources of Innovation and Design Selection	08
Importance and impact of technological innovation – Innovation funnel - sources of innovation – creativity – translating creativity into innovation - types of innovation - technology S-Curves - technology cycle - Dominant design selection (learning effects, network externalities) – multiple dimensions of value		
Unit II	Timing of Entry and Strategic Direction	07
Timing of entry: first mover advantages and disadvantages, factors influencing optimal timing, strategies to improve timing options Defining organization's strategic direction – assessing firms current position – identifying core competencies and capabilities – strategic intent		
Unit III	Choosing and Protecting Innovation Projects	07
Quantitative and Qualitative methods of choosing innovation projects Collaboration strategies: reasons for going solo; advantages, types and mode of collaboration, choosing and monitoring partners Protecting innovation: patents, trademarks, copyrights; trade secrets; effectiveness, use and advantages of protection		
Unit IV	Organization and management of Innovation Process	06
Organizing for innovation: size and structural dimension of firms, modularity and loosely coupled organizations, managing innovation across borders Managing new product development process: objectives, sequential vs partly parallel development process, project champions, role of customers and suppliers in development process, tools for improving and measuring new product development process and performance		
Unit V	Managing team and crafting deployment strategy	06
Managing new product development team: constructing new product development teams, structure and management of new product development teams, Crafting a deployment strategy:: launch timing, licensing and compatibility, pricing, distribution, marketing		
Text Books	1. Mellisa A. Schilling (2012): Strategic Management of Technological Innovation, McGraw-Hill	
Reference Books	1. Paul Trott (2008): Innovation Management and New Product Development, Pearson 2. Scott Shane (2008): The Handbook of technology and innovation management, wiley 3. Wheelright, Christensen, Burgelman (2004): Strategic management of technology and innovation, McGraw Higher education 4. V.K. Narayanan (2001): Managing Technology and Innovation for competitive advantage, Pearson 5. David Smith (2006): Exploring Innovation, Tata McGraw-Hill	
Mode of Evaluation	Internal and External examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4318	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Technology Innovation Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able to understand the Importance and impact of technological innovation	2	Em/S/En
CO 2	Students will be able to explain the factors influencing optimal timing, strategies to improve timing	3	Em/S/En
CO 3	Students will be able to analyze quantitative and qualitative methods of choosing innovation projects	4	Em/S/En
CO 4	Students will be able to analyze the organization and management of Innovation Process	4	Em/S/En
CO 5	Students will be able to manage new product development team, constructing new product development teams.	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Technology Innovation Management (MB4318)	CO1	3	3	2	3	3	3	3	1	2	2	3	2
	CO2	3	1	0	3	1	3	3	1	2	2	2	3
	CO3	3	2	0	3	2	3	3	2	2	3	3	3
	CO4	3	2	1	3	2	3	3	2	2	1	2	3
	CO5	2	2	3	3	2	3	3	2	1	2	3	3
	Average	2.8	2	1.2	3	2	3	3	1.6	1.8	2	2.6	2.8

MB4319	Title: Service Operations Management	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4207 MB4208	
Objectives	To Understand the unique challenges in managing excellent service operations.	
Expected Outcome	To develop the ability to design and deliver operations to achieve competitive advantage in services	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to Services and Service Strategy	06
Nature and characteristics of services - classification and analysis of service operations Service strategy - competitive service strategies - strategic service vision		
Unit II	Service Design and Managing Human Resource	07
New service design and development – service system design and delivery process – technology and automation in services – service encounter Human resource planning and employee selection – managing people in service organization – work measurement in services		
Unit III	Service Quality and Demand Management	07
Defining service quality – quality service design – service process control – TQM tools – quality philosophy and performance excellence – service recovery and service guarantee Forecasting demand in services – Smoothing customer demand in services		
Unit IV	Service Facility Design and Location, Capacity Management	07
Service facility design – process analysis of facility layout – facility location decision factors – quantitative models for facility location Service capacity management – Yield management – Resource and workforce scheduling		
Unit V	Waiting Line, Queuing, Inventory and Supply Chain Management	07
Characteristics of Queuing system – queuing models Service inventory management – Service supply chains – Processes in service supply chain		
Text Books	1. Johnston, Clark, Shulver (2001), Service Operations Management – Improving Service Delivery, Pearson 2. Metters Richard (2012), Successful service operations management, Cengage	
Reference Books	1. Hollins and Shinkins (2006), Managing Service Operations – Design and Implementation, Sage publication 2. Fitzsimmons, Fitzsimmons (2010), Service Management – Operations, Strategy, Information Technology, McGraw Hill Education 3. Mahadevan (2009), Operations Management – Theory and Practice, Pearson 4. Krajewski, Srivastava (2015), Operations Management – Process and Supply Chain, Pearson	
Mode of Evaluation	Internal and External Evaluations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4319	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Service operation Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able to understand the nature and characteristics of services - classification and analysis of service operations	2	Em/S/En
CO 2	Students will be able to explain service system design and delivery process & managing people in service organization	2	Em/S/En
CO 3	Students will be able to apply the basic TQM tools – quality philosophy and performance excellence	3	Em/S/En
CO 4	Students will be able to analyze service facility design, process analysis of facility layout	4	Em/S/En
CO 5	Students will be able to analyze Queuing system – queuing models, Service inventory management	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	
Service operation Management (MB4319)	CO1	3	3	2	2	3	3	3	3	3	3	3	2	3
	CO2	3	3	1	2	2	3	3	3	3	3	3	3	3
	CO3	3	3	3	0	3	3	3	3	3	3	3	3	3
	CO4	3	3	1	2	3	3	3	3	3	3	3	2	2
	CO5	3	2	3	0	3	3	2	3	3	3	3	3	1
	Average	3	2.8	2	1.2	2.8	3	2.8	3	3	3	3	2.6	2.4

MB4331	Title: Planning and Control of Operations	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4207	
Objectives	To understand the concept of Excellence in manufacturing – Traditional & current concepts.	
Expected Outcome		
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	06
	Need, Functions - Routing, Scheduling, shop loading and dispatch, follow up. Relations with other departments, Routing-Process layout indicating flow Chart of material from machine to machine. Dispatch in production control-documentation.	
Unit II	Demand Forecasting	07
	Forecasting as a planning tool, Why do we forecast, Forecasting time horizon, Design of forecasting systems, Developing the logic of forecasting, Sources of data, Models for forecasting, Extrapolative methods using time series, Causal methods of forecasting, Accuracy of forecasts, Using the forecasting system.	
Unit III	Aggregate Production Planning	08
	Planning Hierarchies in operations, Aggregate Production planning, Need for Aggregate Production planning, Alternatives for managing demand, Alternatives for managing supply, Basic strategies for aggregate production planning, Aggregate production planning methods, Master Production Scheduling.	
Unit IV	Resource Planning	07
	Dependent Demand Attributes, Planning a framework – the basic building blocks: Multiple levels in products, Product Structure, The Bill of Materials, Time phasing of the requirements, Determining the Lot Size, Incorporating Lead time information, Establishing the planning premises. MRP Logic, Using the MRP system, Capacity Requirements planning, Manufacturing Resources Planning (MRP II), Enterprise Resource Planning (ERP), Resource Planning in services	
Unit V	Scheduling of Operations	07
	Need for Scheduling, Scheduling – Alternative terms, Loading of machines, Scheduling Context, Scheduling of Flow Shops, Scheduling of Job Shops, Input-Output Control, Operational Control Issues in Mass production systems.	
Text Books	1. B.Mahadevan: Operations Management: Theory and Practice, Pearson.	
Reference Books	1. Operations Management, Terry Hill, Palgrave 2. The Fundamentals of Production Planning and Control, Stephen Chapman, Pearson 3. Operations Now, Byron Fitch, TMGH.	
Mode of Evaluation	Internal and External examinations	
Recommendation by Board of Studies on	23-07-2022	
Recommendation by Board of Faculties on	06-08-2022	
Date of approval by the Academic Council	20-10-2022	

MB4321	Title: Materials Management	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4207 MB4208	
Objectives	To understand how material management should be considered for profitability	
Expected Outcome	Student gains knowledge on effective utilisation of materials in manufacturing and service organisation	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	07
Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches, master scheduling-manufacturing planning and control system-manufacturing resource planning enterprise resource planning-making the production plan		
Unit II	Materials planning	07
Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification		
Unit III	Inventory Management	07
Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.		
Unit IV	Purchasing Management	07
Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment international purchasing		
Unit V	Warehouse Management	07
Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency, productivity-cost effectiveness-performance measurement		
Text Books	<ol style="list-style-type: none"> 1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive (2010), Introduction to Materials Management, Pearson 2. P. Gopalakrishnan (2015), Handbook of Materials Management, Tata McGraw Hill 	
Reference Books	<ol style="list-style-type: none"> 1. A.K.Chitale and R.C.Gupta (2007), Materials Management, Text and Cases, PHI Learning 2. A.K.Datta (2008), Materials Management, Procedure, Text and Cases, PHI Learning 3. Ajay K Garg (2017), Production and Operations Management, Tata McGraw Hill 4. Ronald H. Ballou and Samir K. Srivastava (2007), Business Logistics and Supply Chain Management, Pearson education 5. S. N. Chary (2004), Production and Operations Management, Tata McGraw Hill 	
Mode of Evaluation	Internal and External examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4321	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Materials Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able to understand the basic concept of master scheduling-manufacturing planning and control system-manufacturing	2	Em/S/En
CO 2	Students will be able to explain the manufacturing resource planning-capacity management-scheduling	3	Em/S/En
CO 3	Students will be able to apply the basics of inventory management	3	Em/S/En
CO 4	Students will be able to know & analyze purchasing management	4	Em/S/En
CO 5	Students will be able to analyze the impact of Warehousing functions – types - Stores management-stores systems and procedures-incoming materials	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Materials Management (MB4321)	CO1	2	2	3	3	2	1	3	2	2	3	3	3
	CO2	2	2	3	1	1	2	3	2	2	3	3	2
	CO3	3	2	3	3	2	2	2	2	2	3	2	3
	CO4	3	3	2	3	1	2	2	1	2	3	2	3
	CO5	2	1	3	2	1	1	3	2	1	3	3	3
	Average	2.4	2	2.8	2.4	1.4	1.6	2.6	1.8	1.8	3	2.6	2.8

MB4322	Title: Retail Distribution and Logistics	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4207, MB4208	
Objectives	To understand the need and importance of logistics in product flow.	
Expected Outcome	To enable an efficient method of moving products with optimization of time and cost	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to logistics and distribution	08
Definition and Scope – Importance, Functions & Objectives – system perspective of distribution - marketing forces affecting distribution - distribution and logistics organization structure - logistics and supply chain structure - total logistics concept - planning for distribution and logistics - Customer Value Chain – importance and components of customer service - conceptual models of service quality - levels and measurement of customer service - customer service explosion		
Unit II	Distribution channels and outsourcing logistics	07
Channels of distribution: role of marketing channels – channel functions – channel structure –designing distribution channel – choice of distribution channels – factors affecting - role of logistics and support in distribution channels. Logistics requirements of channel members. Intermediaries: functions of intermediaries – types of intermediaries – variables in selecting channel members – motivating – training – evaluating channel members – modifyingchannel arrangementsLogistics outsourcing – catalysts, benefits, value proposition. Third and fourth party logistics.Selection of service provider.		
Unit III	Transportation and Performance measurement	07
Transportation management: Legal types - Modes of transportation – Transport mode selection –methods – transport costs – rate profiles – transport regulations – intra and interstate transport of goods. Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting.		
Unit IV	Order Processing and Packaging	07
Order processing and Unitization. Defining Order Processing – order acquisition – order entry –document processing – status reporting – factors affecting processing time – Customer service. Unitization – functions of Packaging – concept of unitization – Palletization – Containerization –Costs of packaging – designing a package – packaging materials – choosing right materials		
Unit V	Current Trends	06
Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Reverse Logistics – Scope, design and as a competitive tool. Global Logistics – Operational and Strategic Issues, ocean and air transportation. Strategic logistics planning. Green Logistics		
Text Books	1. D K Agrawal (2015), 'Distribution and Logistics Management: A Strategic Marketing Approach', Macmillan publishers 2. Kapoor Satish K., and KansalPurva (2004), 'Basics of Distribution Management: A Logistical Approach', Prentice HALL of India	
Reference Books	1. Alan Ruston, Phil Crouches, Peter Baker (2010), 'The Handbook of Logistics and Distribution Management kogan page India new Delhi 2. Ballou, R. H. (2003) Business Logistic – Supply Chain Management, Prentice Hall 3. Ailawadi C Sathish & Rakesh Singh (2013), Logistics Management, PHI 4. Bloomberg David (2002)., Logistics, Prentice Hall India	
Mode of Evaluation	Internal and External examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4322	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Retail Distribution and Logistics</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able to understand the Importance, Functions & Objectives of logistics and distribution	2	Em/S/En
CO 2	Students will be able to explain the channels of distribution: role of marketing channels – channel functions – channel structure	3	Em/S/En
CO 3	Students will be able to apply the basics of transportation management: legal types, modes of transportation	3	Em/S/En
CO 4	Students will be able to analyze the importance of order processing and unitization. Defining Order Processing – order acquisition – order entry –document processing	4	Em/S/En
CO 5	Students will be able to analyze. E-Logistics – Structure and operation. Logistics resource management E-LRM.	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Retail Distribution and Logistics (MB4322)	CO1	3	2	2	3	2	3	3	2	2	3	3	3
	CO2	3	3	3	3	3	3	3	1	2	3	2	2
	CO3	2	2	2	3	2	3	3	2	2	3	3	3
	CO4	3	3	3	2	2	3	3	1	2	3	3	2
	CO5	3	3	3	3	2	3	3	2	1	3	3	3
	Average	2.8	2.6	2.6	2.8	2.2	3	3	1.6	1.8	3	2.8	2.6

MB4323	Title: Total Quality Management	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4207, MB4208	
Objectives	To learn the quality philosophies and tools in the managerial perspective.	
Expected Outcome	To apply quality philosophies and tools to facilitate continuous improvement and ensure customer delight.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	07
Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service, Quality, Cost of quality.		
Unit II	Principles and philosophies of quality management	07
Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology		
Unit III	Statistical Process Control	07
Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma - concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI)– principles, applications, reengineering process, benefits and limitations.		
Unit IV	Tools and Techniques of quality management	07
Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new). Bench marking and POKA YOKE.		
Unit V	Quality Systems organization and implementation	07
Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance Improvements, Quality Audits, TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness and obstacles.		
Text Books	1. Dale H. Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe (2011), Total Quality Management, Pearson Education 2. Shridhara Bhat K (2010), Total Quality Management – Text and Cases, Himalaya Publishing House	
Reference Books	1. Douglas C. Montgomery (2008), Introduction to Statistical Quality Control, Wiley 2. James R. Evans and William M. Lindsay (2004), The Management and Control of Quality, Thomson 3. Poornima M. Charantimath (2003), Total Quality Management, Pearson Education, 4. Indian standard – quality management systems – Guidelines for performance improvement, Bureau of Indian standards, New Delhi	
Mode of Evaluation	Internal and External examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4323	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Total Quality Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able to understand the basic concept of quality – vision, mission and policy statements	2	Em/S/En
CO 2	Students will be able to explain the principles and philosophies of quality management	3	Em/S/En
CO 3	Students will be able to apply statistical process control (SPC) – construction of control charts for variables and attributed. Process capability	3	Em/S/En
CO 4	Students will be able to analyze the various tools and techniques of quality management	4	Em/S/En
CO 5	Students will be able to analyze the ISO 9004:2000 – quality management systems – guidelines for performance improvements, Quality Audits	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Total Quality Management (MB4323)	CO1	3	3	3	1	2	2	3	1	3	3	3	3
	CO2	3	2	3	2	3	3	3	1	2	3	3	2
	CO3	2	3	3	2	2	3	3	1	2	3	2	3
	CO4	2	2	2	1	2	2	3	2	2	3	3	2
	CO5	3	2	3	3	2	3	3	3	3	3	<u>3</u>	<u>3</u>
	Average	2.6	2.4	2.8	1.8	2.2	2.6	3	1.6	2.4	3	2.8	2.6

MB4324	Title: International Business Laws	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4202	
Objectives	To expose the students to the legal and regulatory framework and their implications concerning global business operations.	
Expected Outcome	The students will able to understand the legal framework governing global business operations	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Legal Framework of IB	6
Nature and complexities; Code and common laws and their implications to business; International business contract – legal provisions; Payments terms; International sales agreements; Rights and duties of agents and distributors		
Unit II	Regulatory Framework of WTO	7
Basic principles and charter of GATT/WTO; GATT/WTO provisions relating to preferential treatment of developing countries; Regional groupings, subsidies, technical standards, anti-dumping duties and other non-tariff barriers, custom valuation and dispute settlement.		
Unit III	Legal Framework relating to different Modes of Internationalization	6
Legal Framework Relating to: International Licensing; Franchising; Join Ventures, Patents and trademarks; Technology transfer, Telecommunications. Legal Frame work relating to Electronic Commerce – Intellectual Property Rights.		
Unit IV	International Business Taxation	6
Electronic Commerce – Cross Border Transactions – On-line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax revenues		
Unit V	Indian Laws Governing International Transactions	10
FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities.		
Text Books	5. Francis Cherunilam, International Business, PHI 6. Daniels, John, Ernest W. Ogram and Lee H. Redebungh, International Business, Environments and operations.	
Reference Books	1. Ray A. August, International Business Law Text, Cases and Readings 2. Motiwal OP, Awasthi HIC: International Trade – the law and practice, Bhowmick and Company.	
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4324	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>International Business Laws</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	To understand basic Legal framework of International Business	2	Em/S/En
CO 2	To understand the working concept of International Organizations and their technicalities.	2	Em/S/En
CO 3	To understand and apply the complete framework of electronic commerce in Business	3	Em/S/En
CO 4	To apply the fundamentals of international Business Taxation.	3	Em/S/En
CO 5	To understand and apply the taxation of foreign income.	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
International Business Laws (MB4324)	C01	2	3	2	3	2	1	3	1	1	3	3	3
	C02	2	3	2	3	2	3	3	3	2	3	2	3
	C03	2	3	3	3	2	2	3	1	2	3	3	3
	C04	2	2	2	3	1	1	3	2	1	3	3	3
	C05	1	2	3	3	1	3	3	3	3	3	3	3
	Average	1.8	2.6	2.4	3	1.6	2	3	2	1.8	3	2.8	3

MB4325	Title :International Business Environment	L T P C 3003
Version No.	1.0	
Course Prerequisites	MB4209	
Objectives	To provide an overview of different factors that impact business at international level.	
Expected Outcome	The student will be able to analyze factors impacting international business.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	6
International Business-- Nature, importance and scope; Modes of entry in to International Business; Frame work for analyzing international business environment; Economic, Technological, Socio-cultural, Political and legal environment; International Economic Environment-- International financial system; Institutional support to International Business-- UNO, IMF, World Bank; UNCTAD; WTO		
Unit II	Regional Blocks	7
Regional Economic Co-operation and Integration between Countries; Different levels of integration between Countries; European Union, NAFTA, ASEAN, EFTA, SAARC, SAPTA, The ANDEAN community, MERCOSUR.		
Unit III	Managing MNCs	6
Multinational Corporations: Conceptual Frame work of MNCs; MNCs and Host and Home Country relations; International Technology Transfers – importance and types, Foreign Technology Acquisition.		
Unit IV	Foreign Exchange Markets	8
Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Participants in the Foreign exchange markets; Cash and Spot exchange market; Exchange rate quotes; LERMS,; Factors affecting exchange rates; Foreign exchange and currency futures; Exchange rate arrangement in India; Overview of FEMA; Foreign Exchange Risk, Management of Risk in Foreign Exchange Markets: Foreign exchange derivatives– swaps, futures, options and forward contracts.		
Unit V	Foreign Investment	6
Foreign Investment: Capital flows – types and theories of foreign investment – Foreign investment flows and barriers. Recent Developments in International Business: Ecological issues; Social aspects		
Text Books	1.V K Bhalla, International Business Environment, Anmol Publications 2.Daniel, Radebaugh and Sullivan, International Business Environment, Pearson	
Reference Books	1. Gosh, Biswanath, Economic Environment of Business, South Asia Book, New Delhi 2. Tayeb, Monis H: The Global Business Environment – An Introduction, Sage Publication, New Delhi.	
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4325	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>International Business Environment</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	To understand the concept of International financial system; Institutional support to International Business	2	Em/S/En
CO 2	To understand and remember the basic fundamentals of Regional Economic Co-operation and Integration between Countries	2	Em/S/En
CO 3	To understand and analyze the framework of MNCs and Foreign technology Acquisition	4	Em/S/En
CO 4	To understand and Analyze the complete concept of international Market and their related Risks	4	Em/S/En
CO 5	To understand and remember the basic overview of international capital flow and barriers of international market	2	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
International Business Environment (MB4325)	CO1	2	3	3	3	2	3	3	1	1	2	3	3
	CO2	3	2	3	3	2	3	3	2	3	3	3	2
	CO3	2	3	2	3	2	3	3	1	2	1	2	3
	CO4	2	2	2	3	1	3	3	2	1	1	3	3
	CO5	3	2	3	3	1	3	3	3	3	1	3	3
	Average	2.4	2.4	2.6	3	1.6	3	3	1.8	2	1.6	2.8	2.8

MB4326	Title: EXIM Financing and Documentation	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4205	
Objectives	It gives an exposure to various trade procedures, documents and financing involved in an international business.	
Expected Outcome	The students will be able to understand the procedures and documents required for international business	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Intro to International Trade	8
International Trade: Need and importance of International Trade – Recent Trends in World Trade – Leading players – India’s Foreign Trade – Commodity composition and Destination – India’s position in World merchandise trade and services – India’s Foreign Trade Policy.		
Unit II	Export Procedure	7
Export Procedure: Starting an export firm – Selection of an export product – Market selection –Buyer selection - Registration procedure with Sales Tax, Central Exercise and various Boards and councils – Exim code number – Elements of export contract- Incoterms – Terms of payment and Letter of Credit.		
Unit III	Export Documentation	6
Export Documentation: Types of documents – Transport, Negotiation and Insurance documents.		
Unit IV	EXIM Financing	7
Export Finance: Sources of Finance - Role of commercial bank, EXIM Bank, ECGC and others – Export promotion Schemes – Insurance for Export – Types – export credit insurance – Risk Management – Types of risks – mitigation methods.		
Unit V	Import Procedure and Documentation	7
Import Procedure and Documentation: Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities – Types of import licenses- Export Promotion Capital Goods Scheme (EPCG) license- Duty exemption scheme – Duty Entitlement Pass Book Scheme (DEPBS)- Import formalities for 100% EOUs and SEZs - Import Risk Management.		
Text Books	1. Aseem Kumar,Export and Import Management,Excel Books 2. Francis Cherunilam,International Business, PHI	
Reference Books	1. Jeevanandam C, Foreign Exchange: Practices Concepts and control Sultan Chand Publications 2. Foreign Trade Policy: Hand book of Export Procedure and Annual of the Ministry of Commerce, Government of India	
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4326	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>EXIM Financing and Documentation</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	To understand and remember the basic need of international trade.	2	Em/S/En
CO 2	To recognize and understand the various methods of export and analyze the main components of market selection.	2	Em/S/En
CO 3	To be able to assess all documentation work related to Export	3	Em/S/En
CO 4	To analyze and understand the working of different international financing institutions	4	Em/S/En
CO 5	To be able to assess all documentation work related to Imports.	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
EXIM Financing and Documentation (MB4326)	CO1	1	3	1	3	2	3	3	1	1	3	3	3
	CO2	2	3	1	3	2	3	3	2	1	3	3	2
	CO3	2	3	1	3	2	3	3	1	2	3	2	3
	CO4	1	2	1	3	2	3	3	2	2	3	3	3
	CO5	1	2	3	3	1	3	3	3	3	3	3	3
	Average	1.4	2.6	1.4	3	1.8	3	3	1.8	1.8	3	2.8	2.8

MB4327	Title: Foreign Exchange Management and Currency Derivatives	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4205	
Objectives	To enable the students to have an in-depth understanding of the principles and procedures relating to Forex markets and different types of currency derivatives and its operations.	
Expected Outcome	The student will be able to understand the operations of Forex market	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Forex Market	6
The Foreign Exchange Market - Organisation – Spot Vs Forward Markets – Bid and Ask rates – Interbank Quotations – International Market Quotations – Cross Rates – Merchant Rates – FEDAI Regulations – Role of RBI		
Unit II	Exchange Rates System	7
Exchange Rates - Exchange rate systems – Gold Standard – Bretton Woods – Fixed Vs Floating Exchange Rate systems – Determinants of Exchange Rates – Exchange Controls.		
Unit III	Forex Transactions	6
Foreign Exchange Transactions – Purchase and Sale transactions – Spot Vs Forward transactions – Forward Margins – Interbank Deals – Cover deals – Trading – Swap deals – Arbitrage Operations – Factors determining Forward margins – Different types of Foreign exchange expositors.		
Unit IV	Types of Exchange Rates	6
Ready and Forward Exchange Rates – Principle types of Ready Merchant rates – Ready rates based on cross rates – Forward exchange contracts – Execution of Forward 2 contracts – cancellation and Extensions - Dealing position – Exchange position – Cash position.		
Unit V	Currency Derivatives	7
Currency Derivatives – Currency Forwards – Currency Futures – Currency Options – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options.		
Text Books	1. Laurence Copland, Exchange Rate and International Finance, Pearson 2. Francis Cherunilam, International Business, PHI	
Reference Books	1. C Jeevanandam, Foreign Exchange: Practice, Concepts, Sultan Chand & Sons, New Delhi 2. Francis Cherunilam, International Economics, Tata Mc Graw Hill Pub Ltd, New Delhi 3. Alan C Shapiro, Multinational Financial Management, Prentice Hall, New Delhi	
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4327	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Foreign Exchange Management and Currency Derivatives</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	To understand basic fundamentals of foreign exchange markets and merchant rates.	2	Em/S/En
CO 2	To analyze various Fixed Vs Floating Exchange Rate systems	4	Em/S/En
CO 3	To be able to assess the Foreign Exchange Transactions and Purchase and Sale transactions	3	Em/S/En
CO 4	To analyze and understand the types of exchange rates.	4	Em/S/En
CO 5	To understand and analyze the currency derivatives.	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Foreign Exchange Management and Currency Derivatives (MB4327)	C01	2	2	1	3	2	2	3	2	2	3	3	3
	C02	2	3	2	3	2	2	3	1	2	3	3	3
	C03	1	2	3	3	2	3	3	1	2	3	2	3
	C04	3	3	1	3	3	3	3	1	2	3	2	2
	C05	1	2	1	3	2	2	3	2	1	3	2	2
	Average	1.8	2.4	1.6	3	2.2	2.4	3	1.4	1.8	3	2.4	2.6

MB4328	Title: E-business	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4105	
Objectives	The objective of the course is to understand the basics of Electronic Business, and related issues	
Expected Outcome	The student will be able to understand the basis concepts related to E-business.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to E-business	7
E-Business framework, E-Business application, Infrastructure for E-Business. Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.		
Unit II	Inter-organization Business	7
Type of E-payment, digital token-based e-payment, smartcard, credit card payment systems, risk on e-payment, designing e-payment. EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VAN (value added net work) Internet based EDI.		
Unit III	Electronic Market Place	8
Consumer and business markets: ordering on-line, Advertisement and marketing on Internet, Offering customer product on the net, electronics customers support. Web-catalogues, Type of digital documents, Documents Infrastructure, Data Warehouses, Multi-media and Digital Video.		
Unit IV	Security and E-business	6
Client-server security, Data and Message Security, Document Security, Firewalls, Cyber crimes & frauds, types and tools of hacking.		
Unit V	Future of E-business	5
Virtual Factory, Web portals and Vortals, Crypto currencies		
Text Books	1. C S Rayadu, E – Business, Himalaya Publishing House 2. Ravi Kalakotta & Whinston, Frontiers of E-Commerce, Addison-Wesley.	
Reference Books	1. R. Kalakotta & M. Robinson, “E-Business: Roadmap for Success”, Addison-Werley, New Delhi. 2. Rajaraman, Essentials of E – Commerce, PHI	
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4328	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>E-Business</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	The students will be able to understand E-Business applications, infrastructure requirements and mobile information devices.	2	Em/S/En
CO 2	Students will understand different E-payment options taking place in inter-organizations and apply it when needed.	3	Em/S/En
CO 3	It will help the students to understand different electronic market places and also develop digital documents and knowing about data-warehouses.	3	Em/S/En
CO 4	Students will be able to assess the need of security required in E-business. It will also make him to understand firewalls, cyber crimes etc.	3	Em/S/En
CO 5	Students will have understanding of virtual factory, web portals and crypto currencies and applying it in real world when needed.	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
E-Business (MB4328)	CO1	3	2	3	3	2	3	3	2	2	3	3	3
	CO2	3	3	2	3	2	3	3	1	2	2	3	3
	CO3	3	2	2	3	2	3	3	2	1	2	2	3
	CO4	3	3	3	3	3	3	3	1	2	3	3	2
	CO5	3	2	3	3	2	3	3	2	1	3	2	3
	Average	3	2.4	2.6	3	2.2	3	3	1.6	1.6	2.6	2.6	2.8

MB4329	Title: Content Marketing	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4105	
Objectives	To make students understand the different strategies and tools for content marketing.	
Expected Outcome	The student will be able to apply content marketing tools into a marketing plan.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Content Marketing: An Overview	6
Introduction to Content marketing, Setting up a Content Marketing Strategy, Identifying Target Audience, Namir Primary and Lower-Level Goals, Forming a Core Message and Secondary Messages, 7A framework		
Unit II	Content Mapping	6
Creating and Mapping Personas for Target Segment, Understanding Keywords, Researching SEO Opportunities Creating Keyword Reports		
Unit III	Content Creation	8
Four strategies for creating content: Content creation, Content Curation, Repurposed Content, and Co-created Content; Four types of strategic content: attraction content, affinity content, action content, and authority content		
Unit IV	Content Distribution and Optimization	7
Content Distribution Plan, Forms of Content for Different Platforms, How Influencers Help Tip Content to Target Segment		
Unit V	Measuring Content Marketing	5
ROI and analytics of content marketing		
Text Books	1. Alan Charlesworth, Internet Marketing, Elsevier 2. Pamela Wilson, Master Content Marketing, Big Brand Books	
Reference Books	1. Lazar Dzamic and Justin Kirby The Definitive Guide to Strategic Content Marketing Perspectives, Issues, Challenges and Solutions, Kogan Page 2. Raymond D. Frost, Alexa Fox and Judy Strauss, E-marketing, Routledge	
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4329	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Content Marketing</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will understand the need and importance of content marketing. Also help creating and applying content marketing strategy.	2	Em/S/En
CO 2	Students will create and map personas for target segment. Also help in creating keyword report.	3	Em/S/En
CO 3	Students will create; re-create contents as required by the time for the purpose of attraction, affinity, action and authority..	3	Em/S/En
CO 4	Students will be able to frame plans for content distribution. They will also understand how influencers help tip content to target segment.	4	Em/S/En
CO 5	Students will be able to calculate return on content marketing and do analytics.	5	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Content Marketing (MB4329)	CO1	2	2	3	3	2	1	1	2	2	1	3	3
	CO2	2	3	2	2	1	2	1	2	2	2	3	3
	CO3	3	2	3	3	2	2	2	2	2	2	3	2
	CO4	3	3	1	3	3	2	2	1	2	1	2	3
	CO5	1	2	1	2	2	1	2	2	1	2	2	2
	Average	2.2	2.4	2	2.6	2	1.6	1.6	1.8	1.8	1.6	2.6	2.6

MB4330	Title: Mobile Marketing	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4105	
Objectives	To make students understand the different strategies and tools for mobile marketing.	
Expected Outcome	The student will be able to apply mobile marketing tools into a marketing plan	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Understanding the Mobile Customer	6
Introduction to Mobile Marketing, Understanding Mobile Experiences, Understanding the Mobile Customer Journey, Reviewing the Mobile Marketing Landscape		
Unit II	Mobile Marketing Apps	6
The app-building process, Interaction and visual design, App marketing, Mobile sites and responsive design, SEO for mobile sites and apps		
Unit III	Mobile Commerce	7
Mobile E-tailing, Infotainment Services, Ticketing, Banking, Loyalty programs, B2B Mobile commerce, Mobile payment and Mobile Wallet		
Unit IV	Mobile Advertising	8
Mobile advertising objectives, Targeting options, Creative options, Mobile ad features, SMS Marketing, Driving Traffic and Engagement, Measuring Mobile Ad Campaigns		
Unit V	Future of Mobile Marketing	5
Future of Mobile marketing, Avoiding mobile marketing spam, viruses, and privacy violations		
Text Books	1. Molly Garris and Karen Mishra , A Beginner's Guide to Mobile Marketing, Business Expert Press 2. Gary Schenider, E – Commerce, Cengage	
Reference Books	1. Cindy Krum, Mobile Marketing: Finding Your Customers No Matter Where They Are 2. Daniel Rowles, Mobile Marketing, Kogan Page	
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4330	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Mobile Marketing</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	To understand mobile marketing and experiences. It will also make them understand reviewing the mobile marketing landscape.	2	Em/S/En
CO 2	To understand the app-building process and also knowing about marketing through different apps.	2	Em/S/En
CO 3	Students will be able to assess the value of mobile e-tailing, infotainment services, ticketing, loyalty programs, and mobile wallet.	3	Em/S/En
CO 4	Students will be able to understand and create mobile advertising to target audiences. They would also understand SMS marketing, driving traffic and Ad Campaigns.	4	Em/S/En
CO 5	To assess the future of mobile marketing, avoiding mobile spams, viruses and knowing privacy violations.	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Mobile Marketing (MB4330)	CO1	3	2	2	3	2	3	1	2	2	2	3	2
	CO2	2	3	2	2	2	2	1	1	2	1	2	3
	CO3	3	2	3	3	2	2	2	2	2	2	3	3
	CO4	3	3	1	3	3	2	2	1	2	1	2	3
	CO5	1	2	1	2	2	1	2	2	1	2	3	3
	Average	2.4	2.4	1.8	2.6	2.2	2	1.6	1.6	1.8	1.6	2.6	2.8

MB4309	Title: Digital Marketing	L T P C 3 0 03
Version No.	1.0	
Course Prerequisites	None	
Objectives	The basic objective of the course is to help students understand digital marketing practices, inclination of digital consumers and role of content marketing.	
Expected Outcome	It will develop proficiency in students for interpreting marketing strategies in the digital age and provide fundamental knowledge for working in an online team.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to Digital Marketing	6
The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey. Marketing strategies for the digital world - latest practices.		
Unit II	E-Commerce and Internet Marketing	9
Introduction to E-marketing, online marketing-mix, online consumer, customer relationship management in the virtual world, online branding, traffic building and E-commerce, Managing content in a digital age – content planning and writing. Consumer buying behaviour in the digital-age, and factors affecting consumer behaviour.		
Unit III	Acquiring & Engaging Users through Digital Channels	8
Understanding the relationship between content and branding and its impact on sales, search marketing, mobile marketing, video marketing, and social-media marketing. Online campaign management; using marketing analytic tools to segment, target and position; overview of search engine optimization (SEO).		
Unit IV	Designing Organization for Digital Success	7
Digital transformation, digital leadership principles, online P.R. and reputation management. ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies		
Unit V	Digital Innovation and Trends	6
The contemporary digital revolution, digital transformation framework; security and privatization issues with digital marketing Understanding trends in digital marketing – Indian and global context, online communities and co-creation, future of marketing gamification and apps.		
Text Books	1. Dave Chaffe, Internet Marketing, Pearson 2. Gary Schneider, E – Commerce, Cengage	
Reference Books	1. Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page	
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4309	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Digital Marketing</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able to understand and explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.	2	Em/S/En
CO 2	Demonstrate cognitive knowledge of the skills required in conducting online research and research on online markets, as well as in identifying, assessing and selecting digital market opportunities.	3	Em/S/En
CO 3	Students will be able to make understanding the relationship between content and branding and assess its impact on sales which will be helpful in business development in future.	3	Em/S/En
CO 4	Students will be able to interpret the traditional marketing mix within the context of a changing and extended range of digital strategies and tactics.	4	Em/S/En
CO 5	The students will be able to understand the contemporary digital revolution and also assess trends in digital marketing in India and rest of the world.	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
Digital Marketing (MB4309)	CO1	3	2	1	3	2	3	3	3	1	3	<u>3</u>	3
	CO2	3	2	1	2	2	3	2	2	1	3	<u>3</u>	3
	CO3	3	-	1	2	-	3	3	-	2	3	<u>2</u>	3
	CO4	2	1	2	2	2	3	2	-	1	2	<u>2</u>	2
	CO5	2	2	3	3	2	3	3	2	3	2	<u>3</u>	3
	Average	2.6	1.4	1.6	2.4	1.6	3	2.6	1.4	1.6	2.6	2.6	2.8

SEMESTER 4

MB4401	Title: Strategic Management	L T P C 3-0-0-3
Version No.	1.0	
Course Prerequisites	MB4209, MB4105	
Objectives	To make students able to identify strategic issues and design appropriate courses of action.	
Expected Outcome	The students will be able to develop strategies and action plan to achieve an organization's vision, mission, and goals	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	6
Meaning nature, scope, and importance of strategy and strategic management, Strategic decision-making , Process of strategic management, Strategic intent: Vision, Mission, Business definition, Goals and Objective		
Unit II	Environmental Scanning	6
External environment analysis: PESTEL Analysis, EFE matrix , Porter's Five Forces Model, Internal Appraisal –Organizational Capability Factors, Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis, IFE matrix (Internal Factor Evaluation).		
Unit III	Strategy Formulation	8
Corporate Level Strategies: Stability, Expansion, Retrenchment and Combination strategies. Concentration Strategies, Integration Strategies, Diversification, Internationalization , Porters Model of competitive advantage of nations, Cooperative strategies. Business Unit Level Strategies: Porter's generic strategies, Competitive strategies Functional Level Strategies		
Unit IV	Strategy Implementation	8
Strategy Analysis : Analysing Strategic alternative, Evaluating and Choosing Among Strategic Alternative, Tools & Techniques of strategic Analysis, Strategic Choice. BCG Matrix, GE Nine Cell Planning GridStrate implementation: Resource allocation, Projects and Procedural issues. Organistion structure and systemsin strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. McKinsey's 7'S framework.		
Unit V	Evaluation and Control	6
Organistional systems and Techniques of strategic evaluation & control.		
Text Books	1. Thomas Wheelenand David Hunger, Strategic Management and Business Policy, Pearson Education 2. Azhar Kazmi, Business Policy and Strategic Management, McGraw-Hill Education	
Reference Books	1. Arthur A. Thomson and A. J.Strickland, Strategic Management: Concept and Cases, McGrawHill Education 2. L.F.Jauch and W.F.Glueck, Business Policy and Strategic Management, McGraw-Hill Education 3. John Pearce, Richard Roninson, Amita Mittal,Strategic Management, McGrawHill Education	
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4401	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Strategic Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able to understand the concept of strategic management and purpose of strategy formulation.	2	Em/S/En
CO 2	Students will be able to do environmental scanning.	3	Em/S/En
CO 3	Students will be able to do strategy formulation needed for the growth of any organization.	4	Em/S/En
CO 4	Students will be able to apply strategies formulated.	3	Em/S/En
CO 5	Students will be able to evaluate the strategies formulated and make amendments.	5	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
STRATEGIC MANAGEMENT (MB4401)	CO1	3	3	3	3	3	3	3	3	2	3	3	2
	CO2	3	3	3	2	2	3	2	3	2	3	3	3
	CO3	3	3	3	2	2	3	3	3	3	3	2	3
	CO4	3	2	3	3	2	3	3	3	3	3	3	2
	CO5	3	3	3	3	2	3	3	3	3	3	3	3
	Average	3	2.8	3	2.6	2.2	3	2.8	3	2.6	3	2.8	2.6

MB4470	Title: Project and Viva-Voce	L T P C 0 0 0 4
Version No.	1.0	
Course Prerequisites	None	
Objectives	To give students an opportunity to develop a project on the basis of their learning regarding different functional areas of management.	
Expected Outcome	The students will get skilled in conducting a research project for organization.	
Unit No.	Unit Title	No. of hours (per Unit)
<p>Each student is required to undertake a project relating to the issues concerning trade, commerce, industry, corporate governance during 4th semester of MBA program. On completion of the project, a report of project shall be submitted by the student to the Department and each student shall present a seminar on his/her project report which shall be evaluated by the Expert appointed by the Director of the Institute.</p>		
Text Books		
Reference Books		
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
PROJECT AND VIVA-VOCE (MB4470)	CO1	3	2	2	3	2	2	3	3	3	3	2	3
	CO2	3	3	2	2	3	2	3	3	3	3	2	3
	CO3	2	2	2	2	3	2	2	2	2	2	2	2
	CO4	2	1	3	3	2	2	2	2	2	2	3	2
	CO5	3	1	2	3	3	2	2	3	2	2	2	2
	Average	2.6	1.8	2.2	2.6	2.6	2	2.4	2.6	2.4	2.4	2.4	2.2

MB4403	Title: Corporate Tax Planning	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites		
Objectives	The present course aims at familiarizing the participants with the principles, problems and structure of different types of business taxes in Indian and relevance of these taxes in business decisions. Besides, a broad understanding or role of taxation in economic and industrial development of an economy will also be given	
Expected Outcome	After studying the subject students will be able to understand how the taxation policy is prepared in corporate to minimize tax liability.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Basic Concepts	7
Tax Planning; Tax Evasion: and Avoidance; Money Laundering; An overview of Taxation in India: Direct and Indirect Taxes;		
Unit II	Tax Liability	7
Residential status of companies and tax incidence; Tax liability; Taxation of Not-for profit organizations; Tax on distributed profits.		
Unit III	Tax Planning	8
Tax Planning with Reference to Setting Up of a New Business: Location Aspect, Nature of Business, Form of Organization; Tax Planning with Reference to Financial Management Decision-Capital Structure, Divided Including Deemed Dividend and Bonus Shares; Tax Planning with Reference to Specific Management Decisions-Make or Buy, Own or Lease, Repair or Replace; Tax Planning with Reference to Employees' Remunerations; Tax Planning with Reference to Sale of Scientific Research Assets; Tax Planning with Reference to Receipt of Insurance Compensation; Tax Planning with reference to Distribution of Assets at the time of Liquidation.		
Unit IV	Special Provisions Relating to Non-Residents	7
Double Taxation Relief; Provisions Regulating Transfer Pricing; Advance Ruling Direct Tax Code 2009 and Tax panning		
Unit V	Tax Planning with Reference to Capital Restructuring	6
Merger, Amalgamation, Acquisition, Demerger, Slump sale, Conversion of sole proprietary Concern /partnership firm into company, Transfer of assets between holding and subsidiary companies.		
Text Books	1. Singhania, Vinod K. and Monica Singhania: Corporate Tax Planning; Taxmann Publications Pvt. Ltd., New Delhi. 2. Ahuja, Girish. and Ravi Gupta (2018): Corporate Tax Planning and Management; Bharat Law House, Delhi.	
Reference Books	1. Mehrotra R.C. & S.P.Goyal: Corporate Tax Planning and Management; Sahitya Bhawan Publications, Agra. 2. Ahuja Girish and Ravi Gupta: Simplified Approach to Corporate Tax Planning and Management, 19 th Edition, Wolters Kluwer, New Delhi.	
Mode of Evaluation	Internal and External Evaluations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4403	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Corporate Tax Planning</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students who complete this course will be able identify the difference between tax evasion and tax planning; students will be able to take a decision while solving the problems of Business.	2	Em/S/En
CO 2	By the end of the course students will able to describe how the provisions in the corporate tax laws can be used for tax planning.	3	Em/S/En
CO 3	Students of the course will able to explain different types of incomes and their taxability and expenses and their deductibility.	4	Em/S/En
CO 4	Students who complete this course will be able to outline the corporate tax laws and its applicability in real Business world.	4	Em/S/En
CO 5	Students of the course will able to state the use of deductions of expenses to reduce the taxable income concepts for decision making and its applicability in real Business world.	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
CORPORATE TAX PLANNING (MB4403)	CO1	3	3	3	2	2	3	3	3	2	3	2	3
	CO2	3	3	3	2	2	3	3	3	1	3	3	3
	CO3	3	3	3	1	1	3	3	2	2	3	3	2
	CO4	2	3	3	3	3	2	3	2	2	3	3	2
	CO5	2	3	3	1	2	2	3	2	2	3	2	2
	Average	2.6	3	3	1.8	2	2.6	3	2.4	1.8	3	2.6	2.4

MB4404	Title: Merger and Acquisitions	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites		
Objectives	The objective of the course is to develop the understanding about different types of mergers in global perspective, legal aspects, tax motives, methods of valuations as well as to develop the ability to examine the effect on market price and EPS of the firm.	
Expected Outcome	The students will be able to understand the significance of Corporate restructuring by using merger and acquisition techniques.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Overview of Mergers	6
Types And Characteristics; Motives Behind Mergers; Theories of Mergers: Operating, Financial and Managerial Synergy of Mergers; Role of Industry Life Cycle; Development Stages; Value Creation through Mergers; Agents Contributing to Mergers and Acquisition Activities; Difference between Merger, Amalgamation, Absorption, Reconstruction and Takeover.		
Unit II	Corporate Restructuring	7
Methods of Restructuring: Joint Ventures, Sell-Off and Spin Off, Equity Carve-Outs, Leveraged Buy Outs (LBOs); Management Buy Outs (MBOs); Master Limited Partnerships, Employees Stock Option Plans (ESOP).		
Unit III	Mergers and Acquisition Process	8
Process of Merger Integration; Organizational and Human Aspects; Managerial Challenges of Mergers and Acquisition, Strategic fit and the Merger & Acquisition decisions; Regulations of Mergers and Acquisitions in India.		
Unit IV	Valuation	7
Valuation approaches- Discounted Cash Flow Valuation; Valuing relative Contribution; Valuation of the Target's Equity; Precedent Acquisition; Valuing Operating and Financial Synergy; Valuing Corporate Control; Valuing of Leveraged Buy Outs (LBOs) - Methods of Financing Mergers: Cash Offer, Share Exchange Ratio, Merger as Capital Budgeting Decision; Tax Aspects in Mergers & Acquisitions.		
Unit V	Strategies in Restructuring	7
Defensive Strategies in Restructuring, Accounting for Amalgamation; Pooling Interest Method; Purchase Method; Procedure Laid down under Indian Companies Act of 1956 and SEBI Guidelines; Takeover Defenses; Advance Preventive Measures; Strategies of Takeover bid; White Knights: White Square; Crown Jewel-Pacman's Strategy; Golden Parachute-Poison Pills Strategy – Coercive Offers and Defense; Financial Defensive Measures; Anti takeover Amendments.		
Text Books	<ol style="list-style-type: none"> 1. Gaughan P A. Mergers & Acquisition and Corporate Restructuring, Wiley. 2. Pandey, I.M.. Financial Management, Vikas Publishing House Pvt. Ltd. 	
Reference Books	<ol style="list-style-type: none"> 1. Chung & Hoag, Mergers Restructuring & Corporate Control, PHI. 2. Pomerleano Michael & Shaw William. Corporate Restructuring: Lessons from experience, World Bank. 	
Mode of Evaluation	Internal and External Evaluations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4404	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Mergers and Acquisitions</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able to learn the motives and theories behind mergers. Course will also help them to understand financial and managerial synergy of mergers.	2	Em/S/En
CO 2	Students will learn corporate restructuring and different methods so that they will be able to develop the understand and use it when needed in real corporate world.	3	Em/S/En
CO 3	Process of merger integration, organizational and human aspects in mergers, and managerial challenges will be the core areas students will learn.	3	Em/S/En
CO 4	How to apply different valuation methods, leveraged buy-outs, methods of financing, share exchange ratios and taking capital budgeting decisions will be the key areas of understanding and applying when needed.	3	Em/S/En
CO 5	Developing strategies is considered to be the most crucial aspect in any business. Students will learn, understand and create strategies in the areas of mergers and acquisitions after going through this course.	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
MERGERS AND ACQUISITIONS (MB4404)	CO1	3	2	2	3	3	2	3	2	1	3	2	3
	CO2	3	3	3	3	1	2	3	2	2	3	3	3
	CO3	2	3	3	3	2	1	3	2	1	2	3	2
	CO4	3	2	2	3	2	1	3	2	2	3	2	3
	CO5	2	1	2	3	2	1	3	2	1	2	2	2
	Average	2.6	2.2	2.4	3	2	1.4	3	2	1.4	2.6	2.4	2.6

MB4405	Title: Financial Derivatives	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites		
Objectives	The course has been designed to give students the insight of financial derivatives and its practical application.	
Expected Outcome	This would be helpful to understand the functioning and valuation of Financial Derivatives.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to financial derivatives	6
Concept, Needs, functions and Structure of Financial Derivatives, Financial Derivatives Market in India, Criticism of Derivatives, Players in Derivative Markets, Factors Contributing to the growth of Derivatives,.		
Unit II	Future and Forward Contracts	7
a) Introduction, Financial Futures Contracts, Types of Financial Futures Contracts, Evolution of Futures Market in India, Operators/ Traders in Future Market, Future Margin, Cleaning House. b) Forward Contract, Features of Forward Contract, Classification of Forward Contracts, Forward Prices Vs Future Prices.		
Unit III	Financial Options	9
a) Introduction, Concept, advantages to investors, Types of financial options, Styles of options (American, European, Capped, and Greek), Kinds of Option valuation (in the money, out of money, at the money), Ways of liquidating an option. b) Option pricing, Determinants of option pricing, Black-Scholes option pricing model, Binomial Option pricing model.		
Unit IV	Option Payoffs and Option Strategies	9
Options payoff- (long asset, short asset, long call, short call, long put and short put), Options strategies – long call, short call, synthetic long call, long put, short put strategies.		
Unit V	Financial Swaps	4
Introduction, Concept, types, Nature, Evolution, Features, and Types of Swaps- (Interest Rate and Currency Swaps)		
Text Books	1. N.D Vohra, Options and futures, TMH Publishers. 2. J.C Hull, Options, Futures and Derivatives, Pearson Publishers.	
Reference Books	1. Shashi K.Gupta & Rosy Joshi, Security Analysis and Portfolio 2. Management Investment Management, Kalyani Publisher.	
Mode of Evaluation	Internal and External Evaluation	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4405	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Financial Derivatives</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Demonstrate knowledge of all aspects of derivative market theory and the roles they play in the financial markets	2	Em/S/En
CO 2	Identify how derivative instruments can be used to change or hedge risk and evaluate risks and pay-offs associated with trading such instruments and their implications	3	Em/S/En
CO 3	Analyze the basic risk management and trading strategies using futures and options	4	Em/S/En
CO 4	Critically evaluate the techniques used to value options, option pay-off's and the factors that determine valuation	4	Em/S/En
CO 5	Demonstrate knowledge of swaps and the roles they play in the financial markets	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
FINANCIAL DERIVATIVES (MB4405)	CO1	3	3	3	3	2	3	2	2	3	3	3	3
	CO2	3	3	2	3	-	3	3	2	1	3	3	3
	CO3	3	3	3	2	-	2	3	3	2	3	2	3
	CO4	2	3	3	3	1	2	3	2	2	3	3	3
	CO5	2	3	3	3	2	2	3	1	2	3	3	2
	Average	2.6	3	2.8	2.8	1	2.4	2.8	2	2	3	2.8	2.8

MB4406	Title: International Financial Management	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites		
Objectives		
Expected Outcome	After studying the subject students will be able to understand the various concepts and tools of International Financial management as well as they will be able to work with multinational corporations.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to International Financial Management	6
Objectives, functions, Market Imperfections, Globalization of the world economy, Emergence of Globalised financial Markets, Political Risk		
Unit II	International Monetary System	7
Evolution- Bimetallism , Classical Gold Standard , Interwar Period, Bretton Wood system Introduction, The flexible exchange rate regime, The current Exchange Rate regime, European Monetary system, The Euro and the European Monetary Union.		
Unit III	Foreign Exchange Markets	8
Markets & market participants, Exchange rate determination, The Spot market, the forward contract, interest arbitrage, hedging a forward contract, International Fisher effect, Forecasting Exchange rates, Foreign Exchange Exposure and Management.		
Unit IV	Role of the Foreign and Euro Bonds	7
Euro bond Instruments and new issue procedure in the Eurobond markets;International Banking- Introduction, types of international banking offices, payment mechanism, Bank for International Settlements and International bank loan financing-procedure, interest rate and currency swaps.		
Unit V	International trade Finance	7
International trade Finance, Multinational cash management, International Capital Budgeting, International Capital Structure and the cost of Capital		
Text Books	<ol style="list-style-type: none"> 1. Apte P.G.,International Financial Management, McGraw Hill. 2. Sharan V.,International Financial Management, Prentice Hall. 	
Reference Books	<ol style="list-style-type: none"> 1. Baker J.C. International Finance: Management, Markets and Institutions, Prentice Hall, Englewood Cliffs 2. Seth, A.K. International Financial Management, Galgotia Publishing. 	
Mode of Evaluation	Internal and External Evaluation	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4406	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>International Financial Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will learn the objectives, functions, market imperfections and political risk involved in international financial management.	2	Em/S/En
CO 2	Understanding of international monetary system is not that easy because the world has gone through so many changes in the last century. Students will go through and understand the same in this course.	3	Em/S/En
CO 3	Students will gain knowledge related to markets and market participants and also assess exchange rate determination.	3	Em/S/En
CO 4	Students will learn that economies never grow alone where the role of foreign and euro bonds also plays an important role. Students will also assess the role of bank for international settlements and its functioning.	3	Em/S/En
CO 5	Student will be able to assess the process of cash management and international trade management	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
INTERNATIONAL FINANCIAL MANAGEMENT (MB4406)	CO1	3	3	3	3	1	3	3	2	-	2	3	3
	CO2	2	3	3	3	1	2	3	2	2	3	3	3
	CO3	1	3	3	3	2	2	3	2	-	2	3	2
	CO4	2	3	3	3	2	2	3	3	2	2	2	3
	CO5	1	3	3	3	-	3	3	3	2	3	3	2
	Average	1.8	3	3	3	1.2	2.4	3	2.4	1.2	2.4	2.8	2.6

MB4407	Title: Retail Management	L T P C 3 0 03
Version No.	1.0	
Course Prerequisites	None	
Objectives	This course is designed to provide the learner a good understanding of the concepts, strategies, and trends associated with a retail operation in the Indian market place.	
Expected Outcome	By the conclusion of this module, participants should be able to describe how the consumers' decision process affects retailers and develop a retail strategy that appeals to a specific target market.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Retailing – Strategy and Environment	8
An overview of retailing – Types of stores – Product retailing vs. Service retailing – Nonstore retailing Retail strategy – Achieving competitive advantage and positioning Retailing environment – legal, social, economic, technological, issues Trends in the Indian Retailing Industry		
Unit II	Store location and layout	7
Retail store location and layout – Country/Region analysis – Trade area analysis – Site evaluation and selection Store design and layout – Comprehensive store planning Exterior design and layout – Interior store design and layout – Interior design elements		
Unit III	Merchandise planning and pricing	7
Planning merchandise needs and merchandise budgets – Methods for determining inventory evaluation – Assortment planning, buying and vendor relations Merchandise pricing – Price strategies – Psychological pricing – Mark-up and markdown strategies		
Unit IV	Retailing Communication and Selling process	6
Communicating with the retail customer – Retail promotion mix-Advertising – Sales promotion – Publicity Retail selling process – Retail database – In-store customer service		
Unit V	Retail Trends	7
Globalisation and changing retail formats – Virtual store – E-tailing – International Retailing – Opportunities and challenges New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosks, shopping arcades)		
Text Books	1. A.J. Newman and P.Cullen, Retailing: Environment and Operations, Cengage Learning, (1 st Edition) 2001. 2. B. Berman and J.R. Evans, Retail Management: A Strategic Approach, Pearson Education, (12 th Edition)2013. 3. Michael Levy and Weitz, Retailing Management, (6 th Edition)Tata McGraw Hill.	
Reference Books	1. David Gilbert, Retail Marketing Management, Pearson Education, (2 nd Edition) 2003.	
Mode of Evaluation	Internal and External	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4407	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Retail Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will gain knowledge of retailing, types of stores, product retailing versus service retailing. It will help them to know the market and take decisions when it comes regarding retailing.	2	Em/S/En
CO 2	Examining of store location and its layout will be the basic learning. Students will gain knowledge of exterior design and layout and also interior design of stores and elements.	3	Em/S/En
CO 3	Students will get in-depth knowledge of planning merchandise needs and merchandise budgets. Apply Pricing of merchandising will be the core focus area.	3	Em/S/En
CO 4	The most important component of trade i.e., communication will be the focus areas where students will be applying retailing communication and selling process.	3	Em/S/En
CO 5	Assess Latest retail trends at national and international level will be the core focus areas where students will learn about interactive kiosks, customer-made stores etc.	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Program me Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O1	PSO 2
RETAIL MANAGEMENT (MB4407)	CO1	3	1	3	2	3	2	-	2	1	2	3	3
	CO2	3	3	3	2	1	2	3	1	2	2	3	3
	CO3	3	3	3	3	1	1	2	2	1	2	2	3
	CO4	3	2	2	2	2	2	2	2	2	2	3	2
	CO5	3	3	3	2	1	1	2	-	2	2	2	3
	Average	3	2.4	2.8	2.2	1.6	1.6	1.8	1.4	1.6	2	2.6	2.8

MB4408	Title: International Marketing	L T P C 3 0 03
Version No.	1.0	
Course Prerequisites	MB4202	
Objectives	To understand the principles & concepts of marketing for international markets.	
Expected Outcome	The students will be able to understand various marketing tools for international markets.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to International Marketing	6
Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, International Marketing Environment		
Unit II	Consumer Behaviour	6
International Marketing Research - International Marketing Research Process, International Market Segmentation, Cross Cultural Consumer Behavior		
Unit III	Product Decisions	7
International Product Policy and Planning Introduction, Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, PLC at International level, Services		
Unit IV	Pricing Decisions	6
Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade		
Unit V	Promotion and Distribution	8
International Distribution and Logistics Planning International Logistics Planning, Distribution, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Promotional Strategies – Promotion mix, E-marketing, Legal and Ethical Issues in International Marketing		
Text Books	1. Philip Kotler,(2010), Marketing Management- The South Asian Perspective, Pearson	
Reference Books	1. Rakesh Mohan Joshi (2014), International Marketing, Oxford	
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4408	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>International Marketing</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be introduced with International marketing and its scope along with a difference with domestic marketing. They would also know the management of MNCs and TNCs.	2	Em/S/En
CO 2	Students will be able to start with learning international marketing research, segmentation and understand cross cultural consumer behaviour.	3	Em/S/En
CO 3	International Product Policy, the New Product Development and Product Planning will be the necessary key understanding areas of students.	3	Em/S/En
CO 4	Students will be able to differentiate the pricing policy in international markets in comparison to domestic markets. Knowing dumping and price distortion will also be the focus.	3	Em/S/En
CO 5	Students will learn international distribution helping them to apply logistics planning at international level. Developing international promotional strategies will also be the focus areas.	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
INTERNATIONAL MARKETING (MB4408)	CO1	1	2	2	3	3	2	2	1	3	3	3	3
	CO2	3	2	1	3	1	3	2	1	1	2	2	3
	CO3	2	-	2	3	2	1	2	2	1	2	3	3
	CO4	2	2	2	3	2	2	3	2	3	3	3	3
	CO5	2	3	2	3	1	2	3	2	2	2	3	2
	Average	2	8	8	3	8	2	4	6	2	4	2.8	2.8

MB4409	Title: Rural Marketing	L T P C 3 0 03
Version No.	1.0	
Course Prerequisites	None	
Objectives	The basic objective of the course is to create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.	
Expected Outcome	At the end of the course students will be able to gain Conceptual knowledge about rural marketing with special reference to Indian context.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to Rural Market	7
Rural Marketing : Characteristics and Dimensions of Rural Markets - Rural Market Profile - Rural Market in India - Size and Scope - Environment and Emerging Profile of Rural Markets in India - Constraints in Rural Marketing and strategy to overcome the constraints.		
Unit II	Rural Market Behavior	7
Rural consumer dimensions - Rural Demand Dimension - Tapping the Rural Markets - Rural Market Segmentation - Basis and Strategies - Consumer Behavior in Rural Markets - Approach to Rural Markets of India - Marketing Research.		
Unit III	Marketing Mix for Rural Marketing	6
Product Planning for Rural Products - Pricing Methods and Strategies for Products of Rural Markets Product Management in Rural Markets		
Unit IV	Channels of Distribution	6
Distribution pattern and methods in rural markets - Special characteristics of rural channels - Channel management in rural markets - Managing physical distribution in rural markets - Storage, warehousing and transportation.		
Unit V	Marketing Communication in Rural Markets	6
Promotion as a component in marketing communication -Advertising and sales promotion for rural markets - Major challenges in Media planning - Sales force management in rural markets - Selecting the Media Mix - Evaluation of promotional activities.		
Text Books	1. R.V. Badi and N.V. Badi, Rural Marketing, Himalaya Publishing House, 2004. 2. U. C. Mathur, Rural marketing: Text and Cases, Excel Books, 2008. 3. T.P. Gopaldaswamy, Rural Marketing Environment, Problems and Strategies, Vikas Publishing House, (3 rd Edition)2009.	
Reference Books	1. Rama Bijapurkar, We are like That Only: the logic of Consumer India, Penguin Books, 2013. 2. Prahalad C.K, Fortune at the Bottom of the Pyramid, Pearson Prentice Hall, 2006.	
Mode of Evaluation	Internal and External	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4409	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Rural Marketing</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able to understand and analyze the dimensions and potential in rural areas.	2	Em/S/En
CO 2	Students will be able to analyze and evaluate the various constraints and challenges for business in Rural Areas.	4	Em/S/En
CO 3	Students will be able to analyze and evaluate the pricing strategies need to be followed while targeting rural customers.	4	Em/S/En
CO 4	Students will be able to analyze challenges of transportation and storage in rural areas.	4	Em/S/En
CO 5	Students will be able to apply effective promotional tools to target rural consumers.	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	
RURAL MARKETING (MB4409)	CO1	3	3	3	3	3	3	3	3	3	3	3	3	3
	CO2	3	2	3	1	1	3	3	3	1	3	3	3	3
	CO3	2	2	3	2	2	3	3	2	2	3	2	3	3
	CO4	2	2	3	2	2	3	3	2	2	3	3	3	2
	CO5	3	3	3	2	2	3	3	2	2	3	2	3	3
	Average	2.6	2.4	3	2	2	3	3	2.4	2	3	2.6	2.8	3

MB4410	Title: Sales and Distribution Management	L T P C 3 0 03
Version No.	1.0	
Course Prerequisites	None	
Objectives	The basic objective of the course is to build knowledge, understanding, and skills in Sales and Distribution management.	
Expected Outcome	Students will develop the skills in Sales force management and Distribution Channel management and will be acquainted with better understanding of implementation of Sales and Channel management strategies.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to Sales Management	5
Introduction to Sales Management, Role of selling in marketing, Personal selling and Process, Salesmanship and sales manager, Types of sales personnel, Characteristics of a successful salesman, Theories of selling.		
Unit II	Managing the Sales Force	5
Building Sales Organization Types of sales organizations and their structure, Functions and responsibilities of sales person, filling sales positions, Recruitment, Selection, Training and Development.		
Unit III	Controlling the Sales Effort	8
Leading Sales Organization Sales force motivation, Sales force compensation, Designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Sales territory, Building sales reporting mechanism and monitoring, Sales force productivity, Sales force appraisal.		
Unit IV	Distribution Management	7
Marketing channels, Structure and functions, Marketing channel design, Service output, Supply side channel analysis, Channel flow and efficiency analysis, Channel structure and intensity analysis, Forward and reverse logistics, Gap analysis.		
Unit V	Managing the Marketing Channels	7
Managing the Marketing Channels, Channel incentives and margins, Channel power, Managing channel conflict, Motivating channel members, Channel coordination, Vertical Integration, Overview of retailing, Wholesaling and franchising.		
Text Books	1. R.L. Spiro, W.J. Stanton and G.A. Rich (12 th Edition), Management of a Sales Force, McGraw-Hill Education, 2008. 2. R.R. Still and E.W. Cundiff(5 th Edition), Sales Management: Decision Strategy and Cases, Prentice Hall, 2007.	
Reference Books	2. T.K. Panda and S. Sahdev(2 nd Edition), Sales and Distribution Management, Oxford University Press, 2012. 3. C.M. Futrell(3 rd Edition), Sales Management; Thomson Learning.	
Mode of Evaluation	Internal and External	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4410	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Sales and Distribution Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able to understand the concept of sales management and process of personal selling.	2	Em/S/En
CO 2	Students will be able to analyze and manage the sales force.	3	Em/S/En
CO 3	Students will be able to apply the sales force management techniques and evaluate the sales performance of sales man.	3	Em/S/En
CO 4	Students will be able to analyze and evaluate the various distribution channels.	4	Em/S/En
CO 5	Students will be able to analyze and manage the marketing channels	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	
SALES AND DISTRIBUTION MANAGEMENT (MB4410)	CO1	3	2	3	2	1	3	3	3	3	3	3	3	3
	CO2	3	3	3	2	1	3	3	3	3	3	3	3	3
	CO3	3	2	3	2	1	2	3	3	2	3	3	3	2
	CO4	3	3	3	2	1	2	2	2	3	3	3	3	3
	CO5	3	2	3	2	1	3	2	2	3	3	3	3	3
	Average	3	2.4	3	2	1	2.6	2.6	2.6	2.8	3	3	3	2.8

MB4411	Title: International Human Resource Management	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	None	
Objectives	The purpose of this paper is to familiarize the students with the meaning, scope and the sources international human resource management.	
Expected Outcome	Students will know about the international environment of business and human resource management.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction of International environment of human resource	10
Global Business Environment, Introduction, Human and Cultural variables, Cross cultural differences and Managerial Implication. Cross Cultural, meaning of human resource sources of human resources.		
Unit II	Cross Cultural Management	8
Cross Cultural Leadership and Decision making, Cross Cultural Communication and Negotiation. Developing International Staff and Multinational Terms. Role and importance of culture in human resource management		
Unit III	International Human Resource Management	8
Approaches; International Recruitment and Selection, Performance Management, Training and Development and Strategic HRM. Managing global, Diverse Workforce. Human Resources in a Comparative Perspective		
Unit IV	Compensation & Appraisal	9
International HRM roles in multinational organizations, Expatriate problem, International Compensation, Repatriation Performance Appraisal: Meaning, type of appraisal, methods of appraisal		
Unit V	Key Issues in International Labour Relations	9
Approaches to International Compensation, International Labour Standards, Labour Unions and International Labour Relations, HRM practices in other countries. International Labour Standards, HR/IR issues in MNCs Corporate Social Responsibility.		
Text Books	7. Aswathappa, Human Resource and Personnel Management, TMH. 8. S. C. Gupta- Text book of International HRM-Macmillan.	
Reference Books	1. T.N. Chhabra, Human resource Management, Dhanpat Rai & Co.	
Mode of Evaluation	Internal and External Examination	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4411	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	International Human Resource Management		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will able to Understand the issues, opportunities and challenges pertaining to international HRM;	2	Em/S/En
CO 2	Develop competency in dealing with cross cultural situations	3	Em/S/En
CO 3	Apply the strategic and functional roles of HRM in various international contexts, specially in areas such as recruitment and selection, performance management, training, learning and development, career management,	3	Em/S/En
CO 4	Assess the role of international HRM in context of Selection and performance appraisal.	3	Em/S/En
CO 5	Students will able to analyze the Key Issues in context of International Labour Relations.	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
INTERNATIONAL HUMAN RESOURCES MANAGEMENT (MB4411)	CO1	2	3	2	3	3	2	3	2	3	2	3	3
	CO2	2	3	3	3	3	3	3	1	3	2	3	2
	CO3	2	3	2	3	3	2	2	2	3	2	2	3
	CO4	3	2	3	3	3	1	2	2	3	2	3	3
	CO5	3	3	2	3	3	1	3	2	3	2	2	3
	Average	2.4	2.8	2.4	3	3	1.8	2.6	1.8	3	2	2.6	2.8

MB4412	Title: Compensation Management	L T P C 3 0 0 3
Version No.	1.0	
Course	NIL	
Prerequisites		
Objectives	To learn the concepts of Payment and employee benefits issues for employees.	
Expected Outcome	The students will be able to understand the implications for strategic compensation and possible employer approaches to managing legally required benefits	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	6
Conceptual aspects of compensation and reward management; Monetary and non-monetary components of compensation and rewards; Perspectives and trends in compensation and reward management. Compensation Philosophies, Compensation Approaches, Decision about Compensation. Economic and behavioural theories related to wages: subsistence theory, wages fund theory, residual claimant theory, surplus value theory, marginal productivity theory, bargaining theory; supply and demand theory; competitive theory; Employee's acceptance of wage level; wage and motivators; tournament theory. Concept of total rewards.		
Unit II	Job Evaluation: Processes and Schemes	7
Salient features of Job Evaluation – Analytical and non-analytical techniques – Point factor rating; factor comparison; job classification; ranking ; Urwick Orr Profile Method; Hay Plan method; Decision Band method; job role matching; market pricing; Computer assisted job evaluation.		
Unit III	Wages and Salary Administration	6
Concepts of minimum wage, living wage and fair wage; Wage Boards; Pay Commissions; Collective bargaining. Paysurveys; Determinants for formulating wage structures; Pricing Jobs: pay levels; designing pay ranges and bands; Salary structures: graded salary structures; salary progression curves; Pay structure in practice: Basic salary, DA, Allowances, Bonus; Fringe benefits and Incentive schemes. Spot awards. Team incentives; Design of a pay roll system (using Accounting software). Legal Constraints on Pay System.		
Unit IV	Compensation Strategies	6
Job based pay, Skill based pay, competency based pay, and Market based pay, Pay for position; Pay for person; Pay for performance: variable pay; Rewarding excellence; Creating the strategic reward system. Best practices in 'pay for performance, Compensation as a retention strategy.		
Unit V	Rewarding Performance and Executive Compensation	8
Individual-based compensation; team-based compensation; Incentives: types of incentive plans: Taylor's differential piece rate system, Halsey Premium Plan, Rowan Premium Plan, Emerson Efficiency Premium Plan, Gantt Bonus Plan, Bedaux Premium Plan, Merrick Piece Rate System, Commission system; Gain sharing plans: Scanlon Plan, Rucker Plan, Improshare, Value added; Profit sharing plans and Cafeteria plan. Employee benefits and pensions. Policies and practice of benefits; Strategic Perspectives on Benefits, goals for Benefits, Benefits Need Analysis, principal types of benefits; Stock option and purchase plans using ESOP compensation. Pension understanding kinds of pension. Agency Theory and Executive Compensation; Principles of Executive Compensation; Factors affecting Executive compensation; Models of Executive Compensation: Optimal Contracting Model; Managerial Power Model; Trends of Executive compensation in India and abroad. International Compensation.		
Text Books	1. Deepak Bhattacharyya, Compensation Management, Paperback 2. B.D. Singh, Compensation and Reward Management, Excel 3. Michael Armstrong & Helen Murlis (2005). Reward Management: A Handbook of Remuneration Strategy and Practice. 5/e, Kogan Page, London.	
Reference Books	1. Edward E. Lawler III (2000). Rewarding Excellence: Pay Strategies for the New Economy. Jossey –Bass, Cali 2. Thomas P. Plannery, David A. Hofrichter & Paul E. Platten (2002). People, Performance & Pay: Dynamic Compensation for Changing Organizations. Free Press.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4412	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Compensation Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Understand the fundamentals of design, funding, administration, and communication of compensation programs.	2	Em/S/En
CO 2	Identify and locate appropriate internal and external market data.	3	Em/S/En
CO 3	Assessment of employee compensation management function.	3	Em/S/En
CO 4	Analyzing the tax and regulatory issues associated with compensation programs	4	Em/S/En
CO 5	Be able to analyze a compensation program, identify problem areas and make recommendations for improvement to the program.	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	
COMPENSATION MANAGEMENT (MB4412)	CO1	3	2	2	3	2	2	2	2	2	2	2	3	3
	CO2	3	2	2	3	2	2	2	2	2	2	2	3	3
	CO3	3	2	2	3	2	2	2	2	2	2	2	2	3
	CO4	3	2	2	3	2	2	2	2	2	2	2	2	3
	CO5	3	3	3	3	3	2	2	2	2	2	2	3	2
	Average	3	2.2	2.2	3	2.2	2	2	2	2	2	2	2.6	2.8

MB4413	Title: Performance Management	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	None	
Objectives	The purpose of this paper is to make aware of the students with the meaning, type and importance of performance management in the Organisation.	
Expected Outcome	Students will know about the different performance appraisal methods and mechanism of performance management.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	9
	Meaning, Objectives and scope of performance management Role of performance management, Characteristics of an ideal performance management system, Performance Management in different types of organizations (manufacturing, sales and service), Issues and Problems in Performance Management.	
Unit II	Measuring Performance	8
	Determinants of performance, performance dimensions, approaches to measuring performance, diagnosing causes of poor performance, differentiating task from contextual performance, Performance Measurement Approaches. Process of Performance Management.	
Unit III	Employee Behaviour & Employee Development	9
	Relationship between performance measurement systems and behavior; Influence of individual and group behavior on performance. Accountability issues arising out of performance measurement systems. Performance management and employee development: Personal Development plans, 360 degree feedback as a developmental tool; performance linked career planning and promotion policy.	
Unit IV	Performance Management Methods	9
	Performance Consulting: Concept, the need for performance consulting, Role of performance consulting, and designing and using performance relationship maps, contracting for performance consulting services, implementing organization-wide performance improvement. Performance evaluation methods	
Unit V	Current Developments and Emerging Issues in Performance Management	9
	Computation and evaluation of performance measures relevant in an organization structure including Economic value added (EVA). Devising separate measures in respect of managerial and divisional performance. Application of value-based management approaches to performance management. Modern performance measurement frameworks: Six Sigma, Forced ranking Balanced Score Card. Contemporary issues in performance management. Studying the impact of change in organization's structure, Talent management	
Text Books	9. T.N. Chhabra, Human resource Management, Dhanpat Rai & Co. 10. Herman Aguinis, Performance Management. Pearson Education.	
Reference Books	1. Rao T.V., Appraising and Developing Managerial Performance. Excel Books.	
Mode of Evaluation	Internal and External Examination	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4413	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Performance Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	To explain the concept of performance management and different advantages of implementing well-designed performance management systems.	2	Em/S/En
CO 2	To understand and develop key skills involved in measuring the effective performance management.	3	Em/S/En
CO 3	To design a performance management system to measure employee behavior and for the employee development.	4	Em/S/En
CO 4	Analyzing the role of performance consulting.	4	Em/S/En
CO 5	Students will able to assess the Contemporary issues in performance management	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	
PERFORMANCE MANAGEMENT (MB4413)	CO1	3	3	3	2	3	3	2	3	3	3	3	3	2
	CO2	3	3	1	3	3	3	2	3	3	3	3	3	3
	CO3	3	3	2	3	3	2	3	3	3	3	2	3	3
	CO4	3	3	3	3	3	2	2	3	3	3	3	3	3
	CO5	3	3	-	3	3	1	3	3	3	3	3	3	3
	Average	3	3	1.8	2.8	3	2.2	2.4	3	3	3	2.8	2.8	

MB4414	Title: Training and Development	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	NIL	
Objectives	To enable you understand the concepts, principles and process of training and development) To develop an understanding of how to assess training needs and design training programmers in an Organizational setting.	
Expected Outcome	The students will be able to know the levels, tools and techniques involved in evaluation training effectiveness.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	7
Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training; Role of External agencies in Training and Development.		
Unit II	Training Needs Assessment	5
Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA.		
Unit III	Training and Development Methodologies	8
Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in training; Computer Aided Instructions- Distance Learning, Open Learning, E-Learning; Technologies Convergence and Multimedia Environment. Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counseling, Position Rotation, Team Building, and Sensitivity Training .		
Unit IV	Designing Training and Development Programs	7
Organization of Training and Development programs, Training design, kinds of training and development programs- competence based and role based training; orientation and socialization; diversity training, choice of training and development methods, Preparation of trainers; developing training materials; E-learning environment; Flexible learning modules.		
Unit V	Evaluation of Training and Development	6
Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts.		
Text Books	1. Dr. B.K Sahu, Training for Development,Excel	
Reference Books	Jack J. Phillips,Hand book of Training Evaluation and Measurement Methods, 2016, Routledge.	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4414	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Training and Development</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	To understand basic overview and concept of training	2	Em/S/En
CO 2	To recognize and understand the various methods of job training.	3	Em/S/En
CO 3	To assess various needs for training. To apply how Training surveys are conducted. To understand the training needs assessment.	3	Em/S/En
CO 4	To analyze and understand how to assess and evaluate training effectiveness in an organization. To apply the various models of training	4	Em/S/En
CO 5	To evaluate emerging issues in Training and development system. To apply value-based management approaches in Training programmes.	5	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
TRAINING AND DEVELOPMENT (MB4414)	CO1	3	2	2	2	3	2	1	3	3	2	3	3
	CO2	3	2	2	2	3	2	2	3	3	2	3	3
	CO3	3	3	2	23	3	2	3	3	3	3	2	3
	CO4	3	2	3	3	3	3	1	3	3	3	3	3
	CO5	3	2	1	1	3	1	2	3	3	1	3	2
	Average	3	2.2	2	6.2	3	2	1.8	3	3	2.2	2.8	2.8

MB4415	Title: Operations Strategy and Control	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4207 MB4208	
Objectives	To learn analytical approach and methodology for developing Manufacturing / Operations strategy.	
Expected Outcome	To understand essentials for implementing strategy and result of strategic decisions	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Operation strategy and competitiveness	07
Operations Strategy and Competitive dimensions - Operations and Corporate Strategy – A framework for Operations Strategy in Manufacturing, Services. - operation strategy matrix - five generic performance objectives - targeting and operations focus - Value Chain concept Focus , core competence and distinctive capabilities – stake holders & strategy - Linking manufacturing to Markets – strategic integration - Issues in New Product development Time to market		
Unit II	Capacity and Purchase-supply strategy	07
capacity strategy - - number and size of sites - capacity change - location of capacity purchasing and supply strategy - make or buy : vertical integration decision - contracting and relationships - types of arrangements - supply network dynamics - managing suppliers - purchasing and supply chain risk		
Unit III	Technology and Improvement strategy	07
process technology strategy - scale/scalability - degree of automation and coupling - product/process matrix - evaluation of process technology - challenges of information technology Improvement strategy - setting the direction - importance / performance mapping - developing operations capabilities strategic importance of product and service development		
Unit IV	Formulation and Implementation	07
Formulation of operation strategy - role and direction of alignment - timing - strategic sustainability - formulation analysis implementation - responsibility for implementation: staff and line in operations - four types of central operations function: typology and their information relationship - pre-requisites of effective implementation - project and process objectives		
Unit V	Monitoring and Control	07
Strategic vs operational control - types of control - balanced scorecard - tight and loose alignment- implementation risks - controlling risk: prevention, mitigation and recovery strategies - intervention risk - Type I and Type II errors in control - organizational learning: single and double loop learning - path dependencies and development trajectories - stakeholder power-interest grid		
Text Books	1. S.N. Chary, Production and Operations Management, McGraw Hill 2. B.Mahadevan, Operations Management, Pearson	
Reference Books	1. Cecil Bozarth, Introduction to Operations and supply chain management, Pearson 2. R.B.Chase, Ravi Shankar, F.R. Jacobs, N.J. Aquilano, Operations and Supply chain management, McGraw Hill 3. E.S. Buffa, R.K. Sarin, Modern Production/Operations Management, Wiley	
Mode of Evaluation	Internal and External examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4415	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	OPERATIONS STRATEGY AND CONTROL		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Describe and demonstrate knowledge of the key operations strategy concepts. Student will be able to know about competitive dimensions.	2	Em/S/En
CO 2	Analyze and evaluate various facility alternatives and their capacity decisions, develop skills regarding purchase supply strategy	4	Em/S/En
CO 3	Develop knowledge about process technology strategy, Student will be able in developing his knowledge about improving operations capabilities	3	Em/S/En
CO 4	Student will learn the practical development and implementation of operations strategy. Students will be able to formulate Plan and implement suitable practices in the operations	3	Em/S/En
CO 5	Students will be able Plan and implement suitable monitoring and quality control strategies. Students will know about the problems and errors in monitoring and controlling	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	
OPERATIONS STRATEGY AND CONTROL (MB4415)	C01	3	3	3	3	3	2	3	3	3	3	3	3	3
	C02	3	3	3	3	3	3	3	3	3	3	3	3	3
	C03	3	3	3	3	3	2	2	3	3	3	3	3	3
	C04	3	3	3	3	3	1	2	3	3	3	3	3	3
	C05	3	3	3	3	3	1	3	3	3	3	3	3	2
	Average	3	3	3	3	3	1.8	2.6	3	3	3	3	3	2.8

MB4416	Title: E Business Operations	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4207 MB4208	
Objectives	To understand all aspects of e business operations	
Expected Outcome	To enable student to develop a thorough understanding specific operational requirements of e businesses	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	07
Defining e business – Types of e-business – e business environment – e business marketplaces, markets and models – importance and challenges of e-business		
Unit II	Supply Chain Management	07
Objectives and importance of SCM – Components of SCM – demand planning and forecasting- procurement – manufacturing and assembly – distribution – return – Types of SCM systems		
Unit III	Inventory Management and Transportation Scheduling	07
Inventory management and transportation scheduling		
Unit IV	Order Processing and Packaging	07
Order processing and Unitization. Defining Order Processing – order acquisition – order entry –document processing – status reporting – factors affecting processing time – Customer service. Unitization – functions of Packaging – concept of unitization – Palletization – Containerization – Costs of packaging – designing a package – packaging materials – choosing right materials		
Unit V	Collaboration and Recent Trends	07
Collaboration of material flows – collaboration of information flows – collaboration of financial flows – collaboration of workforce flows Recent trends : Integration: Push system, Pull system, Demand driven strategies - SC Restructuring - SC Mapping - Role of Information Technology - Agile and Reverse supply chains		
Text Books	1. C.S. Rayudu, E-Commerce E-Business, Himalaya Publishing House 2. Bharat Bhasker, Electronic Commerce, McGraw Hill	
Reference Books	1. K.C. Laudon, C.G. Traver, E-Commerce, Pearson 2. Ravi Kalakota, A.B. Whinston, Frontiers of E-Commerce, Pearson 3. H. A. Napiers, O. Rivers, S. Wagner, J.B. Napier, Creating a Winning E-Business, Thomson	
Mode of Evaluation	Internal and External examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4416	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	E BUSINESS OPERATIONS		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able to understand the e-business concepts and Recognize the e-business models and infrastructure. Students will learn how e business concepts are applied to different fields.	2	Em/S/En
CO 2	Students will be able to discuss different components and importance of SCM	3	Em/S/En
CO 3	Students will develop the skills of inventory management and transportation scheduling	4	Em/S/En
CO 4	Demonstrate an understanding of retailing in E-commerce by order processing, unitization and packaging	3	Em/S/En
CO 5	Students will be able to assess techniques of collaborating material flows. Students will come to analyze recent trends of Supply chain restructuring and mapping.	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2
E-BUSINESS OPERATIONS (MB4416)	CO1	3	2	2	3	1	3	2	2	-	3	3	3
	CO2	3	2	2	-	1	3	3	2	3	3	3	3
	CO3	3	2	-	2	2	3	3	2	-	3	3	3
	CO4	3	2	2	3	2	3	2	3	3	3	2	2
	CO5	3	2	1	2	-	3	2	3	2	2	3	2
	Average	3	2	1.4	2	1.2	3	2.4	2.4	1.6	2.8	2.8	2.6

MB4417	Title: Infrastructure Project Management	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4207 MB4208	
Objectives	To learn the concepts of managing infrastructure projects.	
Expected Outcome	To apply project management principles in infrastructure business to optimize resource utilization and time optimization.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	07
Introduction to infrastructure- infrastructure scenario in India - key issues sectorwise - infrastructure players - phases of infrastructure projects		
Unit II	Construction, Maintenance and Risk Management	07
- construction and maintenance of infrastructure - PPP - risk management in infrastructure projects		
Unit III	Project financing	07
- infrastructure economics and finance - urban infrastructure needs and funding options - project structuring and risk allocation in project finance		
Unit IV	Governance and design	07
- project governance - data base management - design for infrastructure service life		
Unit V	Developer selection, cost-benefit analysis	07
- developer selection methodology - life cycle cost and benefit analysis - privatization in infrastructure projects		
Text Books	1. R.G. Ghattas, S.L. McKee, Practical Project Management, Pearson 2. John M. Nicholas, Project Management for Business and Technology, PHI	
Reference Books	1. Harvey Maylor, Project Management, Pearson 2. R.Panneerselvam, P.Senthilkumar, Project Management, PHI 3. Prasanna Chandra, Projects, McGraw Hill 4. Dipti Mohapatra, Economic and Financial Analysis of Infrastructure projects, Educreation	
Mode of Evaluation	Internal and External examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4417	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	INFRASTRUCTURE PROJECT MANAGEMENT		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able to understand the concepts of Infrastructure. Students develop knowledge about infrastructure scenario in India about key issues players and phases.	2	Em/S/En
CO 2	Demonstrate an understanding of Construction and maintenance of Infrastructure on different models and risk management	3	Em/S/En
CO 3	Students will be able to analyze and evaluate infrastructure economics and financing options. Students will learn about project restructuring and risk allocation in project finance	4	Em/S/En
CO 4	Demonstrate an understanding of project governance and database management.	3	Em/S/En
CO 5	Students will learn the methodology of selecting the developers. Students will be able to do project life cycle and benefit analysis	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
INFRASTRUCTURE PROJECT MANAGEMENT (MB4417)	C01	3	-	3	-	2	2	3	2	2	2	3	3
	C02	3	-	3	-	2	3	1	1	1	2	3	3
	C03	3	3	3	3	2	2	2	2	-	2	3	3
	C04	3	-	3	-	2	1	2	2	2	2	3	2
	C05	3	2	3	2	2	1	2	2	1	2	2	2
	Average	3	1	3	1	2	1.8	2	1.8	1.1	2	2.8	2.6

MB4418	Title: Supply Chain Performance Measurement	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4207 MB4208	
Objectives	To understand the importance and process of supply chain performance measurement	
Expected Outcome	To develop the analytical skill to measure performance of supply chain with an aim to enhance performance of supply chain	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	06
Characteristics of good measure - Importance of SCM performance measurement- SCM performance attributes - Obstacles hindering performance efforts - SC performance measurement criteria - Steps in developing SCM PM		
Unit II	Customer service vs cost	06
Business Strategy - Supply chain strategy – customer service level: order fill rate, stockout rate, backorder level, probability of on time delivery - cost of service vs service level curve- inefficient practices - impact of service level on revenue costs and profit		
Unit III	Supply chain performance measures	07
Order delivery lead time - supply chain typology (Order penetration point / Decoupling point - Make to stock, Make to order, Configure to order and Supply chain focus - Efficiency, Responsiveness) - Push-Pull boundary of supply chain - Supply chain responsiveness - Functional vs innovative products - Delivery reliability		
Unit IV	SCM Performance Measurement models	08
Cash Velocity - Balanced Scorecard - SCOR - The Logistics Scoreboard - ABC - EVA Benchmarking supply chain performance using financial data		
Unit V	Enhancing SC Performance	07
Strategic profit model - Impact of supply chain initiative on business performance - enhancing supply chain performance: supply chain integration, supply chain optimization, supply chain reconfiguration		
Text Books	<ol style="list-style-type: none"> 1. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson 2. D.K. Agarwal. Logistics and Supply Chain Management, Macmillan 	
Reference Books	<ol style="list-style-type: none"> 1. Jimmy Anklesaria, Supply Chain Cost Management, Amalam 2. R.B.Chase, Ravi Shankar, F.R. Jacobs, N.J. Aquilano, Operations and Supply chain management, McGraw Hill 3. Cecil Bozarth, Introduction to Operations and supply chain management, Pearson 	
Mode of Evaluation	Internal and External examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4418	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	SUPPLY CHAIN PERFORMANCE MEASUREMENT		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Describe and demonstrate knowledge of SCM performance measurement, its criteria and steps in developing SCM PM	2	Em/S/En
CO 2	Student will be able to analyze and evaluate supply chain strategy for customer services and comparing them with the cost of service.	4	Em/S/En
CO 3	Student will be able to analyze and evaluate different performance measures of supply chain management	4	Em/S/En
CO 4	Students will be able to understand about different models of SCM performance measurement. Student will be able to benchmark the supply chain performance using financial data.	3	Em/S/En
CO 5	Students will learn about different methods of enhancing supply chain performance through Supply chain integration, optimization and reconfiguration	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		P 01	P 02	P 03	P 04	PO 5	PO 6	P 07	PO 8	PO 9	PO 10	PSO 1	PSO 2
SUPPLY CHAIN PERFORMANCE MANAGEMENT (MB4418)	CO1	3	3	3	2	1	2	2	3	3	3	3	3
	CO2	3	3	3	2	1	2	2	3	1	3	3	3
	CO3	3	3	3	2	1	2	2	3	2	3	3	2
	CO4	3	3	3	2	2	2	2	3	2	3	2	3
	CO5	3	3	3	2	1	2	2	3	2	3	3	2
	Average	3	3	3	2	1.2	2	2	2	3	2	3	2.8

MB4419	Title: Reverse logistics	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4207 MB4208	
Objectives	To Understand the need and importance of reverse logistics in product flow.	
Expected Outcome	To enable an efficient method of moving products with optimization of time and cost	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Size and Importance of Reverse logistics	07
Importance of reverse logistics – reverse logistics activities – strategic use of reverse logistics – reverse logistics challenges – barriers to good reverse logistics		
Unit II	Managing Returns	07
Improve return “gatekeeping” - compact disposition cycle time – reverse logistics information system – centralized return centers – zero returns – Re-manufacture and Refurbishment – Asset recovery -negotiation – financial management – outsourcing reverse logistics		
Unit III	Disposition and Secondary Market	07
Overview of reverse logistics flow – Returned product types – Product disposition – Material Flow – Secondary Markets – Secondary market firms – Strategic elements of secondary markets		
Unit IV	Reverse logistics and the Environment	06
Landfill costs and availability – Transport packaging – Returnable packaging consideration – Product Take-Back		
Unit V	Industry Snapshots and Future Trends	07
Publishing industry – electronic industry – automotive industry – retail industry Reducing reverse logistics flow – Managing reverse logistics flow		
Text Books	1. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson 2. D.K. Agarwal. Logistics and Supply Chain Management, Macmillan	
Reference Books	1. Cecil Bozarth, Introduction to Operations and supply chain management, Pearson 2. R.B.Chase, Ravi Shankar, F.R. Jacobs, N.J. Aquilano, Operations and Supply chain management, McGraw Hill	
Mode of Evaluation	Internal and External examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4419	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Reverse Logistics</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Student will be able to define reverse logistics and basic elements of it. Student will be able demonstrate knowledge of strategic use of reverse logistics and challenges in it.	2	Em/S/En
CO 2	Understand and analyze the various reverse logistics information management systems. Student will learn the different aspects of managing returns through financial management and outsourcing reverse logistics.	4	Em/S/En
CO 3	Students will be able to apply reverse logistics flow through disposition and strategic elements secondary market	3	Em/S/En
CO 4	Students will be able to demonstrate their knowledge about the environment concerns in reverse logistics	3	Em/S/En
CO 5	Student will be able to analyze and evaluate current scenario of reverse logistics and future trends in different emerging industries	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
REVERSE LOGISTICS (MB4419)	CO1	3	3	3	1	0	3	3	2	3	3	2	3
	CO2	3	3	3	2	3	1	3	2	1	3	3	2
	CO3	3	3	3	1	1	2	3	3	2	3	3	3
	CO4	2	3	3	2	1	2	3	3	2	3	3	3
	CO5	3	3	3	2	1	2	3	3	2	3	3	3
	Average	2.8	3	3	1.6	1.2	2	3	3	2.6	2	3	2.8

MB4420	Title: Procurement Management	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4207, MB4208	
Objectives	This subject aims at introducing students to a process-based approach to procurement. It raises students' awareness of the importance and complexity of business supply management and purchasing activities in organisations.	
Expected Outcome	Upon completion of the subject, students will be able to apply the knowledge of procurement to make appropriate procurement decisions in different business situations.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Procurement Management - An overview	6
Introduction – Definitions – Perspectives on procurement in business – relation with other functions – future trends of procurement management Organizational structures for procurement management – location of procurement department – key influencing factors on the organization of procurement department – advantages and disadvantages of multi-site centralization and decentralization		
Unit II	Processes and Technologies	7
Purchasing process and technologies – traditional purchasing procedures and inefficiencies – E-commerce, E-Business and E-procurement – EDI – E-sourcing – E-catalogue – E-auction – Reverse auction – E-sourcing and trends		
Unit III	Specifications, Strategies and Supplier evaluation	8
Developing requirement specifications – Methods of description – service specifications – specification writing Researching and analysing supply markets – setting priorities – sourcing information – tools for supply market analysis – appraising market segments Supply strategies and selection of suppliers – portfolio analysis – supplier selection and evaluation – supplier motivation – global sourcing -		
Unit IV	Contract administration and Logistics management	7
Contract preparation and negotiation – framework for obtaining and selecting offers – negotiations – essentials of contract and legal commitments – transfer of risk – contractual defaults and disputes Organizations for logistics decision – procurement's involvement in transportation – selection of mode and carrier for inbound shipments – process of rate quotation – freight consolidation – terms and conditions of transportation		
Unit V	Capital equipment, Service procurement and outsourcing	7
Capital equipment – Procurement's role in capital equipment procurement – used equipment market Processing services procurement – administration of services contract Make or buy, Insourcing or outsourcing : reasons, benefits and problems		
Text Books	1. B.Mahadevan, Operations Management, Pearson 2. R.B.Chase, Ravi Shankar, F.R. Jacobs, N.J. Aquilano, Operations and Supply chain management, McGraw Hill	
Reference Books	1. Cecil Bozarth, Introduction to Operations and supply chain management, Pearson 2. D.K. Agarwal. Logistics and Supply Chain Management, Macmillan 3. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson 4. R.B.Chase, Ravi Shankar, F.R. Jacobs, N.J. Aquilano, Operations and Supply chain management, McGraw Hill	
Mode of Evaluation	Internal and External examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4420	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Procurement Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Describe and demonstrate knowledge of the key concepts of Procurement Management. Student will be able to develop knowledge of influencing factors in organization of procurement department.	2	Em/S/En
CO 2	Student will be able to analyze and evaluate modern purchasing process and technologies with traditional processes.	4	Em/S/En
CO 3	Student will be able to analyze and develop strategies of requirement specifications, researching and analyzing markets and strategies for selection of selection of suppliers.	4	Em/S/En
CO 4	Students will learn different aspects and develop their skills for Contract preparation and negotiation and management of logistics	3	Em/S/En
CO 5	Students will be able to analyze different aspects of procurement of capital equipment, service procurement and services.	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
PROCUREMENT MANAGEMENT (MB4420)	CO1	3	3	3	3	1	3	2	2	1	3	2	3
	CO2	2	3	3	1	1	3	2	2	1	3	2	3
	CO3	3	3	3	2	2	3	3	2	1	3	3	3
	CO4	3	3	2	2	2	2	2	2	1	3	2	3
	CO5	3	3	3	2	0	2	2	1	1	3	3	2
	Average	2.8	3	2.8	2	1.2	2.6	2.2	2	1.8	1	3	2.4

MB4421	Title: Cross-Cultural Management	L T P C 3003
Version No.	1.0	
Course Prerequisites	MB4109	
Objectives	To make students understand the nature of intercultural communication and cultural foundations of economic systems and of organizational practices	
Expected Outcome	The students will be able to analyze the impact of culture on business practices and human resource management	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	6
Understanding culture: Values, world views and socio-cultural systems and their importance, Cultural differences – ways and measurement, Impact of culture on business		
Unit II	Cultural Diversity	7
The impact of cultural differences on individuals, Kohlberg's theory of moral reasoning, Measuring cultural development, Cross cultural communication, Relativism vs. development, The possibility of an international subculture		
Unit III	Conflict and Negotiation	6
Gender differences, Multi-ethnicity, religion, geography, Hofstede's dimensions, Cultural aspects of international business negotiations, Negotiation process, Negotiation Strategies		
Unit IV	Managing across Cultures	6
National cultures vs. organizational cultures, Cross-cultural intelligence and managerial competence, Motivating across cultures, Management of cross-culture teams, Leadership traits required for managing cross culture teams, Change in corporate culture: the example of quality improvement		
Unit V	Culture and Ethics	7
Understanding significance of cultural values & ethics in cross boarder businesses, Corporate Culture and Cross Border HRM and Employment Practices with respect to Japan, European countries, US, China, Corporate social responsibility in MNC's		
Text Books	<ol style="list-style-type: none"> 1. Francis Cherunilam, International Business, PHI 2. N K Singh, Eastern and Cross Culture Management, Springer 3. David Thomas, Mark Peterson (), Cross Cultural Management, Sage 	
Reference Books	<ol style="list-style-type: none"> 1. Nina Jacob, Intercultural Management, Viva Books Pvt. Ltd. 2. Taran Patel, Cross-Cultural Management, Taylor and Francis 3. Mai Moua, Culturally Intelligent Leadership, Business Expert Press 	
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4421	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Cross-Cultural Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		Em/S/En
CO 1	Students will be able to understand culture, values, world views and socio-cultural systems and their importance relating to other countries of the world.	2	Em/S/En
CO 2	Measuring cross cultural development, impact of culture on individual's behaviour, cross cultural communications will be the key take-aways.	3	Em/S/En
CO 3	Students will assess gender differences, multi-ethnicity, geography, cultural aspects of international business negotiations and develop negotiation strategies.	3	Em/S/En
CO 4	Students will develop cross cultural intelligence and managerial competence, management of cross culture team and developing leadership traits required to deal with for the development of their business.	3	Em/S/En
CO 5	Students will assess the significance of cultural values & ethics in cross border businesses. They would also learn about cross border HRM and employment practices prevailing with major countries.	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
CROSS-CULTURAL MANAGEMENT (MB4421)	CO1	3	1	3	3	3	1	3	3	2	1	3	3
	CO2	3	3	3	3	3	1	3	3	3	2	2	3
	CO3	3	1	2	3	3	2	3	3	3	1	3	3
	CO4	3	3	2	3	3	2	3	3	3	1	3	2
	CO5	3	3	3	3	3	2	3	3	3	2	3	3
	Average	3	2.	2.	3	3	1.	3	3	2.	1.	2.8	2.8

MB4408	Title: International Marketing	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4202	
Objectives	To understand the principles & concepts of marketing for international markets.	
Expected Outcome	The students will be able to understand various marketing tools for international markets.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to International Marketing	6
Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, International Marketing Environment		
Unit II	Consumer Behaviour	6
International Marketing Research - International Marketing Research Process, International Market Segmentation, Cross Cultural Consumer Behavior		
Unit III	Product Decisions	7
International Product Policy and Planning Introduction, Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, PLC at International level, Services		
Unit IV	Pricing Decisions	6
Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade		
Unit V	Promotion and Distribution	8
International Distribution and Logistics Planning International Logistics Planning, Distribution, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Promotional Strategies – Promotion mix, E-marketing, Legal and Ethical Issues in International Marketing		
Text Books	2. Warren J. Keegan, Global Marketing Management, Pearson Education 3. Philip Cateora, Mary Gilly, John Graham, International Marketing, McGraw Hill Education	
Reference Books	2. Svend Hollensen, Global Marketing: A Decision-Oriented Approach- 3rd Edition, Pearson Education 3. Justin Paul, Ramnik Kapoor, International Marketing, McGraw Hill Education 4. Rakesh Mohan Joshi, International Marketing, Oxford	
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4408	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>International Marketing</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be introduced with International marketing and its scope along with a difference with domestic marketing. They would also know the management of MNCs and TNCs.	2	Em/S/En
CO 2	Students will be able to start with learning international marketing research, segmentation and understand cross cultural consumer behaviour.	3	Em/S/En
CO 3	Analyzing International Product Policy, the New Product Development and Product Planning will be the necessary key understanding areas of students.	3	Em/S/En
CO 4	Differentiate the pricing policy in international markets in comparison to domestic markets. Knowing dumping and price distortion will also be the focus.	3	Em/S/En
CO 5	Students will learn international distribution helping them to apply logistics planning at international level. Developing international promotional strategies will also be the focus areas.	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	
INTERNATIONAL MARKETING (MB4408)	CO1	3	2	3	3	3	3	3	3	3	3	3	3	3
	CO2	3	2	3	3	3	3	3	3	3	3	2	3	
	CO3	2	3	3	3	1	2	3	3	3	3	3	3	
	CO4	3	2	3	3	1	3	3	3	0	3	3	3	
	CO5	3	3	3	3	3	3	3	3	3	3	2	3	
	Average	2.8	2.4	3	3	2.2	2.8	3	3	3	2.4	3	2.6	3

MB4422	Title: Global Financial Markets and Instruments	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4205	
Objectives	To provide fundamental knowledge about the global financial market and strategies adopted by the financial markets..	
Expected Outcome	The student will be able to analyze different instruments used in global financial markets.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Global Financial Institutions	7
International Business Environment – Framework – International Economic Institutions – WTO – UNCTAD – IMF and World Bank – Regional Economic Cooperation – Growth and Development of MNCs – Types and Rationale – Gains for of International Trade		
Unit II	Foreign Exchange Markets	7
Foreign Exchange Markets – Fixed and Flexible Exchange Rates – Spot and Forward Markets – Exchange Rate Quotes – LERMS – Factors affecting Exchange Rates – Basic Theories – PPP – Interest Rate Parity – Fisher Effect – Currency derivatives – Futures and Options – Currency Swaps		
Unit III	International Financial System	7
International Finance – International Financial System – Bretton wood Conference afterwards – European Monetary System – International Financial Markets – Creation of Euro – Emergence of Euro Currency Markets – International Money Market Instruments – GDRs – ADRs – Euro Bonds – Repos – CPs – Loan Syndicates – Euro Deposits		
Unit IV	Global Financial Management	6
Multinational Financial Management – Complexities – Working Capital Management – Investment and Financing Decisions – Capital Budgeting – Cost of capital of Overseas Investment – Risk Exposure – Types – Measurement and Management of Exposure - International Portfolio Management		
Unit V	International Banking	6
International Banking – Banking Practices of European Banks – Large Banking Centers – Japanese Banking – American Banking System – Basel I and Basel II guidelines – LIBOR – Portfolio of Operations of Global Banking – Swiss Banking Practices.		
Text Books	1. M A Desai, International Financial Management, Prentice Hall of India, New Delhi 2. V K Bhalla, International Financial Mangement, Anmol Publicationss	
Reference Books	1. Henning C N, Piggot W and Scott W H., International Financial Mangement, Mc Graw Hill Int Ed, NY 2. P G.Apte,International Financial Management, Tata Mc Graw Hill, New Delhi 3. Milind Sathye, Larry Rose, Larissa Allen, Rae Westons, International Financial Management, Wiley	
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4422	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Global Financial Markets and Instruments</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will be able to know about international business environment and global financial institutions.	2	Em/S/En
CO 2	Students will be able to assess foreign exchange markets, fixed and flexible exchange rates and also growth & development of MNCs.	3	Em/S/En
CO 3	Students will learn the international financial system specially Bretton wood conference and European monetary system. Good knowledge on ADRs, GDRs, Euro Bonds will help to develop them in international business arena.	3	Em/S/En
CO 4	Students will learn multinational financial management, investment and analyzing financing decisions in international environment, and also learning international portfolio management.	4	Em/S/En
CO 5	Students will learn about international banking where key focus areas will be Basel guidelines, LIBOR, portfolio operations of global banking organisations.	2	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
GLOBAL FINANCIAL MARKETS AND INSTRUMENTS (MB4422)	CO1	2	2	3	3	1	3	3	3	1	3	3	3
	CO2	2	2	3	3	1	2	3	3	3	1	3	3
	CO3	2	3	3	3	2	2	3	3	-	2	3	2
	CO4	2	3	2	3	2	2	3	3	3	2	3	2
	CO5	1	3	3	3	0	3	3	3	2	2	3	3
	Average	1.8	2.6	2.8	3	1.2	2.4	3	3	1.8	2	3	2.6

MB4423	Title: International Logistics Management	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4207	
Objectives	To provide an overview of the methods of logistics in international business.	
Expected Outcome	The student will be able understand the factors determining supply chain management in international business.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction to International Logistics	6
Logistics Management: Concepts – Importance – Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency.		
Unit II	Shipping Industry	7
Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent, forwarder, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR.		
Unit III	Air Transport	6
Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation.		
Unit IV	Designing Supply Chain	7
Supply chain: Definition – scope and importance of supply chain – supply chain drivers and metrics - efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor influencing distribution - Transportation decision in supply chain management		
Unit V	Managing Supply Chain	6
Forecasting and planning in supply chain management – Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management.		
Text Books	<ol style="list-style-type: none"> 1. S Chopra and P Meindl, “Supply chain management: Strategy, planning and operations” 2. Francis Cherunilam, International Business, PHI 	
Reference Books	<ol style="list-style-type: none"> 1. Donald J Bowersox, David J Class” Logistics Management, Tata McGraw Hill, New Delhi. 2. David Stewart ,”International Supply chain Management”, Cengage publications 	
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4423	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>International Logistics Management</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will learn about international logistics management, logistics and marketing interface, value-chain and production efficiency.	2	Em/S/En
CO 2	Assessing different systems of shipping, chartering, Baltic freight exchange and containerization will be the major focus and understanding areas.	3	Em/S/En
CO 3	Students will be able to learn about Air Transport, Air Freight, IATA, Cargo handling etc. It will help the students to evaluate and plan for costing and also savings.	3	Em/S/En
CO 4	Designing supply chain at international level will be the key understanding for students. They will also be able to take international decisions on supply chain management.	4	Em/S/En
CO 5	Forecasting and planning in supply chain management will be the key focus area. Students will learn about role of Information Technology in supply chain management and its coordination.	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
INTERNATIONAL LOGISTICS MANAGEMENT (MB4423)	CO1	2	3	3	3	3	2	3	3	2	3	2	3
	CO2	2	2	2	3	1	3	3	3	3	3	3	2
	CO3	2	3	2	3	2	2	2	3	-	3	2	3
	CO4	2	2	3	3	2	3	2	2	3	3	3	2
	CO5	2	3	2	3	2	3	3	3	1	3	3	3
	Average	2	2.6	2.4	3	2	2.6	2.6	2.8	1.8	3	2.6	2.6

MB4424	Title: Social Media Marketing	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4105	
Objectives	To make students understand social media marketing campaign and applying appropriate social media tools.	
Expected Outcome	The student will be able to apply social media techniques into a marketing plan.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Planning for Social Media Marketing	6
Introduction and History of Social Media Marketing, The Social Media Marketing Planning Cycle, TargetMarket Identification, Goal Setting and Strategy Development		
Unit II	Blogs, Podcasts and Webinars	8
Explanation of Blogs, Creation of Blogs, Marketing through Blogs, Explanation of Podcasts and Webinars, Creation of Podcasts and Webinars, Marketing through Podcasts and Webinars		
Unit III	Social Networks	6
Explanation of Social Networks, History of Social Networks, Marketing through Social Networks		
Unit IV	Micro-blogging and Discussion Boards	6
Marketing through Microblogging, History of Discussion Boards, Social News and Question and Answer Sites		
Unit V	Social Media Monitoring	6
Social Media Monitoring, Relevance of Social Media Monitoring, Social Media Marketing Ethics		
Text Books	1. Michael R. Solomon and Tracy Tuten, Social Media Marketing, Pearson 2. Dave Chaffey, Internet Marketing, Pearson	
Reference Books	1. Krista Neher, Donald Barker, Melissa Barker, Nicholas Bormann, Social Media Marketing : A Strategic Approach, Cengage 2. Dahl Stephan, Social Media Marketing, SAGE Publications Ltd	
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4424	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Social Media Marketing</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	It will help students to understand history and need for social media marketing.	2	Em/S/En
CO 2	Students will understand the value of blogs and also create them. Also Podcasts and Webinars understanding and creation.	3	Em/S/En
CO 3	Students will be updated on different Social Networks and its importance.	3	Em/S/En
CO 4	Creating micro-blogging and discussion boards will help students to understand its value.	5	Em/S/En
CO 5	Monitoring and understanding the relevance of social media will be the focus and also connecting with ethics.	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
SOCIAL MEDIA MARKETING (MB4424)	CO1	2	1	2	3	3	3	2	2	1	0	3	3
	CO2	2	1	2	2	1	2	2	2	3	2	3	3
	CO3	2	3	0	0	2	2	3	2	0	2	2	2
	CO4	2	1	2	3	2	0	1	2	3	1	3	2
	CO5	1	2	1	2	0	3	2	3	2	2	3	3
	Average	1.8	1.6	1.4	2.2	1.6	2.2	2.2	2.2	2.8	1.4	1.4	2.8

MB4425	Title: Business Intelligence and Analytics	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4102	
Objectives	To make students understand principles of Business Intelligence and Analytics at conceptual level. To understand application areas for implementing BI and Analytics	
Expected Outcome	The student would develop skills to design BI and Analytics projects.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Business Intelligence	7
Business Intelligence: definition, concept and need for Business Intelligence, BI Basics : Data, information and knowledge, Role of Mathematical models		
Unit II	Business Analytics	8
Business Analytics at the strategic level: Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA functions, information as strategic resource; Business Analytics at Analytical level : Statistical data mining, descriptive Statistical methods, lists, reports, automated reports, hypothesis driven methods, data mining with target variables, cluster analysis, Discriminate analysis, logistic regression, principal component analysis.		
Unit III	Data Warehousing	6
Business Analytics at Data Warehouse Level, Designing physical database, Deploying and supporting DW/BI system		
Unit IV	Business Intelligence Architectures	8
Cycle of Business Intelligence Analysis, Development of Business Intelligence System, spread sheets, concept of dashboard, OLAP, SOA, decision engineering. BI Tools: Concept of dashboard.		
Unit V	BI Applications	7
BI Applications in different domains- CRM, HR, Production		
Text Books	1. Alan Charlesworth, Internet Marketing, Elsevier 2. Thelma J Tallu, E – Commerce, Sun India Publishing	
Reference Books	1. Olivia Parr Rud, Business Intelligence Success Factors Tools for Aligning Your Business in the Global Economy, John Wiley and Sons 2. Steve Williams and Nancy Williams, The Profit impact of Business Intelligence, Morgan Kauffman Publishers	
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4425	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Business Intelligence and Analytics</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	The students will understand the basics of business intelligence, its need and role of mathematical models in developing businesses.	2	Em/S/En
CO 2	The linking of business strategy and business analytics will help the students developing mindset for creating new strategies.	3	Em/S/En
CO 3	Students will assess data warehousing techniques , physical database. It will help them deploying and supporting data warehousing and business in intelligence systems.	3	Em/S/En
CO 4	Students will analyze cycle of business intelligence, spread sheets, decision engineering using business intelligence tools.	4	Em/S/En
CO 5	Students will apply the business intelligence in different domains of CRM, HR, and Productions.	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
BUSINESS INTELLIGENCE AND ANALYTICS (MB4425)	CO1	3	3	3	3	3	3	3	1	2	3	3	3
	CO2	3	2	3	3	2	3	3	2	3	3	3	2
	CO3	3	3	3	2	2	2	2	3	3	3	3	3
	CO4	3	3	2	0	1	2	3	3	2	3	3	3
	CO5	3	3	2	1	3	3	3	3	3	3	3	2
	Average	3	2.8	2.6	1.8	2.2	2.6	2.8	2.4	2.6	3	3	2.6

MB4426	Title: Cyber Law	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4202	
Objectives	The objective of the course is to provide the students an exposure of emerging legal issues in a digitally networked environment	
Expected Outcome	The student will be able to understand the concepts that affect the flow of information in society and the work of information professionals.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Acts related to IT in India	6
Introduction to Information Technology Act, 2000 Object; Scope; Scheme of The Act; Relevancy With Other Laws. Jurisdictional Issues: Civil Jurisdiction; Cause of Action; Foreign Judgment; Exclusion Clause of Contract; Jurisdiction Under IT Act, 2000.		
Unit II	Digital Signature	7
Technical Issues & Legal Issues Digital signature; Digital signature Certificate; Certifying authorities and liabilities in the event of Digital signature Compromise; E- Governance in India.		
Unit III	Cyber Crime	8
Cyber Crimes: Technical Issues; Cyber Crimes : Legal Issues; Cyber Crimes : Legal Issues [Penalty under the IT Act]; Cyber Crimes : Legal Issues [Offences under the IT Act]; Cyber Crimes : Legal Issues [Offences under IPC]; Cyber Crimes & Investigation; Cyber Crimes & Adjudication.		
Unit IV	Protection of Cyber Consumers in India	6
Are Cyber Consumers Covered Under The Consumer Protection Act ?; Goods and Services; Defect in goods And deficiency in services; Restrictive and unfair trade practices; Consumer Forums, Jurisdiction And Implications On Cyber Consumers In India.		
Unit V	Evidence Law and IPR Issues	6
Status Of Electronic Record As Evidence; Proof And Management Of Electronic Records; Relevancy, Admissibility And Probative Value Of Evidence; Proving Of Digital Signature; Proving Of Electronic Message IPR Issues in a nutshell: Copyright Issues; Patent Related Issues; Trade Mark Issues; Design & related issues		
Text Books	1. Bharat Bhasker, E – Commerce, Tata Mcgraw Hill 2. Ravi Puliani and Mahesh Puliani, Corporate Laws, Bharat Law House Private Ltd.	
Reference Books	1. S S Gulshan and G.K. Kapoor, Corporate and Other Laws, New Age International (Paper) Ltd 2. Dr. Satish Chandra, Cyber Law In India, ABS Books	
Mode of Evaluation	Internal and External Assessment	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4426	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Cyber Law</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will learn and understand about different acts related to Information Technology Act in India.	2	Em/S/En
CO 2	Analyzing technical and legal issues in digital signature and also certifying authorities.	4	Em/S/En
CO 3	Gaining knowledge about cyber crimes, legal issues, and investigations will be the prime understanding of students.	3	Em/S/En
CO 4	Assessing whether consumers of India are really covered under the Consumer Protection Act if the cyber crime happens with them.	3	Em/S/En
CO 5	Able of Proofing and management of electronics records will be the prime focus. Also Intellectual Property Rights coverage will help them understanding legality in IPR issues.	3	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
CYBER LAW (MB4426)	CO1	3	2	2	3	3	3	2	2	1	0	3	3
	CO2	3	2	2	2	1	2	2	2	3	2	3	3
	CO3	2	3	0	0	2	2	3	2	0	2	3	3
	CO4	3	2	2	3	2	0	1	2	3	1	2	2
	CO5	1	3	1	2	0	3	2	3	2	2	3	3
	Average	2.4	2.4	1.4	2	1.6	2	2	2	2	1.8	1.4	2.8

MB4427	Title: Search Engine Optimization Methods	L T P C 3 0 0 3
Version No.	1.0	
Course Prerequisites	MB4102	
Objectives	The objective of the course is to provide the students with a conceptual, analytical and technical framework of search engine optimization.	
Expected Outcome	The student will be able to understand technical framework of search engine optimization.	
Unit No.	Unit Title	No. of hours (per Unit)
Unit I	Introduction	6
Introduction to Internet Marketing: Definition, Scope, Advantages & Disadvantages, Process, and SEO Strategies, Role of Marketing Manager; Functions in Internet Marketing. HTML: Important HTML Tags, Use of HTML Tags, Code Verification & Validation.		
Unit II	Search Engines	7
Search Engines: Introduction of Search Engines, Search Engines Vs Web Directories, PR concept, SE Algorithms, SERP, SE Crawler, SE Submission & Indexing, Google Dance and Sand Effect.		
Unit III	Search Engine Optimization	8
Search Engine Optimization: Industry Analysis, Site Analysis, Competitor Analysis, Keyword Analysis and Research, Types of SEO-ON-PAGE & OFF-PAGE Meta Creation, Navigation & Linking Strategies, Content SEO, other Supplementary SEO, Static SEO & Dynamic SEO, Landing Page, Call to Actions, SEO Tools, Design Issues, Gsitemap, Page Redirect methods.		
Unit IV	Link Building Strategies	6
Link Building Strategies: Linking Concept, Link Exchange, Free & Paid Directory Submission		
Unit V	Web Traffic Analysis	6
Web Traffic Analysis: Web Stats Tools, Traffic Analysis, Configuring Tools using wizards, Tracking End-users.		
Text Books	1. Parag Diwan, E – Commerce, Excel Publications 2. Laudon and Traver, E – Commerce, Pearson	
Reference Books	1. Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging Digital Generation, Kogan Page 2. Caimin Jones Seo Step-By-Step - The Complete Beginner's Guide to Getting Traffic from Google, On Demand Publishing	
Mode of Evaluation	Internal and External Examinations	
Recommendation by Board of Studies on	01-07-2019	
Date of approval by the Academic Council	13-07-2019	

Paper Code	MB4427	BL	Employability (Em)/ Skill(S)/ Entrepreneurship (En)/ None (Use , for more than One)
Paper Title	<i>Search Engine Optimization Methods</i>		
Course outcomes	<i>Upon successful completion of the course, students would be able to:</i>		
CO 1	Students will gain knowledge of internet marketing. They will also know HTML Tags, code verification and validation.	2	Em/S/En
CO 2	Students will understand search engines & ranking concepts. Students will also learn how to perform Keyword Research.	3	Em/S/En
CO 3	Analyzing SEO best practices to incorporate on a Website. They will also be able to Analyze & Monitor SEO progress using free tools.	4	Em/S/En
CO 4	Help students to link building strategies. Also developing mindset to linking different concepts.	4	Em/S/En
CO 5	Students will do web traffic analysis, web stats tools, and also tracking end-users.	4	Em/S/En

Course & Code	Course Outcomes	Programme Outcomes										Programme Specific Outcomes	
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
SEARCH ENGINE OPTIMIZATION METHODS (MB4427)	CO1	3	3	3	2	2	3	2	0	2	2	2	3
	CO2	3	2	0	2	2	3	3	2	1	2	3	2
	CO3	3	0	2	3	2	2	2	3	2	0	3	3
	CO4	3	2	2	0	3	2	3	2	2	0	3	3
	CO5	2	0	2	3	2	0	3	2	1	2	3	3
	Average	2.8	1.4	1.6	2.2	2.2	2.2	2.6	1.8	1.6	1.2	2.2	2.8