



SHARDA
UNIVERSITY
Beyond Boundaries

SCHOOL OF BUSINESS STUDIES

MANAGEMENT

Master of Business Administration (Integrated)

SBS 0102

Programme Structure

Batch: 2020-2024

A handwritten signature in blue ink, appearing to read "Z. Chandra" or similar.

(Dean, SBS)

1. Standard Structure of the Program at University Level

1.1 Vision, Mission and Core Values of the University

Vision of the University

To serve the society by being a global University of higher learning in pursuit of academic excellence, innovation and nurturing entrepreneurship.

Mission of the University

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

Creative Campaign Can be TEDs: This is guiding principle for promotion and wide circulation among various stakeholder.

Guidelines: Similar Mnemonics can be designed by schools.

Core Values

**Integrity
Leadership
Diversity
Community**

Note: Detailed Mission Statements of University can be used for developing Mission Statements of Schools/ Departments.

1.2 Vision and Mission of the School

School of Business Studies, Sharda University

Vision

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

Mission

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

Core Values

Integrity, Leadership, Diversity and Community

1.3.1 Writing Programme Educational Objectives (PEO)

1.3.1 Master of Business Administration (Integrated) Programs Education Objectives

The educational objective of the MBA program of SBS is:

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

PEO2: Develop creative, innovative and entrepreneurial mindset to take managerial decisions

PEO3: Adapt to a rapidly changing complex business environment and keenness to acquire new skills

PEO4: Become socially responsible and value driven citizens committed to sustainable development

PEO5: Develop personality and communication skills to operate in multi cultural environment.

PEO6: Develop leaders to take decisions and lead teams

1.3.1.1 Program Specific Outcome

Unique under-graduate management programme with opportunity to gain minor specialization in **management**. The benefits of this opportunity are:

- Develops integration skills
- Increases receptivity to emerging knowledge and skill requirements
- Enhances employability opportunities

PSO1: Opportunity to specialize in various management areas such as Marketing, Finance, Operations, Strategy, Human Resource Management, etc. during MBA part of the programme.

PSO2: Able to visualize the problem and identify various action to solve problem within resources and time frame and develop deep understand

PSO3: Credit based social and industrial internship during summers.

PSO4: Apply principles and skills of economics, marketing, and decision making to contexts and environments in data science.

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

1.3.2 Map PEOs with Mission Statements:

PEO Statements	School Mission 1	School Mission 2	School Mission 3	School Mission4
Possess professional skills for employment and lifelong learning in management	1	3	1	2
Develop creative, innovative and entrepreneurial mindset to take managerial decisions	2	3	1	3
Adapt to a rapidly changing complex business environment and keenness to acquire new skills	2	2	1	1
Become socially responsible and value driven citizens committed to sustainable development	1	2	2	3
Develop personality and communication skills to operate in multi-cultural environment.	1	3	1	3
Develop leaders to take decisions and lead teams	1	2	1	3

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

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

If there is no correlation, put “-“

1.3.3 Program Outcomes (PO's)

- PO1** :Business Environment and Domain Knowledge (BEDK): Economic, legal and social environment of Indian business.. Graduates are able to improve their awareness sand knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolvment of business enterprises and exploring the entrepreneurial opportunities
- PO2** :Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI): Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources
- PO3** :Global Exposure and Cross-Cultural Understanding (GECCU): Demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding
- PO4** :Social Responsiveness and Ethics (SRE): Developing responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.
- PO5** :Effective Communication (EC): Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
- PO6** :Leadership and Teamwork (LT): Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.:

PSO1: Opportunity to specialize in various management areas such as Marketing, Finance, Operations, Strategy, Human Resource Management, etc. during MBA part of the programme

PSO2: Able to visualize the problem and identify various action to solve problem within resources and time frame and develop deep understand

PSO3: Credit based social and industrial internship during summers.

PSO4: Apply principles and skills of economics, marketing, and decision making to contexts and environments in data science.

[Note1: For developing PO's and PSO's please see annexures.

Note 2: The Standard PO's has been defined by NBA for Engineering and Pharmacy programme .Others Schools can prepare PO's fr their respective programmes and it is not mandatory to have 12/11 PO's, it may be less also.]

1.3.4 Mapping of Program Outcome Vs Program Educational Objectives

	PEO1	PEO2	PEO3	PEO4	PEO5	PEO6
PO1	3	2	1	2	1	1
PO2	1	2	2	1	1	1
PO3	1	1	2	1	3	1
PO4	2	2	1	3	2	1
PO5	3	2	1	1	3	2
PO6	1	1	2	2	2	3
PSO1	3	2	1	1	1	1
PSO2	2	2	1	1	1	2
PSO3	3	3	2	1	1	1
PSO4	3	3	3	2	1	1

1. Slight (Low)

2. Moderate (Medium)

3. Substantial (High)

1.3.5 Program Outcome Vs Courses Mapping Table¹:

Program Outcome Courses	Course Name	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
Sem-1											
1.1	Marketing Management-I	2	3	1	1	1	1	3	2	3	2
1.2	Basic Business Mathematics	2	3	1	1	2	1	3	2	3	2
1.3	Business Economics	2	3	1	1	2	1	3	2	3	2
1.4	Financial Accounting -I	2	3	1	2	2	3	1	2	1	2
1.5	Principle of Management	1	1	2	1	3	2	2	1	1	1
1.6	Total Personality Development -I	2	3	2	1	3	1	3	3	3	2
Sem-2											
2.1	Marketing Management-II	2	3	2	2	2	1	3	2	3	2
2.2	Economics Environment of Business	2	3	2	1	3	1	3	3	3	2
2.3	Organizational Behavior	2	3	1	2	2	1	3	2	3	2
2.4	Financial Accounting -II	2	3	1	1	1	1	3	2	3	2
2.5	Economics & Business Legislation	2	3	1	1	2	1	3	2	3	2
2.6	Total Personality Development -II	2	3	1	1	2	1	3	2	3	2
Sem-3											
3.1	International Marketing	1	1	2	1	3	2	2	1	1	1
3.2	Basic Business Statistics	2	3	2	2	3	1	3	3	3	2
3.3	Human Resource Management	2	3	2	2	3	1	3	2	3	2
3.4	Intellectual Property Rights and Competition Law	2	3	1	1	1	1	3	2	3	2
3.5	Entrepreneurship Development	2	3	1	1	1	1	3	2	3	2
3.6	Business Communications Skills-I	2	3	1	1	1	1	3	2	3	2
Sem-4											
4.1	Marketing Strategy	2	3	1	1	2	1	3	3	3	2
4.2	Term Building and Leadership	2	3	1	1	1	1	3	2	3	2
4.3	Financial Management	1	1	2	1	3	2	2	1	1	1
4.4	Information Technology for Managers	2	3	2	2	3	1	3	3	3	2
4.5	Environmental Management	2	3	2	2	3	1	3	2	3	2
4.6	Business Communications Skills-II	2	3	1	2	2	1	3	2	3	2
4.7	Contemporary Issue in Business	2	3	1	1	1	1	3	2	3	2
Sem-5											
5.1	Quantitative Techniques for Business Decision	2	3	2	2	2	1	3	2	3	2
5.2	Economic Analysis for Business Decisions	2	3	2	1	3	1	3	3	3	2
5.3	Industrial Relation and Labor Law	2	3	1	2	2	1	3	2	3	2
5.4	Financial Reporting & Analysis	2	3	1	1	1	1	3	2	3	2
5.5	Project Planning and management of Innovative Ventures	2	3	1	1	1	1	3	2	3	2
5.6	Cross Cultural Management	1	1	2	1	3	2	2	1	1	1
5.7	Corporate Project Report & Presentation	2	3	1	1	1	1	3	2	3	2
Sem-6											

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

6.1	Research Methodology	2	3	1	1	2	1	3	3	3	2
6.2	Operational Research	2	3	1	1	1	1	3	2	3	2
6.3	Production and Operation Management	1	1	2	1	3	2	2	1	1	1
6.4	International Business	2	3	1	1	1	1	3	2	3	2
6.5	Organizational Change Management	1	1	2	1	3	2	2	1	1	1
6.6	Corporate Finance	2	3	2	2	3	1	3	3	3	2
6.7	Managerial Accounting Business Decision	2	3	2	2	3	1	3	2	3	2
6.8	Corporate Law	2	3	1	2	2	1	3	2	3	2
6.9	Employability Skill Development-I	2	3	2	2	3	1	3	3	3	2
6.10	Community connect	2	3	1	2	2	1	3	2	3	2
Sem-7											
7.1	Introduction to Business Analytics										
7.2	Spcl1(1 st Paper)	2	3	1	1	1	1	3	2	3	2
7.3	Spcl1(2 nd Paper)	1	1	2	1	3	2	2	1	1	1
7.4	Spcl1(3 rd Paper)	2	3	2	2	3	1	3	3	3	2
7.5	Spcl2(1 st Paper)	2	3	2	2	3	1	3	2	3	2
7.6	Spcl2(2 nd Paper)	2	3	1	2	2	1	3	2	3	2
7.7	Spcl2(3 rd Paper)	2	3	1	1	2	1	3	3	3	2
7.8	Employability Skills Development2	2	3	1	1	1	1	3	2	3	2
7.9	Summer Training Report & Presentation	1	1	2	1	3	2	2	1	1	1
Sem-8											
8.1	Spcl1(1 st Paper)	2	3	1	1	2	1	3	3	3	2
8.2	Spcl1(2 nd Paper)	2	3	1	1	1	1	3	2	3	2
8.3	Spcl2(1 st Paper)	1	1	2	1	3	2	2	1	1	1
8.4	Spcl2(2 nd Paper)	2	3	2	2	3	1	3	3	3	2
8.5	Strategic Management	2	3	2	2	3	1	3	2	3	2
8.6	Dissertation Report & Viva-Voce	2	3	1	2	2	1	3	2	3	2

1. Slight (Low)

2. Moderate (Medium)

3. Substantial (High)

Program Structure
School of Business Studies
Master of Business Administration (Integrated)
Term 1
Batch: 2020-2024

S. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ² : 1. CC 2. AECC 3. SEC 4. DSE
				L	T	P			
THEORY SUBJECTS									
1.		BBA 123	Marketing Management-I	3			3		CC
2.		MTH129	Basic Business Mathematics	4			4		CC
3.		BBA 142	Business Economics	4			4		CC
4.		BBA 145	Financial Accounting -I	4			4		CC
5.		BBA143	Principle of Management	4			4		CC
6.									
Practical/Viva-Voce/Jury									
7.		BBP 151	Total Personality Development -I	3			3		SEC
8.									
TOTAL CREDITS				22					

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

Program Structure
School of Business Studies
Master of Business Administration (Integrated)
Batch: 2020-2024
Term 2

S. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ³ : 5. CC 6. AECC 7. SEC 8. DSE
				L	T	P			
THEORY SUBJECTS									
8		BBA 154	Marketing Management-II	3			3		CC
9.		BBA 147	Economics Environment of Business	4			4		CC
10.		BBA 148	Organizational Behavior	4			4		CC
11.		BBA 149	Financial Accounting -II	4			4		CC
12.		BBA 155	Economics & Business Legislation	3			3		CC
Practical/Viva-Voce/Jury									
13.		BBP 153	Total Personality Development -II	3			3		SEC
TOTAL CREDITS				21					

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

Program Structure
School of Business Studies
Master of Business Administration (Integrated)
Batch: 2020-2024
Term 3

S. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ⁴ : 9. CC 10. AECC 11. SEC 12. DSE	
				L	T	P				
THEORY SUBJECTS										
15.		BBA 231	International Marketing	3			3		CC	
16.		BCM 236	Basic Business Statistics	3			3		CC	
17.		BCM 236	Human Resource Management	4			4		CC	
18.		BCM 236	Intellectual Property Rights and Competition Law	3			3		CC	
19.		BCM 236	Entrepreneurship Development	4			4		CC	
20.		BCM 236	Business Communications Skills-I	3			3		CC	
Practical/Viva-Voce/Jury										
TOTAL CREDITS				20						

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

Program Structure
School of Business Studies
Master of Business Administration (Integrated)
Batch: 2020-2024
Term 4

S. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ⁵ : 13. CC 14. AECC 15. SEC 16. DSE
				L	T	P			
THEORY SUBJECTS									
21.		BBA 242	Marketing Strategy	3			3		CC
22.		BBA 244	Term Building and Leadership	3			3		CC
23.		BBA 210	Financial Management	4			4		CC
24.		BBA 272	Information Technology for Managers	3			3		CC
25.		BBA 273	Environmental Management	2			2		CC
26.		BBA 249	Business Communications Skills-II	3			3		CC
Practical/Viva-Voce/Jury									
27.		BCP 252	Contemporary Issue in Business	2			2		AECC
TOTAL CREDITS				20					

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

Program Structure
School of Business Studies
Master of Business Administration (Integrated)
Batch: 2020-2024
Term 5

S. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ⁶ : 17. CC 18. AECC 19. SEC 20. DSE
				L	T	P			
THEORY SUBJECTS									
28.		MBA 134	Quantitative Techniques for Business Decision	3			3		CC
29.		MBA 133	Economic Analysis for Business Decisions	3			3		CC
30.		MBA 304	Industrial Relation and Labor Law	3			3		CC
31.		MBA 129	Financial Reporting & Analysis	3			3		CC
32.		MBA 305	Project Planning and management of Innovative Ventures	3			3		CC
33.		MBA 181	Cross Cultural Management	3			3		CC
34.									
Practical/Viva-Voce/Jury									
35.		MBP 162	Corporate Project Report & Presentation	0	0	6	3		AECC
TOTAL CREDITS				21					

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

Program Structure
School of Business Studies
Master of Business Administration (Integrated)
Batch: 2020-2024
Term 6

S. No	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ⁷ : 21. CC 22. AECC 23. SEC 24. DSE
				L	T	P			
THEORY SUBJECTS									
36.		MBA311	Research Methodology	3			3		CC
37.		MBA193	Operational Research	3			3		CC
38.		MBA 163	Production and Operation Management	3			3		CC
39.		MBA 157	International Business	3			3		CC
40.		MBA 312	Organizational Change Management	3			3		CC
41.		MBA 139	Corporate Finance	3			3		CC
42.		MBA 159	Managerial Accounting Business Decision	3			3		CC
43.		MBA 313	Corporate Law	3			3		CC
Practical/Viva-Voce/Jury									
44.		MBA 164	Employability Skill Development-I	3			3		SEC
45.		CCU 201	Community connect	0	0	0	2		
TOTAL CREDITS				29					

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

Program Structure
School of Business Studies
Master of Business Administration (Integrated)
Batch: 2020-2024
Term 7

S. No	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ⁸ : 25. CC 26. AECC 27. SEC 28. DSE
				L	T	P			
THEORY SUBJECTS									
46.		MBA 256	Introduction to Business Analytics	3			3		CC
47.			Spcl1(1 st Paper)	3			3		DSE
48.			Spcl1(2 nd Paper)	3			3		DSE
49.			Spcl1(3 rd Paper)	3			3		DSE
50.			Spcl2(1 st Paper)	3			3		DSE
51.			Spcl2(2 nd Paper)	3			3		DSE
52.			Spcl2(3 rd Paper)	3			3		DSE
Practical/Viva-Voce/Jury									
53.		MBP 213	Employability Skills Development2	3			3		SEC
54.		MBA 257	Summer Training Report & Presentation	4			4		AECC
TOTAL CREDITS				28					

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

Program Structure
School of Business Studies
Master of Business Administration (Integrated)
Batch: 2020-2024
Term 8

S. No	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course ⁹ : 29. CC 30. AECC 31. SEC 32. DSE
				L	T	P			
THEORY SUBJECTS									
55.			Spcl1(1 st Paper)	3			3		DSE
56.			Spcl1(2 nd Paper)	3			3		DSE
57.			Spcl2(1 st Paper)	3			3		DSE
58.			Spcl2(2 nd Paper)	3			3		DSE
59.		MBA 260	Strategic Management	3			3		CC
Practical/Viva-Voce/Jury									
60.		MBA 249	Dissertation Report & Viva-Voce	6			6		AECC
TOTAL CREDITS				21					

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

School: SBS		Batch : 2020-2024	
Program Master of Business Administration (Integrated)		Current Academic Year: 2020-21	
Branch:		Semester: I	
1	Course Code	BBA 123	
2	Course Title	Marketing Management-I	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory	
5	Course Objective	<p>1. To make students conversant with the challenges raised by the complexity of the marketing environment for managing products and services, communications, channel relationships and other marketing mix factors.</p> <p>2 Display an awareness of conceptual understanding and best practices in marketing in managing marketing operations</p> <p>3 Demonstrate their ability to use relevant decision models in recommending appropriate market entry and development options.</p>	
6	Course Outcomes	<p>CO1: Student will be able to define marketing and describe how marketing creates value</p> <p>CO2: Student will be able to describe the Segmentation, Targeting and Positioning</p> <p>CO3: Student will be able to illustrate how these elements interact to create value for consumers</p>	
7	Course Description	<p>In this marketing course, students will learn the fundamentals of marketing management, as they will gradually learn advanced theories and applications through real world business examples, illustrations, cases and exercises. Students will learn how marketing management tools can be used to increase your customer base, improve customer satisfaction and increase your company's overall perceived value</p>	
8			CO Mapping
	Unit 1	Understanding Marketing Process	
	A	Marketing Concept, Creating and delivering customer value,	CO1
	B	Marketing Mix	CO1
	C	Indian Marketing Environment	CO1
	Unit 2	Segmentation, Targeting and Positioning	
	A	Market segmentation, bases for segmentation	CO2

	B	Targeting			CO2
	C	Positioning			CO2
	Unit 3	Creating customer value			
	A	Building Customer value, satisfaction and loyalty			CO3
	B	Maximizing customer lifetime value (CLV)			CO3
	C	Customer Database and database marketing.			CO3
	Unit 4	Analyzing Consumers and selecting Markets			
	A	Buyer Behavior			CO3
	B	Buying decision process			CO3
	C	Factors effecting buying decisions			CO3
	Unit 5	Product Decisions			
	A	Managing products, Product mix width and line length			CO1,CO3
	B	Product Differentiation and Positioning, Brand Management, brand equity			CO1,CO3
	C	New Product development, Product life cycle			CO1,CO3
	Mode of examination				
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	1. Philip Kotler,P. Keller,K.L. Koshy, A.Jha, M. Marketing Management A south Asian Prospective, Pearson, 2013.			
	Other References	1. V S Ramaswami, S Namakumari, <i>Marketing Management</i> , Macmillan, 2013. 2. RajanSaxena, <i>Marketing Management</i> , Tata McGraw Hill, 2012			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4
CO1	2	1	3	1	2	2	-	-	-	-	-	-	3	2	2	
CO2	2	2	1	2	1	2	-	-	-	-	-	-	3	2	2	
CO3	2	1	1	2	2	2	-	-	-	-	-	-	3	2	2	
CO4	1	3	3	2	1	1	-	-	-	-	-	-	3	1	2	
CO5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School: SBS

Batch : 2020-2024

Program: B.B.A		Current Academic Year: 2020-2021	
Branch:		Semester: I	
1	Course Code	MTH 129	
2	Course Title	Basic Business Mathematics	
3	Credits	4	
4	Contact Hours (L-T-P)	3-0-1	
	Course Type	Compulsory	
5	Course Objective	<ol style="list-style-type: none"> 1. To introduce the concept of business mathematics 2. This course helps to make awareness of the utility of mathematical concepts. 3. This course leads student to develop quantitative ability. 4. This course would expose the students to have the mathematical skills needed to pursue careers in education, business, and/or industry. 	
6	Course Outcomes	<p>CO1: The student will be able to identify applications of mathematics.</p> <p>CO2: The student will be able to demonstrate mathematical skills required in mathematically intensive areas in commerce such as Finance.</p> <p>CO3: The student will be able to use equations, formulae, and mathematical expressions and relationships in a variety of contexts.</p> <p>CO4: The student will be able to analyze business problems which can be solved mathematically.</p> <p>CO5: The student will be able to choose mathematical tools accordingly.</p> <p>CO6: The student will be able to develop mathematical ideas from basic axioms.</p>	
7	Course Description	People in business, economic and social sciences are increasingly aware of the need to be able to handle a range of mathematical tools. This modules includes analytical and critical thinking skills.	
8	Outline syllabus		CO Mapping
	Unit 1	Basic Review	
	A	Percentages- Application of percentage	CO1, CO2
	B	Profit & Loss	CO1, CO2
	C	Problems based on percentages, profit & loss	CO1, CO2
	Unit 2	Data Interpretation	
	A	Ratio and proportions.	CO1, CO2
	B	Data Interpretation : Tabulation	CO2, CO4
	C	Problems based on Ratio, Proportion & Tables.	CO2, CO4
	Unit 3	System of Linear Equations	
	A	Linear equation, Slope of line, intercepts of linear equation.	CO1, CO3
	B	Solve the system of linear equations graphically, substitution and elimination method	CO3, CO4
	C	Formulation & Application of system of equations- Word Problem	CO3, CO6
	Unit 4	Quantitative Ability	
	A	Time & Distance: Speed problems; Average speed problems	CO1, CO3, CO4

B	Time & Work: Problems related to work with respect to time.	CO1,CO3, CO4
C	Problems based on Time	CO4,CO6

School: School of Business Studies	Batch : BBA (2020-2024)
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Unit 5	Interest Calculations			
A	Simple Interest: Definition , Formula of S.I ,Problems based on simple interest			CO5,CO6
B	Compound Interest: Definition, Formula for C.I, problems based on compound interest			CO5,CO6
C	Difference between Simple and Compound Interest. Problems based on Interest			CO5,CO6
Mode of examination	Theory			
Weightage Distribution	CA	MTE	ETE	
	30%	20%	50%	
Text book/s*	R.S Aggarwal, Quantitative Aptitude, S Chand.			
Other References	1. Eugene Don, Joel J. Lerner, “Schaum's Outline of Basic Business Mathematics”, Tata McGraw-Hill 2. M.Raghavachari, Mathematics for Management, Tata McGraw-Hill			

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO1	PSO2	PSO3	PSO4
CO 1	2	2	1	1	1	2	...	1	1	1
CO 2	2	2	1	1	1	2	1	2	1	1
CO 3	2	3	2	1	1	2	2	1	1	2
CO 4	2	3	1	1	1	2	1	2	1	1
CO 5	1	2	1	1	1	2	...	1	1	2
CO 6	2	3	1	1	1	2	1	1	1

	Program: BBA/BBA ACCA	Current Academic Year: 2020-21
	Branch: -	Semester: I
1	Course Code	BBA 142
2	Course Title	Business Economics
3	Credits	04
4	Contact Hours	4-0-0
	Course Status	Compulsory
5	Course Description	<i>Business Economics</i> is an introductory course that teaches the fundamentals of microeconomics. This course introduces microeconomic concepts, supply and demand analysis, theories of the firm, Perfect competition and Imperfect Competition. The course attempts to develop a student's ability to think about the economic forces at work in society and give detailed knowledge of microeconomics.
6	Course Objective	<ul style="list-style-type: none"> - To make students understand the basic idea behind business economics. - To make students illustrate various market forces of demand, and supply. - Describe various approaches to production decisions and processes. - To make students examine the significance of costs, and identify these costs in a given economic decision. - Real life examples with illustrations of different market structures under which businesses are undertaken, pertinent regulatory laws, applications of such laws in case of market failure with case studies
7	Course Outcomes	<p>On completion of this course the learners will be able to</p> <p>CO 1 Understand that economics is about the allocation of scarce resources, that scarcity forces choice, tradeoffs exist and that every choice has an opportunity cost</p> <p>CO 2 List the determinants of the demand and supply for a good in a competitive market and explain how that demand and supply together determine equilibrium price.</p> <p>CO 3 Describe the general concept of elasticity for different variables in the demand or supply function and the effect of a given elasticity on economic outcomes</p> <p>CO 4 To define opportunity costs, demonstrate how they affect economic decisions, and identify these costs in a given economic decision</p> <p>CO 5 Distinguish between and identify the key characteristics of perfect competition and imperfect competition</p>

8	Outline syllabus		CO Mapping
	Unit A	The Central Concepts of Economics	
	A 1	Introduction to business , Relevance of economics in business	CO1
	A 2	Definition of economics, Scarcity & efficiency: The twin themes of economics Microeconomics vs. Macroeconomics	CO1
	A 3	The Three problems of economic organization	CO1
	Unit B	Basic Elements of Demand and Supply	
	B 1	Demand Schedule, determinants of demand, demand curve, market demand, shifts in demand	CO2
	B 2	Supply Schedule, determinants of supply, supply curve, shifts in supply	CO2
	B 3	Equilibrium of Supply and Demand	CO2
	Unit C	Supply and Demand : elasticity and Applications	
	C 1	Price elasticity of Demand, Income elasticity of Demand & Cross price elasticity of demand	CO3
	C 2	Price Elasticity of Supply	CO3
	C 3	Applications to major business issues	CO3
	Unit D	Production and Cost	
	D 1	Introduction to Inputs and Production Function, Total, Average & marginal product	CO4
	D 2	Economic analysis of Costs, Fixed Cost and variable cost, marginal cost	CO4
	D 3	Opportunity costs	CO4
	Unit E	Market	
	E 1	Revenue Concept, Perfect Competition : Features, Price and output determination	CO5
	E 2	Monopoly, Monopolistic Competition: Features, Price and output determination	CO5
	E 3	Oligopoly : concept of cartel	CO5
	Mode of examination	Theory	

	Weightage Distribution	CA 30% One quiz and one assignment due after completion of every unit	MTE 20%	ETE 50%	
	Text book/s*	1. Principles of Managerial Economics (available for free download a. http://www.saylor.org/site/textbooks/Principles%20of%20Managerial%20Economics.pdf) 2. Microeconomics: Theory and Applications Dominick Salvatore 3. Harris Neil, Business Economics – Theory and Application, 2001, Butterworth-Heinemann 4. D. Salvatore : Schaum’s Outline: Principles of Economics: TMH, (latest edition)			
	Other References	Guided study will include text readings, articles on contemporary issues in business economics, assignments, case analysis and power point presentations			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PS0 1	PS0 2	PS0 3	PS0 4
CO1	3	3	2	1	1	2	1			
CO2	2	3	2	1	1	1		2		
CO3	2	2	2	2	1	2	1	2		
CO4	3	1	1	2	1	2			2	
CO5	2	3	2	1	1	1	1		1	

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

School: SBS		Batch : 2020-2024	
Program: Master of Business Administration (Integrated)		Current Academic Year: 2020-21	
Branch:		Semester: I	
1	Course Code	BBA 145	
2	Course Title	FINANCIAL ACCOUNTING-1	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Type	Compulsory	
5	Course Objective	<p>1.To acquaint the students with the concepts, significance and principles of Financial Accounting.</p> <p>2.To highlight the necessity of accounting process, cash book, pass book and negotiable instruments.</p> <p>3. To appreciate the relevance of accounting treatment of rectification of errors in financial statements with respect to its impact on profitability of the firm.</p>	
6	Course Outcomes	<p>On completion of this module, the students will be able to</p> <p>CO1: describe the basic concepts and key terms used in Financial Accounting.</p> <p>CO2: Illustrate Journal proper and Special Journal – Cash Book, Ledger and Trail Balance and Execute accounting transactions of negotiable instruments</p> <p>CO3: prepare the bank reconciliation statements and identify the errors made while recording financial transactions and rectify them.</p> <p>CO4: apply the accounting concepts, techniques and analytical skills at an organization level.</p>	
7	Course Description	<p>This course introduces the basic concepts and principles of accounting for preparing the financial statements such as income statement (financial performance) and balance sheet (financial position). The course focuses on detailed understanding of accounting information system, accounting cycle, recording of transactions, reconciling the Cash and Bank book and rectifying the errors in financial statements.</p>	
8		Outline syllabus	CO Mapping
	Unit 1	Introduction to Accounting	
	A	Basics of Accounting: Meaning, Definition, Need, Objectives and Functions, Users of accounting information.	CO1
	B	Book keeping and Accounting, Branches of accounting.	CO1
	C	Basic Accounting Terms: Assets, Liability, Capital, Equity, Expense, Income, Expenditure, Revenue, Debtors, Creditors, Goods, Cost, Stock, Purchases, Sales, Profit, Loss, Discount, Drawings.	CO1
	Unit 2	Basic Accounting Principles and Capital & Revenue	

	A	Accounting Principles: Accounting Concepts and conventions.			CO1
	B	Accounting Standards (Indian context) – GAAP etc.			CO1, CO4
	C	Classification of capital expenditure, Revenue expenditure, Deferred revenue expenditure, Capital receipt, Revenue receipts.			CO1
	Unit 3	Accounting Process			
	A	Accounting Equation			CO1
	B	Classification of accounts, Rules of debit and credit.			CO1, CO2
	C	Journal, Subdivision of Journal – Journal Proper, Special Journal – Cash Journal (Simple cash book, Two columnar cash book, Three columnar cash book, Petty cash book), Ledger, Trial Balance.			CO2, CO4
	Unit 4	Negotiable Instruments & Bank Reconciliation Statement.			
	A	Negotiable Instruments - Promissory note, Cheque and Bill of Exchange – Meaning, characteristics and parties involved.			CO1, CO3
	B	Accounting treatment of Negotiable Instruments from the perspective of different parties involved.			CO3, CO4
	C	Bank Reconciliation Statement - Meaning, causes of difference between the two balances, preparation of bank reconciliation statement.			CO3, CO4
	Unit 5	Rectification of errors			
	A	Meaning, Classification of errors, Location of errors.			CO1, CO3
	B	Rectification of errors before preparation of Trial balance, Rectification of errors after the Trial Balance but before preparation of final accounts.			CO3, CO4
	C	Suspense Account, Rectification of errors after preparation of final accounts			CO3, CO4
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	A textbook of Financial Accounting – Dr. A.K.Singhal, Dr. H.J. Ghosh Roy, VAYU Education of India			
	Other References	1. Basic Accounting- Rajni Sofat & Preeti Hiro, Eastern Economy Edition 2. A textbook of Accounting for Management - S.N. Maheshwari and S.K. Maheshwari, Vikas Publishing House Pvt. Limited 3. Accounting and Financial Analysis & Management – Agarwal & Agarwal, Pragati Prakashan, Meerut.			

PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
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2	1	1	1	-	-	2	2	1	1
2	2	2	1	-	-	2	2	1	1
3	2	2	1	-	-	1	2	1	1
3	3	3	1	-	1	2	1	1	1

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

	School:	SBS Batch : 2020-2024	
	Program:	Master of Business Administration (Integrated) Current Academic Year: 2020-21	
	Branch:	Semester: I	
1	Course Code	BBA 143	
2	Course Title	Principles of Management	
3	Credits		
4	Contact Hours (L-T-P)	4-0-0	
	Course Type	Compulsory /Elective/Open Elective	
5	Course Objective	<ol style="list-style-type: none"> 1. To understand the concepts of management as and how it can be applied to current environment of the workplace. 2. To describe planning process and its importance, evaluation and limitations. 3. To know basic organizational structure and levels of hierarchy. 4. To understand how managers direct, communicate and motivate employees through leadership. 	
6	Course Outcomes	<p>CO1: The student will be able to describe various functions of management.</p> <p>CO2: The student will be able to explain the various theories and principles related to management.</p> <p>CO3: The student will be able to apply the elements of organizing and directing in taking managerial decisions.</p> <p>CO4: The student will be able to analyse various organizational designs and challenges for managing the organization effectively.</p>	
7	Course Description	<p>The main aim of this course is to develop the understanding about the basic concepts, principles and various theories of management for the benefit of the students aspiring for acquiring managerial positions in national or international organizations in the upcoming future. The course delivers the deep knowledge about the essential functions of management i.e. Planning, Organising, Staffing, Directing & Controlling. It also provides the awareness the nature and evolution of management. This course also emphasises on conceptual clarity, working of business processes and applications of basic management concepts in the organizations.</p>	
8		Outline syllabus	CO Mapping
	Unit 1	Introduction to Management and Evolution of Management Theories	
	A	Management: Concept and Function, Levels of Management, Managerial roles and skills	CO1
	B	Management Science or Art, Management as Profession, Administration Vs Management	CO1
	C	Classical Management theory: F. W. Taylor, Fayol's principles	CO1,CO2

	Unit 2	Managing Contemporary Planning			
	A	Introduction of planning, Types of Plan: Budget, Policy, Procedure, methods, and rules			CO1
	B	Introduction to strategic, operational, and tactical planning			CO1,CO4
	C	Planning process and limitations			CO1
	Unit 3	Managing Contemporary Organization			
	A	Defining organization structure- Division of work, Departmentalization, Hierarchy (Chain of command and Span of Control)			CO1,CO4
	B	Authority, Responsibility and Delegation, Centralization and Decentralization			CO1
	C	Common organizational Designs- Traditional Designs (Simple, Functional, divisional), Contemporary Designs (Team structures, Matrix/project structures, boundary less organization)			CO1,CO4
	Unit 4	Directing			
	A	Meaning and Significance of Directing			CO3,CO4
	B	Meaning and Importance of Communication, Motivation			CO1,CO3
	C	Meaning and Importance of Leadership, Supervision			CO3,CO3
	Unit 5	Controlling			
	A	Concept and process of control in organisation			CO1
	B	Types of control - Feedback, Feed forward, Concurrent			CO1
	C	Challenges before future Managers			CO4
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA		ETE	
		30%		50%	
	Text book/s*	L M Prasad, Principles & Practices of Management, Sultan Chand & Sons, 2007			
	Other References	Koontz O'Donnell – Principles of Management Management by VSP Rao, Excel Publications Robbins & Coulter – Management, Prentice Hall of India, 9th edition			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	1	1	1	1				
CO2	1	1	1	1	2	1				
CO3	2	1	1	1	2	1				
CO4	1	1	1	2	2	1				

1-Slight
2-Moderate
3-

(Low)
(Medium)
Substantial (High)

School: SBS		Batch : 2020-2024	
Program:		Master of Business Administration (Integrated)	Current
		Academic Year: 2020-2021	
Branch:		Semester: 1	
1	Course Code	BBP-151	
2	Course Title	Total Personality Development-I	
3	Credits	3	
4	Contact Hours (L-T-P)	006	
Course Type		Compulsory /Elective/Open Elective	
5	Course Objective	<ol style="list-style-type: none"> 1. To enhance holistic development of students and improve their employability skills 2. Emphasizing on reading a variety of texts. 3. Enacting and analyzing texts and performing them. 4. Time Management and prioritization 	
6	Course Outcomes	<p>CO1: The student will be able: To discover and identify intrapersonal, interpersonal skills and be an effective goal oriented team player.</p> <p>CO2: The student will be able: To demonstrate professional skills with idealistic and practical skills.</p> <p>CO3: The student will be able: To apply and construct communication and pronunciation skills.</p> <p>CO4: The student will be able: To analyse and compare attitude and understand its influence on behaviour.</p> <p>CO5: The student will be able: To measure Time Management and its prioritization</p> <p>CO6: The student will be able: To assess the concept of translating these readings into different set of skills such as debating, JAM and Declamation.</p>	
7	Course Description	To enhance the holistic development of students and improve their employability skills with the help of various tools and also emphasizing on reading variety of texts, enacting them and performing them in order to equip them with appropriate body language and vocal aptitude.	
8	Outline syllabus		CO Mapping
	Unit 1	PERSONALITY: Understanding & Analysing	
	A	Introduction, Need for Personality Development	CO1
	B	SWOT in terms of Self Analysis	CO1
	C	Self-Awareness, Goal Setting	CO1
	Unit 2	Oratory Presentation	
	A	Presenting oneself, Confidence Building	CO2,CO3 &CO4
	B	Extempore and Speech	CO2,CO3

			&CO4
	C	Debate, Role Play and JAM	CO2,CO3,CO4
	Unit 3	Non-verbal communication	
	A	Body Language and Para Language	CO3
	B	Attitude and behavior	CO4
	C	Time Management	CO6
	Unit 4	Etiquettes: Social, Business, Civic Sense, Social Norms	
	A	Dressing and Dining	CO4, CO5
	B	Telephone & E-mail etiquettes	CO4, CO5
	C	Ethics in Business Communication	CO4, CO5
	Unit 5	Group Discussion & Mock Interviews	
	A	Group Discussion, Group Dynamics and Group Decision	CO1 & CO2
	B	Interview Preparatory Process & Activity	CO1 & CO2
	C	Role Plays, Presentations and Speaking Activities	CO1 & CO6
	Unit 6	Impactful Videos and Follow-ups	
	A	The most Inspiring people (Life-Skills Activities)	CO6 & CO5
	B	Book Review of Book 1	CO3
	C	Book Review of Book 2	CO3
	Mode of examination	Practical	
	Weightage Distribution	CA 60%	MTE 40%
	Text book/s*	Leader interpersonal and influence skills; The soft skills of leadership by E.Riggio and Sheryll. J. Tan	
	Other References	Love has its various ways for Life skills	

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

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

	School: SBS	Batch : 2020-2024	
	Program:	Current Academic Year: 2020-2021	
	Branch:	Semester: II	
1	Course Code	BBA 130	
2	Course Title	Marketing Management-II	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory	
5	Course Objective	After completing and understanding Marketing Management 1 (till Product Mix), this course will make the students aware and learn about remaining 3 Ps of Marketing Mix and other relevant marketing practices which are being followed now a days in organizations.	
6	Course Outcomes	<p>1 The Student will be able to discover pricing basics and major challenges when prices are being set.</p> <p>2. The Student will be able to Explain the Importance, selection, motivation and evaluation process of channel members in business functioning</p> <p>3. The Student will be able to demonstrate the importance of IMC and also classify different promotional tools.</p> <p>4.The Student will be able to analyze various CRM and Marketing Research Strategies.</p>	
7	Course Description		
8			CO Mapping
	Unit 1	Pricing Decisions	
	A	Introduction to Pricing Decisions	CO1
	B	Factors influencing pricing	CO1
	C	Pricing methods	CO1
	Unit 2	Place / Distribution decisions	
	A	Introduction to concept 'Place'	CO2
	B	Channel design decisions	CO2
	C	Types and functions of wholesalers and retailers	CO2
	Unit 3	Promotion Decisions	
	A	Integrated Marketing Communication	CO3
	B	Advertising management	CO3
	C	Personal selling, Sales promotion and Sales management	CO3
	Unit 4	Supporting and controlling the marketing effort	
	A	Market research and information system	CO4
	B	Measuring demand and forecasting sales	CO4
	C	Marketing control	CO4
	Unit 5	Customer Relationship Management	
	A	Complaint Management	CO4
	B	Loyalty Development	CO4

	C	Customer Relationship Management Process			CO4
	Mode of examination				
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	2. Philip Kotler,P. Keller,K.L. Koshy, A.Jha, M. Marketing Management A south Asian Prospective, Pearson, 2013.			
	Other References	3. V S Ramaswami, S Namakumari, <i>Marketing Management</i> , Macmillan, 2013. 4. RajanSaxena, <i>Marketing Management</i> , Tata McGraw Hill, 2012			

PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4
2	1	3	1	2	2	-	-	-	-	-	-	3	2	2	
2	2	1	2	1	2	-	-	-	-	-	-	3	2	2	
2	1	1	2	2	2	-	-	-	-	-	-	3	2	2	
1	3	3	2	1	1	-	-	-	-	-	-	3	1	2	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

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

School: SBS	Batch : 2020-2024	
Program: BBA	Current Academic Year: 2020-2021	
Branch:	Semester: II	
Course Code	BBA 147	
Course Title	ECONOMIC ENVIRONMENT OF BUSINESS	
Credits	4	
Contact Hours (L-T-P)	4-0-0	
Course Type	Compulsory	
Course Objective	The objective of this course is to familiarize the students with the concepts of the macro-economic environment of business. This course systematically explores the external environment in which businesses operate – legal & regulatory, macroeconomic, cultural, political, technological and natural. Attention will be more on some of the recent changes in the economic environment particularly in the Indian context.	
Course Outcomes	<p>On successful completion of this module students will be able to:</p> <p>CO1: Understand the concept, significance and changing dimensions of Business Environment.</p> <p>CO2: Identify various types of Business Environment and tools for scanning the Environment.</p> <p>CO3: To interpret the role of economic systems, economic planning, government policies and its impact on business.</p> <p>CO4: Analyze the importance of Multinational corporations, foreign investment and international institutions in business.</p>	
Course Description	This course helps learners to understand how the economic environment affects businesses and how government policies, especially financial and monetary policies, impact on business. Learners will increase their awareness of how international economic events and organizations influence business.	
	Outline syllabus	CO Mapping
UNIT A	Nature and Dynamics of Business Environment	
Topic 1	The concept of Business Environment	CO1,CO2
Topic 2	Significance of Business Environment	CO1,CO2
Topic 3	Impact of Environment on Business and strategic decisions (PESTEL and SWOT analysis)	CO1,CO2
UNIT B	Political Environment and Economic Systems	
Topic 1	Market Economy or Capitalism(Evolution of capitalism and its features)	CO1, CO2
Topic 2	Planned Economy or Command Economy	CO1,CO2
Topic 3	Mixed Economy	CO1,CO2
UNIT C	Economic Growth and Development	
Topic 1	Economic Growth and Development	CO1, CO3
Topic 2	Methods to Calculate National Income	CO1, CO3
Topic 3	Real Income and Nominal Income	CO1, CO3
UNIT D	MACRO ECONOMIC POLICIES	
Topic 1	Monetary Policy	CO3

Topic 2	Fiscal Policy			CO3
Topic 3	India's Import –Export Policies			CO3
UNIT E	GLOBAL/ INTERNATIONAL ENVIRONMENT			
Topic 1	Globalisation			CO4
Topic 2	Foreign Investment			CO4
Topic 3	Multinational Corporations			CO4
Mode of examination	Theory			
Weightage Distribution	CA	MTE	ETE	
	30%	20%	50%	
Text book/s*	Justin Paul. Business Environment: Text and cases.			
Other References	1.Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House, 3 rd Edition). 2. Adhikari M- Economic Environment of Business (Excel Books), 2000, 8th ed, Sultan Chand 3. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8 th Edition). 4. N. Gregory Mankiw- Principles of MacroEconomics, Cengage Learning			

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PS0 1	PS0 2	PS 03	PS0 4
CO1	3	3	2	1	1	2	-	-	-	-
CO2	2	3	2	1	1	1	-	-	-	-
CO3	2	2	2	2	1	2	-	-	-	-
CO4	3	1	1	2	1	2	-	-	-	-

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

	School:	Batch : 2020-2024	
	Program:	Current Academic Year: 2020-2021	
	Branch:	Semester: II	
1	Course Code	BBA148	
2	Course Title	ORGANIZATIONAL BEHAVIOUR	
3	Credits	04	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Compulsory	
5	Course Objective	<p>This course aims to improve students understanding of human behaviour in organization and the ability to lead people to achieve more effectively toward increased organizational performance and effectiveness.</p> <p>After completing this course, students should be able to:</p> <ul style="list-style-type: none"> • Understand individual behavior in organizations, including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories. <ul style="list-style-type: none"> • Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations. • Understand the organizational system, including organizational structures, human resources, and change. 	
6	Course Outcomes	<p>CO1: To list and define basic organizational behaviour principles, and describe how these influence behaviour in the workplace.</p> <p>CO2: To understand the concepts of OB to influence and manage behaviour in the organization systems.</p> <p>CO3: To demonstrate development of essential people management and good team working skills.</p> <p>CO4: To analyse the behaviour of individuals and groups in organisations in terms of organisational behaviour theories, models and concepts</p>	
7	Course Description	<p>This course provides a comprehensive analysis of individual and group behaviour in organizations. Its purpose is to provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life.</p>	
8		Outline syllabus	CO Mapping
	Unit 1	Introduction to OB	
	A	Concept, Meaning, nature and significance of OB	CO1
	B	Contributing Disciplines, Models of OB	CO1
	C	Challenges and limitations of OB	CO1
	Unit 2	Individual Differences	
	A	Perception – Meaning, Factors influencing perception, Errors- Halo Effect, Stereotype, Projection	CO2, CO4
	B	Attitudes- components, functions and job related attitude	CO2, CO4
	C	Personality- Determinants, Trait Theory- Big 5 Model,	CO2, CO4

		MBTI, Freudian Theory of personality			
	Unit 3	Learning and Motivation			
	A	Learning Concepts and Theories- Classical, Operant, and social learning theory			CO2, CO4
	B	Motivation– Concept, types and importance			CO2, CO4
	C	Theories of Motivation- Hierarchy of needs, Two factor theory			CO2, CO4
	Unit 4	Groups and Teams			
	A	Group: Concept, Types of Groups, Group Development Process (Tuckman),			CO2, CO4
	B	Team: Meaning, Difference between groups and teams, types of teams			CO2, CO3
	C	Group Decision Making process and Techniques- Brainstorming, Nominal Group Technique, Delphi Technique, Social Loafing and Group think			CO2, CO3
	Unit 5	Leadership and Organizational Change			
	A	Leadership Theories- Trait theory, Behavioral theory (Ohio, Michigan, Managerial Grid)			CO2, CO4
	B	Situational (path goal theory); Difference between leader and manager			CO2, CO4
	C	Change: Concept, Kurt Lewin’s Model, Resistance to change, Overcoming resistance to change			CO2, CO4
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Aswathappa K. - Organizational Behavior, Himalaya Publishing House			
	Other References	1. Kavita Singh, “Organization Behavior”, Pearson ed. 2010 2. L. M. Prasad “Organizational Behavior”, Sultan Chand and Sons			

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

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

School: SBS	Batch : 2020-2024
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Program: MBA Integrated		Current Academic Year: 2020-2021	
Branch:		Semester: II	
1	Course Code	BBA 149	
2	Course Title	FINANCIAL ACCOUNTING-2	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
Course Type		Compulsory	
5	Course Objective	<p>1.To acquaint the students with the concepts, significance and principles of Financial Accounting.</p> <p>2.To highlight the necessity of accounting process, basic structure of financial statements.</p> <p>3. To appreciate the relevance of accounting treatment of depreciation and financial statements with respect to its impact on the profitability of the firm.</p>	
6	Course Outcomes	<p>On completion of this module, the students will be able to</p> <p>CO1: describe the basic concepts and key terms used in Financial Accounting.</p> <p>CO2: Explain and recognise elements of financial statements and record transactions.</p> <p>CO3: prepare and critically analyse the financial statements.</p> <p>CO4: apply the accounting concepts, techniques and analytical skills at an organization level.</p>	
7	Course Description	This course introduces the basic concepts and principle of the accounting for preparing the financial statements such as income statements such as income statement and balance sheet. Several important concepts will be studied in detail including accounting cycle, recording of transactions, treatment of depreciation and preparation of financial statements.	
8	Outline syllabus		CO Mapping
	Unit A	Depreciation Accounting	
	A	Concept of depreciation; Meaning, Causes of depreciation; Basic features of depreciation; Depreciation, Depletion, Amortization, and Dilapidations Meaning of depreciation Accounting; Objectives of providing depreciation;	CO1
	B	Methods of providing depreciation- fixed instalment method & diminishing balance method.	CO1, CO4
	C	Provisions and Reserves	CO1
	Unit B	Final Accounts with adjustments	
	A	Introduction to Final Accounts – Trading Account, Profit & Loss Account, Balance Sheet.	CO1,CO2
	B	Preparation of Trading, Profit & Loss Account, Manufacturing Account and Balance Sheet (with adjustments).	CO2, CO3
	C	Marshalling of Balance Sheet	CO3

	Unit C	Inventory Valuation & Goodwill Valuation.			
	A	Meaning of inventory, Objectives of inventory valuation, Inventory systems.			CO1
	B	Methods of valuation of inventory: FIFO, LIFO, HIFO.			CO1,CO3
	C	Goodwill Valuation			CO3, CO4
	Unit D	Understanding Corporate Financial Statements in Annual reports			
	A	Introduction, Features of Balance Sheet, Assets (Application of funds), Miscellaneous Expenditure and debit balance in profit & Loss Account, Liabilities (Sources of funds), Loan Funds, Shareholders' fund.			CO1, CO2
	B	Meaning, Objectives, Process, Uses, Limitations of financial statement analysis.			CO2, CO3
	C	Types of analysis			CO3, CO4
	Unit E	Ratio Analysis			
	A	Meaning, Nature and Significance of Ratio Analysis.			CO1
	B	Ratio Analysis (Liquidity Ratios ,Turnover ratios)			CO1, CO4
	C	Ratio Analysis (Solvency Ratios, Profitability Ratios, Valuation Ratios)			CO1, CO4
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book*	1. A textbook of Financial Accounting – Dr.A.K.Singhal, Dr. H.J. Ghosh Roy, VAYU Education of India			
	Other references	4. Basic Accounting- RajniSofat&Preeti Hiro, Eastern Economy Edition 5. A textbook of Accounting for Management - S.N. Maheshwari and S.K. Maheshwari, Vikas Publishing House Pvt. Limited. 6. Accounting and Financial Analysis & Management – Agarwal & Agarwal, PragatiPrakashan, Meerut			

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	1	1	-	-	2	2	1	1
CO2	2	2	2	1	-	-	2	2	1	1
CO3	3	2	2	1	-	-	1	2	1	1
CO4	3	3	3	1	-	1	2	2	2	2

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

School: School of Business Studies		Batch : 2020-2024	
Program: BBA+MBA Intgd		Current Academic Year: 2020-2021	
Branch:		Semester: II	
1	Course Code	BBA 155	
2	Course Title	Economic and Business Legislation	
3	Credits		
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Compulsory	
5	Course Objective	<p>The objective of this course is to</p> <p>1.Develop an understanding he relationship between law and business</p> <p>2.Provide an overview of economic and business laws that affects the conduct of business in Inida</p>	
6	Course Outcomes	<p>On the completion of the course the student will be able to</p> <p>CO1: To list the necessary elements affecting the legality of contracts entered into by parties in business</p> <p>CO2: To identify the various types of business organisations</p> <p>CO3: To understand the essentials of a Contract of Sale</p> <p>CO4. To appraise about different consumer dispute redressal agencies, their constitution, jurisdiction and powers</p> <p>CO5: To summarize how foreign exchange dealings are managed and regulated by FEMA and what is the offence of Money Laundering</p>	
7	Course Description	The course introduces the students to the basics of various economic and business Legislations governing business activities.	
8	Outline syllabus		CO Mapping
	Unit 1	Business Contracts	
	A	Indian Contract Act 1872 ; Essentials of a Valid Contract	CO1
	B	Discharge of Contract, Breach of Contract, Remedies	CO1
	C	E contract	CO1
	Unit 2	Business Organisations	
	A	Indian Partnership Act 1932 - Essentials of partnership, Kinds of partners	CO3
	B	Registration of Partnership Firms, Effects of non-registration, Rights and Liabilities of Partners	CO3
	C	Brief overview of The Limited Liability Partnership Act, 2008	CO3
	Unit 3	Business Transactions	
	A	The Sales of Goods Act 1930; Essentials of a contract of sale, Sale and agreement to sell,	CO2
	B	Conditions and Warranties, Nemo Dat Quod Non- Habet ,	CO2

	C	Rights of Buyers and Sellers			CO2
	Unit 4	Consumer Protection Act 1986			
	A	The Consumer Protection Act 1986: Objectives of Consumer Protection Act, Rights of Consumer,			CO4
	B	Consumer, Grounds of filing complaint			CO4
	C	Consumer dispute, Consumer Dispute Redressal Agencies			CO4
	Unit 5	Foreign Payment Transactions			
	A	A brief overview of Foreign Exchange Management Act, 1999			CO5
	B	The Prevention of Money Laundering Act, 2002: Offence of Money Laundering			CO5
	C	Economic Offences in India			CO5
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Business and Corporate Laws, Dr Harpreet Kaur, LexisNexis			
	Other References	<ul style="list-style-type: none"> Laws for Business, MM Sulphery & Az-har Basheer, Third edition, PHI publications Legal Aspects of Business, Ravinder Kumar, Cengage Learning, Second impression 2009 Legal Aspects of Business, RSN Pillai & Bagavathi, S Chand Publications Business Law, PC Tulsian & Bharat Tulsian, Third edition, McGraw Hill Education (pvt) Ltd 			

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

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

School:	SBS	Batch : 2020-2024
Program:	MBA INT	Current Academic Year: 2020-2021
Branch:	Semester: II	
1 Course Code	BBP-153 (BBP)	

2	Course Title	Total Personality Development-II	
3	Credits	3	
4	Contact Hours (L-T-P)	006	
	Course Type	Compulsory /Elective/Open Elective	
5	Course Objective	5. To enhance holistic development of students and improve their employability skills. 6. Emphasizing on reading a variety of texts and developing social skills. 7. To enhance Listening Skills in order to follow instructions actively. 8. Enacting, analyzing texts and performing them through written and listening skills.	
6	Course Outcomes	CO1: The student will be able: To discover and identify intrapersonal, interpersonal skills and be an effective goal oriented team player. CO2: The student will be able: To demonstrate professional skills with idealistic and practical skills. CO3: The student will be able: To apply and construct communication and pronunciation skills. CO4: The student will be able: To analyse and compare attitude and understand its influence on behaviour. CO5: The student will be able: To measure and evaluate text for validity and accuracy. CO6: The student will be able: To assess the concept of translating these reading, writing and listening into different set of skills such as proof reading, ability to convey messages through verbal and non-verbal communication.	
7	Course Description	To enhance the holistic development of students and improve their employability skills with the help of various tools and also emphasizing on reading variety of texts, enacting them and performing them in order to equip them with appropriate body language and vocal aptitude.	
8		Outline syllabus	CO Mapping
	Unit 1	Debates	
	A	How to facilitate a debate?	CO1
	B	Difference between Interactive and Functional Debates	CO1
	C	Practice Session	CO1
	Unit 2	Communication Interpersonal Skills	
	A	Principles of Interpersonal Communication Skills	CO2,CO3 &CO4
	B	Importance of Empathy vs. Sympathy/EQ vs. IQ	CO2,CO3 &CO4
	C	Social Skill Development Methods	CO2,CO3,C O4 &6
	Unit 3	Introduction to use of Tenses	
	A	Recap of Concept of Tenses (Past/ Future and Present)	CO3
	B	Worksheets on Tenses	CO4
	C	Sentence Correction drill	CO54
	Unit 4	Reading Skills	
	A	Importance of Reading Skills &Four basic effective reading	CO4, CO5
	B	TOEFL Reading Passages	CO4, CO3
	C	Comprehensions	CO4, CO5
	Unit 5	Listening Skills	
	A	Importance of Listening Skills	CO1 & CO2

	B	Difference between Active and Passive Listening			CO1 & CO2
	C	Poor Listening vs. Effective Listening			CO6 & CO5
	Unit 6	Impactful Videos and Follow-ups			
	A	The most Inspiring people (Life-Skills Activities			CO6 & CO4
	B	Book Review of Book 1			CO3
	C	Book Review of Book 2			CO3
	Mode of examination	Practical			
	Weightage Distribution	CA	MTE	ETE	
		60%		40%	
	Text book/s*	Leader interpersonal and influence skills; The soft skills of leadership by E.Riggio and Sheryill. J. Tan &			
	Other References	Wren Martin: Books on Grammar Stephen M Covey - 7 Habits of Highly Effective People (Book)			

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

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

	SCHOOL: SCHOOL OF BUSINESS STUDIES	Batch : 2020-2024	
	Program:	Current Academic Year: 2021-2022	
	Branch: -	Semester: BBA III	
1	Course Code	BBA231	
2	Course Title	INTERNATIONAL MARKETING	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Compulsory	
5	Course Description	Marketing mix and other marketing decisions across national geographical boundaries and co-ordination of marketing strategies across the globe.	
6	Course Objective	<ol style="list-style-type: none"> 1. Introduction of the basic concepts of International marketing. 2. Understanding of the Global Marketing Information systems and Market entry strategies. 3. To afford an insight into the Marketing mix, Branding and Product Life Cycle decisions in the context of International markets. 4. Comprehension of the strategic significance of International Logistics and Distribution Channels in the context of International Marketing. 	
7	Course Outcomes	<p>CO1: The student will be able to define and describe the conceptual underpinnings pertaining to the nature and dynamics of International markets, and identify the steps and stages leading to gradual internationalization of firms and marketers.</p> <p>CO2: The student will be able to explain and discuss the global market intelligence sources and STP decisions and various modes of international market entry and related strategic issues.</p> <p>CO3: The student will be able to illustrate and relate to the International Marketing Mix decisions and significance of brands and product life cycle in global context.</p> <p>CO4: The student will be able to demonstrate and interpret the criticality and centrality of Distribution and Logistics decisions in the context of International Markets.</p>	
8	Outline syllabus		CO Mapping
	Unit A	Introduction to the Nature and significance of International Marketing	
	A 1	Nature and Importance of International marketing.	CO1
	A 2	Process of International marketing, International Dimensions of Marketing.	CO1
	A 3	Benefits of International Marketing, Steps of Development of Transnational corporations.	CO1
	Unit B	Global Marketing Information systems and Entry Strategies.	
	B 1	Global Marketing Information System and Research- Sources of	CO2

		Information and Marketing Research.			
	B 2	Global Market segmentation, Targeting and Positioning.			CO2
	B 3	Foreign Market Entry Strategy- Market Analysis, Export, Licencing, Joint Ventures, Turnkey Operations, Acquisition and Merger.			CO2
	Unit C	Global Marketing Mix Decisions			
	C 1	Marketing Mix for Global Markets, International Product Decisions.			CO2,CO3
	C 2	International Product Development, Product Positioning and IPLC (International Product Life Cycle)			CO2,CO3
	C 3	International Pricing Decisions- role of Supply and Demand.			CO2,CO3
	Unit D	Branding in the Context of International Market			
	D 1	Types of Brands and Branding strategies.			CO3
	D 2	Life Cycle Concept and Brand in the context of International Market.			CO3
	D 3	Traits required for a Brand to turn global.			CO3
	Unit E	International Logistics and Distribution.			
	E 1	Concept of International Logistics and Distribution; Logistics and the Value Chain Concept.			CO4
	E 2	Channels of International Distribution and the major functions performed by Channels.			CO4
	E 3	Selection of the Channels of International Distribution- Criterion to be considered in the international context.			CO4
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	International Marketing 2009 Impression, Oxford University Press by Rakesh Mohan Joshi.			
	Other References	1. International Marketing Sixteenth Edition 2018 Mc Graw Hill by Philip R. Cateora 2. International Marketing by Kate Gillespe & H. David Hennessey (Cengage Learning) 2008 Edition. 3. International Marketing by Sak Onkvist & John J. Shaw (Prentice Hall of India) Third Edition 2006.			

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

School: SBS	Batch :2020-2024
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Program: BBA		Current Academic Year: 2021-2022	
Branch:		Semester: III	
1	Course Code	BBA146	
2	Course Title	Basic Business Statistics	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Type	Compulsory	
5	Course Objective	<p>1. People in business, economic and social sciences are increasingly aware of the need to be able to handle a range of statistical tools.</p> <p>2. This foundation module is designed to fill this need into several practical and powerful applications of statistics.</p> <p>3. The idea is to present the basic statistics and emphasis the application of statistics for management problems.</p> <p>4. The emphasis is on developing competence in using basic statistical methods in understanding and interpreting data.</p> <p>5. The module also aims on getting students familiarize with the usage of basic tools and techniques in obtaining statistical measure and interpreting the same.</p>	
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p>CO1: The student will be able to identify basic numerical processes within a statistical context.</p> <p>CO2: The student will be able to interpret data in view of evidences.</p> <p>CO3: The student will be able to solve various problems of statistics.</p> <p>CO4: The student will be able to analyze data make predictions of the future</p>	
7	Course Description	<p>In this course, you will learn how to apply statistical tools to analyze data, draw conclusions, and make predictions of the future. The course will begin with data distributions, followed by probability analysis, sampling, hypothesis testing, inferential statistics, and, finally, regression.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to Statistics and Representation of Data	
	A	Statistics- Definition and functions. Scope and limitations of statistics.	CO1
	B	Collection of data and formulation of frequency distribution. Diagrammatic presentation of data-bar graph and pie charts.	CO1,CO2
	C	Graphical presentation of frequency distribution- Histograms, ogive curves	CO1,CO2, CO3
	Unit 2	Sampling and Probability	
	A	Introduction, concept of population, Sampling, Probability sampling and non Probability Sampling	CO1
	B	Basic Probability, Conditional Probability	CO1, CO3

	C	Applications of Probability			CO2,CO3
	Unit 3	Measures of Central Tendency			
	A	Arithmetic Mean and its properties. Methods of calculating Mean The Weighted Arithmetic Mean, Correcting incorrect mean			CO1,CO2
	B	Median and Mode, Significance of median and mode, Relation among Mean, median and Mode.			CO1.CO2. CO3
	C	Partition values: quartiles ,deciles and percentiles			CO2,CO3
	Unit 4	Measures of Dispersion			
	A	Introduction to Dispersion, range, IQR, quartile deviation.			CO1,CO2
	B	Methods of calculating Mean deviation			CO2,CO3
	C	Methods of calculating standard deviation and coefficient of variance.			CO3,CO4
	Unit 5	Relationship Between Variables			
	A	Basic Linear correlation (Two variables), Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient.			CO1,CO2
	B	Simple and Multiple Linear regression			CO3,CO4
	C	Problems based on correlation and regression			CO3,CO4
	Mode of examination	Theory			
	Weightage Distribution	CA 30%	MTE 20%	ETE 50%	
	Text book/s*	<ul style="list-style-type: none"> Gupta S.P., Gupta, M.P. , Business Statistics, Sultan Chand & Co 			
	Other References	<ul style="list-style-type: none"> Vohra N D ,Business Statistics, Tata McGraw Hill, Sharma J.K , Business Statistics, Pearson 			

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PS O1	PS O2	PS O3	PS O4
1	2	2	1	1	2	2	...	1	1
2	2	3	2	1	1	2	--	1	1	--
3	2	1	1	2	2	1	1	2	1	1
4	2	2	1	1	2	2	...	1	1	1

School: SBS		Batch: 2020-2024	
Program: BBA		Current Academic Year: 2021-2022	
Branch:		Semester:III	
1	Course Code	BBA 214	
2	Course Title	Human Resource Management	
3	Credits	04	
4	Contact Hours (L-T-P)	4-0-0	
Course Status		Compulsory	
5	Course Objective	<ol style="list-style-type: none"> 1. To impart basic knowledge about HRM concepts. 2. To build students' interest and capability to perform basic HRM functions and tasks. 3. To familiarize students with the different aspects of managing people in the organization through the process of acquisition, development and retention. 4. To apply the principles and techniques of human resource management gained through this course. 	
6	Course Outcomes	<p>The student will be able to:</p> <p>CO1: Identify current issues and challenges, emerging trends, key concepts and terminologies of human resource management.</p> <p>CO2: Describe each of the major HRM functions and processes of manpower planning, job analysis, recruitment, selection, training and development, compensation and benefits, and performance appraisal.</p> <p>CO3: Apply the various functions and techniques of human resource management.</p> <p>CO4: Analyse the dynamics of how the human resource department and the company strategically work together to improve employee' job satisfaction and return on investment.</p>	
7	Course Description	<p>The course has been designed to enable the students to learn about the exciting world of today's Human Resources Management. This course also focuses at providing the students the inputs on how to link the HRM functions to the corporate strategies, to understand HR as a strategic resource, to learn the concept and functions of human resource management. Further, this course highlights important HR challenges and Issues that are faced by managers and employees in today's business environment.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	Basics of HRM	

	A	Human Resources- Meaning; Concept & Scope; Evolution of HRM, PM Vs HRM, SHRM Vs HRM	CO1, CO4	
	B	HRM: HRM Functions-Managerial & Operative; Current Issues & Challenges, HR as competitive advantage	CO1, CO4	
	C	Objectives of HRM, Role of HR Manager, HR Plans & Policies	CO1, CO4	
	Unit 2	Manpower Planning & Recruitment		
	A	Job Analysis-meaning-Job Description & Job Specification, Implications of Job Analysis	CO2, CO3	
	B	Manpower Planning- Purpose & Process, Demand & Supply Forecasting Techniques	CO2, CO3	
	C	Recruitment-Concept, Sources, Process	CO2, CO3	
	Unit 3	Selection & Induction		
	A	Selection Concept- Meaning & Purpose	CO2, CO3	
	B	Selection Process (From Screening to Induction)	CO2, CO3	
	C	Induction / Orientation-Concept & Process	CO2, CO3	
	Unit 4	Training		
	A	Training-Importance, objectives & Process (ADDIE Model), Difference b/w Education, Training & Development	CO2, CO3	
	B	Methods of Employee Training – On the Job Methods (Apprenticeship, Mentoring & Job Rotation)	CO2, CO3	
	C	Training-Off the Job Methods (Lectures, Vestibule Training, Case Analysis)	CO2, CO3	
	Unit 5	Performance Appraisal & Compensation		
	A	Job Evaluation, Concept and Objectives of Performance Appraisal, Process of Performance Appraisal	CO2, CO3	
	B	Rating & Ranking Method, Forced Distribution, 360 Degree Appraisal, Errors in Performance appraisal	CO2, CO3	
	C	Basic concept of Compensation, Direct & Indirect Compensation Components	CO2, CO3	
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	<ul style="list-style-type: none"> Human Resource Management, K Aswathappa, McGraw Hill, New Delhi 		
	Other References	<ul style="list-style-type: none"> Human Resource Management: Text and Cases, Rao VSP, Second edition, Excel Books, New Delhi. Fundamentals of Human resource Management, Decinzo Robbins, Eleventh Edition, Wiley 		

PO COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	2	1	2	2
CO2	2	1	1	1	1	1
CO3	3	1	2	2	2	3
CO4	3	2	1	1	1	2

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

School: School of Business Studies		Batch : 2020-2024	
Program: MBA Intgd		Current Academic Year: 2021-2022	
Branch: -		Semester: III	
1	Course Code	BBA 269	
2	Course Title	Intellectual Property Rights and Competition Law	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0 -0	
Course Status		Compulsory	
5	Course Description	The course covers the basic aspects of IPR such as Copyrights; Patents; Trademarks; Industrial Designs; Geographical Indication. Further, the course covers the Law relating to Competition in India and its intersection with IPR.	
6	Course Objective	<p>The purpose of this course is to enable students:</p> <ol style="list-style-type: none"> 1. Acquaint them about fundamental aspects of Intellectual Property Rights. 2. Understand the different kinds of Intellectual Property rights 3. Deepen their understanding for the need of protecting Intellectual Property Rights. 4. To acquaint them with the basic knowledge of competition law and anti-competitive practices that is adopted in the commercial world. 	
7	Course Outcomes	<p>CO1: To appreciate the importance of Intellectual Property Rights. CO2: To explain and distinguish various Intellectual Property Rights CO3: To create awareness relating to issues of competition CO4: To identify issues involved in anticompetitive practices</p>	
8	Outline syllabus		CO Mapping
	Unit A	Introduction to Intellectual Property Rights	
	A 1	<ul style="list-style-type: none"> • International Genesis and Development of IPR. 	CO1, CO2,
	A 2	<ul style="list-style-type: none"> • Introduction and the need for intellectual property rights 	CO1
	A 3	<ul style="list-style-type: none"> • IP Law infringement in a digital world 	CO1
	Unit B	Copyrights and Trademarks, Geographical Indications	
	B 1	<ul style="list-style-type: none"> • Meaning and Scope. 	CO3
	B 2	<ul style="list-style-type: none"> • Various Copyright and Trademark issues around the World. 	CO3
	B 3	<ul style="list-style-type: none"> • Geographical Indication – Meaning, importance 	CO3
	Unit C	Patents, Industrial Designs, Trade Secret	
	C 1	<ul style="list-style-type: none"> • What is a patent, What is protected by a patent 	CO1, CO2,CO4

	C 2	• Rights of a patent holder	CO1, CO2,CO4
	C 3	• Industrial designs and Trade secret	CO1, CO2,CO4
	Unit D	Competition Law	
	D 1	• Why do we need Competition?	CO3,CO4
	D 2	• Abuse of dominant Position, Anti competitive agreement	CO3,CO4
	D 3	• Regulation of Competition	CO3,CO4
	Unit E	Competition Commission of India	
	E 1	• Structure and Function of CCI	CO3
	E 2	• Competition Advocacy in India	CO3
		• Competition and IPR	CO3
	Mode of examination	Theory	
	Weightage Distribution	CA 30%	MTE 20%
			ETE 50%
	Text book/s*	B.L.Wadehra; Law Relating to Patents, Trade Marks, Copyright, Designs & Geographical Indications; Universal law Publishing Pvt. Ltd., India 2000	
	Other References	<ul style="list-style-type: none"> • Intellectual Property Rights: Unleashing the Knowledge Economy by Prabuddha Ganguli, Tata McGraw-Hill Publishing Company, 2001 • Ajit Parulekar and Sarita D' Souza, Indian Patents Law – Legal & Business Implications; Macmillan India ltd, 2006 • P. Narayanan; Law of Copyright and Industrial Designs; Eastern law House, Delhi, 2010 	

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

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

School: SCHOOL OF BUSINESS STUDIES	Batch : MBA Integrated (2020-2024)
Program: MBA(Int.)	Academic Year 2021-2022

Branch: -		Semester: III	
1	Course Code	BBA 270	
2	Course Title	Entrepreneurship Development	
3	Credits	4	
4	Contact Hours (L-T-P)	4 (LTP 4-0-0)	
	Course Status		
5	Course Description	The entrepreneurship course aims at developing the entrepreneurial spirit and abilities among the students. This course will broaden a basic understanding obtained in the functional areas as they apply to new venture creation and growth, the business plan, and obtaining funding. The objective is to equip the students with the necessary knowledge, skills and competencies which are required to become a successful entrepreneur.	
6	Course Objective	<ol style="list-style-type: none"> 1. To provide an understanding and necessary knowledge, skills and competencies for becoming a successful entrepreneur. 2. To help in identifying and exploiting opportunities and developing business plans. 3. To give necessary knowledge required to deal with the various issues relating to starting a new enterprise. 4. Equip the necessary knowledge and skill sets required for managing the established enterprise. 5. To help the students in understanding the entrepreneurial development framework available in India along-with Start-Up India and Make in India initiative. 	
7	Course Outcomes	<p>The student will be able to:</p> <p>CO1: Describe and demonstrate the knowledge, skills and competencies relating to entrepreneur and entrepreneurship.</p> <p>CO2: Understand, classify and explain entrepreneurship along-with the entrepreneurial development framework available in India including Start-Up India and Make in India initiative.</p> <p>CO3: Demonstrate and apply the knowledge of Idea generation techniques, feasibility analysis, Opportunity identification and selection.</p> <p>CO4: Analyze the given business opportunity, business plan and demonstrate the knowledge of various issues involved in starting and managing growth of a new enterprise.</p> <p>CO5: Assess and evaluate opportunity, business plan and the entrepreneurial environment available to new start-ups and MSMEs.</p> <p>CO6: Create, develop and present the business plan based on an identified opportunity.</p>	
8		Outline syllabus	CO Mapping
	Unit A	Understanding Entrepreneurship and the Entrepreneur	
	A 1	<ul style="list-style-type: none"> • Why Entrepreneurship • The Concept & Process of Entrepreneurship • Exercise/Activity: Identify your entrepreneurial potential 	CO1, CO2
	A 2	<ul style="list-style-type: none"> • Types of entrepreneurship and entrepreneur 	CO2

		<ul style="list-style-type: none"> • Entrepreneur Vs. Manager Vs. Intrapreneur • The Women & Social Entrepreneurship: Opportunities & Challenges 	
	A 3	<ul style="list-style-type: none"> • The Qualities , Characteristics & Competencies of an Entrepreneur • An overview of corporate Entrepreneurship <ul style="list-style-type: none"> • Exercise/Case study 	CO1, CO2
	Unit B	Idea, Opportunity and the Business Plan Development	
	B 1	<ul style="list-style-type: none"> • Idea vs. Opportunity and Idea generation techniques • Identifying/ sources of opportunities and evaluating opportunities <ul style="list-style-type: none"> • Idea generation exercise 	CO3, CO4, CO5
	B 2	<ul style="list-style-type: none"> • Doing Feasibility Analysis: Product, Market, Economic , Organizational, Technical , and Financial feasibility • Exercise/ Activity to conduct Feasibility Analysis 	CO1, CO3
	B 3	<ul style="list-style-type: none"> • Writing and Presenting effective Business Plans <ul style="list-style-type: none"> • Business model and its dimensions • Exercise/ Discussion of Business Plan Formulation 	CO1, CO2, CO6
	Unit C	Launching the New Enterprise	
	C 1	<ul style="list-style-type: none"> • Forming the New venture Team • Selecting appropriate Business Ownership Structure • Exercise/ Activity: Forming New Venture Team 	CO2, CO4
	C 2	<ul style="list-style-type: none"> • IPR issues in starting an enterprise <ul style="list-style-type: none"> • Legal aspects of a business 	CO4
	C 3	<ul style="list-style-type: none"> • Financing the New Venture: Various sources of finance including Angel Investors; Venture capitalist; Private equity and IPO • Steps and Procedures to start a small scale enterprise in India 	CO1, CO4
	Unit D	Managing the Growth and Exit of the firms	
	D 1	<ul style="list-style-type: none"> • Understanding the Stages of an Entrepreneurial Venture <ul style="list-style-type: none"> • The Strategies of growth <ul style="list-style-type: none"> • Case study 	CO4
	D 2	<ul style="list-style-type: none"> • Managerial mindset vs. Entrepreneurial mindset in decision making • Key factors to be considered during the Growth 	CO2, CO4

		Stage			
		<ul style="list-style-type: none"> Group Presentation/ Business Plan Presentation 			
	D 3	<ul style="list-style-type: none"> The Exit Strategy for a business Group Presentation/ Business Plan Presentation 			CO4
	Unit E	Understanding the Entrepreneurship Development Framework in India			
	E 1	<ul style="list-style-type: none"> An overview of MSMEs in India and MSME Act. <ul style="list-style-type: none"> Policies, Schemes & Incentives available to entrepreneurs in India 			CO2, CO5
	E 2	<ul style="list-style-type: none"> Understanding the Institutional (National ,State and District level) support Systems for Entrepreneurship Development in India An overview of Start-up India & Make in India Initiatives 			CO2, CO5
	E 3	<ul style="list-style-type: none"> Group Presentation/ Business Plan Presentation 			CO6
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Entrepreneurship: A South Asian Perspective by Donald F. Kuratko & T.V. Rao , Cengage Learning,			
	Other References	<ul style="list-style-type: none"> Entrepreneurship by Hirsch & Peters; McGraw Hill Publication. Essentials of Entrepreneurship and Small Business Management by Norman Scarborough and Jeffery R Cornwall, Published by Pearson India; 8E Entrepreneurship and Innovation in Corporations (2008); Morris Michael H. Kuratko, Donald F. & Covin Jeffrey G., Cengage Learning 			

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

CO4	2	1	2	3	2	2	3	2	3
CO5	1	2	2	3	3	1	2	1	3
CO6	-	3	1	2	3	2	-	2	-

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

School: SBS		Batch : 2020-2024
Program: MBA Integrated		Current Academic Year: 2021-2022
Branch:		Semester: III
1	Course Code	BBA236
2	Course Title	Business Communication Skills - 1
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Compulsory /Elective/Open Elective
5	Course Objective	The objectives are:

		<p>1.To make students understand basics of Business Communication and their functional relationship with management.</p> <p>2. To hone students' writing skills.</p> <p>3. To develop their Speaking and listening skills.</p> <p>4. To enable students to apply various communication skills effectively.</p>		
6	Course Outcomes	<p>CO1: The students will be able to understand basics of Business Communication and their relevance to business growth.</p> <p>CO2: The students will be able to prepare effective professional documents.</p> <p>CO3: The students will be able to demonstrate effective speaking skills</p> <p>CO4: The students will be able to apply various communication skills for business/Professional growth.</p>		
7	Course Description	<p>Communication plays a crucially important role in the development of personality, in getting a good job and in all aspects of a business. The purpose of this course, therefore, is to equip students with required communication skills.</p>		
8	Outline syllabus			CO Mapping
	Unit 1	Business Communication		
	A	Introduction to and Objectives of Business Communication		CO1
	B	Elements & Process Of Communication		CO1
	C	Types & Levels of Communication, barriers to Communication		CO1
	Unit 2	Business Writing – 1		
	A	Steps: Planning, Prewriting, Final writing, Revising		CO2,CO4
	B	Approaches: Direct, Indirect, Tailoring language and content to the audience		CO2, CO4
	C	7 Cs of Communication		CO2,CO4
	Unit 3	Business Writing - 2		
	A	Drafting an Application		CO2.CO4
	B	Business Letters		CO2,CO4
	C	Agenda, Minutes		CO2,CO4
	Unit 4	Listening Skills		
	A	Listening as a management tool		CO4
	B	Barriers to Listening		CO4
	C	Guidelines for improving listening skills		CO4
	Unit 5	Speaking Skills		
	A	Paralinguistic feature. Art of Speaking, Goals of Speaking, Styles of Speaking, Guidelines for developing speaking skills		CO3
	B	Debate		CO3
	C	Extempore, Speech Delivery		CO3
	Mode of examination	Theory/Jury/Practical/Viva		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	P.D.Chaturvedi & Mukesh Chaturvedi,		

Business Communication: Concepts, Cases, and Applications. Pearson

Other References

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
.1	3	3	2	2	3	3	3	3	1	1
.2	3	3	2	2	3	2	2	1	--	--
.3	2	2	1	2	2	2	2	1	1	--
.4	3	3	2	2	3	3	3	2	1	1

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

School: School of Business Studies		Batch: 2020-2024
Program: MBA Int.		Current Academic Year: 2021-2022
Branch:		Semester: IV
1	Course Code	BBA 242
2	Course Title	Marketing Strategy
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
Course Status		Compulsory
5	Course Description	This course is aimed at enable critical thinking and analysis of Marketing Strategy
6	Course Objectives	<ol style="list-style-type: none"> 1. To understand fundamental concepts in marketing strategy development and execution. 2. To understand various marketing strategy factors in the competitive landscape. 3. The role of creative decision making and innovation for marketing

		strategy		
7	Course Outcomes	<p>CO1: Student will be able to understand idea about the dimensions of marketing strategy formulation.</p> <p>CO2: To apply creative decision making based on subjective and analytical skill in the evaluation of marketing strategy.</p> <p>CO3: Student will be able to infer marketing strategies and assess key implementation issues/challenges associated with them.</p> <p>CO4: To evaluate Markets and Strategic Issues in Marketing</p>		
8	Outline syllabus			CO Mapping
	Unit A			
	A 1	Basic concepts of marketing strategy		CO1
	A 2	Strategic planning process: marketing plan		CO1
	A 3	Corporate and division Strategic Planning Mission and Vision Statement		CO1
	Unit B			
	B 1	Strategy Formulation; External and internal Environmental Analysis ETOP and SAP; SWOT Analysis		CO2
	B 2	Competitor analysis: identifying competitors, identifying competitors' objective.		CO2
	B 3	Developing marketing goals and objectives.		CO2
	Unit C			
	C 1	Product Strategy; Product Portfolio Strategy; New product development; Managing products and brands		CO3
	C 2	Pricing Strategy: Key Issues in pricing strategy, Fixed versus dynamic pricing, Case Study		CO3
	C 3	Distribution Strategy: Trends in marketing channels, Distribution concepts, collaborations.		CO3
	Unit D			
	D 1	Strategic issues in IMC		CO3
	D 2	Advertising Strategies		CO3
	D 3	Sales Promotion Strategies & Digital Marketing		CO3
	Unit E			
	E 1	Strategic issues in marketing and control,		CO4
	E 2	Evaluating markets		CO4
	E 3	Approach to marketing implementation		CO4
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s	1. Strategic Marketing by O C Ferrell & Michael D Hartline, Cengage Learning		
	Other	1. Strategic Market Management, Aaker, David A.		

References

2. Strategic Marketing Management, Richard M.S. Wilson,
3. Strategic Marketing: An Introduction, 2000, London:Routledge
4. Strategic Marketing: Cases & Concepts John Atkinson & Ian Wilson – Addison.
5. Strategic Marketing, 5e David W Cravens – Irwin Inc Wesley Longman

POs COs	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3
CO1	3	2	1	1	2	1	1
CO2	1	2	1	2	2	1	1
CO3	2	2	2	2	2	1	1
CO4	2	2	1	2	1	2	1

Team Building & Leadership

School: SBS**Batch: 2020-2024****Program:****Current Academic Year: 2021-2022****Branch:****Semester: IV**

1 Course Code

BBA 244

2 Course Title

Team Building & Leadership

3 Credits

3

4 Contact Hours (L-T-P)

3-0-0

Course Status

Compulsory

5 Course Objective

1. To learn the interpretive framework necessary to understand how high-performance teams will function in a particular cultural location.
2. To learn the stages of team development and gain the skills to move embryonic teams through those stages to the highest levels of team performance.
3. To gain self-awareness of personal leadership style, strength and personality for the purpose of effective team leadership.

		4. To develop the critical coaching competencies for effective team leadership.	
6	Course Outcomes	The students will be able: CO1: to define principles & concepts applicable to the study of groups, teams, conflicts & leadership. CO2: to describe models & theories of conflict, leadership and team building. CO3: to illustrate essential team building & leadership skills CO4: to analyse the challenges and problems relating to team building and leadership.	
7	Course Description	The overall objective of this Course is to build and develop students' competency in teamwork and Leadership. Students will gain knowledge and skills about leadership development and team-building skills based on theories, principles, concepts, application, exercises/class activities, and experiential learning.	
8	Outline syllabus		CO Mapping
	Unit 1	Understanding Teams	
	A	Group vs teams, Stages of team development	CO1, CO2, CO3
	B	Types of teams, Team building process- How to build great teams?	CO1, CO2, CO3
	C	Managing cross-functional teams, diverse teams, virtual teams, self-managed teams- Challenges Team building in globalized era	CO1, CO2, CO4
	Unit 2	Group	
	A	What is a group, types of groups: Formal and informal groups	CO1, CO2
	B	Group Structure: Group roles, status, size, norms	CO1, CO3
	C	Group decision making processes- group think.	CO3, CO4
	Unit 3	Leadership	
	A	Leadership Defined, Attributes of an effective leader	CO1, CO2
	B	Managing & leading teams	CO3, CO4
	C	Leadership vs management, Leadership Styles	CO2, CO3
	Unit 4	Theories of leadership	
	A	Trait Theory-Big five/ OCEAN model.	CO2
	B	Behavioral Theory -Managerial grid-Moun-ton &Blake Model	CO2
	C	Contingency Theory -Hersey Blanchard theory.	CO2
	Unit 5	Conflict	
	A	Conflict- Concept, Causes and types	CO1, CO2
	B	Stages of conflict formation	CO3
	C	Conflict Resolution for effective Team building	CO3, CO4
	Mode of	Theory	

	examination			
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	Rathan Reddy-Team building & Leadership (Jaico)		
	Other References	<ul style="list-style-type: none"> • Sahu R K-Group dynamics & team building • West Michael - Effective Team Work (Excel Books, 1st Ed.) • Sadler Philip - Leadership (Crest Publishing House) • Case studies, video clippings, TEDx Talks, Readings 		

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

School: SBS		Batch : 2020 -2024
Program: BBA		Current Academic Year: 2021-2022
Branch:		Semester: IV
1	Course Code	BBA 210
2	Course Title	FINANCIAL MANAGEMENT
3	Credits	4
4	Contact Hours (L-T-P)	4-0-0
	Course Type	Compulsory
5	Course Objective	<p>1.To acquaint the students with the concepts of Financial Management and the significance of decision making in finance.</p> <p>2.To highlight the necessity of managing current assets and current liabilities</p> <p>3. To appreciate the relevance of capital structure and dividend decisions with respect to its impact on valuation of the firm.</p>
6	Course Outcomes	<p>On completion of this module, the students will be able to</p> <p>CO1:describe the basic concepts and key terms used in Financial Management.</p> <p>CO2:infer the relevance of decision making under various available alternatives.</p> <p>CO3: apply the various tools and techniques used in financial decision making for shareholders' wealth maximization.</p> <p>CO4:distinguish amongst the various alternatives in the view of valuation</p>

		of firm.	
7	Course Description	This is an introductory course in Financial Management, focusing on the major decisions made by financial managers of an organization. The course will develop students' analytical and decision-making skills in finance through the use of theory questions and practical problems.	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction of Financial Management	
	A	Nature, concept and functions of financial management	CO1
	B	Finance vs. accounting, Objective of financial management; Profit maximization vs. wealth maximization	CO1
	C	Time value of money- Meaning and Objectives, present & future value, simple & comp. interest, annuity (Ordinary Annuity & Annuity Due), Perpetuity .	CO1,CO2
	Unit 2	Capital Budgeting	
	A	Meaning and concepts of capital budgeting, need of capital budgeting,	CO1, CO2
	B	Practical Problems on Discounted Cash Flow Techniques: Discounting Payback period, NPV, PI, IRR	CO3, CO4
	C	Practical Problems on Non Discounted Cash Flow Techniques: Payback period and ARR	CO3, CO4
	Unit 3	Working Capital Management	
	A	Concept and need of working capital management, determinants of working capital requirements, working capital cycle	CO1
	B	Receivable management- meaning and objectives Cash management- meaning and objectives, Motives of Holding cash	CO1
	C	Inventory management- meaning and objectives, Techniques of Inventory management - EOQ, ABC Analysis.	CO1, CO3
	Unit 4	Capital Structure and Cost of Capital	
	A	Meaning and objective of Capital structure, optimum capital structure.	CO1
	B	Capital structure theories- Theoretical concepts of NI, NOI, Traditional.	CO4
	C	Cost of capital- concept and meaning, Cost of Debt, Cost of Equity (Zero-Growth Dividends, Constant Growth in Dividends), Cost of Preference Share, Calculation of WACC.	CO3, CO4
	Unit 5	Dividend decisions	
	A	Dividend policy- meaning & concept, concept of retained earnings, factors influencing dividend policy, concept of Bonus shares and Rights Shares.	CO1, CO2
	B	Walter's model of dividend policy and its application	CO3, CO4
	C	Gordon model of dividend policy and its application	CO3, CO4
	Mode of examination	Theory	

	Weightage Distribution	CA 30%	MTE 20%	ETE 50%	
	Text book/s*	R.P. Rustagi- Financial Management- (Taxmann Publication)			
	Other References	Financial Management: I. M. Pandey (Vikas Publication) Financial management: Theory and Practice, Prasanna Chandra (Mc-Graw Hill) Financial Management: Text, Problems and Cases, M Y Khan and P K Jain, Mc Graw Hill Publication			

PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
2	2	2	1	1	3	-	-	-
2	3	1	1	1	3	-	-	-
2	3	1	1	1	3	-	-	-
2	3	1	1	1	3	-	-	-

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

School: SBS		Batch : 2020-2024
Program: MBA Integrated		Current Academic Year: 2021-2022
Branch:		Semester: IV
1	Course Code	BBA 272
2	Course Title	Information Technology for Managers
3	Credits	
4	Contact Hours (L-T-P)	3-0-1
Course Type		Compulsory
5	Course Objective	<ol style="list-style-type: none"> 1. To introduce the concept of Information Technology and its application in organizations 2. The course would expose the students to the managerial issues relating to IT and will help them identify and evaluate various organizational applications of IT. 3. This course leads students to imparts an understanding of professional, ethical, legal, security and social issues, and responsibilities in information technology. 4. It will help them to have ability to hold progressively more responsible positions in the IT field, including positions that are supervisory or managerial in nature.
6	Course Outcomes	<p>CO1:The student will be able to identify organizational requirements and current and emerging technologies</p> <p>CO2:The student will be able to describe the impact of IT solutions in a global, societal, and ethical context</p> <p>CO3:The student will be able to apply problem solving skills, core IT concepts, best practices and standards to information technologies</p> <p>CO4:The student will be able to analyze local and global impact of computing on individuals, organizations, and society.</p> <p>CO5: The student will be able to evaluate business situations and problems related to information technology</p> <p>CO6:The student will be able to design, integrate and administer IT-based solutions into the organizational environment</p>

7	Course Description	A good understanding of information technology is of vital importance for any manager in today's scenario. Effective management and implementation of IT resources have now become routine task for many middle level and senior managers. It includes computer and information literacy, with the main emphasis on competency with software through hands-on practice. Topics includes E-business, ERP, SCM and CRM, DBMS , Business Intelligence & DSS, Managing IT projects.		
8	Outline syllabus			CO Mapping
	Unit 1	IT in the Organisations		
	A	IT Supports Organisational Performance in Turbulent Business		CO1
	B	Information Technologies: Concept, Types and IT Support		
	C	Case Study –A study on different level of MIS		CO3
	Unit 2	Digital, Mobile and Social Commerce		
	A	E-Business & E-Commerce Models and Strategies		CO1
	B	Mobile Technologies and Commerce, Web 2.0 and Social Media		CO4
	C	Case Study on Digital Media		CO5
	Unit 3	Organizational Applications		
	A	Functional Business Systems, Enterprise Systems ERP, SCM and CRM		CO5
	B	Inter organizational, Large-Scale and Global Information Systems		CO5
	C	Case Study- IRCTC, DBMS		CO6
	Unit 4	Decision Making and Strategy		
	A	Business Intelligence and Decision Support Systems		CO1,CO2
	B	IT Strategy and Planning, Impact of IT on Enterprises, Users and the Environment		CO4,CO5
	C	Case Study on Decision making system		CO6
	Unit 5	Managing IT		
	A	Adopting IT Projects, Implementing IT Projects		CO3
	B	Business Process Management, Managerial Issues		CO2
	C	Case Study-Expert System/AI		CO5,CO6
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	O'Brien, James A., George M. Marakas, and Ramesh Behl (2013). Management Information Systems, 10/e; New Delhi: McGraw Hill Education		
	Other References	1. Laudon, Kenneth C., Laudon, P. Jane (2013). Management Information System -Managing the Digital Firm, 12/e; New Delhi: Pearson Education 2. Turban, Efraim and Linda Volonino (2015). Information Technology for Management - Transforming Organizations in the Digital Economy, 7/e; New Delhi: Wiley India		

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

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

	School:	Batch : 2020-2024	
	Program: MBA Intd	Current Academic Year: 2021-2022	
	Branch:	Semester: IV	
1	Course Code	BBA 273	
2	Course Title	Environmental Management	
3	Credits	2	
4	Contact Hours (L-T-P)	2-0-0	
	Course Type	Compulsory	
5	Course Objective	<ol style="list-style-type: none"> 1. To understand the basic concepts of environment management and the issues faced therein. 2. To provide an understanding of the natural environmental resources, hazards faced and control measures 3. To understand the social issues surrounding environment management. 4. To get an understanding of the various acts ,policies developed to protect the environment. 	
6	Course Outcomes	<p>CO1: The student will be able to have knowledge about fundamentals of environment and the ecosystem</p> <p>CO2: The student will be able to understand about hazards faced by environment along with the growing energy needs , environment impact assessment green technologies and green design</p> <p>CO3: The student will be able to relate to the various acts for environmental protection and to green solutions</p> <p>CO4: The student will be able to analyse impact of climate change and pollution on environment and green solutions</p>	
7	Course Description	<p>This course enables students to understand their natural environment while also comprehending its conservation and management in a better manner. The course focuses on the natural environmental resources and their effective utilization.</p>	
8		Outline syllabus	CO Mapping
	Unit 1	Fundamentals of environment	

	A	Fundamentals of Environment: Basic concepts on environment, environment management –definition ,importance , environmental degradation, Multidisciplinary nature of environment			CO1, CO2,CO3
	B	Ecosystems ad ecological sucession			CO1
	C	Global environmental issues: global warming and climate change, acid rains			CO2 ,CO3 ,CO4
	Unit 2	Energy resources			
	A	Renewable & Non Renewable Resources of energy and Deforestation			CO1 ,CO2,CO4
	B	Water Resources: use and overutilization of surface and ground water, floods & droughts			CO1, CO2 ,CO3
	C	Energy Resources – growing energy needs, energy resources and global development			CO2 ,CO3
	Unit 3	Biodiversity and pollution			
	A	Biodiversity & its conservation			CO2 ,CO3
	B	Environmental Pollution			CO1 , CO4
	C	Control measures for air, water and soil pollution; nuclear hazards			CO3
	Unit 4	Environment protection			
	A	Social Issues in Environment: Environment Protection Act, Ozone layer depletion and nuclear accidents , approaches with regard to environment protection			CO2 ,CO4
	B	Human Population – human health, human rights and environment			CO3
	C	Wildlife protection act, issues in enforcement of environmental legislations and public awareness			CO4
	Unit 5	Green Solutions			
	A	Environmental Impact Assessment			CO1 ,CO2 ,CO3
	B	Environmental Standards, Green Technologies and green solutions			CO2 CO3 ,CO4
	C	Green architecture and green design			CO2 ,CO3
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Principles of Environmentals Studies: <u>Monoharachary C</u> 2006			
	Other References				

PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
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-	-	1	1	1	-	-	-	-	-
-	-	2	2	2	-	-	-	-	-
-	-	2	2	2	-	-	-	-	-
-	-	2	2	1	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-								

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

	School: SBS	Batch: 2020-2024	
	Program: MBA Integrated	Current Academic Year: 2021-2022	
	Branch:	Semester: IV	
1	Course Code	BBA249	
2	Course Title	Business Communication Skills-II	
3	Credits	3	
4	Contact Hours (L-T-P)	3- 0 -0	
	Course Type	Compulsory /Elective/Open Elective	
5	Course Objective	<p>The objectives are:</p> <ol style="list-style-type: none"> 1.To make students understand functional relationship between communication and management 2. To enable them to improve their various communication skills: Writing, Speaking, Presentation, Non-verbal. 3. To enable students to plan, manage and handle various communication related issues. 	
6	Course Outcomes	<p>CO1: The students will be able to identify various communication issues that make or mar the business growth.</p> <p>CO2: The students will be able to hone their speaking and writing skills.</p> <p>CO3: The students will be able to understand the value and correct application of non-verbal communication.</p> <p>CO4: The students will be able to apply various communication skills to business world.</p>	
7	Course Description	<p>This course is designed to give students a comprehensive view of communication, its scope and importance in business and professional world. The course aims at developing skills of effective written and oral communication in students. It will provide students the tools necessary to make their way in different business and corporate environments.</p>	
8	Outline syllabus		CO Mapping
	Unit 1		
	A	Introduction to Effective Organizational Communication	CO1, CO4
	B	Communication Structure: Vertical, Horizontal, Grapevine	CO1,CO4
	C	Communication Concerns of Managers	CO1,CO4
	Unit 2	Non-Verbal Communication	
	A	Classification of Non-Verbal Communication	CO3
	B	Pralanguage	CO3
	C	Application in Professional life	CO3
	Unit 3	Writing Skills	
	A	Strategies for Different kinds of Messages: Persuasive, Informative, Bad News, Neutral tone etc.	CO2,CO4 CO2,CO4
	B	Email Writing Skills, WhatsApp Messaging in Formal/Professional Environment.	CO2,CO4
	C	Resume, Cover letter	CO2,CO4

	Unit 4	Presentation Skills			
	A	Essentials of Effective Presentation			CO2,CO4
	B	Preparing a Presentation			CO2,CO4
	C	Delivery			CO2,CO4
	Unit 5	Speaking Skills			
	A	Conversation Control			CO2,CO4
	B	Role plays, Meetings			CO2,CO4
	C	Group Discussion			CO2,CO4
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	P.D.Chaturvedi & Mukesh Chaturvedi, Business Communication: Concepts, Cases, and Applications. Pearson.			
	Other References				

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
1	3	3	1	1	3	2	1	2	--	--
2	3	2	1	2	3	2	1	2	1	--
3	3	2	2	1	3	2	1	2	1	--
4	3	2	2	1	3	2	1	2	1	--

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

School: SBS	Batch: 2020-2024
Program: MBA	Current Academic Year: 2021-2022

	Intd	
	Branch:	Semester: IV
1	Course Code	BCP 252
2	Course Title	Contemporary Issues in Business
3	Credits	2
4	Contact Hours (L-T-P)	2-0-0
	Course Status	Compulsory /Elective/Open Elective
5	Course Objective	The objectives are to: 1. Familiarise students with contemporary business issues 2. Make them understand how to respond to various challenging situations 3. Equip them with certain skills to face and handle real life challenges
6	Course Outcomes	The students will be able to: CO1: Describe various contemporary business situations CO2: Identify how to respond to challenges CO3: Demonstrate the ability to solve business issues CO4: Connect contemporary issues with real life challenges faced by them
7	Course Description	This module is designed to enable students to understand and critically evaluate how current issues are affecting and will affect business management and performance. There is an emphasis upon analysing the causes of major issues and examining the various scenarios.
8	Outline syllabus	
	Unit 1	Corporate Social Responsibility (CSR)
	A	Discussion CO1
	B	Case Study CO1
	C	Project CO2,CO3
	Unit 2	Ethics and Corporate Governance
	A	Discussion CO1
	B	Case Study CO2
	C	Project CO3
	Unit 3	Technological Disruptions in Business
	A	Discussion CO1, CO2
	B	Case Study CO2
	C	Project CO3
	Unit 4	Business Strategy
	A	Discussion CO1
	B	Case Study CO1
	C	Project CO3,CO4
	Unit 5	Future of Business Strategy
	A	Discussion CO1
	B	Case Study CO2,CO4
	C	Project CO4
	Mode of examination	Theory/Jury/Practical/Viva

	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	News Papers, TV/Radio News etc.			
	Other References				

PO COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	2	1	1	1
CO2	2	1	2	2	1	1
CO3	3	1	2	1	1	1
CO4	3	2	1	1	2	1

School: SBS		Batch : 2020-2024	
Program: MBA		Current Academic Year: 2022-2023	
Branch:		Semester: V	
1	Course Code	MBA 134	Course Name: Quantitative Techniques For Business Decisions
2	Course Title	Quantitative Techniques	

3	Credits	4
4	Contact Hours (L-T-P)	2-1-2
	Course Status	
5	Course Objective	An introductory course in statistics, designed to provide with the basic concepts and methods of statistical analysis for processes and products. The cardinal objective of the course is to increase the extent to which statistical thinking is embedded in management thinking for decision making. The course includes tools such as MS-Excel ,Minitab and SPSS so as to make teaching pragmatically oriented rather being confide to books, thereby contributing towards enhancing the employability in Industry
6	Course Outcomes	At the end of the course students will be able to: CO1: Demonstrate understanding of basic concepts of probability and statistics embedded in various management problems CO2: Demonstrate proficiency in analysing data using statistical methods in their course which is required as a stepping stone to study other management modules CO3: Show proficiency in basic statistical skills embedded in their course for effective decision making
7	Course Description	The course provide with the basic concepts and methods of statistical analysis so as to enhance statistical thinking for decision making
8	Outline syllabus	
	Unit 1	Introduction to Statistics and Data Collection & Presentation
	A	Definition of Statistics, Importance of Statistics, Role of Statistics in Decision making, Limitations of Statistics
	B	Frequency Distribution, Presentation of Data
	C	Using Excel /SPSS/Minitab for creating frequency distributions and drawing different type of Graphs
	Unit 2	Measures of Central Tendency
	A	Introduction, Arithmetic Mean, Combined Mean, Weighted Arithmetic Mean, Geometric Mean, Harmonic Mean for ungrouped as well as grouped data, relation between these, Median, Mode, Empirical relation between mean, median and mode
	B	Quantiles , Characteristics and Merits and Demerits of various measures of central tendency. Constructing Polygons and Ogives and using them to find median, quantiles and mode
	C	Using Excel /SPSS/Minitab for evaluating various measures of central tendency

		Using Excel /SPSS/Minitab for constructing frequency polygons and ogives <i>Case Study: Chemical, Industrial and Pharmaceutical Laboratories (Cipla)</i>	
	Unit 3	Measures of Dispersion	
	A	Range, Inter-quartile range and deviation, Mean Deviation and Mean Absolute Deviation, Variance and Standard Deviation, Effect of shift of origin and scale, Coefficient of variation. Empirical relationship between different measures of variation	CO1,CO2
	B	Measures of Skewness, Measures of Kurtosis, Five number summary	CO2,CO3
	C	Using Excel /SPSS/Minitab for evaluating various measures of dispersion Using Excel /SPSS/Minitab for studying skewness and kurtosis <i>Case Study: Hero Honda Motors Ltd: Aiming to Capture the Growing Market in India</i>	CO2,CO3
	Unit 4	Correlation and Regression	
	A	Correlation Correlation analysis-meaning and types of correlation, Karl Pearson's coefficient of correlation, Spearman's rank correlation	CO2,CO3
	B	Regression: Regression analysis-meaning and two lines of regression, Method of least square, Properties of regression coefficients and Relationship between and Regression coefficients and Correlation, Introduction to Multiple Correlation and Regression	CO2,CO3
	C	Using Excel /SPSS/Minitab for drawing scatter plots and generating various outputs of correlation and regression and interpreting them for decision making <i>Case Study: ITC-Sales Turnover and Compensation to Employees</i> <i>Case Study: Boom in the Indian Cement Industry: ACC's Role</i>	CO2,CO3
	Unit 5	Probability & Probability Distributions	
	A	Probability :Basic set theory, basic concepts and approaches, Addition and Multiplication Theorem of Probability, Conditional Probability, Baye's Theorem	CO1,CO2

	B	Probability Distributions: Random variable-Discrete and Continuous, Mean and Variance of Random Variable, Binomial, Poisson, Normal and Exponential distributions	CO1,CO2,CO3	
	C	Using Excel /SPSS/Minitab for fitting various probability distributions <i>Case Study: Titan Industries Ltd: Providing Real Value to Customers</i>	CO1,CO2,CO3	
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	1. Business Statistics-S.P Gupta & M.P Gupta, 2014 Edition.		
	Other References	<ol style="list-style-type: none"> 1. Levin & Rubin, <i>Statistics For Business</i> (Prentice Hall of India, N. Delhi) 2. Paul Newbold, <i>Statistics for Business and Economics</i> (Pearson Education) 3. S. P. Spiegel & Murray, <i>Theory & Problems for Statistics</i> (Schaum Outline Series, Mc Graw Hill) 4. Anderson, <i>Quantitative Methods in Business</i> (Thomson Learning, Bombay) 5.R.S Bhardwaj, <i>Business Statistics</i> (Excel, N. Delhi) 6.J.S. Chandan, <i>An Introduction to Statistical Methods</i> (Vikas Publishing House, N.Delhi) 		

CO and PO Mapping

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

embedded in their course for effective decision making

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

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4	PSO5
1	1	3				--	--	--	--	--	--	--		3	3	3	--
2	1	3				--	--	--	--	--	--	--		3	3	3	--
3	1	3				--	--	--	--	--	--	--		3	3	3	--

Industrial Relations and Labour laws-2

School: SBS		Batch: 2020-2024
Program: MBA		Current Academic Year: 2022-2023
Branch: HR		Semester: V
1	Course Code	MBA 267
2	Course Title	Industrial Relations and labour laws-2
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Elective
5	Course Objective	<p>The objective of the course is</p> <ul style="list-style-type: none"> To Expose students to labour legislations in India

		<ul style="list-style-type: none"> To identify the current labour legislations and its applicability to industries To learn about Various compliances under the provisions of the different Acts To understand the implications of non compliance of relevant provisions as applicable to each industry. 	
6	Course Outcomes	<p>The students will be able to :</p> <p>CO1: Identify the different labour legislations applicable to relevant segment of industry.</p> <p>CO2: Interpret the important provisions of various labour legislations.</p> <p>CO3: Apply the relevant provisions of the act for specific industry.</p> <p>CO4: Analyse critically various provisions of the labour legislations.</p> <p>CO5: Assess the importance of each provision of the acts for its application and maintenance of records.</p>	
7	Course Description	The course aims to develop an understanding of various laws under Indian labour legislation and how to apply the same to relevant industry.	
8	Outline syllabus		CO Mapping
	UNIT A	Payment of wages Act 1936 and Minimum Wages Act 1948	
	Topic 1	•Overview , important definitions and applicability of the acts	CO1/CO2/CO3
	Topic 2	•Main provisions of Payment of wages Act	CO4/CO5
	Topic 3	•Minimum wages Act	CO1/CO2
	UNIT B	Employee provident fund and Misc Act 1952	
	Topic 1	• Overview , important definition and applicability of the act	CO1/CO2
	Topic 2	• Employee Provident Fund and employee Pension schemes	CO3/CO4
	Topic 3	• Employer /employee contribution, administrative charges and various records to be maintained by the employer	CO5
	UNIT C	Employee State Insurance Act 1948	
	Topic 1	• Overview , important definition and applicability of the act	CO1/CO2
	Topic 2	• Various benefits under ESIC Scheme	CO3/CO4
	Topic 3	• Employer /employee contribution and various records to b maintained by the employer	CO5
	UNIT D	Payment of Gratuity Act 1972	
	Topic 1	• Overview , important definition and applicability of the act	CO1/CO2

	Topic 2	• Eligibility for Gratuity			CO3/CO4
	Topic 3	• Calculation of Gratuity and records to be maintained			CO4/CO5
	UNIT E	Payment of Bonus Act 1965			
	Topic 1	• Overview , important definition and applicability of the act • Eligibility of an employee for Bonus			CO1/CO2/ CO3/CO4
	Topic 2	• Calculation of Bonus – Process (set off and Set on) and Percentage			CO4
	Topic 3	• Records to be maintained			CO5
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Labour laws for Managers, B.D Singh, Excel Books			
	Other References	1. Bare Acts 2. Labour laws journal			

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	-	2	2	2	1	1	-	2
CO2	2	2	-	2	2	2	2	2	-	3
CO3	2	2	-	2	2	2	2	2	-	3
CO4	2	3	-	2	2	4	2	2	-	3
CO5	2	3	-	2	2	2	2	2	-	2

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

	School:	Batch : 2020-2024
	Program:	MBA Current Academic Year: 2022-2023
	Branch:	Semester: V
1	Course Code	FINANCIAL REPORTING & ANALYSIS
2	Course Title	MBA-129
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Compulsory
5	Course Objective	1. Understand the applications of financial accounting in various managerial decisions. 2. Understand the Accounting Cycle and Financial statements. 3. Apply the understanding of different techniques of analysis of financial.

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

		Receivables, Assets (Fixed, Tangible, Intangible) Revenue, Retained Earnings, Income Tax , Dividend, Diluted Dividend etc.			
	Unit 3				
	A	The Analyst's checklist; Reformulation of Balance sheet			CO4
	B	The Analyst's checklist; Reformulation of Income State - Workshop			CO4
	C	Notes to the Accounts and Significant Accounting Policies.- Workshop			CO4,CO5
	Unit 4				
	A	Introduction, Techniques –Comparative Financial Statements and Interpretation of Financial Statements			CO4
	B	Common Size Statement analysis –Introduction, Analysis and Interpretation – Demonstration of various sectors - Workshop			CO4,CO5
	C	Trend Analysis - Introduction, Analysis and Interpretation – Demonstration of various sectors – Workshop			CO5
	Unit 5				
	A	Ratio Analysis-Profitability, Liquidity, Turnover, Shareholders etc. Meaning, Uses, Sources and Uses of Cash, Preparation of Cash Flow Statement as per AS-3			CO1,CO6
	B	Annual Report –Director's Report, Auditor's Report, Report on Corporate Governance, Report on CSR etc., Management Discussion & Analysis - Workshop			CO6
	C	Ratio Analysis-Profitability, Liquidity, Turnover, Shareholders etc.			CO4,CO6
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Financial Statement Analysis and Reporting by Peddina Mohana Rao, PHI Learning Private Limited, New Delhi			
	Other References	<ul style="list-style-type: none"> • Corporate Financial Reporting and Analysis by Young 3ed; WILEY India Pvt. Ltd. • Accounting Text and Cases by Anthony, Hawkins and Merchant 12th Edition Tata Mc Graw Hill <ul style="list-style-type: none"> • Financial Accounting: For Business Managers, Bhattacharyya Ashish K, Prentice Hall of India Pvt Ltd. • Financial Accounting: A Managerial emphasis, Ashok Bannerjee, Excel Books • Introduction to Financial Accounting, Horngren, Pearson Education <ul style="list-style-type: none"> • Financial Accounting – A Managerial Perspective by R. Narayanaswamy 3rd Edition PHI Learning Pvt Ltd. <p style="text-align: center;">Journals</p> <p style="text-align: center;">➤ Management Accountant</p>			

- Chartered Accountant
- Chartered Finance Analyst
- Journal of Accounting and Finance

Websites

- Online Courses: Financial Accounting, David F. Hawkins, Paul M. Healy, Michael Sartor by Harvard Business School Publications (<http://hbsp.harvard.edu/>)
- For Accounting standards please refer to the following link
http://www.icaai.org/post.html?post_id=474
- For International Financial Reporting Standards(IFRS)refer to the following link
http://www.ifrs.com/overview_landing.html
- www.accountingformanagement.com

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

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

School: SBS	Batch : 2020-24
Program: MBA	Current Academic Year: 2022-23
Branch:	Semester: V
1 Course Code	MBA 133
2 Course Title	Economic Analysis for Business Decisions.
3 Credits	3

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

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

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

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	1	1	1	1	2	2	1	1
CO2	2	2	2	1	1	1	2	2	2	1
CO3	2	2	2	1	1	1	2	2	1	2
CO4	2	2	2	1	1	1	2	2	1	2
CO5	2	2	2	1	1	1	2	2	1	2
Avg	2	2	2	1	1	1	2	2	1	2

Cross Cultural Management

School:		SBS	Batch : 2020-2024
Program:		MBA Integrated	Current Academic Year: 2022-2023
Branch:		Semester: V	
1	Course Code	MBA 181	
2	Course Title	Cross Cultural Management	
3	Credits		
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory	
5	Course Objective	1. To introduce the key concepts and main theoretical framework of culture. 2. To introduce how cultural differences may impact the management of individuals, teams and organizations. 3. To introduce effective human resource management practice in multinational organizations. 4. To develop the students' critical thinking and creativity.	
6	Course Outcomes	CO1: The student will be able to define different facets of culture like value beliefs etc. CO2: The student will be able to explain the various models related to culture. CO3: The student will be able to illustrate the role of culture, religion and intercultural communication on business. CO4: The student will be able to analyse the link between different cultural spheres as well as challenges for Multinational Corporations.	
7	Course Description	This Course provides an understanding of culture and its importance for organizational and individual success. The course describes the various	

		facets of culture like values , beliefs , attitudes etc, This course also explains the various cultural models and concept of Industry/corporate and Professional culture.		
8	Outline syllabus			CO Mapping
	Unit 1	Understanding of Culture		
	A	Culture and Importance- concept of culture and cross-cultural management		CO1
	B	Facets of culture: Ethos, values, beliefs, unique history, attitudes		CO1
	C	Impact of culture on International Business.		CO1,CO2
	Unit 2	Cultural Models		
	A	Hofstede cultural dimensions, cross-cultural dimensions		CO1,CO3
	B	Hampden & Trompenaar's Model		CO1,CO3
	C	Kluckhohn -Strodbeck Model		CO1,CO3
	Unit 3	Global Business Environment and Cross Cultural Management		
	A	Major characteristics and challenges of Multinational Corporations.		CO1,CO4
	B	Culture and workforce diversity		CO1
	C	Impact on Expatriates-Repatriation and cross cultural training		CO1,CO4
	Unit 4	Role of regional, industry/corporate culture & professional culture and link between different cultural spheres		
	A	Regional culture and it's role		CO2
	B	Industry/corporate and Professional culture		CO2
	C	Link between different cultural spheres		CO4
	Unit 5	Cross Culture communication and Negotiation		
	A	Barriers to intercultural communication		CO1
	B	Non - verbal communication		CO1
	C	Negotiation in cross cultural environment		CO1,CO4
	Mode of examination	Theory/Jury/Practical/Viva		
	Weightage Distribution	CA		ETE
		30%		50%
	Text book/s*	Browaeys, M.J. 7 Prince, R., Understanding Cross Cultural Management by II edition, Pearson Publication, New Delhi		
	Other References	Luthans, F.& Doh, P.J. (2006), International management: Culture, Strategy and Behaviour, 8 Edition, Tata Mc -Graw Hill		

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

CO2	1	1	1	1	1	2	1	1	1	1
CO3	2	1	2	2	1	1	2	1	1	1
CO4	2	1	2	1	1	1	1	1	1	1

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

School: SBS		Batch : 2020-2024	
Program: MBA Int.		Current Academic Year: 2022-2023	
Branch: -		Semester: VI	
1	Course Code	MBA311	
2	Course Title	Research Methodology	
3	Credits	3	
4	Contact Hours (L-T-P)	2-1-1	
	Course Status	Compulsory	
5	Course Description	This Course provides an understanding of research and its importance for developing research plan for identified problems in business. This subject will sensitize the student to handle complexities problems in the organization. The course will help the student to research project in organisation.	
6	Course Objective	To provide the students with an adequate understanding of how business research methods can be used as a decision making tool by the managers in organizations	
7	Course Outcomes	CO 1: The student will be able to understand the concepts of Research CO 2: The student will be able to collect data and information for research CO 3: The student will be able to analyse data and information CO4: The student will be able to do report writing using systematically.	
8		Outline syllabus	CO Mapping
	Unit A	Introduction to research	
	A 1	Meaning, Nature Scope of Research.	CO1
	A 2	Types of Research, Ethical issues in business research	CO1
	A 3	Criteria of good research, Types of research, Methods of Research. .	CO1

Unit B	Fundamentals of Research Process			
B 1	Business Research: An overview <ul style="list-style-type: none"> • Research process • Steps involved in preparing business research plan/proposal 			CO1
B 2	<ul style="list-style-type: none"> • problem formulations 			CO2
B 3	Understanding Research Methodology			CO2
Unit C	Business Research Design			
C 1	Exploratory research: Meaning, suitability, collection, hypothesis formulation			CO2
C 2	Descriptive research: Meaning, types of descriptive studies, data collection methods.			CO2
C 3	Causal research: Meaning, various types of experimental designs, types of errors affecting research design			CO3
Unit D	Data Collection Methods			
D 1	Data collection Methods: Primary and Secondary data – Sources – advantages/disadvantages.			CO3
D 2	Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Criteria for good measurement, attitude measurement – Likert's Scale			CO3
D 3	Data collection Types – Qualitative & Quantitative			CO4
Unit E	Data Presentation, Analysis & Interpretation, Writing Report			
E 1	Editing, Coding, Classification, Tabulation, Analysis, & Interpretation.			CO4
E 2	Data analysis-I: Testing of hypothesis-- Tests of significance Z, t, F and Chi-Square.			CO4
E 3	Data analysis-II: Correlation and Regression techniques Components of written research report			CO4
Mode of examination	Theory			
Weightage Distribution	CA	MTE	ETE	
	30%	20%	50%	
Text book/s*	Business Research Methods by Naval Bajpai Pearson			
Other References	Research methodology by, C R Kothari			

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

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

SCHOOL: SCHOOL OF	TEACHING DEPARTMENT	OPERATIONAL FROM(ACADEMIC	FOR STUDENTS of (M.B.A),Starting
BUSINESS STUDIES	OM SCM	YEAR): 2022-2023	Year:2020-2024
1	Course number	MBA163	
2	Course Title	Production and Operations Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-1-0	L-W-P:30-10-0=40
5	Course Objective	<p>The aim of this course is to develop an understanding of the various concepts and techniques involved in the production and operations management.</p> <p>The focus of this course is to:</p> <ul style="list-style-type: none"> • Provide students with the understanding of role and importance of operations as core of business. • Facilitate students to identify, apply and analyze various issues of challenges faced by operations manager. • Develop skills to use of different tools for solving operations management problems. 	
6	Course Outcomes	<p>At the end of this course , Students will be able to :</p> <p>CO1 The student will be able to identify and define type of process as per the requirement of particular product and also importance of Production</p> <p>CO2. The student will be able to explain and differentiate various issues and challenges faced by operations manager.</p> <p>CO3.To solve numerical and calculate the data for problems in operations.</p> <p>CO4.The students should be able to analyze critical dimensions of production.</p> <p>CO5.The students should be able to evaluate alternatives and take decision about operational problems.</p>	
7	Course Description.	In this course, you will learn how to apply the various concepts of POM and interpret technical issues which are theoretical as well as practical in real life.	
8	Outline SyllabusTopics		CO Mapping
	Unit I	Introduction to POM	
	A	Introduction to Production and Operations Management, Role of operations management in an organisation, Operations Management – Concept; Functions and activities.	CO1
	B	Product and Service Design; New Product Development Process, Prototyping, Concurrent Design and DFMA; Service layout design, Service blueprinting.	CO1,CO2
	C	Types of production Systems – Intermittent and Continuous production systems, Project type	CO2,CO3,CO4

			manufacturing, Cellular Manufacturing, Flexible Manufacturing System (FMS), Robotics.	
		Unit II	Facility Location and Layout	
		A	Facility location – factors to be considered, Site location decisions - Point Rating Method.	CO1
		B	Facility Layout – facility layout for different types of production systems.	CO1,CO2
		C	Capacity Planning and Aggregate Planning; Master production scheduling (MPS).	CO2,CO3,CO4
		Unit III	Materials Management	
		A	Purchase Management - Concept, Objectives, Functions	CO1,CO2,CO3
		B	Inventory Management – EOQ, EBQ, ABC Analysis.	CO1,CO2,CO3
		C	Material Requirement Planning (MRP).	,CO1CO2,CO3
		Unit IV	Project Management	
		A	Introduction to the concepts of project management.	CO1,CO3
		B	Critical Path Method (CPM) and Program Evaluation and Review Technique (PERT)	CO2,CO3
		C	Introduction to Microsoft Project software for project planning, management, and control.	CO2,CO3
		Unit V	Quality Management & Quality Control Techniques	
		A	Basic Quality Concepts, Total Quality Management (TQM), Continuous Improvement (Kaizen), 7 tools of quality, 5S and Six Sigma, Introduction to ISO 9000.	CO2,CO3
		B	Acceptance Sampling and Statistical Process Control- X bar chart, R chart, P chart and C chart.	CO3,CO4,CO5
		C	Quality Circles and its applications.	CO3,CO4,CO5
		Mode of Examination:		

Weightage Distribution	<ul style="list-style-type: none"> Continuous Assessment 30% Mid Term 20% End Term Examination 50 %
Text book	Operations Management by William J Stevenson, Tata McGraw Hill Education, 9th edition.
Other references	<ol style="list-style-type: none"> Operations Management, Theory & Practice, by B. Mahadevan, Pearson Education, 2nd edition Operations Management along the supply chain by Russell and Taylor, Wiley India Edition, 2012

Pos Cos	PO 1	PO 2	PO 3	P O 4	PO5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	2	1	1	2	2	2	2	2
CO2	2	2	2	2	1	2	2	2	2	2
CO3	2	3	2	1	2	2	3	2	3	2
CO4	2	3	2	1	2	2	2	3	2	2
CO5	2	2	2	1	1	2	2	2	2	1

School: SBS		Batch : 2020-2024
Program: MBA		Current Academic Year: 2022-2023
Branch:		Semester: VI
1	Course Code	MBA 157
2	Course Title	International Business
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	<u>Compulsory</u>
5	Course Objective	<ol style="list-style-type: none"> To make students relate with the Prospects and Consequence of Globalisation and to make them awareness about major issues in international business today. To make the students explain various trade theories and hence, make them understand the reason for the international trade. To make students illustrate various Environmental Forces affecting the international trade. To make students categorize factors impacting international business strategy To make students explain contemporary issues in International Operations
6	Course Outcomes	After the completion of the course, the students will be able to: CO1: Relate with the Prospects and Consequence of Globalisation and with major issues in international business today. K1

		CO2: Explain various trade theories and hence, would be able to understand the reason for the international trade. K2 CO3: Illustrate various Environmental Forces affecting the international trade. K3 CO4: Categorize the factors impacting international business strategy in terms of country evaluation selection and the impact of trade policy. K4 CO5: Explain contemporary issues in International operations. K4
7	Course Description	International Business course is a great mix of theories and practices that will prepare the students for business on a global platform. The course will cover topics such as Globalization issues, trade theories, global environment, factors impacting international strategy making and International Operations.
8	Outline syllabus	
	Unit 1	Globalization and forces pushing it
	A	Introduction to Globalization: Features, effects of Globalisation. Case – The global playground. Opening case of Chapter number 1.
	B	Measurement of Globalisation, Indices of globalisation.
	C	Eastward shift in balance of economic power: Reading - https://ourworldindata.org/trade-and-globalization , Modes of entry into IB, International Trade and FDI: Reading Chapter 1 – page 18 to 21.
	Unit 2	Theories of International Trade
	A	Balance of Payment - theory and practice. Case – Costa Rica. Opening case of chapter 6 of the text book.
	B	Mercantile theory, Absolute cost advantage theory, Comparative cost advantage theory. Factor endowment theory, Stolper-Samuelson theorem and New trade theory.
	C	Product Life Cycle (PLC) and Porter Diamond Theory. Case – Factor Mobility Theory in IT Industry. Chapter ending case of chapter 6 of the text book.
	Unit 3	International Business Environment
	A	Brief of PESTLE framework. Culture and its impact of international and Global Business. Case – “The Java Lounge – adjusting to Saudi Arabian Culture”. Opening case of chapter 2.
	B	Financial Environment: IMF, Foreign Exchange Market. Case – “Going down to the wire in money transfer market”. Opening case of chapter 9.
	C	Trade Blocks – PTA, FTA, Customs Union, Common Market, Monetary Union and Political Union. Case – “Toyota’s European Drive”. Opening case of chapter 8.
	Unit 4	International Business Strategy
	A	Country Evaluation and Selection. Case – “Carrefour: finding retail space in all the right places”. Opening case of chapter 12.
	B	Foreign Trade Policy and reasoning. Case – “A Small-Business Export Strategy”. Opening case of chapter 13.
	C	WTO. Reading – Chapter 8.
	Unit 5	International Business and Operations
	A	International pricing mechanisms. Reading – Chapter 16, Page
		CO Mapping

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

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

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

School:		Batch : 2020-2024
Program:		MBA Current Academic Year: 2022-23
Branch:		Semester: VI
1	Course Code	CORPORATE FINANCE
2	Course Title	MBA- 139
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Compulsory
5	Course Objective	<p>Every decision that a firm makes has a corporate finance component to it. The subject, corporate finance thus includes all of a firm's decision that has financial implications. Those broadly include (i) Financial Decisions, (ii) Investment Decisions & (iii) Dividend Decisions. These decisions have the implications on the firms' market/share value.</p> <p>As a Finance Manager, you have to take the above decisions. The objective of this course is to provide you with the conceptual framework necessary to understand above financial issues and the techniques to manage them efficiently and effectively. You may choose a career in manufacturing companies, non-governmental or service sector, investment banks or management consultancy, thorough learning of the art of financial management is a must</p>
6	Course Outcomes	<p>On completion of this module the student will be able to:</p> <p>CO1. Examine key concepts of corporate finance.</p> <p>CO2. Interpret the time value of money and risk.</p> <p>CO3. Apply various methods of capital budgeting and cost of capital.</p> <p>CO4. Explain the sequential steps of working capital management.</p> <p>CO5. Evaluate dividend decisions for a firm.</p> <p>CO6. Integrate contemporary issues in corporate finance.</p>
7	Course Description	Project Finance and Management deals with the decision of project planning, analysis, selection, financing, Implementation and review. A project manager will be concerned with project financial and managerial decisions
8		Outline syllabus
		CO Mapping

	Unit 1		
	A	Introduction of the module, need and Importance of financial management, Financial Functions , Financial Decisions, Objectives & Scope of Financial Management	CO1
	B	Operating environment, Risk and Uncertainty, Measurement of Risk, Relationship between Risk and Return.	CO1,CO2
	C	Time Value of Money, Valuation concepts. Techniques, Practical applications of Compounding and Present Value Techniques.	CO1,CO2
	Unit 2		
	A	A brief description of various instruments of long-term sources of finance; Introduction, Meaning & definition of capital structure, Determinant and Pattern of Capital Structure, Optimum Capital Structure.	CO2
	B	Concept, Classification & Importance of cost of capital, Measurement of cost of capital of different components of cost of capital, Computation of Weighted Average Cost of Capital,	CO2
	C	Meaning of Lease, Types of Lease, Difference between Operating lease and Finance Lease	CO2
	Unit 3		
	A	Introduction, Need, Scope, Importance and Limitations of Capital Budgeting Decisions,	CO3
	B	Capital Budgeting process and Approaches of Capital Budgeting Decisions –Traditional approaches	CO3
	C	Discounted Cash Flow (DCF) approaches.	CO3
	Unit 4		
	A	Introduction, Meaning , types & Determinants of working capital; Importance of the Management of Working Capital, Sources of Financing of Working Capital, Components of Working Capital, Working Capital Cycle.	CO4
	B	Introduction, Meaning & Objective of Receivables Management, Factors affecting the size of Receivables, Motives for holding cash, Factors determining cash.	CO4,CO6
	C	Introduction, Objectives, Importance of Inventory Management, Techniques of Inventory Control.	CO4,CO6
	Unit 5		
	A	Introduction, Meaning and Types of dividends; Dividend Policy – Meaning, Factors influencing dividend policy. Relationship between Dividend Policy and Value of Firm, Relevance Theory of Dividend – Walter’s approach & Criticism.	CO5
	B	Gordon’s approach to dividends & Criticism.	CO5
	C	Irrelevant concept of dividend, Modigliani and Miller’s approach, Criticism of M-M Approach.	CO5
	Mode of examination	Theory	
	Weightage Distribution	CA 30%	MTE 20%
			ETE 50%

	Text book/s*	“Financial Management – Theory and Practice”, Prasanna Chandra, 7ed. (Tata McGraw Hill)	
	Other References	<ul style="list-style-type: none"> - “Financial Management”, IM Pandey (Vikas Publishing House) - “Financial Management & Policy”, James C. Van Horne, (Prentice Hall, New Delhi) - “Fundamentals of Corporate Finance” by Ross, Waterfield Jordan, (Tata McGraw Hill) - “Corporate Finance – Theory & Practice” Aswath Damodaran, (John Wiley & Sons) - Financial Management, MY Khan and PK Jain, (Tata McGraw Hill) <p style="text-align: center;">Newspaper, Magazines and Journals</p> <ul style="list-style-type: none"> - Economic Times, Business Line, Business Standard - Journal of Finance - Business India, Business Today, Capital Market - Management Accountant - Chartered Accountant - Chartered Finance Analyst - Journal of Accounting and Finance 	

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

School:		Batch : 2020-2024	
Program:		MBA	Current Academic Year: 2022-23
Branch:		Semester: VI	
1	Course Code	MANAGERIAL ACCOUNTING FOR BUSINESS DECISIONS	
2	Course Title	MBA-159	

3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory	
5	Course Objective	<ol style="list-style-type: none"> 1. Understand the applications of cost accounting in various managerial decisions 2. Understand the various cost terms in managerial decisions. 3. Apply the understanding of different techniques of managerial accounting in planning and decision making; 4. Awareness about few selected contemporary developments in cost and management accounting. 5. To provide students with a firm foundation for their second year studies in financial specialization. 6. Acquire refined numerical, analytical, presentational, group work and time management skills 	
6	Course Outcomes	<p>On completion of this module the student will be able to:</p> <p>CO7. Examine the key concepts of cost and management accounting.</p> <p>CO8. Interpret different components of cost sheet.</p> <p>CO9. Application of Marginal costing and cost volume profit analysis.</p> <p>CO10. Explain the sequential steps of the project management</p> <p>CO11. Evaluate different budgetary tools.</p> <p>CO12. Plan Activity Based Costing.</p>	
7	Course Description	The Objective of this course is to provide the information they need for planning, control and decision making. If your goal is to be an effective manager, thorough understanding of managerial accounting is essential. Emphasis is placed on the interpretation and use of accounting information rather than its creation and accumulation.	
8	Outline syllabus		CO Mapping
	Unit 1		
	A	Introduction of the module, need and Importance in various business decisions, Functions, Tools, Scope, and limitations of Management Accounting, Distinction between Financial Accounting and Management Accounting; Installation of Management Accounting System; Organization of Management Accounting.	CO1
	B	Introduction of cost, costing, Cost Accounting; Distinction between Cost Accounting and Management Accounting.	CO1
	C	Various Types of Cost concepts for Decision make and Profit Planning.	CO1
	Unit 2		

	A	Introduction, Components of Cost Sheet		CO2
	B	Preparation of Cost-sheet		CO2
	C	Introduction, Computation of cost & Profit; Advantages and Limitations of Variable Costing.		CO2
	Unit 3			
	A	Introduction, Break-Even Analysis, Break-Even Chart; Profit-Volume Analysis; Margin of Safety; Key Factor		CO3
	B	Concept of Decision-making, Steps in Decision-making; Make or Buy decision, Shut down or continue.		CO3
	C	Introduction, Budget –Definition, Objectives, Advantages & Limitations; Types of Budgets; Preparation of Cash Budget, Flexible Budget, Master Budget etc. Zero Base Budgeting.		CO3,CO5
	Unit 4			
	A	Introduction, Meaning & types of Standards		CO3,CO5
	B	Establishment of Cost Standards; Components of Standard Cost; Quality Costs.		CO3,CO5
	C	Introduction, Material Variances and Labour Variances,		CO3rX,CO5
	Unit 5			
	A	Introduction, Meaning and Objectives and Types of Responsibility Centers.		CO6
		An Introduction of emerging terms used in managerial accounting.		
	B	Introduction, Cost driver, Application of Activity Based Costing, Difference between traditional costing and activity based costing.		CO3,CO6
	C	Introduction, Meaning and Objectives and Types of Responsibility Centers.		CO6
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	- Management Accounting by M Y Khan & P K Jain, TATA McGraw Hill Publication, Latest Edition.		
	Other References	<ul style="list-style-type: none"> - Introduction to Management Accounting by Charles T.Horngren, Gary L. Sundem,William O. Stratton, Pearson Education, Thirteenth Edition. - <i>Management and Cost Accounting by Colin Drury, International Thomson Business Press, Fourth Edition.</i> - Managerial Accounting by James Jiambalvo; Wiley India Pvt. Ltd, New Delhi 		

		<p align="center">- <i>Advanced Management Accounting – Robert S.Kaplan & Anthony A. Atkinson – Pearson Education Asia, Third Edition.</i></p> <p align="center">Journals</p> <ul style="list-style-type: none"> ➤ Management Accountant ➤ Chartered Accountant ➤ Chartered Finance Analyst <p align="center">Journal of Accounting and Finance</p>	
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POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	1	1	-	-	-	-
CO2	2	2	2	1	-	1	-	-	-	-
CO3	2	2	2	1	1	-	-	-	-	-
CO4	2	2	2	2	-	1	-	-	-	-
CO5	2	2	2	1	-	-	-	-	-	-
CO6	2	2	2	1	1	1	-	-	-	-

School: School of Business Studies		Batch: 2020-2024
Program: MBA		Current Academic Year: 2023-24
Branch:		Semester: VII
1	Course Code	
2	Course Title	Advertising Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Elective
5	Course Description	This course is intended to provide the students with a conceptual understanding as well as practical execution skills of advertising.
6	Course Objective	<ol style="list-style-type: none"> 1. To make the students aware of the theoretical principles and best practices of advertising 2. To make the students familiar with the mechanics of advertising campaign planning and execution 3. To make the students comprehend the intricacies of media management in advertising
7	Course Outcomes	<p>CO1: The student will be able to list, define and describe the different components of promotion mix</p> <p>CO2: The student will be able to explain the relative merits and demerits of advertising and also classify advertisements.</p>

		<p>CO3: The student will be able to prepare an action plan for a proposed advertising campaign.</p> <p>CO4: The student will be able to distinguish among the different components of an advertisement copy and also explain the different kinds of appeals used in advertising.</p> <p>CO5: The student will be able to choose media options for a proposed advertising campaign and also evaluate the ethical aspects of a given advertisement.</p>		
8	Outline syllabus			CO Mapping
	Unit A			
	A1	<ul style="list-style-type: none"> • Role of promotion in marketing mix 		CO1
	A2	<ul style="list-style-type: none"> • Components of promotion mix 		CO1
	A3	<ul style="list-style-type: none"> • Integrated marketing communications 		CO1
	Unit B			
	B1	<ul style="list-style-type: none"> • Need, scope, objectives and importance of advertising 		CO2
	B2	<ul style="list-style-type: none"> • Strengths and weaknesses of advertising as a promotional tool 		CO2
	B3	<ul style="list-style-type: none"> • Types of advertisements 		CO2
	Unit C			
	C1	<ul style="list-style-type: none"> • Role of advertising in modern marketing 		CO3
	C2	<ul style="list-style-type: none"> • Setting advertising goals - the DAGMAR approach 		CO3
	C3	<ul style="list-style-type: none"> • Message strategies and tactics 		CO3
	Unit D			
	D1	<ul style="list-style-type: none"> • Creative approaches, copy-writing and copy-testing 		CO4
	D2	<ul style="list-style-type: none"> • Advertising copy design - copy layout 		CO4
	D3	<ul style="list-style-type: none"> • Advertising appeals and themes 		CO4
	Unit E			
	E1	<ul style="list-style-type: none"> • Types of media; media planning and scheduling 		CO5
	E2	<ul style="list-style-type: none"> • Advertising budget; measuring advertising effectiveness 		CO5
	E3	<ul style="list-style-type: none"> • Ethical aspects of advertising 		CO5
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s	‘Advertising and Promotion – An IMC Perspective’ by George E. Belch, Michael A. Belch and Keyoor Purani (McGraw-Hill)		
	Other	<ul style="list-style-type: none"> • ‘Advertising and Promotions – An IMC Perspective’ 		

References	<p>by Kruti Shah and Alan D'Souza (McGraw-Hill)</p> <ul style="list-style-type: none"> 'Advertising – Planning and Implementation' – Sangeeta Sharma and Raghuvir Singh (Prentice Hall)
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POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	1	1	2	2	1	1
CO2	2	2	2	1	1	1	2	2	2	1
CO3	2	2	2	1	1	1	2	2	1	2
CO4	2	2	2	1	1	1	2	2	1	2
CO5	2	2	2	1	1	1	2	2	1	2

School: School of Business Studies	Batch : 2020-2024
Program: MBA	Current Academic Year: 2023-24
Branch: -	Semester: VII
1 Course Code	
2 Course Title	SALES AND DISTRIBUTION MANAGEMENT
3 Credits	3
4 Contact Hours (L-T-P)	3-0-0
Course Status	
5 Course Description	This course intent to cover the basic aspect of sales management and distribution management. It also covers the basic aspects of supply chain management
6 Course Objective	<ul style="list-style-type: none"> To familiarize the students with the various Sales & Distribution concepts and strategies used. To enable them to develop the Sales & Distribution strategies and plans To develop an acumen among the students to understand the practices of Sales & Distribution industry in India.
7 Course Outcomes	<p>After the completion of the course the students will be able to:</p> <p>CO1: To define fundamental concepts of sales management CO2: To explain various sales management models for organizations CO3: To understand various concepts of distribution management</p> <p>CO4: To illustrate various channels of distribution and new trends in</p>

		distribution. CO5: To analyze different aspects of supply chain management		
8	Outline syllabus			CO Mapping
	Unit A	Introduction to Sales Management		
	A 1	What is Sales, Difference in sales and Marketing		
	A 2	Selling skills and Different Sales Strategies		
	A 3	Emerging trends in sales Management		
	Unit B	Selling Process & Sales Management		
	B 1	Selling Process		
	B 2	Sales Forecasting ,Market Demand, Qualitative and Quantitative Methods – Overview of Linear Regression, Time Series Analysis, Moving Averages		
	B 3	Sales organizations, Recruitment of sales force, sales territory management, sales force motivation and compensation, sales force controls.		
	Unit C	Distribution & Management of Marketing Channels		
	C 1	Understanding Dimensions of Distribution Mix		
	C 2	Introduction to Distribution Channels – Designing Distribution Channels Structure, Functions and Flows – Channel participants - Type and Number of Intermediaries, Selecting a channel		
	C 3	Logistics Management, Channel Information Systems, Channel Controls.		
	Unit D	Channels and New trends in distribution		
	D 1	Classifications, Functions, Key Tasks, Limitations		
	D 2	Retail Mangement, International Channels		
	D 3	e- distribution		
	Unit E	SCM		
	E 1	Introduction to SCM, Inbound, Outbound Logistics		
	E 2	Benefits & Issues Related to SCM		
	E 3	Reverse Logistics		
	Mode of examination	Theory		
	Weightage	CA	MTE	ETE
	Distribution	30%	20%	50%
	Text book/s*	Sales and Distribution Mangement by Dr Dr Tapan K. Panda , Dr Sunil Sahadev – Oxford Press		

	Other References	Marketing Channels, Stern, L.W. El Ansari, A.L., Coughlan, A.T.PHI	
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POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	-	-	1	1	2	1	1	1
CO2	1	2	1	-	2	1	2	2	1	2
CO3	1	2	-	2	1	1	2	2	2	2
CO4	1	2	2	2	2	1	2	2	2	2
CO5	1	2	-	1	2	1	2	2	2	2

School: SBS		Batch 2020-2024
Program:MBA		2023-24
Branch: -		Semester: VII
1	Course Code	DSC080
2	Course Title	Services Marketing
3	Credits	3
4	Contact Hours (L-T-P)	40-0-0
	Course Status	Compulsory
5	Course Description	The course equips the students with specialized skills in Services Mktg and provides an overall Service Quality aspects in various Service Sectors.
6	Course Objective	<ul style="list-style-type: none"> 1. To equip the students with thorough understanding of Services Marketing core concepts & its role in employability of students . To specialize the students with Services Marketing as their choice with reference to everchanging Demand in Service sector globally.
7	Course Outcomes	<p>CO1:To primarily understand the key differentiating factors between products and services and how service quality aspects play a unique role in planning service quality and execution at the work place</p> <p>CO2: To articulate the key service strategies which play a significant role in operations, management information systems and human resource systems in effective handling of service design in organizations</p> <p>CO3:To analyze the typical problems faced by services marketing professionals and the demand for unique service Talent across the globe in various segments</p> <p>CO4:To be in a position to formulate the best Service positioning strategies for Service organizations to compete in the changing global environment</p>

8	Outline syllabus			CO Mapping	
	Unit A	Introduction to services			
	A 1	Service economy – evolution and growth of the service sector – nature and scope			Co1
	A 2	Characteristics and classification of services			Co1
	A 3	Service market potential			Co1,Co2
	Unit B	Fundamentals of services marketing			
	B 1	Assessing opportunities for services marketing; expanded marketing-mix for services			Co1
	B 2	Consumer behaviour specific to services; service quality			Co1,Co2
	B 3	Service market segmentation; targeting and selection of service markets			Co3
	Unit C	Customer relationship management in services marketing			
	C 1	Relationship marketing in service consumption; understanding customer needs and expectations in services			Co3,
	C 2	Strategic responses to the intangibility of service performance			Co2,Co3
	C 3	Service life cycle; new service development			Co3
	Unit D	Service delivery			
	D 1	People in services; service process			Co2
	D 2	Distributing services – direct distribution, channel functions, channel selection			Co1,Co2
	D 3	Design and layout of service delivery; capacity and demand management			Co3
C	Unit E	Services Marketing & Information Technology			
	E 1	Service-marketing strategies in various Sectors			Co3,Co4
	E 2	Designing communications-mix for promoting services			Co3,Co4
	E 3	Role of information technology in services marketing			Co2,Co3
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	<ul style="list-style-type: none"> Services Marketing - Integrating Customer Focus Across the Firm' by Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler and Ajay Pandit (McGraw-Hill)Services Marketing, People,Technology, Strategy, 7th Edition, by Lovelock Wirtz & Chatterjee(Pearson) 			
	Other References	<ul style="list-style-type: none"> 'Services Marketing – The Indian Context' by R. Srinivasan (Prentice Hall)'Services Marketing – Text and Cases' by Harsh V. Verma (Pearson)<u>Case studies</u>Air Lines & Air India Mc-Donalds Apollo Hospitals ICICI Bank 			

		• Life Insurance Corporation & Private Insurance Cos								
Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	3	2	2	2	3	3	2	2	3
CO2	2	2	2	3	2	2	2	3	2	3
CO3	2	3	2	2	2	2	3	3	3	3
CO4	2	3	2	2	2	3	2	2	3	3

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

School: SBS		Batch : 2020-2024
Program: MBA		Current Academic Year: 2023-24
Branch: Dual – Finance/ B & F		Semester: VII
1	Course Code	
2	Course Title	Security Analysis and Portfolio Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Elective
5	Course Objective	1. To acquaint the students with the concept of Security Analysis & Portfolio Management. 2. To learn the methods to value securities, especially equity, bonds and debentures 3. To comprehend the working knowledge of Futures & Options. 4. To adept in developing portfolio for clients comprising of Futures & Options, Mutual funds, Insurance, Real estate etc.
6	Course Outcomes	On completion of this module the student will be able to: CO1. Describe the key concepts of investment, securities, analysis of securities and portfolio management. CO2. Apply various fundamental and technical analysis techniques to value the securities. CO3. Estimate the value of various kind of securities like fixed income securities, equity shares, financial derivatives etc. CO4. Analysis of securities for portfolio construction. CO5 Construct portfolio for investors. CO6 Appraise portfolio performance
7	Course	Security Analysis and Portfolio Management relates to investment in

	Description	financial assets with specific attention to the returns and risk associated with investing in securities. The subject is aimed at providing insight to the various analytical techniques used in evaluation of the various investment opportunities. The course also provides of extension of these concepts to the portfolio of securities and the concept of diversification, management of a portfolio.
8	Outline syllabus	
	Unit 1	Introduction to Security Analysis and Portfolio Management
	A	Objectives of Investment, Investment V/S Speculation, Investment Attributes and Avenues. Traditional Vs Modern Approach to Security Analysis and Portfolio Management,
	B	Structure of Indian Security markets- An overview, Security Trading Operations, Securities and Exchange Board of India – regulatory functions and role
	C	Understanding the risk and return of a security, Systematic and Unsystematic Risks, Measurement of Risk, Beta Coefficient and its applications.
	Unit 2	Valuation of Securities
	A	Approaches to valuation of securities – Fundamental Analysis, E-I-C Framework.
	B	Valuations of Bonds: Measurement of bond prices and yields - Yield to maturity, risk in bonds.
	C	Valuation of Equity Shares : Constant growth rate, Two stage growth rate model and Multiple period holding models
	Unit 3	Technical Analysis, EMH and Financial Derivatives
	A	Fundamental v/s Technical Analysis, Tools and Techniques of Technical Analysis: Charting Techniques, Dow Theory, technical indicators.
	B	Efficient Market Hypothesis: Forms of stock market efficiency, Random Walk theory, Empirical evidences and implications.
	C	Financial Derivatives – Futures & Options, pricing of options - Black and Scholes-Model. Spot – Future price relationship.
	Unit 4	Portfolio Analysis and Selection
	A	Portfolio Analysis: Portfolio Risk and Return upto three security. Markowitz and Sharpe index model.
	B	Portfolio Selection: Risk and investor preferences, Selecting the optimal portfolio,
	C	Portfolio Selection : Applications and Investment Constraints.
	Unit 5	Asset Pricing Theories and Portfolio Performance Measurement
		CO Mapping

	A	Capital Market Theory, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory (APT)			CO4, CO6
	B	Sharpe's Performance measure, Treynor's Performance measure, Jensen's Performance measure.			CO4, CO6
	C	Mutual Funds Performance Evaluation			CO6
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas publications, Reprint 2017			
	Other References	<ol style="list-style-type: none"> 1. Chandra P - Investment Analysis and Portfolio Management (Tata Mc GrawHill) 2. Fischer and Jordan - Security Analysis and Portfolio Management (Prentice-Hall, 1996, 6th edition) 3. Ranganatham - Investment Analysis and Portfolio Management (Pearson Education, 1st Ed.) 4. Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH, 6th Ed.). 			

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

School:		Batch : 2020-2024
Program:		MBA Current Academic Year: 2023-24
Branch:		Semester: VII
1	Course Code	DSC046
2	Course Title	Project Finance and Management
3	Credits	3
4	Contact Hours	3-0-0

	(L-T-P)		
	Course Type	Compulsory /Elective	
5	Course Objective	<p>7. The objective of this course is to familiarize the student with both, capital budgeting aspect and the contents of a bankable feasibility report.</p> <p>8. Working knowledge of estimating cash flows for a project.</p> <p>9. Behavioural aspects of project finance are also dealt with.</p> <p>10. Students should develop working knowledge of preparing market and technical report.</p> <p>11. Aware of the practical difficulties in implementing a project</p>	
6	Course Outcomes	<p>On completion of this module the student will be able to:</p> <p>CO13. Recognize complexities involved in Project Management.</p> <p>CO14. Interpret the market and demand through technical projections of the project</p> <p>CO15. Apply various methods of capital budgeting and risk analysis</p> <p>CO16. Explain the sequential steps of the project management</p> <p>CO17. Evaluate the project scope, project time, project cost and budgets, project resources, project quality</p> <p>CO18. Integrate contemporary issues and project reviews</p>	
7	Course Description	Project Finance and Management deals with the decision of project planning, analysis, selection, financing, Implementation and review. A project manager will be concerned with project financial and managerial decisions	
8		Outline syllabus	CO Mapping
	Unit 1		
	A	<ul style="list-style-type: none"> • Project: Concept • Phases of Capital Budgeting • Facets of Project Analysis • Generation & Screening of project ideas 	CO1
	B	<ul style="list-style-type: none"> • Monitoring the environment • Tools for identifying investment opportunities <ul style="list-style-type: none"> • Corporate Appraisal 	CO1,CO2
	C	<ul style="list-style-type: none"> • Preliminary Screening • Project Rating Index • Sources of Positive Net Present value 	CO1,CO2
	Unit 2		
	A	<ul style="list-style-type: none"> • Objectives • Collection of Secondary Information, Industry 	CO2

		<p>specific sources of information</p> <ul style="list-style-type: none"> • Conduct of market survey <ul style="list-style-type: none"> • Analysis tools 	
	B	<ul style="list-style-type: none"> • Demand Forecasting • Qualitative methods : Jury of executive method, Delphi method • Time series projection method: Trend projection, Exponential smoothing and moving average method. • Casual methods: Chain ratio , consumption level method, End use method, Bass diffusion method 	CO2
	C	<ul style="list-style-type: none"> • Technical Analysis of projects • Financial Estimates & Projections of projects 	CO2
	Unit 3		
	A	<ul style="list-style-type: none"> • Investment Criteria • Discounted Cash flow techniques 	CO3
	B	<ul style="list-style-type: none"> • Project Cash flows • Project Cost of Capital 	CO3
	C	<ul style="list-style-type: none"> • Project Risk Analysis 	CO3,CO4
	Unit 4		
	A	<ul style="list-style-type: none"> • Social Cost Benefit Analysis • UNIDO approach 	CO4,CO5
	B	<ul style="list-style-type: none"> • Network techniques for project management CPM & PERT Models 	CO4,CO5
	C	<ul style="list-style-type: none"> • Practical applications of CPM & Models • Time and Resource planning 	CO4,CO5
	Unit 5		
	A	<ul style="list-style-type: none"> • Control of in-progress projects <ul style="list-style-type: none"> • The post-audit • Abandonment Analysis 	CO6
		•	
	B	<ul style="list-style-type: none"> • Evaluating the capital budgeting 	CO3,CO6
	C	<ul style="list-style-type: none"> • Financing Infrastructure Projects • Financing Power Projects. • Public Private Partnership (PPP- Model) 	CO6
	Mode of examination	Theory	

	Weightage Distribution	CA 30%	MTE 20%	ETE 50%	
	Text book/s*	Prasana Chandra , ‘ Projects: Planning , Analysis, Selection, Financing , Implementation, and Review, 7 th Edition, Mc Graw Hill			
	Other References	Prasana Chandra , ‘ Projects: Planning , Analysis, Selection, Financing , Implementation, and Review, 7 th Edition, Mc Graw Hill			

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

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

2.1 Template A1: Syllabus for Theory Subjects (SAMPLE)

School:	Batch : 2020-2024
Program:	Current Academic Year: 2023-24
Branch:	Semester: VII
1 Course Code	DSC048
2 Course Title	TAX PLANNING & MANAGEMENT
3 Credits	03
4 Contact Hours (L-T-P)	3-0-0
Course Status	Elective

	Course Requisite	Attendance: Students are required to have a minimum of 65% regular attendance in this course during the term. Those who fall short of attendance are not able to clear this course. Those students who do not meet the attendance requirement will not be allowed to sit in examinations.	
5	Course Objective	The basic objective of this course is to provide an in-depth insight into the concept of Corporate Tax Planning & Management and to equip the students with a reasonable knowledge of tax planning devices. The focus of this course would be exclusively on Direct Taxes.	
6	Course Outcomes	The specific learning outcome of this course is able to : CO1: define the key terms used in Taxation; CO2: describe the significance of tax planning & management in various business decisions; CO3: analyse the tax planning strategies to increase the return on investment CO4: evaluate and monitor the various tax compliances applicable to business entity.	
7	Course Description	As a Finance Manager, you have to take the various decisions. The objective of this course is to provide you with the conceptual framework necessary to understand above taxation issues and the techniques to manage tax efficiently and effectively. Here in this course, students will learn and able to analyse the various constituents of tax planning, tax evasion, tax avoidance and tax management etc. You may choose a career in manufacturing companies, non-governmental or service sector, investment banks or management consultancy, thorough learning of the art of Taxation management is a must.	
8		Outline syllabus	CO Mapping
	Unit 1	Introduction to Income Tax Act, 1961. – An Overview	
	A Basic concepts	Income, Agricultural Income, Person, Assessee,	CO1,

		Assessment Year, Previous Year, Gross Total Income, Total Income.	
	B <i>Residential Status</i>	Individual, Hindu Undivided Family (HUF), Firm, Company, Association of Persons (AOP), Body of individuals (BOI) etc.	CO1,
	C <i>Incidence of Tax</i>	Scope of Total Income, Exempted Income, Agricultural Income & its tax treatment, Aggregation of Income & Tax computation.	CO1,
	Unit 2	Introduction to Tax Planning	
	A <i>Tax Planning</i>	Meaning, objectives, per-cautions in tax planning, Limitations of tax planning, Tax evasion, Tax avoidance, Tax management	CO2,
	B <i>Taxation of Companies & Tax planning</i>	Computation of tax liability and tax liability of companies; Minimum Alternative Tax.	CO2, CO3
	C <i>Dividend Tax</i>	Dividend tax – When the additional tax should be paid? Basis of charge	CO2, CO3
	Unit 3	Employee Remuneration and Tax Planning	
	A <i>Income under the head of Salary</i>	Meaning of Employee Remuneration, Allowances, Perquisites, Deductions etc.	CO2, CO3
	B <i>Special provisions for tax planning</i>	Special provisions for tax planning relating to Employee’s remunerations from the point of view of Employer and Employee.	CO2, CO3
	C <i>Total Income and tax computation</i>	Computation of Taxable Salaries, and tax liability on employee remuneration.	CO2, CO3
	Unit 4	Tax Planning and Managerial Decisions	
	A <i>Tax Planning for new business</i>	Tax Planning for new business with reference to location, nature and form of organization of new business	CO3

	B <i>Tax Planning relating to Financial Management</i>	Tax Planning relating to capital structure decision, dividend policy and bonus shares			CO3
	C <i>Tax Planning relating to various corporate decisions.</i>	Tax Planning in respect of own or lease, Make or Buy decisions, Repair, Replace, Renewal or Renovation and Shut-down or Continue Decisions & Tax issues relating to Amalgamation			CO3
	Unit 5	Tax Management			
	A <i>Tax Deductions and Collection at Source</i>	Payments covered by TDS Schemes When and how tax is to be deducted at source from various incomes; Tax collection at source – who is responsible to collect tax at source. Tax compliance about the tax deductions and collection at source.			CO4
	B <i>Advance payment of tax</i>	Liability to advance tax – when to arise; Due dates of payment of advance tax; Tax compliance about the advance payment of tax.			CO4
	C <i>Filing of Return & Assessments</i>	Time for filing return of income, When return of loss should be filed? Types of Return, Interest and Penalties on default.			CO4
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	- Ahuja Girish, Dr. Gupta Ravi, Simplified Approach to Corporate tax, Planning and Management, Flair Publications Pvt Ltd. New Delhi			
	Other References	1. Dr. Vinod Singhania & Dr Monica Singhania - Direct Taxes Planning & Management by Taxman			

		<p>Publications Pvt., Ltd., Latest publication;</p> <p>2. Dr. S.P.Goyal - Corporate Tax Planning and Management; Sahitya Bhawan Publications, Agra</p> <p>Newspaper, Magazines and Journals</p> <ul style="list-style-type: none"> ➤ The Tax Law Weekly ➤ Chartered Accountants Today ➤ Economic Times, Business Line, Business Standard. ➤ Journal of Finance. ➤ Business India, Business Today. ➤ Management Accountant. ➤ Chartered Accountant. ➤ Chartered Finance Analyst. ➤ Journal of Accounting and Finance ➤ www.incometaxindia.gov.in ➤ https://incometaxindiaefiling.gov.in/ www.tdscpc.gov.in. 	
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Program Outcome Vs Course Outcomes Mapping Table

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

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

School:	SBS	Batch : 2020-2024
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Program:		MBA Dual	Current Academic Year: 2023-24
Branch:		Semester: VII	
1	Course Code	DSC028	
2	Course Title	Employee Training and Development	
3	Credits	3	
4	Contact Hours (L-T-P)	3-1-2	
	Course Type	Compulsory /Elective/Open Elective	
5	Course Objective	<ol style="list-style-type: none"> 1. To provide the systematic Knowledge of training and development 2. To enable the students to conduct assessment of the training needs. 3. To guide them for designing, developing and implementing the training and development programs. 4. To develop capability to evaluate the effectiveness of training and development programs. 	
6	Course Outcomes	<p>CO1: The student will be able to describe the relevance of Training & development for organizational growth.</p> <p>CO2: The student will be able to discuss- Training Needs, various ways to design, develop and evaluate the training program.</p> <p>CO3: The student will be able to prepare- training objectives, ways to design & develop content, suitable training methods according to the implementation methodology and evaluate the outcomes of training programmes.</p> <p>CO4: The student will be able to categorise the training and development related content and analyse their feasibility as per the situation.</p> <p>CO5: The student will be able to develop estimates in terms of resources utilization towards the training & development activities.</p> <p>CO6: The student will be able to develop various formats for the implementation of Training & Development function .</p>	
7	Course Description	<p>This course deals with the process of training and developing people in organisations. It covers a variety of approaches to instruction and learning and contrasts these with their practical application. It comprises of a mix of theory and application aspects related to design and conduct needs analyses and to plan, implement and evaluate training programs.</p>	
8	Outline syllabus		CO Mapping
	Unit 1	TRAINING IN ORGANIZATIONS	
	A	Overview of Training and development, training goals and roles	CO1, CO2
	B	Strategy and Training, Opportunities and challenges for Training	CO1, CO2
	C	Training Process Model, KSAs, Training development & education	CO1, CO2
	Unit 2	TRAINING NEED ANALYSIS & DESIGN	

	A	TNA, Training & Non-Training Needs, Types of Training Needs, Determination of Training Needs.			CO1, CO2
	B	TNA Model- A systematic view to TNA.			CO1, CO2
	C	Training Design, Developing Objectives, Identifying Trainees, Trainer and training design, Constraints in designing a training Program. (Organizational and Trainee population)			CO4,CO5, CO6
	Unit 3	TRAINING METHODS			
	A	On the Job and off the job training methods, benefits and disadvantage involved with each			CO1, CO2
	B	Traditional training methods: lectures and demonstrations, Games and simulations- equipment simulators, business games, in basket technique, case studies, role play, behaviour modelling.			CO1, CO2, CO3
	C	Computerized training methods: Programmed Instructions, Intelligent Tutoring System, Interactive multimedia training, Virtual Reality			CO1, CO2 CO3
	Unit 4	TRAINING IMPLEMENTATION & EVALUATION			
	A	Development of training and its Alternatives.			CO1, CO2
	B	Implementation of Training: factors facilitating the implementation process. Create Instructional strategy			CO1, CO2 CO4.CO6
	C	Evaluation of Training, Kirkpatrick Four Level Approach , resistance to training evaluation, Designing Evaluation form			CO4,CO5, CO6
	Unit 5	MANAGEMENT DEVELOPMENT			
	A	Management Development Programs			CO1, CO2
	B	Types of methods for executive level management			CO1, CO2,CO3
	C	Create a blueprint for a MDP			CO4,CO5, CO6
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Blanchard P. Nick and James W. Thacker (2009) Effective Training- Systems, Strategies and Practices. Pearson Education			
	Other References	Rao, P. L. (2008). Enriching Human Capital Through Training & Development. Excel Books Sahu, R. K. (2005). Training for Development. Excel Books.			

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

CO1	3	2	3	2	3	3	3	2	3	3
CO2	3	2	3	3	3	3	2	3	3	3
CO3	3	3	3	3	3	3	2	3	3	3
CO4	3	2	3	3	2	3	2	3	2	2
CO5	3	3	3	3	3	3	2	3	1	1
CO6	3	3	3	3	3	3	2	3	3	1

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

School: SBS		Batch : 2020-2024
Program: MBA		Current Academic Year: 2023-24
Branch:		Semester: VII
1	Course Code	DSC023
2	Course Title	INTERNATIONAL HUMAN RESOURCES MANAGEMENT
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
5	Course Objective	<ol style="list-style-type: none"> 1. To cover the basic concepts & techniques/practices of Human Resource Management in the International context. 2. To make the students sensitive to cross cultural issues and understanding of international approaches to dealing with people in organizations. 3. To understand the concept of cross cultural diversity & management. 4. To outline the key concerns of International Organizations and trade unions and the potential constraints that trade union may have on multinationals.
6	Course Outcomes	<p style="text-align: center;">On completion of this course, students will be able to :</p> <ol style="list-style-type: none"> 1. Develop generic skills- especially in diagnosing international HR issues.

		<p>2. Evaluate the developing role of human resources in the global arena.</p> <p>3. Understand external forces (e.g. globalisation, sociocultural changes, political and economic changes) that have the potential to shape international HRM; and</p> <p>4. Exhibit a global mindset and sensitivity to cultural issues in organizations.</p> <p>5. Identify the Human Resource Management challenges facing multinational corporations, including staffing, training & development, performance management, and compensation</p> <p>6. Demonstrate the knowledge and skills needed to effectively manage human resources.</p>	
7	Course Description	This course examines both applied and theoretical perspectives of the effect of national differences on the processes and systems associated with managing human resources across national boundaries, as in the case of multinational corporations. We look at the diverse ways to conceptualize cross-national differences and challenges facing the management of multinational firms.	
8	Outline syllabus		CO Mapping
	Unit A	IHRM- overview	
	A 1	Difference between HRM and international HRM	CO1
	A 2	Factors affecting IHRM	CO1
	A 3	Challenges to IHRM	CO1,CO2
	Unit B	Diversity	
	B 1	What is diversity, Dimensions of Diversity and Reasons for increasing diversity	CO1
	B 2	Management of Diversity	CO1,CO4
	B 3	Challenges and barriers to managing diversity at workplace	CO1
	Unit C	IHRM- Functions & Practices	
	C 1	Influences of cross cultural issues on organizations Selection of international employees	CO1,CO4
	C 2	Global Training and appraisal systems for a cross cultural workforce Training, and development of International Staff	CO1
	C 3	Compensation and Performance Management – An international perspective	CO1,CO4
	Unit D	Expatriation and Repatriation	

	D 1	Reasons for expatriation	CO3,CO4
	D 2	Reasons for expatriate failure	CO1,CO3
	D 3	Repatriation process	CO3,CO3
	Unit E	International Labor relations – A brief overview	
	E 1	Role of International Organizations	CO1
	E 2	Employment and Labour Laws – An international perspective	CO1
	E 3	Trade unions	CO4
	Topic E3	Individual incentives Plans-straight piece rate, standard hour, Hasley Premium Plan, Profit sharing, Stock options, Group Incentive Plans- Taylor differential piece rate system, Priests Mans plan	
	Weightage Distribution	CA 30%	MTE 20%
			ETE 50%
	Text book/s*	INTERNATIONAL HUMAN RESOURCES MANAGEMENT- PETER J. DOWLING, MARION FESTING & ALLEN D. ENGLE CENGAGE FIFTH EDITION	
	Other References	IHRM TONY EDWARDS CHRIS REES PEARSON 2007	

POs COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	1	1	1
CO2	1	1	1	1	2	1
CO3	2	1	1	1	2	1
CO4	1	1	1	2	2	1

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

School: SBS		Batch : 2020-2024
Program: Master of Business Administration (Integrated)		Current Academic Year: 2023-24
Branch:		Semester: VII
1	Course Code	
2	Course Title	Recent Trends in SCM
3	Credits	3
4	Contact Hours (L-T-P)	3-0-1
	Course Type	Compulsory
5	Course Objective	<ol style="list-style-type: none"> 1. This course introduces the benchmarking parameters for efficient and highly profitable supply chains will be developed for future managers. 2. This course will help students to develop concepts of extended enterprise, outsourcing practices and supply chain reengineering 3. This course will lead students to implement effective Vendor Managed Inventory system for supply chain efficiency 4. The course would expose the students to Use technology to enhance logistics and supply chain management practices for improved efficiency
6	Course Outcomes	<p>CO1: The student will be able to describe alternative ways to organize for supply chain management.</p> <p>CO2: The student will be able to demonstrate detailed knowledge and understanding of specialised areas pertaining to different supply chain functions</p> <p>CO3: The student will be able to prepare an effective plan supply chain inventory requirement.</p> <p>CO4: The student will be able to align the management of a supply chain with corporate goals and strategies.</p> <p>CO5: The student will be able to evaluate and manage supply chain.</p> <p>CO6: The student will be able to synthesize various theories, concepts, issues, problems and as a result develop and articulate ideas, views and insights pertaining to supply chain management.</p>
7	Course Description	Supply chain management has evolved from manual, logistics- and mechanization-focused optimization to modern, digital, and automated integration and coordination of all supply chain elements. It plays a vital

		role in addressing the growing complexity of today's global supply chains. Primarily, it facilitates and optimizes the flow of products, information, and finances, allowing companies to create better relationship value and improve overall business efficiency.		
8	Outline syllabus			CO Mapping
	Unit 1	Lean and Agile SCM		
	A	Lean, agile supply chain strategies		CO1, CO2
	B	Extended Enterprise concepts		CO1, CO2
	C	Integration of supply chain		CO1, CO2
	Unit 2	Role of IT in SCM		
	A	Re-engineering the supply chain and coordination		CO1, CO3
	B	E-procurement		CO1, CO3
	C	E-commerce, Project work for 3 rd party web-based purchasing hubs		CO1, CO3
	Unit 3	Green SCM		
	A	Green supply chain management		CO4,CO5
	B	Business ethics and values		CO4,CO5
	C	Sustainability, Industrial visits		CO4,CO5
	Unit 4	CPFR		
	A	Vendor managed inventory		CO2,CO5
	B	Collaborative planning, forecasting and replenishment (CPFR) in industrial setting,		CO2,CO5
	C	Industrial project on IT infrastructure need for CPFR		CO2,CO5
	Unit 5	Outsourcing		
	A	Outsourcing supply chain operations		CO4,CO5, CO6
	B	Postponement decision flexibility of supply chain		CO4,CO5, CO6
	C	Mass customization		CO4,CO5
	Mode of examination	Theory		
	Weightage Distribution	CA 30%	MTE 20%	ETE 50%
	Text book/s*	Supply Chain Management: Processes, Partnerships, Performance, Douglas M. Lambert (ed).		
	Other References	X-SCM: The New Science of X-treme Supply Chain Managemen by Lisa H Harrington, Sandor Boyson ; Routledge		

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

CO4	2	2	2	2	2	2	1	2	2	1
CO5	1	3	2	1	2	2	1	2	1	2
CO6	2	2	2	1	2	3	2	3	1	2

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

School: SBS		Batch : 2020-2024
Program: MBA		Current Academic Year: 2023-24
Branch:		Semester: VIII
1	Course Code	
2	Course Title	Strategic Management
3	Credits	03
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Compulsory /Elective/Open Elective
5	Course Objective	<p>The objective of this course is to make students as how to prepare the strategic intent documents; analyse implications thereof in a global business environment with emphasis on the following:</p> <ul style="list-style-type: none"> • Assess the structure of an industry and its influence on potential for profitability of firms in the industry. • Assess a firm's resources and organizational capabilities for their ability to generate competitive advantage. • Develop a strategic plan based on understanding of the industry/market, the resources/capabilities of the firm and its' competitive advantage. <ul style="list-style-type: none"> • Evaluate growth strategies of a firm such as vertical integration; diversification and internationalization • Understand implementation and control issues of a strategic plan.
6	Course Outcomes	<p>Having completed the course, the student will be able to</p> <p>CO1: Define and describe the basic concepts of strategic management CO2: Understand various tools and frameworks for strategic analysis CO3: Apply the various tools and frameworks for strategic analysis CO4: Analyse the real life situations of company using a strategic management perspective CO5: Evaluate critically real life company situations CO6: Develop the strategic solutions for problems/dilemma of an organisation for implementation</p>
7	Course Description	Being a capstone course, Strategic Management (SM) course provides integrated learning from all functional areas. The broad purpose of the course is making students to learn as how to establish a vision for the organization and strategically

		<p>manage its future. Students would be required to acquire relevant skills for analysing an organization's situation, identifying appropriate strategies, making a choice and executing the strategy. The course would cover topics including concepts and frameworks of Strategic Management, strategy perspectives, and levels; Competitive I/O and RBV model of strategy, Generic competitive Strategies, and the Value Chain; Corporate level strategies, Strategy execution: Structure, Systems and People, The BSC and 7S Framework. The dominant pedagogy of the course would be case method.</p>		
8	Syllabus Outline			CO Mapping
	Unit 1	Introduction to Strategic Management		
	A	Introduction to Strategic Management: concepts		CO1
	B	Perspectives/Approaches Framework, Evolution of strategic management		CO1
	C	Scanning the environment for Firm: PEST, SWOT Analysis		CO1
	Unit 2	Strategy Formulation		
	A	Analysing External Environment: Industry Analysis, Porter's five forces model		CO2, CO3, CO4
	B	Analysing External Environment: Competitive Analysis, Strategic groups		CO1, CO2, CO3
	C	Analysis Resources and Capabilities: Resource based view		CO2, CO3, CO4
	Unit 3	Business Level Strategies		
	A	Business Level Strategy: Generic strategies		CO2, CO3, CO4
	B	Low Cost Strategy		CO4, CO5, CO6
	C	Differentiation Strategy		CO4, CO5, CO6
	Unit 4	Corporate Level Strategies		
	A	Corporate-Level Strategy, Portfolio analysis: BCG, GE Diversification: what and why		CO1, CO2, CO4, CO5, CO6
	B	Inorganic Growth Strategies: Mergers & Acquisitions, Strategic Alliances		CO3, CO4, CO5
	C	Global Strategy: Competing in foreign markets		CO3, CO4, CO5
	Unit 5	Strategy Implementation		
	A	Strategy Implementation: Organizational structure		CO4, CO5, CO6
	B	Leadership and Corporate culture		CO4, CO5
	C	Strategy Evaluation & Control		CO4, CO5
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	<ul style="list-style-type: none"> Robert M Grant: Contemporary Strategic Management (Wiley India) Hill and Jones: Strategic Management, 9th edition, Cengage 		
	Other References	<ul style="list-style-type: none"> Fred R David: Strategic Management, Pearson, 14th Edition Wheelen, Hunger & Rangarajan: Strategic Mgmt. & Bus. 		

Mapping of COs with POs (program objectives)

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

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

School- School of Business Studies		Batch 2020-2024
Program :- MBA		Current Academic Year 2023-24
Branch		Semester: VIII
1	Course No.	DSC097
2	Course Title	Global Value Chain and Trade Facilitation
3	Credits	3
4	Contact Hours (L-T-P)	40 (3-0-0)
5	Course Objective	<p>the objectives of this course are</p> <p>a) to provide a conceptual framework of Global Value Chain Networks</p> <p>b) to introduce analytical concepts related with analysis of global value chain networks and its role in designing trade policies</p> <p>c) to expose students to different aspects of global collaboration in trade and trade related production between developing and developed countries</p>
6	Course Outcomes	<p>On successful completion of this module students will be able to:</p> <p>CO1: know the changes in trade policies in view of global trade dynamics and value added trade.</p> <p>CO2: Describe the challenges and approaches by emerging markets in view of changing global value chain dynamics and opportunities.</p> <p>CO3: Demonstrate grasp over the factors responsible for growth in trade of some of the Asian countries and lessons for other countries including India</p> <p>CO4: Assess the comparative growth prospects of industries in India and other developing countries in view of requirements of global value chain networks.</p>

7	Outline syllabus:		
7.01	Unit A	Estimating trade in value added: Why and How?	Outcomes
7.02	Unit A Topic 1	What is trade in value-added? Motivation for Trade in value-added and Measurement of Trade in value-added.	CO1
7.03	Unit A Topic 2	Early Evidence of Trade in Value Added – OECD and WTO Databases. Export requires Import, High Share of Intermediate Imports Used to Serve Export Market	CO1 CO2
7.04	Unit A Topic 3	Electronic Equipment- Gross Export Decomposed by Source Since 2009, Services in Value Added- Domestic and Foreign Content, Estimating Trade in Value Added	CO2, CO3,CO4
7.05	Unit B	The implications of using value-added trade data for applied trade policy analysis	
7.06	Unit B Topic 1	Some Key Implications of Value added data on Trade Policy.	CO1 CO2
7.07	Unit B Topic 2	Value-added trade data and CGE experiments of two hypothetical US-Asia rebalancing scenarios. United States’ Import of Electronics, Chinese Import of Electronics	CO1 CO3
7.08	Unit B Topic 3	Value-added trade data and estimation of exchange rate and price pass through effects. Trade Elasticity- with and without value added	CO3 CO4
7.09	Unit C	The Geometry of global value chains in East Asia: The role of industrial networks and trade policies	
7.10	Unit C Topic 1	Evolution of East Asian Supply Chain, Input Output Models and Supply Chain, Motivations and Analysis of Evolution	CO3
7.11	Unit C Topic 2	Tariffs, Transport and Trade Facilitation- Cascading Transaction Costs in production networks, Regional Production Networks and Shock Transmission	CO2 CO3
7.12	Unit C Topic 3	Effective Production Rates and Anti-Export Bias	CO3 CO4
7.13	Unit D	Global value chain-oriented industrial policy: the role of emerging economies,	
7.14	Unit D Topic 1	Emerging Economies in Comparative Perspective, Global Value Chain and Industrial Policy	CO2
7.15	Unit D Topic 2	Industrial Policy in Action: A Case of Brazil’s Industrial Policy, Leveraging Consumer Electronics Industry	CO2
7.16	Unit D Topic 3	Development of Automative Value Chain in Mekong Region (Thailand)	CO3
7.17	Unit E	Trade Facilitation for Global and Regional Value Chains	
7.18	Unit E Topic 1	Intra-regional trade and freight flows in South African custom union	CO3
7.19	Unit E Topic 2	Trade Facilitation by low income countries (LICs) and Least developed countries (LDC)	CO3 CO4
7.20	Unit E Topic 3	Connecting LICs and LDCs in Global Value Chains and achieving sustainable development	CO3, CO4
8	Course Evaluation		
8.1	Course work: Weight- CA : MTE: ETE 30 : 20 : 50		
8.11	Attendance	5%	
8.12	Homework	5 %	
8.13	Quizzes	10 %	
8.14	Projects	10%	
8.15	Presentations		
8.16	Any other	(give details and weight)	
8.2	MTE	20%	

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

Mapping of Outcomes vs. Topics

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

School: SBS		Batch : 2020-2024
Program:		Current Academic Year: 2023-24
Branch:		Semester: VIII
1	Course Code	
2	Course Title	BRAND MANAGEMENT
3	Credits	3
4	Contact Hours (L-T-P)	
	Course Type	Compulsory /Elective/Open Elective
5	Course Objective	<ul style="list-style-type: none"> To make the students aware of the conceptual constructs of branding To make the students familiar with the formulation and execution of branding strategies in the marketplace To make the students appreciate the strategic importance of branding in modern marketing and also identify the potential challenges in branding
6	Course	

	Outcomes	<p>On successful completion of this module students will be able to:</p> <p>CO1. Define and describe the concept of brands and products strategic management process of a newly launched brand.</p> <p>CO2. Describe and classify a strong positioning statement for brand equity, brand building and a brand identity vis-a-vis its existing competitors.</p> <p>CO3: Chalk out an Integrated Marketing Communications as well as pricing strategy for a chosen brand</p> <p>CO4: Analyze a feasible extension of an existing brand and draw conclusions for effective brand decisions.</p> <p>CO5: Analyze and evaluate a global marketing plan for a successful domestic brand.</p> <p>CO6: Create and compile detailed analysis of the brand reinforcement and brand revitalization as well as global branding strategy.</p>
7	Course Description	The aim of the course is to cover topics in brand management, an area that is at the heart of all marketing efforts and driver of the company top and bottom lines. The objective of the course is to give students a general but penetrative insight and understanding of this vital area in marketing while demonstrating critical application areas in brand communication, reinforcement and revitalization.
8	Outline syllabus	
	Unit 1	Introduction
	A	Meaning and Importance of Brand; Brand versus Product
	B	Challenges and Opportunities in Branding; Concept of Brand Equity
	C	Brand Management Process; Role of Customer Relationship Management in Brand-building
	Unit 2	Brand Equity
	A	Sources of Brand Equity; Brand-building
	B	Implications of Brand Building
	C	Brand Identity
	Unit 3	Brand Image and Communication
	A	Brand image
	B	Brand communication: Brand Recall, Brand recognition.
	C	Pricing Strategy; Integrated Marketing Communications, Celebrity Endorsement
	Unit 4	Brand Strategy
	A	Brand Value Chain; Types of brands.
	B	Designing Brand Strategy; Brand Extension - Advantages and Disadvantages
	C	Evaluation of Opportunities for Brand Extension; Brand Strategy along the Product Life Cycle
	Unit 5	Making Brands International
	A	Reinforcing the Brand; Brand Revitalisation
	B	Managing Brand Internationally; Advantages and

		Disadvantages of Global Marketing			
	C	Standardisation versus Customisation; Global Brand Strategy			CO5, CO6
	Mode of examination	Theory/group discussion/Quiz/Assignment.			
	Weightage Distribution	CA		Practical	
		60%	-	40%	
	Text book/s*				
	Other References				

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

School: SCHOOL OF BUSINESS STUDIES		Batch: MBA (2020-2024)
Program: MBA		Current Academic Year: : 2023-24
Branch: -		Semester: VIII
1	Course Code	
2	Course Title	CRM(customer relationship management)
3	Credits	3
4	Contact Hours (L-T-P)	3(LTP 3-0-0)
	Course Status	
5	Course	The course aims to develop an understanding for the customer relationship

	Description	management and analyze customer relationship management-related abilities among the students.
6	Course Objective	<ol style="list-style-type: none"> 1. To provide an understanding and necessary knowledge, skills, and competencies for handling customers 2. To help in identifying and exploiting opportunities through CRM via database 3. To give necessary knowledge required to deal with the various issues relating to customer relationship 4. Equip the necessary knowledge and skill sets required for managing the established CRM.
7	Course Outcomes	<p>The student will be able to:</p> <p>CO1: Describe the knowledge, skills, and competencies relating to CRM. CO2: Discuss the issues of database CRM activities CO3: Apply the knowledge of database marketing in business scenarios. CO4: Analyze the impact of CRM on the business organization.</p>
8	Outline syllabus	
	Unit A	Database marketing strategy
	A 1	<ul style="list-style-type: none"> • Why CRM • The Concept & changes concerning market place, data storage technology, marketing function. • Benefits of the database customer value management approach
	A 2	<ul style="list-style-type: none"> • CRM Industry landscape(Evolution of CRM) • CRM and IT Revolution. • Factors driving the CRM industry forward.
	A 3	<ul style="list-style-type: none"> • Strategic CRM versus Functional CRM.
	Unit B	Strategic CRM
	B 1	<ul style="list-style-type: none"> • Components of strategic CRM • CRM implementation
	B 2	<ul style="list-style-type: none"> • Developing a CRM strategy
	B 3	<ul style="list-style-type: none"> • Implementing a CRM strategy(elements, ROI,operational projects & Analytical projects)
	Unit C	Implementation of Database marketing in CRM
	C 1	<ul style="list-style-type: none"> • Types of databases • Categorizing on database technology • Benefits of marketing databases.
	C 2	<ul style="list-style-type: none"> • What is loyalty? • Loyalty profit chain (link between loyalty and profit)

	C 3	<ul style="list-style-type: none"> Key objectives and effectiveness of the loyalty program. 			CO1, CO4
	Unit D	Data mining in CRM			
	D 1	<ul style="list-style-type: none"> Understanding the need for data mining Business value of data mining 			CO4
	D 2	<ul style="list-style-type: none"> Data mining process 			CO2, CO4
	D 3	<ul style="list-style-type: none"> Identifying relevant predictive variables and campaign management 			CO4
	Unit E	Application of CRM			
	E 1	<ul style="list-style-type: none"> customer life time and firm profitability. Customer heterogeneity. 			CO2, CO5
	E 2	<ul style="list-style-type: none"> Application of customer value framework to marketing decisions Optimal resource allocation. 			CO2, CO5
	E 3	<ul style="list-style-type: none"> Purchase sequence analysis. 			CO6
	Mode of examination	Theory			
	Weightage Distribution	CA 30%	MTE 20%	ETE 50%	
	Text book/s*	<ul style="list-style-type: none"> Customer relationship management (A database approach) V.Kumar, Werner.J.Reinartz, Wiley 			
	Other References	Teachers notes			

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

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

School: School of Business Studies		Batch: 2020-2024	
Program: MBA		Current Academic Year: 2023-24	
Branch:		Semester: VIII	
1	Course Code		
2	Course Title	Digital Marketing	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Compulsory	
5	Course Description	This course is aimed at imparting students an understanding of digital marketing tools like social media marketing, email marketing, content ,marketing, google adwords and other practical usages of digital marketing in organizations. The course equips the students with state of the art developments in Digital Marketing and allied areas which are instrumental in the development of the economy	
6	Course Objectives	<ol style="list-style-type: none"> 1. Today's marketer has to be aware of the digital Market interventions and this course has been designed keeping in mind the requirement of industry on one end and competence enhancement on the other. 2. .To enrich the students with core concepts of Digital Marketing and its role in modern knowledge economy 3.To train the students with knowledge & expertise in the area of Digital Marketing and its applications to facilitate e-business in Global environment 4.To mould the students as professionals in the area of Digital Marketing environment and its applications to enhance security and speed of delivery in competitive environment. 	
7	Course Outcomes	<p>CO1: To Understand the basic nuances of digital marketing and its role in modern day competitive marketing environment</p> <p>CO2: To be a pioneer in Digital Marketing area with focus on its role in facilitating security issues in product delivery and Customer value</p> <p>CO3: To equip the students with advance developments in digital marketing as a strategy & tool for all the sectors in economy</p> <p>CO4: To enrich the students with thorough knowledge of Digital marketing & allied applications to facilitate e-business in competitive global environment.</p> <p>Co5: To nurture the students as Industry – ready digital marketing professionals with focus on emerging issues & applications related to Digital marketing</p>	
8		Outline syllabus	CO Mapping
	Unit A	Introduction to Digital Marketing	

	A 1	What is digital marketing	CO1
	A 2	Aligning Internet with Business Objectives	CO1
	A 3	User Behaviour & Navigation	CO1
	Unit B	Search Engine Optimization	
	B 1	Introduction	CO2
	B 2	On & off-page Optimisation , Duplicate Content, Keyword Research, Local SEO, Algorithm Updates	CO2
	B 3	Meta Tags, Layout, Content updates Inbound Links & Link Building	CO2
	Unit C	Digital Analytics	
	C 1	Introduction to Digital Analytics, Management Perspectives of Digital Analytics, Segmentation	CO3
	C 2	Analysis Process, Marketing Management, Experimentation & Testing	CO3
	C 3	Reports & Dashboard	CO3
	Unit D	Social Media Marketing	
	D 1	What is Social Media Marketing? Social Media Channels Engaging with Influencers	CO4
	D 2	Overview of Facebook, Twitter, LinkedIn, Blogging, Youtube and other growing social media	CO4
	D 3	Listening & Reputation Management, Social Media Measurement	CO4

	Unit E	Digital Marketing Strategy			
	E 1	Understanding digital strategy			CO5
	E 2	Email Marketing , Affiliate marketing Content marketing, freelancing			CO5
	E 3	Google Adwords , Website Management			CO5
	Mode of examination	Theory			
	Weightage Distribution	CA 30%	MTE 20%	ETE 50%	
	Text book/s	Teacher Notes			
	Other References	Digital Marketing, Vandana Ahuja, Oxford			

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

School:		School of Business Studies (SBS) Batch : 2020-2024
Program:		M.B.A Current Academic Year: 2023-24
Branch:		Finance
1	Course Code	DSC051
2	Course Title	FINANCIAL DERIVATIVES & RISK MANAGEMENT
3	Credits	3
4	Contact Hours (L-T-P)	3-0-1
	Course Type	Elective

	Course Requisite	Attendance: Students are required to have a minimum of 65% regular attendance in this course during the term. Those who fall short of attendance are not able to clear this course. Those students who do not meet the attendance requirement will not be allowed to sit in examinations.
5	Course Objective	The course aims primarily to acquaint participants with the basic logic of different types of financial innovations (derivatives, their processes, products & institutions) and develop a framework for financial engineering. The primary focus of the course is on analyzing the various derivative instruments keeping in view the domestic as well as global scenario.
6	Course Outcomes	On completion of this module the student will be able to: CO 1 explain the risks and different ways of managing risk CO 2 describe the various derivative products and participants & functions of derivative markets CO 3 illustrate the basic Mechanism of a Future Contract – Pricing of Futures CO 4 analyse the option based strategies CO 5 categories the various types of swaps
7	Course Description	Due to globalisation and liberalisation process initiated by the states all over the world, the international trade and financial markets have grown in multifold resulting into rising level of all types of risks for market participants such as market risk, interest rate risk, foreign exchange risk and price risk. Managing all these risks is essential and significant to be successful in financial and trading activities. Financial Derivatives like options, futures, forwards and swaps have emerged in the financial markets to handle and manage such risks.
8		Outline syllabus
	Unit 1	Financial Derivatives : An Overview
		CO Mapping

A Introduction – Risk Management	Meaning of Risk, Types of business risks Managing Risk Measurement of risk Risk Manager’s role and responsibilities Limitations of risk management	CO 1,
B Overview of Derivatives	Derivative Contracts, Products, Participants and functions, Types of Derivatives, Significance of derivatives, Derivatives market in India	CO 1, CO 2
C Forwards and Futures	Forward contracts, limitations of forward markets, Introduction to futures, Distinction between futures and forwards Contracts, Futures Terminology, Pricing of Forward/Futures Contracts, Types of Futures.	CO 1, CO 2
Unit 2	Understanding of Index Derivatives and Stock Futures	
A Index Futures	Index derivatives, Forward Contracts on Indices, Payoff for derivatives contracts, Payoff for futures, Applications of Index Futures.	CO 2, CO 3
B Stock Futures	- Forward Contracts on Stocks, - Features and Specifications of Stock Futures	CO 2, CO 3
C Pricing Stock and Index Futures	- Pricing equity index futures, Pricing stock futures - Cross hedging, Stock index futures, Rolling the hedge forward	CO 2, CO 03
Unit 3	Understanding of the valuation concept of options	
A Options - Basics	Meaning of Option, Terminology of Options, Types of Options.	CO 2, 4
B Option Pricing-I	Introduction –Intrinsic Value and Time Value, Boundary Conditions for Option Pricing.	CO 2, 4
C Option Pricing-II	- Valuation and pricing of options: Binomial Option Pricing Model - Black-Scholes Option Pricing Model - Put Call Parity	CO 2, 4
Unit 4	Analysis of option based strategies	

	A Bullish Strategies	An introduction and analysis of various types of Bullish Strategies e.g.- Long Call, Short Call, Covered Call, Protective put, Call Bull Spread, Put Bull Spread and Straps.		CO 4
	B Bearish Strategies	An introduction and analysis of various types of Bearish Strategies - Short Call, Long put, Call Bear Spread, Put bear Spread, and Strips.		CO 4
	C Neutral Strategies	An introduction and analysis of various types of Neutral Strategies – Long Straddle, Short Straddle, Long Strangle, Short Strangle, Call time Spread, Put Time Spread, Long Call Butterfly, Short Call Butterfly etc.		CO 4
	Unit 5	Understanding of the Concept of Financial Swaps		
	A Introduction of Swaps	Evolution and Definition of swaps, Features of Swaps, Advantages, Disadvantages and Usage of swaps, Special Terms in Swap Contracts		CO 2, 5
	B Interest Rate & Currency Swaps	<ul style="list-style-type: none"> - Introduction and different types of interest rates of swaps. - Purposes of Currency Swaps. 		CO 2, 5
	C Pricing of Swaps	<ul style="list-style-type: none"> - Meaning and Valuation - Swap Valuation Models - Types of Swap Risks - Market simulation lab sessions on internet based software to develop trading skills for derivative market. 		CO 2, 5
	Mode of examination	Theory /Practical/Viva		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	Financial Derivatives: Theory, Concepts and Problems --- Gupta, S L (PHI Learning Pvt. Ltd, Delhi)		
	Other References	1. Derivatives – Principles and Practice; Sundaram, Das (Mc Graw Hill Education, Indian Edition) 2. Dubofsky, David A; Miller, Thomas W (Oxford		

		<p style="text-align: center;">University Press)</p> <p>3. Financial Engineering --- Marshall, John F; Bansal, Vipul K (Prentice Hall of India)</p> <p>4. Financial Derivatives --- Kumar, S S S (Prentice Hall of India)</p> <p>5. Derivatives & Risk Management, 1e --- Varma, J R (Tata McGraw- Hill Publishing Company)</p> <p>6. Derivatives and Risk Management --- Srivastava Rajiv (Oxford University Press)</p> <p>Journals/ Magazines:</p> <p>Students are advised to refer to the current and back issues of the Journal of Chartered Financial Analyst, The Journal of Finance, The Journal of Derivatives, Economist, Fortune, Outstanding Investor Digest etc. which incorporate many papers that are both deeply rooted in the academic literature and understandable by practitioners.</p> <p>Online Resources:</p> <p style="text-align: center;">www.capitalideasonline.com</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;">www.sebi.gov.in</td> <td style="width: 50%; border: none; text-align: right;">www.amfiindia.com</td> </tr> <tr> <td style="border: none;">www.capitalmarket.com</td> <td style="border: none; text-align: right;">www.nSDL.co.in</td> </tr> <tr> <td style="border: none;">www.icicidirect.com</td> <td></td> </tr> <tr> <td style="border: none;">www.bseindia.com</td> <td style="border: none; text-align: right;">www.bondmarkets.com</td> </tr> <tr> <td style="border: none;">www.nse-india.com</td> <td></td> </tr> <tr> <td style="border: none;">www.debtonnet.com</td> <td style="border: none; text-align: right;">www.motilaloswal.com</td> </tr> </table>	www.sebi.gov.in	www.amfiindia.com	www.capitalmarket.com	www.nSDL.co.in	www.icicidirect.com		www.bseindia.com	www.bondmarkets.com	www.nse-india.com		www.debtonnet.com	www.motilaloswal.com
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www.icicidirect.com														
www.bseindia.com	www.bondmarkets.com													
www.nse-india.com														
www.debtonnet.com	www.motilaloswal.com													

Program Outcome Vs Course Outcomes Mapping Table

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

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

School: School of Business Studies		Batch : 2020-2024
Program: MBA		Current Academic Year: 2023-24
Branch:		Semester: VIII
1	Course Code	DSC052
2	Course Title	International Financial Management
3	Credits	3.
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Compulsory
5	Course Objective	<p>This course aims the students to:</p> <ul style="list-style-type: none"> • Provide the students with an in-depth knowledge of international finance fundamentals and an overview about the types of financial management problems confronted by the modern day Multinational and Transnational Corporations. <ul style="list-style-type: none"> • Introduce to the International finance theory International financing/investing activities/ Working and International financial markets. • Describe the international monetary system and the foreign exchange markets .Examine the Balance of Payments (BOP) data and determine its implications for international competition. • Develop knowledge, capability, and skills necessary for making sound financial decisions for a multinational firm in a global environment.
6	Course Outcomes	<p>The student will be able to</p> <p>CO1: Define International Financial & Monetary Environment and recognize the nature & scope of International Financial functions in the operation of a MNC.</p> <p>CO2: Identify risk relating to exchange rate fluctuations and develop strategies to deal with them.</p> <p>CO3: Discover & appraise investment & financing opportunities in the international environment.</p> <p>CO4: Explain & analyze various aspects of international financial management, including the operations of currency markets, capital structure, capital budgeting and short term working capital needs in international business environment.</p> <p>CO5: Evaluate foreign direct investment and international acquisition opportunities.</p> <p>CO6: Develop strategies to deal with other types of country risks associated with</p>

		foreign operations.
7	Course Description	This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment. Emphasizing broad concepts and real-world practices rather than extensive quantitative material, the course offers a concise introduction to international finance and provides a clear, conceptual framework for analyzing key financial decisions in multinational firms. The approach of the course is to treat international financial management as a natural and logical extension of the principles learned in the introductory financial management course.
8	Outline syllabus	
	Unit 1	International Financial and Monetary Environment
	A	International Business and its modes, MNC: the Key participants in International Financial functions, Nature of International Financial Functions and the Scope of IFM. Issues in Financial decisions of a Multinational firm.
	B	IFM v/s Domestic Financial Management, Understanding of International Flow of Funds :
	C	Balance of Payments, Capital Account Convertibility. International Liquidity & Bretton Woods System of Exchange rates.
	Unit 2	Markets for Foreign Exchange rate and Mechanism
	A	Understanding of the Foreign Exchange Market, Distinctive features and its major participants.
	B	Exchange rate Quotations , Understanding of Nominal, Real and Effective Exchange rates
	C	Understanding of SPOT and FORWARD markets and determination of Exchange rate in the spot market. Theories of Exchange rate behaviour and determination of Exchange rate in Forward Market.
	Unit 3	International Investment Decisions
	A	Foreign Direct Investment- Theories of FDI and Costs and benefits of FDI.
	B	International Capital Budgeting- Evaluation criteria, Computation of Cash flows, Cost of Capital and Adjusted present value approach, Sensitivity analysis
	C	Non Financial Factors in Capital Budgeting/ Evaluation and Management of Political Risks./International Investment.
	Unit 4	International Financial Decisions
	A	Overview of the International Financial Market- Channels for International Flow of Funds, Selection of Sources and forms of Funds.
	B	The World Bank and International Finance Corporation
		CO Mapping
		CO1,CO3,
		CO1,CO3
		CO1,CO3
		CO2,CO3
		CO2, CO3,CO4
		CO2,CO3,CO4
		CO2,C03,C04
		CO3,CO4
		CO3,CO4
		CO2,CO3,CO4,C05
		CO2,CO3,CO4,

		Asian Development Bank, The Process of Internationalisation and International Banking, Direction and purposes of lending and Lending risk.			
	C	Global Cash Management and Control of International Banks. International Financial Market instruments and Financial Swaps.			CO3,CO3,CO4
	Unit 5	International Working Capital and Miscellaneous Issues			
	A	International Working Capital policy, Basics of managing cash and Near Cash assets, Management of Receivables and Inventory, Financing of current assets.			CO4,CO5,CO6
	B	Financing of Foreign trade and modes of payment in International trade.			CO4,CO5,CO6
	C	International Accounting, Indebtedness and International Taxation			CO4,CO5,CO6
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	Vyuptakesh Sharan, International Financial Management, Prentice Hall of India.			
	Other References	P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi, 2004. Alan C.Shapiro, Multinational Financial Management, 4/e, Prentice Hall India Private Ltd, 2004 Jeff Madura, International Financial Management, 6th edition, Thomson Publications.			

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

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

School: School of Business Studies (SBS)		Batch : 2020-2024
Program : M.B.A.		Current Academic Year: 2023-24
Branch: Finance (Dual), IB –(Dual & Single)		Semester: VIII
1	Course Code	DSC054
2	Course Title	MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING
3	Credits	03
4	Contact Hours (L-T-P)	3-0-1
	Course Status	Elective
5	Course Requisite	Attendance: Students are required to have a minimum of 65% regular attendance in this course during the term. Those who fall short of attendance are not able to clear this course. Those students who do not meet the attendance requirement will not be allowed to sit in examinations.
6	Course Description	Mergers and Acquisitions (M &As) is a comprehensive course which explores the core concepts of mergers & acquisitions and corporate restructuring and the challenges encountered in implementing them. Beginning with the conceptual framework of corporate restructuring, the course goes on to discuss takeovers and M & A, the concept and process of due diligence and legal issues in M & As. The key issues relating to valuation and accounting will be explained. This course will also be discussing the post-merger issues, the human aspects of M &As and cross-border acquisitions.
7	Course Objective	The objective of this course is to acquaint the students with the applications of various concepts and techniques of valuation and standards actually applied in real life M & As cases and challenges in any contemplated M & A transaction so that it enhances the chances of

		success.
8	Course Outcomes	<p>On completion of this module the student will be able to :</p> <p>CO 1 classify the different forms of mergers & corporate restructuring.</p> <p>CO 2 analyse how a company can create value by adopting different forms of restructuring.</p> <p>CO 3 value how, when and what valuation techniques are to be applied to determine optimum swap ratio.</p> <p>CO 4 deal with the accounting and legal issues in a merger & acquisitions</p> <p>CO 5 assess how to plan post- merger integration.</p>
8	Outline syllabus	
	Unit 1	An Introduction to Mergers, Acquisitions and Other Restructuring Activities
	A <i>Understanding Mergers & Acquisitions</i>	<ul style="list-style-type: none"> • Introduction • Meaning of Merger, amalgamation, acquisition, takeover. • Types of Mergers, reverse merger, • Motives and Benefits of Mergers and Acquisitions • divestiture, de merger, Diversification etc. • Reasons for failure of M & As. Process of M &A.
	B <i>Corporate Restructuring</i>	<ul style="list-style-type: none"> • , Introduction • Corporate Restructuring –Meaning, types. • Causes of Corporate Restructuring. <ul style="list-style-type: none"> • Barriers of Restructuring • Key elements of Restructuring Process and Strategies for restructuring • Implications of Corporate Restructuring
	C <i>Takeovers</i>	<ul style="list-style-type: none"> • Introduction • Forms of Takeover, Takeover Defences • Benefits and disadvantages of Takeovers • Buyback of Shares and its process
	Unit 2	Corporate Valuation
	A <i>Corporate</i>	<ul style="list-style-type: none"> • Basics of Value, Various Expressions of Value.

<p>Valuation : Concepts and Principles</p>	<ul style="list-style-type: none"> • Relationship among different types of value • Purposes of Valuation and Impacts on the Value estimates; <ul style="list-style-type: none"> • Methods of Valuation • Principles of Business Valuation 	
<p>B Corporate Valuation: Techniques</p>	<ul style="list-style-type: none"> • Valuation as a cause of M & A Failure. • Right Valuation to determine Right Price. <ul style="list-style-type: none"> • Approaches to Corporate Valuation • Economic Gains and Costs of M & A. <ul style="list-style-type: none"> • The Share Exchange Ratio. <p>Problems and Cases on Valuation of firms.</p>	CO2, CO3
<p>C Valuing Synergy</p>	<ul style="list-style-type: none"> • Introduction • Benefits from Synergy • Types of Synergy • Synergy and Value Creation in M & A <ul style="list-style-type: none"> • Synergy and Merger Success 	CO2, CO3
<p>Unit 3</p>	<p>Corporate Strategy & Organizing for M&A</p>	
<p>A Corporate Restructuring Strategies</p>	<ul style="list-style-type: none"> • Strategies for entering a New Market; • Tools for Strategy Analysis – SWOT etc <ul style="list-style-type: none"> • Framework for M & A Strategies • Formulating Strategies for M & A. • Alternative perspectives on mergers, sources and limits of value creation in different forms of mergers. 	CO2,
<p>B Strategic Alliance</p>	<ul style="list-style-type: none"> • Cross-border acquisitions – Needs, Benefits and difficulties in Cross Border Acquisitions. • Strategic alliances as an alternative to M&As. 	CO2,
<p>C Leveraged</p>	<ul style="list-style-type: none"> • Leveraged buyouts (LBO) & LBO Sponsors and 	CO1, 2,

	Buyouts	<p>Mode of LBO</p> <ul style="list-style-type: none"> • Criteria for Selecting LBO Candidate • Concept of Financial Leverage and Risk <ul style="list-style-type: none"> • Theories of LBO • Exit Strategies for LBO 	
	Unit 4	Accounting & Legal Issues	
	A Accounting for M & A	<ul style="list-style-type: none"> • Accounting treatment as per Ind. AS. • Controversies and Dilemma in Accounting for M & A. Problems and Cases on Purchase Consideration. 	CO4
	B Due Diligence	<ul style="list-style-type: none"> • Scope and Types of Due Diligence, Transactions requiring Due Diligence • Due Diligence Process. Parties interested in Due Diligence Due Diligence in Cross-border Deals. 	CO4
	C Legal Aspects of M & A.	<ul style="list-style-type: none"> • Procedural aspects under the Companies Act/Rules. Scheme of Amalgamation. • Statutory obligations and SEBI (Substantial Acquisition of Shares & Takeovers) Regulations 2011 Tax issues relating to M & A. 	CO4
	Unit 5	Post – Acquisition Integration –	
	A Post-Merger integration	<ul style="list-style-type: none"> • Types of Integration, Tools for Integration <ul style="list-style-type: none"> • Issues involved in Integration • Role of HRM in M & A Integration • Integrating Cross-border Acquisitions 	CO5
	B Corporate Culture	<ul style="list-style-type: none"> • Integrated Organisation. • Corporate Culture Due Diligence. • Redesigning Post Merger Cultural Process. 	CO5
	C Integration for	<ul style="list-style-type: none"> • Meeting the challenges of M&As. • Post-Merger Growth Strategies 	CO5

	M & A Success	<ul style="list-style-type: none"> Strategies for Post-merger Success Case Studies on M & A. 			
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	<ul style="list-style-type: none"> MERGERS AND ACQUISITIONS –Strategy, Valuation, Leveraged Buyouts, and Financing by Sheeba Kapil, Kanwal N. Kapil, Wiley India Pvt. Ltd., New Delhi 			
	Other References	<ul style="list-style-type: none"> MERGERS AND ACQUISITIONS –Strategy, Valuation and Integration by Kamal Ghosh Ray, Published by PHI Learning Pvt., Ltd., New Delhi. Mergers & Acquisitons by Rajinder S. Aurora, Kavita Shetty from Oxford Higher Educaiton “Creating Value from Mergers and Acquisitions” by Sudi Sudarsanam (Pearson Education) Mergers, Acquisitions, and Other Restructuring Activities : An Integrated Approach to Process, Tools, Cases and Solutions, by Donald Depamphilis, (London, Academic Press, 2001) Mergers & Acquisitions : A Guide to creating value for stakeholders, by Michael A. Hitt, Jeffrey S. Harrison and Duane R. Ireland., (New York, Oxford, 2011) <p>Journals/ Magazines</p> <ul style="list-style-type: none"> Business Today Business World Business India. <p>Websites</p> <ul style="list-style-type: none"> www.investopedia.com www.trak.in www.livemint.com 			

Program Outcome Vs Course Outcomes Mapping Table

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

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

Organizational Design and Structure

School: SBS		Batch: 2020-2024
Program: MBA		Current Academic Year: 2023-24
Branch: HR		Semester: VIII
1	Course Code	DSC029
2	Course Title	Organizational Design and Structure
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Elective
5	Course Objective	<ol style="list-style-type: none"> 1. To identify and manage various organizational structures and 2. To learn about the various theories of organization and its relevance to business 3. To understand and use of different organizational structures for business. 4. To learn the process of organizational design and its relevance to business needs.
6	Course Outcomes	<p style="text-align: center;">The students will be able to -</p> <p>CO1: identify and define key components of organizational design and structure.</p> <p>CO2: Interpret the organizational designs and its application</p> <p>CO3: Apply relevant organizational structure and best practices for business success.</p>

		CO4: Analyse critically various organizational structures and designs. CO5: assess contemporary issues in organization. CO6: Understand organizational evolutions		
7	Course Description	The course aims to develop an understanding of different human emotions and how to manage these for success in personal and professional life. The course, further aims to examine the impact of emotional intelligence on managerial effectiveness and human relations.		
8	Outline syllabus			CO Mapping
	Unit A	Organizational Design and Structure: Introduction		
	Topic 1	Organization and Concepts		CO1
	Topic 2	Organization Theories,- Scientific management, Hawthorne Studies, Warren Bennis- Bureaucracy		CO1/CO2
	Topic 3	Environmental Perspective- Katz and Kahn		CO1/CO2
	Unit B	Organizational Structure		
	Topic 1	Determinants of Organization Structure		CO3/CO1
	Topic 2	Organization Size- its relationship with Structure		CO4
	Topic 3	Organization Strategy – relationship with Structure		CO4
	Unit C	Organizational Design		
	Topic 1	Organization Design- Choosing the right form		CO2/CO4
	Topic 2	Hierarchical- Bureaucratic		CO2/CO4
	Topic 3	Adhocracy- Matrix , Flatter , Networked		CO2/CO4
	Unit D	Contemporary issues in organizational theory		
	Topic 1	Managing organization change		CO5
	Topic 2	Managing Organization culture		CO5
	Topic 3	Managing organization conflict		CO5
	Unit E	Managing Organizational Evolution		
	Topic 1	How organizations grow		CO6
	Topic 2	Organizational decline-accepting the new reality		CO6
	Topic 3	Explaining cutbacks in middle management		CO6
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	Organization Theory- Structure, Design and Applications by Stephen .P. Robbins, Mary Mathew, Prentice Hall of India 1990		
	Other	1. Organization Theory: Design and change, 5 th . by		

References	Gareth Jones, Mary Mathew, Pearson Education 2007 2. Organization Theory and Design by Richard Daft, 6edn, south western College publishing, 1998
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PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	2	2	1	1	-	1
CO2	3	3	2	2	2	2	2	1	-	1
CO3	3	3	2	2	2	2	2	1	-	2
CO4	2	3	1	1	2	2	3	2	-	2
CO5	2	3	1	1	2	3	2	2	-	2
CO6	2	2	1	1	2	2	2	2	-	2

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

School: SBS		Batch : 2020-2024
Program: MBA (BA)		Current Academic Year: 2023-24
Branch:		Semester: VIII
1	Course Code	DSC102
2	Course Title	Time Series Analysis with Excel and Minitab
3	Credits	
4	Contact Hours (L-T-P)	2-0-2
	Course Type	Compulsory
5	Course Objective	1. To understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly 2. To teach a practical approach to modeling time series data 3. To help student identify and propose models, estimate them with data, diagnose whether they fit, and interpret their meanings.

		4. Though Computer software is utilized, an understanding of underlying concepts and methods would be stressed	
6	Course Outcomes	CO1:The student will be able to describe the types of forecasting methods (quantitative and qualitative) CO2:The student will be able to interpret the concept, importance and components of time series CO3:The student will be able to apply regression model for trend analysis and forecasting CO4:The student will be able to prioritize various forecasting models for data analysis	
7	Course Description	In today's highly dynamic business environment, managers have to forecast the future and design strategies accordingly. Managers use forecasting techniques to make strategic decisions about selling, buying, hiring etc. every day. The past data is used by the managers to make predictions about the future. Forecasting is a technique which can aid in future planning. Time series is an important tool that can be used to predict the future. The main objective of Time series and forecasting is to understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly.	
8	Outline syllabus		CO Mapping
	Unit 1	Introduction to time series and forecasting And Measurement of trend-Trend Extrapolation	
	A	Introduction to forecasting, Types of forecasting method Introduction to Time Series: Utility of time series analysis, Stationary and non-stationary time series, Univariate and multivariate methods, Scaling of time series, Components of time series, Secular Trend, Seasonal Variations, Cyclical Variations, Random or Irregular Variations, Decomposition models of time series-Additive & Multiplicative Model	CO1, CO2
	B	Preliminary-Types of curves: <ul style="list-style-type: none"> • Linear • Parabola • Hyperbola • Exponential • Modified exponential • Logistic • Gompertz 	CO1, CO2
	C	Introduction to Trend Analysis, Need to study trend measurement, Types of trend, Freehand or Graphic Method Using MS Excel for Trend Extrapolation, Fitting a trend to Time Series, Using a trend chart function to forecast time series, Trend Parameters and Calculations	CO1,CO2
	Unit 2	Forecasting Errors and	
	A	Forecasting Errors: Introduction, Error Measurement	CO1,CO2
	B	Types of error, Interpreting errors, Error inspection	CO1,CO2
	C	Confidence intervals, Standard error in time series	CO1,CO2
	Unit 3	Time Series Smoothing (Advanced trend Analysis)	
	A	Time Series Smoothing: Introduction, Moving average method. Weighted moving average method, Semi-Averages method, Using MS-Excel for Moving Average	CO3,CO4
	B	Exponential Smoothing(Exponential weighted moving average method-EWMA):Concept of Exponential Smoothing, Forecasting with Exponential Smoothing	CO3,CO4

	C	Double Exponential Smoothing-Holt's technique ,Using Excel/Minitab/SPSS for Exponential Smoothing			CO3,CO4
	Unit 4	Regression Trend Analysis			
	A	Introduction to Regression Trend Analysis, Linear regression trend model, Quadratic trend model ,Using Excel/Minitab/SPSS for Regression Trend Analysis			CO3,CO4
	B	Seasonal Variation: Method of simple averages, Ratio -to -Trend method , Ratio-to-Moving Average method ,Link relative method			CO3,CO4
	C	Using Excel/Minitab/SPSS to determine Seasonal Variation , Solving problems involving all four components of time series			CO3,CO4
	Unit 5	The Box-Jenkins(ARIMA) Methodology for Business Forecasting			
	A	Introduction, Autoregressive models ,Moving average models ,Autoregressive integrated moving average models			CO3,CO4
	B	Implementing the Model-Building Strategy <ul style="list-style-type: none"> • Model identification • Model estimation • Model checking • Forecasting with the model 			CO3,CO4
	C	Model Selection Criteria			CO3,CO4
		Using Minitab for ARIMA Models			
	Mode of examination	Theory and Practical			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	John E.Hanke,Dean W.Wichern, <i>Business Forecasting</i> (Pearson Education)			
	Other References	1. Levin & Rubin, <i>Statistics For Business</i> (Prentice Hall of India, N. Delhi) 2. Paul Newbold, <i>Statistics for Business and Economics</i> (Pearson Education) 3. S. P. Spiegel & Murray, <i>Theory & Problems for Statistics</i> (Schaum Outline Series, Mc Graw Hill) 4. Anderson, <i>Quantitative Methods in Business</i> (Thomson Learning, Bombay)			

POs COs	PO 1	PO2	PO3	PO4	PO5	PO6	PS01	PS02	PS03	PS04
C01	2	2	1	1	2	1	2	2	2	2
C02	1	1	1	1	1	1	2	2	2	2
C03	1	2	1	1	2	1	2	2	2	2
C04	1	2	1	1	2	1	2	2	2	2
C05	1	1	1	1	1	1	2	2	2	2

C06	1	2	1	1	2	1	2	2	2	2
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1-Slight (Low)
2-Moderate (Medium)
3-Substantial (High)