



Masters of Business Administration

(MBA)

Ordinances, Scheme and Syllabus

2023-2024



(U/S 2(f) and 12B of the UGC Act1956, NAAC Accredited)
DESH BHAGAT UNIVERSITY, MANDI GOBINDGARH
Faculty of Business Administration and Hospitality Management
Department of Business Management and Commerce
Ordinance
Program: Masters of Business Administration

1 Duration of Course:

The duration of course shall be two academic years consisting of four (4) semesters i.e. two semesters in each year. The duration of each semester will be 18-20 weeks with ninety (90) teaching days

Maximum period for passing MBA

The candidate must pass all the subjects of all the semesters of MBA in two (2) years. If the candidate fails to pass all the subjects of the course within stipulated period, his/her registration will be cancelled.

Eligibility for admission

Direct Entry: Bachelor's Degree with 50% aggregate from a recognized University. 5% relaxation in marks shall be given to Schedule Caste/ Schedule Tribe or any rural and under privileged candidates.

Lateral Entry: Graduation with one year Post Graduate Diploma in Management or M.Com. from a recognized university or successful completion of 1st year/First 2 semesters of corresponding programme from a recognized university.

Medium of Instructions

The medium of instruction during the course and examinations shall be English.

Examination Schedule, Examination Fee and Examination Forms:

5.1. The examination of Odd Semesters shall ordinarily be held in the month of December and that of Even Semesters in the month of May, or on such other dates as may be fixed by the competent authority.

5.2. The candidates will be required to pay examination fees as prescribed by the University from time to time.

5.3. The Examination Form must reach in the office of the Controller of Examinations as per the schedule notified, from time to time.

5.4. The Examination Forms must be countersigned by the Director/Head of the Department along with the following certificate:--

- i. That he/she has been on the rolls of the University Teaching Department during the academic term preceding the end semester examination;
- ii. That he/she has attended not less than 75% lectures delivered to that class in each paper; and
- iii. That he/she has a good moral character.

5.5 The shortage in the attendance of lectures of the candidate may be condoned by the Vice-Chancellor, on the recommendations of Head of the Department, as per rules.

Re-admission

In case name of a student is struck off from the rolls due to non-payment of fee or continued absence from classes in any subject for one month and he/she will be re-admitted after payment of re-admission fee as prescribed by the University from time to time. However, the student will be allowed to appear in the end semester examination of that paper (s) only after attending the required lectures/practical delivered to that paper(s). However, if a student falls short of attendance in all courses offered in a semester he/she shall be required to repeat the semester, along with the next batch of students.

Scheme of Examinations

The examination in each semester shall be conducted according to the syllabus prescribed for the semester. The end semester examination for each paper shall be of three hours duration.

Minimum pass marks

The minimum number of marks required to pass in each semester shall be 40% marks in each in Theory and in Internal Assessment, separately.

Grading of performances

9.1 Letter grades and grade points allocations:-

Percentage of marks obtained	Letter Grade	Performance	Grade Point
91 – 100	O	Outstanding	10
81 – 90	A+	Excellent	9
75 – 80	A	Very Good	8
71 – 74	B+	Good	7
61 – 70	B	Above average	6
51 – 60	C	Average	5
40 – 50	P	Pass	4
Less than 40	F	Fail	0
Absent	Ab	Fail	0

Based on the performances, each student shall be awarded a final letter grade at the end of the semester for each course. The letter grades and their corresponding grade points are given hereunder:-

9.2 Grades O, A⁺, A, B, B⁺, C and P are pass grades.

9.3 A student who fails in any end semester examination shall be assigned a letter grade 'F' and a corresponding grade point of zero. A student who remains absent for any end semester examination shall be assigned a letter grade of 'Ab' and a corresponding grade point of zero. The students who have scored F & Ab grades should reappear in due course.

9.4 Computation of SGPA and CGPA

The Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA)

will be computed as follows:-

The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$\text{SGPA (Si)} = \frac{\sum(C_i \times G_i)}{\sum C_i}$$

where C_i is the number of credits of the i th course and G_i is the grade point scored by the student in the i th course.

The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

$$\text{CGPA} = \frac{\sum(C_i \times S_i)}{\sum C_i}$$

where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

9.5 Conversion Formula

Percentage of marks can be calculated as: $\text{CGPA} \times 9.5$

Award of Division

The division shall be awarded on the basis of Letter Grade as follows:

Letter Grade A, A+ and O, provided the candidate must have passed all the Semester Examinations in the first available attempt.	First Division with Distinction
Letter Grade B+, A, A+ and O	First Division
Letter Grade B	Second Division
Letter Grade C and P	Pass

Internal Assessment of failed candidate

The internal assessment award of a candidate who fails in the external examination shall be carried forward to the next Examination, if passed in Internal Assessment.

Grace Marks

12.1 The grace marks of 1% of total marks of the semester shall be given to a candidate to his best advantage so as to enable him to pass in one or more written papers, to make up aggregate to pass the examination/paper or for changing the result from FAIL to COMPARTMENT/PASS. If a fraction works out to be half or more, it shall be counted as one mark and fraction less than half shall be ignored.

12.2 If a candidate appears in an examination to clear re-appear/compartament paper, the grace marks of 1% will be given only on the total marks of that particular paper.

Re-evaluation

A candidate who is not satisfied with his result may apply to the Examination Branch for re-evaluation in a subject/paper within 15 days of declaration of result along with a fee as prescribed by the university from time to time.

Re-checking

A candidate who is not satisfied with his result may apply to the Examination Branch for re-evaluation in a subject/paper within 15 days of declaration of result along with a fee as prescribed by the university from time to time.

Special examination

A Special Examination will be conducted for those students who are passing out but having re-appeared in the last semester and/or in the lower semesters. The special examination will be conducted within one month of the declaration of final semester result. The student shall have to pay prescribed fee for Special Examination.

Re-appear/Supplementary examination

In case of re-appear examination, the University will adopt even/odd semester examination or open semester system. The student will be eligible to appear in the re-appear papers of odd semester along with the odd semester regular examinations of subsequent batches and re-appear of even semester's paper of the even semester regular examinations in the case of even/odd semester examination. The student will be eligible to appear in the re-appear papers of all semesters (even/odd) along with regular examinations of open semester examinations. Controller of Examination will implement any of the above examination system with the approval of the Vice-Chancellor.

Mercy Chance

The candidate will be given maximum two chances to appear in the supplementary examinations. After that, mercy chance may be given by the Vice-Chancellor on the recommendations of the Director of the concerned school on payment of a special fee.

Syllabus for re-appear candidates

A student who obtains re-appear(s) in a subject will be examined from the same syllabus which he/she studied as a regular student.

Promotion Criteria

19.1 A candidate who joins First Semester of MBA may on completing attendance requirements appear in 1st semester examination. He/she shall be allowed to continue his/her studies in the 2nd Semester even if he/she does not clear any paper of the 1st semester and on completing attendance requirements may appear in the 2nd Semester examination.

19.2 A candidate shall not be eligible to join 3rd Semester of MBA if he/she has yet to clear more than 50% papers of First and Second Semesters taken together. A candidate who has cleared 50% or more papers of MBA 1st and 2nd Semesters taken together may join 3rd Semester and on completing attendance requirements may take 3rd Semester Examination. He/she shall be allowed to continue his/her studies in the 4th Semester even if he/she does not clear any paper of the 3rd Semester and on completing attendance requirements may appear in 4th Semester examination.

Division Improvement

A candidate who has passed MBA examination from this University may re-appear for improvement of division in one or more subjects in the succeeding semesters with regular candidates in order to increase the percentage for obtaining higher division. However, final year candidates who have passed an examination of the University may re-appear for improvement of performance under special examination as per rules of the university.

Migration to this University

21.1 Migration to this University will be allowed only after completion of the 1st year and is applicable only to those students who are eligible to register for 3rd semester.

21.2 Migration shall be allowed after completion of the second semester but before start of the 3rd semester.

21.3 The candidates shall not be allowed to change his/ her discipline of study in the process of migration.

21.4 Migration to an affiliated College /Institute of the University from other recognized universities will be allowed 15 days prior to of the start of the 3rd semester. The following conditions shall be apply:-

- i. The candidate should have passed all the courses of the first year of the University from where he/she wants to migrate.
- ii. The courses studied by the candidate in first year must be equivalent to the courses offered in this University. Deficiency, if any, should not be of more than two subjects. The candidate would be required to furnish an undertaking that he/she will attend classes and pass these courses (found deficient). The institute and the University where the student is studying and the Institute, to which migration is sought, have no objection to the migration.
- iii. There is a vacant seat available in the discipline in the college in which migration is sought.

21.5 Power of Relaxation: Notwithstanding the existing Migration Rules, the Vice-Chancellor, after obtaining an undertaking/affidavit from the candidate, to his satisfaction, to be recorded in writing, shall be authorized to consider the migration for the cases that are not otherwise covered under the above Migration Rules, with the approval of the Chancellor.

Migration to any other University

22.1 Migration to any other University will be allowed 15 days prior to of the start of the 3rd semester.

22.2 The candidate seeking migration from this University shall be apply for the approval of his migration to the University within 15 working days after passing the 2nd Semester/First Year Examination.

22.3 The Director/Head of the department concerned of the University will issue "No Objection Certificate" after the candidate has paid all the fees due for the remaining period of the full session as well as the annual dues as per rules. In addition to the above, Migration fee as prescribed by the University shall be charged from such candidates.

22.4 If a candidate, on completion of any course, applies for Migration Certificate, the same

shall be issued on receipt of fee prescribed for Migration Certificate and on completion of other formalities etc.

Award of Detail Marks Card

Each candidate of First Year MBA (i.e. Semester-I &Semester-II), Second Year (i.e. Semester-III & Semester-IV), on successfully completion of course and passing all the papers of each semester, shall be supplied Detail of Marks Cards indicating CGPA score and Division obtained by him/her in the examination.

Award of Degree

The degree of Master of Business Administration (MBA) stating the CGPA score and Division will be awarded to the candidate who has successfully completed the course and passed all the papers of all the semesters. The degree will be awarded at the University Convocation. However, a degree in absentia can be issued before the convocation, on completion of required formalities and payment of prescribed fee.



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DESH BHAGAT UNIVERSITY, MANDI GOBINDGARH
Faculty of Business Administration and Hospitality Management
Department of Business Management and Commerce

Vision: To be globally recognized as a Centre of Excellence in the field of Business Studies, Commerce, Accountancy and Economics through value based Education, Research & Innovation. To provide best possible human resources to society in the field of Management and Commerce

Mission:

M1: To Inspire and empower students to become innovative entrepreneurs and worthy management professionals.

M2: To turn individuals into cross functional leaders and strategists that can skillfully handle challenges affecting businesses transversely in a dynamic and an interconnected world.

M3: Develop linkages with world class educational institutions and R&D organizations for excellence in teaching, research and consultancy services.

PROGRAM EDUCATIONAL OBJECTIVES

PEO1: To equip students with fundamental concepts of domain subjects like marketing, finance, human resource management along with technical competency to work effectively in various managerial areas.

PEO2: To provide students practical exposure of working with real time cases and facilitate with regular industrial training and industry visits to meet the basic requirements of management process.

PEO3: To prepare students for analysis of political, economic, financial, social, technological and legal environmental factors that is relevant for strategic decision-making in a global organization. Also to Evaluate and develop recommendations regarding a corporate business strategy for an international market.

PROGRAMME SPECIFIC OUTCOMES – MBA

PSO1: Learner will be able to identify the key issues faced by a business or strategic business unit, utilize qualitative and quantitative methods to explore and solve critical business problems,

PSO2: Students will be able to incorporate diversity and multicultural perspectives while making business decisions as an entrepreneur or manager.

S. No	Program	Program Outcomes
1	Master of Business Administration	PO1. Domain knowledge: Domain Knowledge Gain domain knowledge for understanding business dilemma and make effective decisions.
		PO2.Problem analysis: Apply theories, appropriate techniques and strategic tools for planning, analysis and execution.
		PO3. Design/development of solutions: Demonstrate effective planning abilities including time management, resource management, delegation skills and organizational skills. Develop and implement plans and organize work to meet deadlines.
		PO4.Conduct investigations of complex problems: Use research-based knowledge including design of experiments, analysis and interpretation of data, and synthesis of the information to provide valid conclusions.
		PO5.Modern tool usage: Learn, select, and apply apposite methods and procedures, resources, and modern computing tools within rational limits to achieve optimum output.
		PO6. The Manager and Society: Apply reasoning informed by the contextual knowledge to assess societal, health, safety and legal issues and the consequent responsibilities relevant to the professional management practices.
		PO7. Environment and sustainability: Understand the impact of the corporate activities in societal and environmental contexts, and apply knowledge to cope up with need for sustainable development.
		PO8. Business Ethics: Apply ethical principles and nurture commitment to personal and professional ethics in all aspects of business practice
		PO9.Individual and team work: Develop leadership skills by working effectively in teams
		PO10.Communication: Enhance verbal, written and presentation skills in students and make them able to comprehend and write effective reports, make effective presentations and documentation, and give and receive clear instructions.
		PO11.Project management and finance: Exhibit knowledge and understanding of management principles and apply these to one's own work, as a member and leader in a team. Manage projects in multidisciplinary environments.
		PO12. Life-long learning: Create an interest to engage in continuous learning independently to improve knowledge and develop competencies.

Mapping Of Mission & Program Outcomes

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak)

PO's	Mission		
	M1	M2	M3
PO1	S	S	S
PO2	S	S	M
PO3	S	S	M
PO4	S	M	M
PO5	S	S	S
PO6	M	M	S
PO7	W	M	S
PO8	W	W	S
PO9	W	W	M
PO10	S	S	S
PO11	S	S	S
PO12	S	M	S



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DESH BHAGAT UNIVERSITY, MANDI GOBINDGARH
Faculty of Business Administration and Hospitality Management
Department of Business Management and Commerce

Scheme & Syllabus
For
Program: Master of Business Administration
Session: 2023-24
MBA First Year – First Semester

S.No.	Course Code	Course Name	Course Type	Internal Marks	External Marks	Max. Marks	L	T	P	C	Exams Hrs.
1	MBAM-101	Management Principles and Organization Behavior	Theory	40	60	100	3	0	0	3	3
2	MBAA-102	Accounting for Managers	Theory	40	60	100	3	0	0	3	3
3	MBAE-103	Managerial Economics	Theory	40	60	100	3	0	0	3	3
4	MBAQ-104	Quantitative Techniques	Theory	40	60	100	3	0	0	3	3
5	MBAL-105	Legal Aspects in Business	Theory	40	60	100	3	0	0	3	3
6	MBAI-106	IT Applications	Theory	40	60	100	2	0	2	3	3
Total				240	360	600	17	0	2	18	

Abbreviations: L: Lecture, T: Tutorial, P: Practical, C: Credits

Course Code : MBAM-101

Title of the Course : MANAGEMENT PRINCIPLES AND ORGANIZATION BEHAVIOUR

L	T	P	Credits
3	0	0	3

Course Outcomes:

The course is designed to understand the functions and responsibilities of managers. The course seeks to help students acquire the requisite knowledge, skills and abilities needed to successfully manage the organization. The course examines the logic and working of organizations and outlines the major functions of management.

Course Outcomes: Student will be able to:

CO1: Ability to execute managerial tasks of planning, organizing and controlling.
CO2: Understand the roles, skills and functions of management.
CO3: Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling those complexities.
CO4: Exhibit various styles of leadership.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	M
CO2	S	M	M	S	W	M	W	W	M	M	W	W
CO3	M	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Basic concepts of management: Definition – Need and Scope – Different schools of management thought – Behavioural, Scientific, Systems, and Contingency Contribution of Management Thinkers: Taylor, Fayol, Elton Mayo Functions of Management – Planning – Concept, Nature, Importance, Steps, Limitations, Management by Objectives	7
	Decision-Making: Importance, types, steps and approaches, Decision Making in various conditions, Decision tree. Organizing: Concept and process of organizing, Formal Vs Informal organization, Organizational structure: Types of Organizational structure, Bases of Departmentalization.	5
	Delegation: concept, importance, factors affecting delegation, Effective delegation, Decentralization and centralization. Control: Concept, importance, characteristics, process of control, types and techniques of control.	3
Group B	Organizational Behaviour: Concepts, determinants, challenges and opportunities of OB; Contributing disciplines to the OB. Understanding Individual Behaviour: Determinants of Individual behaviour, Personality, Perception, Values, Attitudes and Learning.	5
	Motivation: Concept and early theories of Motivation, Applications of concept of Motivation.	6
	Leadership: Concept of Leadership, Theories of Leadership: Trait theory, Behavioural theories, Transactional and transformational leadership.	4
Group C	Foundations of Group Behavior: Nature & Concept of Group Formation, Stages of Group formation, Theories of Group Formation, Group properties, Individual Vs Group decision making, Conflict Management: Definition of Conflict, transitions in Conflict thought; Functional Vs Dysfunctional Conflict; Conflict Process; Individual & Group Level Conflict; Organization level Conflict ; Conflict Management	7

	<p>Power and Politics in Organization: Nature & Concepts, Sources & Types of Power, Techniques of Politics.</p> <p>Organizational Change & Development: Meaning & Definition, Change Agents, Change Models, Resistance to Change.</p> <p>Note: Relevant Case Studies should be discussed in class.</p>	8
	Total lectures	45

Reference Books

- Organizational Behaviour, 9th Ed. – Stephen Robbins (2001)
- Human Behaviour at work - Davis and Newstorm (2001)
- Organizational Behaviour – Uma Sekaran(1989)
- Organizational Behaviour – Fred Luthans (2008)
- Organizational Behaviour - K. Aswathappa (1991)
- Human Behaviour at Work – Keith Davis(1989)
- Organizational Behaviour – Jit S.Chandran (2014)
- Human Relations & Organizational Behaviour -R.S. Dwivedi (2001)
- Organizational Behaviour –McShane(2000)
- Organizational Behaviour –Sharma(1985)
- Essentials of Management – Koontz – TMGH(2010)
- Principles & Practices of Management – Saxena (2009)
- Principles and Practices of Management - Shejwalkar and Ghanekar(2005)
- Management Concepts & Practices –Hannagan (1995)

Course Code : **MBAA-102**
Title of the Course : **ACCOUNTING FOR MANAGERS**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The course is designed to develop the essential ability of all managers, to use complex accounting information as a platform for decision-making. In addition the course develops skills in interpreting earnings statements, balance sheets, and cash flow reports. This ability to analyze financial statements will enable participants to deal more effectively with strategic options for their businesses or business units.

Course Outcomes: Student will be able to:

CO1: Understand different accounting concepts and conventions.
CO2: Prepare financial statements in accordance with generally accepted Accounting Principles.
CO3: Analyze financial statements with the help of various tools and techniques of accountancy.
CO4: Identify and analyze complex financial accounting problems and opportunities in real life situations.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	M	W	M	S	W	W	M	M	W	S	M
CO2	S	S	M	S	W	M	S	W	W	M	W	W
CO3	M	S	S	M	W	W	M	S	S	M	M	S
CO4	M	S	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Basic Concepts: Overview of Financial Accounting, Cost Accounting and Management Accounting, Role of each in a business organization, Relationship between financial, cost and management accounting	6
	Various concepts and conventions of financial accounting, Basics of cost accounting, Role of management accounting in the global business environment	5
Group B	Understanding of Financial Statements: Financial statements of proprietary and partnership organizations, Financial statements of limited companies, Schedule VI of Companies Act, Objectives of financial statements	8
	Cost Accounting: Basic concepts of Cost Accounting, Classification and analysis of Costs, Relevant and irrelevant costs, differential costs, sunk costs, objectives of Cost Accounting, preparation of Cost Sheets.	8
Group C	Cost Control: Elements of costs, Material cost control, Procurement, Pricing of issues, Inventory control techniques, fixation of various levels	5
	Economic Order Quantity, material losses, labour cost control, time keeping and time booking, labour turnover, overheads, collection, Classification, absorption of overheads.	5
	Decision making tools: Marginal costing, Make or buy, Optimizing product mix , Break-even point, Cost Volume Profit Analysis, Pricing decisions, budgeting –Cash, flexible and functional Budgets.	8
	Total lectures	45

Reference Books:

- Robert Anthony, David F. Hawkins and Kenneth A. Merchant, Accounting- Text and Cases, McGraw Hill, New Delhi, 12th Edition (2007)
- Charles T. Horngren, George Foster and Srikant M. Datta, Cost Accounting: A Managerial Emphasis, Prentice-Hall of India, New Delhi, 12th Edition (2006)
- Charles T. Horngren, Introduction to Management Accounting, Prentice-Hall of India, New Delhi, 12th Edition (2007)
- Introduction to Management Accounting - Horngren and Sundem (1987)
- Principles of Management Accounting - Manmohan & Goyal (1989)
- Management Accounting - Dr. E.B. Khedkar, Dr. D.B. Bharati and Dr. A.B. Kharpas.
- Cost and Management Accounting - S. M. Inamdar (1991)

Course Code : **MBAE-103**
Title of the Course : **MANAGERIAL ECONOMICS**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The course is designed to understand about markets, discuss the conditions under which markets do and do not work well, and describe the role of public policy intervention in cases where markets fail to perform.

Student will be able to:

CO1: Understand fundamental conceptual foundations of micro & macroeconomics.
CO2: Describe the concept of demand, supply and equilibrium position of the business
CO3: Apply economic analysis to optimally allocate scarce resources to meet the managerial objectives.
CO4: Understand the concept and implications for the management of business cycle and also Inflation

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	M
CO2	S	M	M	S	W	M	W	W	M	M	W	W
CO3	M	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Nature and scope of Business Economics , Objectives of firm, Fundamental economic concepts: Incremental principle, Opportunity cost principle, discounting principle, Equi-marginal principle.	8
	Demand Analysis: Law of demand, determinants of demand; Theory of consumer choice: Cardinal utility approach, Indifference Approach, Revealed Preference Theory.	7
Group B	Elasticity of Demand and its measurement, Demand forecasting Techniques	3
	Production theory: Production function, production with one and two variable inputs.	7
Group C	Price determination and firm's equilibrium in short-run and long – run under perfect competition, monopoly, monopolistic competition And oligopoly	5
	Classical and Keynesian theory of income and employment , Theory of consumption and investment spending, multiplier-accelerator Interaction	6
	Business cycles: Nature and Phases of a business cycle, Theories of Business cycles, Inflation: Definition, characteristics and types in term of demand pull and cost push factor, consequences of inflation and measures to control inflation.	9
	Total lectures	45

Reference Books:

- Ahuja H.L, Advanced Economic Theory (1970)
- Jhingan M.L Advanced Economic Theory: Micro and Macro Economics (1982)
- Koutsoyianni, Modern Micro Economics (1975)
- Stonier and Hague, A Textbook of Economic Theory(2003)
- Managerial Economics – Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi(2016)
- Managerial Economics – Varshney and Maheshwari, Sultan Chand and Sons, New Delhi (2014)
- Managerial Economics – D. Salvatore, McGraw Hill, New Delhi.
- Managerial Economics – Pearson and Lewis, Prentice Hall, New Delhi (2003)
- Managerial Economics – G.S. Gupta, T M H, New Delhi (2005)
- Managerial Economics – Mote, Paul and Gupta, T M H, New Delhi (2001)
- Managerial Economics –Joel Dean, Prentice Hall, USA (1951)

Course Code : **MBAQ-104**
Title of the Course : **QUANTITATIVE TECHNIQUES**

L	T	P	Credits
3	0	0	3

Course Outcomes:

Provides students with quantitative skills that are required to make business decisions. These skills involve using statistical, forecasting and estimation techniques. Formulation and application of mathematical models in business decision making scenarios.

Student will be able to:

CO 1: Understand relevance & need of quantitative methods for making business Decisions
CO 2 : Apply quantitative methods to solve a variety of business problems
CO 3 : Understand and interpret statistical information
CO 4 : Demonstrate a sound knowledge of fundamentals of statistics and statistical Techniques

CO/PO Mapping (S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	M	W	M	S	W	W	M	M	W	S	M
CO2	S	S	M	S	W	M	S	W	W	M	W	W
CO3	S	S	S	M	W	W	M	S	S	M	M	S
CO4	S	S	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Introduction to Statistics: Measures of Central tendency: Arithmetic, weighted, geometric mean, median and mode. Measures of Dispersion: Range, Quartile deviation, Mean deviation, Standard deviation Coefficient of variation	8
	Correlation Analysis: Significance, types, Methods of correlation analysis: Scatter diagrams, Graphic method, Karl Pearson's correlation co-efficient, Rank correlation coefficient, Properties of Correlation.	6
Group B	Regression analysis: meaning, application of regression analysis, difference between correlation & regression analysis, regression equations, standard error and Regression coefficients.	8
	Assignment Problems: Introduction, Minimization and Maximization problems, Travelling Salesman problems, unbalanced assignment problems.	8
Group C	Transportation Problems: Meaning, Assumptions, Terminology, Methods; Feasible solution (NWCM, LCM, VAM), Optimal solution (Stepping stone method, MODI method), Unbalanced Transportation problem, Degeneracy	7
	Project Scheduling: PERT/CPM: Project networks. Scheduling of projects with known activity times – Critical path and scheduling of activities.	8
	Total lectures	45

Reference Books:

- Robert Anthony, David F. Hawkins and Kenneth A. Merchant, Accounting-Text and Cases, McGraw Hill, New Delhi, 12th Edition (2007)
- Charles T. Horngren, George Foster and Srikant M. Datta, Cost Accounting: A Managerial Emphasis, Prentice-Hall of India, New Delhi, 12th Edition (2006)
- Charles T. Horngren, Introduction to Management Accounting, Prentice-Hall of India, New Delhi, 12th Edition (2007)
- Introduction to Management Accounting - Horngren and Sundem (1987)
- Principles of Management Accounting - Manmohan & Goyal (1989)
- Management Accounting - Dr. E.B. Khedkar, Dr. D.B. Bharati
- Cost and Management Accounting - S. M. Inamdar (1991)
- Management Accounting - Dr. Mahesh Kulkarni (2018)
- Double Entry Book Keeping - T. S. Grewal (2014)
- Principles and Practice of Cost Accounting – Ashish K. Bhattacharya (2001)
- Management Accounting 3rd Ed. - Khan & Jain
- Theory & Problems in Management & Cost Accounting – Khan & Jain

Course Code : MBAL-105
Title of the Course : LEGAL ASPECTS IN BUSINESS

L	T	P	Credits
3	0	0	3

Course Outcomes:

The course is designed to explicate the essentials and types of Acts. Upon successful completion of Business Law I the student will be able to: Demonstrate an understanding of the Legal Environment of Business. Apply basic legal knowledge to business transactions. Communicate effectively using standard business and legal terminology.

Student will be able to:

CO1: Analyze the laws relating to Competition Commission Act, 2002 and Consumer Protection Act, 1986
CO2: Describe the provision relating to Right to Information Act, 2005
CO3: Ability to analyze the Sales of Goods Act, 1930
CO4: Understand and analyze the Information Technology Act, 2000 and Patents Act

CO/PO Mapping (S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	M	W	M	S	W	W	M	M	W	S	M
CO2	S	S	M	S	W	M	S	W	W	M	W	W
CO3	S	S	S	M	W	W	M	S	S	M	M	S
CO4	S	S	S	S	S	M	M	W	W	W	S	M
Group	Course Outlines											Lecture(s)
Group A	The Contract Act, 1871: Nature and classification of contracts - Essential elements of a valid contract, Offer and Acceptance – Consideration - Capacities of Parties, Provisions relating to free consent, void agreements											3

	<p>The Contract Act, 1872: Contracts of Indemnity - Meaning, nature - Right of Indemnity Holder and Indemnifier, Contracts of Guarantee - Meaning, Nature and Features - Types of Guarantee - Provisions relating to various types of Guarantee, Surety and Co- surety - Rights and Liabilities - Discharge of surety from his liability, Agency - Agent and Principal - Creation of Agency - Classification of Agents Relationship between Principal and Agent</p> <p>Agent's authority - Revocation and Renunciation - Rights, Duties and Liabilities of Agent and Principal – Termination of Agency</p>	7
	<p>Sales of Goods Act, 1930: Contract for Sale of Goods - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of Sale, Provisions relating to conditions and Warranties, Provisions relating to transfer of property or ownership, Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller –Rules as to delivery of goods.</p>	5
Group B	<p>The Negotiable Instruments Act, 1881: Negotiable Instruments - Meaning, Characteristics, Types, Parties - Holder and holder in Due Course, Negotiation and Types of Endorsements, Dishonor of Negotiable Instrument - Noting and Protest, Liability of parties on Negotiable Instrument.</p>	3
	<p>The Companies Act, 1956: Company - Definition, Meaning, Features and Types of companies, Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus , Share Capital</p>	7
	<p>The Consumer Protection Act, 1986: Definitions of Consumer, Complainant, Goods, Service – Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices, Rights of Consumers, Consumer Disputes Redressal Agencies</p>	5
Group C	<p>The Information Technology Act, 2000: Digital Signature - Digital Signature Certificate, Electronic Governance, Electronic Record, Certifying Authorities, Penalty & Adjudication</p>	6
	<p>Patents Act: Conceptual understanding of patents, copyrights, trademarks and designs</p>	3
	<p>Right to Information Act, 2005: Definitions, Right to Information & Obligations of Public Authorities, The Central & State</p>	6

Information Commission, Power & Functions of the Information Commissions, Appeal & Penalties.	
Total Lectures	45

Reference Books:

- Business Laws– Balchandani
- Business Laws - S.D. Geet and M.S. Patil
- Business Laws – GulshanKapoor (2018)
- Business and Commercial Laws - Sen and Mitra (2018)
- An Introduction to Mercantile Laws -N.D. Kapoor
- Business Laws -N.M. Vechalekar (1998)
- Business Laws -M.D. Mulla (2015)
- Company Law – Avtar Singh (1982)
- Bare Text of the relevant Act

Course Code : **MBAI-106**
Title of the Course : **IT Applications**

L	T	P	Credits
2	0	2	3

Course Outcomes:

The successful completion of this program will enable the graduate to-Analyze and resolve basic information technology problems through the application of systemic approaches. Support the analysis, planning, design, development and implementation of computer systems and networks. Design, install, configure, troubleshoot and manage components of computer systems and networks.

Student will be able to:

CO1: Apply principles of data management to ensure the integrity of information.
CO2: Describe elements of Information Technology: Hardware, Software, Data, and Telecommunications.
CO3: Interpret, produce, and present work-related documents and information effectively and accurately.
CO 4: Analyze technical requirements to determine resource requirements.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	M
CO2	S	S	M	S	W	M	W	W	M	M	W	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Introduction: Definition of Computer System, Characteristics of Computer, Generations of computers, Limitations of Computer System, Block diagram of computer. Components of a computer system.	10
	Application Of Computer: E-commerce, scientific, railway, Airlines, Hotel management. Input Devices: Keyboard, Mouse, Track Ball, Joy Stick, Electronic Pen, Touch Screen. Output Devices: Monitor-CRT, LCD, Printers.	10
Group B	MS Word: Entering Text, Saving The Document, Editing The Document Already Saved to Disc, Find And Replace Operations, Printing the Document.	5
	Special Effects: Print special effects- bold, underline, Superscripts, Subscript. Changing Fonts, Changing Case	3
	MS Excel: Saving the document, Editing, Formulas- Adding, Multiplication, Average MS Power Point: Making Simple Presentation, Slides- Creating Slides, re-arranging, modifying, Insert Pictures, Using Auto Content Wizards and Templates	7
Group C	Memory Hierarchy: Cache Memory, Primary Memory, Secondary Memory Computers and Communication: Introduction to Computer Networks-Types of Computer Networks, LAN, MAN, WAN Network Topologies-Ring, Bus, Star, Mesh.	7
	Internet and World Wide Web (WWW), Application of the Internet, FTP, Electronic Mail, Virus, HTML Web Page.	3
	Total lectures	45

Reference Books:

- Computer Fundamentals : P.K Sinha (2004)
- Computer Fundamentals : Anita Goyal (2010)
- Computer Fundamentals : Larry Long (2004)



(U/S 2(f) and 12B of the UGC Act1956, NAAC Accredited)
DESH BHAGAT UNIVERSITY, MANDI GOBINDGARH
Faculty of Business Administration and Hospitality Management
Department of Business Management and Commerce

Scheme & Syllabus
For
Program: Master of Business Administration
Session: 2023-24
MBA First Year -Second Semester

S.No.	Course Code	Course Name	Course Type	Internal Marks	External Marks	Max. Marks	L	T	P	C	Exams Hrs.
1	MBAO-201	Organization Development and Change	Theory	40	60	100	3	0	0	3	3
2	MBAC-202	Business Ethics and Corporate Governance	Theory	40	60	100	3	0	0	3	3
3	MBAM-203	Marketing Management	Theory	40	60	100	3	0	0	3	3
4	MBAF-204	Financial Management	Theory	40	60	100	3	0	0	3	3
5	MBAH-205	Management of Human Resources	Theory	40	60	100	3	0	0	3	3
6	DBES-101	EVS	Theory	40	60	100	1	0	2	2	3
Total				240	360	600	16	0	2	17	

Abbreviations: L: Lecture, T: Tutorial, P: Practical, C: Credits

Note: After second semester every student will be required to undergo summer training of 45 days duration in the corporate sector.

Course Code : **MBAO-201**
Title of the Course : **ORGANIZATION DEVELOPMENT AND CHANGE**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The course is designed to understand the various concepts like organization change, Organization culture, Organization development, Intervention, Organization effectiveness, stress management, importance of leadership, TQM & OD and organizational transformation. Upon completion of this course, the student will be able to:

C01: Understand the importance of change in organization to meet the competition in dynamic environment.
C02: Explain the reason and symptoms of resistance to change and also describe the strategies to overcome resistance.
C03: Understand the importance of organization culture, organization development and organization effectiveness.
C04: Assess and analyze the symptoms, causes and effects of stress.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	S	M	M	S	M	M	W	M	S
CO2	S	S	M	S	M	W	W	M	S	W	W	S
CO3	S	S	M	S	S	W	M	M	S	M	M	S
CO4	S	S	S	S	S	M	M	M	M	M	W	M

Group	Course outlines	Lecture(s)
Group- A	Organizational change: Meaning and definition of change, features of organizational change, need for change, pre-requisites of change, change process, forces for change(internal and external forces), Resistance to change: Meaning, Definition and causes for resistance to change(individual and organizational),symptoms of resistance to change, how to overcome resistance change.	10
	Organizational culture: Meaning, and features of organizational culture, creating, how the organizational culture are kept alive, process of socialization maintaining and learning organizational culture.	6
Group- B	Organizational development: Meaning Definition and features of organizational development, objectives, importance and limitation of organizational development, process of OD, Interventions: Definition, types of intervention, Team interventions, OD intergroup development interventions, structural interventions comprehensive interventions.	7
Group- C	Organizational effectiveness: meaning, increasing effectiveness of OD, factors affecting organizational effectiveness, problems in measurement of effectiveness.	5
	Organizational stress: Meaning, nature and causes of stress, coping with stress.	8
	Leadership and organizational development: Meaning and importance of leadership, errors made by leaders in leading change, role of change agents, types of change agents, selection of change agent , TQM and od, organizational transformation.	9
	Total lectures	45

Reference Books:

- Francis Cherunilam : Business Environment (1985)
- K. Ashwathapa : Business Environment (2014)
- Rudra Dutt: Indian Economy (1970)
- KuchhalS.C. : Industrial Economy of India (1969)
- Ghose P.K. : Government &Industry

Course Code : **MBAC-202**
Title of the Course : **BUSINESS ETHICS AND CORPORATE GOVERNANCE**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The course is aimed at providing fundamental knowledge and concepts relating to business ethics and corporate governance.

Course Outcomes: Student will be able to:

CO1: Explain why the quality of corporate governance is relevant to capital formation;
CO2: Discuss the moral and social responsibility dimensions of corporate governance;
CO3: Describe why systematic failure of corporate governance can lead to failure of confidence that could spread from individual firms to entire markets or economies
CO4: Critically evaluate and analyze the significance and importance of corporate governance and social responsibility in the light of contemporary global business, culture, and social developments

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	M
CO2	S	M	M	S	W	M	W	W	M	M	W	W
CO3	M	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Hour(s)
Group A	Evolution of Corporate Governance - Meaning of Corporate Governance; Corporate Governance systems; Obligations to stakeholders; Principles of corporate governance	5
	Corporate Governance Models: The Anglo-Saxon Model-Regulatory framework on corporate governance in India; The Japanese Model of Corporate Governance, Key Players in the Japanese Model; German model of corporate governance.	4
	Business Ethics: What is Business Ethics; Roots of Unethical Behavior; Business Ethics and Social Responsibility; The Role Of Ethics in Business; Ethical Theories; Ethical Issues, Making Decisions About Ethical Issues; improving Ethical Behavior in Business; The Nature of Social Responsibility; Social Responsibility Issues; How Corporate Observe Ethics In their Organizations; Corporate Governance Ethics; Characteristics of an Ethical Organization;	8
Group B	<p>Board of Directors: Corporate Management Structure; Kinds of Directors; Directors Appointment; Effectiveness of the Board of Directors; Duties and Responsibilities of Directors; Qualification and Disqualification of Directors; Liabilities of Directors; Role of Directors;</p> <p>Investor's Problems and Protection: Definition of Investor Protection; How do Insiders Steal Investors Funds?; Impact of Investor Protection; Investor protection in India; SEBI's Poor Performance</p>	9
Group C	Roles, Duties, & Responsibilities of Auditors: Role of Auditors; Defining Audit; Objectives of an Audit; Types of Audit; Defining Auditor; Types of Auditors; Duties of an Auditor; Responsibilities of an Audit Firm;	9
	Corporate Social Responsibility: Definition & Drivers of CSR; The Scope of Social Responsibility; Social Responsibility and Indian Corporations; CSR and Environmental Protection; Role of Government in Corporate Governance: Government Interference in Market Economies; Different Roles of Government in the Economy; Forms of Government Regulation; The Scope of Government's Relations with Business;	9
	Total lectures	45

Reference Books:

- A.C Fernando(2012). Business Ethics and Corporate Governance. Pearson Education.
- V. Balachandran, V. Chandraasekaran.(2011). Corporate Governance, Ethics and Social Responsibility. PHIndia
- Sharma, J.P, Corporate Governance, and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi
- Fernando, A.C. (2011). Corporate Governance: Principles, Polices and Practices. Pearson Education

Course Code : MBAM-203
Title of the Course : **MARKETING MANAGEMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes:

To understand the concepts of marketing management with marketing process for different types of products and services. To understand the tools used by marketing managers in decision situations. To understand the marketing environment

Student will be able to:

CO1: Evaluate the significance of marketing
CO2: Analyze the relationships between marketing management and the political, economic, legal and social policies and its impact on business.
CO3: Identify the role and significance of various elements of marketing mix.
CO4: Describe the role and relevance of marketing organization in current marketing conditions.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	M	S	M	S	W	W	M	M	W	S	M
CO2	S	S	M	S	W	M	S	W	W	M	W	W
CO3	S	S	S	M	W	W	M	S	S	M	M	S
CO4	S	S	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Introduction to Marketing: Definition & Functions of Marketing. Core concepts of marketing–Need, Want, Desire, Benefits, Demand, Value, Exchange, Goods – Services Continuum, Product, Market, Customer Satisfaction, Customer Delight, Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relational. Concept of Marketing Myopia. Selling versus marketing, Holistic Marketing Orientation & Customer Value.	10
	Consumer Behaviour: Concept, Characteristics of consumer and organizational markets, 5 step Buyer decision process. Marketing Environment: Analyzing needs and trends Macro Environment - Political, Economic, Socio-cultural and Technical Environment – PEST analysis. Micro Environment – Industry & Competition. Concept of Market Potential & Market Share.	10
Group B	Market segmentation: Definition, Need & Benefits. Bases for market segmentation of consumer goods, industrial goods and services. Segment, Niche & Local Marketing, Effective segmentation criteria, Evaluating & Selecting Target Markets, Concept of Target Market and Concept of positioning – Value Proposition & USP.	10
	Marketing Mix: Definition of each of the Four P's. Components of each P. Extended 7 Ps for services. Significance in the competitive environment. Marketing Planning: Contents of Marketing Plan - Developing Marketing. Plan for variety of goods and services.	9
Group C	Marketing organization: Concept, Types - Functional organization, Product Focused organization, Geographic Organization, Customer Based Organization, Matrix organization. Organization structure for a wide customer orientation.	6
	Total lectures	45

Reference Books:-

- Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong (2007)
- Fundamentals of Marketing –Stanton(1964)
- Marketing Management – RajanSaxena(1975)
- Marketing Management - V.S.Ramaswamy and S. Namakumari (2017)
- Analysis for Marketing Planning – Donald Lehmann & Rusell Winer, 6th ed. (2004)
- Case Studies in Marketing - Indian context -R.Srinivas(2014)

Course Code : MBAF-204
Title of the Course : FINANCIAL MANAGEMENT

L	T	P	Credits
3	0	0	3

Course Outcomes:

The course is designed to understand the various concepts like Financial System, Goals & Functions of Financial System; capital structure planning cost of capital; dividend policies and working capital which will be foundation if they go for management studies; Capital Investment Decisions; Theories of Capital Structure and firm's value

Upon completion of this course, the student will be able to:

CO1: Describe concepts of Financial Management
CO2: Understand and analyze working capital management
CO3: Gain knowledge about dividend policies and various dividend models.
CO4: Work upon capital structure as per theories of capital structure

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	S	M	S	M	M	M	W	S	S
CO2	S	S	S	S	M	S	M	M	M	W	S	S
CO3	S	S	S	S	M	S	M	M	M	W	S	S
CO4	S	S	S	S	M	S	M	M	M	W	S	S

Group	Course outlines	Lecture(s)
Group- A	Financial Management: An Overview, Goals and Functions of Finance, Financial System: Assets, Markets, Intermediaries and Regulatory Framework. Capital Market and Money Market,	9
	Concepts in Valuation: Time value of money, Present Values, IRR, Bond returns, Return from Stock Market Investments.	6
Group-B	Capital Investment Decision making: Principles of Cash Flows, Discounted and Non- Discounted Cash Flow Techniques for appraising capital investments, Risk Analysis in Capital Budgeting.	10
	Working Capital Management: An Overview, Determinants, Working Capital Cycle, Management of Cash, Receivables and Inventories. Financing Working Capital needs.	8
Group-C	Leverage: Operating Leverage and Financial Leverage. Cost of Capital. Capital Structure and firm's value: Theories, MM Hypothesis, Optimization of Capital Structure, Capital Structure Planning.	7
	Dividend Policy and firm's value, Dividend Policy in practice. Corporate Restructuring: Mergers and Acquisitions, motives, considerations and regulations.	5
	Total lectures	45

Reference Books:

- J.J. Hamton, Financial Decision Making: Concepts, Problems and Cases, Prentice-Hall of India, New Delhi, 4th Edition (1989)
- Khan and Jain, Financial Management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 4th Edition (2005)
- Stephan A. Ross, Randolph W. Waterfield and Jeffery Jaffe, Corporate Finance, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 7th Edition (1988)
- Richard A. Brealey and Stewart C. Meyers, Principles of Corporate Finance, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 6th Edition (2000)

Course Code : **MBAH-205**
Title of the Course : **MANAGEMENT OF HUMAN RESOURCES**

L	T	P	Credits
3	0	0	3

Course Outcomes:

After successful completion of this program the learners should be able to: Understand the key elements of HRM, Improve their ability to think about how HRM should be used as a tool to execute strategies, understand the overall role of HRM in business.

Upon completion of this course, the student will be able to:

CO1: Understand the key components of managing people in organizations.
CO2: Describe the nuances of human resource management systems.
CO3: Manage HR practices as competitive tool for organizational excellence.
CO4: Evaluate the process of recruitment and selection.

CO/PO Mapping (S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	S	M	S	S	M	S	S	S	M
CO2	S	S	S	S	M	S	S	M	S	S	S	M
CO3	S	S	S	S	M	S	S	M	S	S	S	M
CO4	S	S	S	S	M	S	S	M	S	S	S	M

Group	Course outlines	Lecture(s)
Group A	Concept, scope, functions, importance of HR Management, environment scanning, SWOT analysis, building up skills for effective HR manager.	5
	Manpower Planning: meaning and definition, features and process of manpower planning, importance of manpower Planning	5
	job analysis: meaning, process of job analysis, job description and job specification job enlargement and job enrichment	5
Group B	Recruitment: meaning, definition, features, process of recruitment, Selection: meaning ,definition, steps of selection process,	5
	Interview: meaning and types of interview, placement and induction: meaning, definition, features, process	5
	Training and development: meaning, need of Training, methods of Training. Quality of work life.	5
Group C	Performance Appraisal: meaning, process of performance appraisal, methods of performance appraisal importance of performance appraisal. Potential appraisal,	5
	Industrial Relations: meaning, definition, features, importance of industrial relation, factors affecting industrial relation	5
	Industrial disputes: meaning and Definition, Types & Causes of industrial relation. Trade Unionism: Meaning, Features, Types & Functions of trade unions.	5
	Total lectures	45

Reference Books:

- Garry Desseler, Human Resource Management, Prentice-Hall of India Pvt. Ltd., New Delhi, 10 Edition (2004)
- Edwin B. Flippo, Personnel Management, McGraw-Hill Book Company, 6th Edition (1984)

Course Code : **DBES-101**
Title of the Course : **EVS**

L	T	P	Credits
1	0	2	2

Course Outcomes:

CO1: Developing an attitude of concern for the environment.
CO2: Motivating public to participate in environment protection and environment improvement.
CO3: Acquiring skills to help the concerned individuals in identifying and solving environmental problems
CO4: Striving to attain harmony with Nature.

CO/PO Mapping (S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	W	W	W	S	W	M	W	S	M	S	S
CO2	S	M	M	S	S	W	M	W	S	M	M	S
CO3	S	M	M	S	S	W	M	W	S	M	M	S
CO4	S	M	M	S	S	W	M	W	S	M	M	S

Unit	Course outlines	Lectures
1.	The Multidisciplinary Nature of Environmental Studies Definition, scope and importance Need for public awareness.	2
2.	Renewable and Non-renewable Resources Natural resources and associated problems. (a)Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forests and tribal people (b) Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems. (c)Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies. (d)Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, Case studies.	8

	<p>(e) Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources. Case studies.</p> <p>(f) Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification.</p> <p>Role of an individual in conservation of natural resources.</p> <p>Equitable use of resources for sustainable lifestyles.</p>	
3.	<p>Eco systems</p> <p>Concept of an ecosystem.</p> <p>Structure and function of an ecosystem.</p> <p>Producers, consumers and decomposers.</p> <p>Energy flow in the ecosystem.</p> <p>Ecological succession.</p> <p>Food chains, food webs and ecological pyramids.</p> <p>Introduction, types, characteristic features, structure and function of the following ecosystem:(a) Forest ecosystem(b) Grassland ecosystem(c) Desert ecosystem(d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estauries)</p>	6
4.	<p>Biodiversity and Its Conservation</p> <p>Introduction, definition: genetic, species and ecosystem diversity.</p> <p>Bio-geographical classification of India.</p> <p>Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values.</p> <p>Biodiversity at global, National and local levels.</p> <p>India as a mega-diversity nation.</p> <p>Hot-spots of biodiversity.</p> <p>Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts.</p> <p>Endangered and endemic species of India.</p> <p>Conservation of biodiversity: in-situ and ex-situ conservation of biodiversity.</p>	8
5.	<p>Environmental Pollution</p> <p>Definition, Causes, effects and control measures of a)Air pollution (b) Water pollution</p> <p>c)Soil pollution (d) Marine pollution(e) Noise pollution (f) Thermal pollution(g) Nuclear hazards</p> <p>Solid waste management: Causes, effects and control measures of urban and industrial wastes.</p> <p>Role of an individual in prevention of pollution.</p> <p>Pollution case studies.</p> <p>Disaster management: Foods, earthquake, cyclone and landslides.</p>	8
6.	<p>Social Issues and the Environment</p> <p>From unsustainable to sustainable development.</p> <p>Urban problems related to energy.</p> <p>Water conservation, rain water harvesting, watershed management.</p> <p>Resettlement and rehabilitation of people; its problems and concerns.</p> <p>Case studies.</p> <p>Environmental ethics: Issues and possible solutions.</p> <p>Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case studies.</p> <p>Wasteland reclamation.</p>	6

	Consumerism and waste products. Environment Protection Act. Air (Prevention and Control of Pollution) Act. Water (Prevention and Control of Pollution) Act. Wildlife Protection Act. Forest Conservation Act. Issues involved in enforcement of environmental legislation. Public awareness.	
7.	Human Population and the Environment Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. HIV/AIDS. Women and Child Welfare. Role of Information Technology in environment and human health. Case Studies.	3
8.	Field Work Visit to a local area to document environmental assets— river/forest/grassland/hill/ mountain. Visit to a local polluted site—Urban/Rural/Industrial/Agricultural. Study of common plants, insects, birds. Study of simple ecosystems—pond, river, hill slopes, etc.	5
	Total lectures	45

Recommended Texts:

- Environmental Studies For Undergraduate Courses by Erach Bharucha

Reference Books:

- Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
- Bharucha Erach, the Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad - 380013, India, Email: mapin@icenet. Net (R).
- Carter, W. nick (1992). Disaster Management: A Disaster manager's handbook. ADB Publication, Manila.
- De A.K., Environmental Chemistry, Wiley Eastern Ltd.
- Miller T.G. Jr. Environmental Science, Wadsworth Publishing Co. (TB)
- Sharma B.K., 2001. Environmental Chemistry. Geol Publ. House, Meerut
- Trivedi R. K. and P.K. Goel, Introduction to air pollution, Techno-Science Publication (TB)
- Trivedi R.K., Handbook of Environmental Laws, Rules Guidelines, Compliances and Standards, Vol I and II, Enviro Media



(U/S 2(f) and 12B of the UGC Act1956, NAAC Accredited)
DESH BHAGAT UNIVERSITY, MANDI GOBINDGARH
Faculty of Business Administration and Hospitality Management
Department of Business Management and Commerce

Scheme & Syllabus
For
Program: Master of Business Administration
Session: 2023-24
MBA Second Year – Third Semester

S.No.	Course Code	Course Name	Course Type							C	Exams Hrs.
				Internal	External	Total	L	T	P		
1	MBAP-301	Project Management	Theory	40	60	100	3	0	0	3	3
2	MBAR-302	Research Methodology	Theory	40	60	100	3	0	0	3	3
3	MBAS-303	Entrepreneurship and Managing Small and Medium Businesses	Theory	40	60	100	3	0	0	3	3
4	MBAI-304	Industrial Training Seminar	Practical	-	100	100	0	0	2	1	N.A
5	XXXX	Major I	Theory	40	60	100	3	0	0	3	3
6	XXXX	Major II	Theory	40	60	100	3	0	0	3	3
7	XXXX	Minor I	Theory	40	60	100	3	0	0	3	3
Total Credit				240	460	700	18	0	2	19	

Abbreviations: L: Lecture, T: Tutorial, P: Practical, C: Credits, N.A: Not Applicable

Major I	Elective	40	60	100	3	0	0	3
Major II	Elective	40	60	100	3	0	0	3
Minor I	Elective	40	60	100	3	0	0	3

List of Electives:
Group A: Finance

Course Name	
MBAE-305	Corporate Tax Planning
MBAE-306	Financial Services and Markets
MBAE-307	Strategic Financial Management
MBAE-308	Investment Analysis and Portfolio Management

Group B: Marketing

Course Name	
MBAE-309	Marketing of Services
MBAE-310	Rural Marketing
MBAE-311	Consumer Behavior
MBAE-312	Product and Brand Management

Group C: Human Resource Management

Course Name	
MBAE-313	HRD Strategies and Systems
MBAE-314	Negotiations and Conflict Management
MBAE-315	Training and Development
MBAE-316	Human Resource Planning

Group D: International Business

Course Name	
MBAE-317	International Business
MBAE-318	International Management
MBAE-319	Multilateral Trade Agreements and Regulations
MBAE-320	International Business Law

Group E: Information Technology

Course Name	
MBAE-321	Cloud Computing
MBAE- 322	E-Governance & Framework of ICT
MBAE-323	Computer Networks
MBAE-324	Web Technologies

Group F: Production & Operations Management

Course Name	
MBAE-325	Management Control Systems
MBAE- 326	Production Planning & Control
MBAE-327	Inventory Management
MBAE-328	Total Quality Management and Quality Control

Group G: Agribusiness Management

Course Name	
MBAE-329	Agribusiness and Rural Environment
MBAE- 330	Agribusiness Financial Management
MBAE-331	Agricultural Marketing Management
MBAE-332	Agriculture Economics

Group H: Business Analytics

Course Name	
MBAE-333	Introduction to Business Analytics & Data Science
MBAE- 334	Data Mining Techniques – Predictive Modeling & Pattern Discovery- using R
MBAE-335	Big Data Fundamentals
MBAE-336	Database Management System

Course Code : **MBAP-301**
Title of the Course : **PROJECT MANAGEMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes:

CO1: Explain accurately the processes and interactions a practitioner undertakes to achieve project goals.
CO2: Analyze the iterative processes of a project correctly.
CO3: Identify and effectively communicate best practices within the framework of projects management.
CO4: Evaluate and describe the process of progressive elaboration.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	M	S	S	S	S	S	M	S	S
CO2	S	S	M	S	M	S	S	M	S	M	S	M
CO3	S	S	S	S	S	M	S	S	M	S	S	S
CO4	M	S	M	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Concepts of Project Management: Meaning and Definition of Project, Characteristics of a project, Project Life Cycle Phases, Role of a Project Manager, Market and Demand Analysis.	6
	The Planning Process: Work Breakdown Structure, Cost Planning – tools & techniques, cost estimation, Time Planning – tools & techniques.	6
Group-B	Project Appraisal: Technical Feasibility, Economic Feasibility, Financial Evaluation for single and multiple projects, Appraisal Under Risk and Uncertainty, Sensitivity Analysis	6
	Social Cost Benefit Analysis: Rationale, Fundamentals of Shadow Pricing, Basic approaches to Social Cost Benefit Analysis.	8
Group-C	Scheduling: Graphic representation of project activities	6
	Network Analysis, Network Techniques: PERT and CPM.	6
	Resource Allocation, Overview of MS-Project 2000. Control of Projects: control systems, control of constraints – cost and time. Project Audit.	7
	Total lectures	45

Reference Books:

- Chandra, P. Projects: Preparation, Appraisal, Budgeting and Implementation. New Delhi: 8th Edition, Tata Mc graw (2017)
- Desai, V. Project Management and Entrepreneurship, New Delhi: 2nd Edition, Himalaya Publishing House (2017)
- Fyffe, D. S. Project Feasibility Analysis, New York: John Wiley and Sons (2001)

Course Code : MBAR-302
Title of the Course : RESEARCH METHODOLOGY

L	T	P	Credits
3	0	0	3

Course Outcomes:

The course is designed to understand the various concept like Introduction to Research,, Sampling Design, Hypnosis, Testing of Hypothesis, Collection methods, Statistical Analysis of Data , Parametric and Non Parametric Tests, Report writing.

Course outcome: Students will be able to:

CO1: Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.
CO2: Have basic knowledge on qualitative research techniques
CO3: Have adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis
CO4: Have basic awareness of data analysis-and hypothesis testing procedures

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	<p>Introduction to Research: Meaning, Definition, Objective and Process, Qualitative Research, Quantitative Research, Research Ethics</p> <p>Research Design: Meaning, Types - Historical, Descriptive, Exploratory and Experimental</p> <p>Research Problem: Necessity of Defined Problem, Problem Formulation, Understanding of Problem,</p> <p>Literature Review: Identifying, Accessing and Managing Sources of Information and</p> <p>Scholarly Literature- Academic Writing and Referencing, Steps in Literature Review</p> <p>Design of Experiment: Basic Principal of Experimental Design, Randomized Block, Completely Randomized Block, Latin Square, Factorial Design.</p>	8
	<p>Sources of Data: Primary and Secondary, Validation of Data</p> <p>Data Collection Methods: Survey, Questionnaire: Process of Questionnaire Design, Information Required , Interview Method, Questionnaire Format and Question Composition, Individual Question Content, Questions Order, Form and Layout, Pilot Testing the Questionnaire</p>	8
Group-B	<p>Sampling Design & Techniques – Probability Sampling and Non Probability Sampling</p> <p>Scaling Techniques: Meaning & Types</p> <p>Reliability: Test – Retest Reliability, Alternative Form Reliability, Internal Comparison, Reliability and Scorer Reliability</p> <p>Validity: Content Validity, Criterion Related Validity and Construct Validity</p>	8
	<p>Data Process Operations: Editing, Sorting, Coding, Classification and Tabulation</p> <p>Analysis of Data: Statistical Measure and Their Significance,</p>	7

	<p>Central Tendency, Dispersion,</p> <p>Correlation: Linear and Multiple Regression.</p> <p>Hypothesis: Introduction, Types, Formulation of Hypothesis, Type-I Error, Type –II Error</p>	
Group-C	<p>Testing of Hypothesis: Steps of Hypothesis Testing, T-test, Z-test, Chi Square, F-test, ANOVA</p> <p>Multivariate Analysis: Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, Multi-Dimensional Scaling</p> <p>Report Writing: Essentials of Report Writing, Report Format</p> <p>Research Proposal: Purpose, Nature and Evaluation - Content and Format</p>	7
	<p>Statistical Software: Application of Statistical Softwares like SPSS, MS Excel, in Data Analysis</p>	7
	Total lectures	45

Reference Books:

- C. R. Kothari, Research Methodology, New Age International Publisher Edition (2012)
- S. P. Gupta, Statistical Methods, Sultan Chand & Sons, New Delhi(2009)
- GC Beri, Business Statistics, Tata Mcgraw Hill Publication(2005)
- JK Sharma, Business Statistics, Pearson Education, New Delhi (2006)

Course Code : MBAS-303
Title of the Course : ENTREPRENEURSHIP AND MANAGING SMALL AND MEDIUM BUSINESSES

L	T	P	Credits
3	0	0	3

Course Outcomes:

This course provides students with insight on key aspects and challenges of small and medium sized enterprises (SMEs). Students will gain knowledge of systems and techniques to manage and strategically position SMEs in the national and international context.

After completion of this course, student would be able to.

CO1: Understand the importance of defining the right strategy for the SME in a fast changing world and to apply specific tools, models and processes.
CO2: Know the parameters to assess opportunities and constraints for new business ideas
CO3: Understand the systematic process to select and screen a business idea
CO4: Design strategies for successful implementation of ideas

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	M	S	S	S	S	S	M	S	S
CO2	S	M	M	S	M	S	S	M	S	M	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	M	S	M	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Concept and Need of Entrepreneurship Development; Definition of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity, Business Idea; Foundations of Entrepreneurship Development; Role of entrepreneurship in economic Development; Factors impacting emergence of entrepreneurship; Types of Entrepreneurs, Characteristic of successful entrepreneurs; Entrepreneurship process; Entrepreneurial challenges	8
	Theories of Entrepreneurship: Innovation Theory by Schumpeter, Imitating Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, and Theory of Social change by Everett Hagen Women Entrepreneurship: Problems faced, suggestions, role of government to promote women entrepreneurship.	7
Group-B	Building the business plan- Feasibility study: Setting up of Small business enterprises. Financial Considerations: Basic financial statements, Managing Cash Flows, Preparation of projected financial statements, Applications of Business ratios, Sources of finance: Debt and Equity.	7
	New Enterprises Planning: Methods to Initiate Ventures; Developing a Marketing plan customer analysis, sales analysis and competition analysis, steps in marketing research, Marketing Mix;	6
	Business Plan benefits of drivers, perspectives business plan preparation, elements of a business plan; Business plan failure.	5
Group-C	Production management in Small business: production and material management, Break even analysis. HRM in Small business: Importance of HRM, HRD, Industrial relations, labour laws, pollution control laws	6
	Institutions supporting small business enterprises: Introduction, Central level institutions, state level institutions, other agencies. Sickness in small business enterprises: Definition and status of Sickness of SSI's in India, causes of sickness, Symptoms and cure of sickness.	6
	Total lectures	45

Reference Books:

- Vasant Desai Management of small scale industries, Himalaya Publishing (2016)
- Angadi, Cheema, Das, Entrepreneurship, Growth, and Economic Integration, Himalaya Publication(2009)
- Dr. R.K Gupta & Lipikak, Guliani Fundamentals of entrepreneurship development & project management-Himalaya Publication (in press)(2014)
- Rizwana and Janakiran, Entrepreneurship Development, Excel Books(2011)

Course Code : **MBAI-304**
Title of the Course : **INDUSTRIAL TRAINING (SEMINAR)**

L	T	P	Credit
0	0	2	1

Summer Industrial Training of 4-6 weeks in a relevant Industry after 2nd Semester Examinations during summer break. Training report by the student to be submitted within 3rd Semester. Viva-Voce examination to be held at the end of 3rd semester.

Course Code : **MBAE-305**
Title of the Course : **CORPORATE TAX PLANNING**

L	T	P	Credits
3	0	0	3

Course Outcomes:

This course will be a step above Personal Financial Planning where they will learn tax laws for personal income. The main objective of the course is to give an understanding of income tax laws in India and be able to do tax planning.

After Completion of this course, student would be able to.

CO1: Identify the difference between tax evasion and tax planning.
CO2: Describe how the provisions in the corporate tax laws can be used for tax planning.
CO3: Explain different types of incomes and their taxability and expenses and their deductibility.
CO4: Identify tax planning opportunities and challenges for corporations

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Basic concepts- Assessment year, Previous year, Person, Assesse, Income defined, Gross total income, Total income and its computation	8
	Difference between exemption and deduction, how to charge tax on income. Difference between capital and revenue receipt and expenditure.	8
Group-B	Structure of Direct and Indirect Taxes in India. Concepts, Significance and Problems of Tax Planning, Tax Avoidance and Tax Evasion– Recognized methods of Tax Planning.	7
	Tax implications in planning of business unit as Proprietorship, Partnership, Hindu undivided family, Public Ltd. and Pvt. Ltd.	7
Group-C	Definition of various kinds of companies - Meaning of company under IT Act. Residential status of a company and implication of tax planning	7
	Tax planning vis-à-vis managerial capital structure decisions in wake of tax planning such as (1) Lease or own decisions ;(2) make or buy decision; (3) repair/renewal or replacement decision; (4) export vs. local sales ;(5) shut down or continue; (6) expand or contract.	8
	Total lectures	45

Reference Books:

- Students Guide To Income Tax, 48th edition, Taxman Publication (2019)
- Lal &Vashisht, Direct Taxes, 29th Edition, Tata McGraw Hill (2013)

Course Code : **MBAE - 306**
Title of the Course : **FINANCIAL SERVICES AND MARKETS**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The Course aims at providing the students, basic knowledge about Finance concepts, markets and various services provided in those markets. The syllabus is structured in a way which provides adequate information about the roles of intermediaries and its regulating bodies.

After completion of this course, student would be able to:

CO1: Understand the financial system and economic development
CO2: Understand the role and function of the financial system in reference to the macro economy.
CO3: Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.
CO4: Evaluate and create strategies to promote financial products and services

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO1	S	S	S	S	S	S	M	M	S	M	M	S
Group	Course outlines										Lecture(s)	

Group-A	Financial System in India: An overview, structure, growth Financial markets in India: structure and significance, Money Market: structure, components and reforms in Indian money market	8
	Capital market: overview, functions, structure and components. New issue market, mode of raising capital from primary market, SEBI guidelines relating to primary market.	8
Group-B	Financial services in India: nature, types, regulatory framework and major problems faced by Indian financial service sector	7
	Leasing: Meaning parties and types. Hire purchase: meaning, parties, financial and legal aspects, Mutual Funds and AMC's: Meaning, types, structure, significance and SEBI guidelines relating to MF's	7
Group-C	Merchant banking in India: Meaning, role and functions. Venture capital: Meaning, characteristics and SEBI guidelines listing & formalities in stock exchange – laws governing SEBI -- role of SEBI – laws governing non banking financial corporation's – laws pertaining anti- money laundering	7
	Credit rating: Meaning, types and functions, process and methodology of credit rating. Debt Securitization: Meaning, features, scope, process of securitization	8
	Total lectures	45

Reference Books

- G.S. Batra, Financial Services & Market (2002)
- Meir Khan, Financial Institutions and Markets, Oxford Press (2001)
- L. M. Bhole, Financial Institutions and Market, TATA McGraw Hill (2004)
- V.A. Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai (2018)
- Vasant Desai, Indian Financial System and Development, Himalaya Publishers (2017)

Course Code : **MBAE-307**
Title of the Course : **STRATEGIC FINANCIAL MANAGEMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The objective of the course is to make students learn the intricacies of formulating and implementing Financial Strategies and the Financial Mix.

On the successful completion of this course, student will be able to acquire in-depth knowledge of:

CO1: Various functions associated with making successful Financial strategy for business Units
CO2: Practice and procedures relating to valuation of Business
CO3: An insight into management of various long term financing Instruments
CO4: To understand and appreciate in comprehensive manner how finance managers contribute to the effective decision making

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Financial Policy and Strategic Planning –Strategic Planning Process – Objectives and Goals– Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan	8
	Financial Models – Tools or Techniques of Financial Modeling – Uses and Limitations of Financial Modeling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development	8
Group-B	Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor	7
	Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.	7
Group-C	Expansion and Financial Restructuring – Corporate Restructuring - Mergers and Amalgamations – reasons for Merger, Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures	8
	Ownership Restructuring – Privatization – Dynamics of Restructuring – Buy Back of Shares – Leveraged Buy-outs (LBOs)– Divestiture – Demergers. Leasing – Importance, Types, Tax Considerations, and Accounting Considerations – Evaluation of Lease from the point of view of Lessor and Lessee – Lease versus Buy Decision.	8
	Total lectures	45

Reference Books:

- Allen, D: An Introduction to Strategic Financial Management, CIMA/Kogan Page Ltd.(1997)
- Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi(2011)
- Copeland, T., Koller, T and Murrin, J: Valuation: Measuring an
- Managing the value of Companies, John Wiley, International Edition, New York(1995)
- Copeland, T.E. and Weston, J.F: Financial Theory and Corporate Policy, Addison Wesley, New York (1988)

Course Code : **MBAE-308**
Title of the Course : **INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes:

This course aims at developing an understanding of the changing domestic and global investment scenario in general and Indian capital market in particular with reference to availability of various financial products and operations of stock exchanges. Important theories, techniques, regulations and certain advancements in theory of investment will be covered with an aim of helping the participants make sound investment decisions in the context of portfolio investment.

After Completion of this course, students would be able to:

CO1: Know the risk return associated with different investments
CO2: Gain the knowledge about capital market and various investment avenues
CO3: Understand different techniques of evaluating the investments
CO4: Analyze and understand the investment decisions and portfolio performance

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Investment – Basics of Investment – Investment, Speculation and Gambling – Investment Categories – Investment avenues – Non marketable Financial Assets – Money Market Instruments – Bond/Debentures	7
	Equity Shares – Schemes of LIC – Mutual Funds– Financial Derivatives – Real Assets – Real Estate –Art – antiques and others. Fundamental Security Analysis – Economic Analysis – significance and Interpretation of the Economic Indicators – Industry Analysis – Industry Growth Cycle - Company analysis – Marketing – Accounting policies – Profitability – Dividend Policy – Capital Structure – Financial Analysis – Operating Efficiency Management.	8
Group-B	Technical Analysis – Technical Tools - The Dow Theory – Primary Trend – The secondary Trend – Minor Trends – Support and Resistance Level – Indicators – Odd Lot Trading – Moving Average – Rate of Change – Charts – Technical indicators – Charting Techniques	7
	Efficient Market Theory – Basic Concepts – Random- Walk Theory – Weak Form of EMH – Semi- strong Form – Strong Form – The Essence of the Theory – Market Inefficiencies	7
Group-C	Portfolio Analysis – Portfolio and Single asset Returns and Risk – Mean Variance Criterion – covariance– Beta (simple problems) – Portfolio Markowitz Model – simple Diversification – Risk and Return with Different correlation – Sharpe’s Single Index Model – Sharpe’s Optimal Portfolio – Construction of the Optimal Portfolio – Optimum Portfolio with short sales	8
	Asset Pricing Model Portfolio Evaluation – Capital Asset Pricing Model (CAPM) – Security Market Line– Assumptions – Arbitrage Pricing Model (APT) – Portfolio Performance Models – Sharpe’s Performance Index – Treynor’s Performance Index – Jensen’s Performance Index.	8
	Total lectures	45

Reference Books:

- Reily and Brown, Investment Analysis and Portfolio Management, Cengage, New Delhi (2012)
- Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill, New Delhi,(2015)
- Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi (1995)
- Hirt and Block, Fundamentals of Investment Management, Tata McGraw Hill,New Delhi (2009)

Course Code : MBAE-309
Title of the Course : MARKETING OF SERVICES

L	T	P	Credits
3	0	0	3

Course Outcomes:

The course focuses on the unique challenges of marketing and managing services and delivering quality service to customers. The attraction, retention, and building of strong customer relationships through quality service and services are at the heart of the course content

After completion of this course, student would be able to.

CO1: Develop understanding of issues in service marketing
CO2: Students will demonstrate strong conceptual knowledge in the functional area of marketing management.
CO3: Students will demonstrate effective understanding of relevant functional areas of marketing management and its application.
CO4: Students will demonstrate analytical skills in identification and resolution of problems pertaining to marketing management..

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	M
CO2	S	S	M	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Nature and Scope of Services Introduction, meaning of services, unique characteristics, difference between services and tangible products, service sector, classification of services, growth of service sectors and service industries.	6
	Services Marketing Introduction, concept and evolution of services marketing, meaning of service marketing, myths encountered in services, need for service marketing, and growth in Services Marketing.	7
	Consumer Behavior in Services Marketing Introduction, Customer Expectations in Services, Service Costs Experienced by Consumer, the Role of customer in Service Delivery, Conflict Handling in Services, Customer Responses in Services	7
Group-B	Services Marketing Mix and Gaps Model Introduction, 7Ps of service marketing, service gaps framework, perceived service quality, models of service marketing.	6
	Service Design and Service Delivery Introduction, Service delivery process, service encounters and Moments of Truth, employee role in service delivery, service employee- criteria, importance and emotional approach, role of service provider, intermediaries involved in in Service Process and Service Delivery (STP)	7
Group-C	Strategy for Services Introduction, Need for segmentation of services, bases of segmentation services, segmentation strategies in service marketing, need for targeting and positioning of services	6
	Positioning strategies for services, positioning Through Product/Service Delivery Strategies, Positioning Through Pricing Strategies, Positioning Through Distribution Strategies, positioning through Sales Promotion and Advertising, Service Differentiation Strategies	6
	Total lectures	45

Reference Books:

- Zeithaml, Valarie A and Bitner, Mary Jo; Services Marketing: Integrating Customer Focus across the Firm; TMH, 6th Edition, McGraw-Hill Education India Pvt.Ltd.
- Lovelock, Christopher; Services Marketing: People, Technology, Strategy; Pearson Education Asia.7th Ed, 2011
- Rajendra Nargundkar, Services Marketing 3rd Edition, Tata McGraw - Hill Education, 2010
- Govind Apte, services marketing 1st Edition, oxford university press (RS), 2004
- Rao, services marketing, dorlingkindersley (RS), 201

Course Code : **MBAE-310**
Title of the course : **RURAL MARKETING**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The objective of the course is to familiarize the participants with conceptual understanding of Rural Marketing and development practices in Indian context. This has resulted in the expansion of rural demand of agricultural inputs, capital goods, transportation goods as well as consumer and consumer durable goods in villages. On the output side, the enlarged rural Production base has led to value addition, marketing networking and thrust on export trade. After completion of this course, student would be able to.

CO1: Develop understanding of issues in rural markets
CO2: Gain Conceptual knowledge about rural marketing with special reference to Indian context.
CO3: Develop understanding of distribution channels, marketing strategies, etc. in the context of rural markets in India
CO4: Analyse opportunities and emerging challenges in the upcoming rural markets.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural markets	6
	Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets	7
	Rural Socio-Economic environment and impact of urbanization, industrialization and globalization on rural communities.	7
Group-B	Rural Market Environment. Rural Demand and Rural Market Index. Rural Marketing and Problems in Rural Marketing	6
	Rural Marketing Strategies with special reference to: Rural Market segmentation. Product Strategies. Pricing Strategies. Distribution Strategies. Promotion Strategies. Marketing Communication in Rural Markets. Marketing Research	7
Group-C	Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications	6
	Economic of selling in rural markets. Formulation of rural marketing policies. FMCG sector in Rural India, concept and classification of consumer goods, Marketing Channels for FMCG, case studies relating to rural marketing of successful companies.	6
	Total lectures	45

Reference Books:

- Kashyap Pradeep & Raut Siddhartha, Rural Marketing BiztantraPublishers(2009)
- Dogra B. &Ghuman K., Rural Marketing Concepts and Practices, Tata McGraw-Hill (2010)
- Krishnamacharyulu C.S.G. & Ramakrishnan Lalitha, Rural Marketing Text &Cases, Pearson Education (2011)

Course Code : **MBAE-311**
Title of the Course : **CONSUMER BEHAVIOR**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The purpose of this course is to introduce students to consumers, consumer behavior in the market place and their impact on marketing strategy. Discussing the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process

After completion of this course, student would be able to.

CO1: Identify the dynamics of human behavior and the basic factors that influence the consumers decision process
CO2: Demonstrate how knowledge of consumer behavior can be applied to marketing
CO3: Display critical thinking and problem solving skills
CO4: Gain, evaluate and synthesize information and existing knowledge from a number of sources and experiences

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Consumer Behavior: Defining Consumer Behavior, Scope and Application of Consumer Behavior. Why Study Consumer Behavior	7
	Evolution of Consumer Behavior as a Field of Study and its relationship with Marketing: Behavioral Dimension. The interdisciplinary nature of Consumer Behavior.	7
Group-B	The Consumer Decision Making Process: Consumer Decision Making Process. Levels of Consumer Decision Making.	8
	Models of Consumer Behavior: The Economic model, Learning model, Psychoanalytic model, The sociological model. Psychological Influences on Consumer Decision Making: Consumer's Needs & Motivation, Emotions and Mood, Consumer Involvement.	8
Group-C	Consumer Learning. Personality, Self-concept and Self- image. Consumer Attitude: Belief, Affect, Attitude and Intention, Attitude Formation and Attitude Change	7
	Sociological Influences on Consumer Decision Making: Consumer groups. Consumer reference groups. Family and Life cycle. Social class and mobility, lifestyle analysis. Culture; Sub-Culture. Cross Culture. Interpersonal Communication and influence. Opinion Leadership.	8
	Total lectures	45

Reference Books:

- Schiffman, Leon G / Kanuk, Leslie Lazar, Consumer Behavior, PHI,(2010)
- Hawkins et al, Consumer Behavior, McGraw Hill(2010)
- Blackwell et al, Consumer Behavior, Thomson Publishing (2009)
- Solomon, Consumer Behavior, Prentice Hall(2012)
- Loudon, David / Bitta, Albert Della, Consumer Behavior: Concepts & Applications, Tata McGraw Hill(2008)

Course Code : **MBAE-312**
Title of the Course : **PRODUCT AND BRAND MANAGEMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The course is designed to understand the various concepts like Product Concepts, Understanding brands, Brand personality, Brand Customer Relationship, Brand Management areas

After completion of this course student would be able to:

CO1: Apply the fundamental concepts of product and brand development and management.
CO2: Use the brand positioning framework to develop a brand, keep it relevant, expand a brand internationally, and reposition a brand.
CO3: Explore key components of brand positioning and how these components work together in creating brand strategy.
CO4: Design specific strategies to grow and sustain brand equity over the long-term.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO1	PO1	PO1	PO1	PO1	PO1	PO1	PO1	PO1	PO1	PO1
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group -A	Product Concepts: Product Mix concepts, Product Classification. Product Planning: Marketing Plan, Portfolio Analysis	7
	Market Potential and forecasting. Product Market Strategies. Product Life Cycle: Product Life Cycle Stages and corresponding Strategies, Product Evaluation	7
Group-B	Product Positioning: Concept, Product Differentiation, Positioning Strategies, Preference Analysis, Benefit Segmentation. New Products: New Product Categories, Organization for Product Management, prototyping	8
	New Product Development Process, test marketing. Understanding Brands: Brands Vs Products, Benefits of branding; Brand attributes, Significance of branding to consumers & firms, selecting brand names	8
Group-C	Brand Awareness- Types of Brand Awareness, Brand Image-Types of Associations, Brand Identity, Brand Personality, Brand Positioning, Creating Core Brand Values; Bringing Brand to life: Growing	7
	sustaining Brand equity- Customer Based Brand Equity, Sources of Brand Equity; Managing Brands: Building Branding Strategies, Brand Extensions, Brand Licensing and Franchising, Global Branding	8
	Total lectures	45

Reference Books:

- C. Merle Crawford, New Product Management (1983)
- Donald Lehmann, Product Management, Tata Mac Graw Hill (2004)
- Keller, Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand Equity(2013)

Course Code : **MBAE-313**
Title of the Course : **HRD STRATEGIES AND SYSTEMS**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The objective of the course is to provide an understanding of the human resources development framework and focuses on management best practices, tools and models to implement an effective HRD system

After completion of this course, student would be able to.

CO1: Analyze and understand how HRD links into strategic HRM and the overall corporate objectives and strategies of the organization
CO2: Identify and understand the role of the HRD practitioner in the development and implementation of strategic HRD plans
CO3: Develop a critical understanding of the various philosophies surrounding the area of HRD
CO4: Students will demonstrate analytical skills in identification and resolution of problems pertaining to HRD

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	M	S	S	S	M	S	M
CO2	S	S	M	S	M	S	M	M	S	S	S	S
CO3	S	S	S	S	S	S	S	S	M	S	S	M
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course Outlines	Lecture(s)
Group-A	Concept of HRD, Characteristics of HRD, Objectives of HRD, Need for HRD, Functions of HRD, HRD and Personnel Management, HRD dimensions: performance appraisal, potential appraisal, employee counseling, career development and planning, training and executive development.	15
Group-B	Introduction to HRD Audit, Objectives of HRD Audit ,Elements of HRD Audit & Process. Performance Management System – Definitions of Performance Management, Objectives of Performance Management, Purpose of Performance Management, Performance Management process	15
Group-C	Quality of work life and productivity, barriers to quality of work life. Recent Trends in HRD. Management Development: Role Play, In-Basket Exercise, Under study, Simulation; Vestibule Training, Management Games, Case Study, Team Development, Training and Development.	15
	Total lectures	45

Reference Books:

- DayalRaghubir (1996) Dynamics of Human Resource Development, Mittal.
- Bhatia B.S.(1996) Emerging Dimensions of HRD: Role and Orientation, Deep &Deep.
- Rao T.V. (2003) Future of HRD, McMillan.
- Rao T.V. (1996) Human Resource Development, Sage.

Course Code : **MBAE-314**
Title of the Course : **NEGOTIATIONS AND CONFLICT MANAGEMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes:

This course aims at providing a systematic introduction of concepts, theories and practices, with a focus on equipping students with skills of handling conflict and negotiation.

After completion of this course, student would be able to:

CO1: Recognize the nature of conflict and its impact on interpersonal relationships and organizations.
CO2: Effectively utilize and apply conflict intervention strategies such as coaching, Negotiation, and system design in management and resolution of conflict.
CO3: Integrate and appropriately apply a broad range of theoretical concepts processes and methodologies in analyzing and resolving conflict.
CO4: Demonstrate appropriate negotiation skills to handle conflicts.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Definition of collective bargaining and related terms, approaches to collective bargaining, the issue in bargaining, the process of negotiation, Experiment of approaches to the study of negotiation, groups inter group relation and bargaining behavior. The process of bid and counter bid, the analysis of stages in real life negotiation	9
	Preparation for negotiation, procedure and tactics; The nature of collective agreements; The bargaining unit; factors, forces and trends; The breakdown of Collective Bargaining; Collective Bargaining in India, U.S.A., U. K., Japan and South Asian Countries, Collective bargaining exercises.	8
Group-B	Workers' Participation in decision making : The philosophical basis; the concept, scope, significance and pre- requisites; levels of participation, participation and productivity	7
	Forms of workers' participation: Workers' suggestion scheme, joint consultation, quality circles, co- determination, self-management and labor directors, Workers' participation in management in India, problems and prospects.	8
Group-C	Conflict Management: Meaning, Nature, Types, And Industrial Disputes: Nature, Types causes of Industrial disputes	8
	Settlement machinery: Tri Party and Bi party, Process of Settlement of the industrial disputes.	5
	Total lectures	45

Reference Books:

- Barbara A. BudjacCorvett, Conflict Management-A Practical Guide to Developing Negotiation Strategies, Pearson Education (2006)
- Carell R. Michael &Heavrin Christina, Negotiating Essentials- Theory, skills and Practices, Pearson Education (2006)
- Harvard Business Review on Negotiation and Conflict Resolution, Harvard Business Press (2000)
- Luecke and Patterson, “How to Become a Better Negotiator”, American Marketing Association (2008)

Course Code : **MBAE-315**
Title of the Course : **TRAINING AND DEVELOPMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes:

This course provides students with an overview of the role of Training and Development in Human Resource Management. The key elements covered include: needs analysis, program design, development, administration, delivery and program evaluation. Other topics include adult learning theory, transfer of training, career planning, counseling, training techniques, budgeting and trends in training.

After completion of this course, student would be able to.

CO1: Develop an understanding of the evolution of training & development from a tactical to a strategic function
CO2: Learn how design a training module and execute it
CO3: Evaluate training materials for trainees of different experiential levels
CO4: Identify and describe learning styles and also relate learning styles to activity types and tasks

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Conceptual Framework of Training I- Introduction to Training Development and Education, Objectives of training, Areas of training, Drawbacks and problem of training, Significance of Training, Training Manual, Learning and Learning Styles, Learning process : A Few Good Learning Theories	7
	Conceptual Framework of Training-II- Adult Learning, Learning styles elements and profiles, Principles of Effective Training and Learning, Effective Training, Collection of Articles.	7
Group-B	Methods and Styles of Training - Introduction to Training Methods and Techniques, Sensitivity Training, On the Job Training, Basic Teaching and Presentation Skills. Training Methods, Criteria for Method Selection and Relationship between principles of teaching and learning methods, Computer Based Training (CBT).	8
	Management Training & Development Management Development- Employee Training & Coaching, Mentoring and Coaching, ROI of Management Training, Training Practices, Train the Trainer, Training For Diversity	8
Group-C	Evaluation of Training -Introduction, concept and principles, Evaluation of Training, Evaluating Training and Results.	7
	Methods of Evaluation & Training Assessment –Program Evaluation, Planning the Program Evaluation, Levels of Evaluation Methods of Evaluation, Feedback and Assessment, Evaluating Training Staff, Assessing the ROI of Training, Tutorial.	8
	Total lectures	45

Reference Books:

- Human Resource Management by K. Ashwa Thapa, Publisher: Himalaya Publishing House (2011)
- Human Resource Management by V. S. P Rao, Publisher: Excel Publishing House (2006)
- Human Resource management by L. M Prasad, Publisher: Sultan Chand Publishing House (2014)
- Training, Needs, Analysis, and Evaluation by Frances and Roland Bee, Publisher: IPD London (1999)
- Art of Training and Development in Management by Leslie Rae, Publisher : Crest Publication (2007)

Course Code : **MBAE-316**
Title of the Course : **HUMAN RESOURCE PLANNING**

L	T	P	Credits
3	0	0	3

Course Outcomes:

This course examines the impact of corporate and business strategy on human resources management. It stresses the importance of aligning human resources management policies and practices with organizational strategy.

After completion of this course student would be able to;

CO1: Understand the HR Management and system at various levels in general and in certain specific industries or organizations.
CO2: Analyze the issues and strategies required to select and develop manpower resources
CO3: Develop relevant skills necessary for application in HR related issues
CO4: Integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Manpower Planning: Introduction, meaning, Importance, Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning,	7
	Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives. Role of Human Resource in Manpower Planning: Introduction, Inputs provided by HR for manpower planning, Key human resource elements.	7
Group-B	Developing a Manpower Plan: Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Problems in Manpower Planning, Sample Manpower Plan	8
	Human Resource Accounting: Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA , Methods of HRA, Objections to HRA, Controlling Manpower Costs, True Costs of Planning and Recruitment, Human Resource Accounting in India	8
Group-C	Manpower Forecasting: Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting	7
	Recent Trends in Manpower Development and Planning: Introduction, Competency mapping, Knowledge management, E-Manpower Development, E-Manpower planning	8
	Total lectures	45

Reference Books:

- Raymond Andrew Noe, John R. Hollenbeck, Barry Gerhart, Patrick M Wright, Human Resource Management, The McGraw Hill Pub (2007)
- Flippo, Edwin B., Personnel Management, Tata McGraw Hill Publishing Co, New Delhi (2007)
- H. John Bernardin, Human Resource Management, McGraw Hill Pub (2007)
- K. Aswathappa, Human Resource Management, Tata McGraw Hill (2009)
- T.V.Rao, Appraising and developing managerial performance, Excel (2001)

Course Code : **MBAE-317**
Title of the Course : **INTERNATIONAL BUSINESS**

L	T	P	Credits
3	0	0	3

Course Outcomes: This course emphasizes the knowledge and skills managers need to face global competition and evaluate international investment and business opportunities. After completion of this course student would be able to:

CO1: Apply domain knowledge progressively by understanding international business processes and practices
CO2: Practice value-based learning by understanding and demonstrating ethical practices through sustained effort
CO3: Exhibit managerial skills to solve local and global business complexities
CO4: Demonstrate global competence, cultural sensitivity and adaptability to face the challenges of international business environment.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to International Business: Introduction, Introduction to International Business, Elements of International Business, Globalisation. International Trade theories and their application: Introduction, Why do nations trade, Theories of International trade- mercantilism, Absolute advantage, Comparative advantage, Heckscher- Ohlin, Product life cycle theory and Porter's diamond model.	7
	International Business Environment: Introduction, Economic Environment, Political Environment, Demographic environment, Legal Environment. Culture and International Business: Introduction, Meaning of Culture, Country Culture, and Culture in an International Business Organization.	7
Group-B	Ethics in International Business: Introduction, Business Ethics Factors, International Business and Ethics, National Differences in Ethics, Corporate Governance, Code of conduct for MNCs.	8
	Foreign Investments- Types and Motives: Foreign investments, types of foreign investments, motives. Regional integration: Introduction, Overview of Regional Integration, Types of Integration, Regional Trading Arrangements, India and Trade Agreements	8
Group-C	Global trade institutions: Introduction, World trade organization (WTO), International Labour Organisation (ILO) International Financial Management: Introduction, Overview of International Financial Management, Components of International Financial Management, Scope of International Financial Management	7
	International Accounting Practices: Introduction, International Accounting Standards, Accounting for International Business, International Regulatory Bodies, International Financial Reporting Standards.	8
	Total lectures	45

Reference Books:

- Alan Shapiro: Multinational Financial Management, Prentice Hall, New Delhi.
- Apte: International Financial Management, Tata McGraw Hill, Delhi.
- David B. Zenoff & Jack Zwick: International Financial Management.
- V. A. Avadhani: International Finance - Theory and Practice, Himalaya Publishing House.
- Jeff Madura: International Financial Management, Thomson Learning.

Course Code : **MBAE-318**
Title of the Course : **INTERNATIONAL MANAGEMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes: To develop capabilities in order to understand the intricacies involved in International Trade in a better way with special focus on cross cultural issues, Global logistics and Global economy.

After completion of this course student would be able to:

CO1: Apply domain knowledge progressively by understanding international business processes and practices.
CO2: Practice value-based learning by understanding and demonstrating ethical practices through sustained efforts Use
CO3: Explore Exhibit managerial skills to solve local and global business complexities Explore
CO4: Design Demonstrate global competence, cultural sensitivity and adaptability to face the challenges of international business environment.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Global Business Environment: Business organizations and management decisions and actions exist in a complex, dynamic and often turbulent environment. Understanding of the dimensions and layers of global business environment.	7
	To recognise, and understand the challenges and opportunities which the business environment presents to organizations. Businesses and managers operating in an international context. Theories, concepts and tools for analysing the business environment and apply these to 'real world' and hypothetical management scenarios via case studies.	7
Group-B	Global Logistics Management: Global Supply Chain Management, Global Demand Chain Management. Centralized Logistics Management, Decentralized Logistics Management,	8
	Outsourcing of Logistics services. International Transportation issues, Terms of Shipment and Sale. International Inventory issues, International Packaging issues,	8
Group-C	Managing Across Cultures: Develop awareness, skills and knowledge required by managers seeking to work abroad as international executives. 'Soft skills' of management, particularly as concerns cross-cultural variations and their impact on the practices and processes of management.	7
	Complexity presented to managers in their process of managing people across national and cultural borders, addressing the issues of the impact of culture on management structures and processes.	8
Total lectures		45

Reference Books:

- Martin J Gannon , 'Cultural Metaphors' Sage Publications
- Edwin Flippo, 'Personnel management' Tata Mcgraw Hill Publications
- Richard M. Steers and Luciana Nardon, 'Managing in the Global Economy' PHI Learning Private Limited
- Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffett, 'International Business' South Western Cengage Learning

Course Code : MBAE-319
Title of the Course : MULTILATERAL TRADE AGREEMENTS AND REGULATIONS

L	T	P	Credits
3	0	0	3

Course Outcomes: Objective: To develop capabilities to understand the International Business Laws, dispute settlement and issues related to intellectual property regime. After completion of this course student would be able to:

CO1: Be familiar with various environmental factors and forces that affect a firm's overseas operations and learn to manage international business.
CO2: Study basic concepts of trading blocs, elements of EXIM.
CO3: Understand the basic concepts of Trading Blocs & factors of production
CO4: Understand new changes & developments in the policy framework of international business.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Historical background of International Trade, Direction and Composition of International Trade. Terms of Trade, Trade as an engine of growth. Concept of Law – Types of law, Domestic and International and their jurisdiction.	7
	Regional Trade Agreements: Concept, origin, types. European Union, NAFTA, ASEAN, MERCOSUR – their structure, decision making, funding, implications on world trade.	7
Group-B	Law of WTO: Introduction, Objectives, Functions, Structure, Principles, Agreements – implications for International business, Progress made by WTO in the last one decade. Tariff and Non-tariff barriers - implications for WTO members	8
	International Business Law – International Sale of Goods, Laws governing International Sale of goods – Domestic laws, International Treaties	8
Group-C	International Mercantile Customs and Usages – Inco terms, Rules on International Sale of Goods, International Commercial Dispute Settlement – Reconciliation, Arbitration etc.	7
	Intellectual Property: Historical Background, IPR Administration – WIPO, WTO, Indian Patent Office, Patents, Copyrights, Trademarks, Geographical Indications, Industrial Designs, Layout Designs, Trade secrets. Relevant case studies related to the topics should be discussed	8
	Total lectures	45

Reference Books:

- Palle Krishna Rao, 'WTO text and cases' Excel Books
- Vinod V Sople, 'Managing Intellectual Property' PHI Learning Private Limited

Course Code : **MBAE-320**
Title of the Course : **INTERNATIONAL BUSINESS LAW**

L	T	P	Credits
3	0	0	3

Course Outcomes: Objective: To develop capabilities to understand the International Business Laws, dispute settlement and issues related to intellectual property regime. After completion of this course student would be able to:

CO1: Be familiar with various environmental factors and forces that affect a firm's overseas operations and learn to manage international business.
CO2: Study basic concepts of trading blocs, elements of EXIM.
CO3: Understand the basic concepts of Trading Blocs & factors of production
CO4: Understand new changes & developments in the policy framework of international business.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction International Business - Nature and Scope, – Globalization - Meaning, Levels, Merits, Limitations and irreversibility of Globalization, Need to go global – Internationalization Decisions (entry modes), International Business Environment – Meaning of Environment – Dimensions - PEST to STEEPLE– SWOT Analysis – Various approaches to Assess competitiveness including Michael Porter’s 5- Forces Model – Global Competitiveness Index	7
	Multi National Enterprises (MNEs) and Foreign Direct Investment (FDI) – Meaning and Characteristics – Role of MNEs in host economy – FDI Policy of India– Trends in Global FDI – Trends in FDI with reference to India– Issues with MNEs - Taxation, Restrictive Trade Practices, Currency, Jurisdiction and Technology Transfer	7
Group-B	Foreign Trade Policy and Procedures – Introduction to Foreign Trade Policy – Institutional Framework for Export Promotion – Export Incentives and Facilities – EPZ/FTZ/100% EOUs – Quality Control for Exports – Export Prospects for Select Products and Services – INCO Terms (v) – International Commercial Arbitration-Pre Shipment and Post Shipment Finance – SEZ- Incentives and Benefits – Method of Realizing Export Payments and Ensuring Guaranteed Export Payment – Central Excise Clearance Formalities – Customs Regulations and Clearance Formalities for Exports & Imports – Duty Draw Back Claims Procedure – Foreign Trade Financing - Export & Import – Foreign Exchange Risk Management – International Credit Management – Warehousing – Instruments of Trade Policy and India’s Trade Policy	8
	International Trade and Regional Economic Integration – Theory - Mercantilism, absolute advantage and comparative advantage – Trends in Global Trade – Trends in India’s Trade – Types of Regional Economic Integration - Free Trade Area, Custom Union, Common Market, Economic Union, Monetary Union and Political Union etc. – Trading Blocks- ASEAN,SAFTA,SAARC,NAFTA,EU	8
Group-C	Institutional Environment – Pre WTO Scenario, difference between GATT and WTO – Trade Related Institutions - WTO and UNCTAD – WTO - Basic Principles, various agreements, Functions and Areas of Operations, Dispute Settlement Mechanism (rules and procedures) – IMF, IBRD, ADB – Commodity Agreements	7
	Subsidies and Countervailing Duties – WTO Provisions – Administration – Procedure and Emerging Trends – Regulatory Framework for Subsidies & Countervailing duties in India – Doha Development Round (vi) 9. Foreign Collaborations and Joint Ventures – Kinds of Collaboration and Joint Ventures – Drafting of	8

	Agreement – International Commercial Arbitration 10. Strategic Alliances – Meaning, Rationale, Types, Trends in Alliances in New Competitive Environment, Strategic Alliance Failures, Managing Strategic Alliances.	
	Total lectures	45

Reference Books:

- International Trade and Export Management by Francis Cherunilam, Himalaya publishing House
- International Business by K Awasthappa, Mc Graw Hill
- Foreign Trade Policy and Handbook of Procedures by R.K.Jain (17th Edition 2012)
- Anti Dumping Law and Procedures by R.K.Gupta (4th Edition 2013)
- International Business – Justin Paul, PHI Publications
- A Guide to Export-Import Consultancy & Registration Services V.K.Pamecha, Paper Bac
- Export Management, P.K.Khurana, Paper Back – Guide to the WTO & GATS
- A.K. Koul, Satyam Law

Course Code : **MBAE-321**
Title of the Course : **CLOUD COMPUTING**

L	T	P	Credits
3	0	0	3

Course Outcomes: This course gives students an insight into the basics of cloud computing along with virtualization, cloud computing is one of the fastest growing domain from a while now. It will provide the students basic understanding about cloud and virtualization along with it how one can migrate over it.

After completion of this course student would be able to:

CO1: Remembering how cloud deployment is done.
CO2: Usage and utility of cloud data centers.
CO3: Build the cloud infrastructure.
CO4: Overview cloud security and services

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	The vision of Cloud Computing: Cloud; What and Why, Historical development, Cloud Architecture, Infrastructure/hardware as a service, Platform as service, Software as a service,	7
	Types of Clouds: Public Clouds, Private Clouds, Hybrid Clouds, Community Clouds, Characteristics and Benefits, Challenges ahead, Pros and Cons of Cloud	7
Group-B	Challenges in Cloud Computing: Cloud Interoperability and Standards, Scalability and Fault Tolerance, Security, Trust, Privacy and Organizational Aspects.	8
	Economics of the Cloud: Ec2, Amazon Simple Storage Service (S3), Cloud Platforms in Industry; Amazon Web Services, Google App Engine and Microsoft Azure	8
Group-C	Virtualization: Introduction, Characteristics of Virtualized Environments, Taxonomy of Virtualization Techniques, Pros and Cons of Virtualization.	7
	Advanced Topic in Cloud Computing: Energy- Efficient and Green Cloud Computing Architecture	8
	Total lectures	45

Reference Books:

- Judith Hurwitz, Bloor Robin, Marcia Kaufman & Fern Halper., Cloud Computing for Dummies. 1st Edition, Wiley.
- David S. Linthicum, Cloud Computing and SOA Convergence in Your Enterprise, 1st Edition, Addison Wesley.
- Dan Kusnetzky , Virtualization: A Manager's Guide, 1st Edition ,O'Reilly
- Barrie Sosinsky, Cloud Computing Bible, 1st Edition, Wiley India Pvt Ltd.

Course Code : **MBAE-322**
Title of the Course : **E-GOVERNANCE & FRAMEWORK OF ICT**

L	T	P	Credits
3	0	0	3

Course Outcomes: The course will help to comprehend the basic tenets of e-Governance and to understand the technical, legal and institutional framework supporting e- governance implementation in India with special reference to Digital India.

After completion of this course student would be able to:

CO1: Understand the basic tenets, trends, issues and opportunities of ICT implementation in the processes of Governance.
CO2: Identify the maturity of ICT implementation in public sector from its initial phases of government.
CO3: Identify the key management and technical components responsible for ensuring objectives of good governance through e-governance.
CO4: Understand the process of preparing and outsourcing software projects using RFPs, DPRs as well as prepare software contracts for outsourcing the related ICT based projects

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group -A	Overview of E-Government and E-Governance: Stages of E-Governance, National E-Governance Plan(NeGP), Mission Mode Projects and their implementation status, E-Governance Introduction to E-governance, Role of ICT in e-governance, Need, importance of E-governance, Categories of E-governance,	7
	Key Issues of E-Governance, Technology, Policies, Infrastructure, Training, Copyrights, Consulting Funds, E-governance Models, Model of Digital Governance, Wider Dissemination Model. E governance Models: Critical Flow Model, Interactive-service model/Government to-Citizen-to-Government Model (G2C2G)	7
Group-B	Major areas of E-governance Services, Public Grievances: Telephone, Ration card, transportation, Rural services Land Records, Police: FIR registration, Lost and found, Social services: Death, domicile, school certificates, Public information: employment, hospitals, railway, Agricultural sector: Fertilizers, Seeds, Utility payments Electricity, water, telephone, Commercial: income tax, custom duty, excise duty-Governance Infrastructure.	8
	Phases of e-government: “Brochure ware”, Interactive, and Transaction,, Five Stages of Electronic Government Development, Statutes affecting e-government development,, Human Infrastructural preparedness, Challenges for E-governance	8
Group-C	Policies: National Telecom Reforms, National Telecom Policies NTPs, Regulations: Digital Divide and Digital Dividends, Development and rationale of regulation and, deregulation,	7
	Role of Telecom Regulatory Agencies - Telecom Regulatory Authority of India (TRAI) & ITU, Information Technology Act (2000), Internet and E-commerce issues: privacy, security, domain names, etc, Wireless: frequency auctions, standards, competition.	8
	Total lectures	45

Reference Books:

- Heather E Hudson, Global Connections - International Telecommunications Infrastructure and Policy, 1st Edition, Wiley Publication.
- E. Bohlin and S.L. Levin, Telecommunications Transformation - Technology, Strategy and Policy, 1st Edition, IOS Press.
- McElroy, KMCI (Knowledge Management Consortium International) and Butterworth Hienemann, 1st Edition.
- R. K. Mitra, E-government: Macro Issues, 1st Edition, GIFT Publishing.

Course Code : **MBAE- 323**
Title of the Course : **COMPUTER NETWORKS**

L	T	P	Credits
3	0	0	3

Course Outcomes: The course provides a unified and fundamental view of the broad field of computer networks. Furthermore, the easy to understand and extremely relevant world of Computer Networking is introduced in a top down Approach. Introduction to intranets and intranet servers and browsers, networks and network servers, LANs/WANs, internetworking technologies, the OSI reference model for networking protocols, CSMA/CD, TCP/IP implementation.

After completion of this course student would be able to:

CO1: Analyze the requirements for a given organizational structure and select the most appropriate networking architecture and technologies.
CO2: Have a basic knowledge of the use of cryptography and network security
CO3: Specify and identify deficiencies in existing protocols, and then go onto formulate new and better protocols.
CO4: Analyze, specify and design the topological and routing strategies for an IP based networking infrastructure

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to network communication, important elements /components of network communication, Data transmission- Analog, Digital. Transmission media- Guided media, Unguided media. Synchronous / Asynchronous data transmission. Line configuration – Simplex, Half duplex, Duplex. Network topologies – star, Bus, ring, Mesh	7
	Computer networks, Use, network hardware, network structure- point to point connection, multicast, broadcast, classification of networks-LAN, WAN, Man. Network software – protocol hierarchies. Design issues for layers, interfaces and services, connection oriented, connection less.	7
Group-B	Reference models, the OSI reference model, TCP / IP reference model. Comparison between SI and TCP / Ip models. Data Link Layer, Design issues, Services to network layer, Framing- character count, character stuffing, bit stuffing, and physical layer coding violation.	8
	Error control, flow control, Elementary data link protocols- unrestricted simplex protocol, simplex stop and wait protocol, simplex protocol for a noisy channel.	8
Group-C	Network layer, design issues, services to the transport layer, routing algorithms- adaptive, non-adaptive algorithms, optimality principle, dijkstras shortest path routing algorithm, flow based routing, hierarchical routing, congestion control algorithms – the leaky bucket algorithm, the token bucket algorithm.	7
	Transport layer, design issues, connection management-addressing, establishing and releasing connection, transport layer protocols- TCP, UDP	8
	Total lectures	45

Reference Books:

- Brijendra Singh, Data Communications and Computer Networks, PHI

Course Code : **MBAE-324**
Title of the Course : **WEB TECHNOLOGIES**

L	T	P	Credits
3	0	0	3

Course Outcomes: On completion of this course, a student will be familiar with client server architecture and able to develop a web application using java technologies. Students will gain the skills and project-based experience needed for entry into web application and development careers.

After completion of this course student would be able to:

CO1: Students are able to develop a dynamic webpage by the use of java script and DHTML.
CO2: Students will be able to connect a java program to a DBMS and perform insert, update and delete operations on DBMS table.
CO3: Students will be able to write a server side java application called Servlet to catch form data sent from client, process it and store it on database
CO4: Students will be able to write a server side java application called JSP to catch form data sent from client and store it on database

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Web Servers: HTTP Request Types, Introduction to Microsoft IIS, Features, Creating Virtual Directory	7
	HTML & XHTML: The development process, basic HTML, formatting and fonts, commenting code, color, hyperlink, lists, tables, images, simple HTML forms, web site structure, XML, Move to XHTML, Meta tags, Character entities, frames and Frame sets	7
Group-B	Style Sheets: Need for CSS, introduction to CSS, basic syntax and structure, using CSS, background images, colors and properties, manipulating texts, using fonts, borders and boxes, margins, padding lists, positioning using CSS, CSS2.	8
	Active Server Pages: Working with ASP Pages, ASP Objects, File System Objects, Session Tracking and Cookies, ActiveX Data Objects, Accessing a Database from Active Server Page. Introduction to MS Visual Interdev, Developing Asp Pages using MS Visual Interdev	8
Group-C	JavaScript, DHTML: Introduction to JavaScript, Client side scripting, simple JavaScript, variables, functions, conditions, loops and repetition,	7
	JavaScript own objects, the DOM and web browser environments, forms and validations, combining HTML, CSS and JavaScript, events and buttons, controlling your browser.	8
	Total lectures	45

Reference Books:

- Deitel & Deitel, Goldberg, Internet & World Wide Web, 4th Edition. Pearson.
- Roussel A. John, Mastering ASP. 2nd Edition, BPB Publication.
- Godbole & Khate, Web technologies, 3rd Edition, TMH India
- Raj Kamal, Internet & Web technologies, 7th Edition, TMH India

Course Code : **MBAE-325**
Title of the Course : **MANAGEMENT CONTROL SYSTEMS**

L	T	P	Credits
3	0	0	3

Course Outcomes: On completion of this course, a student will be expected to learn the various measurement techniques for management control and their application for analysis of the systems for management control in the organizations. The students will also learn the ways in which the management controls system can be fitted in given contexts

After completion of this course student would be able to:

CO1: Demonstrate their understanding of the basic components of management control systems
CO2: Apply their thinking capabilities to formulate and execute strategies
CO3: Students will be able to critically reflect on and evaluate the effectiveness of a management control system
CO4: Improve their decision making and communication skills. Work effectively in teams via effective communication and sound leadership

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to Management Control Systems and the Environment of Management Control. The Nature of Management Control, Basic Concepts- Behaviour Aspects of Organizations, Goal Congruence and Factors Influencing the Congruence.	10
Group-B	The Structure of Management Control Systems. Responsibility Centres. Definition, Types – Revenue & Expense Centres, Engineered and Discretionary Expense Centres – Profit Centres, Various Measures of Profits.	9
	Transfer of Goods & Services between Divisions and its Pricing. Administration of Transfer Prices – Investment Centers, Measures and Controls of Assets. Divisional performance and Responsibility accounting, Various Control issues.	9
Group-C	The Process Part of Management Control: - Planning, Budgeting, Performance Analysis and Rewarding. Strategic Planning. Planning of Existing and Proposed Programs; Budget Preparation. Its Process and Techniques. Analysis of Performance through Variance	9
	Performance Measurement System (PMS). Balance Score Card. Compensation for Management Staff – Different Compensations Plans for Corporate Officers and SBU Managers	8
	Total lectures	45

Reference Books:

- Management Control System, Robert Anthony and Govindrajana, Tata McGrawHill Pub.
- Management Control Systems – P. Saravnaval, Himalaya Publications.
- Management Control Systems- Using adaptive systems to attain Control- Joseph A Maciariello & Calvin J Kirby, second Edition, Prentice Hall of India.
- Cost Accounting- A Management Emphasis, Charles Horngren, Srikan Datar, George Foster, Pearsons Publications.

Course Code : **MBAE-326**
Title of the Course : **PRODUCTION PLANNING & CONTROL**

L	T	P	Credits
3	0	0	3

Course Outcomes: On completion of this course, a student will be expected to understand the problems and opportunities faced by the operations manager in manufacturing and service organizations. The students will also learn how to develop an ability to apply PPC concepts in a various areas like marketing, accounting, finance, engineering, personnel management, logistics, etc .After completion of this course student would be able to:

CO1: Recognize the objectives, functions, applications of PPC and forecasting techniques.
CO2: Explain different Inventory control techniques.
CO3: Solve routing and scheduling problems
CO4: Summarize various aggregate production planning techniques.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	<p>Production Planning and Control Function: Material Requirement Planning; Production- Inventory Systems; Forecasting: Time Series Methods; Smoothing Methods, Decompositions Methods. Monitoring Forecast Errors and Control of Forecasting Procedures; Job Shop Planning; Scheduling and Control.</p> <p>Location of Facilities: Dimensional Analysis. Brown and Gibson's Method, Multi Plant Locational Analysis.</p>	10
Group-B	<p>Layout of Facilities: Mass or Continuous Production, the Job-Shop Intermittent System of Production. Computerized Relative Allocation of Facilities Technique. Relationship Diagrams.</p>	9
	<p>Aggregate Planning– Production Scheduling, Sequencing. Material Requirement Planning.</p>	9
Group-C	<p>Just-in-Time Production; Line Balancing; Planning for High Volume Standardized Products; Procedures and Documentation in Production Planning and Control; Application of Computers</p>	9
	<p>Maintenance and spares management; Querying theory for maintenance work study and Incentives; Method study and time and motion studies; Incentive Schemes.</p>	8
	Total lectures	45

Reference Books:

- Burbidge. John L. Principles of Production Control. London. Donald and Evans,1981.
- Caubang, Ted C. Readings on Production Planning and Control. Geneva, ILO.
- Greene, James H. Production and Inventory Control Handbook. New York, McGraw Hill, 1987.
- Mc Leavey. Dennis Wand Narasimhan. S L. Production and Inventory Control. Boston, Allyn and Bacon.1985.
- Peterson. R and Silver, E A. Decision Systems for Inventory Management and Production Planning. New York, John Wiley, 1979.
- Vollmann, T E. etc. Manufacturing Planning and Control. Homewood. Illinois. Richard D Irwin, 1988.
- Chary S.N., Theory & Problems in Production and Operations Management, Tata McGraw Hill, New Delhi.

Course Code : **MBAE-327**
Title of the Course : **INVENTORY MANAGEMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes: The objectives of this course is to familiarize the students with the crucial role of Inventory and Materials Management in the efficiency, competitiveness, and profitability of a business organization and to introduce the student to the formulation and application of method and models for Inventory Management

After completion of this course student would be able to:

CO1: Understand of principles, concepts, and techniques of inventory management formulation and implementation
CO2: Understand the methods used by organizations to obtain the right quantities of stock or inventory
CO3: Monitor inventory levels and projected item availability
CO4: Perform basic warehousing operations including receiving, putting away, picking and shipping

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	<ul style="list-style-type: none"> Types and functions of inventories and their importance, Identification of Stores, Codification and Specification. Factors Affecting Inventory, Various Costs. Nature of Lead Time and Requirement of Material Requirement Planning and Demand Forecasting. ABC Concept: 80/20 Analysis. Inventory Costs: Types of Control System. 	10
Group-B	<ul style="list-style-type: none"> Inventory Control Levels, Order Point, Re – order Level, Maximum and Minimum Level, Standard Order Quantity, Safety Stocks. Inventory control models; static, dynamic and deterministic; EOQ concept. Probabilistic Models: Determinations of EOQ under various conditions of demand and lead time analysis. 	9
	<ul style="list-style-type: none"> Application of techniques in inventory control, cycle order system and fixed order quantity system and theory variations. Feedback inventory information system. 	9
Group-C	<ul style="list-style-type: none"> Warehouse & Stores Management: Responsibility of Receiving & Stores. Receiving Procedures and Control. Bar Coding. External and External Identification Systems. Stores Systems and Procedure. Closed and Open System. Storage Method and Equipment. Layout. 	9
	<ul style="list-style-type: none"> Carrier selections and Routing. Types of carriers. Domestic and International shipping terms. Expediting and tracing shipment. Demurrage. Transportation Strategy. Strategic Alliance with Carriers. 	8
	Total lectures	45

Reference Books:

- P. Gopal Krishan and M.S. Sandelya – Inventory Management: Text and Cases, Macmillan, New Delhi.
- R.J. Bunchas & E – Keeingsberg : Scientific Inventory Management Prentice Hall, New Delhi.
- Marge J.F. Production Planning & Inventory Control, New York, McGraw Hill.
- Buff E.S. and W.H. Tauber: Production Inventory Systems – Planning & Control Richard D. Irwin, Homewood, Illinois.
- R.S. Chadha – Inventory Management in India. Allied Publishers, New Delhi.
- Donald W. Dobler and David N. Burt, Purchasing and Supply Management. Tata McGraw Hill, New Delhi

Course Code : **MBAE-328**
Title of the Course : **TOTAL QUALITY MANAGEMENT AND QUALITY CONTROL**

L	T	P	Credits
3	0	0	3

Course Outcomes: The objectives of this course is to familiarize the students with the crucial role of Inventory and Materials Management in the efficiency, competitiveness, and profitability of a business organization and to introduce the student to the formulation and application of method and models for Inventory Management

After completion of this course student would be able to:

CO1: Understand of principles, concepts, and techniques of inventory management formulation and implementation
CO2: Understand the methods used by organizations to obtain the right quantities of stock or inventory
CO3: Monitor inventory levels and projected item availability
CO4: Perform basic warehousing operations including receiving, putting away, picking and shipping

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	<ul style="list-style-type: none"> Basic Concept of Total Quality (TQ); Evolution of Total Quality Management; Components of TQ Loop; Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans; Statistical Process Control; Process Capability Studies; Humanistic Aspects of TOM Management of Q.C. and Z.D. Programmes; Quality Improvement Teams; Q-7 tools. Quality Costs; Taguchi Loss Function; Functional Linkage of Quality with Reliability and Maintainability; Failure Analysis 	10
	<ul style="list-style-type: none"> Optimum Maintenance Decisions; Total Productive Maintenance (TPM); Quality Audits; Lead Assessment and, ISO-9000 Standards– Marketing Aspects of T.Q: Total Quality of Services; Total Quality and Safety; Six Sigma. 	9
Group-B	<ul style="list-style-type: none"> Quality function, meaning of control quality. Characteristics inspection and its Importance, difference between Inspection and quality control. Organising for Quality; Objectives and Nature of Organization. Principles of Organization; Quality Organization, Types of Quality Control Organization. Responsibilities of Quality Manager. 	10
	<ul style="list-style-type: none"> Economics of Quality; Quality; Quality Costs, Types of Quality Costs, Control of Quality Costs, Cost Studies and Optimization, Economics of Quality of Design and Quality of Confirmation 	9
Group-C	<ul style="list-style-type: none"> Statistical Quality Control, Basic Statistical Methods; Techniques of Quality Control; Charts of Attributes and Variables 	7
Total lectures		45

Reference Books:

- Dale. H. Bosterfield: Quality Control, Prentice Hall, New Jersey,
- Grant F.L. & R.S Leaven Worth, Statistical Quality Control, McGraw Hill., New York.
- Krikpauick F.G. Quality Control for Manager and Engineers, John Wiley.
- Dunchan, A.J. Quality Control & Industrial Statistics, Richard D. Irwin, Home, Illinois.
- Carruba. EugeneR and Gorden, Ronald D. Product Assurance Principles: Integrating Design Assurance & Quality Assurance. New York, McGraw Hill, 1991.
- Granl, Eu-gene Land Leavenworth. Richards. Statistical Quality Control, McGraw Hill, New York. 1991.
- Ireson, W G. and Coombas, C P. Handbook of Reliability Engineering & Management. New York. McGraw Hill, 1988.
- Lochner, Robert H. and Matar. Joseph E. Designing for Quality. London. Chapman & Hill, 1990.
- Pike. John and Barnes. Richard. TQM in Action. London. Chapman & Hill, 1994.
- Schmidt. Warren H. and Finnigan, Jerome P. TQ Manager. San Francisco, Jossey Bass, 1993.
- Spency, Paul. World Class Performance Through TQ, London, Chapman & Hall, 1992.

Course Code : **MBAE-329**
Title of the Course : **AGRIBUSINESS AND RURAL ENVIRONMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes: The objective of this course is to develop understanding regarding issues in rural markets like marketing environment, consumer behavior, distribution channels, marketing strategies, etc.

After completion of this course student would be able to:

CO1: To have an understanding of the nature, types and behavioural pattern of rural and agricultural marketing and to understand the rural consumer and market environment
CO2: To understand the importance of rural economy and its consumers
CO3: To design and develop the strategies for rural market
CO4: To understand the marketing concepts, design and strategies for agro products

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to agribusiness environment: Key factors of agribusiness environment-finance, Infrastructure, Legal and regulatory framework, Stakeholders in the establishment of enabling environments-public as well as private roles.	10
Group-B	Importance of rural community in Indian economy, Status of Employment, Income and Consumption in Rural India, Characteristics of Indian Rural community. Role of Agriculture in Indian Economy.	9
	Structure of Agriculture - Linkages among sub-sectors of the Agribusiness sector; economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agri business sector.	9
Group-C	Rural Socio-economic change, Land Reforms, Agrarian transition-Pre-green revolution and post green revolution, rural financial inclusion as well as exclusion, Rural technological Inclusion as well as Exclusion. Rural Urban Migration and its impact on agriculture, Globalization and rural economy, Impact of Media on Rural Culture.	9
	Rural marketing strategy - Marketing of consumer durable and non-durable goods and services in the rural markets with special reference to product planning; product mix,	8
	Total lectures	45

Reference Books:

- Deshpande, R.S. and Arora, S., 2010, Agrarian crisis and farmer suicides. Sage publications, Delhi.
- Gupta, K. B., Siddiqui, F. and Alam, I., 2014, Rural Management, CBS Publishers and Distributors Pvt. Ltd., Delhi.
- Konig, G., Da Silva, C. A. and Mhlanga, N., 2013, Enabling environments for agribusiness and agro-industries development: Regional and country perspectives, FAO, Roma (Italia).
- Palanithurai, G. and Ramesh, R., 2011, Globalisation and rural development. Concept publishing company, Delhi.
- Sabharwal, D., 2002, New Technology and Agrarian Change, Sanjay Publication, Delhi.
- Singh, K., 2009, Rural Development: Principles, Politics and Management, Sage publications India Pvt. Ltd., Delhi.

Course Code : **MBAE-330**
Title of the Course : **AGRIBUSINESS FINANCIAL MANAGEMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes: To impart trainings to the students regarding various aspects of financial management for agribusiness.

After completion of this course student would be able to:

CO1: Get in depth knowledge of concept of Finance management how it works in present scenario in Agri Industry
CO2: Learn about the various aspects of financial planning.
CO3: Understand the significance of working capital management
CO4: Learn about the finance market, Customers and institutions

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Importance, need and scope of financial management; classification and credit need in changing agriculture scenario; finance functions, investment financing; balance sheet, income statement, cash flow statement for agribusiness.	10
Group-B	Financial planning and control – assessment of financial requirement of a agribusiness unit; leverage – concept of leverage, financial and operating leverage; factor affecting capital structure, features of an optimal capital structure	9
	Working capital management – concept and components of working capital, need for working capital in agribusiness, management of cash and accounts receivables, and inventory for agribusiness.	9
Group-C	Capital budgeting - steps and concept of capital budgeting, appraisal criteria – payback period, average rate of return, net present value, benefit cost ratio and internal rate of return.	9
	Agri-business financing system in India - functioning of cooperative credit institutions, commercial banks, regional rural banks, NABARD, Agro-Industries Corporation, etc in agribusiness financing.	8
	Total lectures	45

Reference Books:

- Chandra P. 2000. Financial Management. Tata McGraw Hill.
- Khan MY & Jain PK. 2004. Management Accounting. Tata McGraw Hill.
- Chandra P. 2000. Financial Management. Tata McGraw Hill.
- Khan MY & Jain PK. 2004. Management Accounting. Tata McGraw Hill.

Course Code : **MBAE-331**
Title of the Course : **AGRICULTURAL MARKETING MANAGEMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes: The objective of this course is to give the students an understanding of concept, various policies, strategies and decisions relating to marketing that can be developed by agribusiness firms.

After completion of this course student would be able to:

CO1: Understand the basic concepts of marketing and individual determinants of consumer behavior.
CO2: Learn the various stages of product development decision process
CO3: Know the importance of personal selling in marketing, and managing the personal selling process
CO4: Know various methods of agricultural product distribution

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Meaning and scope, agricultural marketing and economic development; Agricultural market structure – meaning, components and dynamics of market structure; marketing strategy – meaning & significance, formulation of marketing strategy; agribusiness marketing environment, design of marketing mix, market segmentation and targeting, determinants of consumer’s behaviour.	10
Group-B	Product management - product management process and decisions, new product development – significance and classification of new product, stages and estimation of demand of new product; product life cycle	9
	Pricing policies and practice for agribusiness - determinants of price, objectives of pricing policies and pricing methods.	9
Group-C	Promotional management - advertising planning and execution; sales promotion; grading and standardization	9
	Distribution management - storage and warehousing and transportation management for agricultural products; marketing agencies/intermediaries – roles and functions; distribution channels involved in agribusiness.	8
	Total lectures	45

Reference Books:

- Acharya SS & Agarwal NL. 2004. Agricultural Marketing in India. 4th Ed.Oxford & IBH.
- Kohls RL & Uhj JN. 2005. Marketing of Agricultural Products. 9th Ed.Prentice Hall.
- Kotler P. 2002. Marketing Management – Analysis, Planning, Implementation and Control. Pearson Edu
- Krishnamacharyulu C & Ramakrishan L. 2002. Rural Marketing. Pearson Edu.
- Ramaswamy VS& Nanakumari S. 2002. Marketing Management. 2nd Ed. Mac Millan India

Course Code : **MBAE-332**
Title of the Course : **AGRICULTURE ECONOMICS**

L	T	P	Credits
3	0	0	3

Course Outcomes: The Course Objective of the course is to impart knowledge on econometric tools to the students of agricultural economics.

After completion of this course student would be able to:

CO1: Understand the role of Agriculture in Economic Development
CO2: Understand the Theory of Rent and the Concept of ‘Surplus’
CO3: Understand resource use efficiency and technical change in Peasant Agriculture
CO4: Understand supply responses in terms of price

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Role of Agriculture in Economic Development: A framework of Analysis., Product Contribution, Market Contribution, Factor Contribution., Foreign Exchange Contribution., Agriculture vs. Industry Debate of Development.	10
Group-B	Introduction to Economic Rent, The Theory of Rent., Rent and Quasi- Rent., The Ricardian ‘Corn Rent., The Rental Market., Agricultural Surplus., The Theory of Share Tenancy.	9
	Agriculture in Dualistic Development Models Introduction. The Lewis Model. The Ranis-Fei (FR) Model. The Jorgenson Model. Kelley, Williamson, Cheetham Model. Dual Economy Models. Agricultural Adquency; Mellor’s Model.	10
Group-C	Efficiency of Resource Utilization. Technological Change in Agriculture. Generation of new Agricultural Technology. Factor-biased Technological Change and its Distributional Consequences. Agricultural Technical Change and Agricultural Employment: Empirical Evidences.	9
	Supply Response Introduction. The Cobweb Model: An Illustration. Price- Supply Response in Backward Agriculture. A simple Supply Response Model. The Concept of ‘ Marketed Surplus’ Green Revolution in India and Responses.	7
	Total lectures	45

Reference Books:

- Colman D. and Young T., Principals of Agricultural Economics, Markets and Prices in Less Developed Countries, (1989), Cambridge University
- Yujiro Hayami and Vernon W. Ruttan, Agricultural Development, John Hopking University Press, London. (Latest edition)
- Brown, Lester, The Social Impact of Green Revolution, New York, The Greogie
- Endowment for International Peace,
- Capstick Margret. The Economics of Agriculture, London George Allen Unwin Ltd., latest

Course Code : **MBAE-333**
Title of the Course : **INTRODUCTION TO BUSINESS ANALYTICS & DATA SCIENCE**

L	T	P	Credits
3	0	0	3

Course Outcomes: The objective of this course is to understanding the Role of Business Analyst and Data Science in business. Understanding the basic concept of data management and data mining techniques

After completion of this course student would be able to:

CO1: Understand the basics of business analysis and Data Science
CO2: Understand data management and handling and Data Science Project Life Cycle
CO3: Understand the data mining concept and its techniques
CO4: Understand the application of business analysis in different domain

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction: What is business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility	8
Group-B	Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification	8
	Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization.	8
Group-C	Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster Analysis	7
	Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.	7
	Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics	7
	Total lectures	45

Reference Books:

- Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, SridharSeshadri, Springer
- Introduction to Machine Learning with Python: A Guide for Data Scientists 1st Edition, by Andreas C. Müller, Sarah Guido, O'Reilly
- Introduction to Data Science, Laura Igual Santi Seguí, Springer
- Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India
- An Introduction to Business Analytics, Ger Koole, Lulu.com, 2019

Course Code : **MBAE- 334**
Title of the Course : **DATA MINING TECHNIQUES – PREDICTIVE MODELING & PATTERN DISCOVERY- USING R**

L	T	P	Credits
3	0	0	3

Course Outcomes: To understanding of data mining and its functions, To apply classification and clustering methods applicable to predictive analytics using R
 After completion of this course student would be able to:

CO1: Understanding of data mining and its functions
CO2: To apply classification and clustering methods applicable to predictive analytics using R
CO3: Understanding of how to formulate predictive analytics using R
CO4: Understand pattern discovery using R

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S
Group	Course outlines										Lecture(s)	
Group-A	Data Mining: Overview, Motivation, Definition & Functionalities, Data Processing, Form of Data Preprocessing, Data Cleaning. : Missing Values, Noisy Data,(Binning, Clustering, Regression, Computer and Human inspection),Inconsistent Data, Data Integration and Transformation. Data Reduction:-Data Cube Aggregation, Dimensionality reduction, Data Compression.										9	
Group-B	Classification: Definition, Data Generalization, Analytical Characterization, Analysis of attribute relevance, Mining Class comparisons, Statistical measures in large Databases, Statistical-Based Algorithms, Distance-Based Algorithms, Decision Tree-										10	

	Based Algorithms. Clustering: Introduction, Similarity and Distance Measures, Hierarchical and Partitional Algorithms. Hierarchical Clustering CURE and Chameleon. Association rules: Introduction, Large Item sets, Basic Algorithms, Parallel and Distributed Algorithms, Neural Network approach	
	Data Mining process- CRISP -DM Methodology, Data Collection and Business understanding, Data and Datasets, importing data into R, Data Preprocessing: Data Cleaning, Transforming variables, creating variables, Dimensionality Reduction, Modeling: Exploratory data analysis, dependency modeling using association rules, clustering, anomaly detection,	9
Group-C	Predictive analytics-Evaluation Metrics, Tree-Based Model, Support Vector Machines, Artificial Neural Networks and deep learning, Model Ensembles, Evaluation- The holdout and random subsampling, cross validation, bootstrap estimates, recommended procedures, reporting and deployment, Case Study	9
	Transactional Dataset, Apriori Analysis, Generating Filtering Rules, Plotting, Sequential Dataset, Apriori Sequence Analysis, Understanding The Results, Business Cases	8
	Total lectures	45

Reference Books:

- Data Mining with R: Learning with Case Studies, Luís Torgo, Chapman and Hall/CRC; 2 edition
- R Data Mining: Implement data mining techniques through practical use cases and real world datasets, Andrea Cirillo, Packt Publishing; 1 edition
- R Data Science Essentials, By Raja B. Koushik, Sharan Kumar Ravindran, Packt Publishing

Course Code : **MBAE-335**
Title of the Course : **BIG DATA FUNDAMENTALS**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The course is designed to understand the concepts of Big data and its importance and the concept of data ingestion, fundamental concepts and tools of Hadoop
 Course Outcomes: Student will be able to:

CO1: Exemplify the role of various tools of hadoop and recognize their impact in business decisions.
CO2: Develop the skills that will help them to solve complex real-world problems in decision support.
CO3: Explain the meaning and objective of Hadoop tools
CO4: learn the fundamental techniques and principles in achieving big data analytics with scalability and streaming capability.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	M	S	W	M	W	W	W	S	M	W	S	S
CO2	S	M	M	S	M	M	W	W	S	S	M	W
CO3	S	S	M	S	M	W	W	M	W	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
Unit	Course outlines										Lecture (s)	
Group A	Introduction : Explain what Big Data is, Describe the complete open-source Hadoop ecosystem and its near-term future directions, Describe the major challenges of data, explain how the growth of interconnected devices contributes big data.										6	
Group B	List real-life examples of Big Data, List the types of Big Data, Identify Big Data use cases, Describe the evolution from traditional data processing to big data processing.										6	

	Introduction to Hortonworks Data Platform (HDP): Describe the functions and features of HDP, List the IBM value-add components, explain what IBM Watson Studio is, give a brief description of the purpose of each of the value-add components, Understand the basic need for a big data strategy in terms of parallel reading of large data files and internode network speed in a cluster.	10
Group C	Storing and querying data: List the characteristics of representative data file formats including flat/text files CSV XML JSON and YAML, List the characteristics of the four types of NoSQL datastores, Describe the storage used by HBase in some detail, Describe and compare the open-source programming languages Pig and Hive, List the characteristics of programming languages typically used by Hbase	12
	Loading data with Sqoop : List some of the load scenarios that are applicable to Hadoop Understand how to load data at rest, understand how to load data from common sources such as a data warehouse relational database web server or database logs, explain what is Sqoop Describe how Sqoop can be used to import data from relational systems into Hadoop and export data from Hadoop into relational systems.	11
	Total Hours	45

Reference books:

1. Gelman, Andrew, and Jenifer Hill. Data Analysis using Regression and Multilevel/Hierarchical Models 1st ed. Cambridge, UK Cambridge University Press, 2006. ISBN 9780521867061
2. Gelman, Andrew, John B Carlin, Hal S Stern and Donald B. Rubin, Bayesian Data Analysis, 2nd ed. New York: Chapman & Hall 2003, ISBN: 9781584883883
3. Bigdata Analytics Shankarmani wiley 2017, 2nd Edition

Course Code : **MBAE-336**
Title of the Course : **DATABASE MANAGEMENT SYSTEM**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The course is designed to understand the importance of database technology in today's environment and to use this technology to manage their own data requirements , how of database design and their applications.

Course Outcomes: Student will be able to:

CO1: Understand the role of Database managementsystem applicable in an organization.
CO2: Analyze the role of keys in designing thedatabase.
CO3: Interpret languages of data and architecture ofDBMS.
CO4: Understand and construct the security systemrelevant to database management system.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	M	S	W	M	W	W	W	S	M	W	S	S
CO2	S	M	M	S	M	M	W	W	S	S	M	W
CO3	S	S	M	S	M	W	W	M	W	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M

Unit	Course outlines	Lecture (s)
Group A	Introduction: Data Base Management System: Introduction, Advantages and Disadvantages. Data Models: Network data model, Hierarchical data model, Relational data model. Keys: Primary Key, Foreign Key and Candidate Key. Referential Integrity.	10
Group B	Languages of Data and DBMS Architecture: DDL and DML. E,R Diagram. Architecture of DBMS. Data Independence. Schema and Subschema. Functions of DBA.	8
	File Handling: Types of files: Sequential files, Random files and Indexed Sequential files. Functional Dependency. Normalization: 1NF, 2NF, 3NF, BCNF.	12
Group C	System Devices and Security System: Input and Output devices, offline storage devices, Tapes, Disks, Drums Information System and their Application. Programme Files, Security Consideration in Data Base Management System and performance improvements in Data Base.	15
	Total Hours	45

Reference books:

1. Leon, Alexis. and Leon ,Matthews., Data Base Management System ,Leon Vikas Publishing.
2. Ramakrishnan, R. and J. Gehrke., (2000), Database Management Systems, McGrawHill, Company, Higher Education.
3. Elmasri, R. and S B Navathe.,(2000), Fundamentals of Database Systems, Addison Wesley.



(U/S 2(f) and 12B of the UGC Act1956, NAAC Accredited)
DESH BHAGAT UNIVERSITY, MANDI GOBINDGARH
Faculty of Business Administration and Hospitality Management
Department of Business Management and Commerce

Scheme & Syllabus
For
Program: Master of Business Administration
Session: 2023-24
MBA Second Year –Fourth Semester

S.No.	Course Code	Course Name	Course Type							C	Exam Hrs.
				Internal	External	Total	L	T	P		
1	MBAS-401	Strategic Management	Theory	40	60	100	3	0	0	3	3
2	MBAF-402	Family Business Management and Succession Planning	Theory	40	60	100	3	0	0	3	3
3	MBAA-403	Business Analytics	Theory	40	60	100	3	0	0	3	3
4	MBAR-404	Dissertation	Practical	--	100	100	0	0	6	3	N.A
5	XXXX	Major III	Theory	40	60	100	3	0	0	3	3
6	XXXX	Major IV	Theory	40	60	100	3	0	0	3	3
7	XXXX	Minor II	Theory	40	60	100	3	0	0	3	3
Total Credit				240	460	700	18	0	6	21	

Abbreviations: L: Lecture, T: Tutorial, P: Practical, C: Credits, N.A: Not Applicable

List of Electives:

Major III	Elective	40	60	100	3	0	0	3
Major IV	Elective	40	60	100	3	0	0	3
Minor II	Elective	40	60	100	3	0	0	3

Group A: Finance

Course Name	
MBAE-405	Banking and Insurance
MBAE-406	Derivative and Risk Management
MBAE-407	International Finance
MBAE-408	Global Capital Market

Group B: Marketing

Course Name	
MBAE-409	Sales and Retail Management
MBAE-410	Digital and Social Media Marketing
MBAE-411	International Marketing
MBAE-412	Customer Relationship Management

Group C: Human Resource Management

Course Name	
MBAE-413	Industrial Relations and Labor Laws
MBAE-414	Stress Management
MBAE-415	International Human Resource Management
MBAE-416	Human Resource Analytics

Group D: International Business

Course Name	
MBAE-417	Global Business Strategy
MBAE-418	Foreign Trade Policy and Management
MBAE-419	Foreign Trade Financing and Documentation
MBAE-420	Cross Cultural Issues And International Business Negotiations

Group E: Information Technology

Course Name	
MBAE-421	Digital Marketing
MBAE-422	E-Customer Relationship Management
MBAE- 423	Business Intelligence and Applications
MBAE-424	Software Quality Assurance

Group F: Production & Operation Management

Course Name	
MBAE-425	Logistics and Supply Chain Management
MBAE-426	Operations Planning
MBAE- 427	Business Process Reengineering
MBAE-428	Advanced Operations Research

Group G: Agribusiness Management

Course Name	
MBAE-429	Food Technology and Processing Management
MBAE-430	Agri-Supply Chain Management
MBAE- 431	Agricultural Information Systems
MBAE-432	International Agribusiness Trade

Group H: Business Analytics

Course Name	
MBAE-433	Financial Analytics
MBAE-434	Analytics for HR
MBAE- 435	Analytics for Marketing
MBAE-436	Descriptive Analytics

Course Code : **MBAS-401**
Title of the Course : **STRATEGIC MANAGEMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The course is designed to understand the concepts of Strategic Management; purpose of Vision Mission and Strategy; Types of strategies and Strategic analysis & choice; Strategy implementation & issues; Role of organizational systems in evaluation

Course Outcomes: Upon completion of the course, student will be able to:

CO1: Understand the strategic decisions that organizations make and have an ability to engage in strategic planning.
CO2: Explain the basic concepts, principles and practices associated with strategy formulation and implementation.
CO3: Integrate and apply knowledge gained in formulation and implementation of strategy from holistic and multi-functional perspectives.
CO4: Analyze & resolve malfunctioning & variance in strategic implementation through control mechanism.

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Program Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	S	S	M	S	M	W	W	W	S	W	M	M
CO3	S	S	M	S	M	W	W	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M

Group	Course outlines	Lecture(s)
Group-A	<p>Nature of Strategic Management: Dimensions, benefits and risks, the strategic management process. Establishment of Strategic Intent: Business vision and mission, importance, characteristics and Components, evaluating mission statement, concept of goals and objectives</p>	8
	<p>The Environment Appraisal: External assessment, concept of environment, porters five force analysis, industry and competitive analysis, environmental scanning.</p> <p>Organizational Appraisal: the Internal Assessment: SWOT analysis, strategy and culture, value chain analysis, organizational capability factors, Benchmarking.</p>	8
Group-B	<p>Corporate Level Strategies: Concentration, integration, diversification, expansion strategies, retrenchment and combination strategies, internationalization, cooperation and restructuring.</p> <p>Business Level Strategies: Industry structure, positioning of firm, generic strategies, business tactics, Internationalization.</p>	8
	<p>Strategy Analysis and Choice: Process for strategic choice, strategic analysis, SWOT, industry analysis, corporate portfolio analysis, contingency strategies.</p>	6
Group-C	<p>Strategic Implementation: Activating strategies, nature, barrier and model for strategy implementation, resource allocation</p> <p>Structural Implementation: Types of organizational structures, organizational design and change, structures for strategies. Behavioural Implementation: stakeholders and strategy, stakeholder's management, strategic leadership, corporate culture and strategic management, personal values and ethics, social responsibility and strategic management.</p>	8
	<p>Functional and Operational Implementation: Functional strategies, functional plans and policies, operational plans and policies, personnel plans and strategies</p> <p>Strategic Evaluation and Control: Nature of strategic evaluation and control, strategic control, operational control, techniques for strategic control, role of organizational systems in evaluation.</p>	7
	Total lectures	45

Reference Books:

- Lawrence R. Jauch, William F. Glueck, Business Policy and Strategic Management, McGraw-Hill, 5th Edition (1988)
- John A. Pearce II, R.B. Robinson, Jr., Strategic Management, 3rd Edition, A.I.T.B.S. Publications, Delhi (2003)
- Fred R. David, Strategic Management - Concepts and Cases, Pearson Education, 10th Edition (2005)

Course Code : MBAF-402
Title of the Course : FAMILY BUSINESS MANAGEMENT AND SUCCESSION PLANNING

L	T	P	Credits
3	0	0	3

Course Outcomes:

This course is designed to provide an overview of the family business, its governance and issues of ownership and conflict in family and to understand capital structure of closely held business and family business, cash, growth. Student will understand Family succession, issues of succession in a family firm, preparing for succession planning. Legal norms of succession-succession Acts and important provisions.

Course Outcomes: Upon completion of the course, student will be able to:

CO1: Differentiate the family with family business.
CO2: Understand the governance issues and conflict in family business.
CO3: Understand issues and challenges in family business and closely held family Business
CO4: Know the role of non-family members and succession planning.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	S	S	M	S	M	W	W	W	S	W	M	M
CO3	S	S	M	S	M	W	W	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M

Group	Course outlines	Lecture(s)
Group-A	Introduction: Family Business Definition and Characteristics – Strengths and Weaknesses, Stages of Growth in a Family Business: The founder(s), the Sibling Partnership, The Cousin Confederation. Family business values and culture	6
	Developing Effective Governance: Understanding the relationships between family and business, management and ownership. Governance issues in family owned business, behavioral issues in closely held and family owned business & managed business. Board of directors in Family Business.	6
Group-B	Succession Planning: Family succession, issues of succession in a family firm, preparing for succession planning. Legal norms of succession-succession acts, important provisions. Involving non-family members, power struggles and issues of succession in a family firm. Succession and the transfer of Power- Types of CEO and power transfer, Role of CEO spouse,	6
	Conflict; Dealing with nepotism and encouraging professionalism in the family business, Challenges of Working together in a Family, Conflict management Women In family business: women’s contribution in family business, challenges faced by women in family business.	8
Group-C	Hindu undivided family, role of karta, Succession Laws, Dissolution of HUF, Rights of daughters. Non Family Management- role of nonfamily management	6
	Entrepreneurial Control Systems: An Introduction, Entrepreneurial Control Structure. Responsibility Centres: Expense Centres, Profit Centres, Transfer Pricing Investment Centres	6
	Management Control Process, Programming and Budgeting Analyzing and Reporting Performance Evaluation, Special Application of Entrepreneurial Control, Entrepreneurial Control in service and Manufacturing Ventures, Entrepreneurial Control for Social/ Non-Profit Organizations.	7
	Total lectures	45

Reference Books:

- DuttaSudipt, Family Business in India, Response books(1999)
- Kelin E. Gersick, John A. Davis, Marion McCollom Hampton, IvanLansberg, Generation to Generation: Life Cycles of the Family Business(1997)

Course Code : **MBAA-403**
Title of the Course : **BUSINESS ANALYTICS**

L	T	P	Credits
3	0	0	3

Course Outcomes:

This Course aims at providing the overview of various concepts related to Business Analytics, Evolution, Architecture, Benefits, Future of Business Analytics, Data Modeling Concepts, Types and Techniques Data Warehouse: Definition, Architecture, Development and Implementation issues.

Upon completion of this course, the student will be able to:

CO1: Recognize, understand and apply the language, theory and models of the field of business analytics.
CO2: Critically analyze, synthesize and solve complex unstructured business problems.
CO3: Understand and critically apply the concepts and methods of business analytics
CO4: Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	S	M	M	M	M	S	M	S	M
CO2	S	S	S	S	M	M	M	M	S	M	S	M
CO3	S	S	S	S	M	M	M	M	S	M	S	M
CO4	S	S	S	S	M	M	M	M	S	M	S	M

Group	Course outlines	Lecture(s)
Group-A	Business Analytics: Definition, Evolution, Architecture, Benefits, Future;	6
	Business Analytics as Solution for Business Challenges, Effective Predictive Analytics, Integrating Analytics in Business Processes.	5
	Unstructured Data Analytics: Balanced Scorecard, Dashboards, KPI based on Dashboard and Scorecard, LOFT effect, Data Quality, Master Data Management, Data Profiling.	6
Group-B	Data Modeling: Concepts, Data Modeling Types and Techniques,	6
	Multidimensional modeling: measures, dimensions, attributes and hierarchies, Schemas, Data Marts	4
	Data Integration: Extraction, Transformation and Load Processes.	5
Group-C	Data Warehouse: Definition, Architecture, Development and Implementation issues, Introduction to OLTP and OLAP, Data Mining: Definition, Concepts, Applications and Methods.	7
	Business data visualization- basic graphs: bar-graph, line-chart, histogram, box and scatterplot, advanced data visualization: graphics for correlation, deviation, ranking, distribution and composition	6
	Total lectures	45

Reference Books:-

- Jean Paul Isson and Jesse S. Harriott, 'Win with Advanced Business Analytics', 1st Edn., John Wiley & Sons(2012)
- Cindi Howson, 'Successful Business Intelligence: Unlock the Value of Bi & BigData', 2nd Edn., Tata McGraw Hill (2013)
- Efraim Turban, Ramesh Sharda, Dursun Delen and Daid King, 'Business Intelligence: A Managerial Approach', 1st Edn., Pearson(2013)
- Brian Larson, 'Delivering Business Intelligence with Microsoft SQL Server 2012', 3rd Edn., Tata McGraw Hill(2012)

Course Code : **MBAR-404**
Title of the Course : **DISSERTATION**

L	T	P	Credits
0	0	6	3

In the Fourth semester every student is required to submit a Dissertation as per his/her relevant area of specialization. The Dissertation work will be done as per provided instructions. The project shall be carried out under the supervision of Faculty Member. The report shall be signed by the faculty member. Evaluation will be carried out by the guide and through viva-voce, for which a group of experts including the guide would assign marks.

Course Code : MBAE-405
Title of the Course : BANKING AND INSURANCE

L	T	P	Credits
3	0	0	3

Course Outcomes:

The course is designed to understand the structure and types of banks along with the new emerging trends in Indian banking system as well as to guide students about latest KYC norm prescribed by RBI and importance of life and non-life insurance according to the provisions of IRDA.

Course Outcomes: Upon completion of the course, student will be able to:

CO1: Gain institutional and practical knowledge of Banking and Insurance.
CO2: Attain knowledge about the structure and new emerging trends in Indian banking system
CO3: Asses and analyze the working of Insurance companies according to the prescribed provisions given by the Insurance Regulatory and Development Authority of India
CO4 : Describe Key functions & role of Banking & Insurance in economy

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	M	W	W	W	S	M	M	M
CO3	S	S	S	S	M	M	W	M	S	M	M	S
CO4	S	M	S	M	S	M	W	W	M	W	S	M

Group	Course outlines	Lecture(s)
Group A	Banking system and structure in India, types of banks, role of Reserve Bank as regulator of banking system, Provisions of Banking Regulation Act & Reserve Bank of India Act.	8
	The terms banker and customer ,Types of relationship between banker and customer ,Bankers obligations to customers ,Right of lien, set off, appropriation	6
	Negotiable Instrument Act, 1881 – Bankers legal duty of disclosure and related matters Customers` accounts with banks.	4
Group B	KYC Opening- operation, KYC norms and operation, Types of accounts and customers, nomination, Settlement of death claim	5
	Banking Technology , Home banking ,ATM s, Internet banking, Mobile banking, Core banking solutions, Debit, Credit, and Smart cards, EFD, RTGS International banking , Exchange rates	4
	Letter of credit , financing exporters and importers, ECGC Policies and guarantees.	6
Group C	Introduction to Insurance , Elements of Insurance Risk, Player in Life and Non-Life Insurance sector, Insurance documents, Role and responsibilities IRDA, Provisions of Insurance Act 1938. Insurance Ombudsman	4
	Types of Insurance , Life Insurance and General Insurance Products including unit linked plans ,Alternative risk transfer mechanism and Re-Insurance, Nature of Re- Insurance risk	3
	IRDA Legal framework of life and general insurance Ban assurance- concepts , critical issues , functional aspects , Indian Scenario, Future Prospects , Insurance Accounting , Financial Analysis and valuations, Solvency and performance measures	5
	Total lecture	45

Reference Books:-

- Practice & Law of banking – G.S.Gill(2013)
- Banking: Law & practice – P.N.Varshney(2017)
- Banking: Theory & Practice – E. Gordon, K.Talraj(2018)
- Insurance- Principles &Practises of Insurance – G.S.Pande (2009)
- Insurance- Principles &Practises- M.N. Mishra (2008)

Course Code : MBAE-406
Title of the Course : DERIVATIVES AND RISK MANAGEMENT

L	T	P	Credits
3	0	0	3

Course Outcomes:

The overall objective of the course is to enable the learner to know when and how to manage risks with derivatives and is expected understand how risk management creates value. The learner will be exposed to the recent risk management development and empirical evidences on current practices and should be able to have a good balance of theory and practice in risk management

Upon completion of this course, the student will be able to:

CO1: Demonstrate an understanding of pricing forwards, futures and options contracts
CO2: Explain the binomial model and its extension in continuous time to the Black-Scholes model.
CO3: Exhibit critical thinking, analytical and problem solving skills in the context of derivatives pricing and hedging practice.
CO4: Analyze and price diverse derivatives products to generate an optimal risk management strategy.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	S	S	M	S	M	M	M	S	S
CO2	S	S	M	S	S	M	S	M	M	M	S	S
CO3	S	S	M	S	S	M	S	M	M	M	S	S
CO4	S	S	M	S	S	M	S	M	M	M	S	S

Group	Course outlines	Lecture(s)
Group- A	Introduction to derivatives: Definition, types of derivatives, Uses of derivatives, Exchange-traded vs. OTC derivatives, Derivatives in India, Regulation for derivatives trading and SEBI guidelines related to derivatives trade	7
	Introduction to Forwards and Futures: Basic Hedging practices, Forward contracts, Limitations of forward markets, Introduction to futures, Stock Index futures, Commodity Futures and Currency Futures, Distinction between futures and forwards contracts, pay-offs, Cash settlement vs Physical settlement, Pricing Principles, Beta and Optimal Hedge Ratio	7
Group- B	Introduction to Options: Option terminology and Types, Index derivatives, European and American calls and puts, Exotic and Asian Options, Strategies and Pay-offs, Option Pricing and Put-Call parity. Swaps: Meaning, overview, interest rate swaps, currency swaps, credit risk, mechanics of swaps.	5
	Interest Rate Derivatives & Euro-Dollar Derivatives: T-Bill and T-bond Futures, Euro-Dollar Derivatives, Forward Rate Agreement (FRA), Duration, Convexity.	5
	Credit Derivatives: Types of Credit Derivatives, Credit Default Swaps, Collateralized Debt Obligations, The Indian Scenario, credit risk mitigation, Weather and Energy Derivatives.	6
Group- C	Risk Management with Derivatives: Hedging Using Greeks (Delta-Gamma Hedging), Hedging with Futures (Strategies of hedging, speculation and arbitrage): Index Options and futures, VaR, Historical Simulations, Risk management structure and policies in India.	6
	Management of Derivatives Exposure: Introduction, nature of derivatives trading, setting of Risk-vision, reasons for managing derivatives risk and types of risk in derivative trading. Futures and options trading system, Basis of trading	4
	Total lectures	45

Reference Books:-

- John C. Hull, Options, Futures and Other Derivatives, Pearson Prentice Hall, Fifth edition (2006)
- Robert A. Strong, Derivatives- An Introduction, Thomson South West publishers(2002)

Course Code : **MBAE-407**
Title of the Course : **INTERNATIONAL FINANCE**

L	T	P	Credits
3	0	0	3

Course Outcomes:

After completion of this course, student would be able to have.

CO1: Basic understanding of International financial management and balance of payment
CO2: Knowledge with regard to concepts like arbitrage, parity theories and shall be able to demonstrate the relationship between inflation interest rates & Exchange rates.
CO3: Proficiency in long term asset liability management like international capital budgeting and international capital structures
CO4: Proficiency in short term asset liability management like international cash receivables management and international inventory management

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	M	S	S	S	M	S	M
CO2	S	S	M	S	M	S	M	M	S	S	S	S
CO3	S	S	S	S	S	S	S	S	M	S	S	M
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course Outlines	Lecture(s)
Group-A	Foundations of International Finance: Concept, Goals of International Finance; and role of International Finance Manager in an MNC; Globalisation of World Economy; Recent trends. Evolution of International Monetary System: Classical gold standard, Bretton woods system, Current Exchange Rate arrangements. European Monetary System.	8
	Balance of Payments (BOP) Accounting, the Current Account, the Capital Account, Official Reserve Account. Foreign Direct Investment (FDI) and Multinational Corporations, Regional Economic Integration; SAARC, ASEAN, EC, NAFTA	7
Group-B	Foreign Exchange Market: Function and structure; Spot Market, Forward Mark International Parity Relationship and Forecasting Foreign Exchange Rates, Interest Rent Parity, Purchasing Power Parity, Fisher Effects.	10
	Foreign Investment Institutions: Instruments; ADRs, GDRs, FIIs-their role in Indian Capital Market.	5
Group-C	Foreign Exchange Exposure and Management; Types of exposure, Transaction Exposure Translation Exposure, Economic Exposure and Operating Exposure. Measurement Exposure and Exposure Management Techniques.	8
	Multinational Working Capital Management Centralized Vs. Decentralized Capital Management, Managing International Receivable Management.	7
Total lectures		45

Reference Books:

- International Financial Management by P.G.Apte, TMH Publication, 4thEd.
- International Finance Management, Eun& Resnick TMH Publication, 4thEd.
- International Finance Management, 2JeffMadura, Thomson Publication, 7thEd.
- Multinational Business Finance by David K Eiteman ,Arthur I Stonehill, MichaelH Moffett ,Alok Pandey , Pearson Publication, 10thEd
- Multinational Financial Management, by AlanC. Shapiro, Wiley India, 8thEd.Cateora Graham - International Marketing (TMH, 10thEd.)

Course Code : **MBAE-408**
Title of the Course : **GLOBAL CAPITAL MARKET**

L	T	P	Credits
3	0	0	3

Course Outcomes:

Upon completion of this course, the student will be able to:

CO1: Understand the basic theories and concept of Global Capital Markets
CO2: Analyze European, Japanese US markets and financial reforms
CO3: Develop an understanding of working of multilateral financial institutions
CO4: Understand export credit systems and challenges

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	S	M	M	S	M	S	W	S	M
CO2	S	S	M	S	M	M	S	M	S	W	S	M
CO3	S	S	M	S	M	M	S	M	S	W	S	M
CO4	S	S	M	S	M	M	S	M	S	W	S	M

Group	Course outlines	Lecture(s)
Group-A	Introduction: Type of Global Capital Markets, Theoretical benefits, advantages, Problems of supranational capital markets. The Structure of Global Financial Markets: Money Markets-Advantages of Money Markets Understanding Bond Markets-Advantages with Bonds-Types of Bond Market Instruments ,The Eurocurrency Market: Advantages and risk, Origin and history the market, Euro market centers, Euro market mechanism and instruments, Market participants, Eurocurrency Interest rate, Crisis and the market, recent development.	15
Group-B	European Markets: Monetary policy of the ECB, developments in money market, bond markets, equity markets, and derivatives markets since the start of the monetary union. The American Markets: Introduction to US Money Markets-Instruments of Money markets, Various Types of Municipal Securities The US Equity Markets Banking Regulations, Japanese Markets: General Background of Japanese Markets- Japanese Banking Structure Financial Sector Reforms in Japan.	15
Group-C	Multilateral Financial Institutions: World Bank Group- Detailed Study of World Bank, International Development Association (IDA)- International Finance Corporation (IFC)- Multilateral Investment Guarantee Agency (MIGA)-International Center for Settlements of Investment Dispute (ICID); International Monetary Fund (IMF) - Main Areas of Activities Funding Avenues-Lending Activities-The Process of IMF Lending-Other IMF Facilities Regional Development Banks; OPEC-AFDB-EBRD-ADB. Export Credits: The Origin and Growth of Export Credits: How Exports are Financed, How Interest on Export Credits is Calculated, Role of Export Credit Insurance.	15
	Total Lectures	45

Reference Books:-

- Financial Markets: A Beginners' Module, Workbook from NSE
- Gupta, L.C: Stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi, 1997.
- Dalton, John M: How the stock Markets works,3rd edition,2001, New York Institute of Finance
- International Corporate Finance - Jeff Madura, Cengage Learning, 10/e 2012.
- International Finance Management – Eun& Resnick, 4/e, Tata McGraw Hill.
- International Financial Management – Apte P. G, 6/e, TMH, 2011.
- International Financial Management – Madhu Vij, Excel Books, 2010.

Course Code : **MBAE-409**
Title of the Course : **SALES AND RETAIL MANAGEMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The primary objective is to make students familiar with basics of Sales Management and the duties & roles played by salesmen. The growing significance of process of advertising deserves the same focus and attention and also Introduction to Retailing Management, Product Retailing vs. Service Retailing, Retail Marketing Environment & Segmentation, and Integrated Marketing Communication in Retail, Retail Merchandising & International Retailing

Course Outcomes: Student will be able to.

CO1: Understand the legal framework and role of ethics in advertising
CO2: Explain the steps involved in sales force management
CO3: Forecast and prepare sales plan.
CO4: Explain how factors of culture, economics, legal requirements, political activity, technology, the internet and the news media affect the operation of organizations in a global environment.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	S	S	S	W	M	M	W	S	S
CO2	S	S	W	M	S	S	W	S	S	W	M	M
CO3	S	S	S	M	S	M	M	W	S	W	S	S
CO4	S	S	S	S	S	W	M	W	M	W	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to sales management: Meaning, Evaluation, Importance, Personal Selling, Emerging Trends in Sales Management, elementary study Of sales organizations, qualities and responsibilities of sales manager. Types of sales organizations	9
	Selling skills & Selling strategies: Selling and Business Styles, selling skills, situations, selling process, sales presentation, handling customer Objections, Follow-up-action,	6
Group-B	Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing, sales quota, procedure for sales quota, Types of sales quota, Methods of setting sales Quota, Recruitment and selection of sales force, Training of sales force,	10
	Sales force motivation and compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation-Meaning, Types compensation plans and evaluation of sales force by performance and Appraisal process.	8
Group-C	Retail Management: Introduction, meaning, Characteristics, Retail industry India, role of retailing Trends in Retailing, Emergence of organizations of retailing. Retail Location and Layout plan, careers in Retailing,	7
	Retail Market segmentation: Introduction to Market segment, Criteria for effective segmentation, Dimensions of segmentation, customer profiles, Integrated Marketing Communication in Retail- Introduction, Understanding Integrated Marketing Communication, Elements of Communication Process, Communication Plan - Integrated marketing process, Tools of IMC, Upcoming tools of IMC, Factors influencing the Increased use of sales promotion.	5
Total lectures		45

Reference Books:

- Condiff, Still & Govani, Sales Management, Prentice-Hall of India, New Delhi, 5th Edition (1998)
- Wright, Winter and Zeigler, Advertising, Tata McGraw-Hill Publishing Company Ltd., New Delhi (1990)
- Retail Management – Berman, Evans – Pearson (2004)
- Retail Management – Bajaj, Tulsi & Srivastava – Oxford (2016)
- Retail Management – DunueLusch – Cengage (2013)
- Retailing Management – Levy, Weitz, Pandit – TMH (2012)
- Fundamentals of Retailing – Madaan – MC Graw Hill (2009)
- Retail Management – Asif Sheikh, Kaneez Fatima – HPH (2011)

Course Code : MBAE-410
Title of the Course : DIGITAL AND SOCIAL MEDIA MARKETING

L	T	P	Credits
3	0	0	3

Course Outcomes:

Upon completion of this course, the student will be able to:

CO1: Define social media marketing goal setting necessary to achieve successful online campaigns.
CO2: Describe the stages of the social media marketing strategy development process.
CO3: Develop effective social media marketing strategies for various types of industries
CO4: Devise an integrated social media marketing strategy using a variety of services, tools and platforms to accomplish marketing objectives

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	S	M	S	M	M	S	S	M	M
CO2	S	S	M	S	M	S	M	M	S	S	M	M
CO3	S	S	M	S	M	S	M	M	S	S	M	M
CO4	S	S	M	S	M	S	M	M	S	S	M	M

Group	Course outlines	Lecture(s)
Group-A	<p>Evolution of digital marketing: the digital consumer & communities online and digital marketing landscape.</p> <p>Search Engine Marketing: Pay Per Click (PPC) and online advertising, search engine optimization and search engine marketing</p> <p>Social media and consumer engagement: Social feedback cycle, social web and engagement, operations and marketing connection</p>	9
	<p>Customer engagement: affiliate marketing & strategic partnerships, Email marketing, Content strategies.</p> <p>New role of the customer: social interactions, customer relationships, outreach and influencer relations</p> <p>Social listening: importance of social analytics, know your influencers, web analytics, and business analytics.</p>	6
Group-B	<p>Mobile Marketing: integrating digital and social and media strategies</p> <p>Social technology and business decisions: creation of social business, understanding the conversations, social CRM and decision support.</p> <p>Social CRM: social CRM and business design and build a social CRM program.</p> <p>Engagement on the social web: engagement as a customer activity, engagement as a business activity and extend engagement.</p>	10
	<p>Social objects: meaning of social object, build on existing social objects, create new social objects and use of social objects in business.</p> <p>Social graph: role of social graph, social graphs spread information, use of social graphs in the business and measure the social graphs</p> <p>Social applications: importance of social applications, social applications engagement and planning a social application.</p> <p>Social business ecosystem: social profiles, social applications, using brand outposts and communities, social ecosystem.</p>	8
Group-C	<p>Social media marketing on Twitter: attracting audience, following and creating twitter lists, handing twitter chat, integrating twitter</p> <p>Social media marketing on Facebook: preparing Facebook page, attracting audience, integrating commerce, creating ads, going mobile with places and check-in deals</p> <p>Social media marketing on LinkedIn: profile management, contacts and groups, posting, messaging, and making connection requests, asking and answering questions to attract new customers</p>	7
	<p>Social media marketing on YouTube: channel management, managing channel SEO, using YouTube features to create engagement, creating playlists</p> <p>Social media marketing with geolocation and location platforms: tools for geo locations tagging, creating and managing venues</p> <p>Analysis and calculation: calculating ROI, exploring built-in analytics, popular analytics tools</p>	5
	Total lectures	45

Reference Books:-

1. Social media marketing by dave evans and jake mckee, wiley
2. Social media marketing: a strategic approach by melissa s. Barker, donald I.barker, nicholas f. Bormann, debra zahay, mary lou roberts, cengage Learning
3. Advanced social media marketing: how to lead, launch, and manage a Successful social media program by tom funk, apress

Course Code : **MBAE-411**
Title of the Course : **INTERNATIONAL MARKETING**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The objective of the course is to provide an understanding of the human resources development framework and focuses on management best practices, tools and models to implement an effective HRD system

After completion of this course, student would be able to.

CO1: Understand international marketing concepts
CO2: Evaluate international marketing environment
CO3: Differentiate international markets strategies, from domestic market strategies
CO4: Gain exposure international promotional strategy

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	M	S	S	S	M	S	M
CO2	S	S	M	S	M	S	M	M	S	S	S	S
CO3	S	S	S	S	S	S	S	S	M	S	S	M
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course Outlines	Lecture(s)
Group-A	International Marketing: Definition, scope, importance and challenges of international marketing, International trade theories, Reasons for going international, economic analysis of multinational trade, International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies .	8
	International Marketing Environment: Political, Legal, Environmental, Socio Cultural and Technological environment, Country Risk Analysis, International Economic Environment: IMF, WTO, International Monetary System,	7
Group-B	International Trade Barriers: Tariff and Non-Tariff Regional Blocks: European Union, NAFTA, SAARC, ASEAN, International Marketing Research, Selection of export markets. Processing of an export order: Organisation and structure of export and import houses	9
	International product policy: Product standardization & adaptation, international, product mix, International product life cycle, new product development, exports packaging,	6
Group-C	International pricing policy: Factors influencing selection of pricing policies, international pricing strategies, International distribution policy: Factors influencing selection of international distribution channels, types of international distribution channels, role of internet in international distribution International communication policy: communication strategies in international marketing	15
	Total lectures	45

Reference Books:

- Onkvisit .S, Shaw.J - International Marketing (Pearson, 3rdEd.)
- Cherunilam F - International Trade and Export Management (Himalaya,2007)
- Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9thEd.)
- Czinkota - International Marketing (Thompson,8thEd.)
- Cateora Graham - International Marketing (TMH,10thEd.)
- Jain S. – International Marketing(Thomson)

Course Code : **MBAE-412**
Title of the Course : **CUSTOMER RELATIONSHIP MANAGEMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes:

Upon completion of this course, the student will be able to:

CO1: Understand the basic concepts of Customer relationship management
CO2: To understand marketing aspects of Customer relationship management.
CO3: Learn basics of analytical Customer relationship management.
CO4: Understand basics of operational Customer relationship management.

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	S	M	M	S	M	S	W	S	M
CO2	S	S	M	S	M	M	S	M	S	W	S	M
CO3	S	S	M	S	M	M	S	M	S	W	S	M
CO4	S	S	M	S	M	M	S	M	S	W	S	M

Group	Course outlines	Lecture(s)
Group-A	Introduction to CRM: Meaning and Definition of Customer Relationship Management (CRM), Nature and Scope of CRM, Key Elements of Customer Management, Conceptual Framework of CRM, Components of CRM, Uses and Benefits of CRM, Challenges and Barriers in CRM; Understanding People component of CRM, Organization Environment and CRM, Value Chain Considerations for CRM, Difference between CRM and e-CRM.	15
Group-B	CRM Strategy: Sales Strategy – Sales challenges for FMCGs, Sales Processes and Participation in CRM, CRM and Sales Organization, Sales Customer Relationship Cycle, Sales Force Communications, Sales Force Automation Technology, Framework for Deploying Customer Relationships in Organizations; Marketing Strategy – Service Quality and Customer Satisfaction, Customer Loyalty, Customer Retention, Relationship between Customer Satisfaction and Loyalty, Relationship between Customer Loyalty and Profitability	15
Group-C	CRM Models: Brief Introduction to Classic Marketing Models; Models of Customer Management, Customer Requirements of CRM, Company's perspective of CRM, Accountability for CRM: Tactical versus Strategic Application of CRM, Target Opportunities, Incremental Revenue, Cost Changes, Contact Strategies, Revenue and Cost Review, Feasibility Analysis, New Opportunities for improving CRM, Creating Long-term Customer Value (LTCV)	15
	Total lectures	45

Reference Books:-

- Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall Of India Private Limited, New Delhi, 2011
- S. Shanmugasundaram, Customer Relationship Management, Prenticehall Of India Private Limited, New Delhi, 2008
- Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008
- Jagdish Seth, Et Al, Customer Relationship management
- V. Kumar & Werner J., Customer Relationship Management, Willey India, 2008

Course Code : **MBAE-413**
Title of the Course : **INDUSTRIAL RELATIONS AND LABOR LAWS**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The course is designed to understand the various concepts like Industrial Disputes Act 1947, The Trade Union Act 1926, The Factories Act 1948, The Payment of Wages Act 1936, and The Workmen's Compensation Act 1923 and the payment of Gratuity Act 1972 etc.

Course outcome: Upon completion of course, student will be able to:

CO1: Understand judicial setup of Labour laws.
CO2: Outline the important causes & impact of Industrial disputes.
CO3: Describe the provision of wage legislations, in reference to payment of wages Act 1936, Minimum wages Act 1948 & Payment of Bonus Act 1965.
CO4: Understand provision of social security legislations, in reference to Employees State Insurance Act 1948, Employees provident Fund Act 1952, and Payment of Gratuity Act 1972.

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	M	M	M	M	S	W	S
CO2	S	S	W	S	W	S	W	M	W	S	W	M
CO3	S	S	W	S	W	S	W	M	M	M	W	S
CO4	S	M	W	S	W	M	M	M	M	M	W	S

Group	Course outlines	Lecture(s)
Group- A	Industrial Relations Legislation: The Industrial Dispute Act, 1947; The Industrial Employment (Standing Orders) Act, 1946; The Trade Union Act, 1926;	10
	Laws relating to Discharge, Misconduct, Domestic Enquiries, Discipline Action.	6
Group- B	Protective legislation: The Factories Act, 1948; The Payment of Wages act, 1936; The Minimum Wages act, 1948; The Payment of Bonus Act, 1965; The Equal Remuneration Act, 1976; The Contract labor (regulation and abolition) Act, 1970.	7
Group- C	Social security legislation: The workmen's compensation act, 1923; The employee's state insurance act, 1948;	5
	The Employees' Provident funds and Miscellaneous provisions Act, 1952;	8
	The Maternity Benefit Act, 1961; The payment of Gratuity Act, 1972	9
	Total lectures	45

Reference Books:-

- Indian Law Institute, Labour Law and Labour Relations-Cases and Material, Bombay, Tripathi(1987)
- S.N. Mishra, Labour and Industrial Laws, Allied Publications, New Delhi (2001)
- Debi S. Saini, Redressal of Labour Grievances, Claims and Disputes, Oxford & IBH, New Delhi(1994)
- H.L. Kumar, Labour & Industrial Law in 2 volumes with free case law reference (2002-007)

Course Code : **MBAE-414**
Title of the Course : **STRESS MANAGEMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The course aims to help the students understand how to cope with stress at work place
 Course outcome: Upon completion of this course, students will be able to.

C01: Analyze the symptoms, causes and effects of personal and academic stressors in order to implement appropriate stress management techniques.
C02: Describe different models of stress.
C03: Discuss personality traits, life events and stress , coping style and strategies of stress
C04: Understand concept and importance of time management.

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	S	M	S	W	M	M	S	M	S
CO2	S	S	M	M	M	W	W	W	W	W	W	M
CO3	M	S	S	S	M	M	W	M	W	M	M	S
CO4	S	S	M	M	M	S	W	W	S	S	M	S

Group	Course outlines	Lecture(s)
Group- A	Meaning and concept of Stress, Hans Selye Model of Stress, Physiological Stress, Bounce Back Model of Stress, Models of Stress, GAS Model, Causes of Stress,	10
	Symptoms and Types of Stress. of Stress, Consequences and effect of Stress on Individual Health.	6
Group- B	Personality: Meaning, nature of Personality, Personality Traits, Theories of Personality and stress, Life events and Stress, Organizational role stress, Meaning, concept and Types of Role Stressors, Coping styles or strategies, Moderators of stress, counteracting stress, spirituality and stress. General stress Interventions- types of Interventions.	7
Group- C	Time management: Concept of Time Management, Importance of time management.	5
	Managing Stress, Stress Tolerance Level and Managing Stress in Individual,	8
	Managing stress in organization, Stress Audit. Relevant case studies related to the topics should be discussed.	9
	Total lectures	45

Reference Books:

- Dutta, P.K., Stress Management, Himalaya Publication (2015)
- D.M. Pestonjee Stress And Coping : An Indian Experience, Sage Publication(1988)
- Udai Pareek: Making Organizational Roles Effective(1993)
- Udai Pareek Handbook of HRD Tools (2009)

Course Code : **MBAE-415**
Title of the Course : **INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes:

Upon completion of this course, the student will be able to:

- | |
|--|
| CO1: Identify and Understand issues and practices pertaining to the major HRM functions within the context of a multinational environment |
| CO2: Define, explain and compare perspectives and theories related to IHRM |
| CO3: Make use of an in-depth understanding of research in IHRM to critically analyze theories, perspectives, and practical problems facing contemporary firms |
| CO4: Systematically illustrate, define, categorize, and analyze a broad range of issues and problems facing MNCs in their IHRM activities |

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	S	M	M	S	M	S	W	S	M
CO2	S	S	M	S	M	M	S	M	S	W	S	M
CO3	S	S	M	S	M	M	S	M	S	W	S	M
CO4	S	S	M	S	M	M	S	M	S	W	S	M

Group	Course outlines	Lecture(s)
Group-A	<p>Introduction to IHRM Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of IHRM. Difference between IHRM and Domestic HRM. Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model. SHRM: Evolution of MNE's, Business strategies, IHRM Strategies, SIHRM. Barriers in effective global HRM. Socio-cultural context,</p> <p>Organizational dynamics and IHRM: Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture. Culture and employee management issues/ impact of Country culture on IHRM. Managing Culture diversity: Cross Culture differences in the workplace.</p>	15
Group-B	<p>International Workforce planning and staffing: International labor market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.</p>	15
Group-C	<p>Developing Global Mindset: Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training & development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.</p>	15
Total lectures		45

Reference Books:-

- International Human Resource Management, Peter Dowling and Denice Welch, Cengage Learning
- International Human Resource Management, Tony Edwards, Pearson Education
- Global Human Growth Model, M.N Rudra basavaraj, Himalaya
- International Human Resource Management, Monir Tayeb, Oxford

Course Code : **MBAE-416**
Title of the Course : **HUMAN RESOURCE ANALYTICS**

L	T	P	Credits
3	0	0	3

Course Outcomes:

Upon completion of this course, the student will be able to:

CO1: Understand the concepts and significance of HR analytics
CO2: Analyze problems and issues in HR and the relevance of HR analytics
CO3: Logically synthesize the tools, methods and techniques of HR analytics to understand real world corporate scenario.
CO4: Identify the application and uses of HR analytics in various HR sub-systems

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	S	M	M	S	M	S	W	S	M
CO2	S	S	M	S	M	M	S	M	S	W	S	M
CO3	S	S	M	S	M	M	S	M	S	W	S	M
CO4	S	S	M	S	M	M	S	M	S	W	S	M

Group	Course outlines	Lecture(s)
Group-A	HR Measurement : Need for HR Measurement, Significance and concept of HR Analytics, HR Analytics and business linkages, Prerequisites of HR Analytics; Models and frameworks of HR Analytics; Measuring intellectual capital, need and rationale for HR Accounting & Audit, Approaches and methods of HR Accounting & Audit	9

Group- B	HRIS for HR Analytics What is Human Resource Information System; Role of HRIS in analytics; HRIS development and Implementation, The development process- need analysis, systems design, structure and culture; HRIS Applications- Making HRIS work	9
	Analytics for HR sub-systems HR Analytics for Staffing, Training & Development, Performance Management Systems, Career Planning Systems, Rewards and Compensation Management, Employee Relations Systems	9
Group- C	Analytics for HR system HR performance frameworks and measurement systems; Measuring HR Climate and People Management Capabilities; Competency Management Frameworks & Competency Mapping, Integration of competency-based HR System. Measuring HR Effectiveness, The HR Scorecard	9
	Trends and Future Challenges Technology and changes in HR Analytics, Role of Social Media, Big Data and Predictive Analytics in HR, Assessing the effectiveness of HR Analytics, Post analysis steps, Review and monitoring, Issues in HR valuation and measurement; Emerging challenges: Global and Indian Experience	9
	Total lectures	45

Reference Books:-

- Ulrich, D. & Brockbank, W. (2010). The HR Value Proposition. Harvard Business School Press.
- Fitz-enz, J. (2013). How to measure HRM. McGraw-Hill.
- Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources. Wiley.
- Phillips, J., & Phillips, P.P. (2014). Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill
- Director, S. (2014). Financial Analysis for HR Managers: Tools for Linking HR Strategy to Business Strategy. Pearson FT Press
- Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). The HR scorecard: Linking people, strategy, and performance. Harvard Business Press

Course Code : **MBAE-417**
Title of the Course : **GLOBAL BUSINESS STRATEGY**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The students can recognize the different stages of industry evolution and recommend strategies appropriate to each stage. The students can formulate strategies for exploiting international business→ opportunities including foreign entry strategies

After completion of this course student would be able to:

CO1: Understanding the Global Business Environment and the development of firms with international operations, including Multinational Enterprises (MNEs); multinational firms in a globalised world
CO2: Develop an understanding of Global Financial Institutions, Regional Trade Associations, Institutions of the Multilateral Trading System
CO3: Understanding how international business is affected by the many different types of environments (i.e. economic, political, social, cultural, financial, technological) in which it operates; Cultural differences and their effects on international business
CO4: Design Understanding innovation, technology diffusion and digital divide

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction: meaning, Importance of global business strategy, Institutions, cultures and ethical issues at global level.	7
	Introduction to International Strategy: Theories of international strategy. Nation based strategies. Strategic Thinking: The rise of the multinationals. Impact of globalization	7
Group-B	Global business Environment: Internal analysis: Leveraging resources and capability, External environment, Industrial environment and competitive environment analysis. Business level Strategies: The Entrepreneurial firms, foreign market entries, Global competitive dynamics	8
	Corporate level strategies: International Diversification, Acquisitions, Restructuring, International Strategic alliances and networks, Partnership and cooperation	8
Group-C	Global strategic Innovations: Innovations and Competitive advantage, competing in technological environment,	7
	Managing Knowledge, National and regional economic development strategies, Managing Across continents and global management of change. Relevant case studies related to the topics should be discussed	8
	Total lectures	45

Reference Books:

- J HeorgeGrynas and lamelMellahi, 'Global Strategic Management' Oxford publications
- Hill and Jones, ' An Integrated approach to strategic Management' Cengagepublications
- Phillipe Lasserre, ' Global strategic management' Palgrave Macmillan
- Jedrzej George Frynas and Kamel Mellahi, ' Global Strategic Management', OUP Oxford publications

Course Code : MBAE-418
Title of the Course : FOREIGN TRADE POLICY AND MANAGEMENT

L	T	P	Credits
3	0	0	3

Course Outcomes:

This course helps build a solid foundation and under-standing of the global trade. It also helps students to understand latest policy of the Indian government regarding international trade
 After completion of this course student would be able to:

CO1: Identify major product decisions that are necessary for export markets.
CO2: Communicate effectively using basic Foreign Trade related vocabulary with specific importance on terms associated with Export Procedure and Documentation.
CO3: Identify factors that indicate strong potential export market in order to define market selection systems
CO4: Learn various documents used at the time of Export- Import of goods and services.

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	The trends in the world trade direction and composition, India's foreign trade direction and composition. Foreign trade policies since independence. India's performance in Balance of Payment and Balance of Trade.	7
	India's trade with ASEAN goods and services. Instruments of export promotion, export assistance and measures, Import facilities, Duty draw back, Tax concession, Marketing assistance, Role of state trading house.	7
Group-B	Latest Foreign Trade Policy of the Government of India—General provisions regarding export and import, promotional measures, Duty exemption/remission schemes, EPCG etc. SEZ Act 2005, 100% export oriented units,	8
	Export house and trading house, EPZ's, STP, EHTP, BTP, Deemed export convertibility, Foreign collaborations and investments, Counter trade arrangements, Indian joint ventures abroad.	8
Group-C	Policy framework for FDI in India, Policy on counter trade arrangements, Indian joint venture, abroad project and consultancy exports,	7
	India's Double Tax Avoidance Agreements, Comprehensive Economic Co-operation Agreements. Relevant Case studies should be discussed	8
	Total lectures	45

Reference Books:-

- Varshney and Bhattacharya, 'International Marketing Management', Sultan Chand & Sons Publication
- K S Chatwal, 'Manual of Export Promotion' Export Marketing and Management Service
- Deepak Nayyar, 'India's Export and Import Policies in 1960's' Cambridge University Press
- World Development Report, World Bank, Washington DC
- Economic Survey
- Export and Import Policy of Ministry Of Commerce

Course Code : MBAE-419
Title of the Course : FOREIGN TRADE FINANCING AND DOCUMENTATION

L	T	P	Credits
3	0	0	3

Course Outcomes:

To familiarize the students with the basic documents required and financing techniques of foreign trade.

After completion of this course student would be able to:

CO1: Identify major product decisions that are necessary for export markets.
CO2: Communicate effectively using basic Foreign- Trade related vocabulary with specific importance on terms associated with Export Procedure and documentation
CO3: Identify factors that indicate strong potential→ export market in order to define market selection systems
CO4: Identify factors that indicate strong potential→ export market in order to define market selection systems

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Foreign Trade Financing Methods & Terms of Payment: Methods of Payment, Negotiations of Export Bills, Documentary Credit and Collection Procedure, Pre and Post Shipment Export Credit, Bank Guarantees, Foreign Exchange Regulations.	7
	Sources of Finance for Foreign Trade : Import and Export Credit by Commercial Banks, Export-Import Bank of India, Export-Credit Guarantee Corporation of India. IDBI -Export Finance for Small Scale Industries.	7
Group-B	Need for Export Documentation –Classification of export documents: Commercial documents & Regulatory documents – differences –Aligned Documentation System (ADS)– Advantages –Master Documents I &II .	8
	Auxiliary Commercial Documents–Proforma Invoice–Shipping Instruction –Insurance Declaration –Shipping Order –Mate’s Receipt -Application for certificate of origin –letter to bank for negotiations. Principal	8
Group-C	Commercial Documents : Commercial Invoice –Packing List – Certificate of Inspection – Insurance Policy -Bill of Lading -Air Way Bill	7
	–Certificate of Origin–Bill of Exchange – Shipment Advice–L/C – Contents of L/C –Types of L/C	8
	Total lectures	45

Reference Books:-

- Nabhis, ‘Export’s manual and documentation’ NabhiPublications
- G.S. Lal, ‘Finance of foreign trade and foreign exchange’ H.P.J KapoorPublications
- S.C. Jain, ‘Export Procedure and documents’ NabhiPublications
- Current Export and importpolicies
- Paras Ram, ‘Export What, Where, and How’ AnupamaPublishers
- Indian Marine insurance Act

Course Code :MBAE-420

Title of the Course :CROSS CULTURAL ISSUES AND INTERNATIONAL BUSINESS NEGOTIATIONS

L	T	P	Credits
3	0	0	3

Course Outcomes:

After completion of this course student would be able to:

CO1: Understand of the impact of an international context on management practices based on culture
CO2: Explain and evaluate frameworks for guiding cultural and managerial practice in international business.
CO3: Identify the cross cultural issues in the world.
CO4: Understand and appreciate the cultural and managerial practice in international business

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction - Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions;	7
	Cultural Background of business stake-holders, managers, employees, shareholders, suppliers, customers and others] – An Analytical frame work.	7
Group-B	Culture and Global Management - Global Business Scenario and Role of Culture- A Frame work for Analysis; Elements & Processes of Communication across Cultures;	8
	Communication Strategy for/ of an Indian MNC and Foreign MNC & High Performance Winning Teams and Cultures; Culture Implications for Team Building	8
Group-C	Cross Culture – Negotiation & Decision Making - Process of Negotiation and Needed Skills & Knowledge Base – Over view with two illustrations from multi-cultural contexts [India – Europe/ India – US settings, for instance];	7
	International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.	8
	Total lectures	45

Reference Books:-

- Cashby Franklin, Revitalize Your Corporate Culture: PHI, Delhi
- Deresky Helen, International Management: Managing Across Borders And Cultures, PHI, Delhi
- EsennDrlarry, Rchildress John, The Secret Of A Winning Culture: PHI, Delhi

Course Code : **MBAE-421**
Title of the Course : **DIGITAL MARKETING**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The course will enable the student to demonstrate cognitive knowledge of the skills required in conducting online research and research on online markets, as well as in identifying, assessing and selecting digital market opportunities.

After completion of this course student would be able to:

CO1: Analyse the confluence of marketing, operations, and human resources in real-time delivery.
CO2: Comprehend the importance of conversion and working with digital relationship marketing.
CO3: Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.
CO4: Interpret the traditional marketing mix within the context of a changing and extended range of digital strategies and tactics.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to Digital Marketing and its Significance, Traditional Marketing Vs Digital Marketing, Digital Marketing Process, Website Planning and Development: Types of websites, Website Planning and Development : Keywords,	7
	Understanding Domain and Webhosting, Building Website/Blog using CMS Word Press, Using Word Press Plug-ins, Introduction to Search Engine Optimization, Keyword Planner Tools, On Page SEO Techniques-Indexing and Key Word Placement, On Page SEO Techniques- Content Optimization, On Page SEO : Yoast SEO Plug-in, Off –Page SEO Techniques	7
Group-B	Email Marketing- Introduction and Significance, Designing e-mail marketing campaigns using Mail Chimp, Building E-mail List and Signup Forms, Email Marketing Strategy and Monitoring, Email – Automization,	8
	Pay Per Click Advertising: Introduction, Pay PerClick Advertising: Google Adword, Types of Bidding strategies, Designing and Monitoring search campaigns, Designing and Monitoring Display campaigns, Designing and Monitoring Video campaigns, Designing and Monitoring Universal App Campaigns	8
Group-C	Google Analytics : Introduction and Significance, Google Analytics Interface and Setup, Understanding Goals and Conversions, Traffic Behavior and preparing Reports, Social Media Marketing : Introduction and Significance	7
	Facebook Marketing : Introduction Types of Various Ad Formats, Setting up Facebook Advertising Account, Understanding Facebook Audience and its Types, Facebook Advertising Campaigns, Working with Facebook Pixel, Twitter Marketing: Basics, Designing Twitter Advertising Campaigns, Introduction to LinkedIn Marketing 40:Developing digital marketing strategy in Integration form	8
	Total lectures	45

References Books:

- The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Campaigns by Ian Dodson, Wiley, 1st edition
- Digital Marketing for Dummies by Ryan Deiss and Russ Henne berry, For Dummies.

Course Code : **MBAE-422**
Title of the Course : **E-CUSTOMER RELATIONSHIP MANAGEMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes:

This course aims at providing the students with the concepts, strategies and modeling techniques, which are commonly used by real supply chain partners to make the online transactions and strengthen their relationship to coordinate their operations for the improvement of supply chain-wide performance.

After completion of this course student would be able to:

CO1: Appreciate the strategic nature of e-CRM.
CO2: Understand the various business models such as “organization by function” and “organization aligned to specific groups of customers”, operating procedures, and technological standards in e-CRM.
CO3: Identify major Internet sources for carrying out e-CRM.
CO4: Understand the e-CRM technologies such as data warehousing and data mining for carrying out market research, facilitating customer acquisition, and building customer loyalty

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to CRM- Introduction to CRM, Consider CRM in your business strategy, Initial CRM Considerations, Preparing for Technical Implementation. The Customer Service/Sales Profile: customer Service /Sales Profile,	7
	Three levels of Sales and Services, Importance of the Organization and Business Process of the Organization, Shape of your customer Services and Sales Profile, CRM and your profile Tool for Capturing Customer Information.	7
Group-B	Pre-Order, Point Of Order & Post Order Customer-Support Issues: Online Visibility via Search Engines, Real time Access to Product Information, Inventory Integration, International Business, Shipping, and Order Tracking.	8
	Understanding Point of Order issues, ensuring a Smooth Ordering Process, Providing an Intuitive Site Navigation Scheme. Post Order Issue: Tracking Order, Managing Relationship Through Conflict.	8
Group-C	Introduction to E-CRM, Technology Advancement, , it's Applications, The e-CRM Marketing in India, Major Trends, Global Scenario for e-CRM, CRM utility in India. Electronic Data Exchange EDI- Definitions & Applications, Standardization and EDI, EDI- Legal Security and Privacy Issues, Advantages & Limitations of EDI,	7
	E-Advertising & Marketing: The new age of information-based Marketing, Emergence of internet as a competitive advertising media, Market Research, Weakness in Internet Advertising, e-Advertising & Marketing in India.	8
	Total lectures	45

Reference Books:

- Kristin Anderson and Carol Kerr, Customer Relationship Management, 1st Edition Tata McGraw-Hill.
- Jeffrey Peel, Customer Relationship Management, 1st Edition, Digital press

Course Code : **MBAE- 423**
Title of the Course : **BUSINESS INTELLIGENCE AND APPLICATIONS**

L	T	P	Credits
3	0	0	3

Course Outcomes:

This course provides an overview of BI and demonstrates how it facilitates effective implementation of organisational strategies through better business decision making.

After completion of this course student would be able to:

CO1: Describe the concepts and components of Business Intelligence (BI).
CO2: Critically evaluate use of BI for supporting decision making in an organisation.
CO3: Understand and use the technologies and tools that make up BI (e.g. Data warehousing, Data reporting and use of Online analytical processing (OLAP)).
CO4: Understand and design the technological architecture that underpins BI systems.

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Basics of BI: Introduction to BW and BI, OLTP, OLAP, Data Flow, ETL process, Understand the difference between a relational data model and multidimensional data model,	7
	Learn the basic techniques to develop a multidimensional data model including how to identify, dimensions, characteristics, and hierarchies, Differentiate among star schema, snowflake schema, and multistar schema, Learn how to select the best schema to satisfy business users' needs.	7
Group-B	Data Warehouse: Understand the purposes of a data warehouse, Plan for and justify a data warehouse, Identify data requirements, architecture, and infrastructure of a data warehouse,	8
	Develop a logical data model for a data warehouse, Develop a physical data model for a data warehouse, Business Warehouse.	8
Group-C	Data Mining: Understand the purposes of data mining, Understand the data mining process including objective identification, model selection, hypothesis, formulation, target data collection, data preprocess, model fitting, testing/verification, interpretation/evaluation, and application, Learn about values of data mining from real-life data mining applications,	7
	Learn about decision trees and neural networks as two major data mining algorithms; Understand the importance of text mining. Business Performance Management: Key performance indicators, Management Cockpit, Dash Board, Data Visualization, Report Design and Development, Emerging trends in BI	8
	Total lectures	45

Reference Books:

- Rajiv Sabherwal, Irma Becerra-Fernandez, Business Intelligence: Practices, Technologies, and Management.
- Efraim Turban, Decision Support & Intelligent System, 8th Edition. Pearson Education.
- V.Rajaraman, Analysis and Design of Information System, 2nd Edition. PHI.
- Jiawei Han, Micheline Kamber, Data Mining Concepts & Techniques, 3rd Edition The Morgan Kaufmann Series in Data Management Systems
- Cindi Howson, Successful Business Intelligence, 2nd Edition, Tata McGraw Hill
- Mike Biere, Business intelligence for the enterprise, Addison Weseley.

Course Code : **MBAE-424**
Title of the Course : **SOFTWARE QUALITY ASSURANCE**

L	T	P	Credits
3	0	0	3

Course Outcomes:

This course presents the basics of SQA along with techniques and processes for assuring that the software developed in your organization will be of the highest quality possible.

After completion of this course student would be able to:

CO1: Create and apply a software quality assurance plan for all software projects
CO2: Create and manage a software quality assurance team
CO3: Conduct and facilitate inspections, product reviews, walk-throughs, and audits
CO4: Create and maintain appropriate metrics to measure and maintain quality

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Fundamentals Of Software Quality Assurance: The Role of SQA, SQA Plan, SQA considerations, SQA people, Quality Management, Software Configuration Management,	7
	Managing Software Quality: Managing Software Organizations – Managing Software Quality – Defect Prevention –Software Quality Assurance Management	7
Group-B	Software Quality Assurance Metrics : Software Quality – Total Quality Management (TQM) – Quality Metrics – Software Quality Metrics Analysis Software Quality Program -	8
	Software Quality Program Concepts – Establishment of a Software Quality Program –Software Quality Assurance Planning – An Overview – Purpose & Scope.	8
Group-C	Software Quality Assurance Standardization: Software Standards– ISO 9000 Quality System Standards -	7
	Capability-Maturity Model and the Role of SQA in Software Development Maturity – SEI CMM Level 5 – Comparison of ISO 9000 Model with SEI’s CMM.	8
	Total lectures	45

Reference Books:

- Mordechai Ben-Menachem / Garry S Marliss, Software Quality, Vikas Publishing House, Pvt, Ltd., New Delhi.
- Jones Caper & Oliver Bonsignour, The economics of Software Quality, 1st Edition, Addison Wesley publication
- Daniel Galin, Software Quality Assurance: From Theory to Implementation, 1st Edition, Pearson Education;
- Jeff Tian, Software Quality Engineering: Testing, Quality Assurance, and Quantifiable Improvement, Wiley-Blackwell,

Course Code : **MBAE-425**
Title of the Course : **LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes: The objective of this course is to develop the understanding of various components of integrated supply chain. The learning is focused on developing the supply chain to suit not only the domestic operations but also the global operations.

After completion of this course student would be able to:

CO1: Develop an understanding of the importance of logistics in the formulation of the business strategy and the conduct of supply chain operations
CO2: Develop an in-depth understanding of logistics operating areas and their interrelationship
CO3: Strengthen integrative management analytical and problem-solving skills.
CO4: To incorporate a meaningful focus on the rate of change occurring in business today, and more specifically, in business logistics.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to logistics and its Interface with Production and Marketing; Measures of Logistics; Physical Distribution and Logistics; Logistics System Analysis and Design; Warehousing and Distributing Centers; Location; Transportation systems: Facilities and Services; Dispatch and Routing Decisions and Models;	10
Group-B	Customer Services in Logistics: Customer Service Defined, elements and their relative importance. Order cycle time; Importance Logistics/Customer service; Defining Sales-Service Relationship; Determining Optimum Service Levels; Service Variability.	9
	The Foundation of Supply Chain Management- Overview and Evolution of Supply Chain Management; Supply Chain Concepts and Models; Strategic Fit Concept of SCM; SCM- An Organization Spanning Activity; SCM as a Tool to Gain Competitive Advantage.	10
Group-C	Key Processes of Supply Chain Management- Supply Chain Planning; Purchasing in Supply Chain; Supply Chain Network Design & Manufacturing; Inventory and Warehousing in SCM; Supply Chain Transportation Decisions.	9
	SCM Enablers- Tools and Techniques of Information & Communication Technology (ICT) in Supply Chain; Supply Chain Forecasting; Buyer-Supplier Partnership; Customer Relationship Issues in SCM	7
	Total lectures	45

Reference Books:

- Chopra Sunil & Meindell P. : Supply Chain Management, Pearson Pub., New Delhi
- Agrawal D.K. : Supply Chain Management, Macmillan Press, New Delhi
- Shah J. : Supply Chain Management, Pearson Pub., New Delhi 4. Ballou R.H. : Business Logistics / SCM, Pearson Pub., New Delhi
- Christopher, M. Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services. London, Pitsman, 1992.
- James, C J. and Wood, Donald F. Contemporary Logistics. New York, Macmillan, 1990.
- Shapiro, R. Logistics Strategy: Cases and Concepts. St. Paul, West, 1995.

Course Code : **MBAE-426**
Title of the Course : **OPERATIONS PLANNING**

L	T	P	Credits
3	0	0	3

Course Outcomes: The course will critically explore the various dimensions of planning that are needed for Operations and Production Management. Operations Management has been an indispensable component of all manufacturing and service organizations. The focus of the paper will be to acquaint learners with the various planning dimensions and areas that are the basis of an effective operations strategy.

After completion of this course student would be able to:

CO1: Develop operational plans, consulting with stakeholders and plan for and allocate resources
CO2: allocate appropriate costing and time frames to the plan
CO3: match team member capability and build that capability over time and identify risks and develop contingency plans
CO4: monitor performance aspects of the plan

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Operational planning : Introduction to operational planning, Converting strategy into operational plans, Effective planning concepts, Consulting with stakeholders, Setting SMART objectives	10
Group-B	Developing operational plans : Developing activities to achieve the objectives, Sequencing the activities and allocating time frames, Allocating resources, Setting budgets	9
	Risk and contingency plans : Identifying risks, Analysing risk, Treating risks and developing contingency plans ,Monitoring risk	9
Group-C	The team : Assigning activities to appropriate team members, Matching capabilities, Building capability in the team, Procuring human resources	9
	Implementing the plan : Monitoring performance, Rectifying underperformance, Variations to the plan, Reporting requirements, Managing the team	8
	Total lectures	45

Reference Books:

- Stevenson, J. William : Operations Management, McGraw-Hill Irwin
- Plossl, G.W. : Production and Inventory Control; Principles and Techniques, Englewood Cliffs, NJ, Prentice-Hall
- Phillip F. Ostwald and Jairo Munoz : Manufacturing Processes and Systems; Wiley India
- Jay Heizer and Barry Render : Operations Management ; Prentice Hall
- Monks, Joseph G., : Operations Management; Theory and Problems, McGraw-Hill
- Mikell P. Groover, : Fundamentals of Modern Manufacturing; Wiley India

Course Code : **MBAE-427**
Title of the Course : **BUSINESS PROCESS REENGINEERING**

L	T	P	Credits
3	0	0	3

Course Outcomes: This course provides a greater understanding of effective solutions to change problems that need to combine technological, organizational and people orientated strategies by adopting a process based approach to change management.

After completion of this course student would be able to:

CO1: Understand the BPR concepts and techniques
CO2: Introduce the contingencies that affect management and the most effective measures for dealing with them
CO3: Introduce strategic IS/IT planning and how it must relate to business strategy
CO4: Demonstrate the use and validity of organizational development models through current real-life case studies.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Business process reengineering -an overview: Historical background Fundamentals of BPR Concepts and techniques. Changing business processes: the importance of technology as a driver for organization: Nature, significance and rationale of business process reengineering (BPR)	9
Group-B	Process redesign: Major issues in process redesign: Business vision and process objectives, Processes to be redesigned, measuring existing processes, Role of information technology (IT) and identifying IT levers.	8
	Designing and building a prototype of the new process: BPR phases, Relationship between BPR phases. BPRE & TQM, benchmarking, ISO standards. Implementation of BPRE-business process management, principles, Business models, barriers.	9
Group-C	Change management: Change and the manager: change and the human resource: the cultural web and the past: the cultural attributes of change Typical BPR activities within phases: Change management, Performance management, and programme management.	9
	BPR and continuous improvement: Co-ordination and complementary efforts, IT capabilities and their organizational impacts, Implementation of BPR, Stages of implementation and critical aspects, Case studies on BPR. The concept of the learning organization and its influence on systems development: restructuring the organization .The importance of communication and the resistance to change: building the culture for successful strategy implementation; the influence IT will have on the internal appearance of organizations in the future	10
	Total lectures	45

Reference Books:

- 1.Omar El Sawy, Business Process Re-engineering, Tata McGraw Hill , 2010
- 2.R. Srinivasan, Business Process Re-engineering, Tata McGraw Hill , 2011
- 3.Warner Winslow, Strategic Business Process Transformation through BPR, , Tata McGraw Hill , 1996
4. R. Radhakrishnan, Business Process Reengineering, Prentice Hall of India.

Course Code : **MBAE-428**
Title of the Course : **ADVANCED OPERATIONS RESEARCH**

L	T	P	Credits
3	0	0	3

Course Outcomes: The objective of the course is to make the learner familiar with the advanced operations research techniques and their applications in managerial decision making.

CO1: recognize the importance and value of Operations Research and linear programming in solving practical problems in industry
CO2: Understand the mathematical tools that are needed to solve optimisation problems
CO3: Use mathematical software to solve the proposed models
CO4: Develop a report that describes the model and the solving technique, analyse the results and propose recommendations in language understandable to the decision-making processes in Management

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Allocation -Introduction, general Linear Programming problems, Transportation Problems, Assignment Problems, Solution of Linear Programming, by computer package.	9
Group-B	Queuing Theory - Introduction, Queuing and Cost Behaviour, Definitions for Queuing Systems, Single Channel, Single Server Queuing Model (M/M/1), Economic Aspects of Queuing Solution by Computer package	9
	Simulation -Introduction, Steps involved in Monte Carlo Simulation, Application of Simulation Method, Advantages and Disadvantages of Simulation.	9
Group-C	Market Analysis -Introduction, Markov Process, Transition Matrix, and Prediction of Market Shares for Future Periods, Steady State Conditions, Absorbing Chains, and Solution by Computer package.	9
	Replacement Models -Introduction, Replacement of Equipment which deteriorates with time, Replacement of items that Fail Completely, Staffing Problems, Solution with the help of computer, individual and Group Replacement.	9
	Total lectures	45

Reference Books:

- Operations Research: P.K. Gupta & D.S. Hira, S. Chand & Co. Ltd., New Delhi (2001)
- Operations Research: H.A. Taha, Prentice Hall of India, New Delhi (1999)
- Operations Research: C.K. Mustafi, New Age International Pvt. Ltd., New Delhi (2000)
- Operations Research for Management: M.P. Gupta & J. K. Sharma, Mayoor Paperbacks, Delhi (2000)
- Harvey J. Greenberg, Frederic H. Murphy, Susan H. Shaw : Advanced Techniques in the Practice of Operations Research, North Holland
- Quantitative Analysis for Business Decision : H.Bierman, C.P.Bonini, & W.H.Houseman, Richard D.Irwin Inc.
- F.S. Hiller & G.J. Lieberman : Introduction to Operations Research.

Course Code : MBAE-429
Title of the Course : FOOD TECHNOLOGY AND PROCESSING MANAGEMENT

L	T	P	Credits
3	0	0	3

Course Outcomes: The objective of this course is to acquaint the students with different food processing techniques and their management.

After completion of this course student would be able to:

CO1: Understand the food processing industry, the methods used for processing of food products, and some technical terminology involved in processing industry
CO2: Explore the evaluation methods of processed food adopted by manufacturers
CO3: Learn certain food law, which are near to mandatory to adopt by food processors and marketers reflecting the quality parameters
CO4: Understand the food retail market, its value chain and its effectiveness

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Present status of food industry in India; Organization in food industry; Introduction to operations of food industry; Deteriorative factors and hazards during processing, storage, handling and distribution.	10
Group-B	Basic principles of food processing and food preservation by manipulation of parameters and factors and application of energy, radiations, chemicals and biotechnological agents; Packaging of foods.	9
	Analysis of costs in food organization; Risk management; Laws and regulations related to food industry and food production and marketing; Quality management – quality standards, PFA, ISO, etc	10
Group-C	Food Labelling and Packaging: Importance of food labelling, law of food labelling for domestic and international marketing of food products. Types of Packaging Material, Advantages and disadvantages of different types of food packaging material, Recent trends in Food Packaging.	9
	Food Retailing- Value Chain in Food Retailing, Principal trends in food wholesaling and retailing, food wholesaling, food retailing, the changing nature of food stores, various retailing formats, competition and pricing in food retailing, market implications of new retail developments, value chain and value additions across the chain in food retail, food service marketing	7
	Total lectures	45

Reference Books:

- Sted Readings Acharya SS & Aggarwal NL. 2004. Agricultural Marketing in India.
- Oxford & IBH. Early R. 1995. Guide to Quality Management Systems for Food Industries. Blackie.
- Jelen P. 1985. Introduction to Food Processing. Reston Publishing. Potly VH & Mulky MJ. 1993.

Course Code : **MBAE-430**
Title of the Course : **AGRI-SUPPLY CHAIN MANAGEMENT**

L	T	P	Credits
3	0	0	3

Course Outcomes: The course introduces students to the concepts and processes of agricultural supply chain management, framework for structuring supply chain drivers; network designs, demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain

After completion of this course student would be able to:

CO1: Understand basics of supply chain and logistics management
CO2: Evaluate and analyze significance of customer services in the supply chain
CO3: Understand customer driven supply chain strategies
CO4: Learn the role of IT in managing supply chain

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.	10
Group-B	Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.	9
	Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory	9
Group-C	Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.	9
	Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking.	8
	Total lectures	45

Reference Books:

- Altekar RV. 2006. Supply Chain Management: Concepts and Cases. Prentice Hall of India.
- Monczka R, Trent R & Handfield R. 2002. Purchasing and Supply Chain Management. Thomson Asia.
- Van Weele AJ. 2000. Purchasing and Supply Chain Management Analysis, Planning and Practice. Vikas Publ. House

Course Code : **MBAE-431**
Title of the Course : **AGRICULTURAL INFORMATION SYSTEMS**

L	T	P	Credits
3	0	0	3

Course Outcomes: The course aims to educate the students about the use and interrelationship of various information systems like crop production, market information, food processing, and weather forecasting.

After completion of this course student would be able to:

CO1: Describe the Scope of ICT in Indian agriculture
CO2: Know about the implementation and maintenance for developing agricultural information systems
CO3: Focus on imparting knowledge of the basic concepts, development, functions and usage of AIS
CO4: Understand the role of Database management system applicable in an agricultural sector

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Scope of ICT in Indian agriculture; village knowledge centers. Fundamentals of analysis, design, testing, implementation and maintenance for developing agricultural information systems.	9
Group-B	Different Types of information systems. Overview of database management; data collection, data editing, data manipulating, and data storing. Overview of data analysis tools.	9
	Fundamentals of Unified Modeling Language (UML) for constructing models. Identification of actors, use cases, activity diagram, identification of classes and object, relationships, members and their behaviour and scope, inheritance, polymorphism, etc.	9
Group-C	Designing the system architecture, domain specific model to enable rapid implementation of new industry-specific applications over different platforms.	9
	Agricultural information systems: current situation, challenges and opportunities in India.	9
Total lectures		45

Reference Books:

- Goyal, D.P., (2014), Management Information Systems – Managerial Perspective, Vikas Publishing Company, New Delhi.
- Gupta, A.K., (2013), Management Information Systems, Sultan Chand and Sons, New Delhi.
- James A., O. Brien, George M. Marakas and Ramesh Behl, (2017), Management Information Systems, McGraw Hill, New Delhi.
- Lakshmi Dhar Hatai Agricultural Marketing Information System

Course Code : **MBAE-432**
Title of the Course : **INTERNATIONAL AGRIBUSINESS TRADE**

L	T	P	Credits
3	0	0	3

Course Outcomes: The objective of this course is to sensitize students to the various facets of international business management, its rule regulations, practices and to create an understanding of various policies and practices of International Business Management.

CO1: Apply the key terms, definitions, and concepts used in marketing with an international perspective
CO2: Evaluate different trade and tariffs influencing international trade
CO3: Evaluate different cultural, political, and legal environments influencing international trade
CO4: Explain the impact of global and regional influences on the supply of products and services for consumers and Businesses

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	International trade – basic concepts, Importance of foreign trade for developing economy; absolute and comparative advantage, foreign trade of India. WTO and its implications for Indian economy in general and agriculture sector in particular.	9
Group-B	TRIPS, TRIMS quotas, anti-dumping duties, quantitative and qualitative restrictions, tariff and non-tariff measures, trade liberalization, subsidies, green and red boxes, issues for negotiations in future in WTO; Countervailing Duty Measures and carbon trade, SPS Agreement. Regional economic groupings	9
	Composition of India's foreign trade policy; India's balance of payments; inter regional Vs international trade; tariffs and trade control; exchange rate; the foreign trade multiplier.	9
Group-C	Foreign demand, supply side analysis, opportunity cost, trade and factor prices, implications for developing countries, export procedures & documentations. export promotion institutions with special emphasis on EPCs and commodity boards, MPEDA, APEDA and service institutes. Role of ECGC in insurance	9
	International marketing - market entry methods, international product planning, pricing, promotion, distribution, problems of exporters, legal dimensions of international marketing.	9
	Total lectures	45

Reference Books:

- Anant, K., Sundaram and Stewart, B. J., 2010, The International Business: Text and cases, PHI.
- Bhalla V. K., 1993, International Economy- Liberalisation Process. Anmol, New Delhi.
- Cherunilam, F., 2010, International Business- Text and Cases. PHI.
- Economic Survey of India (various issues), Ministry of Finance, GOI.
- Eiteman, D. K. and Stopnehill, A. L., 1986, Multinational Business Finance. Addition Wesley, New

Course Code : **MBAE-433**
Title of the Course : **FINANCIAL ANALYTICS**

L	T	P	Credits
3	0	0	3

Course Outcomes: The objective of this course is to provide a strong foundation in financial analytics in order to handle complex financial data, build advanced analytical models and deliver effective visualization product and comprehensive reports.

After completion of this course student would be able to:

CO1: Analyse and model financial data
CO2: Construct and optimize asset portfolios
CO3: Evaluate and model Risk on various financial assets
CO4: Use the most powerful and sophisticated routines in R for analytical finance.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to Financial Analytics: Definition, relevance and scope financial Analytics, recent trends in financial analytics Financial Time Series and Their Characteristics: Asset Returns, Distributional Properties of Returns, Review of Statistical Distributions and properties of financial time series	10
Group-B	Asset Portfolio Models: Basics of portfolio construction, Markowitz Theorem, Capital Asset Pricing Model, Diversification and Portfolio Optimization Modeling Volatility and Risk: Characteristics of volatility. Modeling volatility using ARCH/GARCH models. Measuring and modeling risk. Application of Value at Risk (VaR)	10
	High-Frequency Data Analysis: Non synchronous Trading, Bid-Ask Spread of trading Prices, Empirical Characteristics of Trading Data, Models for Price Changes, Duration Models	9
Group-C	Modeling Credit Risk: Corporate Liabilities as contingent claims, Endogenous default boundaries and optional Capital Structure, Intensity Modeling, Rating based term-structure models, Credit risk and interest-rate Swaps, Modeling dependent defaults	9
	Derivative Pricing: Issues regarding derivative markets. Brownian motion, Black - Sholes model. Modeling derivative prices	7
	Total lectures	45

Reference Books:

- Argimiro Arratia (2014), “Computational Finance An Introductory Course with R”, Atlantis Press, ISBN 978-94-6239-069-0
- Bernhard Pfaff (2013), “Financial risk modelling and portfolio optimization with R”, Wiley, ISBN 978-0-470-97870-2
- Cairns, A.J. G (2004), “Interest Rate Models: An Introduction”, Princeton University Press, ISBN: 9780691118949
- Christian Gourieroux & Joann Jasiak (2002), “Financial Econometrics: Problems, Models, and Methods”, Princeton University Press , ISBN: 9780691088723
- David Ruppert (2011), “Statistics and Data Analysis for Financial Engineering”, Springer, ISBN 978-1-4419-7786-1
- Duffie, D. and Singleton, K.J (2003), “Credit Risk: Pricing, Measurement, and Management”, Princeton University Press, ISBN: 9780691090467

Course Code : **MBAE-434**
Title of the Course : **ANALYTICS FOR HR**

L	T	P	Credits
3	0	0	3

Course Outcomes: The objective of this course is to acquaint the students with the concepts and significance of HR analytics and the tools, methods, approaches and techniques of HR analytics

After completion of this course student would be able to:

CO1: analyze problems and issues in HR and the relevance of HR analytics
CO2: logically synthesize the tools, methods and techniques of HR analytics to understand real world corporate scenario.
CO3: identify the application and uses of HR analytics in various HR sub-systems
CO4: application of analytics in various HR sub-systems

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S
Group	Course outlines										Lecture(s)	
Group-A	Need for HR Measurement, Significance and concept of HR Analytics, HR Analytics and business linkages, Prerequisites of HR Analytics; Models and frameworks of HR Analytics; Measuring intellectual capital, need and rationale for HR Accounting & Audit, Approaches and methods of HR Accounting & Audit.										10	

Group-B	What is Human Resource Information System; Role of HRIS in analytics; HRIS development and Implementation, The development process- need analysis, systems design, structure and culture; HRIS Applications- Making HRIS work.	9
	HR Analytics for Staffing, Training & Development, Performance Management Systems, Career Planning Systems, Rewards and Compensation Management, Employee Relations Systems.	9
Group-C	HR performance frameworks and measurement systems; Measuring HR Climate and People Management Capabilities; Competency Management Frameworks & Competency Mapping, Integration of competency-based HR System. Measuring HR Effectiveness, The HR Scorecard	9
	Technology and changes in HR Analytics, Role of Social Media, Big Data and Predictive Analytics in HR, Assessing the effectiveness of HR Analytics, Post analysis steps, Review and monitoring, Issues in HR valuation and measurement; Emerging challenges: Global and Indian Experience	8
	Total lectures	45

Reference Books:

1. Ulrich, D. & Brockbank, W. (2010). The HR Value Proposition. Harvard Business School Press.
2. Fitz-enz, J. (2013). How to measure HRM. McGraw-Hill.
3. Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources. Wiley.
4. Phillips, J., & Phillips, P.P. (2014). Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill
5. Director, S. (2014). Financial Analysis for HR Managers: Tools for Linking HR Strategy to Business Strategy. Pearson FT Press
6. Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). The HR scorecard: Linking people, strategy, and performance. Harvard Business Press

Course Code : **MBAE-435**
Title of the Course : **ANALYTICS FOR MARKETING**

L	T	P	Credits
3	0	0	3

Course Outcomes: The course aims to provide a strong foundation in marketing analytics in order to handle diversified marketing data, build advanced analytical models and deliver effective visualization product and comprehensive reports.

After completion of this course student would be able to:

CO1: Understand the importance of marketing analytics for forward looking and systematic allocation of marketing resources
CO2: Know how to use marketing analytics to develop predictive marketing dashboard for organization
CO3: to understand various tools for generating marketing insights from data in such areas as segmentation, targeting and positioning, satisfaction management, customer lifetime analysis, customer choice, product and price decisions using conjoint analysis, and text analysis and search analytics
CO4: Analyse data and develop insights from it to address strategic marketing challenges

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S
Group	Course outlines										Lecture(s)	
Group-A	Introduction, basic marketing models, Analytical framework for marketing models										9	
Group-B	Product Analytics, Price and Promotion, Price recommendation (own and cross price elasticity). Modeling segmentation and Pricing, Market Basket Analysis										9	

	Marketing-Mix Analytics Measuring ROI, MROI, advertisement elasticity.	9
Group-C	Customer Analytics ,Survival Analysis, Analysing customer life time value. Predicting customer retention and profit, Choice modeling	9
	Digital Analytics Planning search engine marketing and mobile marketing Resource Allocation Planning and modelling resource allocation in the organization	9
	Total lectures	45

Reference Books:

- Brea Cesar (2014), “Marketing and Sales Analytics: Proven Techniques and Powerful Applications from Industry Leaders”, FT Press, ISBN-0133761711
- Chapman Christopher N, Feit Elea McDonnell (2015), “R for Marketing Research and Analytics”, Springer, ISBN-3319144367
- Emmett Cox (2012), “Retail Analytics: The Secret Weapon”, Wiley, ISBN- 978-1-118-09984-1
- Fok Dennis (2003), “Advanced Econometric Marketing Models”, ERIM, ISBN 90–5892–049-6
- Grigsby Mike (2015), “Marketing Analytics: A Practical Guide to Real Marketing Science”, Kogan Page Publishers, ISBN- 0749474181
- Lilien Gary L, Kotler Philip, Moorthy K. Sridhar (1992), “Marketing Models”, Prentice-Hall, ISBN0135446449
- Mireles Carlos Hern´andez (2010), “Marketing Modeling for New Products”, ERIM, ISBN 978-90-5892-237-3
- Rackley Jerry (2015), “Marketing Analytics Roadmap: Methods, Metrics, and Tools”, Apress, ISBN- 1484202597

Course Code : **MBAE-436**
Title of the Course : **DESCRIPTIVE ANALYTICS**

L	T	P	Credits
3	0	0	3

Course Outcomes:

The course is designed to understand the how analytics provided a solution to industries using real case studies, how a business analysis software works, and its architecture and Summarizing Reports for Analysis

Course Outcomes: Student will be able to:

CO1: Understand and critically apply the concepts and methods of business analytics.
CO2: Learn how to experiment, fix, prepare and present data quickly and easily
CO3: Explain the meaning and objective of business intelligence tool for managing and analyzing data.
CO4: Understand and Form relationships in your data model and learn data visualization best practices

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	M	S	W	M	W	W	W	S	M	W	S	S
CO2	S	M	M	S	M	M	W	W	S	S	M	W
CO3	S	S	M	S	M	W	W	M	W	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M

Unit	Course outlines	Lecture (s)
Group A	Analytics Overview : The history of analytics and how it has changed today. Understanding how to analyze unstructured data. Understanding how analytics is making the world smarter. Understanding where the future of analytics lies. Explaining why successful enterprises need business analytics.	6
	Defining various types of analytics. Explaining how analytics supports retail companies. Understanding how analytics can reduce crime rates and accidents. Explaining the use of analytics in law enforcement and insurance companies. Comprehend how big data and analytics can help in understanding consumer/customer behavior.	6
Group B	Business Intelligence using Tools: Power BI – Advantages and Scalable Options, History – Power View, Power Query, Power Pivot, Business Analyst Tools, MS Cloud Tools, Power BI Installation and Cloud Account, Power BI Cloud and Power BI Service, Power BI Architecture and Data Access, Sample Reports and Visualization Controls. Power BI Cloud Account Configuration. Understanding Desktop & Mobile Editions, Report Rendering Options and End User Access, chart report types and properties, stacked bar chart, stacked column chart, clustered bar chart, clustered column chart	10
Group C	IBM Cognos Analytics : Demonstrating how to apply business intelligence. Learning how to access content, use reports, and create dashboards. Group, format, and sort list reports. Describing the various options for aggregating data.. Creating filters to narrow the focus of reports. Examining detail filters and summary filters. Determining when to apply filters on aggregate data. Formatting and sort crosstab reports. Creating charts containing peer and nested columns. Presenting data using different chart type options.	12
	Summarize report information: Passing parameter values to filter the data in drill-through targets, Modifying existing report structures. Applying horizontal formatting. Specifying print options for PDF reports, Describing Active Reports, and their value. Saving Active Reports. Creating Active Reports , Converting existing reports to Active Reports	11
	Total Hours	45

Reference books

1. IBM Cognos Business Intelligence V10.1 Handbook, An IBM Redbooks publication
2. IBM Cognos Business Intelligence by O'Reilly
3. A Practical Guide to Self-Service Data Analytics with Excel 2016 and Power BI Desktop (2nd Edition)