

# **DELHI SCHOOL OF MANAGEMENT DELHI TECHNOLOGICAL UNIVERSITY**

## **Master of Business Administration (Full Time)**

### **Program Educational Objectives (PEOs)**

**PEO 1:** To equip students with subject knowledge and expertise of managerial functions.

**PEO 2:** To develop critical and a holistic approach among students for designing and implementing solutions to problems of business, government and society.

**PEO 3:** To nurture the spirit of innovation, creativity and entrepreneurship among students.

**PEO 4:** To develop effective communication, interpersonal, motivational, decision making and leadership skills among students.

**PEO 5:** To inculcate value-based leadership, ethical qualities and a sense of social purpose among students.

### **Program Outcomes (POs)**

#### **The Management Graduates will be**

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6. Aware and sensitive to societal concerns and work towards development of sustainable solutions to problems at large.

### **Program Specific Outcomes (PSOs)**

#### **The Management Graduates shall have:**

1. Ability to demonstrate entrepreneurial approach and skillset.
2. Proficiency with technology and analytical techniques for decision-making.

## **MBA-101: Management Process and Organizational Behaviour**

### **Course Objectives :**

To study the functions and principles of management and learn the application of the principles in an organization.

1. To study the system and process of effective decision making and control in the organization.
2. To understand leadership and how to be an effective leader and be able to differentiate between leadership, power and management.
3. To learn individual and group behaviour, communication, conflict and various management styles, motivational techniques and coordination in the work environment.

### **4. Course Outcomes:**

5. Upon successful completion of the course the student should be able to:
6. Examine what management is and why it is important
7. Examine and understand the theories on how managers should motivate and control employees
8. Evaluate ethical issues as related to organizational behavior and challenges of effective organizational communication.
9. Assess the impact of culture on organizational behavior.

## **MBA-103: Managerial Economics**

### **Course Objective:**

1. To familiarize students with the concepts and techniques used in economics, and to develop managerial capabilities for effective decision-making.
2. To develop critical thinking and analytical skills for effective decision-making in varied business situations and market conditions.
3. To better understand the linkages between Economics and the nuances in different functional areas of management.

### **Course Outcomes:**

1. Understanding the role of scarcity in making economic choices
2. Apply demand and supply function in understanding market behaviour and consumers
3. Understanding the production problem and how managers make input purchase decisions
4. Relating different market structures with pricing decisions
5. Understanding the external environment, common information problems faced by managers

## **MBA-105: Financial and Cost Accounting**

### **Course Objectives:**

1. Understand the theoretical and practical aspects of accounting for decision making
2. Describe concepts and principles used to produce financial statements
3. Interpret four basic financial statements: balance sheet, income statement, statement of retained earnings and cash flow statement;

4. Identify major differences between financial accounting and cost accounting accounting;

#### **Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Understanding how accounting decisions affect real company practices.
2. Explain and apply accounting concepts, principles and conventions in examining financial statements.
3. Analyse, interpret and communicate the information contained in basic financial statements.
4. Describe cost accounting terminologies and methods, their rationale of classification, and their relevance to business decisions.
5. Apply cost management ideas in determining product/service costs and in making business decisions.

### **MBA-107: Marketing Management**

#### **Course Objective**

1. To develop an understanding of the underlying concepts, strategies and the issues involved in managing the marketing efforts of a firm.
2. To analyze the role and application of marketing within the firm and society.
3. To study the four basic variables of marketing: product, price, place and promotion.

#### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Identify the roles and functions of marketing within a diverse range of organizations.
2. Describe key marketing concepts, theories and techniques for the analysis of dynamic marketing environment.
3. Develop the marketing mix for an organization.
4. Critically analyze an organization's marketing activities.

### **MBA-109: Legal Aspects of Management**

#### **Course Objective:**

1. This course aims to cover the principal laws impacting business.
2. To provide the students with an understanding about the basic nature of law and how it affects business decision making.
3. To provide students with increased knowledge concerning important legal issues in business
4. To equip students to avoid the legal issues before they occur and control and manage legal problems

#### **Course Outcomes:**

On successful completion of the course the student will be able to :

1. understand the legal framework within which the business organization operates
2. develop insight into the legal provisions and its consequences while making decisions
3. safeguard the interests of the business organization from a legal perspective

4. comprehend the larger role of business in society and the need to regulate it in order to ensure balance in stakeholder benefits.
5. utilize the provisions of law to create - generate - realize wealth

## **MBA-111: Decision Sciences**

**Course Objective:** To develop data analysis based decision making skills of students using application of quantitative methods

**Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Understand the role of statistics in management.
2. Understand the basic quantitative techniques and their applications in management.
3. Apply statistical techniques to present, analyze and interpret data for drawing meaningful inferences for decision making.
4. Identify real life business problems and transform them into appropriate quantitative models.

## **MBA-113: Business Communications and Interview Skills**

**Course outcomes:**

Upon successful completion of the course the student should be able to:

1. Demonstrate proficiency in Communication skills across business settings, purposes and audiences.
2. Apply critical thinking to develop innovative and well-founded perspectives on communication globally.
3. Identify the nuances of business communication.
4. Demonstrate good business writing skills.
5. Apply the basics of nonverbal communication in professional setting.

## **MBA-115: Data Management Lab**

**Objective:** The course aims to introduce the students to various data management tools and facilitate the decision making through intelligent data analysis.

**Course Outcomes:** Upon successful completion of the course the student should be able to:

1. Understand the basics of MS excel.
2. Demonstrate the ability to perform advanced MS excel functions
3. Demonstrate the practical use of SPSS for data analysis.
4. Assess and apply emerging analytical tool

## **MBA-102: Human Resource Management**

### **Course Objectives:**

1. To Critically assess existing theory and practice in the field of HRM.
2. To evaluate HRM related social, cultural, ethical and environmental responsibilities and issues.
3. To understand the human resource skills and the ability to assess the challenges and opportunities in managing employees in different contexts.
4. To understand the responsibilities of HRM specialists and managers in managing the employment relationship.

### **Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Understand the basic concepts, functions and processes of human resource management.
2. Examine the role, functions and functioning of the human resource department of the organizations.
3. Respond positively to problems in familiar and unfamiliar contexts in the field of Human Resource management.
4. Identify and apply new ideas, methods and ways of thinking to enhance effectiveness in employee performance.

## **MBA-104: Business Research Methods**

### **Course Objective**

1. To understand meaning, role and scope of business research.
2. To familiarize students with the process of research problem identification and definition.
3. To provide a hands-on session on key data analysis techniques commonly used in business research.

### **Course Outcomes**

1. Apply the major types of research designs, methodologies and analysis methods (both qualitative and quantitative).
2. Design a questionnaire.
3. Comprehend data using various Univariate analysis, Bivariate and Multivariate techniques.
4. Be able to write a formal research report and research paper.

## **MBA-106: Financial Management and Policy**

### **Course Objectives:**

1. To examine the role of finance managers of modern corporate firms in order to achieve the objective of wealth maximisation.
2. This course will familiarize students with the financial concepts, techniques, tools and decision making in business enterprises
3. To enable students to compute the price, yield, coupon, and time to maturity for bonds

- and return for stocks and understand cost of capital
4. To enable students to describe how people analyze the corporate leverage under different conditions.
  5. Implement various investment criteria and demonstrate how risk is assessed.

**Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Understand the evolution and growth of finance function and the objective function of Financial decision making
2. Apply techniques for estimating the cost of each component of the cost of capital to incorporate it into investment decision making and also to analyse the criteria for deciding the optimal finance mix.
3. Apply the appropriate capital budgeting techniques for evaluating projects and investments.
4. Understand the concept of working capital and the working capital policies to manage cash and account receivable for a company.
5. Evaluate the Dividend decisions of a company and also apply the concepts of financial management to contemporary financial events.

**MBA-108: Operations and Supply Chain Management**

**Course Objectives:** The course introduces students to the foundations of operations and supply chain management and helps them to understand its importance in business functioning

**Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Understand the foundations of operations management
2. Identify issues related to managing operations processes and implement controls
3. Understand the criticality of resource planning in ensuring effectiveness of operations
4. Appreciate the important role of supply chain management in ensuring business operations both within and outside of organizations
5. Learn about the foundation concepts of distribution and logistics management

**MBA-110: Business Environment**

**Course Objectives:**

1. To introduce students to the changing dynamics of the business environment comprising the Indian Business Environment in a global context.
2. To understand the factors contributing to the diverse and complex international business environment
3. To understand how multinational enterprises manage competition in response to the varying business environment.

**Course Learning Outcomes:**

1. Understanding the components of Business Environment;

2. Understanding how business is affected by different types of environments (i.e. economic, political, social, cultural, financial, and technological) in which it operates;
3. Understanding international trade policy, regional economic integration, and the global regulation of international trade, multilateral institutions;
4. Understanding the foreign market entry mode strategies, organizational structure and how firms achieve global competitiveness;
5. Understanding the sustainability issues in global business.

## **MBA-112: Management Accounting**

### **Course Objective:**

1. To give students a good understanding about the concepts and techniques of management accounting.
2. It will also develop the Student's ability to collect, analyze, and communicate quantitative and non-quantitative information to assist management in making more effective planning and control decisions.
3. To understand cost behavior and perform cost-volume-profit analysis and profit planning;
4. Prepare budgets: sales budget, production budget, direct material budget, direct labor budget, manufacturing overhead budget, cash budget, and budgeted financial statements

### **Course Outcomes:**

Upon successful completion of this course students will be able to:

1. Describe the role and importance of management accounting
2. Critically analyse and provide recommendations to improve the operations of organisations through the application of management accounting techniques.
3. Evaluate different costing systems, cost management systems, budgeting systems and performance measurement systems.
4. Evaluate complex ideas and tolerate ambiguity in managerial and organisational problem-solving.

## **MBA-114: Information Technology Management**

**Course Objective:** To familiarize students with the application of Information Technology for operational excellence and competitive strategies and, the associated issues and challenges in the management of IT

### **Course Outcomes:**

Upon successful completion of this course students will be able to:

1. Analyze the components of Information Systems and IS based competitive strategies in the context of organizations
2. Critically analyze the requirements of IT infrastructure in organizations and the associated management issues
3. Identify issues related to the management of databases and knowledge in organizations
4. Analyze the impact of social computing on organizations, employees and customers
5. Understand IT based enterprise systems
6. Understand system development process and management

## **MBA-116: Managing Start-ups**

### **Course Objectives:**

The objectives of this course are:

1. To inspire students and help them imbibe an entrepreneurial mind-set.
2. To develop an understanding of transforming an innovative idea into a usable product.
3. To prepare students to create, run and sustain a new venture.

### **Learning Outcomes:**

Upon successful completion of the course the student should be able to:

1. Develop an entrepreneurial mind-set by learning key skills
2. Create and validate a business model and business plan for their idea
3. Make a growth plan and pitch it to all stakeholders
4. Understand the basics of organization and team building

## **MBA-118: Data Visualization Lab**

### **Credits-1**

The objectives of this course are:

1. To discuss the importance of data visualization
2. To demonstrate basic and advanced data visualization tools
3. To compare and illustrate charts and maps for data visualization
4. To explain the steps of visual data storytelling
5. To describe the process of creating interactive dashboards

### **Course outcomes**

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

1. Describe the importance of data visualization in today's business environment
2. Differentiate between single and multiple variable visualizations
3. Select the most appropriate charts and maps
4. List and apply data visualization tools
5. Explain the steps of visual data storytelling
6. Design interactive dashboards

## **MBA-201: Strategic Management**

### **Course Objectives:**

The primary objectives of the course are:

1. To introduce the concepts of strategic management and understand its nature in competitive and institutional landscape
2. To develop the knowledge about strategy making process that is informed, integrative and responsive to rapid changes in organization environment
3. To provide an underpinning of the strategy execution process, framework and its criticality.
4. To help students develop skills for applying these concepts to the solution of business problems



**Course Outcomes:**

Upon successful completion of this course students will be able to:

1. Identify strategic macro environmental issues; analyse industry factors, and identify their impact on profitability and strategic positioning.
2. Assess organizational performance; identify strategic capabilities and gaps.
3. Compare and evaluate organizational strategies.
4. Select appropriate strategies & approaches to facilitate putting strategy into action.
5. To analyze how firms make entry into global markets and implement and evaluate strategy at an international level.
6. To understand strategic planning under various industry situations and unfavorable business environments

**MBA-203: Corporate Governance and Social Responsibility**

**Course Objectives:** The primary objectives of the course are:

1. Assess ethical perspective of personal and business cases
2. Exposure and experience to manage the shift from old administration methods to new corporate techniques and best practices
3. Perspective to devise and implement strategies for long-term success and sustainability
4. Comprehension of the essentials to build an effective structural framework for accountability and ownership among stakeholders

**Course Outcomes:**

At the end of course, student should be able to:

1. Adhere to sound Ethical system in personal and profession
2. Adopt the appropriate mechanism for effective governance
3. Value the shareholder and stakeholder rights and responsibilities
4. Understand the significance of audit committee, its composition and responsibilities
5. Implement best practices on corporate management
6. Understand the importance of corporate governance in sustainable development.

**MBA-205: Applied Business Analytics and Intelligence****Course Objective:**

1. To equip students with techniques for making data driven business insights for decision making

**Course Outcomes:**

Upon successful completion of this course students will be able to:

1. Identify challenges related to business analytics/business intelligence projects.
2. Apply techniques for ensuring quality data for business analytics/ business intelligence projects
3. Apply appropriate analytical/mining methods for business problem solving and decision making.

## **MBA–207: Critical Thinking and Problem Solving**

**Course Objectives:** In today’s business environment, organizations have identified critical thinking and problem solving as skills that are integral to an employee’s—and their organization’s—success. The most successful professionals can assess the environment, analyze a situation, design a solution, and ultimately win in a competitive scenario.

This course will demystify, discuss, and provide application techniques for critical thinking and problem solving in a business context. Learners will draw connections to their work experience by analyzing and critiquing case studies. Best practices for problem-solving will be discussed and illustrated including how to weigh alternative solutions, incorporate feedback from stakeholders, and how and when to start over.

## **MBA- 209: Summer Internship Program**

The students are required to undertake a Summer Internship Project (SIP) for 6-8 weeks duration at the end of second semester. The students may take SIP preferably in his/her intended area of specialization to be opted in next semester or any other functional area. Ideally the assigned research project during internship must reflect a cross – functional orientation. It is mandatory for the students to give prior information to the department about the organization before commencement of the internship. The internship can be carried out in corporate entity, NGO, MSME, Govt. Dept. or Co- operative sector.

The department may faculty guide to supervise and assist the students during the internship and project report preparation. Two hard copies and one soft copy of the project reports are required to be submitted to the as per the dates declared by the department. The report should clearly focus on the learning outcomes and reflect the nature and quantum of the research project carried out. The evaluation of the report shall be done at the end of the third semester by a panel of external and internal examiner.

The broad guidelines for the evaluation of the projects may be based upon:

- Nature of the work done in the semester internship
- Research methodology and data analysis
- Outcome of the project
- Utility of the project to the organization and society

## **MBA-202: Major Research Project**

In Sem IV, all the student are required to work on a major research project under the supervision of assigned faculty member by the department. The students are required to select a research problem preferably on a topic related with contemporary issues in management. It is mandatory for the students to get advance written approval of the supervisor before finalization of the topic. Each student shall prepare a detailed research proposal and the copy

of the same is required to be submitted to faculty co-ordinator duly signed by the supervisor. On the prescribed date, two hard and one soft copy of the reports are required to be submitted to the department as per the format provided by the concerned supervisor. The completion of the research project must be certified by the supervisor and approved by the HOD. The evaluation of the research project shall be carried out jointly by a panel of internal and external examiner. The department may invite external examiners across the specialization and industry.

#### **Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Design and implement a research-based project.
2. Demonstrate time and project management in the successful identification of a research project,
3. development of a research design, collection of accurate and precise data, critical analysis and
4. interpretation of results, retrieval of information, and critical reading of literature.
5. Report research findings in written and verbal forms
6. Use research findings to advance education theory and practice.

### **MBA-204: Finishing School for Work Life Balance and Professional Etiquettes**

**Course Objective:** The aim and objective of Finishing School is to transform its participants into corporate citizens with signature personalities. Corporate world is always on the lookout for employees with outstanding professional and leadership qualities, communication skills, and people who are self-driven, positive and energetic.

During different semesters, the programme enables students to learn and practice all these skills to make them a dynamic professional. The finishing school gives participants the competitive advantage to have an edge over others and further refine these essential skills, thereby increasing competence, confidence, positivity, marketability and work life balance.

## **Area- Finance**

### **Investment Management**

**Course Code: MBAFM 211**

#### **Course Objectives**

- 1.To help explore the theory and practice of investments, covering areas like capital market structure, valuation, security analysis and portfolio management.
- 2.To help understand the economic forces that influences the pricing of financial assets.
- 3.To understand and evaluate portfolio selection techniques

#### **Learning Outcomes**

Upon successful completion of the course the student should be able to:

- 1.To value assets such as stock and bonds
- 2.To allocate investments into stock and bond portfolios in accordance with risk preferences of individuals
- 3.To create and manage diversified portfolios

# **Investment Banking and Financial Services**

**Course Code: MBAFM 213**

## **Course Objectives**

1. To provide students with the necessary theoretical and conceptual tools used in investment banking
2. 2 To develop general understanding on investment bank functions and the mechanics and financial analysis required for investment banking deals
3. 3 To develop understanding of primary and secondary capital market and factors impacting the capital markets
4. 4 To help student understand various type of financial services and their usability for customers and corporations
5. 5 To help student understand corporate governance, ethics and legal considerations factors into investment banking deals and capital markets.

## **Course Outcomes**

- 1 Students should be able to apply financial concepts and techniques to analyze activities and transactions in investment banking
- 2 Students should be able to understand capital market issuance process and required due diligence
- 3 Students should be able to understand various type of financial services and their intricacies

# **Financial Markets and Institutions**

**Course Code: MBAFM 215**

## **Course Description**

The basic purpose of this course is to develop a broad understanding of the various markets comprising the Indian Financial System in a global context and the roles played by various institutions in the functioning of this system.

In addition, the course will examine the present status and developments that are taking place in the financial services sector and developing an integrated knowledge of the functional areas of financial services industry in the real-world situation.

## **Course Learning Outcomes**

1. To provide a sound information and knowledge of broad framework of Financial
2. System and its constituents
3. To understand working of financial markets - capital market, money market and debt
4. market in India
5. To understand the instruments and role of institutions in the financial markets
6. To understand the determination of interest rates in the financial markets and its
7. impact on financial markets
8. To understand various types of financial services and current developments in the
9. financial services sector

# **Wealth Management and Financial Planning**

**Course Code: MBAFM 217**

**Objective:**

The Course in Wealth Management and Financial Planning intent to enable critical thinking in students with respect to analysis and application of innovative solutions to varied financial problems. This course would serve as stepping stone for a prospective investment professional in the basic understanding of the wealth management concept.

**Course Outcomes:**

After studying this course the student will be able to:

1. Understand the premise of wealth management and identify the financial goals.
2. Critically evaluate the investment instruments suitable for different financial goals in different time span.
3. Apply appropriate financial instruments to manage individuals' finances.
4. Understand credit planning, retirement planning as well as estate planning.

## **International Financial Management**

**Course Code: MBAFM 219**

**Course Objectives**

- 1.To develop an understanding of international financial instruments, foreign exchange markets, and institutions
- 2.To provide a detailed understanding international finance theory (exchange rate determinants, foreign exchange exposure, foreign exchange exposure, interest rate parity etc.)
- 3.To develop knowledge, capability and skills necessary for making sound financial decisions for a multinational firm

**Learning Outcomes**

Upon successful completion of the course the student should be able to:

- 1.To demonstrate the understanding of international financial theory and applications
- 2.To understand forces influencing global finance and their role in global business strategies
- 3.Evaluate cross-border investment opportunities for undertaking various capital budgeting and short-term cash flow management decisions etc.

## **Project Appraisal and Finance**

**Course Code: MBAFM 221**

**Course Objectives**

- 1.To acquaint students with the area of project finance
- 2.To help students to understand the demand, technical, risk and environmental analysis of different projects from financial perspective
3. To help students to build financial models for various kinds of projects
4. To help students in evaluating projects from the perspective of different stakeholders

**Learning Outcomes**

Upon successful completion of the course the student will be able to:

1. Understand key concepts of project finance
2. Gain an in-depth understanding of analysing and mitigating risks associated with a project
3. Build financial models for complex projects
4. Evaluate projects from the perspective of a debt and equity investor

# **Financing the Entrepreneurial Business**

**Course Code: MBAFM 223**

**Course objective:** This course has been developed to provide students with an understanding of the financial aspects of starting, funding, operating, and exiting an entrepreneurial venture.

**Course outcomes:** At the end of the course, students will be able to:

1. Understand the relation between entrepreneurial finance and value creation in a business.
2. Analyse the sources of finance for new ventures.
3. Judge the financial performance of an entrepreneurial initiative.
4. Discuss an entrepreneurial perspective on management of short-term funds.
5. Understand the valuation of an enterprise.

## **Area-Human Resource Management**

### **Industrial Relations & Labour Legislation**

**Course Code: MBAHR 211**

**Course Objectives:**

1. To demonstrate an understanding of the essential theories, models and practices of legal and ethical issues and how these are related to developing organizational policies, procedures and practices
2. To analyze core issues, policies and practices surrounding employee relations and legal issues
3. To evaluate the variety of forms that conflict in work organizations take with emphasis on conflict of interest
4. To differentiate between cooperation and management of conflict within an organization and provide strategic policies relating to the changes that occur in employer-employee relations

**Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Describe the Labour Laws and Legal Framework of Industrial Relations.
2. Assess the rationale of labour laws in organizations.
3. Examine the labour laws in India viz-a-viz International Labour Organization.
4. Identify issues pertaining to employee relations in an organization.

### **Compensation Management**

**Course Code: MBAHR 213**

**Course Objectives:**

1. To study the concepts of Minimum wage – Fair wage, Real wage, Issues and Constraints in Wage Determination in India.
2. To understand the ways to strengthen the pay for performance link.
3. To understand the strategies for employee benefits.
4. To understand the concepts of strategic compensation

**Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Describe Minimum wage – Fair wage, Real wage, Issues and Constraints in Wage Determination in India.
2. Illustrate different ways to strengthen the pay for performance link.
3. Evaluate the concepts of employee benefits.
4. Exhibit the knowledge of legal framework required in employee benefits.
5. Demonstrate the implications of strategic compensation and possible employer implications.

## **Organizational Development**

**Course Code: MBAHR 215**

**Course Objectives:**

1. To define, describe how to support and/or control change and initiate and respond to change
2. To explain, evaluate the main theories and practices of Organizational Development
3. To develop, design models of organizational development interventions
4. To identify, interpret, diagnose organizational needs for development and change, recommend and implement strategic interventions and techno structural solutions to organizational problems

**Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Able to comprehend the principles of OD located in human relations school of management.
2. Identify major types of organizational development interventions.
3. Demonstrate how to evaluate organizational development interventions.
4. Apply human resource intervention techniques in different management scenarios.
5. Describe human resources metrics and how they relate to organizational development

## **Strategic Human Resource Management**

**Course Code: MBAHR 217**

**Course Objectives:**

1. To explain the feasibility and nature of the link between business strategy and HR strategy
2. To align the key areas of Strategic Human Resource Management with strategy
3. To describe key aspects of strategic forecasting the human resources needs of an organization and strategic training and development
4. To appraise the strategic HRM and emerging issues.

**Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Apply critical thinking skills in analysing theoretical and applied perspectives of strategic HRM.

2. Analyse problems and develop managerial solutions to employment relations problems at both
  3. national and workplace level.
4. Demonstrate the application of problem solving and evaluation skills in HRM through exercises and case study work.
5. Communicate knowledge of SHRM in both written and verbal formats reactive to both audience and purpose.
6. Investigate and communicate the professional values of HRM including the ethical problems inherent in HRM professional roles, including managers and consultants.

## **Changing Paradigms in Leadership**

**Course Code: MBAHR 219**

### **Course Objectives:**

1. To understand the essence of group dynamics and team work
2. To study the aspects related to effective working styles and leadership
3. To understand the nuances of innovative leadership
4. To study the concepts of game changing innovation

### **Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Demonstrate a commitment to social justice.
2. Describe group dynamics and effective teamwork.
3. Exhibit the ability to work effectively with those different from themselves.
4. Generate ideas with the insight of innovative leadership.
5. Exhibit the ability for game changing innovation.

## **Negotiation Skills and Conflict Management**

**Course Code: MBAHR 221**

### **Course Objectives:**

1. To study the functions and principles of negotiation skills and learn the dynamics of the conflict management processes in an organization.
2. To study the system and process of effective management of negotiation in the organization.
3. To understand negotiation style and tactics of negotiation and how to be an effective negotiator.
4. To learn ethics and negotiation and trust in the work environment.

### **Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Examine/understand what conflict management is and why it is important
2. Examine and understand the styles on how managers should negotiate
3. Evaluate ethical issues as related to negotiation styles and conflict management



4. Assess the impact of negotiation and conflict management on organizational effectiveness.

## **HRM in service sector**

**Course Code: MBAHR 223**

**Course Objectives:**

1. To understand the concept and growing importance of HRM in service sector
- 2 To understand how to manage human resources in service sector
- 3 To understand the significance of human element in creating customer satisfaction through service quality
4. To understand the issues and challenges of HR in various service sectors

**Course Outcomes:**

- Upon successful completion of the course the student should be able to:  
Examine/understand concept and growing importance of HRM in service sector
1. Understand the nuances and aspects of managing HR in service sector
  2. Assess the essence of human element in creating customer satisfaction
  3. Understand the issues and challenges of HR in various service sectors

## **Area-Operations and Supply Chain Management**

### **Operations Analytics**

**Course Code: MBASC-211**

**Course Outcomes**

Upon successful completion of this course students will be able to:

1. Identify different analytical tools and techniques
2. Understand the criticality of operation analytics within an organization
3. Examine and implement approaches to effectively manage the operations and supply chain performance
4. Make effective decisions by evaluating criterias and scenarios in the business context.

### **Total Quality Management**

**Course Code: MBASC 213**

**Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Assess the importance of Quality in an organization.
2. Describe the contributions on Quality by pioneers of the field.
3. Evaluate quality policy by applying relevant tools.
4. Deploy statistical quality control techniques.

5. Describe Quality Management Awards and frameworks.

## **Logistics Management**

**Course Code: MBASC 215**

### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Assess the crucial role of logistics in an organization and economy at large.
2. Analyze the linkages of logistics with other functions of the organizations.
3. Examine the logistics systems by deploying comprehensive approaches.
4. Identify the Logistics relationships.
5. Design and implement service response logistics.

## **Purchasing & Supplier Relationship Management**

**Course Code: MBASC-217**

### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Understand the scope and utility of purchase in supply chain management
2. Examine and evaluate various type of sourcing strategies
3. Design and ensure criteria for supplier quality evaluation and management
4. Identify the criticality of negotiation and other techniques in contracts management
- 5.

## **Sustainable Supply Chain Management**

**Course Code: MBASC-219**

### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Understand the conceptual frameworks of sustainability
2. Examine techniques of sustainable supply chain management
3. Design and implement techniques to ensure sustainability in production and operations system
4. Incorporate the sustainability principles in circular economy, reverse and outbound logistics

## **Supply chain planning and execution**

**Course Code: MBASC-221**

### **Course Outcomes**

Upon successful completion of this course students will be able to:

1. Analyze and interpret how planning is done in supply chain management
2. Identify the role of planning and control in operations and supply chain management
3. Examine and implement approaches to control supply chain cost and measure performance

4. Understand the scope of planning in ensuring efficient logistics and transportation operations

## **Area- Marketing**

### **Digital Marketing Strategy**

**Course Code: MBAMK-211**

#### **Course Objectives**

1. To explain the concepts related to digital marketing.
2. To demonstrate tools used for online marketing.
3. To illustrate the processes involved in designing the digital marketing strategy.

#### **Course Outcomes**

Upon successful completion of the course the student will be able to:

1. Describe the concepts related to digital marketing.
2. Assess online marketing tools.
3. Examine online consumer journey.
4. Design digital marketing strategy.

### **Consumer Behavior**

**Course Code: MBAMK-213**

#### **Course Objectives**

1. To gain an understanding of the concept of consumer behavior and apply it in various marketing scenarios
2. To identify the factors that influence the behavior of consumers and to apply this knowledge in making marketing decisions.
3. To enable students to develop consumer-based marketing strategies and create and enhance customer value.

#### **Course Outcomes**

**Upon successful completion of the course the student will be able to:**

1. Describe the concept of consumer behavior from a variety of perspectives.
2. Demonstrate an understanding of consumer decision making process.
3. Understand the principal factors that influence consumers as individuals and decision makers.
4. Apply consumer analyses for the design, implementation, and evaluation of successful marketing strategies and programs.

### **Product and Brand Management**

**Course Code: MBAMK-215**

#### **Course Objectives**

1. To understand the concept of product in the world of Marketing and strategies for managing it for the success of organization.
2. To describe the meaning and role of brand in modern marketing
3. To develop a consumer centric approach to building a brand by managing different elements of branding for creation of brand equity.

### **Course Outcomes**

**Upon successful completion of the course the student will be able to:**

1. Develop a comprehensive understanding of Product and its role in gaining competitive advantage.
2. Apply the concepts of product management for launching a new product and managing existing product (s).
3. Understand the meaning and relevance of brand.
4. Identify the various elements of a brand and apply the knowledge in real life situations.
5. Comprehend various issues pertaining to brand positioning and brand equity and its application for combating competition.

## **Entrepreneurial Marketing**

**Course Code: MBAMK-217**

**Objective:** The objective of the course is to provide an in-depth understanding of marketing theory, concepts and tools used to market a new product offering and/or applicable in an entrepreneurial setting.

### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Demonstrate knowledge and understanding of the relationship between the concepts of marketing and entrepreneurship.
2. Design marketing tactics appropriate to the limited resources of a new venture.
3. Build an innovative marketing strategy for a new venture.
4. Understand contemporary issues in Entrepreneurial marketing.

## **Marketing Research**

**Course Code: MBAMK-219**

### **Course Objectives:**

1. To familiarize students with the marketing research process
2. To provide a detailed overview of the different stages of marketing research process from inception to the end.
3. To acquaint students with the usage of contemporary statistical packages like SPSS for effective marketing research

**Course Outcomes:**

By the end of semester, student should be able to:

1. Understand and appreciate the scope and relevance of marketing research and its contribution in the development of marketing strategy.
2. Develop a market research design which will include identification of research design, framing of research question, sampling, preparing of measurement instruments, data collection, analysis and interpretation.
3. Apply latest tools and packages for gaining better insights from data.

## **Marketing of Services**

**Course Code: MBAMK-221**

**Course Objectives:**

1. To acquaint the students with inherent characteristics of the services and their marketing implications
2. To understand and interpret service behavior and service consumption and design marketing strategies accordingly.
3. To identify critical issues in service design and delivery.

**Course Outcomes:**

By the end of semester, student should be able to:

1. Explain the nature and scope of services marketing
2. Gain an in-depth understanding of unique challenges of marketing and managing services
3. Formulate appropriate strategies for service sector promotion and distribution strategies

## **Area-IT Management**

### **Business Intelligence and analytics**

**Course Code: MBAIT 211**

**Course Objectives**

1. To describe the importance of data driven decision making.
2. To explain tools and techniques of analytics.
3. To classify different types of analytics.

**Course Outcomes**

Upon successful completion of this course students will be able to:

1. Describe the approaches and methods of BI and analytics.
2. Apply analytics methods to organisational data.
3. Examine different types of data using analytical methods.
4. Demonstrate an understanding of emerging trends in BI

# **Business Process Reengineering and ERP Implementation**

**Course Code: MBAIT-213**

## **Course Objectives**

1. To introduce the concepts of Business Process Reengineering and incremental change.
2. To develop an understanding of the concept of Business Process Reengineering and how organizations can reengineer their processes.
3. To assess the various dimensions of ERP, its steps and implementation issues.
4. To help students develop skills for applying these concepts and innovate.

## **Course Outcomes:**

Upon successful completion of this course students will be able to:

1. Identify the various dimensions of the various processes in the organizations.
2. Apply the concept of Business Process Reengineering and introduce the same in the workplace.
3. Analyse the business scenario to design the ERP implementation strategy.
4. To understand the impact of BPR and ERP implementation on organization.

# **Business Systems analysis and design**

**Course Code: MBAIT-215**

## **Course Objectives**

1. Explain the systems analysis and design process.
2. Illustrate different stages in the development of IT systems for business.
3. Demonstrate tools and techniques for systems design.

## **Course Outcomes**

Upon successful completion of the course the student will be able to:

1. Identify issues related to planning, implementation and maintenance of IT based Systems.
2. Describe and evaluate the systems development life cycle.
3. Assess the requirements for system design by data and process modelling.
4. Apply tools and techniques for designing information systems for businesses

# **Database Management System**

**Course Code: MBAIT-217**

## **Course Objectives**

1. To explain the components of DBMS.
2. To describe different types of databases.
3. To demonstrate the process of querying databases.

## **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Describe the fundamental elements of relational database management system.
2. Identify the basic concepts of relational data model, entity-relationship model, relational

- database design and relational algebra.
3. Construct queries for managing the database using SQL.
  4. Describe the features and benefits of NoSQL.

## **E-Business**

**Course Code: MBAIT-219**

### **Course Objectives**

1. To define e-commerce and related technologies.
2. To explain the process of building e-commerce presence.
3. To illustrate the steps involved in developing e-business strategy.

### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Describe e-commerce and related technologies.
2. Design e-commerce strategies for the business.
3. Determine online media and communities.
4. Assess the several issues related to e-commerce.

## **Management of Information Security**

**Course Code: MBAIT-221**

### **Course Objectives**

1. To explain concepts, tools and methods related to information security.
2. To illustrate legal aspects of cyber security.
3. To demonstrate the process involved in monitoring information systems.

### **Course Outcomes**

Upon successful completion of this course students will be able to:

1. Explain the concepts related to information security.
2. Describe the tools and methods of cyber security.
3. Examine information security risks from the legal perspective.
4. Assess the security information systems of organisations.

## **Area- International Business**

### **International Trade Logistics**

**Course Code: MBAIB-211**

### **Course Objective:**

The objective of the course is to understand the concepts & key components of International trade logistics, the challenges in international trade logistics and how international trade logistics differ from domestic logistics.

**Course Outcome:**

1. To make participants aware about scanning the global markets, identifying potential customers and ensuring sales in overseas markets.
2. To make participants aware about the geo-political environment of world markets and appraise the key challenges Indian exporters including tap-able opportunities therein.
3. To explain the export import process, documentation practices and procedural formalities for exports and imports.
4. To explain the issues related to export incentives, tax neutralization and other benefits and appraise the issues related to smooth logistics from India to overseas markets and vice-versa.

## **International Human Resource Management**

**Course Code: MBAIB-213**

**Course Objective:**

To explore the concepts and techniques of the essential elements of International HRM and to enable the students to recognise its critical issues. The course aims to understand HRM concerns in the cross cultural scenario.

**Course Outcomes:**

1. Understand the impact of culture on Human Resource Management and how HRM differs across cultures
2. Comprehend issues and challenges pertaining to International HRM
3. Understand how International HRM can develop competencies in dealing with cross cultural issues
4. Understand the different functional roles of HRM in various international contexts like recruitment, selection, performance management, training, compensation and repatriation.
5. Understand the issues and trends in International Industrial relations

## **Legal Dimensions of International Business**

**Course Code: MBAIB-215**

**Course Objective:**

The objective of this course is to acquaint students with the legal dimensions of international business and enable them to formulate strategies compatible with laws and treaties governing international business operations.

**Course Outcome:**



1. Learn globally followed best practices to draft and negotiate contracts.
2. Learn to review and critically analyse the contracts with pros and cons to different parties to it.
3. Learn legal aspects of international investments.
4. Comprehend practical aspects of international laws, agreements and the various modes and methods of growth in relation to cross-border mergers and acquisitions.

## **Area-Entrepreneurship**

### **Design Thinking and Product Development**

**Course Code: MBAEN-211**

**Course Objective:** The objective of the course is to expose students to the design process as a tool for innovation. It aims at enabling students to use creativity, design thinking, and design process to bring new ideas, products, and value to companies, communities, and people.

#### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Explain the concept of design thinking for product/ service development
2. Apply design thinking tools and techniques
3. Learn to think and ideate with constraints
4. Outline stages of product development
5. Strategise plans to create demand for products/services and build markets

### **Entrepreneurial Marketing**

**Course Code: MBAEN-213**

**Objective:** The objective of the course is to provide an in-depth understanding of marketing theory, concepts and tools used to market a new product offering and/or applicable in an entrepreneurial setting.

#### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Demonstrate knowledge and understanding of the relationship between the concepts of marketing and entrepreneurship.
2. Design marketing tactics appropriate to the limited resources of a new venture.
3. Build an innovative marketing strategy for a new venture.
4. Understand contemporary issues in Entrepreneurial marketing.

# Wealth Management and Financial Planning

**Course Code: MBAEN-215**

**Objective:** The Course in Wealth Management and Financial Planning intent to enable critical thinking in students with respect to analysis and application of innovative solutions to varied financial problems. This course would serve as stepping stone for a prospective investment professional in the basic understanding of the wealth management concept.

**Course Outcomes:** After studying this course the student will be able to:

1. Understand the premise of wealth management and identify the financial goals.
2. Critically evaluate the investment instruments suitable for different financial goals in different time span.
3. Apply appropriate financial instruments to manage individuals' finances.
4. Understand credit planning, retirement planning as well as estate planning.

# Creativity and Innovation

**Course Code: MBAEN-217**

**Course Objectives:**

1. Learn the concepts of Creativity and Innovation
2. To know the tools and techniques of creativity
3. To know the methods to take Innovation to market
4. To know the ways to protect intellectual assets

**Course Outcomes:**

1. Appreciate the imperative of innovation within society to dispel common misconceptions regarding innovation and creativity;
2. Critically analyse theories of innovation and creativity;
3. Use evidence to critically challenge innovation practices and communicate recommended behavioural changes;
4. Identify possible changes in established environments and routines to challenge status quo.

# Financing the Entrepreneurial Business

**Course Code: MBAEN-219**

**Course objective:** This course has been developed to provide students with an understanding of the financial aspects of starting, funding, operating, and exiting an entrepreneurial venture.

**Course outcomes:** At the end of the course, students will be able to:

1. Understand the relation between entrepreneurial finance and value creation in a business.
2. Analyse the sources of finance for new ventures.
3. Judge the financial performance of an entrepreneurial initiative.
4. Discuss an entrepreneurial perspective on management of short-term funds.
5. Understand the valuation of an enterprise.

## **Area- Analytics**

### **Business Intelligence and Analytics**

**Course Code: MBAAN-211**

#### **Course Objectives**

1. To describe the importance of data driven decision making.
2. To explain tools and techniques of analytics.
3. To classify different types of analytics.

#### **Course Outcomes**

Upon successful completion of this course students will be able to:

1. Describe the approaches and methods of BI and analytics.
2. Apply analytics methods to organisational data.
3. Examine different types of data using analytical methods.
4. Demonstrate an understanding of emerging trends in BI

### **Data Analytics in Finance**

**Course Code: MBAAN-213**

#### **Course Objectives**

- 1.To acquaint students with tools for data analytics
- 2.To equip students in the application of analytics to traditional finance problems
- 3.To enable student to apply analytics tools in different areas of finance including investments, corporate finance and derivatives

#### **Learning Outcomes**

Upon successful completion of the course the student will be able to:

1. Understand key concepts of valuation with respect to different areas of finance
2. Gain an in-depth understanding of data analytics tool and its application in finance
3. Apply analytics tools to in different areas of finance including investments, corporate finance and derivatives

### **Operations Analytics**

**Course Code: MBAAN-215**

## **Course Outcomes**

Upon successful completion of this course students will be able to:

1. Identify different analytical tools and techniques
2. Understand the criticality of operation analytics within an organization
3. Examine and implement approaches to effectively manage the operations and supply chain performance
4. Make effective decisions by evaluating criterias and scenarios in the business context.

## **Time Series Analysis**

**Course Code: MBAAN-217**

### **Course Objectives**

1. To acquaint students with concepts of Time Series
2. To equip students in the application of Time Series to different areas of finance
3. 3.To enable student to apply relevant statistical tools to analyse and interpret Time Series data

### **Learning Outcomes**

Upon successful completion of the course the student will be able to:

1. Demonstrate an advanced understanding of the underlying concepts in Time Series and their application
2. Apply ideas to real Time Series data and interpret outcomes of analyses.
3. Demonstrate advanced understanding of Stationary Time Series Models, Volatility in Time Series, Trends, Multi-equation Time Series, Co-integration and Error correction models and their applications

## **Area-Finance**

### **Behavioural Finance**

**Course Code: MBAFM-212**

#### **Course Objectives**

1. The course intents to enable students understand the role of human behaviour in financial decision making and provide guidance on how to improve the financial decision making.

**Course Outcomes** Upon successful completion of the course the student should be able to:

1. Understand the differences between traditional finance and behavioral finance.
2. Identify the behavioural bias and psychological characteristics of investors.
3. Describe how behavioral biases of investors affect the decision-making process.
4. Develop strategies to manage wealth effectively and wisely from mispriced assets.
5. Apply analytical skills for financial decision making.

### **Data analytics in Finance**

**Course Code: MBAFM-214**

#### **Course Objectives**

- 1.To acquaint students with tools for data analytics
- 2.To equip students in the application of analytics to traditional finance problems
- 3.To enable student to apply analytics tools in different areas of finance including investments, corporate finance and derivatives

### **Learning Outcomes**

Upon successful completion of the course the student will be able to:

1. Understand key concepts of valuation with respect to different areas of finance
2. Gain an in-depth understanding of data analytics tool and its application in finance
3. Apply analytics tools to in different areas of finance including investments, corporate finance and derivatives

## **Time Series Analysis**

**Course Code: MBAFM-216**

### **Course Objectives**

- 1.To acquaint students with concepts of Time Series
- 2.To equip students in the application of Time Series to different areas of finance
- 3.To enable student to apply relevant statistical tools to analyse and interpret Time Series data

### **Learning Outcomes**

Upon successful completion of the course the student will be able to:

1. Demonstrate an advanced understanding of the underlying concepts in Time Series and their application
2. Apply ideas to real Time Series data and interpret outcomes of analyses.
3. Demonstrate advanced understanding of Stationary Time Series Models, Volatility in Time Series, Trends, Multi-equation Time Series, Co-integration and Error correction models and their applications

## **Corporate Mergers, Acquisitions & Restructuring**

**Course code: MBAFM-218**

### **Course Objectives**

- 1.The objective of the course is to develop a comprehensive understanding of mergers and acquisitions and restructuring from the perspective of the corporate executive.
- 2.To develop skills necessary to evaluate and make decisions in a practical scenario
- 3.The develop an understanding of the merger and acquisition process, including types of mergers, significant theories, merger process, the regulatory framework in India, methods of restructuring, and different valuation approaches.

### **Learning Outcomes**

**Upon successful completion of the course the student will be able to:**

1. Identify key differences between the mergers and acquisition
2. Carry out the valuation of mergers
3. Apply their knowledge in the practical setting

## **Financial Derivatives and Risk Management**

**Course Code: MBAFM-220**

### **Course Objectives**

1. To develop a basic understanding of the terminology and conceptual framework of financial derivatives and derivative market.
2. To understand financial derivatives like futures, forwards options and swaps as important tools to manage assets, portfolios and financial risks.
3. To understand pricing and valuation of financial derivatives.

### **Learning Outcomes**

Upon successful completion of the course the student will be able to:

1. Differentiate between hedging and speculation
2. Evaluate pricing for futures and forwards
3. Identify different hedging strategies
4. Learn the mechanics, valuation and trading strategies of derivative market
5. Develop trading strategies in the volatile market

## **Financial Modeling and Forecasting**

**Course Code: MBAFM-222**

### **Course Objectives**

1. To acquaint students with Financial Modeling and basics of Econometrics
2. To equip students in the application of appropriate methods in managerial problem solving and decision making
3. To develop models in different areas of finance including investments, corporate finance and derivatives

### **Learning Outcomes**

Upon successful completion of the course the student will be able to:

1. To gain an in-depth understanding of how to build robust and dynamic financial models
2. To apply models for forecasting and research
3. To analyse and interpret data to provide meaningful information to assist in making management decisions

## **Area-Human Resource Management**

## **Cultural and International Human Resource Management**

## **Course code: MBAHR-212**

### **Course Objectives:**

1. To recognize, outline, and illustrate the enduring global contexts of International HRM
2. To understand how to develop, prepare staffing international operations for sustained global growth, recruiting and selecting staff for international assignments
3. To demonstrate; appraise the implications of IHRM in the Host Country Context
4. To evaluate, interpret issues of international training, development and compensation and Interpret, analyze the International Industrial Relation issues and performance management.

### **Course Outcomes:**

Upon successful completion of the course the student will be able to:

1. Analyze different meanings and dimensions of “culture”.
2. Describe and analyze the impact of culture on business practices.
3. Explain and analyze the impact of national culture on organizational cultures.
4. Assess the impact of culture on Human Resource Management.
5. Explain how leadership differs across cultures.

## **Performance Management**

### **Course code: MBAHR-214**

#### **Course Objectives:**

1. To study the concepts and issues related to performance management
2. To understand the practices followed for performance management
3. To understand the systems of performance assessment and coaching
4. To understand the issues in manpower training and career development

#### **Course Outcomes:**

Upon successful completion of the course the student will be able to:

1. Identify issues relating to performance management.
2. Describe the terminologies and practices regarding performance management.
3. Design effective performance appraisal systems and ways to coach members of management.
4. Assess globalization, technology and Human resource issues.

## **Training and Development**

### **Course code: MBAHR-216**

#### **Course Objectives:**

1. To understand the needs of training and development for 21st century
2. To understand the organizational, societal and individual costs and benefits of training and development.
3. To understand the advanced training strategies and specifications for the delivery of training programs.
4. To understand the concepts of training need evaluation and its techniques

**Course Outcomes:**

Upon successful completion of the course the student will be able to:

5. List training and development needs for the 21st century.
6. Explain the organizational, societal and individual costs and benefits of training and development.
7. Develop, analyze and apply advanced training strategies and specifications for the delivery of training programs.
8. Describe appropriate implementation, monitoring and assessment procedures of training.
9. Evaluate training programs using appropriate design and data collection procedure.

## **Interpersonal Processes and Counseling Skills for Managers**

**Course code: MBAHR-218**

**Course Objectives:**

1. To understand the key issues in attending skills.
2. To study the aspects related to empathic listening and responding skills.
3. To study the techniques of probing and summarizing.
4. To study the applications of counseling skills

**Course Outcomes:**

Upon successful completion of the course the student will be able to:

5. Identify how to clarify key issues in attending skills.
6. Demonstrate empathic listening and responding skills.
7. Apply the techniques of probing and summarizing.
8. Demonstrate the skill of challenging client assumptions.
5. Exhibit counseling skills and its applications.

## **Team Building**

**Course Code: MBAHR-220**

**Course Objectives:**

1. To Understand the concepts of teamwork in organizations, acquire the techniques to apply theories and concepts to improve leadership skills,
2. To appreciate the importance of teamwork and learn the skills of building effective teams,
3. To Develop skills in effective learning and communication in Teams.
4. To understand the nuances of effective Team Building.

**Course Outcomes:**

Upon successful completion of the course the student will be able to:

1. Describe the meaning of team
2. Improve individual and group productivity by building a high-performance team.
3. Improve communication within the team.
4. Determine clear roles and responsibilities within the team.
5. Elaborate the essentials for success of a team.



# Talent Management

Course code MBAHR-222

## Course Objectives:

1. To study the principles of talent management and learn the role of talent management in achieving competitive advantage in an organization.
2. To study the best HRM system and process for effective talent management in an organization.
3. To understand talent management in global context
4. To learn talent analytics and talent development in the work environment.

## Course Outcomes:

Upon successful completion of the course the student should be able to:

1. Examine/understand what talent management is and its importance
2. Examine and understand the HRM systems on how managers should manage talent
3. Evaluate the global talent management practices
4. Assess the impact of talent management on organizational effectiveness.

# HR Analytics

Course code MBAHR-224

## Course Objectives:

1. To study the principles of HR Analytics and its role in present day organizations
2. To understand the concept of Equality, diversity and inclusion in HR
3. To understand the Reliability and validity of selection models
4. To understand the concepts of Performance analysis

## Course Outcomes:

Upon successful completion of the course the student should be able to:

1. Examine/understand the nuances of HR Analytics is and its importance
2. Examine and understand the concept of Equality, diversity and inclusion in HR
3. Evaluate the reliability and validity concerns of the selection models
4. Assess the Performance Analysis for optimizing the performance of employees

# Area-Operations and Supply Chain Management

## Supply Chain Modelling

Course Code: MBASC-212

## Course Outcomes

Upon successful completion of the course the student should be able to:

1. Describe supply chain modelling
2. Design robust and dynamic supply chain network
3. Apply models for forecasting and research

4. Analyze and interpret data to provide meaningful information to assist in managerial decision making

## **Service Operations Management**

**Course Code: MBASC-214**

### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Describe the nature and scope of services operations
2. Assess the customer considerations and behavior in designing service systems.
3. Identify the unique challenges of service operations.
4. Formulate appropriate strategies for service sector promotion and distribution strategies.

## **Operations Research**

**Course Code: MBASC-216**

### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Understand the evolution of operations research and its impact
2. Assess and evaluate the applicability of various optimization tools
3. Identify the utility of queuing theory in designing operation systems
4. Examine the utility of various tools and techniques in ensuring efficient project management

## **Warehouse management**

**Course Code: MBAS-218**

### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Understand the scope of warehousing in supply chain management
2. Examine the role of human resource in ensuring smooth warehousing operations
3. Design a functional warehouse for efficient operations
4. Appreciate the role of IT / ITES tools in enhancing the warehouse operations

## **International Logistics Management**

**Course Code: MBASC-220**

### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Assess the crucial role of international logistics in global trade.
2. Analyze the linkages of logistics with external environment factors
3. Understand the international terms of trade
4. Design and measure performance parameters to ensure control of logistics operations

## **Supply chain strategy and Innovation**

**Course Code: MBASC-222**

### **Course Outcomes**

Upon successful completion of this course students will be able to:

Analyze and interpret how supply chain strategy helps in boosting innovation.

1. Identify the application of supply chain initiatives for creating a conducive environment for innovation and creativity.
2. Critically assess and explain key current issues in the field of innovation.
3. Diagnose and provide effective solutions for innovation challenges.

## **Area- Marketing**

### **Marketing Analytics**

**Course Code: MBAMK-212**

### **Course Objectives**

1. To explain types of marketing analytics.
2. To describe the models and metrics used for assessing online consumer experience.
3. To demonstrate artificial intelligence and machine learning approaches.

### **Course Outcomes**

Upon successful completion of the course the student will be able to:

1. Describe different types of marketing analytics.
2. Apply artificial intelligence and machine learning techniques in marketing.
3. Examine online customer experience through metrics.
4. Evaluate online marketing efforts.

### **Digital Marketing Tools**

**Course Code: MBAMK-214**

### **Course Objectives**

1. To explain the features and functionalities of social media marketing tools
2. To demonstrate tools for web development, content management and customer relationship management.
3. To illustrate tools for performing web analytics

### **Course Outcomes**

Upon successful completion of the course the student will be able to:

1. Apply social media marketing tools for online campaigns
2. Design web sites and blogs.
3. Demonstrate the ability to use tools for customer relationship and content management
4. Examine online marketing efforts through web analytics tools.

## **Integrated Marketing Communications**

**Course Code: MBAMK-216**

### **Course Objectives**

1. To explain the concepts related to Integrated Marketing Communication
2. To describe the various tools of Integrated Marketing Communication and their application.
3. To help students understand and evaluate in detail the development of appropriate marketing communication mix using different tools of communication.

### **Course Outcomes**

**Upon successful completion of the course the student will be able to:**

1. Understand the fundamental concepts of integrated marketing communication.
2. Define and apply the components of the promotion mix.
3. Develop an understanding of the connection between marketing communications tools, and how each can be used effectively in an integrated communication mix.
4. Apply basic advertising theories and principles to practice.
5. Analyze how integrated marketing communications campaigns are planned, developed, executed, and evaluated

## **Business to Business Marketing**

**Course Code: MBAMK-218**

### **Objectives**

1. To develop an understanding of fundamentals of B2B Marketing
2. To explain the marketing mix elements in context of B2B Markets.
3. To develop knowledge, capability and skills necessary for making appropriate decision in B2B Markets

### **Course Outcomes**

**Upon successful completion of the course the student will be able to:**

1. Demonstrate an understanding of the basic principles of B2B marketing.
2. Understand the dynamic nature of the business marketing environment and the basic similarities and differences between consumer-goods marketing and business marketing.

3. Apply marketing theories and concepts to analyze and explain B2B markets.
4. Design marketing mix for a company in business markets.

## **International Marketing**

**Course Code: MBAMK-220**

### **Course Objectives:**

1. To develop an insight in cross cultural marketing issues across borders
2. To learn how to develop and manage an international marketing initiative.
3. To design marketing mix and entry strategies for firms in international market

### **Course Outcomes:**

By the end of semester, student should be able to:

1. Apply the concept of marketing in contemporary international marketing context.
2. Create and manage marketing mix in international markets.
3. Identify and interpret information for successful promotion and distribution in international markets.

## **Sales and Distribution Management**

**Course Code: MBAMK-222**

### **Course Objectives:**

1. To familiarize with the practical aspects of managing the downstream part of the value chain of an
2. organization
3. To gain an understanding of distribution channel functions and institutions
4. To identify the key decision-making variables in sales force and distribution channel management.

### **Course Outcomes:**

By the end of semester, student should be able to:

1. To gain an in-depth understanding of how to build robust sales and distribution strategies for
2. dynamic marketing environment
3. Develop sales and distribution strategies in contemporary markets
4. Imbibe skills and abilities for managing sales territories

## **Customer Relationship Management**

**Course Code: MBAMK-224**

### **Course Objectives**

1. To acquaint students with knowledge of Customer Relationship Management concepts and framework
2. To equip the students in the application of CRM for forming relationships with the customers and other stakeholders
3. To provide insights in analyzing and synthesizing issues related to customer relationship management.

### **. Course Outcomes**

#### **Upon successful completion of the course the student will be able to:**

1. Understand the concept of customer relationship management and the benefits delivered by its implementation.
2. Describe ways for acquiring and retaining customers.
3. Define and design a customer centric organization.
4. Implement how CRM practices and technologies enhance the achievement of marketing, sales and service objectives
5. To enable the students to understand the issues and challenges in CRM implementation

## **Retail Management**

**Course Code: MBAMK-226**

### **Course Objectives:**

1. To familiarize the students with the key dimensions of retail industry in view of the changing retail landscape
2. To demonstrate how to develop a retailing mix for sustainable competitive advantage.
3. To develop an understanding of how to design a retail store and choose the location for attracting customers.

### **Course Outcomes:**

By the end of semester, student should be able to:

1. Learn how retailing works and the various factors which influence its success.
2. Understand the implications of strategic retail decisions.
3. Appreciate how to create a retail experience to achieve customer trust and loyalty.

## **Area- IT Management**

### **Data mining for business analytics**

**Course Code: MBAIT-212**

### **Course Objectives**

1. To explain the ideas and concepts related data mining.
2. To demonstrate data exploration and dimension reduction techniques.
3. To describe the data mining techniques.

### **Course Outcomes**

Upon successful completion of the course the student will be able to:

1. Explain data mining process.
2. Apply exploration and dimension reduction techniques on data.
3. Apply appropriate data mining techniques.
4. Demonstrate social network analytics and text mining.

## **Application of AI in Business**

**Course Code: MBAIT-214**

### **Course objectives**

1. To describe the importance and application of AI in today's era.
2. To demonstrate machine learning approaches.
3. To explain the process of creating a neural network.
4. To illustrate the development of AI strategy.

### **Course outcomes**

Upon successful completion of this course students will be able to:

1. Explain the application of AI in business scenarios.
2. Apply the machine learning techniques.
3. Design artificial neural network.
4. Formulate AI strategy for the organizations.

## **Big Data analytics**

**Course Code: MBAIT-216**

### **Course Objectives**

1. To explain big data technology.
2. To describe big data related tools such as Hadoop, MapReduce, NoSQL
3. To demonstrate analytics software packages for managing big data.

### **Course Outcomes**

Upon successful completion of this course students will be able to:

1. Explain big data and related technologies.
2. Demonstrate an understanding of NoSQL database.
3. Classify big data tools and technologies
4. Develop script to handle large databases.

## **E-Governance for inclusive development**

**Course Code: MBAIT-218**

### **Course Objectives**

1. To explain the key concepts related to e-governance
2. To describe the enablers of e-governance

3. To demonstrate the process involved in the planning and implementation of e-governance projects.

### **Course Outcomes**

Upon successful completion of the course the student will be able to:

1. Identify the need of e-Governance Projects and related challenges.
2. List the major e-governance projects.
3. Analyze strategic factors which influence e-governance performance.
4. Identify drivers and enablers of e-governance.

## **KM Tools and New Age Business Models**

**Course Code: MBAIT-220**

### **Course Objectives**

1. To introduce the concepts of Knowledge Management and understand its relevance in the business world.
2. To develop an understanding of the various KM tools and their application in the organizations
3. To provide a foundation of the new age business models, their framework and criticality.
4. To help students develop skills for applying these concepts and create new age business models.

### **Course Outcomes**

Upon successful completion of this course students will be able to:

1. Identify the various Knowledge Management dimensions in the organizations and their respective relevance.
2. Compare various KM tools in terms of their applicability.
3. Select appropriate KM tools with the help of technology and implement them in an organization.
4. To analyze how various business models are implemented and evaluate the various dimensions of the business models.
5. To understand how e-business models integrate knowledge.

## **Knowledge and Innovation Management**

**Course Code: MBAIT-222**

### **Course Objectives**

1. To introduce the concepts of Knowledge Management and Innovation.
2. To develop an understanding of the concept of Learning organization and how organizations are transforming themselves into learning organizations.
3. To assess innovation management, its types and sources.
4. To help students develop skills for applying these concepts and innovate.

### **Course Outcomes**

Upon successful completion of this course students will be able to:

1. Identify the various Knowledge Management dimensions in the organizations and their respective relevance.



2. Apply the concept of learning organization and introduce the same in their workplace.
3. Compare the concept of creativity, invention and innovation.
4. To understand the factors contributing to Innovation culture and barriers to innovation.

## **Software project management**

**Course Code: MBAIT-224**

### **Course Objectives**

1. To explain the processes involved in software projects.
2. To illustrate software effort estimation techniques.
3. To describe the techniques of software project quality enhancement.

### **Course Outcomes**

Upon successful completion of this course students will be able to:

1. Describe the software development life cycle.
2. Assess different types of contracts in software projects.
3. Apply software effort estimation techniques.
4. Demonstrate capability to plan, implement and monitor software projects.

## **Area- International Business**

### **Transnational and Cross Cultural Marketing**

**Course Code: MBAIB-212**

#### **Course Objective:**

The objective of the course is to identify and understand the various cultural and regional variables and how they impact businesses in the short-term and long-term future; what companies can do to utilise these variables and mitigate their impact. The objective is to understand the nuances of cross-cultural and cross-border activities such as advertising, pricing, supply chain management, market entry, branding and customization etc.

#### **Course Outcome:**

1. Identify the key skills that a business cross-cultural manager should have.
2. Understand how the business environment affects a business; articulate the various factors and how they affect a business.
3. Understand the various tools and actions that a business has and can undertake to find a beneficial situation within a given operating business environment.

### **India's Foreign Trade and Investment**

**Course Code: MBAIB-214**

#### **Course Objective:**

The objective of this course is to acquaint students with structure and policy framework of India's foreign trade and investments and enable students to explore India's position in the international paradigm of business and trade. The course will also provide understanding about role of Indian government in promoting India's foreign trade, the business relations of India with different countries & markets and prospects of India's Foreign Trade.

**Course Outcomes:**

1. To understand India's position in the international paradigm of business and trade.
2. To equip the students to critically evaluate the India's foreign trade policy and its economic relations.
3. To make students realize the role of Indian government in promoting India's foreign trade.
4. To develop the skills among students to anticipate various regulatory and legal aspects related to India's foreign trade.

## **Multinational Business Finance**

**Course Code: MBAIB-216**

**Course Objective:**

The objective of the course is to familiarize the students with International Monetary System and Financial Institutions. Functioning of the Foreign Exchange Markets, Financial Management of a multinational firm will be the essential component of this course.

**Course Outcome:**

1. Students shall have a fair understanding of the MNCs operations with respect to finance.
2. They will understand the functioning of Multilateral Agencies and their role in global economic development.
3. Students will have the understanding of the different aspects of the foreign exchange markets
4. Students will have the understanding of varied aspects related to international payment systems.

## **Area- Entrepreneurship**

### **Family Business Management**

**Course Code: MBAEN-212**

**Course Objectives:** The students will try to learn:

1. The family business system in India.
2. Challenges and governance of family business in India.
3. The qualities to be possessed by the successor of the organization and concentrating on the improvement of those qualities.

4. Business cycle stages and their influence on family business and tuning business according to the changing environment.

**Course Outcomes:**

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

1. Outline the basic concepts relating to the family business in India to get exposure to it.
2. Contrast the challenges and competitive advantages for the family business in India to transform challenges into competitive advantages.
3. List out responsibilities and duties and challenges of owners for a family business organization in India to overcome challenges.
4. Demonstrate various factors affecting family governance in India for effective maintenance of business

## **Social Entrepreneurship**

**Course Code: MBAEN-214**

**Course Objectives:** Upon completion of this course, students will be able to:

1. Define social entrepreneurship and distinguish its elements across a continuum of organizational structures from traditional nonprofits to social enterprises to traditional for profits
2. Classify the key elements of, and actors in, the social entrepreneurship ecosystem
3. Engage with a diverse group of social entrepreneurs
4. Assess the strengths and limitations of social entrepreneurship in addressing social problems in the urban context

**Course Outcome**

On successful completion of this course, students will be able to:

1. Explain the characteristics that define social entrepreneurship
2. Describe different forms of social enterprise organizations
3. Apply and critique social entrepreneurship frameworks
4. Explain key considerations in resourcing social entrepreneurship

## **Project Management**

**Course Code: MBAEN-216**

**Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Apply project management concepts to address specific management needs at the individual, team, division, and/or organizational level
2. Identify the resources, costs and time constraints, tools and supplementary materials needed project life cycle provides internal stakeholders with information regarding project costs by considering factors such as estimated cost, variances and profits
3. Demonstrate effective project planning, execution and control techniques that result in

- successful projects
4. Demonstrate a strong working knowledge of ethics and professional responsibility in project management

## **Entrepreneurship and E-business**

**Course Code: MBAEN-218**

**Course Objective:** The objective of the course is to enable students to become familiar with the mechanism for conducting business through electronic means.

### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Understand the concept of E-business and its various aspects.
2. Envision innovative business models.
3. Identify the synergy of technology and new age businesses.
4. Assess the business scenario and design business models.
5. Know about electronic payment system and associated security issues.

## **HR Analytics**

**Course code MBAAN-212**

### **Course Objectives:**

- 1.To study the principles of HR Analytics and its role in present day organizations
- To understand the concept of Equality, diversity and inclusion in HR
- 3.To understand the Reliability and validity of selection models
  - 4.To understand the concepts of Performance analysis

### **Course Outcomes:**

Upon successful completion of the course the student should be able to:

Examine/understand the nuances of HR Analytics is and its importance

1. Examine and understand the concept of Equality, diversity and inclusion in HR
2. Evaluate the reliability and validity concerns of the selection models
3. Assess the Performance Analysis for optimizing the performance of employees

## **Data mining for business analytics**

**Credits – 4**

**Course Code: MBAAN-214**

### **Course Objectives**

1. To explain the ideas and concepts related data mining.
2. To demonstrate data exploration and dimension reduction techniques.
3. To describe the data mining techniques.

### **Course Outcomes**

Upon successful completion of the course the student will be able to:

1. Explain data mining process.
2. Apply exploration and dimension reduction techniques on data.
3. Apply appropriate data mining techniques.
4. Demonstrate social network analytics and text mining.

## **Application of AI in Business**

**Course Code: MBAAN-216**

### **Course objectives**

1. To describe the importance and application of AI in today's era.
2. To demonstrate machine learning approaches.
3. To explain the process of creating a neural network.
4. To illustrate the development of AI strategy.

### **Course outcomes**

Upon successful completion of this course students will be able to:

1. Explain the application of AI in business scenarios.
2. Apply the machine learning techniques.
3. Design artificial neural network.
4. Formulate AI strategy for the organizations.

## **Big Data analytics**

**Course Code: MBAAN-218**

### **Course Objectives**

1. To explain big data technology.
2. To describe big data related tools such as Hadoop, MapReduce, NoSQL
3. To demonstrate analytics software packages for managing big data.

### **Course Outcomes**

Upon successful completion of this course students will be able to:

1. Explain big data and related technologies.
2. Demonstrate an understanding of NoSQL database.
3. Classify big data tools and technologies
4. Develop script to handle large databases.