

Programme Matrix: Master of Business Administration [2019 Batch]



Kristu Jayanti College

A U T O N O M O U S Bengaluru
Reaccredited 'A' Grade by NAAC | Affiliated to Bengaluru North University

FACULTY OF COMMERCE & MANAGEMENT

MBA

Programme Educational Objectives

- PEO1: To impart domain specific knowledge in management and its practical application in business.
- PEO2: To nurture managerial and entrepreneurial skills.
- PEO3: To inculcate personal and professional integrity with social responsibility.
- PEO4: To create a desire for lifelong learning.
- PEO5: To provide an ambience for leadership development.

Programme Outcome

After the successful completion of the two year MBA Programme, the graduate will be able to:

- PO1: Apply professional and leadership skills with ethics to contribute to organizational and global development.

Programme Specific Outcomes

After the successful completion of the two year MBA Programme, the graduate will be able to:

- PSO1: Critically evaluate global business problems and take decisions.
- PSO2: Demonstrate managerial and entrepreneurial skills.
- PSO3: Recommend responsible decisions to enhance and promote stakeholders' interest.
- PSO4: Engage in continuous professional growth.
- PSO5: Create teams to improve performance in multicultural environments.

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I TRIMESTER

Course Type	Course Code	Course Title	Course Outcomes
MIL [Any ONE to be Opted]			
DSCC	MBA203B11	Accounting for Managers I	<ul style="list-style-type: none"> 1. Analyze a business transaction throughout its cycle and record them. 2. Prepare financial statements for sole trading concern and joint-stock companies. 3. Analyze the financial statements and interpret the financial health of an organization. 4. Create accounting information using accounting information system.
DSCC	MBA203B12	Organizational Behavior	<ul style="list-style-type: none"> 1. Apply the organizational behavior concepts to solve the organization problems. 2. Identify the opportunities and challenges faced by the organization. 3. Appraise the individual and group interpersonal dimensions.
DSCC	MBA203B13	Managerial Economics	<ul style="list-style-type: none"> 1. Analyze a business forecasting model. 2. Evaluate the demand and supply pattern. 3. Recognize the business cycle.
DSCC	MBA203B14	Quantitative Techniques for Management	<ul style="list-style-type: none"> 1. Compute measures of central tendency. 2. Apply the tests of significance in decision making. 3. Examine the relationship between the variables.
DSCC	MBA203B15	Marketing Management	<ul style="list-style-type: none"> 1. Apply the four P's of Marketing in planning the marketing strategy. 2. Create a Promotional strategy. 3. Assess a marketing information system. 4. Appraise the sustainable marketing practices.
SEC	MBA402B11	IT for Managers	<ul style="list-style-type: none"> 1. Illustrate the role of Information technology in business decision making. 2. Analyze the use of Information systems in various functional areas. 3. Demonstrate the use of spread sheet and present data visually.
SEC	MBA402B12	Management Process and Communication	<ul style="list-style-type: none"> 1. Apply management concepts for the effective functioning of the organization. 2. Choose right communication forms and communication tools for effective management.
NCCC	MRE5A1A01	Rural Exposure Programme	<ul style="list-style-type: none"> 1. Assess the challenging issues prevalent in the rural India 2. Analyze the socio-economic conditions of the villagers 3. Interact with the economically weaker sections of the community

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II TRIMESTER

Course Type	Course Code	Course Title	Course Outcomes
MIL [Any ONE to be Opted]			
DSCC	MBA203B21	Legal Aspects of Business	<ul style="list-style-type: none"> 1. Articulate the provisions of the law of Contract and Companies Act to business issues and problems. 2. Apply the provisions of the Negotiable Instruments Act to various corporate transactions in the organization. 3. Appraise the Intellectual Property Act in the case of innovations and patent registration. 4. Illustrate the rights of workers and women in the workplace.
DSCC	MBA203B22	Accounting for Managers II	<ul style="list-style-type: none"> 1. Prepare cost statements and price quotations. 2. Appraise an organization's financial health using financial ratios. 3. Prepare a flexible budget and cash budget. 4. Apply the marginal costing technique in decision-making process.
DSCC	MBA203B23	Human Resource Management	<ul style="list-style-type: none"> 1. Assess and reflect the strengths and weaknesses of HR policies and functions. 2. Integrate the use of technology in human resource functions to enhance effectiveness. 3. Facilitate the proper conduct of recruitment and selection to enable the right fit. 4. Choose the right performance appraisal methods and competitive compensation systems.
DSCC	MBA203B24	Corporate Finance I	<ul style="list-style-type: none"> 1. Compare the capital market and money market instruments. 2. Apply the concept of time value of money in financial decision making. 3. Compute the weighted and marginal cost of capital for an organization. 4. Appraise the optimum capital structure for a firm.
DSCC	MBA203B25	Operations Research	<ul style="list-style-type: none"> 1. Formulate linear programming models. 2. Apply transportation and assignment models. 3. Identify the critical activities of a project using CPM and pert. 4. Choose the correct competitive scenarios using decision theory. 5. Simulate real time scenarios using Monte Carlo method.
DSCC	MBA203B26	Governance Risk and Ethics	<ul style="list-style-type: none"> 1. Analyze the Corporate Governance values and its relevance in the corporate world. 2. Appraise the risk in managerial practices and the strategies to prevent, overcome & control it. 3. Evaluate the ethical values applying appropriate professional practices.
DSCC	MBA203B27	Business Analytics	<ul style="list-style-type: none"> 1. Relate the analytics models for business purpose. 2. Apply the different types of analytics solutions to business problems. 3. Demonstrate basic level of working on the data visualization software.
NCCC	MC15A1A01	Corporate Interface Programme	<ul style="list-style-type: none"> 1. Relate theoretical knowledge with the current industry practices 2. Set career goals considering their strengths and weaknesses 3. Create career plans according to the opportunities available in the industry

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III TRIMESTER

Course Type	Course Code	Course Title	Course Outcomes
MIL [Any ONE to be Opted]			
DSCC	MBA203B31	Applied Management Research	<ul style="list-style-type: none"> 1. Formulate a scientific research design for business problems. 2. Validate data collected through primary and secondary methods. 3. Analyze and interpret business data using SPSS for effective decision making. 4. Facilitate managerial decision making through report writing.
DSCC	MBA203B32	Corporate Finance II	<ul style="list-style-type: none"> 1. Appraise the capital investment proposals. 2. Measure the risk in capital expenditure decisions. 3. Evaluate the impact of dividend pay-outs on the stock price. 4. Determine the working capital requirement.
DSEC	MBAA04B31	Portfolio Management	<ul style="list-style-type: none"> 1. Compare the market return, stock return, market risk and total risk from Nifty indexed companies. 2. Examine risk return relationship using CAPM model from Sensex indexed companies. 3. Analyze the risk and return of two stock, three stock and four stock portfolios using Markowitz model. 4. Compute the performance of mutual funds using Sharpe, Trey nor and Jensen measures. 5. Construct optimal portfolio from Nifty and Sensex indexed companies using Sharpe Index model.
DSEC	MBAA04B32	Financial Markets and Services	<ul style="list-style-type: none"> 1. Compare the suitability of using the financial instruments. 2. Illustrate the financial services necessary for a financial system. 3. Evaluate the role of financial intermediaries. 4. Analyze the various forms of raising the capital.
DSEC	MBAA04B33	Derivatives Management	<ul style="list-style-type: none"> 1. Differentiate Futures and Option contracts. 2. Estimate the value of Option and Futures contracts. 3. Appraise the hedging strategies with different derivatives.
DSEC	MBAC04B31	Human Resource Acquisition and Career Planning	<ul style="list-style-type: none"> 1. Prepare a job analysis and human resource planning for an organization and demonstrate its viability. 2. Design an innovative recruitment and selection process for a specific job in a company. 3. Prepare a career progression plan suggesting a time frame for career milestones.
DSEC	MBAC04B31	Training and Development	<ul style="list-style-type: none"> 1. Assess the training needs using a formal training need analysis. Process. 2. Connect the training objectives to align with organizational objectives. 3. Design and deliver a training program to match the needs of the organization. 4. Integrate the use of technology to enhance training effectiveness.
DSEC	MBAC04B31	Performance and Compensation Management	<ul style="list-style-type: none"> 1. Determine the role of performance & compensation management in motivating the workforce. 2. Make use of effective performance appraisal system for evaluating the performance of employees. 3. Plan and identify the right pay for the right performance of the employees. 4. Justify the pay design that is applicable to an organization in a competitive scenario.
DSEC	MBAD04B31	Sales and Marketing Channel Management	<ul style="list-style-type: none"> 1. Summarize the conceptual and practical knowledge of Sales force, Distribution and Logistics Management. 2. Prepare a structure for creating and maintaining Sales force and to evaluate their performance in channel management. 3. Design a Distribution and Logistics plan to meet marketing objectives of the firm.
DSEC	MBAD04B32	Advertising Management	<ul style="list-style-type: none"> 1. Appraise the clients' marketing and advertising communications applying principles of marketing. 2. Analyze a market segment and target consumers with the right communication mix. 3. Formulate an advertising plan, demonstrate and defend it effectively.

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			4. Assess the effectiveness of advertising and marketing communications.
DSEC	MBAD04B33	Consumer Behavior	1. Design a consumer research process understanding consumer retention and loyalty in mind. 2. Identify the demographic, psychographic and social influences affecting satisfaction level of consumers. 3. Determine the changing culture, family and social class of consumers while purchasing products or services. 4. Justify the influence of online purchases based on online behavior of consumers.
DSEC	MBAE04B31	Managing Public Private Partnerships	1. Demonstrate the challenges and opportunities through Public Private Partnerships in sectors such as Infrastructure, Health, Education and Urban Renewal services. 2. Evaluate the Critical Success Factors (CSF's) in PPP. Projects and Plan, Organize, Implement and sustain projects. 3. Illustrate the various regulatory framework on PPP contracts and processes.
DSEC	MBAE04B32	Emotional Intelligence and Managerial Effectiveness	1. Relate the concept of emotional intelligence like self-awareness, adaptability, recognition patterns and teamwork with business management. 2. Illustrate managerial effectiveness and the factors influencing it. 3. Apply conflict management different managerial styles to a specific case.
DSEC	MBAE04B33	Knowledge Management	1. Examine the various facets of knowledge, understand the knowledge infrastructure and develop a knowledge culture within the organization. 2. Construct a robust knowledge management system with right tools and techniques. 3. Relate the organization culture and the challenges posed by it on knowledge management.
DSEC	MBAF04B31	R for Data Sciences	1. Apply packages in R software for data visualization. 2. Experiment various statistical tests using R Software. 3. Analyze and modify existing functions in R.
DSEC	MBAF04B32	MS – Excel with SQL	1. Prepare pivot tables and pivot charts for data analysis. 2. Construct data models and add calculated fields. 3. Use SQL functions to edit and manipulate data in tables.
DSEC	MBAF04B33	Python for Data Sciences	1. Analysis data using python and other packages. 2. Demonstrate data visualization using python. 3. Create real world modeling.
DSEC	MBAA04B31	Portfolio Management	1. Compare the market return, stock return, market risk and total risk from Nifty indexed companies. 2. Examine risk return relationship using CAPM model from Sensex indexed companies. 3. Analyze the risk and return of two stock, three stock and four stock portfolios using Markowitz model. 4. Compute the performance of mutual funds using Sharpe, Treynor and Jensen measures. 5. Construct optimal portfolio from Nifty and Sensex indexed companies using Sharpe Index model.
DSEC	MBAB04B31	Audit and Assurance	1. Plan for an Internal Control System. 2. Assess the risk as per the statutory compliance. 3. Organize an auditing team. 4. Prepare the audit reports.
DSEC	MBAB04B32	Financial Reporting	1. Classify the transactions for financial reporting. 2. Interpret the financial statements. 3. Construct the consolidated financial statements for decision making. 4. Report about the financial performance.

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SEC	MBA402B31	Entrepreneurship Development	<ul style="list-style-type: none"> 1. Interpret an entrepreneurial opportunity. 2. Prepare a business plan. 3. Prioritize the sources of venture financing.
NCCC	MCI5A1A01	Corporate Interface Programme	<ul style="list-style-type: none"> 1. Relate theoretical knowledge with the current industry practices 2. Set career goals considering their strengths and weaknesses 3. Create career plans according to the opportunities available in the industry

Elective Group: [Single specialization: All courses from any one group to be opted; Dual Specialization: 2+1 courses from any two groups to be opted]#

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Course Type	Course Code	Course Title	Course Outcomes
ELECTIVE GROUP I: FINANCE			
DSEC	MBAA04B31	Portfolio Management	<ul style="list-style-type: none"> 1. Compare the market return, stock return, market risk and total risk from Nifty indexed companies. 2. Examine risk return relationship using CAPM model from Sensex indexed companies. 3. Analyze the risk and return of two stock, three stock and four stock portfolios using Markowitz model. 4. Compute the performance of mutual funds using Sharpe, Treynor and Jensen measures. 5. Construct optimal portfolio from Nifty and Sensex indexed companies using Sharpe Index model.
DSEC	MBAA04B32	Financial Markets and Services	<ul style="list-style-type: none"> 1. Compare the suitability of using the financial instruments. 2. Illustrate the financial services necessary for a financial system. 3. Evaluate the role of financial intermediaries. 4. Analyze the various forms of raising the capital.
DSEC	MBAA04B33	Derivatives Management	<ul style="list-style-type: none"> 1. Differentiate Futures and Option contracts. 2. Estimate the value of Option and Futures contracts. 3. Appraise the hedging strategies with different derivatives.

Course Type	Course Code	Course Title	Course Outcomes
ELECTIVE GROUP II: HUMAN RESOURCE			
DSEC	MBAC04B31	Human Resource Acquisition and Career Planning	<ul style="list-style-type: none"> 1. Prepare a job analysis and human resource planning for an organization and demonstrate its viability. 2. Design an innovative recruitment and selection process for a specific job in a company. 3. Prepare a career progression plan suggesting a time frame for career milestones.
DSEC	MBAC04B32	Training and Development	<ul style="list-style-type: none"> 1. Assess the training needs using a formal training need analysis process. 2. Connect the training objectives to align with organizational objectives. 3. Design and deliver a training program to match the needs of the organization. 4. Integrate the use of technology to enhance training effectiveness.
DSEC	MBAC04B33	Performance and Compensation Management	<ul style="list-style-type: none"> 1. Determine the role of performance & compensation management in motivating the workforce. 2. Make use of effective performance appraisal system for evaluating the performance of employees. 3. Plan and identify the right pay for the right performance of the employees. 4. Justify the pay design that is applicable to an organization in a competitive scenario.

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Course Type	Course Code	Course Title	Course Outcomes
ELECTIVE GROUP III: MARKETING			
DSEC	MBAD04B31	Sales and Marketing Channel Management	<ul style="list-style-type: none"> 1. Summarize the conceptual and practical knowledge of Sales force, Distribution and Logistics Management. 2. Prepare a structure for creating and maintaining Sales force and to evaluate their performance in channel management. 3. Design a Distribution and Logistics plan to meet marketing objectives of the firm.
DSEC	MBAD04B32	Advertising Management	<ul style="list-style-type: none"> 1. Appraise the clients' marketing and advertising communications applying principles of marketing. 2. Analyze a market segment and target consumers with the right communication mix. 3. Formulate an advertising plan, demonstrate and defend it effectively. 4. Assess the effectiveness of advertising and marketing communications.
DSEC	MBAD04B33	Consumer Behaviour	<ul style="list-style-type: none"> 1. Design a consumer research process understanding consumer retention and loyalty in mind. 2. Identify the demographic, psychographic and social influences affecting satisfaction level of consumers. 3. Determine the changing culture, family and social class of consumers while purchasing products or services. 4. Justify the influence of online purchases based on online behavior of consumers.

Course Type	Course Code	Course Title	Course Outcomes
ELECTIVE GROUP IV: GENERAL MANAGEMENT			
DSEC	MBAE04B31	Managing Public Private Partnership	<ul style="list-style-type: none"> 1. Demonstrate the challenges and opportunities through Public Private Partnerships in sectors such as Infrastructure, Health, Education and Urban Renewal services. 2. Evaluate the Critical Success Factors (CSF's) in PPP. Projects and Plan, Organize, Implement and sustain projects. 3. Illustrate the various regulatory framework on PPP contracts and processes.
DSEC	MBAE04B32	Emotional Intelligence and Managerial Effectiveness	<ul style="list-style-type: none"> 1. Relate the concept of emotional intelligence like self-awareness, adaptability, recognition patterns and teamwork with business management. 2. Illustrate managerial effectiveness and the factors influencing it. 3. Apply conflict management different managerial styles to a specific case.
DSEC	MBAE04B33	Knowledge Management	<ul style="list-style-type: none"> 1. Examine the various facets of knowledge, understand the knowledge infrastructure and develop a knowledge culture within the organization. 2. Construct a robust knowledge management system with right tools and techniques. 3. Relate the organization culture and the challenges posed by it on knowledge management.

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ELECTIVE GROUP V: BUSINESS INTELLIGENCE AND ANALYTICS			
DSEC	MBAF04B31	R for Data Science	<ul style="list-style-type: none"> 1. Apply packages in R software for data visualization. 2. Experiment various statistical tests using R Software. 3. Analyze and modify existing functions in R.
DSEC	MBAF04B32	MS Excel with SQL	<ul style="list-style-type: none"> 1. Prepare pivot tables and pivot charts for data analysis. 2. Construct data models and add calculated fields. 3. Use SQL functions to edit and manipulate data in tables.
DSEC	MBAF04B33	Python for Data Science	<ul style="list-style-type: none"> 1. Analysis data using python and other packages. 2. Demonstrate data visualization using python. 3. Create real world modeling.

Specialization Papers for Students enrolled for International Finance

Course Type	Course Code	Course Title	Course Outcomes
DSEC	MBAA04B31	Portfolio Management	<ul style="list-style-type: none"> 1. Compare the market return, stock return, market risk and total risk from Nifty indexed companies. 2. Examine risk return relationship using CAPM model from Sensex indexed companies. 3. Analyze the risk and return of two stock, three stock and four stock portfolios using Markowitz model. 4. Compute the performance of mutual funds using Sharpe, Treynor and Jensen measures. 5. Construct optimal portfolio from Nifty and Sensex indexed companies using Sharpe Index model.
DSEC	MBAB04B31	Audit and Assurance	<ul style="list-style-type: none"> 1. Plan for an Internal Control System. 2. Assess the risk as per the statutory compliance. 3. Organize an auditing team. 4. Prepare the audit reports.
DSEC	MBAB04B32	Financial Reporting	<ul style="list-style-type: none"> 1. Classify the transactions for financial reporting. 2. Interpret the financial statements. 3. Construct the consolidated financial statements for decision making. 4. Report about the financial performance.

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Course Type	Course Code	Course Title	Course Outcomes
MIL [Any ONE to be Opted]			
DSEI	MBA2P6B41	Internship and Project Report	<ul style="list-style-type: none"> 1. Apply the acquired theoretical knowledge to solve a business problem. 2. Conduct an academic research project. 3. Prepare and present a research project report.

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Course Type	Course Code	Course Title	Course Outcomes
MIL [Any ONE to be Opted]			
DSCC	MBA203B51	Production and Operation Management	<ul style="list-style-type: none"> 1. Choose a right Plant Layouts for optimal operational utilization. 2. Appraise Quality Management techniques for effective production and operations. 3. Prepare an efficient Inventory Management. 4. Plan for smooth flow of Inbound and Outbound logistics.
DSCC	MBA203B52	Foreign Exchange Management	<ul style="list-style-type: none"> 1. Infer exchange rate dynamics of different economies. 2. Predict exchange rates using international parity relationship theories. 3. Recommend financial decisions using capital budgets of MNCs.
DSEC	MBAA04B51	Direct Taxation	<ul style="list-style-type: none"> 1. Assess the impact of assesses' residential status on the incidence of tax. 2. Determine the income taxable under different heads. 3. Analyze the effect of deductions on the taxable income of an assessed. 4. Estimate the total income and tax liability of individual assesses.
DSEC	MBAA04B52	Strategic Financial Management	<ul style="list-style-type: none"> 1. Compute the value of companies using book value, direct comparison and discounted cash flow approaches from the given case studies of corporate valuation. 2. Calculate the value of new strategy using alcar approach and economic value-added using eva approach of value-based management. 3. Compute cash flow returns on investment and cash value added using BCG approach of value-based management. 4. Calculate the maximum and minimum exchange ratio of purchasing and target companies. 5. Solve the cost and benefits of mergers from the case studies of mergers.
DSEC	MBAA04B53	Commercial and Investment Banking	<ul style="list-style-type: none"> 1. Classify banks based on their role and functions. 2. Discover modern trends in banking services. 3. Summarize the investment banking services offered in India. 4. Appraise the monetary and credit policy of RBI.
DSEC	MBAA04B54	Securities Valuation	<ul style="list-style-type: none"> 1. Calculate current yield, yield to maturity and realized yield to maturity of bonds. 2. Examine price and yield relationship of bonds. 3. Compute the duration and convexity of bonds. 4. Construct bond portfolio using active and passive bond portfolio strategies. 4. Compute the intrinsic value of equity shares using book value and discounted valued approaches.
DSEC	MBAC04B51	Labor Legislations and Welfare	<ul style="list-style-type: none"> 1. Determine the importance of various labor legislations and its implementation in organization. 2. Judge the relevance of the amendments to labor legislations in the present economic situation. 3. Correlate the various welfare measures adopted in companies and the influence of such legislations. 4. Justify the importance of labor legislations to create a conducive working condition.
DSEC	MBAC04B52	Strategic Human Resource Management	<ul style="list-style-type: none"> 1. Appraise the various schools of thought related to SHRM reflecting on its strengths and weaknesses. 2. Integrate the strategic application and corporate goals to the overall HR functions. 3. Facilitate the use of technology in human resource functions for continuous HR effectiveness. 4. Evaluate and assess the HR practices to prepare for facing current challenges and future trends.
DSEC	MBAC04B53	Organizational Change and Development	<ul style="list-style-type: none"> 1. Determine the areas of organization change based on the current business climate. 2. Predict the appropriate interventions to bring about change and development in the organization. 3. Illustrate the role of change agents in bringing about planned change in organizations. 4. Detect the factors that resist changes and suggest ways to overcome it.

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DSEC	MBAC04B54	Building Learning Organization and HRIS	<ol style="list-style-type: none"> 1. Integrate Knowledge management, Talent management, HRIS and Leadership in a learning organization. 2. Assess and reflect the different leadership styles on nurturing and building a learning organization. 3. Formulate strategies to ensure effective use of Knowledge management in Talent Acquisition. 4. Connect the existing knowledge management system for continuous improvement of a learning organization.
DSEC	MBAD04B51	Services Marketing	<ol style="list-style-type: none"> 1. Distinguish Services from goods and mind map the uniqueness of services. 2. Design strategies related to the 7 P's of Services marketing. 3. Assess Service failures in a service setup and formulate service recovery strategies. 4. Build Service strategies to overcome GAPS in Service delivery.
DSEC	MBAD04B52	Retail Management	<ol style="list-style-type: none"> 1. Point out the retailing concepts, types and strategies adopted in retail business. 2. Differentiate and illustrate various retail formats based on their attributes. 3. Evaluate the pros and cons of a retail store and synthesize effective store management techniques. 4. Design appropriate merchandise management and channel management strategies for successful conduct of retail business.
DSEC	MBAD04B53	Digital Marketing	<ol style="list-style-type: none"> 1. Demonstrate cognitive skills required in social media marketing. 2. Formulate digital marketing strategies. 3. Assess the issues in mobile marketing.
DSEC	MBAD04B54	Business to Business Marketing	<ol style="list-style-type: none"> 1. Examine the role of relationships and negotiations in the business to business marketing context. 2. Assess the challenges in business to business marketing and differentiate strategies between business to customer and customer to customer. 3. Formulate appropriate marketing mix strategies and design plans to tap newer opportunities in the business to business market.
DSEC	MBAE04B51	Family Business Management	<ol style="list-style-type: none"> 1. Appraise the business values of doing business with family members. 2. Assess the growth in business and relationship in family. 3. Prepare modes of succession planning in family business.
DSEC	MBAE04B52	Intellectual Property Rights	<ol style="list-style-type: none"> 1. Illustrate the different forms of Intellectual Properties. 2. Differentiate the various International IPRs and its applications in business. 3. Demonstrate the Legal aspects of IPRs in business conflicts.
DSEC	MBAE04B53	Disaster Management	<ol style="list-style-type: none"> 1. Demonstrate understanding on the Emergency/Disaster Management Cycle. 2. Apply technological solutions in Disaster Management. 3. Develop a strategy for Prevention, Mitigation, Preparedness, Response and Recovery.
DSEC	MBAE04B54	Technology Management	<ol style="list-style-type: none"> 1. Relate the technology and business strategy towards the success of a firm. 2. Demonstrate the various factors and issues in technology management. 3. Differentiate the technology management strategies in various emerging industries.
DSEC	MBAA04B51	Direct Taxation	<ol style="list-style-type: none"> 1. Assess the impact of assesses' residential status on the incidence of tax. 2. Determine the income taxable under different heads. 3. Analyze the effect of deductions on the taxable income of an assessed. 4. Estimate the total income and tax liability of individual assesses.
DSEC	MBAB04B51	Performance Management	<ol style="list-style-type: none"> 1. Articulate the dimensions of performance relevant to financial firms. 2. Calculate contemporary measures of financial measures of performance. 3. Analyze business performance of private and public sectors. 4. Appraise risk and uncertainty in decision making.
DSEC	MBAB04B52	Advanced Financial Management	<ol style="list-style-type: none"> 1. Appraise the investment proposal. 2. Apply option pricing theory to investment decisions. 3. Discover the valuation of financial re-structuring. 4. Choose the financial derivatives for hedging.

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DSEC	MBAB04B53	Strategic Business Reporting	<ul style="list-style-type: none"> 1. Apply fundamental ethical and professional principles to ethical dilemmas. 2. Evaluate the appropriateness of the financial reporting framework. 3. Apply professional judgment in the reporting of the financial performance of a range of entities. 4. Prepare the financial statements of groups of entities. 5. Explain financial statements that include non-financial data including segmental, sustainability and integrated reports for different stakeholders.
DSEC	MBAF04B51	Finance Analytics I	<ul style="list-style-type: none"> 1. Demonstrate the financial tools used in decision making. 2. Evaluate the different methods of financial forecasting. 3. Classify the financial data for decision making. 4. Analyze the tools used in insurance analytics.
DSEC	MBAF04B52	Marketing Analytics I	<ul style="list-style-type: none"> 1. Apply analytics in Marketing and its dimensions. 2. Experiment social media mining with R. 3. Analyze and Interpret customer data. 4. Analyze and report about the marketing data using R software.
DSEC	MBAF04B53	Human Resource Analytics I	<ul style="list-style-type: none"> 1. Organize the various sources of HR data into one common database and present the data ready for analysis. 2. Sketch the relationship between Key HR metrics using descriptive analytics using excel sheets. 3. Detect relationships in Talent management data with the help of graphs and plots using R software. 4. Devise Scenarios / Dashboards in workforce planning and talent management using Excel sheets.
DSEC	MBAF04B54	SAS for Data Sciences	<ul style="list-style-type: none"> 1. Apply basic logical and statistical functions in SAS. 2. Design SAS graphs and reports for data visualization. 3. Perform statistical analysis on different types of data using SAS programming.

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Elective Groups [Single specialization: All courses from any one group to be opted; Dual Specialization: 2+2 courses from any two groups to be opted]#

Course Type	Course Code	Course Title	Course Outcomes
ELECTIVE GROUP I: FINANCE			
DSEC	MBAA04B51	Direct Taxation	<ul style="list-style-type: none"> 1. Assess the impact of assesses' residential status on the incidence of tax. 2. Determine the income taxable under different heads. 3. Analyze the effect of deductions on the taxable income of an assessed. 4. Estimate the total income and tax liability of individual asseses.
DSEC	MBAA04B52	Strategic Financial Management	<ul style="list-style-type: none"> 1. Compute the value of companies using book value, direct comparison and discounted cash flow approaches from the given case studies of corporate valuation. 2. Calculate the value of new strategy using alcar approach and economic value-added using eva approach of value-based management. 3. Compute cash flow returns on investment and cash value added using BCG approach of value-based management. 4. Calculate the maximum and minimum exchange ratio of purchasing and target companies. 5. Solve the cost and benefits of mergers from the case studies of mergers.
DSEC	MBAA04B53	Commercial and Investment Banking	<ul style="list-style-type: none"> 1. Classify banks based on their role and functions. 2. Discover modern trends in banking services. 3. Summarize the investment banking services offered in India. 4. Appraise the monetary and credit policy of RBI.
DSEC	MBAA04B54	Securities Valuation	<ul style="list-style-type: none"> 1. Calculate current yield, yield to maturity and realized yield to maturity of bonds. 2. Examine price and yield relationship of bonds. Compute the duration and convexity of bonds. 3. Construct bond portfolio using active and passive bond portfolio strategies. 4. Compute the intrinsic value of equity shares using book value and discounted valued approaches.

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Course Type	Course Code	Course Title	Course Outcomes
ELECTIVE GROUP II: HUMAN RESOURCE			
DSEC	MBAC04B51	Labor Legislations and Welfare	<ul style="list-style-type: none"> 1. Determine the importance of various labor legislations and its implementation in organization. 2. Judge the relevance of the amendments to labor legislations in the present economic situation. 3. Correlate the various welfare measures adopted in companies and the influence of such legislations. 4. Justify the importance of labor legislations to create a conducive working condition.
DSEC	MBAC04B52	Strategic Human Resource Management	<ul style="list-style-type: none"> 1. Appraise the various schools of thought related to SHRM reflecting on its strengths and weaknesses. 2. Integrate the strategic application and corporate goals to the overall HR functions. 3. Facilitate the use of technology in human resource functions for continuous HR effectiveness. 4. Evaluate and assess the HR practices to prepare for facing current challenges and future trends.
DSEC	MBAC04B53	Organizational Change and Development	<ul style="list-style-type: none"> 1. Determine the areas of organization change based on the current business climate. 2. Predict the appropriate interventions to bring about change and development in the organization. 3. Illustrate the role of change agents in bringing about planned change in organizations. 4. Detect the factors that resist changes and suggest ways to overcome it.
DSEC	MBAC04B54	Building Learning Organization and HRIS	<ul style="list-style-type: none"> 1. Integrate Knowledge management, Talent management, HRIS and Leadership in a learning organization. 2. Assess and reflect the different leadership styles on nurturing and building a learning organization. 3. Formulate strategies to ensure effective use of Knowledge management in Talent Acquisition. 4. Connect the existing knowledge management system for continuous improvement of a learning organization.

Course Type	Course Code	Course Title	Course Outcomes
ELECTIVE GROUP III: MARKETING			
DSEC	MBAD04B51	Services Marketing	<ul style="list-style-type: none"> 1. Distinguish Services from goods and mind map the uniqueness of services. 2. Design strategies related to the 7 P's of Services marketing. 3. Assess Service failures in a service setup and formulate service recovery strategies. 4. Build Service strategies to overcome GAPS in Service delivery.
DSEC	MBAD04B52	Retail Management	<ul style="list-style-type: none"> 1. Point out the retailing concepts, types and strategies adopted in retail business. 2. Differentiate and illustrate various retail formats based on their attributes. 3. Evaluate the pros and cons of a retail store and synthesize effective store management techniques. 4. Design appropriate merchandise management and channel management strategies for successful conduct of retail business.
DSEC	MBAD04B53	Digital Marketing	<ul style="list-style-type: none"> 1. Demonstrate cognitive skills required in social media marketing. 2. Formulate digital marketing strategies. 3. Assess the issues in mobile marketing.
DSEC	MBAD04B54	Business to Business Marketing	<ul style="list-style-type: none"> 1. Examine the role of relationships and negotiations in the business to business marketing context. 2. Assess the challenges in business to business marketing and differentiate strategies between business to customer and customer to customer. 3. Formulate appropriate marketing mix strategies and design plans to tap newer opportunities in the business to business market.

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Course Type	Course Code	Course Title	Course Outcomes
ELECTIVE GROUP IV: GENERAL MANAGEMENT			
DSEC	MBAE04B51	Family Business Management	<ul style="list-style-type: none"> 1. Appraise the business values of doing business with family members. 2. Assess the growth in business and relationship in family. 3. Prepare modes of succession planning in family business.
DSEC	MBAE04B52	Intellectual Property Rights	<ul style="list-style-type: none"> 1. Illustrate the different forms of Intellectual Properties. 2. Differentiate the various International IPRS and its applications in business. 3. Demonstrate the Legal aspects of IPRS in business conflicts.
DSEC	MBAE04B53	Disaster Management	<ul style="list-style-type: none"> 1. Demonstrate understanding on the Emergency/Disaster Management Cycle. 2. Apply technological solutions in Disaster Management. 3. Develop a strategy for Prevention, Mitigation, Preparedness, Response and Recovery.
DSEC	MBAE04B54	Technology Management	<ul style="list-style-type: none"> 1. Relate the technology and business strategy towards the success of a firm. 2. Demonstrate the various factors and issues in technology management. 3. Differentiate the technology management strategies in various emerging industries.

Specialization Papers for Students enrolled for International Finance

Course Type	Course Code	Course Title	Course Outcomes
International Finance			
DSEC	MBAA04B51	Direct Taxation	<ul style="list-style-type: none"> 1. Assess the impact of assesses' residential status on the incidence of tax. 2. Determine the income taxable under different heads. 3. Analyze the effect of deductions on the taxable income of an assessed. 4. Estimate the total income and tax liability of individual assesses.
DSEC	MBAB04B51	Performance Management	<ul style="list-style-type: none"> 1. Articulate the dimensions of performance relevant to financial firms. 2. Calculate contemporary measures of financial measures of performance. 3. Analyze business performance of private and public sectors. 4. Appraise risk and uncertainty in decision making.
DSEC	MBAB04B52	Advanced Financial Management	<ul style="list-style-type: none"> 1. Appraise the investment proposal. 2. Apply option pricing theory to investment decisions. 3. Discover the valuation of financial re-structuring. 4. Choose the financial derivatives for hedging.
DSEC	MBAB04B53	Strategic Business Reporting	<ul style="list-style-type: none"> 1. Apply fundamental ethical and professional principles to ethical dilemmas. 2. Evaluate the appropriateness of the financial reporting framework. 3. Apply professional judgment in the reporting of the financial performance of a range of entities. 4. Prepare the financial statements of groups of entities. 5. Explain financial statements that include non-financial data including segmental, sustainability and integrated reports for different stakeholders.

Programme Matrix: Master of Business Administration [2019 Batch]

Business Intelligence and Analytics

Course Type	Course Code	Course Title	Course Outcomes
Business Intelligence and Analytics			
DSEC	MBAF04B51	Finance Analytics I	<ul style="list-style-type: none"> 1. Demonstrate the financial tools used in decision making. 2. Evaluate the different methods of financial forecasting. 3. Classify the financial data for decision making. 4. Analyze the tools used in insurance analytics.
DSEC	MBAF04B52	Marketing Analytics I	<ul style="list-style-type: none"> 1. Apply analytics in Marketing and its dimensions. 2. Experiment social media mining with R. 3. Analyze and Interpret customer data. 4. Analyze and report about the marketing data using R software.
DSEC	MBAF04B53	Human Resource Analytics I	<ul style="list-style-type: none"> 1. Organize the various sources of HR data into one common database and present the data ready for analysis. 2. Sketch the relationship between Key HR metrics using descriptive analytics using excel sheets. 3. Detect relationships in Talent management data with the help of graphs and plots using R software. 4. Devise Scenarios / Dashboards in workforce planning and talent management using Excel sheets.
DSEC	MBAF04B54	SAS for Data Sciences	<ul style="list-style-type: none"> 1. Apply basic logical and statistical functions in SAS. 2. Design SAS graphs and reports for data visualization. 3. Perform statistical analysis on different types of data using SAS programming.

Programme Matrix: Master of Business Administration [2019 Batch]

VI TRIMESTER

Course Type	Course Code	Course Title	Course Outcomes
MIL [Any ONE to be Opted]			
DSCC	MBA204B61	Strategic Management and Leadership	<ul style="list-style-type: none"> 1. Appraise the corporate level strategies formulated by the board of directors. 2. Reflect the intrinsic and extrinsic values of business leaders. 3. Apply the leadership concepts during turbulent times.
DSCC	MBA204B62	International Business	<ul style="list-style-type: none"> 1. Infer the sources of globalization and business environment on firms operating in the international business arena. 2. Critically evaluate trade theories and the role of international institutions in international trade. 3. Demonstrate the import export process, documentation and the institutional interaction required for trading globally.
DSEC	MBAA04B61	Corporate Taxation and GST	<ul style="list-style-type: none"> 1. Compute the Taxable Income and Tax Liability of companies. 2. Classify supplies as intra-state and inter- state supplies. 3. Illustrate the role of Place and Time on the taxable value of supply. 4. Demonstrate the effect of Input Tax credit on GST liability.
DSEC	MBAA04B62	International Financial Management	<ul style="list-style-type: none"> 1. Employ currency derivatives as hedging tools. 2. Assess foreign exchange exposure. 3. Recommend practical methods to manage forex risk. 4. Appraise the international sources of finance.
DSEC	MBAA04B63	Financial Econometrics	<ul style="list-style-type: none"> 1. Estimate Simple and multiple linear regression models using gretl software. 2. Compute trend and seasonal index values of a time series. 3. Analyze a time series to estimate autoregressive models.
DSEC	MBAC04B61	Human Resource Development	<ul style="list-style-type: none"> 1. Illustrate the HRD Model based on the internal dynamics of the organization. 2. Demonstrate knowledge, skills, competencies and abilities required by the employees in tune with the strategy of the firm. 3. Design and develop HRD activities mapping it to the emerging issues and trends.
DSEC	MBAC04B62	Legal Environment and Industrial Legislations	<ul style="list-style-type: none"> 1. Illustrate the latest amendments related to social security legislation. 2. Judge the prevailing inequality and labor discrimination in the industry. 3. Analyze the various provisions related to social security legislations. 4. Assess the relevance of social security legislation using available case studies.
DSEC	MBAC04B63	International Human Resource Management	<ul style="list-style-type: none"> 1. Illustrate the various human resource functions in an International context. 2. Demonstrate the challenges faced in different functions of HR like recruitment, selection, training, performance and compensation management plans effectively in an international scenario. 3. Evaluate cross cultural dimensions and their impact on human resource functions of the organization.
DSEC	MBAD04B61	International Marketing	<ul style="list-style-type: none"> 1. Explain the applications of the principles and benefits of international marketing. 2. Appraise the international business from a multi-centric perspective and to exhibit knowledge of global marketing challenges. 3. Construct the market research and marketing plan for global market operations.
DSEC	MBAD04B62	Strategic Brand Management	<ul style="list-style-type: none"> 1. Analyze the elements of brands and their importance. 2. Appraise brand equity and brand performance through various methods. 3. Classify a brand positioning strategy.

Programme Matrix: Master of Business Administration [2019 Batch]

DSEC	MBAD04B63	Customer Relationship and Supply Chain Management	<ol style="list-style-type: none"> Appraise the conceptual foundations of relationship marketing and its implications in the field of business. Evaluate the application of sales and operations planning, MRP and lean manufacturing in current business operations. Formulate logistics and procurement techniques to improve efficiency in supply chain operations. Reconstruct quality management tools for improvement of the supply chain management process.
DSEC	MBAE04B61	Total Quality Management	<ol style="list-style-type: none"> Compare the different contributions in the field of quality management. Distinguish the various statistical process control tools for quality management. Assess the different quality systems and their implementation.
DSEC	MBAE04B62	E-Governance	<ol style="list-style-type: none"> Compare the various E-Governance models. Demonstrate suitable e-Governance strategy for Infrastructure planning & development. Analyze the various case studies on E - Governance in both government and private organizations globally.
DSEC	MBAE04B63	Event Management	<ol style="list-style-type: none"> Prepare a plan on the various aspects of an event organizing and management. Distinguish the various types of events and the associated activities. Formulate logistics management strategies for a small event and an exhibition.
DSEC	MBAF04B61	Finance Analytics II	<ol style="list-style-type: none"> Estimate the risk using the financial data frame set. Classify the nature of risk in investing in securities. Create a data base model for financial modeling. Determine the value at risk for a given portfolio.
DSEC	MBAF04B62	Marketing Analytics II	<ol style="list-style-type: none"> Apply the analytics on Customer behavioral data. Appraise the different types of customer analytics. Differentiate traditional and social media data for text mining and analysis. Summarize the application of behavioral and Sentiment Analytics.
DSEC	MBAF04B63	Human Resource Analytics II	<ol style="list-style-type: none"> Integrate the key metrics related to HR analytics and foresee the linkages between them. Build predictive models and solve issues related to performance management, retention management and employee wellbeing. Assess the models related to HR analytics using advanced analytical techniques. Correlate the HR KPIs using excel, SPSS to aid in managerial decision making.
DSEC	MBAA04B61	Corporate Taxation and GST	<ol style="list-style-type: none"> Compute the Taxable Income and Tax Liability of companies. Classify supplies as intra-state and inter- state supplies. Illustrate the role of Place and Time on the taxable value of supply. Demonstrate the effect of Input Tax credit on GST liability.
DSEC	MBAA04B62	International Financial Management	<ol style="list-style-type: none"> Employ currency derivatives as hedging tools. Assess foreign exchange exposure. Recommend practical methods to manage forex risk. Appraise the international sources of finance.
DSEC	MBAB04B61	Advanced Performance Management	<ol style="list-style-type: none"> Design strategies to evaluate business performance. Calculate contemporary financial measures of performance. Evaluate the impact of business environment on business performance. Predict corporate failures.
NCCC	MOL504B01	Online Course	<ol style="list-style-type: none"> Students need to enroll to a MOOC course specified by the Department and these courses are offered by SWAYAM or any other service providers in the sixth trimester. On completion of the course, the student will be awarded 4 credits.
NCCC	MRP5R1A01	Research Paper Presentation/ Publication	<ol style="list-style-type: none"> Research Paper Presentation/ Publication

Programme Matrix: Master of Business Administration [2019 Batch]

Elective Groups [Single specialization: All courses from any one group to be opted; Dual Specialization: 1+2 courses from any two groups to be opted]#

Course Type	Course Code	Course Title	Course Outcomes
ELECTIVE GROUP I: FINANCE			
DSEC	MBAA04B61	Corporate Taxation and GST	<ul style="list-style-type: none"> 1. Compute the Taxable Income and Tax Liability of companies. 2. Classify supplies as intra-state and inter- state supplies. 3. Illustrate the role of Place and Time on the taxable value of supply. 4. Demonstrate the effect of Input Tax credit on GST liability.
DSEC	MBAA04B62	International Financial Management	<ul style="list-style-type: none"> 1. Employ currency derivatives as hedging tools. 2. Assess foreign exchange exposure. 3. Recommend practical methods to manage forex risk. 4. Appraise the international sources of finance.
DSEC	MBAA04B63	Financial Econometrics	<ul style="list-style-type: none"> 1. Estimate Simple and multiple linear regression models using gretl software. 2. Compute trend and seasonal index values of a time series. 3. Analyze a time series to estimate autoregressive models.

Course Type	Course Code	Course Title	Course Outcomes
ELECTIVE GROUP II: HUMAN RESOURCE			
DSEC	MBAC04B61	Human Resource Development	<ul style="list-style-type: none"> 1. Illustrate the HRD Model based on the internal dynamics of the organization. 2. Demonstrate knowledge, skills, competencies and abilities required by the employees in tune with the strategy of the firm. 3. Design and develop HRD activities mapping it to the emerging issues and trends.
DSEC	MBAC04B62	Legal Environment and Industrial Legislations	<ul style="list-style-type: none"> 1. Illustrate the latest amendments related to social security legislation. 2. Judge the prevailing inequality and labor discrimination in the industry. 3. Analyze the various provisions related to social security legislations. 4. Assess the relevance of social security legislation using available case studies.
DSEC	MBAC04B63	International Human Resource Management	<ul style="list-style-type: none"> 1. Illustrate the various human resource functions in an International context. 2. Demonstrate the challenges faced in different functions of HR like recruitment, selection, training, performance and compensation management plans effectively in an international scenario. 3. Evaluate cross cultural dimensions and their impact on human resource functions of the organization.

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Course Type	Course Code	Course Title	Course Outcomes
ELECTIVE GROUP III: MARKETING			
DSEC	MBAD04B61	International Marketing	<ul style="list-style-type: none"> 1. Explain the applications of the principles and benefits of international marketing. 2. Appraise the international business from a multi-centric perspective and to exhibit knowledge of global marketing challenges. 3. Construct the market research and marketing plan for global market operations.
DSEC	MBAD04B62	Strategic Brand Management	<ul style="list-style-type: none"> 1. Analyze the elements of brands and their importance. 2. Appraise brand equity and brand performance through various methods. 3. Classify a brand positioning strategy.
DSEC	MBAD04B63	Customer Relationship and Supply Chain Management	<ul style="list-style-type: none"> 1. Appraise the conceptual foundations of relationship marketing and its implications in the field of business. 2. Evaluate the application of sales and operations planning, MRP and lean manufacturing in current business operations. 3. Formulate logistics and procurement techniques to improve efficiency in supply chain operations. 4. Reconstruct quality management tools for improvement of the supply chain management process.

Course Type	Course Code	Course Title	Course Outcomes
ELECTIVE GROUP IV: GENERAL MANAGEMENT			
DSEC	MBAE04B61	Total Quality Management	<ul style="list-style-type: none"> 1. Compare the different contributions in the field of quality management. 2. Distinguish the various statistical process control tools for quality management. 3. Assess the different quality systems and their implementation.
DSEC	MBAE04B62	E-Governance	<ul style="list-style-type: none"> 1. Compare the various E-Governance models. 2. Demonstrate suitable e-Governance strategy for Infrastructure planning & development. 3. Analyze the various case studies on E - Governance in both government and private organizations globally.
DSEC	MBAE04B63	Event Management	<ul style="list-style-type: none"> 1. Prepare a plan on the various aspects of an event organizing and management. 2. Distinguish the various types of events and the associated activities. 3. Formulate logistics management strategies for a small event and an exhibition.

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Course Type	Course Code	Course Title	Course Outcomes
ELECTIVE GROUP V: BUSINESS INTELLIGENCE AND ANALYTICS			
DSEC	MBAF04B61	Finance Analytics II	<ul style="list-style-type: none"> 1. Estimate the risk using the financial data frame set. 2. Classify the nature of risk in investing in securities. 3. Create a data base model for financial modeling. 4. Determine the value at risk for a given portfolio.
DSEC	MBAF04B62	Marketing Analytics II	<ul style="list-style-type: none"> 1. Apply the analytics on Customer behavioral data. 2. Appraise the different types of customer analytics. 3. Differentiate traditional and social media data for text mining and analysis. 4. Summarize the application of behavioral and Sentiment Analytics.
DSEC	MBAF04B63	Human Resource Analytics II	<ul style="list-style-type: none"> 1. Integrate the key metrics related to HR analytics and foresee the linkages between them. 2. Build predictive models and solve issues related to performance management, retention management and employee wellbeing. 3. Assess the models related to HR analytics using advanced analytical techniques. 4. Correlate the HR KPIs using excel, SPSS to aid in managerial decision making.

Specialization Papers for Students enrolled for International Finance

Course Type	Course Code	Course Title	Course Outcomes
International Finance			
DSEC	MBAA04B61	Corporate Taxation and GST	<ul style="list-style-type: none"> 1. Compute the Taxable Income and Tax Liability of companies. 2. Classify supplies as intra-state and inter- state supplies. 3. Illustrate the role of Place and Time on the taxable value of supply. 4. Demonstrate the effect of Input Tax credit on GST liability.
DSEC	MBAA04B62	International Financial Management	<ul style="list-style-type: none"> 1. Employ currency derivatives as hedging tools. 2. Assess foreign exchange exposure. 3. Recommend practical methods to manage forex risk. 4. Appraise the international sources of finance.
DSEC	MBAB04B61	Advanced Performance Management	<ul style="list-style-type: none"> 1. Design strategies to evaluate business performance. 2. Calculate contemporary financial measures of performance. 3. Evaluate the impact of business environment on business performance. 4. Predict corporate failures.