

MBA is a most sought after programme for students aspiring for a good career. The programme objectives are compatible with their aspirations, and the ultimate programme outcome is always positive towards the career goals of the students. The programme outcomes and course-specific outcome are intimated to all concerned in writing.

PROGRAMME OUTCOMES FOR MBA

1. To foster the analytical ability to solve organizational problems.
2. To develop and enhance a student’s holistic business acumen for managing complex business scenarios.
3. To enable the students to develop various competent management practices with robust ethical values across a cross section of areas such as Economics, Finance, Marketing, HR, IT and Operations.
4. To develop management capabilities, product and service management skills, entrepreneurship and analytical inclination.
5. To enable students to inculcate etiquettes, leadership, team building, problem solving competencies in a multi-disciplinary milieu.
6. To develop knowledge, skills and attitudes (KSAs) required to meet the demands of dynamic employment opportunities.

Programme Specific Outcomes

1. To induce entrepreneurial and intrapreneurial ethos for capacity building, innovation and business/project feasibility analysis.
2. To contribute holistically to the organizational development by practically applying learning concepts in the workplace.
3. To proactively espouse leadership ethos as and when it arises in an organization.

UNIVERSITY CURRICULUM

BIITM is affiliated to Biju Patnaik University of Technology (BPUT), Odisha and follows the courses of study prescribed by the university. The 2 year MBA program is divided to 4 semesters. The first 2 semesters aim at giving a broad exposure of the students to the core areas of business studies, and the students pursue major & minor specializations during the 3rd & 4th Semesters along with a few core subjects. The Subjects of specializations are:

- Marketing
- Finance
- HR
- Operation
- IT

The university curriculum requires students to have hands on experience in the form of **SIP (Summer Internship Program)** at the end of 2nd semester and to do a **Seminar Presentation** during the 4th semester. The details of course structure are as follows.

1ST SEMESTER MBA

Sl No.	Sub. Code	Subject	Credit	University Marks	Internal Marks	Total Marks
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1.	18MBA101	Managerial Economics	3	100	50	150
2.	18MBA102	Marketing Management	3	100	50	150
3.	18MBA103	Organizational Behaviour	3	100	50	150
4.	18MBA104	Management Principles	3	100	50	150
5.	18MBA105	Decision Science	3	100	50	150
6.	18MBA106	Business Communication	3	100	50	150
7.	18MBA107	Financial Accounting and Analysis	3	100	50	150
8.	18MBA108	Business Law	3	100	50	150
9.	18MBA109	Business Environment & Ethics	3	100	50	150

2ND SEMESTER MBA

Sl No.	Sub. Code	Subject	Credit	University Marks	Internal Marks	Total Marks
1.	18MBA201	Corporate Finance	3	100	50	150
2.	18MBA202	Indian Financial Systems and Services	3	100	50	150
3.	18MBA203	Human Resources Management	3	100	50	150
4.	18MBA204	Business Research	3	100	50	150
5.	18MBA205	Operations Management	3	100	50	150
6.	18MBA206	International Business	3	100	50	150
7.	18MBA207	Fundamentals of IT & ERP	3	100	50	150
8.	18MBA208	Corporate Strategy	3	100	50	150
9.	18MBA209	Entrepreneurship Development	3	100	50	150

3RD SEMESTER MBA

Sl No.	Sub. Code	Subject	Credit	University Marks	Internal Marks	Total Marks
1.	18 MBA 301A	Consumer Behaviour	3	100	50	150
2.	18 MBA 302A	Sales & Distribution Management	3	100	50	150
3.	18 MBA 303A	Digital Marketing	3	100	50	150

4.	18 MBA 304A	Service Marketing	3	100	50	150
5.	18 MBA 301B	Security Analysis & Portfolio Management	3	100	50	150
6.	18 MBA 302B	Financial Derivatives	3	100	50	150
7.	18 MBA 303B	Advanced Management Accounting	3	100	50	150
8.	18 MBA 304B	Project Appraisal and Financing	3	100	50	150
9.	18 MBA 301C	Manpower Planning	3	100	50	150
10.	18 MBA 302C	Employee Relations	3	100	50	150
11.	18 MBA 303C	Compensation and Benefit Management	3	100	50	150
12.	18 MBA 304C	Performance Management System	3	100	50	150
13.	18 MBA 301D	Supply Chain Management & Logistics	3	100	50	150
14.	18 MBA 302D	Pricing & Revenue Management	3	100	50	150
15.	18 MBA 303D	Operations Strategy	3	100	50	150
16.	18 MBA 304D	Sales & Operation Planning	3	100	50	150
17.	18 MBA 305	Internship	4	0	100	100

4TH SEMESTER MBA

Sl No.	Sub. Code	Subject	Credit	University Marks	Internal Marks	Total Marks
1.	18 MBA 401A	Retail Marketing	3	100	50	150
2.	18 MBA 402A	Product & Branding Management	3	100	50	150
3.	18 MBA 403A	B2B Marketing	3	100	50	150
4.	18 MBA 401B	Business Taxation	3	100	50	150
5.	18 MBA 402B	Behavioural Finance	3	100	50	150
6.	18 MBA 403B	Mergers and Corporate Restructuring	3	100	50	150
7.	18 MBA 401C	Team Dynamics at Work	3	100	50	150
8.	18 MBA 402C	Strategic HRM	3	100	50	150
9.	18 MBA 403C	Industrial Legislations	3	100	50	150
10.	18 MBA 401D	Management of Manufacturing System	3	100	50	150

11.	18 MBA 402D	Sourcing Management	3	100	50	150
12.	18 MBA 403D	Operations Research Applications	3	100	50	150
13.	18 MBA 404	Seminar Presentation	2	100	0	100

Course Objective and Course Outcome

Course Objectives and Course Outcomes are prepared for each course through a process of discussion in workshops among subject specialist teachers.

Semester	Course Code	Name of the Course	Course Objectives	Course Outcomes	Level of Assessment
1 st Semester	18MBA101	Managerial Economics	<p>CO1. To lay an adequate theoretical foundation to study various applied fields in economics and management.</p> <p>CO2. To demonstrate the application of economics theory to business decisions.</p> <p>CO3. To develop a student's ability to think analytically about the economics force at work in society.</p> <p>CO4. To develop a framework which the students may use to analyse the overall behaviour of a modern mixed economy</p>	<p>On completion of the course students will be able to:</p> <p>PO1. Adopt the managerial economics concepts for business decision making. Also know law of demand and its exceptions to use different forecasting methods for predicting demand for various products and services.</p>	1
				<p>PO2. Understand the different costs of production and how they affect short and long run decision.</p>	2
				<p>PO3. Derive the equilibrium conditions for cost minimization and profit maximization. And the economic order quantity, diseconomies of scale and economies of scope and how each affects the cost of production.</p>	3
				<p>PO4. Analyse different phases of business cycle, understand the impact of cyclical fluctuation on the growth business and lay policies to control business cycle.</p>	4

18MBA102	Marketing Management	<p>CO1. To sensitize the students to the dynamic nature of Business and its impact on Marketing Management.</p> <p>CO2. To expose students to a systematic frame work of marketing Principles and practices and to identify marketing problems and find out way for solution.</p> <p>CO3. To develop the skill of implementation marketing strategies in competitive environment.</p>	On successful completion of the course students will be able to: PO1. Identify the key analytical frameworks and tools used in marketing.	1	
			PO2. Utilize information of a firm's external and internal marketing environment to identify and prioritise appropriate marketing strategies.	1	
			PO3. Examine the marketing function and the role it plays in achieving organisational success both in commercial and non-commercial settings.	3	
			PO4. Interpret and act upon the ethical and environmental concerns linked to marketing activities.	2	
18MBA103	Organizational Behaviour	<p>CO1. To develop understanding of the behaviour of individuals and groups inside organizations</p> <p>CO2. To enhance skills in understanding and appreciating individuals interpersonal, and group process for increased effectiveness both within and outside or organization.</p> <p>CO2. To develop theoretical as well as practical insights and problem-solving capabilities for effectively managing the organizational processes.</p>	PO1. Define the conceptual underpinning of organizational behavior.	1	
			PO2. Explain how these theories and empirical evidences can help to understand contemporary organisational issues.	2	
			PO3. Apply theories to practical problems in organisation in a critical manner.	3	
			PO4. Identify conflict management strategies that managers can use to resolve organizational conflict effectively.	1	
18MBA104	Management	CO1. To explain the various concepts of management.	PO1. Define management, its basic functions and skills.	1	

		principles	<p>CO2. To make the students understand the contemporary management practices.</p> <p>CO3. To highlight professional challenges that manager's face in various organization.</p> <p>CO4. To enable the students to appreciate the emerging ideas and practices in the field of management.</p>	<p>PO2. Interpret and apply critical management theories and philosophies.</p>	2
				<p>PO3. Identify the stages of team development and the skills a team must acquire to become effective.</p>	1
				<p>PO4. Illustrate the impact of continuous changes and ensure the fitment of changes management vis-à-vis the management functions.</p>	3
	18MBA105	Decision Science	<p>CO1. To learn adequate theoretical concept to study statistics & mathematics for the use in various applied fields in management decision making.</p> <p>CO2. To understand role of quantitative techniques in managerial decision making.</p> <p>CO3. To understand applications of various quantitative techniques in managerial settings.</p>	<p>On successful completion of the course students will be able to:</p> <p>PO1. Demonstrate proficiency with statistical analysis of data.</p>	3
				<p>PO2. Develop the ability to build and assess data-based models.</p>	6
				<p>PO3. Execute statistical analyses with professional statistical software.</p>	2
				<p>PO4. Explain skill in data management and apply data science concepts and methods to solve problems in real-world contexts and will communicate these solutions effectively.</p>	3
	18MBA106	Business Communication	<p>The objectives of course are;</p> <p>CO1. To provide an overview of the pre-requisites to business communication.</p> <p>CO2. To familiarize the learners with different format of organizational communication.</p>	<p>On completion of this course, a student will be able to;</p> <p>PO1. Know and retain the complete course outline, course objectives, course outcome, the evaluation pattern and the schedule of assignments.</p>	1
				<p>PO2. Demonstrate his/her ability to compose reasonable error free business correspondence with brevity and clarity.</p>	3

		<p>CO3. To impart the correct practices and strategies of effective business writing and business presentation.</p> <p>CO4. To put in use the basic mechanics of grammar, usage, punctuation and precise vocabulary.</p>	<p>PO3. Distinguish among various levels of organizational communication and communication barriers while developing an understanding of communication as an organization process.</p> <p>PO4. Use creative as well as critical thinking in preparing his/her resume and in designing PPTs for presentation.</p>	<p>2</p> <p>6</p>
18MBA107	Financial Accounting and analysis	<p>CO1. To prepare learners to understand the Scope of Accounting and it's principle in any business activity.</p>	<p>On successful completion of the course, students should be able to</p> <p>PO1. Identify the accounting concepts, principle and conventions</p>	4
		<p>CO2. To learn the Financial Accounting treatment in relation to Double entry system, Journal, Subsidiary book, Ledger and Rial Balances</p>	<p>PO2. Understand the process of accounting.</p>	2
		<p>CO3. To enable the students to establish the interface between Financial Accounting Standards and the Preparation of Financial Statement.</p>	<p>PO3. Solve, and examine the Journal Entries, Ledger, Trial Balance</p>	3
		<p>CO4. To analyse and interpret Financial Statement and Balance Sheet of different Companies.</p>	<p>PO4. Evaluate the financial statements of different companies.</p>	5
18MBA108	Business Law	<p>CO1. To know basic of business law required while doing business.</p>	<p>PO1. Interpretation skill to explore key elements that persist in law to adopt right approaches which are befitting to law of land.</p>	2
		<p>CO2. To “ignorance of law is no excuse”.</p>	<p>PO2. Analyses human behaviour in response to activities being pursued by them and ascertain its impact in community.</p>	4

			CO3. To aware on adhere to rule of Law.	PO3. Promote basic understanding of mechanism of business contracts, its implementation/ performance in right perspective on back drop of business law.	2
				PO4. Determine and decide what to do and what not to do on pretext of legal requisites.	1
	18MBA109	Business Environment & Ethics	CO1. To analyse different issue of environment and measure to controls it.	PO1. Explain the concept of the various constituents of environment and their impact on businesses.	2
			CO2. To enrich the students understanding to current scenario of society and related problems.	PO2. Demonstrate and develop conceptual framework of business environment and generate interest in business.	3
			CO3. To direct the attention of students towards activities meant for betterment of the society.	PO3. Understand the definition of ethics and the importance and role of ethical behaviour in the business world today.	2
			CO4. To make the students understand the initiatives of corporate to pay back to the society and how they derive social return in long run.	PO4. Understand the importance of ethical business and corporate governance.	2
2nd Semester	18MBA201	Corporate Finance	CO1. To study various concepts and basics of corporate finance.	On fruitful consummation of the course, students should be able to	2
			CO2. To identify different concepts like time-value calculation, compounding, discounting, risk and return	PO1. Describe the different concepts and fundamentals of corporate finance.	
			CO3. To approximate the organisation's cost of capital, and understand how this cost is impacted by taxation,	PO2. Apply efficient models for firm's optimum dividend pay-out.	3
				PO3. Outline various tools and techniques for Capital Budgeting.	2

			<p>“leverage” and other factor.</p> <p>CO4. To outline various tools and techniques for Current asset management</p>	<p>PO4. Formulate the strategies for selection of sources of capital and minimizing cost of capital.</p>	6
18MBA202	Indian Financial Systems and Services	<p>CO1. To understand Indian Financial system, its structure, and its significant components.</p> <p>CO2. To critically identify Indian Banking Industry, types of banks and Indian Insurance sector ; principle of Insurance, types of Insurance</p> <p>CO3. To compare Capital and Money Market ; the methods of issuing of shares and role of intermediary in the market, IPO, methods of issuing IPO</p> <p>CO4. To demonstrate concepts related to Mutual Funds, Venture Capital, Hire Purchase.</p>	<p>On successful completion of the course, students should be able to</p> <p>PO1. Identify the role and functions of financial system.</p>	1	
			<p>PO2. Understand the methods of issuing of shares and role of intermediary in the market.</p>	2	
			<p>PO3. Illustrate concepts related to Mutual Funds, Venture Capital, Hire Purchase</p>	3	
			<p>PO4. Examine the Indian banking sector and Insurance sector in the recent context.</p>	3	
18MBA203	Human Resources Management	<p>CO1. To introduce and explain different phenomenon of Human resource management.</p> <p>CO2. To enrich the students understanding human resource management, which may enable them to implement the concept workplace.</p>	<p>PO1. Identify each of the major HRM function and process of strategic HRM planning, job analysis and design, requirement, selection, training and development, compensation and benefits and performance appraisal.</p>	1	
			<p>PO2. Demonstrate HRM process to the organization’s strategic management and decision making process.</p>	3	
			<p>PO3. Analyse sources for attracting and recruiting talent and appropriate practices for job</p>	4	

				placement, training and development processes as well as future trends for HRM globalization.	
				PO4. Predict emerging trends, opportunities and challenges in HRM.	3
	18MBA204	Business Research	CO1. To equip the students with the basic understating of the research methodology in changing business scenario.	PO1. Understand the various kinds of research, objectives of doing research, research process, research designs and sampling.	2
			CO2. To provide an insight into the application of dynamic analytical techniques to face the challenges, aimed at fulfilment the objective of business decision making.	PO2. Assess measurement and scaling options to determine appropriate measures required to address specific research questions.	5
				PO3. Apply and interpret the different types of data analysis and hypothetic testing procedures.	3
				PO4. Communicate research in a writer report and presentation.	1
	18MBA205	Operation Management	CO1. To understanding the concepts, principles, problems, and practices of operation.	PO1. Operations management involves a wide range of areas as well as redesigning business operations in the production of goods or services.	1
			CO2. To understand the importance of an effective operations strategy in an organization.	PO2. Known about the various industries which were implanting operation management in competitive advantages.	1
			CO3. To understand the various production design decision and how they relate to the overall strategic of organisation.	PO3. Develop strategies which are as capacity planning, facilities location planning, aggregate planning and scheduling, as well as inventory management techniques and quality management.	6
				PO4. Demonstrate ability to identify strengths and weaknesses of alternative solutions and obtain relevant managerial insights.	3
	18MBA206	International Business	CO1. To gain adequate knowledge about the different aspects of the international	Students graduating with an International Business should be able to:	1

			business environment and global investment arena.	PO1. Explain business expansion abroad and key issues related to their operations in other countries.	
				PO2. Compare and contrast cultures and societies globally using socioeconomic and cultural frameworks.	4
				PO3. Understand international business policies related to FDI, Export and Import norms.	2
				PO4. Develop an entry strategy into other markets recognizing the nature of institutions and forces governing the process of globalization.	6
	18MBA207	Fundamental of IT & ERP	CO1. To provide fundamental knowledge on the basic aspects of IT applications in business Management information Systems in place and Enterprise Resource Planning in different functional areas.	PO1. Learn to use various IT tools for solving business problems.	3
				PO2. Understand basic use of enterprise software and its role in integrating business functions.	2
				PO3. Develop and implement information system (MIS) for business Application	5
				PO4. Analyze the strategic options for ERP identification and adoption.	4
	18MBA208	Corporate Strategy	CO1. To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in business environment.	On successful completion of the course students will be able to: PO1. Define and understand the concept of corporate strategy	1
			CO2. To specify the Organization's mission, vision and objectives and develop policies.	PO2. Identify the different levels of corporate strategy and able to devise strategies for the organisation that derive from both the external and internal analyses performed.	4
			CO3. To understand the	PO3. Examine the reasons for developing Strategies and analyze the resources and	4

			analysis and implementation or strategic management in strategic business units.	capabilities of the organization	
				PO4. Understand the interlink ages between the strategy of the organization and the structure of the organization	2
	18MBA209	Entrepreneurship Development Lab.	CO1. To improve the students' confidence, grooming, and communication skills.	On successful completion of the course students will be able to: PO1. Demonstrate a fundamental comprehension of business opportunity evaluation, from the perspective of a prospective investor.	3
			CO2. To develop self-awareness in the students for the purpose of impression management and exception management.	PO2. Identify the most recognized sources of potential funding and financing for business start-ups and/or expansion.	1
			CO3. To prepare the students to On line Aptitude Tests, Group Discussions, and interviews. During the recruitment process.	PO3. Demonstrate their skills in customer development, customer validation, and competitive analysis.	3
				PO4. Outline presentations and business plans that articulate and apply financial, operational, organizational, market, and sales knowledge to identify paths to value creation through 1) company formation (for-profit); 2) social innovation (non-profit); or 3) intellectual property licensing.	4
3rd Semester (Marketing Specialization)	18MBA301 A	Consumer Behaviour	CO1. To understand the role of consumer behaviour in marketing and to develop the skills to map the consumer's mind set.	On successful completion of the course students will be able to: PO1. Discuss the rationale for studying consumer behaviour.	2
			CO2. To identify consumer behaviour and to analyse emerging issues in buying behaviour.	PO2. Identify and explain factors which influence consumer behaviour inclusive of society and culture.	1
				PO3. Demonstrate how knowledge of consumer behaviour can be applied to marketing.	3
				PO4. Demonstrate the capability to employ inquiry processes to complete marketing projects.	3

18MBA301 A	Sales & Distributio n Managemen t	<p>CO1. To enrich students with the dynamics of sales & various practices in current business scenario.</p> <p>CO2. To learn various functions of distribution, service outputs to be delivered by marketing channel and establishing customer relationship.</p> <p>CO3. To learn various technics for analysing sales data and designing market solutions and strategy.</p> <p>CO4. To study various issues and challenges changing the whole complexion of sales & distribution (e-marketing, aggregator concept & Digital marketing)</p>	On successful completion of the course students will be able to: PO1. Understand & appreciate the diverse variables affecting the sales & distribution function.	2	
			PO2. Develop critical skills for generating, evaluating and selecting sales and distribution strategies.	3	
			PO3. Understand techniques and approaches required for effective decision making in the areas of Sales and Distribution.	2	
			PO4. Able to link the distribution function with other marketing variables.	2	
18MBA301 A	Digital Marketing	<p>CO1. To understand online consumer behavior and concept of cyber branding.</p> <p>CO2. To understand the technological importance of SEO.</p> <p>CO3. How to create Google Ad Words campaign, Social Media planning to get basic knowledge of Google analytics for measuring effect of digital marketing and getting insight future trends that will affect</p>	On successful completion of the course students will be able to: PO1. Explain emerging trends in digital marketing and critically assess the use of digital marketing tools.	2	
			PO24. The extended range of digital strategies and tactics.	2	
			PO3. Comprehend the importance of working with digital relationship marketing.	3	
			PO4. Analyse cross-cultural and ethical issues in globalized digital markets.	4	

			future development of digital marketing.		
	18MBA301 A	Service Marketing	CO1. To understand the importance of marketing and basic fundamentals.	On successful completion of the course students will be able to:	2
			CO2. To introduce and apply skills for the 7 Ps of services marketing and design the market plan.	PO1. Explain the unique challenges of services marketing, including the 7P's.	4
			CO3. To analyze the factors contributing to customer satisfaction in a service Organization.	PO2. Design service quality measurements to build customer loyalty and evaluate effectiveness.	2
				PO3. Explain service blueprinting, and other key issues facing today's service providers.	3
3rd Semester (Finance Specialization)	18MBA301 B	Security Analysis & Portfolio Management	CO1. To understand the alternative form of investment and to calculate risk and return related with it	On productive accomplishment of the course the students should be able to	1
			CO2. To learn different models of portfolio selection based on risk & return parameters.	PO1. Describe basic understanding of investment and its constituents.	4
			CO3. To calculate the pricing of securities with CAPM, Arbitrage pricing theory, Efficient market Hypothesis etc.	PO2. Design Optimal portfolio and evaluate them using models.	3
			CO4. To examine Fundamental and Technical analysis, charting tool for effective portfolio evaluation.	PO3. Apply precise models to securities performance and forecasting	6
				PO4. Inspect Fundamental and Technical analysis for portfolio selection and evaluation.	

18MBA302 B	Financial Derivatives	<p>CO1. To study different type of derivative and traders in the derivative market.</p> <p>CO2. To analyse Future hedging strategies using different models like cost of carry, convenience yield & compounding.</p> <p>CO3. To study various models of Option pricing. Critically evaluate Option Payoff strategies and understand its efficacy.</p> <p>CO4. To learn SWAPS and demonstrates its different types.</p>	<p>On successful completion of the course, students should be able to</p> <p>PO1. Apply knowledge of all aspects of derivative market theory and the roles they play in the financial markets</p>	1
			<p>PO2. Identify how derivative instruments can be used to change or hedge risk and evaluate risks and pay-offs associated with trading such instruments and their implications</p>	2
			<p>PO3. Define the basic risk management and trading strategies using futures and options</p>	1
			<p>PO4. Justify the techniques used to value options and the factors that determine valuation</p>	3
18MBA303 B	Advanced Management Accounting	<p>CO1. To understand the basics and scope of Management Accounting in any business activity.</p> <p>CO2. To analyse different techniques of Costing treatment in relation to Job Costing, Service Costing and Product Costing.</p> <p>CO3. To develop management tools related to Budgetary control, Standard Costing etc.</p>	<p>On successful completion of the course, students should be able to</p> <p>PO1. Define the concept of management accounting, budgetary control etc.</p>	1
			<p>PO2. Examine the cost sheet with for the preparation of various types of Budget.</p>	4
			<p>PO3. Infer management decision based on the calculation of marginal costing, break even analysis</p>	3

	18MBA304 B	Project Appraisal and Financing	CO1. To identify projects, its characteristics and project formulation based on tax incentive, objectives, UNIDO manual, feasibility report.	On productive accomplishment of the course the students should be able to PO1. Describe the characteristics and various stages of the project	2
			CO2. To identify various strategies of Cost estimation and Project appraisal.	PO2. Apply project management strategies for cost minimization and maximisation of profit	3
			CO3. To Justify the sources of financing and its role in Project Financing	PO3. Justify the risk management plan of a project (planning, scheduling, and execution control)	5
			CO4. To evaluate different methods of Risk analysis techniques with reference to various kind of projects.	PO4. Outline the techniques and methods for project planning forecast.	1
3rd Semester (HR Specializ ation)	18MBA301 C	Manpower Planning	CO1. To enable the students to acquire knowledge and skill necessary for preparing the manpower plan of the business enterprise or to understand such a plan drawn up by the manpower planning cell of company.	PO1. Explain the significance of human resource planning at macro (national, state) and micro levels (company, department)	2
				PO2. Quote the academic status of human resource planning as an integrated discipline.	1
				PO3. Analyze the implications of change in the manpower situation of a company and of the availability of HR within the organization and outside.	4
				PO4. Apply the knowledge and skill necessary for preparing the manpower plan of a business enterprise or to understand such a plan drawn up by the manpower planning cell of the company.	3
	18MBA302 C	Employee Relations	CO1. Describe the nature and importance of employee relation to develop a good and healthy employee- employer relationship in the organization.	On productive accomplishment of the course the students should be able to PO1. Understand nature of the employment relationship and Employee relations policies and managing employee relationships in	2

			CO2. To know the different acts of industrial relation system for effective management of the trade unions.	organization.	
				PO2. Apply various laws and theories in case of collective bargaining and Disputes resolution in employer organization.	3
				PO3. Analyse the employment relationship in terms of the form of power available to employers and the nature of employee involvement.	4
				PO4. Examine the nature of the employment relationship in terms of compliance or commitment.	3
	18MBA303 C	Compensation and Benefit Management	CO1. To learn basic compensations concepts and the context of compensation practice. CO2. To learn the concepts of payments and employee benefits issues. CO3. To understand various benefits an employee can avail during service.	PO1. Describe basic compensation concepts and the context of compensation practice. PO2. Interpret different ways to strengthen the pay for performance link. PO3. Explain the concepts of Payment and employee benefits issues for contingent workers PO4. Interpret the legally required employee benefits. PO5. Summarize how pay decisions help the organization achieve a competitive advantage. PO6. Apply the knowledge to solve compensation related problems in organizations	1 2 3 2 3
	18MBA304 C	Performance Management	CO1. To describe the nature of performance management an outline the core objectives of	PO1. Interpret an organization's performance management process that is compliant with law and support organizational mission and strategy.	2

		nt System	performance management. CO2. To identify the different performance appraisal techniques that can be used by organisation.	PO2. Identify various organizational performance management program and best practice and define attributes of effective performance management systems. PO3. Apply job-related performance standard and performance indicators that reflect the employee's range of responsibilities. PO4. Determined how increased employee involvement can contribute to effective performance and couch employees to identify career path and resources available to support individual development. PO5. Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bounce etc.) based on their performance strengths and weakness.	1 3 3 1
3rd Semester (Operation Specialization)	18MBA301 D	Supply Chain Management & Logistics	CO1. To analyze the supply chain scenario and to make understand the students the insights on supply chain process from sourcing to distribution. CO2. To enhance the supply chain integration and sustainable supply chain strategic skills among the students.	On successful completion of the course students will be able to: PO1. Analyse the supply chain scenario and to make understand the students the insights on supply chain process from sourcing to distribution.	4
				PO2. Enhance the supply chain integration and sustainable supply chain strategic skills among the students.	3
				PO3. Apply knowledge to evaluate and manage an effective supply chain.	3
				PO4. Understand the foundational role of logistics as it relates to transportation and warehousing.	2
	18MBA302 D	Pricing and Revenue Management	CO1. To offer fundamental understandings of pricing and revenue management with respect to operations management.	On successful completion of the course students will be able to: PO1. Understand the fundamental of pricing and revenue management, role of prices in a free economy, perfectly competitive markets and	2

			<p>CO2. To analyze the impact of different types of pricing and economy on revenue management.</p> <p>CO3. To provide Network and Capacity Control ideas in Revenue Management.</p> <p>CO4. To practice the students by apply pricing and revenue management in various fields.</p>	<p>increase profitability in real time price environment.</p> <p>PO2. Better ability to predict customer wants and needs, a more effective pricing strategy.</p> <p>PO3. Knowledge about popular Pricing strategy, how it should be implement in business environment to increase Revenue.</p> <p>PO4. Analyse different pricing strategy application to various business organization.</p>	<p></p> <p>2</p> <p>1</p> <p>4</p>
	18MBA303 D	Operation Strategy	<p>CO1. To make understand the students about what is operations strategy and how its applied in the field of operations management.</p> <p>CO2. To offer operations strategy in terms of business process, capacity, technology and facilities domains.</p> <p>CO3. To analyze the operations strategy in terms of quality and cost perspective.</p> <p>CO4. To build the students to use operations strategy in the field of purchasing/sourcing and supply chain management</p>	<p>On successful completion of the course students will be able to:</p> <p>PO1. Understand about what is operations strategy and how its applied in the field of operations management.</p> <p>PO2. Understand operations strategy in terms of business process, capacity, technology and facilities domains.</p> <p>PO3. Analyse the operations strategy in terms of quality and cost perspective.</p> <p>PO4. Apply operations strategy in the filed of purchasing/sourcing and supply chain management.</p>	<p>2</p> <p>2</p> <p>4</p> <p>3</p>
	18MBA304 D	Sales and Operation Management	<p>CO1. To make the students to familiarize on operations planning and control activities in both manufacturing and</p>	<p>On successful completion of the course students will be able to:</p> <p>PO1. Understand on operations planning and control activities in both</p>	<p>2</p>

			<p>service organizations.</p> <p>CO2. To build the students to take decisions on operations planning and control activities through by estimating forecasting future requirements, capacity, aggregate requirements, and material requirements.</p>	<p>manufacturing and service organizations.</p> <p>PO2. Analyse different complex problems in business organization as far as concern with sale and operation.</p> <p>PO3. Apply of business practices to create the highest level of efficiency possible within an organization.</p> <p>PO4. Make decisions on operations planning and control activities through by estimating forecasting future requirements, capacity, aggregate requirements, and material requirements.</p>	<p>4</p> <p>3</p> <p>3</p>
<p>4th Semester (Marketing Specialization)</p>	<p>18MBA401 A</p>	<p>Retail Management</p>	<p>CO1. To familiarize students with retailing concepts, strategies, and problems.</p> <p>CO2. To enhance student's capability to identify and analyze business environment and its opportunities and limitations, to set appropriate goals and to design the strategies to achieve those goals within the current situations.</p>	<p>On successful completion of the course students will be able to:</p> <p>PO1. Evaluate current retailing trends based on consumer, legal and competitive environments.</p>	<p>1</p>
				<p>PO2. Identify various retail opportunities and evaluate the strategies associated with each type of opportunity.</p>	<p>1</p>
				<p>PO3. Distinguish and characterize the factors and management tools that retailers consider and use when developing their merchandise mix.</p>	<p>2</p>
				<p>PO4. Assess current Indian retail practices in their ability to respond to environmental trends.</p>	<p>3</p>
	<p>18MBA402 A</p>	<p>Product & Branding Management</p>	<p>CO1. To generate marketing skills among students to identify a product in its life cycle and formulating tactical strategies in a competitive marketing environment.</p>	<p>On successful completion of the course students will be able to:</p> <p>PO1. Understand the key concepts and theories in product portfolio management.</p>	<p>2</p>

			CO2. To teach various fundamentals of brand management and compute brand value and equity.	PO2. Understand the use of branding on products and the relevant psychological branding theories.	2
				PO3. Develop the ability to appraise brand strategies and make suggestions for improvement.	3
				PO4. Develop the ability to recognize and respond to challenges in the management of products and brands.	1
	18MBA403 A	B2B Marketing	CO1. To provides theoretical, imperial and case based concepts geared to the needs of the students interested to work in business to business market.	On successful completion of the course students will be able to: PO1. Expand their analytical capability to capitalise on business opportunities.	4
			CO2. To study the Strategic Market Planning for Products and Channels in B2B Market.	PO2. Develop skill-set in the domain of strategic planning, decision-making, problem-solving, and general management.	3
				PO3. Improve their ability to develop and/or strengthen relationship with your customer and supplier.	3
				PO4. Apply industrial-organisational psychology and B2B marketing concepts and tools in a stable as well as a tumultuous environment.	3
4th Semester (Finance Specialization)	18MBA401 B	Business Taxation	CO1. To understand the basic principle underlying the Income Tax Act with reference to previous and assessment year	On productive accomplishment of the course the students should be able to PO1. Understand the various concepts and fundamentals for direct and indirect tax	2
			CO2. To compute Income Tax from several sources ; salary, capital gain, business, and subsequent exemption from the same .	PO2. Compute total income and describe tax structure.	3
			CO3. To analyse the assessment procedure of Indirect tax; GST,	PO3. Calculate IT return on individual basis.	3

			value added tax etc.	PO4. Evaluate taxation and GST, value added tax etc.	5
18MBA402 B	Behavioural Finance	<p>CO1. To understand profoundly Behaviour Finance, its nature and significance in current business environment.</p> <p>CO2. To evaluate various theory; Mental accounting, Ellsberg Paradox, etc. in the context of Investor Sentiment.</p> <p>CO3. To examine external factors (Heuristics and biases, Overconfidence, Fear etc.) and its subsequent impact on investor's behaviour.</p>	On successful completion of the course, students should be able	PO1. Understand and critically discuss the differences between a behavioural finance perspective and a traditional finance perspective	2
				PO2. Explain the cognitive biases and errors of judgment that affect financial decisions.	3
				PO3. Examine behavioural influences involving individual's investment decisions.	3
				PO4. Evaluate behavioural influences involving financial decisions.	5
18MBA403 B	Merger and Corporate Restructuring	<p>CO1. To understand in details the concepts relating to Merger and Acquisition</p> <p>CO2. To demonstrate the process of M&A through negotiation, due diligence, legal requirement etc.</p> <p>CO3. To evaluate various form of corporate takeover and techniques for controlling the same; Spinoff, MBO, CBO</p> <p>CO4. To study Corporate Restructure with reference to refinancing, restricting of assets and corporate restricting.</p>	On successful completion of the course, students should be able to;	PO1. Describe the key issues and concepts of mergers and acquisitions.	1
				PO2. Critically associate most strategies underlie most Merger and Acquisition.	1
				PO3. Examine the necessary conditions for value to be created.	3
				PO4. Infer various valuation strategies, pre-post-merger and acquisition issues	3

4th Semester (HR Specialization)	18MBA401 C	Team Dynamics at Work	The purpose is to;	PO1. Describe various stages of team development.	1
			CO1. Learn the essential elements of a functioning team and important aspects of Team building and Team functioning.	PO2. Demonstrate effective cooperation and communication.	3
			CO2. Prepare and present a brief, informative presentation to a small group and Work as a group to accomplish a task.	PO3. Define and communicate management and team member roles.	1
			CO3. Explain the difference between a working group and a team and the relationship between team purpose and performance by using team character.	PO4. Identify team and individual strengths and weaknesses.	1
				PO5. Outline strategies for building high-performance teams and eliminate obstacles of effective teamwork.	4
	18MBA402 C	Strategy HRM	CO1. To provide knowledge to the students about tools and techniques essential as strategies contribution of HRM to the organizational growth.	PO1. Demonstrate an understanding of key terms, theories/ concepts and practices within the field of HRM.	3
				PO2. Outline an in-depth knowledge of specific HRM-related theories, skills and practices.	4
				PO3. Interpret the implications of increasing globalization for the management of human resources, with particular reference to HRM in multinational corporations	2
				PO4. Identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.	1
	18MBA403 C	Industrial Legislations	CO1. To provide present state of Industrial relations in India and understand the various processes and procedures of handling Employee Relations.	PO1. Describe the dynamic legal context in which employment relationship are enacted.	1
				PO2. Apply aspects of employment law to real workplace situations.	3

			<p>CO2. To understand acquainted with the concepts, principles and issues connected with trade unions, collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution.</p>	<p>PO3. Summarize emerging trends in employment law.</p>	2
				<p>PO4. Interpret the ethical implications of current and emerging labour regulation.</p>	2
				<p>PO5. Illustrate the features of welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD Practice.</p>	3
4th Semester (Operation Specialization)	18MBA401 D	Management of Manufacturing System	<p>CO1. To make the students to understand underlying concepts of general manufacturing systems.</p>	<p>On successful completion of the course students will be able to: PO1. Understand underlying concepts of general manufacturing systems.</p>	2
			<p>CO2. To provide more insights on cellular manufacturing systems.</p>	<p>PO2. More insights on cellular manufacturing systems as present day requirement in industry.</p>	1
			<p>CO3. To expose the students in to Just-in-Time conceptual ideas and familiar about the same.</p>	<p>PO3. Apply in to Just-in-Time conceptual ideas and familiar about the lean philosophy, Kaizen concept and Six Sigma.</p>	3
			<p>CO4. To provide knowledge on synchronizing and Flexible manufacturing systems</p>	<p>PO4. Knowledge on synchronizing and Flexible manufacturing systems special reference to product industry.</p>	1
	18MBA402 D	Sourcing Management	<p>CO1. To provide knowledge on global sourcing principles and practices.</p>	<p>On successful completion of the course students will be able to: PO1. Knowledge on global sourcing principles and practices with recent advances.</p>	1
			<p>CO2. To inculcate the habit of Negotiation, Risk analysis, Market Research and Evaluation of suppliers before selecting them.</p>	<p>PO2. Apply Negotiation, Risk analysis, Market Research and Evaluation of suppliers before selecting them.</p>	2
				<p>PO3. Know various methods and analytical tools for Supplier Rating and Selection with references to Sourcing.</p>	1

			<p>CO3. To expose various methods and analytical tools for Supplier Rating and Selection.</p> <p>CO4. To offer insights on Electronic Sourcing and Sustainable Sourcing Strategies</p>	<p>PO4. Knowledge Electronic Sourcing and Sustainable Sourcing Strategies and real time application in industry.</p>	1
18MBA403 D	Operation Research Applications	<p>CO1. To create exposure to the students to apply operations research tools & techniques in various business environment.</p> <p>CO2. To provide insights on dynamic programming, integer programming, and Quadratic Programming applications.</p> <p>CO3. To make use of operations research tools in the field of operations scheduling and supply chain distributions</p>	<p>On successful completion of the course students will be able to:</p> <p>PO1. Knowledge about how to apply operations research tools & techniques in various business environment.</p>	3	
			<p>PO2. Knowledge about dynamic programming, integer programming, and Quadratic Programming applications in various industries.</p>	1	
			<p>PO3. Analyse different mathematical model as far as concern with business world by apply different operation research applications.</p>	4	
			<p>PO4. Understand the operations research tools in the field of operations scheduling and supply chain distributions.</p>	2	