

Semester II

Course 221: MARKETING MANAGEMENT

CO1: Nature and scope of Marketing Management through core marketing concepts like holistic marketing and marketing mix. To analyze marketing environment through socio-economic, demographic, technological and political variables, to gauge an overview of consumer and industrial buying behavior.

CO2: To understand the product and pricing decisions, comprehending product life cycles which would help in making strategic business decisions.

CO3: To acquaint the students with various distribution decisions like channels of distribution, distribution logistics, channel management, channel integration and systems.

CO4: to familiarize the students with promotion decisions like Communication process and promotion; Determining promotion mix; Personal selling- Types of selling, scientific selling process, Sales Planning, Organizing and Control, Factors influencing promotion mix. Ethical, social and environmental concerns in promotion decisions.

CO5: Understanding the legal aspects of marketing.

Course 222: INTERNATIONAL BUSINESS ENVIRONMENT

CO	TITLE	OUTCOME
CO-1	Introduction to International Business	To study the Importance, nature and scope of International business
CO-2	International Business Environment	To understand the Economic, Political, Cultural and Legal environments in International Business
CO-3	Balance of Payment Account	To understand the Concept and significance of balance of payments account
CO-4	Global Trading and Investment Environment	To study about World trade and protectionism
CO-5	International Economic Institutions and Agreements	To Gain conceptual knowledge of WTO, WTO and Developing Countries,

		IMF, World Bank, UNCTAD, International commodity trading and agreements.
CO-6	Regional Economic Groupings in Practice	To study Levels of Regional Economic Integration
CO-7	Contemporary Issues in International Business	To identify and study Labour and Environmental Issues

Course 223: INTERNATIONAL TRADE AND POLICY FRAMEWORK

CO	TITLE	OUTCOME
CO-1	Theoretical Foundations of International Trade	To understand Theories of international trade
CO-2	Direct Investment	To understand about Political Economy of FDI, Cost and Benefit of FDI to Host and Home Countries,
CO-3	Instruments of Commercial Policy	To study Tariffs quotas and other measures and their effects
CO-4	Factor Movements and International Trade in Services:	To study about various Types and theories of foreign investments, Barriers to foreign investments;
CO-5	Regional Economic Integration:	To study various Levels of Regional Economic Integration
CO-6	Policy Framework and Promotional Measures	To understand about India's foreign trade and investment policy, Policy making body and mechanism

Course 224: Operations Research for Business Decisions

CO1: Describe Linear Programming and Theory of Games and its application

CO2: Explaining Transportation and Assignment Problems: Methods and application

CO3: Describe PERT, CPM and resource optimization

CO4: Describe methods of Inventory Control and Models

CO5: Describe waiting lines and Markov analysis

Course 225 – Corporate Finance

CO1: To familiarise students to the concept of financial management and its various aspects.

CO2: To enable students to differentiate between the financially feasible and non feasible projects through various techniques of evaluation.

CO3: To acquaint the students with different capital structure theories and sources of capital and their cost computations in order to make viable capital structure decisions.

CO4: To provide the students with existing theories and various choices related to dividend policies and to make them learn the management of working capital for the smooth functioning of business operations

CO5: To train students with techniques of security valuations of different forms of securities

Course 226: International Financial System

CO1: To understand the Growing importance of international finance, Balance of Payments, BOP trends in major countries and Shifting global dominance of the U.S.A., Growing importance of a unified Europe and emerging Asia.

CO2: To familiarize the students with Evolution of the international monetary system, flexible exchange rate regime, present arrangements including dollarization. The European Monetary Union and its costs and benefits. Fixed versus floating exchange rate systems.

CO3: To explain the students the concept of Exchange Rate Determination and Forecasting

CO4: To comprehend the various concepts of International Financial Markets: Forex Markets, spot market, direct and indirect exchange quotations, bid ask spread, cross exchange rates, forwards, futures and options market.

CO5: To understand the process of - International Banking via Offshore banking and offshore currency trading, factors contributing to the growth of international banking and Eurocurrency trading, regulatory asymmetry, shadow banks.

CO6: To acquaint them with the concept of financial crisis by taking real life examples

Course 227: MBA IB Internet Security and Cyber Laws

CO1: Fundamentals of Cyber laws and its applicability in the domain of personal, professional and organisational life.

CO2: Describe and provide complete regulatory framework of the Information and Technology Act 2000.

CO3: Functional usage of electronic signatures, electronic records, its sanctity and maintenance of Digital records

CO4: Describe and formulate better administration of procedure to be followed by certifying authority; issue, suspension and revocation of digital signatures certificate

CO5: Analysis and Fact Finding in the prominent cases and preparing the case log in professional and case problems

Semester III

Course 231: INTERNATIONAL MARKETING

CO	TITLE	OUTCOME
CO-1	Introduction	To understand the concept of International Business
CO-2	International Product Planning and Pricing decisions	To understand the International marketing mix
CO-3	International Distribution Decisions	To study regarding various Distribution channel- from traditional to modern channel structures, Intermediaries for international markets-their roles and functions;
CO-4	International Promotion Strategies	To study about the Communications across countries-complexities and issues
CO-5	Emerging trends in International Marketing	To study about Emerging trends in International

		Marketing like Ecological concerns and international marketing ethics
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Course 232: INTERNATIONAL TRADE PRACTICES, PROCEDURES AND DOCUMENTATION

CO1: The students will gain knowledge of: EXIM Policy Framework and Foreign Exchange Regulations

CO2: The students will be able to understand International Trade Terms and Trade Finance through concept of contract and formation of contract, sources and schemes of trade finance.

CO3: to comprehend the Export Payment Terms: Credit risk management and payment terms; Main features of payment terms-Advance payment, open account, documentary collection, documentary credit – Documentary collection –DP and DA process and operation; Letter of credit and parties involved.

CO4: To make the students familiar with Risk Management: Cargo Risk and Credit Risk: Nature of transit risk; Contract of cargo insurance; Parties involved – Insurer/assured, Indemnity and insurable value; Principles of Insurance; Perils and losses; Insurance policy and certificate; Cargo loss claims – Procedure and documentation; Export credit insurance

CO5: To aware the students with Export Clearance: Central Excise Clearance and Custom Clearance: Excise duty – Definition, rationale, stages of levying and collection; Meaning of manufacturing; Type of duties; Legal framework – Central Excise Act and Rules, Central Excise Tariff Act; Valuation; Options of refund and movement in bond – Rules 12, 13 and 14; Procedures and documentary requirements. Export Custom Clearance Procedure

Course 233: Services Marketing And Customer Relationship Management

Section A: Service Marketing

CO1-Services Marketing:

Developing an understanding about concept of services, service marketing mix strategies and trends and developments in services sector. Comprehending the classification of services and its marketing implications.

CO2–Assessing Business Opportunity:

Analysing services marketing environment, segmenting and targeting the service market, positioning the service. Understanding service quality, determinants of service quality and gap model.

CO3-Services Marketing Decisions:

Developing services product, core and supplementary services, branding, service distribution its challenges in domestic and international markets. Understanding role of physical evidence, people, service process- developing service blueprint and self-service technologies.

Section B: Customer Relationship Management

CO4–Customer Relationships:

Comprehending the role, nature and theories of customer relationships. Identifying the firm and customer motivations for relationships, relationship development process, networking and its significance in marketing, customer life cycle and customer lifetime value, customer acquisition, retention and development, supplier relationships.

CO5–Customer Relationship Management (CRM):

Understanding the levels of CRM, technology and CRM and customer loyalty management.

CO6-Implementation of CRM:

Enabling the students to have a handle on information management for building relationship, Sales Force Automation (SFA), E-CRM, Integrating CRM with SCM, SRM and ERP, ethical issues in CRM and relational exchanges in international markets.

Course 234: International Financial Management

Unit 1: Introduction

After reading this unit, students will be able to

- A) Understand the concept of Financial Management and distinguish between domestic and international financial management.
- B) Explain how effective International Financial Management can serve as advantageous for a globalized firm.
- C) Describe the various complexities and issues in Financial Decisions of a Multi-National Firm.
- D) Get an overview of the Foreign Exchange market, its participants, objectives, functions, etc along with important terminology used in it.
- E) Distinguish between arbitrage, hedging and speculation
- F) Know the contemporary issues in international financial management.

Unit 2: Cross-border investment decision

After reading this unit, the students will be able to

- A) Understand the process of capital budgeting decisions of MNCs
- B) Distinguish between domestic and MNC Capital Budgeting decisions
- C) Analyse the issues in Foreign Investment Analysis
- D) Know the various risks involved in international capital budgeting decisions and the method to incorporate them in the annual cash flows

- E) Practically understand the basis on which MNCs take their capital budgeting decisions through the use of Adjusted present value method.
- F) Do a country risk analysis including in depth assessment and management of political risk .

Unit 3: Financing Decision, Dividend Decision and Working Capital Management in MNEs

After reading this unit, the students will be able to

- A) Understand the concept of working capital management and distinguish between domestic and international working capital management
- B) Develop an in depth understanding of international cash management, inventory management and receivables management
- C) Identify the modes of payment in international trade

Unit 4: Managing currency risk and interest rate risk

After reading this unit, the students will be able to

- A) Understand in detail the three types of risk exposure namely Translation risk, Economic risk and Transaction risk
- B) Analyse the methods of managing the three types of exposures
- C) Understand the techniques of management of currency risk with the help of currency forwards, futures, currency options and currency swaps.
- D) Understand the techniques of management of interest rate risk with the help of interest rate futures, interest rate swaps and other financial swaps.

Unit 5: International Diversification and Portfolio Investment

After reading this unit, the students will be able to

- A) Comprehend the meaning of International Portfolio Investment
- B) Understand the modes of International Portfolio Investment
- C) Differentiate between Foreign Direct Investment and International Portfolio Investment
- D) Calculate the expected return and risk from International Investment through various practical illustrations
- E) Differentiate between Systematic and Unsystematic risk
- F) Understand the International Capital Asset Pricing Model along with Markovitz model of portfolio selection
- G) Know the benefits and costs of Cross Listings

Unit 6: International Tax Environment and International Accounting

On reading this unit, the students will be able to

- A) Understand the International Tax Environment, bilateral tax treaties and the concept of tax havens
- B) Study the impact of International taxation on cross border investments
- C) Learn the concept of transfer pricing and international financial statements.

D) Know the relevant Indian and International Accounting Standards

Course 235: International Supply Chain Management and Logistics

CO1 Describe Basic framework of Supply Chain Management

CO 2: Describe integrated Supply Chain Management

CO3: Describe management of relationship in SCM

CO4: Describe integration of Supply Chain and Information System

CO5: Describe logistics Systems with reference to International trade

Co6: Describe modes of Transportation system in international trades

Course 236: Foreign language for business – Spanish and French

CO1 the students will be able to gain basic knowledge of one of the two languages which they opt for.

Semester IV

Course 241: INTERNATIONAL MARKETING RESEARCH

CO	TITLE	OUTCOME
CO-1	Introduction	To understand Nature and scope of marketing research and Marketing research in international context
CO-2	Marketing Research Process	Students will be able to understand the Marketing Research Process
CO-3	Measurement Instruments and Sampling	To study about various Measurement scales- Four levels of measurement; Ranking and Rating scales
CO-4	Multi-Country Data Analysis and Interpretation	To understand Data analysis and Interpretation in marketing research
CO-5	Cross-Cultural Consumer Research	To study about various Ethical issues in international marketing research.

Course 242: Global Strategic Management

PSO: To understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment.

CO1: Understand the role and basic concepts of Strategy, Strategic Intent, Strategic flexibility and learning organization

CO2: Identify the internal and external factors affecting the strategic management process by understanding the Environmental scanning techniques

CO3: Comprehend the Strategic options at Corporate Level, Business Level and Functional Level

CO4: Understand the Strategies for different situations like competing in emerging industries, maturing or declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses

CO5: Understand the strategic issues and alternatives in Globally Competitive Markets

CO6: Comprehend the strategy implementation process

CO7: Describe the Ethical and Social considerations in Strategic Management

Course 243: Cross-cultural Consumer and Industrial Buying Behaviour

	SUBJECT: 243: CROSS-CULTURAL CONSUMER AND INDUSTRIAL BUYER BEHAVIOUR	
	Title	Outcome
Co-1	Consumer Behaviour	Students will be able to develop basic understanding related to the concept of "Consumer Behaviour" and "consumer buying behaviour"
Co-2	Internal Determinants of Buying Behaviour	To understand how the needs of consumer are formed, how they are motivated to buy goods, how consumer perceives the marketing initiatives of marketers, how

		attitudes and beliefs are formed and how they influence consumer buying behaviour.
Co-3	External Determinants of Buying Behaviour	To understand the various social factors responsible in developing consumer tastes and preferences; how family, friends, neighbourhood, acquaintances influences consumer buying behavior.
Co-4	Models of Consumer Behaviour: Organisational Buying Behaviour: Process, Influences and model	To understand the various consumer behaviour models developed by renowned researchers and studying their relevance to marketers.
Co-5	Cross-Cultural Consumer and Industrial Buying Behaviour	To understand the consumer behaviour across various cultures and identifying the marketers strategies for each of the different culture consumers. To study the buying behaviour of the Organisations and how it is different from consumer buying behavior.
Co-6	Innovation Diffusion and Consumer Adoption Process	To study the issues related to Consumer research i.e. how the primary and secondary research is conducted in order to understand the consumers psychology; to study the innovation adoption process of consumers.

Course 244:

Contents: Section A: International Advertising

CO1: Comprehending the Its meaning, importance and nature and complexities of International advertising, International Communication model, Major international advertising decisions and influencing factors; Determination of target audience in international markets; DAGMAR Approach; Determining advertising budget.

CO2: Determining international advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; International Media planning – Types of media, media selection and scheduling Advertising through Internet.

CO3: Developing an understanding about In-house arrangements; Using advertising agencies – selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness - Before and after advertising tests and techniques.

CO4: Enabling the students to have a handle on Complexities and issues; Ethical issues in international advertising; Integrated international marketing communications.

Section B: International Brand Management

CO5: Importance of branding; Basic branding concepts -Brand personality, brand image, brand identity, brand equity and brand loyalty; Product vs. corporate branding: Major branding decisions.

CO6: Identifying and selecting brand name; Building brand personality; International Brand positioning and re-launch; Brand extension; Enhancing brand image through sponsorship and event management; Building brands through Internet. Brand Building in Different Sectors- Customers, industrial, retail and service brands.

CO7: Understanding Local, foreign and global brands; Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

Course 245: International Human Resource Management

CO1: This unit will increase an understanding of human resource management (HRM) in international contexts. Strategic and functional HRM in international contexts and comparative international contexts include globalisation, traditional and modern perspective of HRM.

CO2: HRM issues in international contexts; issues related to host, home and third country nationals; recruitment, selection, training, development and compensation in international contexts, expatriation and repatriation.

CO3: Understand the strategic and functional roles of HRM in various international contexts.

CO4: Understand the international human resource management strategies and practices developed and implemented by organisations operating on a global basis.

CO5: Understand external forces (e.g. globalisation, sociocultural changes, political and economic changes) that have the potential to shape international HRM.

CO6: Critically assess and evaluate the cultural impact on IHRM strategies and practices in the organisational setting.

M.Com

Semester I

Course 4101: Business Statistics

CO1: To develop an understanding of the theory of probability, rules of probability and probability distributions.

CO2: To comprehend the decision making process under uncertainty using statistical tools.

CO3: To become aware of the concepts in sampling, sampling distributions and estimation.

CO4: To understand the meaning and process of hypothesis testing including one-sample and two-sample tests.

CO5: To appreciate the importance and application of non-parametric tests in hypothesis testing.

CO6: To understand the meaning and importance of correlation and regression analysis including both simple and multiple correlation and regression.

Course 4102: Managerial Economics

PSO: To discuss the concepts and applications of Micro Economics and Macro Economics and able to relate the current scenario and various economic aspects in such a interrelated and globalized world and able to link various probable outcomes.

CO 1: Demand and The Firm : Able to understand and discussed the probable outcomes of various approaches of consumer behaviour and derivation of demand accordingly. Various theories of growth of the firms and their subsequent behaviour towards setting of objectives and trade-offs, providing various real life cases covering almost all concerned aspects.

CO 2: Production and Cost: Able to understand and discussed the probable outcomes of concept of Production and Cost their functions and relations. Discussed transformation of inputs into output and associated cost in short run as well as in long run, specific laws related to behaviour of production and cost functions along externalities, with simple case studies.

CO 3: Market and Pricing : Able to understand and discussed the probable outcomes of various forms of market and their operations with regard to determination of price and output and reactions with regard to number of sellers, number of buyers, homogeneous products, heterogeneous products, differentiated products horizontally and vertically, availability of close substitutes, rivalry and profits and loss in short run as well as long run. Explained with real life examples exist today.

CO 4: Product and Asset Market Equilibrium: Able to understand and discussed the probable outcomes of goods market equilibrium and asset market equilibrium and through their interdependence derivation of economy's demand curve and how various fiscal and monetary policies could be used appropriately to the situation of Deficient and Excess demand with target variable and its gradual and pervasive impact on the economy, in the light of various sustained economies and crisis throughout the world.

CO 5: Aggregate Demand and Aggregate Supply: Able to understand and discussed the probable outcomes of the determinants of aggregate demand and aggregate supply and other associated factors and setting of price level through wage-price relationship and its impact on overall economy in given and expected situations.

CO 6: Trade Cycles and The Open Economy: Able to understand and discussed the probable outcomes of various trade cycles in close and open economy and the different situations, severity of trade and interdependence of various economies with respect to various aspects among the economies, also discussed various shocks, productivity and efficiency in the economy through absolute and acquired advantages, providing real life examples.

Course 4103: Managerial Accounting

CO – I: To understand the concept management accounting and different cost concepts and its relationship with other branch of accounting and applicability in the business environment.

CO – II: To understand the concept, applicability and uses of Activity Based Costing system in dynamic business environment. Also to understand why and how ABC system overcome limitation of traditional costing system.

CO – III: To understand the concept and difference of Variable and absorption costing and preparation and interpretation income statement under both costing approaches for decision making purpose. CVP analysis is about breaking down and presentation of financial information for business decision making process.

CO – IV: To understand the various situations where a manager need to make efficient decision and to be able to differentiate between relevant and irrelevant information for decision making in a particular situation.

CO – V: To understand the concepts and difference of Budgeting and Standard Costing and their applicability in the cost control process in an organization.

CO – VI: To understand the concept of responsibility accounting and transfer pricing and importance of measuring divisional performance i.e. financial as well as non-financial, to enhance efficiency in a diversified organization.

Course 4104: Financial Planning

- CO1: Understanding of Financial planning and detailed analysis of budgeting the inflows and outflows, differentiating the investments and insurance as per need of individuals.
- CO2: To undertake the best possible investment considering all constraints of time, value, risk and earnings. Understating the lacunas of fake investment proposals and identifying bad products available in investment markets.
- CO3: Complete learning about the risk and return performance of different instrument available for individuals
- CO4: To design optimal financial plan for individual encompassing achievement of all financial goals with suitable financial products.
- CO5: Assessment of credit, appropriate usage of credit to negate its shortfalls and make it work for the achievement of financial goals. Further, how to identify the traps prevalent in credit markets and how to safeguard from such traps.

Course 4105: Organizational Theory and Behavior

- CO1 - Genesis of Organizational Behaviour and Individual Behaviour
- CO2 - Theoretical exposure of Group Decision Making and Communication
- CO3 - Learning theories of Motivation and Organizational Effectiveness
- CO4 - Understanding Leadership Theories, Power & Politics and Conflict
- CO5 - Understanding of Organizational Culture, Misbehavior at Work and OD

Semester II

Course 4201: Quantitative Techniques for Business

CO-1: To understand the basics of decision making by using models.

CO-2: Use of Linear Programming; its formulation and solution using graphic and simplex method.

CO-3: Understand and dealing with the exceptional cases of transportation and assignment problems.

CO-4: Understand and using Inventory models and Queuing systems with the techniques of selective control.

CO-5: To understand the concepts of PERT & CPM techniques and their applications ,time- cost trade off.

CO-6: Concepts related to game theory, Markov chains-decision processes, market share analysis and account receivable analysis.

Course 4202: Financial Management and Policy

CO-1: To understand the importance of Financial Management, role of financial manager and also three decision vital to the management of finance taken by him with the risk-return trade off.

CO-2: To understand the importance of Capital budgeting decisions with discounting and non-discounting techniques.

CO-3: To have a brief overview of specific and overall cost of capital with EBIT-EPS analysis with theories of capital structure.

CO-4: To understand the types of dividend policies and various forms of dividends with their theory of relevancy and irrelevancy.

CO-5: To understand the operating and cash cycle and the types of working capital with different cash management models.

CO-6: To have a understanding of corporate restructuring and contemporary issues like mergers & acquisitions with their types.

Course 4203: Marketing Management

Objective: To familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.

CO – 1: To familiarize the students with the fundamentals of marketing including marketers' perspectives and their market orientations while sensitizing them about the dynamic and volatile marketing environment to enable them to take better marketing decisions.

Unit I- Introduction: Nature and Scope of Marketing; Core Marketing Concepts; Evolution of modern marketing concept; Modern marketing concepts; Marketing Mix; Marketing management process-a strategic perspective; Customer quality, value and satisfaction; Planning and control.

Marketing Environment: Significance of scanning marketing environment; Analyzing macro environment of marketing-economic, demographic, socio-cultural, technological, political and legal segments; Impact of micro and macro environment on marketing decisions.

Buyer behaviour: Need for studying buyer behaviour; Consumer vs. business buying behaviour; Consumer buying decision process and influences; Industrial buying process.

Market Segmentation, Targeting and Positioning: Bases for segmenting a consumer market; Levels of market segmentation; Factors influencing selection of market segments; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process.

CO – 2: To discuss and make the students understand the concepts of product design, new product development, product life cycle for various products & services and simultaneously stimulating them to observe the nuances and complexities involved in pricing decisions.

Unit II-Product and Pricing Decisions: Product - concept and classification; Major product decisions; New product development; Packaging and labelling; Product support services; Branding decisions; Product life cycle – concept and appropriate strategies adopted at different stages.

Pricing- Objectives, Factors affecting price of a product, Pricing policies and strategies. Ethical issues in product and pricing decisions.

CO – 3: To demonstrate the importance and implications of distribution & channel decisions in marketing while sensitising them towards the ethical issues& concerns relating to distribution decisions. Also to discuss and explore various retail formats and theories.

Unit III- Distribution Decisions: Channels of distribution – concept and importance; Different types of distribution middlemen and their functions; Channel management, selection, motivation and performance appraisal of distribution middlemen; Distribution logistics – concept, importance and major logistics decisions; Channel integration and systems. Ethical issues in distribution decisions.

Retailing and Wholesaling: Types of retail formats; Retail theories; Retailing strategies; Non-Store retailing; Wholesaling-nature and importance, types of wholesalers; Developments in retailing and wholesaling in Indian perspective.

CO - 4: To develop the skills among students to critically analyze the Promotion-Mix in the light of competitive market environment while sensitising them towards various ethical issue & concerns relating to promotion decisions. Also to develop the skills among students to design advertising campaigns.

Unit IV-Promotion Decisions: Role of promotion in marketing; Promotion methods; Integrated Marketing Communication – Concept; Communication process and promotion; Determining promotion mix; Factors influencing promotion mix; Developing advertising campaigns. Ethical issues in promotion decisions.

CO - 5: To demonstrate what is to plan and how to organize & control marketing activities and simultaneously developing the skill to effectively analyze the sales, cost and profit.

Unit V- Marketing Planning, Organizing and Control: Marketing planning process; Different ways of organizing marketing department; Sales, cost and profit analysis.

CO – 6: To identify and interpret the nature and role of service marketing in the light of changing consumer needs and appreciate the importance & requirement of highly effective customer relationship management system. Also to understand the implications of current trends in social media marketing and emerging marketing trends.

Unit VI-Trends in Marketing: Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends.

Course 4204: Legal Aspects of Business

Objective: The course aims to acquaint the students with knowledge and understanding of major business laws.

- CO1 Understand the provisions relating to Transfer of Property Act 1882
- CO2 Analyze the laws relating to registration and dissolution of Societies and Trusts
- CO3 Understand the concept and development of Intellectual Property laws
- CO4 Analyse the laws relating to Competition Commission Act, 2002 and Consumer Protection Act, 1986
- CO5 Describe the provision relating to Right to Information Act, 2005
- CO6 Describe the provisions relating to Environment (Protection) Act, 1986

Course 4205: International Business

CO1: To introduce the student to the meaning and scope of international business along with drivers of globalisation and to identify the various mode of entry in international business.

CO2: To analyse different aspects of international business environment including political, legal, economic and cultural environment, and the risks associated with each of them.

CO3: To develop an understanding of the dynamics of international trade and international trade theories and to appreciate the role of World Trade Organization (WTO) in governing international trade.

CO4: To know about the Balance of Payments (BOP) account and the types of disequilibrium in BOP along with methods to correct disequilibrium.

CO5: To become aware of the various international economic institutions and to understand the working of the international monetary system and international money and capital markets.

Semester III

Course 4301: Global Strategic Management

- PSO: To understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment.
- CO1: Understand the role and basic concepts of Strategy, Strategic Intent, Strategic flexibility and learning organization
- CO2: Identify the internal and external factors affecting the strategic management process by understanding the Environmental scanning techniques
- CO3: Comprehend the Strategic options at Corporate Level, Business Level and Functional Level
- CO4: Understand the Strategies for different situations like competing in emerging industries, maturing or declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses
- CO5: Understand the strategic issues and alternatives in Globally Competitive Markets
- CO6: Comprehend the strategy implementation process
- CO7: Describe the Ethical and Social considerations in Strategic Management

Course 4302: Entrepreneurship

Objective: This Course Aims at Instituting Entrepreneurial skills in the students by giving an overview of who the entrepreneurs are and what competences are needed to become an entrepreneur.

CO – 1: To familiarise the students with the fundamentals of entrepreneurship and its role in economic development and to motivate them towards entrepreneurial activities.

Unit I-Introduction: Concept and Definitions, Entrepreneur v/s Intrapreneur; Role of entrepreneurship in economic development; Entrepreneurship process; Factors impacting emergence of entrepreneurship; Managerial versus entrepreneurial Decision Making; Entrepreneur v/s Investors; Entrepreneurial attributes and characteristics; Entrepreneurs versus inventors; Entrepreneurial Culture; Women Entrepreneurs; Social Entrepreneurship; Classification and Types of Entrepreneurs; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs.

CO – 2: To discuss and make the students understand the concept of business plan & its importance in business and simultaneously making them aware about various legal issues involved in business.

Unit II- Creating Entrepreneurial Venture: Generating Business idea- Sources of Innovation, methods of generating ideas, Creativity and Entrepreneurship; Challenges in managing innovation; Business planning process; Drawing business plan; Business plan failures; Entrepreneurial leadership- components of entrepreneurial leadership; Entrepreneurial Challenges; Legal issues – forming business entity, considerations and Criteria, requirements for formation of a Private/Public Limited Company, Intellectual Property Protection- Patents Trademarks and Copyrights – importance for startups, Legal Acts Governing Business in India.

CO – 3: To demonstrate the marketing and financial implications for establishing and managing any business venture.

Unit III-Functional plans: Marketing plan– for the new venture, environmental analysis, steps in preparing marketing plan, marketing mix, contingency planning; Organizational plan – designing organization structure and Systems; Financial plan – pro forma income statements, pro forma cash budget, funds Flow and Cash flow statements; Pro forma balance sheet; Break Even Analysis; Ratio Analysis.

CO - 4: To develop the skills among students to raise the funding for the business from different sources for a startup venture.

Unit IV- Entrepreneurial Finance: Debt or equity financing, Sources of Finance- Commercial banks, private placements, venture capital, financial institutions supporting entrepreneurs; Lease Financing; Funding opportunities for Startups in India.

CO - 5: To equip the students to plan for business growth and sustenance through effective negotiation skills and time management.

Unit V- Enterprise Management: Managing growth and sustenance- growth norms; Factors for growth; Time management, Negotiations, Joint ventures, Mergers & acquisitions.

Course MJ301: Financial Institutions and Markets

CO-1: To have an overview of the Indian financial system including financial sector reforms and their contemporary issues in finance.

CO-2: To study the various theories related to the interest rate,

CO-3: To understand the working of financial markets –capital and money markets and their regulation.

CO-4: To have an overview of banking industry, balance sheet, sources and uses of funds with their problems.

CO-5: To understand the various fund based and fee based financial services with an overview of mutual funds industry.

CO-6: To understand financial exclusion with SGH-Bank linkage model.

Course MJ302: Security Analysis and Portfolio Management

CO-1: To have a understanding of various asset classes and financial instruments and different types and sources of risks with their hedging techniques.

CO-2: To understand the various types of bonds, their valuation and their management.

CO-3: To understand the risk and return from equity shares, their valuation with their valuation models.

CO-4: To ascertain capital allocation to risky assets and risk free asset with CAPM model.

CO-5: To have a understanding of Future and options types and their valuation.

Course MJ311: International Marketing

- CO1: To understand the concept and nature of international marketing, international marketing environment within which international marketing decisions are made, segmenting and positioning process and different modes of making entry into international markets.
- CO2: To understand various decisions required to be made in respect of products to be launched in foreign markets and determining price and terms at which these will be offered.
- CO3: To understand decisions related to designing channel as well as physical distribution systems for making available the products in the international markets.
- CO4: To understand various methods through which a firm can promote its products in foreign markets and be able to make all the necessary decisions needed for promoting the product in overseas markets.
- CO5: To understand emerging trends and issues in international marketing such as international marketing through internet, ecological concerns and marketing ethics.

Course MJ312: Advertising and Sales Management

Course Outcomes:

Contents:

Section A: Advertising

CO1- Communication Basics:

Describe the basics of Communication process, models and objectives in marketing, understanding the determination of target audience and positioning and advertising budget.

CO2- Advertising Message and Media Decisions:

Developing an understanding of creativity in advertising and media decisions.

CO3- Organization and Evaluation of Advertising Efforts:

Understanding the advertising agency, its selection, compensation and maintaining relations and evaluating advertising effectiveness.

CO4- Advertising in India:

Developing a thought for social, regulatory aspects and recent developments in advertising in India.

Section B: Sales Management

CO5- Fundamentals of Personal Selling:

Understanding nature, types and importance of selling, Sales management process, managing ethics in selling environment.

CO6- Sales Planning and Organization:

Describe personal selling objective, market analysis, sales organization structure.

CO7- Sales Force Management:

Understand the recruitment, selection, training, development, Evaluation, compensation, motivation and supervising of sales personnel, sales and cost analysis.

Course MJ321: Human Resource Development

CO1: Understand basics of Human Resource Development

CO2: Learn HRD process including implementation and evaluation

CO3: Understand learning as a process and HRD culture

CO4: Basic understanding of HRD activities and applications

CO5: Learn contemporary HRD trends and practices

Course MJ322: Management of Industrial Relations

	Title	Outcome
Co-1	Structure and Evolution of Industrial relation	To study the concept of Industrial relations in India and also the contemporary developments at world level and their impact on Industrial relations in India
Co-2	Industrial Conflict and Disputes Resolution	To understand the various provisions relating to prevention and resolution of disputes in India.
Co-3	Trade Unionism, Negotiations and Collective bargaining:	To study the evolution and growth of trade unionism in India and also analyze concept of collective bargaining and its importance.
Co-4	Industrial Relations and HRM performance:	To study the various provisions related to grievance handling mechanism and find out the linkage between Industrial relations and human resource performance.
Co-5	Industrial Democracy	To analyze the union management relations trends at the global level and also explore various practices of Industrial relations system in in global industrial law economies.

Course MN331: Principles and Practice of Taxation and Indian Tax System

Objective: To familiarize and update the students with the basic principles of taxation, Structure of Indian Taxation system and provisions of indirect tax.

CO1: Develop an understanding of concepts, classification and cannons of taxation

CO2: Appreciating problems and relief measures in International Taxation

CO3: Addressing the Economics of Taxation

CO4: Recognizing methods of collection and distribution of taxes in India

CO5: Build the ability to implement rules and tax determination under Goods and Services Tax

CO6: Calculating Capital Gain Tax Liability

Course MN341: Corporate Law

Co.	Title	Outcome
Co-1	Historical Background of Company Law	To study the evolution of company law in India and over the World; how the Indian Laws were formed and modified from time to time.
Co-2	Company and Its Formation	To understand how the companies are formed; what are the various kinds of Companies; to understand the term "prospectus" and purpose of issuing prospectus.
Co-3	Management and Control of Companies	To study the various provisions related to Directors, Managers, Meeting under Companies Act 2013; How Directors and Managers are being appointed and how they can be removed etc.
Co-4	Accounts and Audit	To study the various provisions related to maintenance of Accounts, How a company can declare dividend; who can inspect the accounts of the company etc.
Co-5	Depositories Act 1996	To understand the various provisions related to Depositories Act 1996; what are the rights and obligations of depositories etc.
Co-6	Unit VI- SEBI Act, 1992	To understand the various provisions related to SEBI Act, 1992; The purpose for formation of SEBI, its functions; how the Government is able to avoid the issue of insider trading etc.

Course MN351: Strategic Cost Management

CO1: To introduce the students to the concept of Cost Management and Strategy formulation related to cost and to further the knowledge by introducing Activity Based Management.

CO2: To impart decision making skills related to pricing at different stages of product life cycle and to make them aware of various techniques of target based costing in order to manage profitable business during high competition.

CO3: To familiarise the students with Kaizen costing, a cost reduction technique during the process of manufacturing of a product, its difference from target costing and provide them with the knowledge of Total Quality Management, a managerial tool for continuous improvement in production of goods and services and keeping the customers satisfied.

CO4: To make students aware about the pricing strategies, and disseminate knowledge on Activity based budgeting while comparing it with traditional budgeting, process of Activity based budgeting and its role.

CO5: To impart knowledge on productivity assessment and Business process reengineering in order to measure the efficiency of the production processes and accustom the students with the concept of value chain and its importance in decision context.

CO6: Imparting an understanding of Just in Time inventory measurement as compared to traditional inventory measurement and its accounting implications and also enabling the students to take cost management decisions considering various internal and external constraints through Theory of Constraints.

Course MN361: India's Foreign Trade and Investment

PSO: *To understand the structure and policy framework of India's foreign trade and investments.*

CO1: Understand the Pattern and Structure of India's foreign trade; India's trade in service; Terms of trade and India's foreign investment policy and flows.

CO2: Understand the Policy making body and regulatory framework of India, trends and developments in India's foreign trade policy. Bilateralism and Multilateralism in India's trade relations.

CO3: Comprehend the export promotion measures and schemes and role of Govt. organisation like Export promotion councils, DIPP, Commodity boards/export development authorities and Infrastructure Support – Transportation and warehousing infrastructure with the Sources and Schemes of Foreign Trade Finance.

CO4: Understand the foreign exchange facilities and exchange rate mechanism and Regulatory framework – FEMA and its objectives and provisions.

CO5: Role and importance of India's Balance of Payment account and adjustment policies foreign reserves and debt situation

Semester IV

Course 4401: Corporate Governance, Ethics & Social Responsibility

Objective: To familiarize the students with the knowledge of ethics, emerging trends in good governance practices and corporate social responsibility in the global and Indian context.

CO1: To realize the importance of ethical behaviour and the role of business ethics

CO2: To develop a broad understanding of Corporate Governance, its terminology, models, theories, legal and regulatory framework

CO3: Identify the key players of Corporate Governance and their responsibilities

CO4: Comprehend the role and functions of board of Directors

CO5: Analyze the causes of corporate failures

CO6: Understanding the concepts, typology and legal requirements of Whistle Blowing

CO7: Appreciate the importance and benefit of Corporate Social Responsibility and Sustainable Development

Course 4402: Business Research

CO1- To describe the meaning and role of Business Research.

CO2- To formulate the research problem and understanding the major research designs.

CO3- To determine data sources and learn the art of designing a questionnaire.

CO4- To understand various sampling techniques used for data collection.

CO5- To understand the Data collection and Fieldwork

CO6- Describes data analysis using various Univariate analysis ,Bivariate and Multivariate techniques

CO7- To learn how to communicate the results and follow up

Course MJ403: International Financial System

CO-1: To study the importance of international finance with the cost of raising the finance and Balance of payments components with their trends in major countries with persistent current account deficits.

CO-2: To study the evolution of international monetary system in stages and the evolution of SDR as paper gold and eventually rise of flexible exchange rate system regime.

CO-3: To study the determination of the exchange rates and factors influencing them and forecasting them.

CO-4: To study the international financial, markets with a special focus on forex markets.

CO-5: To understand the offshore banking and the growth of international banking and problems in regulating it.

CO-6: To understand the financial crisis in Asia and causes of it.

Course MJ404: International Financial Management

- CO1: This unit intends to familiarize students with the basic concepts related to the Multination firms and foreign exchange market.
- CO2: The unit provide insight to the procedure of examining financial viability of capital expenditure plans undertaken by Multinational companies and their implications on the parent and subsidiary companies.
- CO3: The unit focuses on issues relating to various finance functions of MNCs which includes dividend policy decision, formation of sound capital structure, evaluating cost of capital , financing techniques of projects and working capital management.
- CO4: The unit apprises with various kind of foreign exchange associated with the functioning of Multinational companies along with techniques of hedging these risks.
- CO5: The unit deals with portfolio management techniques and its risk management in involving investment in International markets.
- CO6: The unit aims to apprise with various accounting and tax issues associated with operation of Multinational companies.

Course MJ413: Consumer Behaviour

Objective: To provide an in-depth understanding of the consumer and industrial buying processes and their determinants as relevant for marketing decision making.

Contents:

Unit I-Consumer Behaviour: Describe the importance and nature of consumer behaviour; Types of consumers and their role; Consumer behaviour and marketing concept; understanding the Changing profile of Indian consumers and impact of technology. Conducting consumer research – overview of process, complexities and issues

Unit II-Consumer Decision Making Process: understand Buying Motives; Buying Roles; Consumer Buying Process; Levels of Consumer Decision Making.

Unit III-Individual differences in consumers: Describe the needs and motivation; Perception; Attitude and attitude change; Learning and learning theories; Personality and life style analysis.

Unit IV-Socio-Cultural Determinants of consumer behaviour: understand family and household influence on consumer buying behaviour; Group and their influences-WOM and opinion leaders, Social class; Culture and sub-culture. Cross-cultural dimensions of consumer behaviour

Unit V- Understand the models of Consumer Behaviour and Business buying behaviour.

Course MJ414: Supply Chain Management and Logistics

***Objective:** To acquaint the students with the concepts and tools of supply chain management and logistics as relevant for a business firm.*

Contents:

CO1 Introduction:

Describing fundamental supply chain management and logistics concepts at macro and micro levels; Develop an understanding of demand management, supply chain metrics (KPIs), Product development process and purchasing cycle.

CO2-Managing Relationship:

Understanding the role of Relationship marketing in SCM

CO3- Focus Areas of Logistics and Supply Chain management:

Understand the foundational role of logistics as it relates to transportation and warehousing. Compare modes of transportation and related policies. Describe warehouse and inventory processes, systems, and performance measures.

CO4-IT Enabling Logistics and Supply Chain:

Develop an understanding of the Technology in logistics – EDI, bar Coding, RFID , TRADITIONAL ERP, SPECIAL ERP, MR, DRP, PDM, EIP, CPFR, WMS, TMS.

CO5-Trends and Challenges in logistics and supply chain management:

Analyzing the importance of the third party logistic outsourcing –challenges and future directions.

Course MJ423: Strategic Human Resource Management

- CO1- Basic understanding of Strategic Human Resource Management
- CO2- Understanding of HR Functions from Strategic perspective
- CO3- Learning strategy implementation concerning HR
- CO4- Broader understanding of SHRM and its links with corporate strategy
- CO5- Learning new developments in the field of SHRM

Course MJ424: Compensation Management and Employee Welfare Laws

Co-1	Compensation Management and Employee Welfare	To study the concept of compensation management and employee welfare law in India and how the Indian Laws were formed and modified from time to time.
Co-2	Payment of Bonus Act Act, 1965	To understand the various provisions relating to bonus payment and legislations in India
Co-3	Payment of Wages Act,1936	To study the various provisions related to payment of wages to different category of workers in different industry in India.
Co-4	Workmen Compensation Act,1923	To study the various provisions related to compensation given to employee in case accidents at workplace and also benefiting their dependents /families in such incidents.
Co-5	Minimum Wages Act,1948	To understand the various provisions related to fixation of wages for workers of different categories of workers in India
Co-6	Maternity Benefit Act,1961	To understand the glimpse of various provisions related to benefit provided to female employee working during maternity period in India.

Course MN432: Corporate Tax Structure and Planning

PSO: To familiarize the student with latest provisions of the Indian Corporate tax laws and related judicial pronouncements having implications for corporate tax planning and its future.

CO 1: Understand and discussed the probable outcomes of meaning of tax planning and their implication for management of taxation compliance, difference between tax evasion and tax avoidance. Also discussed nature and scope of tax planning and management in the corporate sector and recent jurisdiction regarding the same. Able to recognise various cases and identify whether it is case of tax planning, management, avoidance and evasion.

CO 2: Understand and discussed the probable outcomes of residential status and incidence of taxation, computation of corporate tax, how to solve the problems of Carry forward and set off of losses in the case of certain companies under Sec. 79 of Income-tax Act, 1961, deductions available to corporate Assessee, Computation of taxable income of companies, Computation of amount of corporate tax liability, Minimum Alternate Tax, Tax on distributed profits of domestic companies; Tax on income distributed to unit holders and the future prospects.

CO 3: To solve various problems with recent provisions with respect to management decisions production, acquisition, make or buy etc.

CO 4: To solve various problems with recent provisions with respect to Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains. Owning or leasing of an asset; purchase of assets by instalment system or Hire System; Purchase of an asset out of own funds or out of borrowed capital Repairing, replacing, renewing or renovating an asset; Sale of assets used for scientific research; Shutting down or continuing operations.

CO 5: To solve various problems with recent provisions with respect to tax Planning in respect of amalgamation or de-merger of companies, Slump sale, conversion of a firm into a company, conversion of Sole Proprietorship into Company, Conversion of company into Limited Liability Partnership.

CO 6: To solve various problems with recent provisions with respect to transfer pricing, and methods to curb illegal transfer pricing practices, various real life cases discussed.

CO 7: To solve various problems with recent provisions with respect to foreign collaborations and incidence of taxation on domestic companies; provisions for relief in respect of double taxation.

Course MN442: Industrial Law

CO – I: To understand the objectives, definitions and different schemes under Employee Provident Fund & Miscellaneous Act 1952. Focus is being made on applicability and benefits of different schemes referring to different case laws related the Act.

CO- II: To understand the objectives and different definition & provisions of schemes under Employee State Insurance Act, 1948. Case laws are being referred for better understanding of applicability of the Act.

CO-III: To understand the objectives and different definition & provisions of schemes under Factories Act, 1948. Case laws are being referred for better understanding of applicability of the Act.

CO-IV: To understand the objectives of the Industrial Dispute Act, 1947 and to know the industrial dispute settlement process and different labour practices under the Act.

CO-V: To understand the objectives and applicability of the Payment of Gratuity Act, 1972 and also to understand definitions of different terms under the act referring to case laws related to the act.

CO-VI: To understand the objectives Trade Unions Act, 1926 and understand the registration process and rights and liabilities of trade union under the Act.

CO-VII: To understand the objectives and different definitions under Employee's Compensation Act, 1923 and to know laws relating to compensation entitled by employees under the Act.

Course MN452: Accounting Theory and Financial Reporting

CO-1: To understand the nature and classifications of accounting theory, the use of GAAP and selected accounting principles.

CO-2: To study the different concepts related to income measurement and comparison of standard setting in India, US and UK.

CO-3: To study the nature and benefits of financial reporting the conceptual framework of FASB and IASB

CO-4: To study the issues related to corporate Financial reporting with major concern to changing prices.

CO-5: To have an overview of interim reporting and Foreign Currency Translation.

CO-6: To study the recent developments in accounting-HRA, Social reporting and Financial Reporting in Not-For-Profit and PSU'S

Course MN462: Management of International Business Operation

CO	TITLE	OUTCOME
CO-1	The Strategy of International Business	Students will be able to understand different approaches to international management; Cross-cultural values and business management
CO-2	Planning for Global Expansion	Understanding regarding Resource allocation and portfolio compositions of a global firm will be created
CO-3	- International Production, Outsourcing and Location Decisions	Students will be able to understand about Procurement for international operations – international quality standards; Logistics and Supply chain management
CO-4	- International Marketing Management	Conceptual knowledge of International marketing mix planning – Product, price, promotion and distribution decisions will be created
CO-5	Management of International Financial Operations	Students will be able to understand the Management of International Financial Operations
CO-6	International Human Resource Management	Students will be able to understand about International Human Resource Management
CO-7	– Accounting and Tax Issues in International Business	Students will be able to know Evolution of International Accounting Standards (IFRSs) and various related Issues and Challenges;

**Master of Business Administration (Human Resource Development)
Semester I**

Course 111: GENERAL MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of this course is to develop an understanding of the processes of management related with the basic functions, and management challenges in the emerging perspective.*

CO1: Introduction: Demonstrate a general knowledge framework and understanding of key functions in management as applied in practice. Students will be aware of different school of thought and the theories given by different management thinkers.

CO2: Planning and Control: Obtain through electives in-depth knowledge and understanding in more specific management related areas from Planning till Controlling. Students will be aware of decision making process and also the way to scan the business environment.

CO3: Organising: Students will develop understanding for how to work effectively with others, capitalising on their different thinking, experience and skills in organizational relationship. The situations in which delegation and decentralisation is required. Also the organisational structure like Project and Matrix etc.

CO4: Directing: Identify and properly use vocabularies within the field of management to articulate one's own position on a specific management issue and communicate effectively with varied audiences. It includes the Motivation and leadership qualities of a Manager. Students will know about different styles of leadership and the importance of communication in the organisation.

CO5: International Management Practices: Understanding of and appreciation for the importance of the impact of globalization and diversity in modern organizations. To know the management practices adopted in different countries like India, Japan, China etc. Also to have the awareness regarding challenges in modern management practices.

Course 112: LEGAL FRAMEWORK OF BUSINESS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *To acquire knowledge and understanding of major commercial and economic laws.*

CO1- Understand the basics and technicalities of Contract act, 1872 and Sales of Goods Act, 1930 using relevant cases.

CO2- Describe the Limited Liability Partnership Act, 2008 along with its features and applications.

CO3- Analyze the Right to Information Act, 2005.

CO4- Describe the Competition Act, 2002 and Consumer Protection Act, 1986 citing specific rules and case studies.

CO5- Study the various aspects of FEMA, 1999 and other laws relating to foreign exchange.

Course 113: ACCOUNTING FOR MANAGERS

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** To acquaint students with Concepts of Financial, Cost and Management Accounting and their application in managerial decision making.*

CO1: To enlighten students to the realm of Financial Accounting by introducing them to the concept of Financial Accounting, its principles conventions and standards and various other features.

CO2: To develop the basic accounting skills by training them in preparation of books of accounts

CO3: To accustom the students with the methods of analysis of financial statements which are generally comparative in nature and thereby infer the overall health of a business enterprise.

CO4: Cultivating cost accounting expertise by providing the students the knowledge about various types of costs, cost allocation, ascertainment and apportionment and various other cost accounting techniques while focussing on its need for managerial decision making.

CO5: To enhance the managerial reasoning of the students in relation to decisions to be made at various stages of production.

CO6: To acquaint the students with the concept importance and methods of Budgeting and to focus on the Responsibility Accounting and Divisional Performance analysis.

Course 114: ECONOMICS FOR MANAGERS

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** The objective of the paper is to acquaint the students with the economic theory and its use in business decision-making. The effort is to enable them to use various concepts for business problems in a globalized economic environment.*

CO1 Demand and the Firm:

Understanding the concept of demand, its determinants, elasticity of demand and its types viz-a-viz price, income and cross-price. Comprehending the various types of organizations and nature and characteristics of firm.

CO2 Production, Cost and Market Forms:

Understanding the factors that represent a production function, the various laws associated with short run and long run production function and when does a producer realize producer equilibrium.

Understanding the classification of short run and long run costs involved in cost functions, derivation of Long run average cost function from short run average cost functions.

Understanding the various types of market structures and their features in detail.

CO3 Pricing:

Understanding the several types of pricing strategies in order to acquaint the students with entry of a new or existing product in the market.

Making the students aware of factor (factor of production like labor) pricing and acquainting them with the concept of economic rent of a factor, actual earnings and transfer earnings.

CO4 Macro-Economic Markets and Integration:

Comprehending the various macro-economic indicators of National Income. Acquaintance with the concept of investment multiplier, foreign trade and balanced budget multiplier.

Understanding the motives of holding money and liquidity preference theory and determining of interest rate through IS-LM Framework.

CO5 Trade Cycles and The Open Economy:

Understanding the theories of trade cycles and the concept of open economy. Determining Exchange Rate and the effects of change in trade on exchange rate. Comprehending the various types of fixed and flexible exchange rates.

Course 115: ENTREPRENEURSHIP AND NEW VENTURE PLANNING

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** This course aims to provide necessary input for entrepreneurial effort and planning the start of new venture to enable them to investigate, understand and internalize the process of setting up a business.*

Program Specific Outcomes

1. Understand basic concepts of entrepreneurship and new ventures
2. Differentiate different types of entrepreneurial activities
3. Analyse the best business model to implement
4. Prepare suitable business plan and find out feasible options to start as new business venture
5. Understand different legal and social challenges facing entrepreneurs

Course Outcomes

- CO1: Identify different entrepreneurial models and leadership styles
- CO2: Find out the best model to follow
- CO3: Prepare market study and market plan
- CO4: Describe the selected business model based on Canvas model
- CO5: Prepare and present the business model

Course 116: CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY OF BUSINESS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To familiarize the students with the understanding of issues and practices of corporate governance in the global and Indian context.

- CO1: To develop a broad understanding of Corporate Governance, its terminology, models and theories.
- CO2: To familiarize students with the legal and regulatory framework of Corporate Governance in India
- CO3: Compare the legislative frameworks in different countries
- CO4: Analyze the causes of corporate failures
- CO5: Understanding the concepts, typology and legal requirements of Whistle Blowing
- CO6: Appreciate the importance and benefit of Corporate Social Responsibility and Sustainable Development

Course 117: BUSINESS STATISTICS AND RESEARCH METHODOLOGY

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The objective of the paper is to acquaint the students with important statistical techniques for managerial decision-making. The emphasis will be on their application to business and economic situations.

- CO1: Describe probability and its approaches and Probability distribution
- CO2: Describe statistical decision theory under risk and uncertainty environment
- CO3: Explain Sampling and Sampling type and sample size calculation
- CO4: Describe research process and types of scales

CO5 Describe Hypothesis testing – Parameter and Non Parametric

CO6: Describe Correlation and Regression

**Master of Business Administration (Human Resource Development)
Semester II**

Course 321: HUMAN RESOURCE MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of the course is to familiarise the students about the different aspects of managing people in the organisations from the stage of acquisition to development and retention.*

CO1: Introduction: Sensitizing students towards the importance of human resources and their effective management in organizations. Students will learn the basic concepts and frameworks of human resource management (HRM), and understand the role that HRM has to play in effective business administration.

CO2: Human Resource Planning, Job Analysis, and Job Design: Basic concepts and frameworks of human resource management (HRM), and understand the role that HRM has to play in Manpower planning, Job analysis and forecast the human resource requirements.

CO3: Recruitment, Selection, Training, and Development: Analyze the role of recruitment and selection in relation to the organization's business and HRM objectives. This includes demonstrating the appropriate use of staffing tools such as internet recruiting and the selection procedure. They will be aware of Psychological testing and types of interviews conducted the organization.

CO4: Compensation Management, Performance Appraisal, and Audit: Appraise a job-based compensation scheme that is consistent with organizational goals, mission and values, and at the same time linked to the labor market. Also understanding the importance of the performance management system and appraisals in enhancing employee performance.

CO5: International HRM and Emerging Horizons of HRM: Deeper understanding of HRM in International context. It will recognize, outline, and illustrate the enduring global contexts of International HRM. Develop the students to understand the e-HRM, HRIS and also the challenges of international HR managers.

Course 322: HUMAN RESOURCE DEVELOPMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.*

CO1: Sensitizing students towards developing employees for achieving personal and organizational goals. It will make understand the concept of HRD Matrix and HRD interventions.

CO2: It will give a holistic perspective of the organization keeping 'human' in the centre. It enables students to design texture of the organization around human. Students will be able to frame HRD programs and also can evaluate it.

CO3: It empowers students to hone skills to address the realities of organizations while developing context specific strategies for human resource development. It will make the students to derive the employee development approaches.

CO4: It makes students to learn the techniques of HRD program application and trends like Competency mapping, Balanced Score Card etc.

CO5: A simulated situation is created through case method of learning to empower students to appreciate dilemmas of real life. It is focussed on HRD practices in Government organisation and Industries.

Course 323: ORGANISATIONAL BEHAVIOUR

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** To acquaint the student with the determinants of intra -individual, inter-personnel and inter-group behaviour in organisational setting and to equip them with behavioural skills in managing people at work.*

- CO1 - Learning concept & development of Organisational Behaviour
- CO2 - Understanding Individual behavior and theories of motivation and their application
- CO3 - Basic understanding of organizational communication and managing misbehavior
- CO4 - Understanding Group Behaviour and learning skills concerning leadership with theories
- CO5 - Basic understanding of organizational culture, climate, effectiveness and change.

Course 324: ORGANISATIONAL DEVELOPMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** To prepare the students as organisational change facilitators using the knowledge and techniques of behavioural sciences. Case studies involving the learning from the course and to understand the applicability of OD interventions are required to be discussed.*

CO1: Introduction: Basic knowledge of organization development.

CO2: Organisational Diagnosis: Techniques of collection and analyses of organizational diagnosis information.

CO3: Organisational Change, Renewal, and Development: Planned and unplanned changed models and institution building.

CO4: OD Interventions: Design and evaluation of different types and levels of change interventions.

CO5: Trends in Organization Development: Recent trends and future of OD field.

Course 325: LABOUR AND SOCIAL SECURITY LAWS

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** To familiarize the students with the understanding and provisions of industrial and labour related social security laws. Case studies and problems involving issues in industrial laws are required to be discussed.*

CO1 The Employees Provident Fund & Miscellaneous Provisions Act, 1952:

The students will be able to understand the various schemes under EPF & MP Act, 1952 through case laws.

CO2 Employees State Insurance Act, 1948:

The students will be able to understand the applicability, provisions and three wings of ESI Act, 1948. They will get aware of contributions, adjudications of disputes and claims and benefits through case laws.

CO3 Factories Act, 1948:

The students will be able to comprehend the various health, safety and provisions related to hazardous processes. They will be able to gain knowledge about legalities related to working hours of adults, employment of young persons, penalties and procedures.

CO4 Payment of Gratuity Act, 1972:

The students will be able to apprehend the applicability and non-applicability of Payment of gratuity Act, 1972. Also, the students will get familiar of the various terms relating to gratuity like continuous service, forfeiture, recovery of gratuity through case laws.

CO5 Employee's Compensation Act, 1923:

The students will be able to understand the provisions related to compensation which would be paid to employees in case of disablement and when is employer's liability for compensation is to be fixed regarding the same.

Course 326: MARKETING CONCEPTS AND PRINCIPLES

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** To develop among the students the underlying concepts, strategies and issues involved in the marketing of products and to develop insights into emerging trends in marketing of products.*

Objective: To develop among the students the underlying concepts, strategies and issues involved in the marketing of products and to develop insights into emerging trends in marketing of products. Contents:

CO – 1:

- a) To familiar with the fundamentals of marketing
- b) To spread awareness about the marketers' perspectives and their market orientations.
- c) To sensitize the students about the dynamic and volatile marketing environment.
- d) To equip them to take better decisions by introducing the concept of segmentation, targeting and positioning.

Unit I – Introduction: Nature, scope and importance of Marketing; Core marketing concepts; Company orientation towards the market place- production concept, product concept, selling concept, marketing concept, holistic marketing concept; Marketing mix; Marketing management process- a strategic perspective. Marketing Environment: Marketing information system; Analysing macro marketing environment; impact of micro and macro marketing environment on marketing decisions. Buyer behaviour: Need for studying buyer behaviour; Consumer vs. business buying behaviour; Consumer buying decision process and influences; Industrial buying process. Market Segmentation: Bases for segmenting a consumer market and business market; Criteria for effective market segmentation; Evaluating and selecting target market; Positioning – concept, bases and process.

CO – 2:

- a) To expose students to the underlying principles of product design and new product development.
- b) To make them understand the concept of product life cycle for various products & services and prepare them to make four Ps strategy in different stages of product life cycle.
- c) To stimulate them to observe the nuances and complexities involved in pricing decisions.

Unit II – Product and Pricing Decision: Product-concept and classification; Major product decisions; New product development; Product life cycle – concept and marketing strategies for different life cycle stages; Packaging and labeling; Product support services; Branding decisions; Pricing – Objectives, Factors affecting price of a product; steps in setting price, pricing policies and strategies; Ethical issues concerning product and pricing decisions.

CO – 3:

- a) To demonstrate the students that what is the implications of distribution and channel decisions in marketing.

- b) To develop the skills among students to critically analyze the Promotion-Mix in the light of competitive market environment.
- c) To sensitize them towards the ethical issue and concerns relating to promotion decisions.

Unit III – Distribution and Promotion Decisions: Channels of distribution – concept and importance; Different types of distribution channels; Channel management decisions; Channel integration and systems; Distribution logistics – concept, importance and major logistics decisions. Promotion Decisions: Meaning and importance of promotion; Promotion tools and their characteristics; Determining optimal promotion mix; Integrated Marketing Communications – Concept and importance; Developing and implementing promotional programme; Ethical issues concerning distribution and promotion decisions.

CO – 4:

- a) To identify and interpret the nature and role of service marketing.
- b) To assess the various components of service quality.
- c) To examine the ever changing consumer needs and appreciate the importance and requirement of highly effective customer relationship management system

Unit IV – Services Marketing: Concept; Nature & Classification of services; Characteristics of services & their marketing implications; Managing service quality. Customer Relationship Management: Concept, Nature and Relevance of CRM and e-CRM in the globalised economy; Dimensions of CRM from the perspective of Internal and External Customers; Developing and Managing Relationship.

CO – 5:

- a) To understand the implications of current trends in social media marketing.
- b) To discuss the emerging trends in different fields of marketing.

Unit V – Trends in Marketing: Social Media Marketing; Green Marketing; Internal Marketing; Socially Responsible Marketing; Cause relating Marketing; Social Marketing; Other emerging trends.

Course 327: ECONOMIC AND ACCOUNTING ASPECTS OF HUMAN CAPITAL

Marks: 100 (Theory=70, Internal Assessment=30)

Objective: *The course provides detailed framework of all aspects on the economics of labour and the accounting aspects of Human Capital. It will also provide relevant knowledge to the learners in order to solve specific labour economics problems.*

CO1: To acquaint the students with the nature and role of human capital viz -a-viz labour. To familiarize the students with the evolving labour problems with growing industrialization and growth of labour market in India.

CO2: To make the students understand the theories related to individual and household labour supply in context of solving problems of wage determination. To acquaint the students with determining wage through market forces of demand and supply. To explore the causes of labour exploitation and the pattern and behavior of wage differentials, and explain them the principles of equal pay for equal work and its importance. To objectify the wage policy in developing economy and the impact of industrial policy on wage structure.

CO3: To understand the meaning, need and importance of HRA, the needs of monetary and non-monetary cost models. Also the students will be able to differentiate between the various cost models like Acquisition Cost Method, Replacement Cost Model, Opportunity Cost Method, standard cost method, Current Purchasing Power Method (C.P.P.M.) and make comparisons amongst them.

CO4: The students will be able to understand the various value based models like Hermanson's Unpurchased Goodwill Method, Hermanson's Adjusted Discount Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz's Stochastic Rewards Valuation Model, Jaggi and Lau's Human Resource Valuation Model, Robinson's Human Asset Multiplier Method, Watson's Return on Effort Employed Method, Brummet, Flamholtz and Pyle's Economic Value Method of Group Valuation, Morse's Net Benefit Method and make comparison amongst them. The students will be able to comprehend the recent developments in the field of Human Asset/ Capital accounting.

CO5: The students will be able to understand the Economic aspect of Human capital by analyzing the various economic systems like WTO, TRIPS both at Micro and Macro level and other trade negotiations.

**Master of Business Administration (Human Resource Development)
Semester III**

Course 331: MANAGEMENT OF INDUSTRIAL RELATIONS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *This course deals with analyzing both the traditional pluralistic perspectives of industrial relations (IR) as they have evolved over the years and the transformation that the subject has undergone at the global level. The course emphasizes various issues in management of IR in the HRM-dominated context of the modern business environment and developing in the participants' skills in managing these issues in general and in the Indian context in particular.*

CO1 Elaborate the structure and evolution of Industrial Relations.

CO2 Describe the industrial Conflict and disputes resolution with special emphasis on the Provisions under the Industrial Disputes Act, 1947.

CO3 Describe Trade Unionism, Negotiations and Collective bargaining with special emphasis on the Provisions of Trade Union Act, 1926.

CO4 Describe Industrial Relations, Discipline and HRM performance.

CO5 Elaborate on the concept of Industrial Democracy detailing the Experience of UK, Yugoslavia, West Germany, Scandinavian countries and Japan.

Course 332: PERFORMANCE MANAGEMENT AND TALENT MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *This course aims to impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance. This course also intends to give insights on how to identify, integrate, and retain talent in an organization to deliver high performance.*

CO1: Conceptual Framework of Performance Management: Understanding the nature of performance management and the core objectives of performance management system. It will create awareness about the evolution of PMS.

CO2: Components of Performance Management System: Create understanding of the performance management cycle, identify and explain the key stages of this cycle. Students will be able to differentiate between performance management and performance appraisal. It will increase the ability to assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.

CO3: Implementation and Issues in Performance Management: Students will be able to design an organizations performance management process that is compliant with law and supports organizational mission and strategy. It will develop an understanding of legal and ethical aspects of performance management system. It will increase the knowledge of performance matrix, documentation and audit.

CO4: Talent Management: Students will be able to understand different approaches of talent management. They will be able to identify talent and develop retention strategies. It will develop understanding to evaluate the talent management in the organization.

CO5: Talent Management Practices and Process: A practical approach will be developed in students, of the talent management in India with the examples of different companies. To understand and communicate appropriate actions with employees based on their performance strengths and weaknesses. They can compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.

Course 333: TRAINING AND DEVELOPMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The course aims at exposing the learner to the Concept and practice of training and development in the modern organisational setting through the pedagogy of case discussions and recent experiences.*

CO1: The students will understand the concepts and rationale of the concept of training and development through the importance of effective training, training and development policies. They will be able to link training and development to company's strategic planning and understand the role of external agencies n Training and development.

CO2: The students will understand the process of Training Need Assessment through various real examples and case studies.

CO3: The students will determine the various methodologies associated with training. They will understand the logic and process of learning and the various differences in the learning process. They will be acquainted with the skills of an effective trainer, use of Audio Video aids in imparting effective training. They will be accustomed with Computer aided instructions for distance learning, open learning and e-learning and will be made aware of multimedia environment. They will be made conversant with the various methods of learning and training like Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counselling, Position Rotation, Team Building, and Sensitivity Training .

CO4 : Students will get acquainted to design the training programs and through this process they will be made conscious of various training and development programs like competence based and role based training; orientation and socialization; diversity training, choice of training and development methods. They will be also familiarized with the process of making an effective trainer.

CO5: the students will get aware of the importance of evaluation of training and development programs. They will be awakened of the various problems of measurement and evaluation of training.

CO6: students will get aware of various emerging tools of training and development like Gamification, team training and six sigma training; Electronic Enabled Training Systems (EETS)

Course 334: COMPENSATION MANAGEMENT AND EMPLOYEE WELFARE LAWS

Marks: 100(Theory= 70, Internal Assessment=30)

Objective: *The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security.*

CO1: Understanding of dynamic and contemporary compensation strategies applicable in different business organisation. Creation of optimal compensation structure for retention of best of employees with least cost.

CO2: Discussion of payment of bonus to different employees in different organisation and application of legal framework on payment of bonus.

CO3: Application and analysis of judicial pronouncements in the matters arising out of Payment of Wages.

CO4: Discussion of prominent judicial pronouncements. Analysis and fact finding in the prominent cases and preparing the case log in professional case problems in respect of minimum wages and maternity benefits.

Course 335: NEGOTIATIONS AND UNION MANAGEMENT RELATIONS

Marks: 100(Theory= 70, Internal Assessment=30)

Objective: *To familiarize the learners with the dynamics of collective bargaining in the industrial relations environment in the country and to impart them relevant skills in effective negotiations so as to help in managing unions effectively.*

CO1: To discuss the inception of collective bargaining, its significance and approaches and to understand various theories influencing collective bargaining.

CO2: To comprehend the meaning of negotiation and different phases involved in negotiation process along with the impact of culture, ethics, gender and persuasion strategies on negotiations.

CO3: To explore and realize the skill sets required for implementing effective negotiations in view of challenges arising from cross-cultural negotiations, communications, administration, tactics and interpretation of negotiated agreements.

CO4: To comprehend establishment, growth and development of trade unions in India including types and structure of trade union, theories of unionism, union leadership, managerial unionism, role of ILO and problems of unions in India.

CO5: To understand the working of trade unions in Public Sector in India and the issues surrounding it.

Course 336: MANAGEMENT INFORMATION SYSTEM AND HR ANALYTICS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of the course is to acquaint the students about the concept of information systems, internet, World Wide Web, and HR analytics and their application in H.R.D. and O.D.*

CO1 Introduction:

Describing the role of information technology and information systems in business and with respect to different management levels. Interpreting how to use information technology in decision making.

CO2 Information Concepts and Information Technology:

Understanding how information systems impact organizations and business firms. Relevance of information in decision making and in management information system.

Understanding computer hardware platform trends and computer software platform trends.

Understanding data-communication concepts, centralised and decentralised processing and multimedia approach to information processing.

CO3 System Development and Applications of MIS:

Develop an understanding of the System Development Life Cycle and its steps and its advantages and its disadvantages.

Understanding the several types of systems in order to acquaint the students to understand relevance of choice of system in MIS.

Analysing the MIS applications in different industries.

.CO4 Internet and World Wide Web:

Describing how internet worked in the past and how it is presently working and how it provides business value. Explaining how the domain name system and IP addressing system work.

Develop an understanding of the principles and strategies used in the design of an interactive websites.

Understanding Web based HR Applications and HR Portals.

CO5 Issues in MIS:

Justifying the ethical, social and security issues in information systems management. Understanding intellectual property rights as related to IT services. Analysing the issues and technical alternatives to be considered when developing international information systems.

CO6 Basics of HR Analytics:

Understanding the types of analytics and the use of HR analytics in improving decision making. Describing evolution of human capital metrics. Understanding Data Analytic techniques using software packages and the relevance of HR analytics in future.

Course 337: TRAINING REPORT

After the end of second semester, each student shall go for summer training for a period of four to six weeks in a company. Immediately after the completion of the summer training, each student shall submit a training Report to the Department for evaluation in the third semester. The evaluation of the Training Report be as follows:

Report evaluation – 70 marks

Report presentation – 30 marks

**Master of Business Administration (Human Resource Development)
Semester IV**

Course 341: MANAGEMENT OF TRANSFORMATION

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of the course is to make the students develop the art of unlearning for thinking afresh to provide new solutions to the problems.*

CO1: the students will understand the meaning of planned change and resistance to change. They will be able to comprehend the various horizons of management in changing environment and understand the concept of transformation and differentiate between transformation and change.

CO2: to acquaint the students with Cultural values and the impact of culture on management, Cross-cultural management models, Personal Intercultural Awareness Profile. To make the student explore the impact of organizational culture on leading change. Also, to comprehend them with culture management in scenarios of downsizing, mergers and acquisitions.

CO3: the students will be acquainted with Cross-cultural and change management models, Change management simulation, Informal networks and managing beyond hierarchy, Communication strategies in Post-Merger Integration.

CO4: to awaken the students with the concept of BPR as an important tool of Managing Transformation through case studies. to explain them the methodology of implementing BPR. To aware them with HR interventions in scenarios of Downsizing, mergers and acquisitions.

CO5: to explain the concept of transformational leadership and role of transformational leaders in downsizing, mergers and acquisitions, the students will be able to develop personal leadership approach for today's global business.

CO6: to adapt the students with Technological revolution, Innovative Technology in context of quality of work life and organizational productivity.

Course 342: CROSS CULTURAL MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organizations.*

CO1: Understand the concept of Culture, its importance and the different approaches to study the International Cultural Environment.

CO2: Study the Environmental, Human & Cultural Variables in Global Organizations and the various Models of Cross-cultural Analysis.

CO3: Understand the intricacies of Cross-cultural Communication, Cross-cultural Negotiations and the complex process of Decision-making in the cross-cultural setting.

CO4: Learn about Cultural Diversity and study approaches to effectively manage Workplace Diversity.

CO5: Study the concepts of Cross-cultural Management Research including types of Research, Phases of a Research Project, Research Methodology and Issues in International Research.

Course 343: STRATEGIC MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *To develop the perspective for the overall management of the enterprise from the point of view of top management, keeping in view the opportunities and threats posed by the environment.*

CO1: Understand the role and basic concepts of Strategy, Strategic Intent, Strategic flexibility and learning organization

CO2: Identify the internal and external factors affecting the strategic management process by understanding the Environmental scanning techniques

CO3: Comprehend the Strategic options at Corporate Level, Business Level and Functional Level

CO4: Understand the Strategies for different situations like competing in emerging industries, maturing or declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses

CO5: Comprehend the strategy implementation process

CO6: Understand the concept and importance of Strategic HRM in the Modern Business World

CO7: Describe the Ethical and Social considerations in Strategic Management

Course 344: FINANCE FOR DECISION MAKING

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *To develop a conceptual framework of finance function and to acquaint the students with the tools, techniques and processes of financial management in the realm of financial decision- making.*

CO1: To familiarise students to the concept of financial management and its various aspects.

CO2: To enable students to differentiate between the financially feasible and non-feasible projects through various techniques of evaluation.

CO3: To acquaint the students with different capital structure theories and sources of capital and their cost computations in order to make viable capital structure decisions.

CO4: To make students learn how to manage working capital for the smooth functioning of business operations.

CO5: To provide the students with existing theories and various choices related to dividend policies and to further their knowledge in recent issues in finance.

Course 345: E-BUSINESS AND CYBER LAWS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *This course intends to create an understanding towards e-business and its ideals. Further, it aims to familiarize the students with the application of cyber laws in e-business.*

CO1: The description of Electronic business and the significance of having virtual business in the 21st century. The students can establish the essence of cyber security in the domain of E - Business

CO2: Fundamentals of Cyber laws and its applicability in the domain of personal, professional and organisational life. Describe and provide complete regulatory framework of the Information and Technology Act 2000.

CO3: Functional usage of electronic signatures, electronic records, its acknowledgement, its sanctity and maintenance of Digital records.

CO4: Describe and formulate better administration of procedure to be followed by certifying authority; issue, suspension and revocation of digital signatures certificate

CO5: Discussion of prominent judicial pronouncements. Analysis and fact finding in the prominent cases and preparing the case log in professional case problems.

Course 346: SOCIAL SECURITY AND PARTICIPATIVE MANAGEMENT

Marks: 100 (Theory= 70, Internal Assessment=30)

Objective: *The Course attempts to acquaint students about Social security and participation processes and practices for effective mobilization of Human Resources towards attainment of organisational objectives.*

CO1 Describe the history of Social Security.

CO2 Explain the implications of various Social Security laws with special emphasis on Child Labour (Prohibition & Regulation) Act, 1986, The Mahatma Gandhi National Rural Employment Guarantee Act, 2005, and The National Food Security Act, 2013.

CO3 Elaborate the evolution of participative management and its determinants and detailing the Board Level Employee Participation in Banks and Workers' Cooperatives and Empowerment and participation.

CO4 Describe the Employee Stock Ownership Plan (ESOP) as per Companies Act 2013.

CO5 Review of International experiences based on studies of social security and Worker Participation Schemes in selected countries using the case studies.

Master of Business Administration (Human Resource Development)

Semester IV

Course 347: PROJECT REPORT

Evaluation of Project Report shall be as follows:

Report evaluation by internal and external examiners of 35 marks each - 70 Marks

Viva Voce examination- 30 Marks

Project Report work shall begin from the third semester of Part – II. Students shall select topic of their project work at the commencement of Semester – III in consultation with faculty members. Students are free to choose any topic relating to the course, which is contemporary, application oriented and having significance to the business firms. The project may be secondary data based or may involve survey work/field work. Ideally, the project work should be the one, which involves use of both the desk and field researches, and is able to delve into managerial implications and business significance of the issue under investigation. After approval of the project topics by the MBA (HRD) Committee, they shall begin their work. At the completion of the project work, they shall submit three typed copies of their project report for evaluation before the commencement of the Semester – IV examination. Project report shall be evaluated for 70 marks by the external and internal examiners (35 marks each) at the end of the fourth semester.