



Sinhgad Institutes

SINHGAD TECHNICAL EDUCATION SOCIETY'S®

SINHGAD INSTITUTE OF BUSINESS ADMINISTRATION AND COMPUTER APPLICATION®

(Affiliated to Savitribai Phule Pune University & Approved by AICTE)

Kusgaon (Bk.), Off Mumbai - Pune Expressway, Lonavala, Dist. - Pune - 410 401.

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PROF. M. N. NAVALE
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FOUNDER PRESIDENT

DR. (MRS.) SUNANDA M. NAVALE
B.A., M.P.M. Ph.D.
FOUNDER SECRETARY

Dr. Vidya A. Nakhate
Ph.D., NET (Mang.), M Phil (Mang.),
MBA (Marketing),
B.A. additional (Eng. Lit.), B Pharma
DIRECTOR

Master of Business Administration (MBA) –2016 Pattern PEOs, POs, and PSOs

Programme Educational Objectives (PEOs):

1. PEO1: Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.
2. PEO2: Graduates of the MBA program will possess excellent communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.
3. PEO3: Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value centered leadership.
4. PEO 4: Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.
5. PEO5: Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.

Programme Outcomes (POs):

The MBA programme prepares a student for a career in diverse sectors of the industry domestically and globally. The MBA programme facilitates learning in theory and practice of different functional areas of management and equips the students with an integrated approach to various functions of management. However, the demand for managerial skills is not limited to the industry. Managerial talent is much sought by the Government Sector, NGOs, non-corporate sector as well.

Students also expect to become entrepreneurs. Their aspirations also require a broad based learning encompassing the end to end processes involved in developing entrepreneurial skills.



Institutes. Faculty and Students need to move away from the excessive focus on industry and look at needs and demands of broader sections of the society also.

Programme Specific Outcomes (PSOs):

1. To equip the students with requisite knowledge, skills & right attitude necessary to provide effective leadership in a global environment.
2. To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society, aligned with the national priorities.
3. To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.
4. To harness entrepreneurial approach and skillsets.



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**Master of Business Administration (MBA) –2019 Pattern PEOs, POs, and
PSOs**

Programme Educational Objectives (PEOs):

1. **PEO1:** Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.
2. **PEO2:** Graduates of the MBA program will possess excellent communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.
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4. **PEO 4:** Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.
5. **PEO5:** Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.

Programme Outcomes (POs):

At the end of the MBA programme the learner will possess the

1. **Generic and Domain Knowledge** - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
2. **Problem Solving & Innovation** - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.
3. **Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
4. **Effective Communication** - Ability to effectively communicate in cross-cultural



settings. in technology mediated environments. especially in the business context and with society at large

5. **Leadership and Team Work** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.

6. **Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.

7. **Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding. leading & managing startups as well as professionalizing and growing family businesses.

8. **Environment and Sustainability** - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.

9. **Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.

10. **LifeLong Learning** – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

Programme Specific Outcomes (PSOs):

1. Developing the required skills on analysing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy, finance and human resources.

2. Understanding leadership roles at various levels of the organization and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

3. Improve the awareness about functioning of local an global business environment and society which helps in recognizing the functioning of businesses, identifying potential business opportunities, and exploring the entrepreneurial opportunities.



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2.6.1 Course Outcomes (COs) For 2019 and 2016 Patterns

INDEX

Sr. No.	Particular	Page No.
1	COs for all courses of MBA Programme for 2019 patterns	02-32
2	COs for all courses of MBA Programme for 2016 patterns	33-63



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COs for all courses for 2019 patterns

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ANNEXURE II – COURSE WISE DETAILED SYLLABUS

Generic Core Courses (Compulsory) – Semester I & II

Semester I		101 – Managerial Accounting
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO101.1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
CO101.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO101.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO101.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO101.5	EVALUATING	EVALUATE the financial impact of the decision.

Semester I		102 - Organizational Behaviour
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO102.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior.
CO102.2	UNDERSTANDING	EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO102.3	APPLYING	MAKE USE OF the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
CO102.4	ANALYSING	DECONSTRUCT the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.
CO102.5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
CO102.6	CREATING	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.



Semester I		103 – Economic Analysis for Business Decisions
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO103.1	REMEMBERING	DEFINE the key terms in micro-economics.
CO103.2	UNDERSTANDING	EXPLAIN the key terms in micro-economics, from a managerial perspective.
CO103.3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO103.4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO103.5	EVALUATING	DEVELOP critical thinking based on principles of micro-economics for informed business decision making.
CO103.6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.



Semester I		104 - Business Research Methods
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO104.1	REMEMBERING	DEFINE various concepts & terms associated with scientific business research.
CO104.2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of scientific business research.
CO104.3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
CO104.4	ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.
CO104.5	EVALUATING	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
CO104.6	CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

Semester I		105 – Basics of Marketing
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Page 37 of 115

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO105.1	REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role of marketing.
CO105.2	UNDERSTANDING	DEMONSTRATE the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the 'tool kit' of every organizational leader and manager.
CO105.3	APPLYING	APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios.
CO105.4	ANALYSING	EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services).
CO105.5	EVALUATING	EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
CO105.6	CREATING	DISCUSS alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services.).

Semester I		106 – Digital Business
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO106.1	REMEMBERING	DESCRIBE the conceptual framework of e commerce, mobile commerce and social commerce.
CO106.2	UNDERSTANDING	SUMMARIZE the impact of information, mobile, social, digital, IOT and related technologies on society, markets & commerce.
CO106.3	APPLYING	ILLUSTRATE value creation & competitive advantage in a digital Business environment.
CO106.4	ANALYSING	EXAMINE the changing role of intermediaries, changing nature of supply chain and payment systems in the online and offline world.
CO106.5	EVALUATING	ELABORATE upon the various types of digital business models and OUTLINE their benefits and limitations.
CO106.6	CREATING	DISCUSS the various applications of Digital Business in the present day world.



Generic Courses (Electives) – University Level – Semester I & II

Semester I		107 – Management Fundamentals
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO107.1	REMEMBERING	ENUMERATE various managerial competencies and approaches to management.
CO107.2	UNDERSTANDING	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
CO107.3	APPLYING	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects.
CO107.4	ANALYSING	COMPARE and CONTRAST various organizational structures of variety of business and not-for-profit entities in a real world context.

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CO107.5	EVALUATING	BUILD a list of the decision making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision making situations and EVALUATE and EXPLAIN the same.
CO107.6	CREATING	FORMULATE and DISCUSS a basic controlling model in a real life business, start-up and not-for-profit organizational context.

Semester I		109 – Entrepreneurship Development
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO109.1	REMEMBERING	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs features and ENUMERATE the Factors influencing Entrepreneurship Growth.
CO109.2	UNDERSTANDING	DISCUSS various theories of entrepreneurship and the entrepreneurship development ecosystem in Indian context.
CO109.3	APPLYING	APPLY the theories of entrepreneurship and entrepreneurship development framework to analyze and identify entrepreneurial opportunities.
CO109.4	ANALYSING	DISCRIMINATE between potential options available for entrepreneur for embarking on establishing a Start Up
CO109.5	EVALUATING	EVALUATE the start up ecosystem and the entrepreneurial opportunities in light of requirements of a business plan.
CO109.6	CREATING	CREATE a business plan that captures entrepreneurs and variety of entrepreneur motivations, entrepreneur culture and sectoral opportunities and financing options.

Semester I		111 - Legal Aspects of Business
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO111.1	REMEMBERING	DESCRIBE the key terms involved in each Act.
CO111.2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO111.3	APPLYING	ILLUSTRATE the use of the Acts in common business situations.
CO111.4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
CO111.5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations



Generic Courses (Electives) – Institute Level – Semester I & II

Semester I		113 - Verbal Communication Lab
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO113.1	REMEMBERING	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
CO113.2	UNDERSTANDING	EXPRESS themselves effectively in routine and special real world business interactions.
CO113.3	APPLYING	DEMONSTRATE appropriate use of body language.

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CO113.4	ANALYSING	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
CO113.5	EVALUATING	APPRAISE the pros and cons of sample recorded verbal communications in a business context.
CO113.6	CREATING	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations.

Semester I		114 - Enterprise Analysis - Desk Research
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

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Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO114.1	REMEMBERING	DESCRIBE the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real world business organization.
CO114.2	UNDERSTANDING	SUMMARIZE the regional, national and global footprint of a real world business organization.
CO114.3	APPLYING	DEMONSTRATE the use of secondary – offline and online resources to profile a real world business organization.
CO114.4	ANALYSING	ANALYSE, using tables and charts, the trends in market standing and financial performance of a real world business organization over the last 5 years.
CO114.5	EVALUATING	COMPOSE a succinct summary of future plans of a real world business organization the company website, shareholders reports and other information available in the public domain.
CO114.6	CREATING	IMAGINE the key challenges and opportunities for a real world business organization in the immediate future (1 to 3 years).

Semester I		115 - Selling & Negotiations Skills Lab
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to



CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO115.1	REMEMBERING	DESCRIBE the various selling situations and selling types.
CO115.2	UNDERSTANDING	OUTLINE the pre-sales work to be carried out by a professional salesperson.
CO115.3	APPLYING	IDENTIFY the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service.
CO115.4	ANALYSING	FORMULATE a sales script for a real world sales call for a product/ service / e-product / e-service.
CO115.5	EVALUATING	DECONSTRUCT the pros and cons of sample real world sales calls for a product/ service / e-product / e-service.
CO115.6	CREATING	DEVELOP a sales proposal for a real world product/ service / e-product / e-service and for a real world selling situation.

MBA II Sem

Semester II		201 – Marketing Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO201.1	REMEMBERING	DESCRIBE the key terms associated with the 4 Ps of marketing.
CO201.2	UNDERSTANDING	COMPARE and CONTRAST various approaches to pricing for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.3	APPLYING	DEMONSTRATE an understanding of various channel options for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.4	ANALYSING	EXAMINE the product line of a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.5	EVALUATING	EXPLAIN the role of various communication mix elements for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.6	CREATING	DESIGN a marketing plan for a real world marketing offering (commodities, goods, services, e-products/ e-services.)

Semester II		202 – Financial Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO202.1	REMEMBERING	DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
CO202.2	UNDERSTANDING	EXPLAIN in detail all theoretical concepts throughout the syllabus
CO202.3	APPLYING	PERFORM all the required calculations through relevant numerical problems.
CO202.4	ANALYSING	ANALYZE the situation and <ul style="list-style-type: none"> • comment on financial position of the firm • estimate working capital required • decide ideal capital structure • evaluate various project proposals
CO202.5	EVALUATING	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm



Semester II		203 – Human Resource Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO203.1	REMEMBERING	DESCRIBE the role of Human Resource Function in an Organization.
CO203.2	REMEMBERING	ENUMERATE the emerging trends and practices in HRM.
CO203.3	UNDERSTANDING	ILLUSTRATE the different methods of HR Acquisition and retention.
CO203.4	APPLYING	DEMONSTRATE the use of different appraisal and training methods in an Organization.
CO203.5	ANALYSING	OUTLINE the compensation strategies of an organization
CO203.6	EVALUATING	INTERPRET the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.

Semester II		204 – Operations & Supply Chain Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO204.1	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.
CO204.2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context.
CO204.3	APPLYING	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.

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CO204.4	ANALYSING	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.
CO204.5	EVALUATING	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real world context.
CO204.6	CREATING	ELABORATE upon different operational issues in manufacturing and services organisations where the decision-making element is emphasized.

Semester II		207 – Contemporary Frameworks in Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO207.1	REMEMBERING	DEFINE Emotional Intelligence (EQ), IDENTIFY the benefits of emotional intelligence and RELATE the 5 Dimensions of Trait EI Model to the practice of emotional intelligence.
CO207.2	UNDERSTANDING	DESCRIBE how companies achieve transition from being good companies to great companies, and DISCUSS why and how most companies fail to make the transition.
CO207.3	APPLYING	APPLY the 21 laws that make leadership work successfully to improve your leadership ability and ILLUSTRATE its positive impact on the whole organization.
CO207.4	ANALYSING	EXAMINE the fundamental causes of organizational politics and team failure.
CO207.5	EVALUATING	EXPLAIN the approach to being effective in attaining goals by aligning oneself to the "true north" principles based on a universal and timeless character ethic.



Semester II		208 - Geopolitics & World Economic Systems
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: At the end of this course, the learner shall be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO208.1	REMEMBERING	ENUMERATE the various elements of global economic system.
CO208.2	UNDERSTANDING	EXPLAIN the role of key trade organizations in the global economic system.
CO208.3	APPLYING	IDENTIFY the crucial elements of international trade laws.
CO208.4	ANALYSING	ANALYSE the forces that work for and against globalization.
CO208.5	EVALUATING	ASSESS the impact of the elements of the Global Economic System on the India Economy.

Semester II		210 – Qualitative Research Methods
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOME
CO210.1	REMEMBERING	ENUMERATE the key terms associated with Qualitative research approach.
CO210.2	UNDERSTANDING	COMPARE and CONTRAST Qualitative research approach with the Quantitative approach.
CO210.3	APPLYING	CONSTRUCT appropriate research and sampling designs for Qualitative research work in real world business and non-business contexts
CO210.4	ANALYSING	ILLUSTRATE the use of appropriate qualitative research methods in real world business and non-business contexts.
CO210.5	EVALUATING	EVALUATE the quality of Qualitative Research work
CO210.6	CREATING	COMBINE Qualitative and Quantitative research approaches in a real world research project.

Semester II		214 - Industry Analysis - Desk Research
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO214.1	REMEMBERING	DESCRIBE the key characteristics of the players in an industry.
CO214.2	UNDERSTANDING	SUMMARIZE the management ethos and philosophy of the players in the industry.
CO214.3	APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on the industry.
CO214.4	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.
CO214.5	EVALUATING	ASSESS the impact of recent developments on the industry and its key players.
CO214.6	CREATING	PREDICT the future trajectory of the evolution of the industry in the immediate future (1 to 3 years).



MBA II Sem Specialization: Marketing

Semester II		205MKT: Marketing Research
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205MKT.1	REMEMBERING	IDENTIFY and DESCRIBE the key steps involved in the marketing research process.
CO205MKT.2	UNDERSTANDING	COMPARE and CONTRAST various research designs, data sources, data collection instruments, sampling methods and analytical tools and SUMMARIZE their strengths & weaknesses.
CO205MKT.3	APPLYING	DEMONSTRATE an understanding of the ethical framework that market research needs to operate within.
CO205MKT.4	ANALYSING	ANALYSE quantitative data and draw appropriate Inferences to address a real life marketing issue.
CO205MKT.5	EVALUATING	DESIGN a market research proposal for a real life marketing research problem and EVALUATE a market research proposal.
CO205MKT.6	CREATING	PLAN and UNDERTAKE qualitative or quantitative Market Research and demonstrate the ability to appropriately analyse data to resolve a real life marketing issue.

Semester II		206MKT: Consumer Behavior
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206MKT.1	REMEMBERING	ENUMERATE social and psychological factors and their influence his/her behavior as a consumer.
CO206MKT.2	UNDERSTANDING	EXPLAIN fundamental concepts associated with consumer and organizational buying behavior.
CO206MKT.3	APPLYING	APPLY consumer behavior concepts to real world strategic marketing management decision making.
CO206MKT.4	ANALYSING	ANALYSE the dynamics of human behavior and the basic factors that influence the consumer's decision process.
CO206MKT.5	EVALUATING	EXPLAIN the consumer and organizational buying behavior process for a variety of products (goods/services).

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CO206MKT.6	CREATING	DISCUSS the use of the Internet, e-commerce & information technology with respect to the changing consumer marketplace and ELABORATE on the various aspects of the changing Indian Consumer.
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**Subject Elective (SE) Courses - Semester II
Specialization: Marketing Management**

Semester II		217MKT: Integrated Marketing Communications
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217MKT.1	REMEMBERING	DESCRIBE the IMC mix and the IMC planning process.
CO217MKT.2	UNDERSTANDING	EXAMINE the role of integrated marketing communications in building brand identity, brand equity, and customer franchise.
CO217MKT.3	APPLYING	CONSTRUCT a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.
CO217MKT.4	ANALYSING	ANALYZE and critically evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.
CO217MKT.5	EVALUATING	DESIGN a sales promotion campaign and CHOOSE the avenues for Public Relations, Publicity and Corporate Advertising for a consumer and a business-to-business product.
CO217MKT.6	CREATING	DEVELOP an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign for a variety of brands.

Semester II		218MKT: Product and Brand Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO218MKT.1	REMEMBERING	DEFINE the key concepts and DESCRIBE the elements of a product strategy.
CO218MKT.2	UNDERSTANDING	EXPLAIN the process and methods of brand management, including how to establish brand identity and build brand equity.
CO218MKT.3	APPLYING	IDENTIFY the Brand Marketing Strategies for Leaders, Challengers, Followers and Niche Strategies for real life consumer, business products and services operating in various markets and in the digital space.
CO218MKT.4	ANALYSING	EXAMINE the key brand concepts by articulating the context of and the rationale of application for real life consumer, business products and services operating in various markets and in the digital space.
CO218MKT.5	EVALUATING	FORMULATE effective branding strategies for real life consumer, business products and services operating in various markets and in the digital space.
CO218MKT.6	CREATING	COLLECT brand audit data using appropriate tools and PROPOSE strategic recommendations for Reinforcing / Revitalizing / Rejuvenating failed Brands for real life consumer, business products and services in various markets and in the digital space.



MBA II Sem Specialization: Finance

Semester II		205FIN: Financial Markets and Banking Operations
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205FIN.1	REMEMBERING	RECALL the structure and components of Indian financial system through banking operations & Financial Markets.
CO205FIN.2	UNDERSTANDING	UNDERSTAND the concepts of financial markets, their working and importance.
CO205FIN.3	APPLYING	ILLUSTRATE the working and contribution of Banks and NBFCs to the Indian Economy.
CO205FIN.4	ANALYSING	ANALYZE the linkages in the Financial Markets.
CO205FIN.5	EVALUATING	EXPLAIN the various banking and accounting transactions.
CO205FIN.6	CREATING	DEVELOP necessary competencies expected of a finance professional.

Semester II		206FIN: Personal Financial Planning
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
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Page 89 of 273

SPPU - MBA Revised Curriculum 2019 CBCGS & OBE Pattern

CO206FIN.1	REMEMBERING	UNDERSTAND the need and aspects of personal financial planning
CO206FIN.2	UNDERSTANDING	Describe the investment options available to an individual
CO206FIN.3	APPLYING	IDENTIFY types of risk and means of managing it
CO206FIN.4	ANALYSING	DETERMINE the ways of personal tax planning
CO206FIN.5	EVALUATING	EXPLAIN retirement and estate planning for an individual and design a financial plan.
CO206FIN.6	CREATING	CREATE a financial plan for a variety of individuals.

Semester II		217FIN: Securities Analysis & Portfolio Management
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217FIN.1	REMEMBERING	REMEMBER various concepts taught in the syllabus.
CO217FIN.2	UNDERSTANDING	EXPLAIN various theories of Investment Analysis and Portfolio Management.
CO217FIN.3	APPLYING	CALCULATE risk and return on investment using various concepts covered in the syllabus.
CO217FIN.4	ANALYSING	ANALYZE and DISCOVER intrinsic value of a security.
CO217FIN.5	EVALUATING	DESIGN/ CREATE optimal portfolio.



Semester II		218FIN: Futures & Options
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO218FIN.1	REMEMBERING	DESCRIBE the basic concepts related to Derivatives, Types of Derivative products and Risk Management
CO218FIN.2	UNDERSTANDING	EXPLAIN in detail the terminology used in the Futures and Options segment of finance domain
CO218FIN.3	APPLYING	UNDERSTAND and DIFFERENTIATE between Options and Futures pricing and apply the understanding in the simulated virtual trading platform.
CO218FIN.4	ANALYSING	ANALYZE and offer optimum solutions in the cases of risk management through hedging with futures and options.
CO218FIN.5	EVALUATING	EVALUATE the various derivative strategies for their application in different situations.

MBA II Sem Specialization: HR

Subject Core (SC) Courses - Semester II Specialization: Human Resource Management

Semester II		205HRM: Competency Based Human Resource Management System
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205HRM.1	REMEMBERING	DEFINE the key terms related to performance management and competency development.
CO205HRM.2	UNDERSTANDING	EXPLAIN various models of competency development.
CO205HRM.3	APPLYING	PRACTICE competency mapping.
CO205HRM.4	ANALYSING	ANALYZE competencies required for present and potential future job roles at various levels and across variety of organizations.
CO205HRM.5	EVALUATING	DESIGN and MAP their own competency and plan better and appropriate career for themselves.
CO205HRM.6	CREATING	DEVELOP a customized competency model in accordance with the corporate requirements.

Semester II		206HRM: Employee Relations and Labour Legislations
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206HRM.1	REMEMBERING	SHOW awareness of important and critical issues in Employee Relations
CO206HRM.2	UNDERSTANDING	INTERPRET and relate legislations governing employee relations.
CO206HRM.3	APPLYING	DEMONSTRATE an understanding of legislations relating to working environment.
CO206HRM.4	ANALYSING	OUTLINE the role of government, society and trade union in ER.
CO206HRM.5	EVALUATING	EXPLAIN aspects of collective bargaining and grievance handling.
CO206HRM.6	CREATING	DISCUSS the relevant provisions of various Labour Legislations.



Subject Elective (SE) Courses - Semester II
Specialization: Human Resource Management

Semester II		217HRM: Labour Welfare
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217HRM.1	REMEMBERING	ENUMERATE the key concepts of the subject matter.
CO217HRM.2	UNDERSTANDING	DESCRIBE the key aspects of the labour policy regulation in the country.
CO217HRM.3	APPLYING	IDENTIFY the applicability of various legislations to variety of real world organizations.
CO217HRM.4	ANALYSING	EXAMINE the traditional concept of labour welfare in the industry.
CO217HRM.5	EVALUATING	EXPLAIN the conditions of labour and their welfare and social security needs in the country.
CO217HRM.6	CREATING	ELABORATE upon the perspective of labour problems and remedial measures in the country.

Semester II		218HRM: Lab in Recruitment and Selection
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO218HRM.1	REMEMBERING	DESCRIBE the key concepts such as Job Specification, Job description, Recruitment and Selection.

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CO218HRM.2	UNDERSTANDING	COMPARE and CONTRAST various methods of Recruitment and Selection.
CO218HRM.3	APPLYING	DEVELOP Job Specifications and Job descriptions in a variety of context.
CO218HRM.4	ANALYSING	ANALYZE various Personality types.
CO218HRM.5	EVALUATING	EXPLAIN the profiling techniques used to test Personality, Aptitude, Competency.
CO218HRM.6	CREATING	COMPILE a list of questions for Recruitment and Selection interviews.

MBA II Sem Specialization: OSCM

Subject Core (SC) Courses - Semester II
Specialization: Operations & Supply Chain Management

Semester II		205OSCM: Service Operations Management – I
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205OSCM.1	REMEMBERING	DESCRIBE the nature and CHARACTERISTICS of services and the services economy.
CO205OSCM .2	UNDERSTANDING	DESCRIBE the service design elements of variety of services.
CO205OSCM .3	APPLYING	USE service blueprinting for mapping variety of real life service processes.
CO205OSCM .4	ANALYSING	ANALYSE alternative locations and sites for variety of service facilities.
CO205OSCM .5	EVALUATING	JUDGE and EXPLAIN the service orientation at variety of service facilities / organizations.
CO205OSCM .6	CREATING	CREATE flow process layouts for variety of services.



Semester II		206OSCM: Supply Chain Management
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206OSCM.1	REMEMBERING	DESCRIBE the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
CO206OSCM.2	UNDERSTANDING	EXPLAIN the structure of modern day supply chains.
CO206OSCM.3	APPLYING	IDENTIFY the various flows in real world supply chains.
CO206OSCM.4	ANALYSING	COMPARE and CONTRAST push and pull strategies in Supply Chain Management.
CO206OSCM.5	EVALUATING	EXPLAIN the key Operational Aspects in Supply Chain Management.
CO206OSCM.6	CREATING	DISCUSS the relationship between Customer Value and Supply Chain Management.

Subject Elective (SE) Courses - Semester II
Specialization: Operations & Supply Chain Management

Semester II		217OSCM: Planning & Control of Operations
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217OSCM.1	REMEMBERING	DESCRIBE the building blocks of Planning & Control of Operations.
CO217OSCM.2	UNDERSTANDING	EXPLAIN the need for aggregate planning and the steps in aggregate planning.
CO217OSCM.3	APPLYING	MAKE USE OF the various forecasting approaches in the context of operations planning process.
CO217OSCM.4	ANALYSING	ILLUSTRATE how capacity planning is done in organizations and its relationship with MRP.
CO217OSCM.5	EVALUATING	EXPLAIN the importance of scheduling in operations management.
CO217OSCM.6	CREATING	CREATE a Bill of Materials.

Semester II		218OSCM: Productivity Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO218OSCM.1	REMEMBERING	DEFINE various types of productivity and measures of productivity.
CO218OSCM.2	UNDERSTANDING	DEMONSTRATE the linkages between various measures of productivity.
CO218OSCM.3	APPLYING	APPLY Value Analysis and Value Engineering principles to simple situations related to operations management.
CO218OSCM.4	ANALYSING	APPLY various types of charts and diagrams to carry out work study and method study.

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CO218OSCM.5	EVALUATING	DETERMINE the Standard Time using Techniques of Work Measurement.
CO218OSCM.6	CREATING	ELABORATE upon the concepts of JIT, Lean, 5S, TPM, BPR, Six Sigma, World Class manufacturing.



MBA III Sem

Generic Core (GC) Courses - Semester III

Semester III		301– Strategic Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO301.1	REMEMBERING	DESCRIBE the basic terms and concepts in Strategic Management.
CO301.2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real world context.
CO301.3	UNDERSTANDING	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
CO301.4	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
CO301.5	ANALYSING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO301.6	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

Semester III		302– Decision Science
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO302.1	REMEMBERING	DESCRIBE the concepts and models associated with Decision Science.
CO302.2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimisation in business processes.
CO302.3	UNDERSTANDING	APPLY appropriate decision-making approach and tools to be used in business environment.
CO302.4	APPLYING	ANALYSE real life situation with constraints and examine the problems using different decision-making tools
CO302.5	ANALYSING	EVALUATE the various facets of a business problem and develop problem solving ability
CO302.6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

Semester III 303 GC – 13 Summer Internship Project* (6 Credit)

Semester III		307– International Business Environment
2 Credits	LTP: 2:0:0	Generic Elective – University Level



Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 307 .1	Remembering	Recall and Describe the key concepts of international Business Environment
CO 307 .2	Understanding	Understand the relevance of Multinational Corporations (MNCs) in global trade
CO 307 .3	Applying	Demonstrate the significance of FDI and FPI in respect of developing economy
CO 307 .4	Analysing	Analyze the issues related to Labor, Environmental and Global Value chain
CO 307 .5	Evaluating	Formulate and discuss the case related to various Agreements under WTO and contemporary global business environment.

Semester III		310– Corporate Governance
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO310.1	REMEMBERING	RECOGNIZE and REMEMBER the scope of Corporate Governance.
CO310.2	UNDERSTANDING	UNDERSTAND the role of Board of Directors and Committees in Good Corporate Governance and key mechanism.
CO310.3	APPLYING	APPLICATION of empirical methods of Corporate Governance and its impact on the Firms.
CO310.4	ANALYSING	Analyze the legal framework of Corporate Governance and formulate Internal control policies.

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CO310.5	EVALUATING	Evaluate the legal framework and global perspective of Corporate Governance.
CO310.6	CREATING	FORMULATE and DISCUSS Cases related to CG (Models), their SUCCESS & FAILURES.

Semester III		311–Management of Non-profit organizations
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO311.1	REMEMBERING	DESCRIBE the basic concepts and frameworks in the field of Non-Profit Sector & Non-Profit Organization.
CO311.2	UNDERSTANDING	EXPLAIN the characteristics of Non-Profit organizations, summarizing the factors affecting development of Non-Profit organization.

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CO311.3	APPLYING	MAKE use of theoretical concepts, frameworks while registration process of Non-Profit Organization.
CO311.4	ANALYSING	EXAMINE the role of any public policies which helps NPO in decision making.
CO311.5	EVALUATING	EVALUATE the performance of Non- Profit organizations, the critical financial considerations of the Non - Profit organization.





Sinhgad Institutes

**Sinhgad Technical Education Society's
SINHGAD INSTITUTE OF BUSINESS ADMINISTRATION
AND COMPUTER APPLICATION**

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DIRECTOR

COs of MBA III Sem Specialization: Marketing

SPPU - MBA Revised Curriculum 2019 CBCGS & OBE Pattern

Specialization: Marketing Management

Semester III	SC – MKT- 03	304 MKT : Services Marketing
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304 MKT.1	REMEMBERING	RECALL the key concepts in services marketing
CO304 MKT.2	UNDERSTANDING	EXPLAIN the role of Extended Marketing Mix in Services
CO304 MKT.3	APPLYING	DEMONSTRATE the new Paradigm and Perspectives in Marketing of Services
CO304 MKT.4	ANALYSING	ANALYSE the significance of services marketing in the Indian and global economy
CO304 MKT.5	EVALUATING	EVALUATE Segmentation, Targeting & Positioning of Services in dynamic marketing environment
CO304 MKT.6	CREATING	DEVELOP marketing mix for various services offering

Semester III	SC – MKT- 04	305 MKT : Sales & Distribution Management
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO305MKT.1	REMEMBERING	DESCRIBE the theoretical concepts related to Sales Management and Distribution Management Domain
CO305MKT.2	UNDERSTANDING	UNDERSTAND the concepts, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
CO305MKT.3	APPLYING	APPLY the concepts related to sales and distribution management.
CO305MKT.4	ANALYSING	ANALYZE the real life scenarios of sales and distribution management.
CO305MKT.5	EVALUATING	EVALUATE the existing sales and distribution strategies and approaches.
CO305MKT.6	CREATING	DEVELOP generate and evaluate sales and distribution strategies.



**Subject Elective (SE) Courses - Semester III
Specialization: Marketing Management**

Semester III	SE -IL -MKT- 07	312 MKT: Business to Business Marketing
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO312 MKT.1	REMEMBERING	DEFINE the terms and concepts related to Business to Business marketing
CO312MKT.2	UNDERSTANDING	EXPLAIN the terms and concepts used in business to business marketing
CO312 MKT.3	APPLYING	IDENTIFY challenges and opportunities in Business-to-Business Marketing.
CO312 MKT.4	ANALYSING	FORMULATE segmentation, targeting and positioning, consumer buying behaviour and marketing mix in the context of Business to Business marketing
CO312MKT.5	EVALUATING	DESIGN marketing mix elements considering business-to-business sales and service situations.
CO312MKT.6	CREATING	DEVELOP marketing plan for business-to-business Marketing situations.

Semester III	SE -IL -MKT- 08	313 MKT: International Marketing
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO313MKT.1	REMEMBERING	ENUMERATE various terms and key concepts associated with international marketing.
CO313MKT.2	UNDERSTANDING	EXPLAIN various key concepts used in all aspects of international marketing.
CO313MKT.3	APPLYING	APPLY all stages in international marketing management process.
CO313MKT.4	ANALYSING	EXAMINE various facets of international marketing environment and the relevant aspects of international marketing management process from a data driven decision perspective.
CO313MKT.5	EVALUATING	JUDGE suitability of alternative market segmentation bases, target market selection, market entry strategies, positioning strategies and international marketing mix strategies based on Assessment of international marketing environment.
CO313MKT.6	CREATING	DESIGN appropriate market segmentation, target market, market entry strategies, positioning strategies and international marketing mix strategies for business organizations.

Semester III	SE -IL -MKT- 12	317 : Marketing of High Technology Products
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO317.1	REMEMBERING	DESCRIBE the characteristics of High Technology Products and key concepts associated with Marketing of High-Tech Products.
CO317.2	UNDERSTANDING	EXPLAIN key concepts associated with Marketing of High-Tech Products.
CO317.3	APPLYING	APPLY marketing plans and decisions in specific situations in High-Tech Markets.
CO317.4	ANALYSING	EXAMINE the suitability of Marketing Mix Strategies/Plans in the light of marketing environment for high Tech products.
CO317.5	EVALUATING	EVALUATE alternative Marketing Mix Strategies/Plans for High-Tech Products.
CO317.6	CREATING	DEVELOP Marketing Mix Strategies/Plans for High-Tech Products.





Sinhgad Institutes

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**SINHGAD INSTITUTE OF BUSINESS ADMINISTRATION
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(Affiliated to University of Pune & Approved by AICTE)

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MBA III Sem Specialization: Finance

**Subject Core (SC) Courses - Semester III
 Specialization: Financial Management**

Semester III		304 FIN– Advanced Financial Management
3 Credits	LTP: 2:1:1	Subject Core - SC - FIN - 03

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 304.1	REMEMBERING	DESCRIBE the basic concepts in financing, investing and profit distribution in a firm
CO 304.2	UNDERSTANDING	EXPLAIN theoretical concepts related to raising and use of funds and value of firm
CO 304 .3	APPLYING	CALCULATE values for making capital structure, investment, liquidity and dividend decisions in the financial management of a firm
CO 304.4	ANALYSING	ANALYZE the options for making the right financial decisions of a firm
CO 304.5	EVALUATING	ASSESS the role of financial planning, risk analysis in investments, liquidity and credit management policy of the firm on shareholder value
CO304.6	CREATING	DESIGN an appropriate financial strategy using any one or multiple concepts/ techniques learned in this course.

Semester III		305 FIN – International Finance
3 Credit	LTP : 2:1:1	Subject Core (SC) Course – International Finance

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO305FIN.1	Remembering	Enumerate the key terms associated with International Finance.
CO305FIN.2	Understanding	Summarize the various the concepts related to regulators, financial markets, Financial Instruments, tax structures at international level.
CO305FIN.3	Applying	Illustrate the role of international monetary systems & intermediaries in Global financial market.
CO305FIN.4	Analyzing	Inspect the various parameters of global financial market and interpret best possible international investment opportunities.
CO305FIN.5	Evaluating	Determine the various strategies to start investment or business at the international level by considering various factors of international finance.
CO305FIN.6	Creating	Formulate the investment plan or business plan by adapting international finance environment.



Semester III		312 FIN – Behavioral Finance
2 Credit	LTP : 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO312FIN.1	Remembering	Enumerate the key terms associate with behavior finance, investment in financial markets & Corporate finance.
CO312FIN.2	Understanding	Illustrate the various theories associated with behavior finance and parameters of investing in financial market.
CO312FIN.3	Applying	Identify persistent or systematic behavioural factors that influence investors and investment decisions.
CO312FIN.4	Analyzing	Analyse the various behavioural finance factors related to corporate & individual investors.
CO312FIN.5	Evaluating	Interpret various investment strategies of effective investment in the financial market on the basis of various theories and factors of behavioural finance.
CO312FIN.6	Creating	Plan the systematic approach of corporate and investors towards investment for stable growth on the basis of behavioural finance.

Semester III		313 FIN: Technical Analysis of Financial Markets
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO102.1	REMEMBERING	Remember the concepts, terminologies, frameworks, tools, techniques and theories of technical analysis taught in the syllabus.
CO102.2	UNDERSTANDING	UNDERSTAND the applications of technical analysis and the various types of charts and the psychology behind a pattern and its formation
CO102.3	APPLYING	MAKE PRACTICAL USE of the Theories, Models, Principles and Frameworks of technical analysis for estimating market prices of different securities
CO102.4	ANALYSING	ANALYSE AND FORECAST the market prices of securities in order to take and execute investment decisions
CO102.5	EVALUATING	FORMULATE an ideal portfolio of investments with a combination of wide number of securities



SEMESTER III		315 FIN – Indirect Taxation
2 Credit	LTP : 1:1:1	Subject Elective (SE-IL) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	Cognitive Ability	Course Outcomes
CO315FIN.1	Remembering	Remembering the key concepts of Indirect Taxes in India Identifying and enumerating the various terms associated with GST and other indirect taxes.
CO315FIN.2	Understanding	Explain how GST works as an Uniform Tax Structure, Illustrate the GST framework of India, & describe the important concepts such as supply, dual taxation method, registration process, etc.
CO315FIN.3	Applying	Apply the theories and Principles and perform all calculation through numerical problems on valuation and calculation of taxes. Identify the time value of supply; determine the taxable person and tax levied on goods and services.
CO315FIN.4	Analysing	Illustrate the e filling process of GST Categorize the Goods and Services under GST and amount of tax to be paid using Dual tax concept.
CO315FIN.5	Evaluating	Evaluate Input Tax Credit Process, reversal, late filing and New Amendments; appraise various indirect taxes; Interpret the GST framework in India & verify the tax levied on Goods and Services.
CO315FIN.6	Creating	Elaborate all Provisions of GST and can correlate with filing of returns; virtual e filling can be done Estimate the GST, TDS, anticipate goods, services, tax payable person for the business.



MBA III Sem Specialization: HR

**Subject Core (SC) Courses - Semester III
Specialization: Human Resource Management**

Semester-III		304HRM- Strategic Human Resource Management
3 Credits	LTP: 2:1:1	Subject Core (SC) Course- Human Resource Management

Course Outcome: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304HRM.1	REMEMBERING	REMEMBER the strategies adopted by HR and their implementation issues and challenges faced by the organization in national and international context.
CO304HRM.2	UNDERSTANDING	Ability to UNDERSTAND and ARTICULATE the basic concepts of SHRM and link the HR strategies to the organizational business strategies.
CO304HRM.3	APPLYING AND ANALYZING	Ability to ANALYZE HR as an investment to the company.
CO304HRM.4	EVALUATING	Ability to INTERPRET and EVALUATE the implementation of the HR strategies.
CO304HRM.5	CREATING	FORMULATE and provide realistic solutions to the industry by designing innovative strategies and logical decision making.

Semester III		305HRM : HR Operations
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO315HRM.1	REMEMBERING	DESCRIBE structure of personnel department, its policies and maintenance of employee files & records
CO315HRM.2	UNDERSTANDING	LEARN drafting of communications for disciplinary actions
CO315HRM.3	APPLYING	DEMONSTRATE the knowledge and calculations of bonus, gratuity, PF, ESI etc.
CO315HRM.4	ANALYSING	EXPERIMENT to calculate the computation of Workmen compensation, Bonus and Gratuity as per relevant acts
CO315HRM.5	EVALUATING	CALCULATE computation of Workmen compensation, Bonus and Gratuity
CO315HRM.6	CREATING	FILE returns under various labour laws and prepare salary structure



**Subject Elective (SE) Courses - Semester III
Specialization: Human Resource Management**

Semester III		312HRM: Talent Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course - Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO.312.1	REMEMBERING	DEFINE Talent Management and its significance
CO.312.2	UNDERSTANDING	UNDERSTANDING performance excellence through Talent Management
CO.312.3	APPLYING	APPLY Talent Management concepts in Human Resource Management
CO.312.4	ANALYSING	ANALYSING Talent Management practices in employee development and career enhancement
CO.312.5	EVALUATING	FORMULATE the Talent Management Strategies for any organisation.

Semester III		315HRM : International HR
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course - Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO315HRM.1	REMEMBERING	IDENTIFY key perspectives of global workforce management
CO315HRM.2	UNDERSTANDING	UNDERSTAND cultural aspects of International HRM
CO315HRM.3	APPLYING	PREPARE HR planning for long term global staffing
CO315HRM.4	ANALYSING	ILLUSTRATE steps involved in global selection of human resources
CO315HRM.5	EVALUATING	FORMULATE Training and development policy for expatriate employees of an organization
CO315HRM.6	CREATING	ANALYZE / COMPARE important points that needs to be included while drafting global workforce performance & development management system of an organization

Semester III		317 HRM : Compensation and Reward Management
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO317HRM.1	REMEMBERING	DESCRIBE concept of compensation and cost



CO317HRM.2	UNDERSTANDING	UNDERSTAND compensation and reward management process
CO317HRM.3	APPLYING	COMPARE issues related to compensation and survey of wages & salary administration in various industries
CO317HRM.4	ANALYSING	EXPERIMENT to calculate various types of monetary and profit sharing incentives
CO317HRM.5	EVALUATING	CALCULATE income tax as per the current slabs for the employees under different salary brackets
CO317HRM.6	CREATING	FORMULATE salary structure incorporating tax saving components.

MBA III Sem Specialization: OSCM

Subject Core (SC) Courses - Semester III Specialization: Operations & Supply Chain Management
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Semester III	304	OSCM- Services Operations Management – II
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304OSCM .1	REMEMBERING	DEFINE the key concepts in Services Operations Management.
CO304OSCM .2	UNDERSTANDING	DIFFERENTIATE between various service strategies, service quality dimensions, and customer relationships based on life time value.
CO304OSCM .3	APPLYING	IDENTIFY the sources of value in a service supply relationship & three factors that drive profitability for a professional service firm
CO304OSCM .4	ANALYSING	CATEGORIZE a service firm according to its stage of competitiveness.
CO304OSCM .5	EVALUATING	MODIFY the Service strategies of an organization for achieving the strategic service vision.
CO304OSCM .6	CREATING	SOLVE the relevant numerical in the scope of the subject.

Semester III	305	OSCM - Logistics Management
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO305OSCM.1	REMEMBERING	DEFINE basic terms and concepts related to Logistics management.
CO305OSCM.2	UNDERSTANDING	EXPLAIN the infrastructure of logistics, its linkage with various types of communication modes.
CO305OSCM.3	APPLYING	DESCRIBE the various dimensions of logistics management and transport, their inter-linkages with different types of freights.
CO305OSCM.4	ANALYSING	CALCULATE logistic costs and various classification methods of reducing the cost. Involving the information technology and its impacts.
CO305OSCM.5	EVALUATING	OUTLINE a typical logistic framework and services. ILLUSTRATE the linkages with its dynamic storage system / Customer Issues, Logistic and Business Issues in a real world context.
CO305OSCM.6	CREATING	DISCUSS modern real world logistical systems using the various concepts in the syllabus.



Subject Elective (SE) Courses - Semester III
Specialization: Operations & Supply Chain Management

Semester III		312 OSCM- Manufacturing Resource Planning
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO312OSCM.1	REMEMBERING	DEFINE basic terms and concepts related to MRP II.
CO312OSCM.2	UNDERSTANDING	DESCRIBE the integrated planning structure and functions incorporated within MRP.
CO312OSCM.3	APPLYING	ILLUSTRATE the importance of MRP as a top-management planning tool
CO312OSCM.4	ANALYSING	IDENTIFY the vertical and horizontal cross-functional integration within the MRP II planning hierarchy.
CO312OSCM.5	EVALUATING	EXPLAIN how what-if simulation, modeling, and analysis are used to produce feasible plans.
CO312OSCM.6	CREATING	DISCUSS how MRP supports the company's cost, quality, and delivery operating objectives.

Semester III		313 OSCM- Sustainable Supply Chains
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO313OSCM.1	REMEMBERING	ENUMERATE the key concepts of Sustainable Supply Chains and Sustainable Supply Chain Management.
CO313OSCM.2	UNDERSTANDING	DESCRIBE and DISCUSS the role and importance of sustainability and sustainable development in different types of supply chains.
CO313OSCM.3	APPLYING	IDENTIFY and USE relevant established and emerging principles, frameworks and theories in sustainable logistics and supply chain management.
CO313OSCM.4	ANALYSING	INTEGRATE fundamental strategies, tools and techniques to analyze and design environmentally sustainable supply chain systems.
CO313OSCM.5	EVALUATING	DETERMINE the unsustainable impact of logistics activities, both individual, and in the wider context of the supply chain.
CO313OSCM.6	CREATING	COMPILE the managerial challenges, and FORMULATE a structured solution to these, with clear implications for relevant stakeholders.

Semester III		315 OSCM- Toyota Production System
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO315OSCM.1	REMEMBERING	DESCRIBE 14 principles of the Toyota Way.
CO315OSCM.2	UNDERSTANDING	RELATE the TPS with other business situations.
CO315OSCM.3	APPLYING	IMPLEMENT TPS principles to a real-life situation.
CO315OSCM.4	ANALYSING	EXAMINE the application of TPS principles in a service or manufacturing unit/ organization.
CO315OSCM.5	EVALUATING	DESIGN a process for executing Improvement Initiatives at workplace.
CO315OSCM.6	CREATING	BUILD an organization culture to foster continuous improvement.



MBA IV Sem

Generic Core (GC) Courses - Semester IV

Semester IV		401 – Enterprise Performance Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO401.1	REMEMBERING	Enumerate the different parameters & facets of management control of an enterprise.
CO401.2	UNDERSTANDING	Illustrate the various techniques of enterprise performance management for varied sectors.
CO401.3	UNDERSTANDING	Determine the applicability of various tools and metrics as a performance evaluation & management tools.
CO401.4	APPLYING	Analyse the key financial & non-financial attributes to evaluate enterprise performance.
CO401.5	ANALYSING	Formulate the various parameters to evaluate enterprise performance effectively through implementation of strategy.

Semester IV		402 – Indian Ethos & Business Ethics
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO402.1	REMEMBERING	DESCRIBE major theories, concepts, terms, models and framework of Indian ethos and business ethics. DISCOVER the contemporary Issues in Business Ethics
CO402.2	UNDERSTANDING	CLASSIFY and RECOGNIZE Karma, Karma Yoga and discover its relevance in business setting, ILLUSTRATE the business ethical decision rationale derived from Indian Heritage Scriptures.
CO402.3	UNDERSTANDING	APPLY Principles, Theories, Models and Framework of Indian ethos and business ethics in order to incorporate value system in work culture and work place.
CO402.4	APPLYING	DEVELOP and EXHIBIT analytical, problem solving skills, and work ethos by COMPREHENSION and PRACTICE of Indian ethos and value system
CO402.5	ANALYSING	IMPLEMENT, EVALUATE, and FACILITATE ethical business behavior and promote sustainable business ecology, improve profitability, foster business relation and employee productivity.
CO402.6	CREATING	ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to certain norms, theories and models of Eastern Management.

Semester IV		405 – Global Strategic Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to



CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO405.1	Remembering	Define the concept and key terms associated with the global strategic management.
CO405.2	Understanding	Describe in detail global strategic alliance, merger and acquisitions.
CO405.3	Applying	Demonstrate various global organisation models in global strategic management context.
CO405.4	Analyzing	Examine various entry and business-level strategies from global strategic management prospective.
CO405.5	Evaluating	Explain globalization, innovation, and sustainability and challenges to strategic management.
CO405.6	Creating	Design global strategies and understand their relative merits and demerits.

Semester IV		408 – Corporate Social Responsibility & Sustainability
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO408.1	REMEMBERING	Enumerate the different concepts, legislative provisions, environmental aspects, best practices, complexity, scope, reports, social framework etc. related to CSR, business ethics & sustainability development.
CO408.2	UNDERSTANDING	Compare different CSR theories, cases, dimensions of Sustainability and demonstrate a multi stake holder perspective in viewing CSR, Business ethics & Sustainability issues etc.
CO408.3	APPLYING	Apply the different models, theories, approaches, cases etc. for implementation & monitoring of CSR activities & Sustainability and its impact on corporate culture & society at large.
CO408.4	ANALYSING	Analyze the different reports, cases, various legal issues relating to CSR, different sustainability reports and various national and global initiatives related to CSR, Business ethics & Sustainability.
CO408.5	EVALUATING	Evaluate the level of commitment of different organizations to CSR, Business ethics in attaining Sustainability development & show its competitive advantages.
CO408.6	CREATING	Create & Implement a CSR policy in attaining Sustainability development and its impact on various stakeholders.

MBA IV SEM Specialization: Marketing

Subject Core (SC) Courses - Semester IV Specialization: Marketing Management

Semester IV	SC – MKT- 05	403 MKT: Marketing 4.0
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403MKT.1	REMEMBERING	DESCRIBE the various concepts associated with Marketing 4.0
CO403MKT.2	UNDERSTANDING	EXPLAIN the importance of 5A's in Marketing 4.0.
CO403MKT.3	APPLYING	DEMONSTRATE the application of concepts of digital marketing, new productivity metrics, Human centric marketing, Omni channel marketing to the real world of digital economy
CO403MKT.4	ANALYSING	DISTINGUISH between traditional and digital marketing practices in given real world context to be the effective marketers.
CO403MKT.5	EVALUATING	ASSESS how Technology & connectivity has changed human life and business in the context of real-world commodities, products & services.
CO403MKT.6	CREATING	DEVELOP strategies to create WOW! Moments with customer engagement



Semester IV	SC – MKT- 06	404 MKT: Marketing Strategy
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404MKT.1	REMEMBERING	DISCOVER perspectives of market strategy.
CO404MKT.2	UNDERSTANDING	UNDERSTAND the intricacies of competitive marketing situations and ways to handle each situation.
CO404MKT.3	APPLYING	BUILD a market strategy through integrating concepts like product life cycle, adoption, and segmentation, branding, pricing, distribution, and market communication.

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CO404MKT.4	ANALYSING	ANALYSE a company's current situation through applying internal and external analyses.
CO404MKT.5	EVALUATING	EXPLAIN alternative ways to measure the outcome of market strategies.
CO404MKT.6	CREATING	CREATE Corporate Advantage by exploring how the scope of firms is influenced by resources that are shared across products.

**Subject Elective (SE) Courses - Semester IV
Specialization: Marketing Management**

Semester IV	(SE – IL - MKT- 13)	409 MKT-Customer Relationship Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 409MKT.1	REMEMBERING	DEFINE and DESCRIBE basic concepts and theories related to CRM.
CO 409MKT.2	UNDERSTANDING	UNDERSTAND and EXPLAIN key concepts and theories associated with CRM.
CO 409MKT.3	APPLYING	APPLY and ILLUSTRATE principles, theories and models of CRM in B2B and B2C markets.
CO 409MKT.4	ANALYZING	CLASSIFY Customer acquisition and retention strategies and ANALYZE Customer database in CRM.
CO 409MKT.5	EVALUATING	EVALUATE suitability and effectiveness of CRM strategies in specific marketing situation.
CO 409MKT.6	CREATING	DEVELOP CRM strategies/plans for various B2B and B2C markets.

Semester IV	(SE-IL-MKT-16)	412 MKT – Retail Marketing
2 Credits	LTP - 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 412 MKT.1	REMEMBERING	DEFINE various concepts associated with retail marketing
CO412 MKT.2	UNDERSTANDING	EXPLAIN the terms and concepts used in Retail Marketing
CO412 MKT.3	APPLYING	ILLUSTRATE value creation & competitive advantage in Retail Marketing.
CO412 MKT.4	ANALYSING	ANALYSE the contemporary issues affecting Retail marketing decisions
CO412 MKT.5	EVALUATING	EVALUATE the effectiveness of Retail marketing mix used by different Retail formats
CO412 MKT.6	CREATING	FORMULATE effective retail marketing strategy

MBA IV SEM Specialization: Finance

Subject Core (SC) Courses - Semester IV Specialization: Financial Management

Semester IV		403 FIN: Financial Laws	Course
3 Credit	LTP : 2:1:1	SUBJECT CORE (SC) COURSE: Specialization – Financial Management (FIN)	

Outcomes: On successful completion of the course the learner will be able to:

CO#	Cognitive Ability	Course Outcomes
CO403.1	Remembering	Define and Describe the basic concepts related to Financial Laws
CO403.2	Understanding	Illustrate the implications of various laws, Explain concepts and details of various financial laws.
CO403.3	Applying	Make use of contextual financial laws applicable to organisations.
CO403.4	Analyzing	Infer the application of financial laws to organisations
CO403.5	Evaluating	Appraise and perceive the benefits of applicable laws to the organisations.

Semester IV		404 FIN Current Trends & Cases in Finance	
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Financial Management	

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404FIN.1	REMEMBERING	DESCRIBE the concepts related to emerging areas of Microfinance, Small finance banks, Payment Banks, Start-Ups, SHG and Digitization and analytics
CO404FIN.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus
CO404FIN.3	APPLYING	APPLY the various theories and models of financial management in the case.
CO404FIN.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO404FIN.5	EVALUATING	EVALUATE the financial impact of the alternative on the given case.

Subject Elective (SE) Courses - Semester IV Specialization: Financial Management

Semester IV		409 FIN- Fixed Income Securities	
2 Credit	LTP : 2:1:0	SUBJECT ELECTIVE (SE - IL)- Fixed Income Securities	

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO409FIN.1	Remembering	Describing the basic concepts of Fixed Income Securities
CO409FIN.2	Understanding	Understanding the various types of securities traded in the fixed income market and the concepts related to the risk and returns of the Fixed income securities
CO409FIN.3	Applying	Applying the knowledge of fixed income securities for diversifying the portfolio of investments
CO409FIN.4	Analyzing	Predictive analysis of the economic outlook through yield curve analysis
CO409FIN.5	Evaluating	devise the various investment strategies based on portfolio returns.



Semester IV		412 FIN–Strategic Cost Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO412FIN.1	REMEMBERING	Remember the basic concepts, tools and techniques of cost management in the contemporary business environment and how it has influenced cost management
CO412FIN.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus; differentiate between various costing techniques.
CO412FIN.3	APPLYING	ILLUSTRATE contemporary management techniques and how they are used in cost management to respond to the contemporary business environment.
CO412FIN.4	ANALYSING	ANALYSE the situation and decide the key cost factors / elements involved in the decision making
CO412FIN.5	EVALUATING	FORMULATE new models and techniques for managing the cost strategically in any business organization.

MBA IV SEM Specialization: HR

Subject Core (SC) Courses - Semester IV Specialization: Human Resource Management
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Semester IV		403 HRM - Organizational Diagnosis & Development
Credits: 3	LTP: 2:1:1	Subject Core – Human Resource Management – 05

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models tools and frameworks in the field of Organizational Diagnosis & Development.
CO404.2	UNDERSTANDING	UNDERSTAND concept of OD and 'intervention'.
CO404.3	APPLYING	MAKE USE of the Theories, Models, Principles and Frameworks of Organizational Diagnosis & Development in specific organizational settings.
CO404.4	ANALYSING	ANALYZE the external and internal environment with right tool of diagnosis and review the role of consultant in OD.
CO404.5	EVALUATING	IDENTIFY AND MAP an intervention to organisational need
CO404.6	CREATING	DESIGN the role of the consultant for an organisational issue

Semester – IV		404 HRM: Current Trends & Cases in Human Resource Management
3 Credits	LTP: 2:1:1	Subject Core (SC) Course –Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

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CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404HRM.1	REMEMBERING	DESCRIBE the conceptual framework of Digital Disruptions and its impact on the current HR Trends.
CO404HRM.2	UNDERSTANDING	SUMMARIZE the impact of Current HR trends on HR Functions
CO404HRM.3	APPLYING	ILLUSTRATE value creation & competitive advantage of Technology on current HR Trends
CO404HRM.4	ANALYSING	EXAMINE the changing role of HR Priorities
CO404HRM.5	EVALUATING	ELABORATE upon the various types of current HR Trends
CO404HRM.6	CREATING	APPLY the existing Tech tools to real time HRM Challenges and offer Solutions.

Semester IV		410HRM : Designing HR Policies
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course - Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO.410HRM.1	REMEMBERING	IDENTIFY important points to be incorporated in HR Manual
CO.410HRM.2	UNDERSTANDING	UNDERSTAND policy requirement for Recruitment & Selection process
CO.410HRM.3	APPLYING	PREPARE policies on employee benefits for an organization of your choice
CO.410HRM.4	ANALYSING	ILLUSTRATE steps involved in better employee relations & grievance handling
CO.410HRM.5	CREATING	CONSTRUCT various HR policies for an organization of your choice

Semester IV		412HRM : Best Practices In HRM
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course - Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO.412HRM.1	REMEMBERING	DEFINE dynamic approach towards Human Resource activities and practices.
CO.412HRM.2	UNDERSTANDING	EXPLAIN theoretical framework for best practices.
CO.412HRM.3	APPLYING	IDENTIFY & CLASSIFY the practices according to the industry and sub sectors of the industry.
CO.412HRM.4	ANALYSING & EVALUATING	COMPARE and DETERMINE various skill sets required at Human Resource Section.
CO.412HRM.5	CREATING	PLAN a survey of various industry and DEVELOP a trend analysis of Human Resource Best Practices.



MBA IV SEM Specialization: OSCM

Subject Core (SC) Courses - Semester IV		
Specialization: Operations & Supply Chain Management		

Semester IV		403 OSCM- E Supply Chains and Logistics
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403OSCM .1	REMEMBERING	DESCRIBE the structure of modern days Logistics.
CO403OSCM .2	UNDERSTANDING	EXPLAIN the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
CO403OSCM .3	APPLYING	IDENTIFY the various flows in real world supply chains and Logistics. IDSCRIBE the importance of documentations.
CO403OSCM .4	ANALYSING	COMPARE and CONTRAST push and pull strategies in Supply Chain Management. ANALYSE the impact of tracking system linkage in Logistics.
CO403OSCM .5	EVALUATING	EXPLAIN the key Operational Aspects of E Procurement.
CO403OSCM .6	CREATING	DEVELOP a framework for e-logistics

Semester IV		404 OSCM- Industry 4.0
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404OSCM .1	REMEMBERING	DEFINE industrial revolutions and its different aspects.
CO404OSCM .2	UNDERSTANDING	EXPLAIN the role of technology pillars of Industry 4.0.
CO404OSCM .3	APPLYING	DEMONSTRATE the use of data in effective decision making.
CO404OSCM .4	ANALYSING	ILLUSTRATE the need of cyber physical system for sustainable competitive advantage.
CO404OSCM .5	EVALUATING	EXPLAIN the challenges faced by various industries in full fledge implementation of Industry 4.0
CO404OSCM .6	CREATING	DEVELOP a framework for any organization using base of Smart Industry Readiness Index Proposed by Singapore EDB

Semester IV		412 OSCM- Financial Perspectives in Operations Management
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO412OSCM.1	REMEMBERING	REMEMBER basic concepts used in cost management, Budgeting and activity-based costing
CO412OSCM.2	UNDERSTANDING	UNDERSTAND the importance of cost management as key to profitability.
CO412OSCM.3	APPLYING	CALCULATE NPV, PI, IRR, BCR, NBCR, Project cost overruns and cost control with Microsoft Excel.
CO412OSCM.4	ANALYSING	Outline capital budgeting techniques used in Operations.
CO412OSCM.5	EVALUATING	Explain the role of Financial Institutions in project financing
CO412OSCM.6	CREATING	Solve the real time issues involved in Operations and Project Management using appropriate method in order to reduce the costs.





Sinhgad Institutes

Sinhgad Technical Education Society's
**SINHGAD INSTITUTE OF BUSINESS ADMINISTRATION
 AND COMPUTER APPLICATION**

(Affiliated to University of Pune & Approved by AICTE)

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DR. VIDYA NAKHATE
 B. Pharma, MBA, B.A., M.Phil, NET, Ph. D.
 DIRECTOR

COs for all courses for 2016 patterns

MBA I Sem

Semester	I	Specialization	NA
Course code	101	Type	Generic core
Course Title	Course Code 101: Accounting For Business Decisions		

Course Objectives:

1. To understand the basic concepts of financial accounting, cost accounting and management accounting.
2. To know various tools from accounting and cost accounting this would facilitate the decision making.
3. To develop analytical abilities to face the business situations.

Semester	I	Specialization	NA
Course Code	102	Type	Generic - Core
Course Title	Economic Analysis for Business Decisions		

Course Objectives:

1	To equip the students of management with time tested tools and techniques of managerial economics to enable them to appreciate its relevance in decision making.
2	To explore the economics of information and network industries and to equip students with an understanding of how economics affect the business strategy of companies in these industries.
3	To develop economic way of thinking in dealing with practical business problems and challenges.



Semester	I	Specialization	NA
Course Code	103	Type	Generic - Core
Course Title	Legal Aspects of Business		

Course Objectives:

1	To acquaint students with general business law issues to help become more informed, sensitive and effective business leaders.
2	To provide the students with an understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively.

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Semester	I	Specialization	NA
Course Code	104	Type	Generic - Core
Course Title	Business Research Methods		

Course Objectives:

1	To understand the concept and process of business research in business environment.
2	To know the use of tools and techniques for exploratory, conclusive and causal research.
3	To understand the concept of measurement in empirical systems.
4	To use statistical techniques for analysis of research data.

Semester	I	Specialization	NA
Course Code	105	Type	Generic - Core
Course Title	Organizational Behaviour		

Course Objectives:

1	To gain a solid understanding of human behavior in the workplace from an individual, group, and organizational perspective.
2	To obtain frameworks and tools to effectively analyze and approach various Organizational situations.
3	To reflect upon your own beliefs, assumptions, and behaviors with respect to how individuals, groups, and organizations act in order to expand your options of approaches and increase your own effectiveness.



Semester	I	Specialization	NA
Course Code	106	Type	Generic - Core
Course Title	Basics of Marketing		

Course Objectives:	
1	To introduce marketing as a business function and a philosophy
2	To emphasize importance of understanding external environment in marketing decision making
3	To expose students to a systematic frame work of marketing & implementations and to highlight need for different marketing approaches for services, goods, and for household consumers, organizational buyers.

Semester	I	Specialization	NA
Course Code	107	Type	Generic – Elective
Course Title	Management Fundamentals		

Course Objectives:	
1	To explain the various concepts of management
2	To make the students understand the contemporary management practices
3	To highlight professional challenges that managers face in various organization
4	To enable the students to appreciate the emerging ideas and practices in the field of management.

Semester	I	Specialization	NA
Course Code	108	Type	Generic - Elective
Course Title	Business Communication Lab		

Course Objectives:	
1	To acquaint the students with fundamentals of communication and help them to transform their communication abilities.
2	To help the students to acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as - making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public.
3	To build the students' confidence and to enhance competitiveness by projecting a positive image of themselves and of their future.



Semester	I	Specialization	NA
Course Code	109	Type	Generic - Elective
Course Title	MS Excel and Advanced Excel Lab		

Course Objectives:

1	To familiarize Students with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications
2	To provide students hands on experience on MS Excel Utilities
3	To gain proficiency in creating solutions for Data Management and Reporting

Semester	I	Specialization	NA
Course Code	115	Type	Generic - Elective
Course Title	Enterprise Analysis - Desk Research		

Course Objectives:

1	To acquaint students with basic aspects of an Enterprise.
2	To guide the students in analyzing an Enterprise w.r.t a set of basic parameters.
3	To help the students assimilate basic jargon and its meaning w.r.t. Enterprise Analysis.

MBA II Sem

Semester	II	Specialization	NA
Course Code	201	Type	Generic - Core
Course Title	Marketing Management		

Course Objectives:

1	To introduce the concept of Marketing Mix as a framework for Marketing Decision making.
2	To emphasize the need, importance and process of Marketing Planning and Control.
3	To sensitize the students to the dynamic nature of Marketing Function.

Semester	II	Specialization	NA
Course code	202	Type	Generic core
Course Title	Financial Management		

Course Objectives:

1.	To understand various concepts related to financial management.
2.	To study in detail, various tools and techniques in the area of finance.
3.	To develop the analytical skills this would facilitate the decision making in Business situations.



Semester	II	Specialization	NA
Course Code	203	Type	Generic - Core
Course Title	Human Resource Management		

Course Objectives:

1	To understand the role of HRM in an organization
2	To learn to gain competitive advantage through people
3	To learn to study and design HRM system

Semester	II	Specialization	NA
Course Code	204	Type	Generic - Core
Course Title	Decision Science		

Course Objectives:

1	To understand role of quantitative techniques in managerial decision making.
2	To understand process of decision problem formulation.
3	To understand applications of various quantitative techniques in managerial settings.

Semester	II	Specialization	NA
Course Code	205	Type	Generic – Core
Course Title	Operations and Supply Chain Management		

Course Objectives:

1	To develop an understanding of the strategic importance of Operations & SCM and how it can provide a competitive advantage in the marketplace
2	To understand the relationship between Operations & SCM and other business functions, such as Marketing, Finance, Accounting, and Human Resources.
3	To develop knowledge of the issues related to designing and managing Operations & SCM and the techniques to do so.



Semester	II	Specialization	NA
Course Code	206	Type	Generic – Core
Course Title	Management Information Systems		

Course Objectives:

1	To develop conceptual understanding about latest developments in the field of Information Technology and the impact of I.T. in managing a business
2	To learn to use Information Technology to gain competitive advantage in business
3	To learn from, with a view to emulate, entrepreneurial ventures in e-Commerce and m-Commerce

Semester	II	Specialization	NA
Course Code	207	Type	Generic – Elective
Course Title	Emotional Intelligence and Managerial Effectiveness Lab		

Course Objectives:

1	To equip students with individual and group learning methods
2	To understand intelligence and develop emotional competence
3	To develop understanding and competence for personal and managerial effectiveness.

Semester	II	Specialization	NA
Course Code	210	Type	Generic - Elective
Course Title	Life Skills		

Course Objectives:

1	To encourage students to develop and use balanced self-determined Behavior.
2	To help students in enhancing self, increasing life satisfaction and Improving relationships with others.
3	To develop new ability to practice new problem solving skills in group and use these skills in personal life.



Semester	II	Specialization	NA
Course Code	211	Type	Generic - Elective
Course Title	Geopolitics & the World Economic System		

Course Objectives:

1	To expose students to the relationship between political power and geographic space amidst world economic system.
2	To help students understand various facets of international political economy & national system political economy.
3	To develop abilities to appreciate the interrelationship between the trading system, international financial system and the participants in the changed economic system

Semester	II	Specialization	NA
Course Code	215	Type	Generic - Elective
Course Title	Industry Analysis - Desk Research		

Course Objectives:

1	To help the students understand the dynamics of a specific industry.
2	To acquaint students with various issues particular to an industry.
3	To provide a cross-functional perspective of the functioning of a business enterprise and an industry.



MBA III Sem

Semester	III	Specialization	NA
Course Code	301	Type	Generic - Core
Course Title	Strategic Management		

Course Objectives:

1	To expose participants to various perspectives and concepts in the field of Strategic Management
2	To help participants develop skills for applying these concepts to the solution of business problems
3	To help students master the analytical tools of strategic management.

Semester	III	Specialization	NA
Course Code	302	Type	Generic - Core
Course Title	Enterprise Performance Management		

Course Objectives:

1	To acquaint the students with a perspective of different facets of management of an enterprise
2	To provide inputs with reference to the Investment Decisions along with the techniques for those decisions
3	To inculcate the evaluation parameters of enterprise in terms of expenses, control systems and pricing
4	To develop the knowledge of the concept of auditing and its applicability as performance management tool

Semester	III	Specialization	NA
Course Code	303	Type	Generic - Core
Course Title	Startup and New Venture Management		

Course Objectives:

1	To instill a spirit of entrepreneurship among the student participants.
2	To provide an overview of the competences needed to become an entrepreneur
3	To give insights into the Management of Small Family Business

Semester	III	Specialization	NA
Course Code	304	Type	Generic –Core[6 Credits]
Course Title	Summer Internship Project		

Course Objectives:

1	To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.
2	To provide means to immerse students in actual supervised professional experiences.
3	To give an insight into the working of the real organizations.
4	To gain deeper understanding in specific functional areas.
5	To appreciate the linkages among different functions and departments.
6	To develop perspective about business organizations in their totality.
7	To help the students in exploring career opportunities in their areas of interest.

MBA III Sem: Specialization- Marketing

Semester	III	Specialization	Marketing
Course Code	305MKT	Type	Subject – Core
Course Title	Contemporary Marketing Research		

Course Objectives:

1	To give the students an understanding of marketing research from both user's (management) and doer's (the researchers) perspective.
2	To design and produce, evaluate a research proposal & understand the quality of research studies.
3	To learn the basic skills to conduct professional marketing research.
4	To understand the applications of business research tools in Marketing decision making.



Semester	III	Specialization	Marketing
Course Code	306MKT	Type	Subject - Core
Course Title	Consumer Behaviour		

Course Objectives:

1	To highlight the importance of understanding consumer behavior in Marketing.
2	To study the environmental and individual influences on consumers
3	To understand consumer behavior in Indian context.

Semester	III	Specialization	Marketing
Course Code	307MKT	Type	Subject - Elective
Course Title	Integrated Marketing Communications		

Course Objectives:

1	To provide an overview of the range of tools available for Marketing Communications
2	To provide an understanding of the basic principles of planning and execution in Marketing Communications
3	To acquaint the students with concepts and techniques in the application for developing and designing an effective advertising and sales promotion program.
4	To sensitize students to the various facets of advertising, public relation and promotion management.
5	To develop a managerial perspective and an informed decision-making ability for effective and efficient tackling of promotional situations.

Semester	III	Specialization	Marketing
Course Code	308MKT	Type	Subject - Elective
Course Title	Product Management		

Course Objectives:

1	To make the students appreciate the various facets of the job of a product manager.
2	To highlight the strategic role of product management in organizational and functional context.
3	To emphasize the financial and other metrics of effective product management.



Semester	III	Specialization	Marketing
Course Code	309MKT	Type	Subject - Elective
Course Title	Strategic Brand Management		

Course Objectives:

1	To introduce different approaches to measuring brand equity.
2	To provide conceptual framework for managing brands strategically.
3	To emphasize the role of brands, the concept of brand equity and the advantages of creating strong brands.
4	To provide insights into how to create profitable brand strategies by building, measuring and managing brand equity.

Semester	III	Specialization	Marketing
Course Code	312MKT	Type	Subject - Elective
Course Title	Customer Relationship Management		

Course Objectives:

1	To introduce the core concepts of CRM paradigm
2	To emphasize CRM as a business strategy
3	To highlight the role of appropriate business process and technology management capabilities in managing customer relationships.
4	To help the students understand the organizational context of CRM.

MBA III Sem: Specialization- Finance

Semester	III	Specialization	Finance
Course code	305 FIN	Type	Specialization - Core
Course Title	Direct Taxation		

Course Objectives:

4.	To understand the basic concepts in Income Tax Act, 1961.
5.	To Calculate Gross Total Income and Tax Liability of an Individual.
6.	To acquaint with online filling of various forms and Returns.

Semester	III	Specialization	Finance
Course Code	306 FIN	Type	Specialization - Core
Course Title	Financial Systems of India, Markets & Services		

Course Objectives:

1	To enlighten the students with the Concepts & Practical dynamics of the Indian Financial System, Markets, Institution and Financial Services.
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Semester	III	Specialization	Finance
Course Code	307 FIN	Type	Subject - Elective
Course Title	Strategic Cost Management		

Course Objectives:

1	To acquaint students with various techniques used for Strategic Cost Management
2	To develop an understanding of the adoption of various techniques of Strategic Cost Management for obtaining sustainable competitive advantage
3	To make the student familiar with the integration of various techniques in decision making.

Semester	III	Specialization	Finance
Course Code	308 FIN	Type	Subject - Elective
Course Title	Corporate & International Financial Reporting		

Course Objectives:

1	To acquaint the students with the framework of financial reporting and emerging trends.
2	To make students familiar with the analytical tools used for financial analysis.
3	To understand the accounting aspects.
4	To get acquainted with the concept of IFRS
5	To have knowledge of convergence of Indian Accounting Standards with IFRS.
6	To know the comparative analysis of Indian GAAP and IFRS.

Semester	III	Specialization	Finance
Course Code	309 FIN	Type	Subject - Elective
Course Title	Corporate Finance		

Course Objectives:

1	To acquaint students with advanced treatment of various concepts and tools and techniques used in Financial Management
2	To highlight the importance of various decision making areas of financial management

Semester	III	Specialization	Finance
Course Code	310FIN	Type	Subject – Elective
Course Title	Corporate Financial Restructuring		

Course Objectives:

1	To know the concept of Financial Restructuring in Companies.
2	To get acquainted with the factors leading to financial distress of the organization.
3	To understand alternative sources of capital and planning of the same.
4	To know the significance of the Corporate Governance in the overall functionality of the organization.



MBA III Sem: Specialization- HR

Semester	III	Specialization	HRM
Course Code	305HR	Type	Specialization - Core
Course Title	Labour & Social Security Laws		

Course Objectives:

1	To make the students understand rationale behind labour laws
2	To equip students with important provisions of various labour laws
3	To give students insight into the implementation of labour laws.

Semester	III	Specialization	HRM
Course Code	306HR	Type	Specialization - Core
Course Title	Human Resource Accounting & Compensation Management		

Course Objectives:

1	To orient the students with the concepts related to human resource accounting & compensation management.
2	To facilitate learning related to human resource accounting & compensation management for employees.

Semester	III	Specialization	HRM
Course Code	307HR	Type	Subject - Elective
Course Title	Employee Health, Safety		

Course Objectives:

1	To learn the basic concepts of safety management
2	To study the various provisions of employee health and safety.

Semester	III	Specialization	HRM
Course Code	311HR	Type	Subject - Elective
Course Title	Outsourcing of HR		

Course Objectives:

1	To learn the basic concepts of outsourcing
2	To enable the students to understand each stage of out sourcing process



Semester	III	Specialization	HRM
Course Code	312HR	Type	Subject - Elective
Course Title	Public Relations & Corporate Communications		

Course Objectives:

1	To make students understand importance of effective communication in HR
2	To equip students with PR initiatives by the HR professional

Semester	III	Specialization	HRM
Course Code	314HR	Type	Subject - Elective
Course Title	Lab in Recruitment and Selection		

Course Objectives:

1	To give hands on experience to students on Recruitment advertisements, profiling techniques
2	To acquaint students with different interviewing methods

MBA III Sem: Specialization- SCM

Semester	III	Specialization	Supply Chain Management
Course Code	305SCM	Type	Subject Core
Course Title	Essentials of Supply Chain Management		

Course Objectives:

1	To make students understand how supply chain impacts all areas of the firm
2	To introduce the basic concepts of supply chain management
3	To provide insights into supply chain's linkages with customer value

Semester	III	Specialization	Supply Chain Management
Course Code	306SCM	Type	Subject Core
Course Title	Logistics Management		

Course Objectives:

1	To make students understand the role and importance of logistics in modern day economy.
2	To discuss the relationship between logistics and other functional areas.
3	To analyze logistics systems from different perspectives to meet desired corporate objectives.



Semester	III	Specialization	Supply Chain Management
Course Code	307SCM	Type	Subject - Elective
Course Title	Managing Material Flow in Supply Chains		
Course Objectives:			
1	To understand flow of materials in a Supply Chain		
2	To appreciate the role of Transportation and Warehouse Management		
3	To understand the essentials of Packaging and Materials Handling from Logistics point of view		
4	To understand Government statutory requirements related to Logistics Management		

Semester	III	Specialization	Supply Chain Management
Course Code	308SCM	Type	Subject - Elective
Course Title	Inventory Management		
Course Objectives:			
1	To understand the Process of Aggregate Planning and its link with Inventory Management		
2	To understand concept of Supply Chain Inventory and study a few basic variants of EOQ models		
3	To recognize role and importance of Supply Chain Inventory Management in delivering perfect customer order		
4	To acquaint with safety and environmental aspects of Inventory Management		

Semester	III	Specialization	Supply Chain Management
Course Code	310SCM	Type	Subject - Elective
Course Title	Six Sigma		
Course Objectives:			
1	To provide a comprehensive understanding of six sigma		
2	To introduce the six sigma methodology and philosophy		
3	To learn how to manage change and sustain benefits		
4	To learn how to listen and map customer requirements		

Semester	III	Specialization	Supply Chain Management
Course Code	315SCM	Type	Subject - Elective
Course Title	Supply Chain Practices - I		
Course Objectives:			
1	To give a practical understanding of the practice of supply chain management in various sectors.		
2	To give a practical understanding of the peculiarities of supply chain management practices in various sectors.		



MBA III Sem: Specialization- IT

Semester	III	Specialization	Information Technology
Course Code	305IT	Type	Specialization - Core
Course Title	IT Management & Cyber Laws		

Course Objectives:

1	To understand legal provisions of Information Technology Act, 2000.
2	To know Case Law and practical ramifications of the Act
3	To develop understanding of managerial aspects so as to use Information technology effectively and efficiently.
4	To appreciate IT Management as an independent and important field of work, different from IT for Management

Semester	III	Specialization	Information Technology
Course Code	306IT	Type	Specialization - Core
Course Title	E Business and Business Intelligence		

Course Objectives:

1	To appreciate e-Business as a significant business segment of the future
2	To develop capacity to initiate/lead an e-business venture/ business segment
3	To understand principles of BI and Analytics at conceptual level
4	To develop skills to design BI and Analytics projects

Semester	III	Specialization	Information Technology
Course Code	307IT	Type	Subject - Elective
Course Title	Software Engineering with System Analysis & Design		

Course Objectives:

1	To develop theoretically sound understanding of Software Engineering Methods
2	To develop understanding of object oriented software Engineering
3	To develop ability to represent diagrammatically and in descriptive form, software engineering schemas



Semester	III	Specialization	Information Technology
Course Code	310IT	Type	Subject - Elective
Course Title	Software Quality Assurance & CMM Levels		

Course Objectives:

1	To understand concepts and methodology related to Software Quality Assurance
2	To Know software Quality standards specifies by regulatory authorities
3	To develop capability to design Quality Testing processes in software development environment

Semester	III	Specialization	Information Technology
Course Code	312IT	Type	Subject - Elective
Course Title	Software Marketing		

Course Objectives:

1	To understand facets of software marketing as a field of study
2	To develop in depth of understanding of Software Marketing Practices
3	To assist in developing capability to market the software

Semester	III	Specialization	Information Technology
Course Code	313 IT	Type	Subject - Elective
Course Title	IT for Retailing & Online Shopping		

Course Objectives:

1	To understand IT in Retail as an important field of practice
2	To know concepts and technologies related to IT in retail

MBA III Sem: Specialization- Operations

Semester	III	Specialization	Operations Management
Course Code	305OPE	Type	Specialization –Core
Course Title	Planning & Control of Operations		

Course Objectives:

1	To give an overview of Planning & Control of Operations
2	To explain the role of forecasting in the operations planning process.
3	To explain the need for aggregate planning and the steps in aggregate planning.
4	To explain how is capacity planning done in organizations and what is its relationship with MRP.
5	To highlight the importance of scheduling in operations management.



Semester	III	Specialization	Operations Management
Course Code	306OPE	Type	Specialization –Core
Course Title	Inventory Management		

Course Objectives:

1	To give an overview of various aspects of inventory.
2	To explain the impact of types of inventory costs on inventory management decisions.
3	To explain the principles of JIT

Semester	III	Specialization	Operations Management
Course Code	307OPE	Type	Subject - Elective
Course Title	Productivity Management		

Course Objectives:

1	To understand and appreciate significance of productivity management
2	To study various productivity management methods
3	To learn applicability of popular productivity management tools

Semester	III	Specialization	Operations Management
Course Code	313OPE	Type	Subject - Elective
Course Title	Designing Operations Systems		

Course Objectives:

1	To give an overview of the various process options in Manufacturing and Services.
2	To give insights into factors that influence process choice.
3	To impart fundamental concepts in Job Design and Work Measurement.

Semester	III	Specialization	Operations Management
Course Code	314OPE	Type	Subject - Elective
Course Title	Toyota Production System		

Course Objectives:

1	To explain the management principles and business philosophy behind Toyota's worldwide reputation for quality and reliability.
2	To demonstrate how managers in every industry can improve business processes by: Eliminating wasted time and resources Building quality into workplace systems Finding low-cost but reliable alternatives to expensive new technology Turning every employee into a quality control inspector



Semester	III	Specialization	Operations
Course Code	315OPE	Type	Subject - Elective
Course Title	Project Management		

Course Objectives:

1	To provide the students with a holistic, integrative view of Project Management.
2	To highlight the role of projects in modern day business organizations.
3	To sensitize the students to complexities of project management.

MBA III Sem: Specialization- IBM

Semester	III	Specialization	IB
Course Code	305IB	Type	Subject Core
Course Title	International Business Economics		

Course Objectives:

1	To explore the students the relevance of various trade theories/models
2	To explore the students to understand deep current issues in International Trade
3	To enable students to use economic tools to analyze diversity of issues in the international economy.

Semester	III	Specialization	International Business Management
Course Code	306IB	Type	Subject Core
Course Title	Export Documentation and Procedures		

Course Objectives:

1	To familiarize students with policy, procedures and documentation relating to foreign trade operations.
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Semester	III	Specialization	International Business Management
Course Code	307IB	Type	Subject - Elective
Course Title	International Management		

Course Objectives:

1	To familiarize students with the cross –cultural behaviour and its management for successful operations of the international firms
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Semester	III	Specialization	International Business Management
Course Code	308IB	Type	Subject - Elective
Course Title	International Marketing		

Course Objectives:

1	To help the students understand the peculiarities of international marketing
2	To develop the students' ability to devise marketing mix for international marketing

Semester	III	Specialization	International Business Management
Course Code	310IB	Type	Subject - Elective
Course Title	International Financial Management		

Course Objectives:

1	To make the students aware about the operations in foreign exchange market
2	To sensitize the student with complexities of managing finance of multinational firm
3	To understand the regulatory framework within which the operations can take place

Semester	III	Specialization	International Business Management
Course Code	312IB	Type	Subject - Elective
Course Title	Global Logistics & Supply Chains		

Course Objectives:

1	To get acquainted with global dimensions of logistics management
2	To introduce basic operational aspects i.e. procedure, documentations & related legal aspects of global logistics
3	To sensitize students to basics of shipping line industry

MBA IV Sem

Semester	IV	Specialization	NA
Course Code	401	Type	Generic Core
Course Title	Managing for Sustainability		

Course Objectives:

1	Apply general ethical principles to particular cases or practices in business.
2	Think independently and rationally about contemporary moral problems.
3	Recognize the complexity of problems in practical ethics.
4	Demonstrate how general concepts of governance apply in a given situation or given circumstances.



Semester	IV	Specialization	NA
Course Code	402	Type	Generic Core
Course Title	Dissertation		

Course Objectives:

1	To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.
2	To provide means to immerse students in actual supervised professional experiences
3	To gain deeper understanding in specific areas.

MBA IV Sem: Specialization- Marketing

Semester	IV	Specialization	Marketing
Course Code	403MKT	Type	Subject Core
Course Title	Services Marketing		

Course Objectives:

1	To emphasize the significance of services marketing in the global economy.
2	To make the students understand the deeper aspects of successful services marketing.
3	To provide insights to the challenges and opportunities in services marketing.

Semester	IV	Specialization	Marketing
Course Code	404MKT	Type	Subject Core
Course Title	Sales & Distribution Management		

Course Objectives:

1	To provide foundations in components of sales and distribution management.
2	To introduce various facets of the job of a sales manager.
3	To focus on decision making aspects and implementation of decisions in sales and distribution management.

Semester	IV	Specialization	Marketing
Course Code	405MKT	Type	Subject - Elective
Course Title	Retail Marketing		

Course Objectives:

1	To provide insights into all functional areas of retailing.
2	To give an account of essential principles of retailing.
3	To give a perspective of the Indian retailing scenario.



Semester	IV	Specialization	Marketing
Course Code	408MKT	Type	Subject – Elective
Course Title	International Marketing		

Course Objectives:

1	To make the students understand the concept and techniques of international marketing.
2	To train the students to develop plans and marketing strategies for entering into international markets and managing overseas operations.

Semester	IV	Specialization	Marketing
Course Code	410MKT	Type	Subject – Elective
Course Title	Marketing Strategy		

Course Objectives:

1	To introduce a systematic understanding of marketing strategy and decision making in dynamic marketing environment.
2	To understand and apply the STP of marketing (segmentation, targeting, positioning).
3	To understand and appreciate the concept of marketing strategy formulation and implementation.

Semester	IV	Specialization	Marketing
Course Code	413MKT	Type	Subject – Elective
Course Title	E Marketing and Analytics		

Course Objectives:

1	To contextualize marketing concepts in electronic marketing and marketing analytics context.
2	To give insights into various aspects of E Marketing and analytics from the perspective of creating Customer Value.

MBA IV Sem: Specialization- Finance

Semester	IV	Specialization	Finance
Course code	403 FIN	Type	Specialization – Core
Course Title	Indirect Taxation		

Course Objectives:

1. To understand the basic concepts in various Indirect Tax Acts.
2. To understand procedural part of Indirect Taxes
3. To acquaint with online filling of various Forms & Returns.



Semester	IV	Specialization	Finance
Course code	404 FIN	Type	Specialization – Core
Course Title	International Finance		

Course Objectives:

4. To make students familiar with the operations in foreign exchange markets.
5. To sensitize students with complexities of managing finance of multinational firm.
6. To highlight the importance of the regulatory framework within which international financial transactions can take place, with special reference to India.

Semester	III	Specialization	Finance
Course Code	405 FIN	Type	Subject – Elective
Course Title	Behavioral Finance		

Course Objectives:

1	To provide an alternative framework for understanding financial market behavior.
2	To demonstrate how cognitive biases and heuristics influence investment behavior and determine asset prices.
3	To highlight the basic theories and strategies that makes us aware of behavioral finance and investing.

Semester	IV	Specialization	Finance
Course Code	407 FIN	Type	Subject – Elective
Course Title	Financial Risk Management		

Course Objectives:

1	To understand what is risk and the basic concepts of modeling its application for measuring and managing financial risks
2	To measure volatility in market prices, highlight Risk Management issues in investments.

Semester	III	Specialization	Finance
Course Code	410 FIN	Type	Subject – Elective
Course Title	Wealth and Portfolio Management		

Course Objectives:

1	To understand the concept of Wealth Management.
2	To understand the concept of Portfolio Management.
3	To understand various tools and methods of evaluating the portfolio.

Semester	IV	Specialization	Finance
Course code	411 FIN	Type	Elective Courses
Course Title	Fixed Income Securities & Technical Analysis		

Course Objectives:

1. To analyze the fixed income securities markets and its implications for investments.
2. To explain the market characteristics, instruments, selling techniques, pricing and valuation issues with money market instruments.
3. To explain the specific features of the Indian Fixed Income Securities Markets.

MBA IV Sem: Specialization- HR

Semester	IV	Specialization	HRM
Course Code	403HR	Type	Subject Core
Course Title	Employment Relations		

Course Objectives:	
1	Give students insight into the IR scenario in India
2	Make students understand important laws governing IR
3	Create understanding about role of Govt., society and trade union in IR

Semester	IV	Specialization	HRM
Course Code	404HR	Type	Subject Core
Course Title	Strategic Human Resource Management		

Course Objectives:	
1	To make students understand HR implications of organizational strategies
2	Understand the various terms used to define strategy & its process
3	Understand HR strategies in Indian & global perspective

Semester	IV	Specialization	HRM
Course Code	405HR	Type	Subject - Elective
Course Title	Organizational Design & Development		

Course Objectives:	
1	To develop an understanding of the nature, functioning and design of organization
2	Be able to understand the theory and practice relating to the processes of organization development and change
3	Develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating organizational processes and change in organizations

Semester	IV	Specialization	HRM
Course Code	407HR	Type	Subject - Elective
Course Title	Employee Reward Management		

Course Objectives:	
1	To appraise students with reward management system practiced in organizations
2	To make students understand the process of setting reward management system
3	To give students exposure to the reward management practices followed various organizations



Semester	IV	Specialization	HRM
Course Code	415HR	Type	Subject - Elective
Course Title	Designing HR policies		

Course Objectives:

1	To equip students with pros and cons of HR Policies
2	To study statutory & non statutory requirements
3	To acquaint students with role & responsibilities of HR professionals

Semester	IV	Specialization	HRM
Course Code	416HR	Type	Subject – Elective
Course Title	Competency Mapping		

Course Objectives:

1	Make the students understand concept and importance of competency mapping
2	Give insight into the process and models of competency mapping

MBA IV Sem: Specialization- SCM

Semester	IV	Specialization	Supply Chain Management
Course Code	403SCM	Type	Subject Core
Course Title	Strategic Supply Chain Management		

Course Objectives:

1	To understand the role and objectives of Strategic Supply Chain Management
2	To recognize the role and importance of strategic partnerships and alliances in Supply Chain Management
3	To appreciate the increasing scope of Supply Chain Management and its future challenges

Semester	IV	Specialization	Supply Chain Management
Course Code	404SCM	Type	Subject Core
Course Title	Knowledge Management in Supply Chains		

Course Objectives:

1	To know Supply Chain Systems Classification
2	To understand the role of IT as an enabler of Supply Chain Management for today's businesses



Semester	IV	Specialization	Supply Chain Management
Course Code	405SCM	Type	Subject - Elective
Course Title	Green Logistics and Supply Chains		

Course Objectives:

1	To sensitize the students to external costs of logistics and supply chains (climate change costs).
2	To analyze the environmental costs of logistics and how to deal with them effectively.
3	To highlight how different types of environmentally sustainable practices should be adopted at different stages of supply chains.

Semester	IV	Specialization	Supply Chain Management
Course Code	406SCM	Type	Subject - Elective
Course Title	Enterprise Resource Planning		

Course Objectives:

1	To help the student understand how a business works and how information systems fit into business operations.
2	To emphasize the cross functional integration aspects of a business.
3	To enable better managerial decision making through real time data integration and sharing.

Semester	IV	Specialization	Supply Chain Management
Course Code	412SCM	Type	Subject - Elective
Course Title	Global Logistics		

Course Objectives:

1	To get acquainted with global dimensions of logistics management
2	To introduce basic operational aspects i.e. procedure, documentations & related legal aspects of global logistics
3	To sensitize students to basics of shipping line industry

Semester	IV	Specialization	Supply Chain Management
Course Code	413SCM	Type	Subject - Elective
Course Title	Supply Chain Practices - II		

Course Objectives:

1	To give a practical understanding of the practice of supply chain management in various sectors.
2	To give a practical understanding of the peculiarities of supply chain management practices in various sectors.



MBA IV Sem: Specialization-Operations

Semester	IV	Specialization	Operations Management
Course Code	403OPE	Type	Subject Core
Course Title	Operations Strategy and Research		

Course Objectives:

1	To emphasize the key role of operations in bringing about the growth and profitability of organizations.
2	To impart ideas, concepts and principles in operations strategy.
3	To understand use of quantitative tools in solving typical Operations Domain Problems

Semester	IV	Specialization	Operations Management
Course Code	404OPE	Type	Subject Core
Course Title	Total Quality Management		

Course Objectives:

1	To give various perspectives on Quality and various contributors to Quality.
2	To provide an in-depth understanding of the various QC tools.
3	To introduce the frameworks of Global Quality Awards.

Semester	IV	Specialization	Operations Management
Course Code	406OPE	Type	Subject - Elective
Course Title	World Class Manufacturing		

Course Objectives:

1	To bring out the relevance and basics of World Class Manufacturing.
2	To highlight the current state of Indian Manufacturing
3	To provide a road map for World Class Manufacturing



Semester	IV	Specialization	Operations Management
Course Code	407OPE	Type	Subject - Elective
Course Title	Business Process Reengineering		

Course Objectives:

1	To explain how organizational performance in terms of efficiency and effectiveness can be improved through BPR.
2	To introduce BPR as a change management tool.
3	To explore and master the fundamental principles of BPR.
4	To provide a practical framework and management techniques needed for implementation of BPR.

Semester	IV	Specialization	Operations Management
Course Code	408OPE	Type	Subject – Elective
Course Title	Enterprise Resource Planning		

Course Objectives:

1	To understand how a business works and how information systems fit into business operations.
2	To understand the cross functional integration aspects of a business.
3	To understand better managerial decision making through real time data integration and sharing.
4	To understand the host of underlying technological tools of ERP.

Semester	IV	Specialization	Operations Management
Course Code	410OPE	Type	Subject - Elective
Course Title	Service Operations Management		

Course Objectives:

1	To provide students with the concepts and tools necessary to effectively manage a service operation.
2	To discuss best practices of World-Class Service.



MBA IV Sem: Specialization-Systems

Semester	IV	Specialization	Information Technology
Course Code	403IT	Type	Subject Core
Course Title	Software Project Management		

Course Objectives:

1	To understand different aspects of Software Project Management as an important field of practice under IT Management
2	To learn tools and techniques of Software Project Management
3	To understand importance of, and learning techniques to ensure, software quality
4	To learn to use a Software Package for Software Project Management

Semester	IV	Specialization	Information Technology
Course Code	404IT	Type	Subject Core

Course Title	Enterprise Resource Planning
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Course Objectives:

1	To acquire in-depth knowledge of ERP as a prime Application Software product
2	To learn operational aspects of ERP implementation and support
3	To know features of important ERP modules
4	To learn, through case studies, practical aspects of ERP in various industries

Semester	IV	Specialization	Information Technology
Course Code	405IT	Type	Subject - Elective
Course Title	Web Designing & Multimedia Applications		

Course Objectives:

1	To acquire technical competence in Web Designing and Multimedia Applications
2	To learn to use HTML, VB Script and Java script
3	To integrate Web and Multimedia with business objectives of the organization



Semester	IV	Specialization	Information Technology
Course Code	410IT	Type	Subject - Elective
Course Title	Data Warehousing & Data Mining		

Course Objectives:

1	To learn operational aspects of Data Warehousing and Data Mining
2	To know applications of Data Warehousing / Data Mining in business

Semester	IV	Specialization	Information Technology
Course Code	412IT	Type	Subject - Elective
Course Title	MS-Projects Lab		

Course Objectives:

1	To learn operational aspects of MS-Projects
2	To know tools and techniques of MS-Projects
3	To acquire / develop skills of implementing MS-Projects in appropriate situations

Semester	IV	Specialization	Information Technology
Course Code	413IT	Type	Subject - Elective
Course Title	Internet Marketing & Internet of Things (IOT)		

Course Objectives:

1	To understand, various approaches to Internet Marketing
2	To learn advantages and disadvantages of approaches to Internet Marketing
3	To develop skills to implement Internet Marketing under appropriate situations

MBA IV Sem: Specialization-IB

Semester	IV	Specialization	IB
Course Code	403IB	Type	Subject - Core
Course Title	International Business Environment		

Course Objectives:

1	To help students understand the nature scope and structure of International Business
2	To explore students to various policy perspective in international regulatory environment.
3	To enable students to understand the influence of various environmental factors on international business operations..



Semester	IV	Specialization	IB
Course Code	404IB	Type	Subject - Core
Course Title	Indian Economy and Trade Dependencies		

Course Objectives:

1	To explore students to the diversity of issues prevalent in the Indian Economy.
2	To provide insights to the students about the trade related issues of the Indian Economy.
3	To make students realize the importance of trade in the present globalized era.

Semester	IV	Specialization	International Business Management
Course Code	408IB	Type	Subject - Elective
Course Title	Foreign Exchange Management		

Course Objectives:

1	To make the student aware about importance, concept and tools of Foreign Exchange Management.
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Semester	IV	Specialization	International Business Management
Course Code	409IB	Type	Subject - Elective
Course Title	E Commerce		

Course Objectives:

1	To introduce students to the concept of e -commerce
2	To equip students to assess e-commerce requirements of a business and develop e -business plans
3	To help students understand various e -commerce applications

Semester	IV	Specialization	International Business Management
Course Code	412IB	Type	Subject - Elective
Course Title	WTO and Intellectual Property Rights		

Course Objectives:

1	To sensitize the students about the importance of WTO and Intellectual property in the global economy.
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Semester	IV	Specialization	International Business Management
Course Code	413IB	Type	Subject - Elective
Course Title	Global Competitiveness and Strategic Alliances		

Course Objectives:

1	To develop conceptual understanding of global competitiveness
2	To understand strategies and processes that lead to global competitiveness
3	To understand strategic alliance as an important initiative to achieve global competitiveness
4	To know steps to be taken to implement strategic alliance program



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