

The MBA syllabus of Savitibai Phule Pune University is structured around building relevant Knowledge, Skills and Attitudes among students. It aims to equip students with effective communication skills, inter-personal skills, application oriented thinking, basic domain knowledge, awareness of business environment, technology proficiency, and attitudes required to be successful in the business world.

The MBA Programme Outcomes are in alignment with our mission and vision of creating ethical and effective leaders and may be detailed as follows:

1. A student should be able to demonstrate knowledge and integrated application or a multi -disciplinary approach to management problems.
2. Personal growth that reflect Attributes such as:
 - Lead themselves and others in the achievement of organisational goals
 - Think critically and make decisions based on complex information.
 - Optimally use resources for the good of stakeholders.
 - Know and understand organisations and their stakeholders.
 - Apply strategic management skills in changing business environments.
 - Operate effectively in cross-cultural settings, understanding the nature of globalisation.
 - Understand the complexities of business ethics and act with integrity.
 - Analyse complex data and understand the implications of decisions.
 - Show a commitment to becoming a learning individual
 - Ability to work in teams
 - Demonstrate proactive thinking to perform effectively in the dynamic socio-economic and business ecosystem.

Programme Specific Objectives

MBA - Marketing specialization:

- Employ necessary marketing tools and techniques relevant for a business entity.
- Conduct marketing research and implement suitable strategies for a given market.
- Develop and implement marketing plans, CRM strategies, sales and distribution functions and digital marketing plans for an organization.

MBA - Finance specialization:

1. Comprehend a financial business situation and apply various qualitative and quantitative tools and techniques to provide viable solutions.
2. Interpret and apply the taxation laws in India for any business organization.
3. Analyze and participate either for self or for an investor in the capital and money market in India.

MBA - Human Resources specialization:

1. Identify and analyze the trends in Human Resource Management (HRM), Industrial Relations and Strategic Human Resource Management and its implications.
2. Identify and integrate the skills and competencies required to become a successful HR manager.
3. Apply the theoretical and practical aspects of human resource management in real time business situations.
4. Recognize, analyze and develop plans and strategies related to HRM

Course and Code	Course Outcomes
Accounting For Business Decisions (101)	<ol style="list-style-type: none"> 1. Differentiate between financial accounting, cost accounting and management accounting and apply accounting concepts and conventions. 2. Prepare final accounts of sole proprietary firms and take financial decisions on the basis of financial statements. 3. Prepare cost sheets for business units. 4. Allocate and apportion overheads and apply techniques of

	<p>inventory control.</p> <p>4. Prepare cash and flexible budgets and apply techniques of marginal costing.</p> <p>5. Analyze the methods of standard costing and apply these techniques in business decisions.</p>
<p>Economic Analysis for Business Decisions (102)</p>	<p>1. Apply circular flow of economic activity and identify the objectives of the firm.</p> <p>2. Identify the determinants of demand and supply and compare different types of markets.</p> <p>3. Discern the various costs, risk management techniques and application of decision tree analysis in business decision making.</p> <p>4. Differentiate between Money and Capital Markets in India.</p> <p>5. Distinguish between various components of union budget and national income.</p>
<p>Legal Aspects of Business (103)</p>	<p>1. Check the legality of a contract and differentiate between contract of indemnity and contract of guarantee.</p> <p>2. Identify and affirm when the property in goods has been transferred and performance of sale has happened in accordance with Sale of Goods Act, 1930.</p> <p>3. Prepare a promissory note bill of exchange and cheque and identify the types of endorsement.</p> <p>4. Tell the documents required for incorporating a Pvt Ltd Company and apply the amendments of Companies Act 2013 for the same.</p> <p>5. State the platforms available for e governance and identify the areas where digital signatures can be adopted.</p>
<p>Business Research Methods (104)</p>	<p>1. Prepare a research proposal</p> <p>2. Select a research design and frame hypothesis.</p> <p>3. Identify different sources of data collection and framing of questionnaire.</p> <p>4. Classify probability and Non probability sample.</p> <p>5. Determine the size of sample.</p> <p>6. Analyze the data using measure of central tendency with graphical methods.</p> <p>7. Prepare a simple research project report.</p>
<p>Organizational Behaviour (105)</p>	<p>1. To Show understanding of concepts and application of cognitive, behavioristic and social cognitive theories of OB.</p> <p>2. To assess personal levels of self-awareness through quadrants of JOHARI window.</p> <p>3. To identify the factors influencing perception and differentiate between stereotyping and halo effect.</p>

	<ol style="list-style-type: none"> 4. To analyze and identify driving agents for change. 5. To assess and identify stressors and show ability to device strategies to handle stress .
Basics of Marketing (106)	<ol style="list-style-type: none"> 1. Assess and construct a simple marketing mix. 2. Analyze the buying decision process of a customer. 3. Analyze the macro and micro environment for a product/ organization. 4. Plan and execute the segmentation, targeting and positioning strategies for goods/services. 5. Identify different marketing mix strategies for goods and services.
Business Communication Lab (108)	<ol style="list-style-type: none"> 1. Analyze verbal and non-verbal communication and assess its impact on business. 2. Draft various business letters, routine letters such as notices, circulars, memos etc. 3. Identify and apply various principles of effective presentations 4. Demonstrate different types of interview skills. 5. Write a report using principles of an effective report.
MS Excel and Advanced Excel Lab (109)	<ol style="list-style-type: none"> 1. Perform different operations such as create, format, filter in MS Excel. 2. Create formulas and use function in a formula. 3. Graphically show financial data in form of Charts & Graphs. 4. Demonstrate ability to customize number formats and data validation methods. 5. Analyze the data using Pivot tables.
Personality Development Lab (113)	<ol style="list-style-type: none"> 1. Identify the different business interactions. 2. Demonstrate appropriate etiquette in different business situations. 3. Analyze their own levels of confidence in social situations. 4. Manage different emotions like Fear, Anger, depression etc. 5. Identify stressors and practice different techniques of handling stress.
Enterprise Analysis - Desk Research (115)	<ol style="list-style-type: none"> 1. Identify Organization Structure and Geographical (domestic and global) foot print of Manufacturing and Service Organizations. 2. Apply knowledge of customer segments, Product lines, Major Brands, Market Share and Advertising of different enterprises. 3. Tabulate, graphically depict, analyze and present Financial data for organizations. 4. Differentiate between the Listing status & Scrip Codes of National and International Stock Markets.

	5. Identify Trading Issues and Standard & Poor's Corporate Governance Scores.
Marketing Management (201)	<ol style="list-style-type: none"> 1. Demonstrate new product development plan for a business entity. 2. Plan and execute pricing strategies for a given good/service. 3. Develop and channelize the goods/services through the various channels of distribution. 4. Strategize and implement the tools and methods of promotion for an organization. 5. Design marketing plans for a firm.
Financial Management (202)	<ol style="list-style-type: none"> 1. Apply and adopt appropriate investment, financial or dividend approaches to financial situations of a business organization. 2. Select and suggest suitable sources of finance with cost of capital and WACC for a simple business unit. 3. Prepare fund flow and cash flow statements and apply ratio analysis techniques for financial statement analysis of business organizations. 4. Evaluate and suggest appropriate capital budgeting techniques for business organizations. 5. Estimate working capital requirements and calculate the period of operating cycle of particular business.
Human Resource Management (203)	<ol style="list-style-type: none"> 1. Evaluate the impact of human resource management strategies, on the organization's success. 2. Write out job descriptions for entry level jobs. 3. Analyze different sources of recruitment. 4. Identify training needs and design training programs. 5. Apply suitable modern methods of performance appraisal.
Decision Science (204)	<ol style="list-style-type: none"> 1. Apply the assignment and transportation models in business decisions. 2. Show graphically Linear Programming and Markov Chains & Simulation Techniques in business scenarios. 3. Demonstrate the use of Decision, game and queuing theories while analyzing and drawing inferences from given business data. 4. Apply CPM & PERT and sequencing in business scenarios (excluding situation of project crashing). 5. Discern and apply appropriate Probability techniques for business decisions.
Operations and Supply Chain Management	<ol style="list-style-type: none"> 1. Differentiate between Traditional & Modern Selling Approaches and theories of selling. 2. Prepare a Service System Design Matrix and Process

(205)	<p>Product Matrix.</p> <ol style="list-style-type: none"> 3. Differentiate between Processes and production methods. 4. Use Forecasting as a Planning Tool and apply Production Planning and control techniques in manufacturing. 5. Classify inventory and apply Inventory control techniques for Inventory Planning and Control. 6. Identify Key Issues in SCM and apply Supply chain integrated framework in a company.
Management Information Systems (206)	<ol style="list-style-type: none"> 1. Identify the types of Information Systems and its impact on managing business. 2. Assess enterprise information requirements. 3. Trace current developments like Expert systems, Artificial Intelligence etc; in the field of IT. 4. To exhibit different viewpoint of a digital firm. 5. Apply knowledge of MIS in functional areas and in select service sectors.
Emotional Intelligence and Managerial Effectiveness Lab (207)	<ol style="list-style-type: none"> 1. Develop emotional competencies. 2. Demonstrate the role of emotions in their life. 3. Exhibit the process of learning. 4. Know and apply the fundamentals of Emotional Intelligence. 5. Identify the challenges faced in organizations with respect to EI.
Life Skills (210)	<ol style="list-style-type: none"> 1. Exhibit appropriate group behaviors. 2. Identify and distinguish different personality traits in an organizational context. 3. Develop and practice balanced behaviors. 4. Analyze different factors affecting Moral Development. 5. Make use of life skills for effectiveness in personal life.
Computer Aided Personal Productivity Tools Lab (213)	<ol style="list-style-type: none"> 1. Be equipped with MS Word, Excel and Power Point skills. 2. Develop knowledge and skills in social networking.
Industry Analysis - Desk Research (215)	<ol style="list-style-type: none"> 1. Identify Nature of the Industry and Players in the industry. 2. Identify Promoters & Management Ethos, CSR policy, Corporate Governance Initiatives for various organizations. 3. Identify Controlling Ministry and / or regulator if any for specific Industry. 4. Differentiate between Regulatory Policies at state, national and global level. 5. Identify Key factors contributing to costs and apply Ratio analysis technique for last 3 years for top 5 and bottom 5 companies in the industry. 6. Analysis of Key provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or

	industries that have significant import components.
Strategic Management (301)	<ol style="list-style-type: none"> 1. Identify Functional Levels of Strategy and Analyze Industry Environment and company's External Environment. 2. Analyze Company's Internal Environment, apply Value Chain Analysis Using Porter's Model and conduct portfolio analysis 3. Differentiate between various Generic Competitive Strategies and grand strategies. 4. Apply and Implement Strategies for business organizations. Use Balanced Scorecard for strategy evaluation. 5. Differentiate between blue & red ocean strategies and apply blue ocean strategies for organizations. Apply business models for Internet Economy.
Enterprise Performance Management (302)	<ol style="list-style-type: none"> 1. Evaluate the performance of an organization and business units on financial parameters. 2. Select and suggest appropriate tools for taking capex decisions. 3. Analyze the performance of banks and retail sector units. 4. Evaluate the progress of projects using overruns. 5. Distinguish between various types of auditing.
Startup and New Venture Management (303)	<ol style="list-style-type: none"> 1. Identify skills and traits of a successful entrepreneur and apply the steps of entrepreneurial process. 2. Analyze data to assess the attractiveness of new business opportunities and conduct a feasibility study. 3. Transform an initial idea into a fully-fledged business opportunity and effectively communicate this opportunity through a business plan. 4. Classify different Institutions and laws that support running of business ventures. 5. Analyze and identify the factors for successful / unsuccessful entrepreneurs.
Summer Internship Project (304)	<ol style="list-style-type: none"> 1. Develop application orientated thinking and analytical problem solving abilities. 2. Gain hands on experience in various functions of management. 3. Conduct research for an organization by implementing the correct methodology. 4. Cultivate communication and interpersonal skills.
Marketing Specialization	
Contemporary Marketing Research (305MKT)	<ol style="list-style-type: none"> 1. Identify appropriate research approaches and develop research design for a marketing research problem. 2. Prepare a measurement (data collection) instrument for positioning research, brand research, attitudinal studies and customer satisfaction research.

	<ol style="list-style-type: none"> 3. Design a sampling approach and sampling frame for marketing research. 4. Interpret data analysis results and apply data analysis techniques to test hypothesis and suggest solutions for marketing research problem. 5. Communicate research results in written report and oral presentation formats.
Consumer Behaviour (306MKT)	<ol style="list-style-type: none"> 1. Analyze the external influences on buying decision of an individual. 2. Compare individual and external determinants of consumer behavior. 3. Identify and differentiate the buying decision process for various goods/services. 4. Apply consumer behavior models to the decision making processes of individuals. 5. Develop a thorough understanding about the characteristics of Indian consumers.
Personal Selling Lab (310MKT)	<ol style="list-style-type: none"> 1. Differentiate between Traditional and Modern Selling Approach and various theories of selling. 2. Prepare a customer plan that identifies all elements of personal selling essential for a successful sale. 3. Show skills of handling objections and complaints and be able to close the sale. 4. Demonstrate skills of negotiation, communications and written skills for effective personal selling. 5. Application of personal selling in financial, IT, telecommunication, advertising, education, industrial goods and consumer goods sector.
Customer Relationship Management (312MKT)	<ol style="list-style-type: none"> 1. Establish customer relationships for an organization to achieve customer satisfaction and customer loyalty. 2. Design and implement strategies for customer acquisition, retention and customer development for a firm. 3. Design customer portfolios with the help of customer databases. 4. Manage the business networks for enhancing customer relationships. 5. Perform internal marketing for better CRM for an organization.
Marketing of Financial Services – I (315MKT)	<ol style="list-style-type: none"> 1. Becoming familiar with the various financial services and products in different financial markets. 2. Analyze and invest in different types of mutual funds. 3. Compare different types of Insurance and its impact on customers. 3(a). Identify various marketing channels in insurance markets. 4. Identify investment needs of retail investors 5. Recognize career opportunities in marketing of financial

	services.
Business to Business Marketing (318MKT)	<ol style="list-style-type: none"> 1. Identify different B2B markets. 2. Segment markets based on Macro and Micro Variables. 3. Identify factors influencing Pricing Decisions in B2B Markets. 4. Demonstrate appropriate promotional strategies for promoting industrial products. 5. Formulate the Distribution strategies for B2B markets.
Finance Specialization	
Direct Taxation (305FIN)	<ol style="list-style-type: none"> 1. Determine the residential status and tax liability of individuals. 2. Apply various tax related salary provisions in preparation of Form 16. 3. Apply and calculate the tax on house property, capital gains and other income sources for an individual. 4. Differentiate between agricultural income and other income and give the tax treatment of the former accordingly. Identify institutions that are exempt from paying income tax. 5. Prepare and file online TDS returns and ITR for an individual.
Financial Systems of India, Markets & Services (306FIN)	<ol style="list-style-type: none"> 1. Analyze the structure and components of Indian financial system. <ol style="list-style-type: none"> 1(a). Make investment decisions on the basis of understanding different instruments of capital market and money market. 2. Identify regulators and functions of RBI, PFRDA, IRDA and SEBI and its impact on Indian financial system. <ol style="list-style-type: none"> 2(a). Analyze the IPOs of various companies for investment decisions. 3. Distinguish between the functions of money and capital market and analyze the methods of raising funds in primary market. <ol style="list-style-type: none"> 3(a). Write the characteristics and functions of BSE and NSE and analyze its impact on stock market. 4. Differentiate between venture capital, factoring, forfeiting, securitization, loan syndication and use these for business decisions. <ol style="list-style-type: none"> 4(a). Analyze the various types of Mutual funds and select proper type of mutual fund for investment. 5. Identify the functions and working of CRISIL and ICRA and use ratings for investments. <ol style="list-style-type: none"> 5(a). Make insurance decisions on an understanding of functions of LIC and GIC

Strategic Cost Management (307FIN)	<ol style="list-style-type: none"> 1. Differentiate between cost management and cost reduction in an organization. 2. Choose and apply various techniques of cost management. 3. Determine the Cost Structure, cost centre and cost drivers of an activity in a manufacturing concern. 4. Prepare a balanced score card for an organization. 5. Apply lean management in a small-scale organization.
Corporate Finance (309FIN)	<ol style="list-style-type: none"> 1. Make suitable investment and financing decisions in business organizations. 2. Distinguish between different types of value and calculate value of business on the basis of EVA and MVA. 3. Evaluate the value based management system and good corporate governance and apply good corporate governance model in actual business organization. 4. Evaluate theories of dividend policies and take /analyze dividend decisions of business organization. 5. Evaluate and apply corporate restructuring techniques in actual business situations.
Banking Operations – I (313FIN)	<ol style="list-style-type: none"> 1. Analyze the role of banks and its impact on Indian Economy. <ol style="list-style-type: none"> 1(a) Understand the various regulatory bodies in banking sector and perform a cause effect analysis of some provisions on banking performance/functioning. 2. Classify the types of banks on the basis of functions of banks. 3. Compare and contrast different types of mortgages, pledge and hypothecation. 4. Assess bank’s financial position on the basis of NPAs. 5. Prepare final accounts of banks, showing provisions for loan accounts of NPA.
Financial Instruments & Derivatives (316FIN)	<ol style="list-style-type: none"> 1. Identify the characteristics of money market and capital market and write the regulatory framework of SEBI for Capital Market. 2. State the various capital market and money market instruments identifying the features of each instrument. 3. Identify and apply the spot/forward rate for a contract and differentiate between forward and future contract. 4. Reason out the actions taken by an investor in a derivative market. 5. Calculate returns of a portfolio using CAPM model.
Human Resource Management	

Specialization	
Labour & Social Security Laws (305HR)	<ol style="list-style-type: none"> 1. Classify different labour laws and understand rationale behind them. 2. Recognize statutory rights of workers/employees. 3. Determine the role of law and government bodies in regulating industrial conflicts. 4. Identify laws governing working conditions in different industrial settings. 5. Ability to apply important provisions and processes for conflict management.
Human Resource Accounting & Compensation Management (306HR)	<ol style="list-style-type: none"> 1. List Components of Compensation. 2. Apply different factors for deciding compensation. 3. Recognize recent practices in HR Accounting. 4. Decide on fringe benefits while deciding compensation. 5. Evaluate various types of fringe benefits and reward systems.
Lab in Recruitment and Selection (314HR)	<ol style="list-style-type: none"> 1. Design appropriate recruitment advertisement for print and digital media. 2. Develop a matrix for personality, aptitude and competency for entry level jobs. 3. Determine appropriate interview modes for different jobs. 4. Design appropriate interview questions different interview modes.
Lab in Job Design & Analysis (315HR)	<ol style="list-style-type: none"> 1. List the components of job design. 2. Design, compare and contrast jobs for different levels of Management
Lab in Training (316HR)	<ol style="list-style-type: none"> 1. Analyze Training Needs of personnel. 2. Design Training Program on basis of training need analysis. 3. Design training methods to execute the training program.
Lab in Personnel Administration – Application & Procedure (318HR)	<ol style="list-style-type: none"> 1. Draft different kinds of official letters, circulars. 2. Exhibit and draft appropriate disciplinary processes. 3. Determine applicability of statutory compliance in terms of PF, ESIC and gratuity.
Managing for Sustainability (401)	<ol style="list-style-type: none"> 1. Analyze and relate the present day business environment with corporate social responsibility. 2. Identify opportunities for business in socially and

	<p>environmentally sensitive world.</p> <ol style="list-style-type: none"> 3. Comprehend Sustainable Development and social framework. 4. Analyze the impact of risks on cost and revenue. 5. Determine the dimensions of sustainable development. 6. Create reports like bottom line reports, CSR report etc. 7. Analyze different social accountability standards. 8. Differentiate governance and management. 9. Identify key issues in corporate governance. 10. Demonstrate corporate ethics.
Dissertation (402)	<ol style="list-style-type: none"> 1. Develop ability to apply knowledge and skills to address business problem. 2. Cultivate knowledge of the core business areas and learn how to apply such knowledge effectively in business environment. 3. Develop ability to handle desk based projects.
Marketing Specialization	
Services Marketing (403 MKT)	<ol style="list-style-type: none"> 1. Show an understanding of the concept 'Services' and buying behavioral factors of consumers in services. 2. Apply Traditional Marketing Mix Elements in Services. 3. Develop blueprints of simple service processes. 4. Identify the quality parameters in service delivery. 4(a). Compare, contrast and understand role of people and physical evidence as the differentiator of success in different service settings. 5. Show applications of Service Marketing concept and theories in different service sectors.
Sales & Distribution Management (404MKT)	<ol style="list-style-type: none"> 1. Identify the differences between channels of distribution for various categories of goods. 2. Plan, design and implement the sales structure for an organization. 3. Perform sales planning and sales control for an organization. 4. Choose channels of distribution depending on nature of the business organization. 5. Strategies and implement retail promotion techniques for an organization.
Retail Marketing (405MKT)	<ol style="list-style-type: none"> 1. Understand the concept of retailing and classify the various retailers. 2. Apply Retail Market Strategy and take decisions relating to starting a retail outlet. 3. Plan and implement Retail Administration. 4. Demonstrate the ability to price Merchandise and apply appropriate Retail Communication mix program. 5. Identify Challenges to Indian Retail Sector and mall

	management.
Marketing Strategy (410MKT)	<ol style="list-style-type: none"> 1. Integrate marketing strategies with the business strategies of an organization. 2. Perform sales forecasting based on requirements of a firm. 3. Choose newer and better marketing segments for any business situation. 4. Design and implement marketing strategies for an organization. 5. Plan and execute strategies for matured and declining markets.
E Marketing and Analytics (413MKT)	<ol style="list-style-type: none"> 1. Show conceptual understanding of E Marketing and prepare an E Marketing 7 Step Plan. 2. Identify E -Marketing Environment for any business venture. 3. Identify the buying behaviour of online shoppers. Use Segmenting and Targeting criteria for Online Customers and apply differentiation Strategies. 4. Create an appropriate Product Mix for E-Marketing, Price and Integrated Communication. 5. Apply Internet strategies that facilitate Customer Relationship Management.
Marketing of Financial Services – II (415MKT)	<ol style="list-style-type: none"> 1. Describe the Indian Financial Framework. <ol style="list-style-type: none"> 1(a). Identify the product and process of Retail and Corporate Banking. 2. Describe technology used in core banking solution. <ol style="list-style-type: none"> 2(a). Classify different support function of banks and risk management in bank. 3. Identify HNI, segmentations of HNIs and their investment needs. <ol style="list-style-type: none"> 3(a) Analyze the global measures to block money laundering and terrorism financing. 4. Design various wealth management services to NHIs and process for building relationship with NHI and client satisfaction. 5. Identify risk taking behavior of client on risk-return principles. <ol style="list-style-type: none"> 5(a).Design various portfolio based on risk and measure performance indices of the portfolio.
Finance Specialization	
Indirect Taxation (403FIN)	<ol style="list-style-type: none"> 1. Write the various definitions under the Central Excise Act, 1944, apply valuation rules and interpret the general provisions there under. 2. Identify and classify different types of custom duty and value goods as per Custom Act, 1962. 3. Apply CST provisions for a sale transaction. 4. Apply general provisions and rates of MVAT in case of

	<p>trading transactions.</p> <p>4(a).Trace out the need and development of GST along with interpreting the general provisions of the Goods and Service Tax Act, 2016.</p> <p>5. File Service Tax returns.</p>
International Finance (404 FIN)	<ol style="list-style-type: none"> 1. Describe and analyze the international finance and monetary environment. 2. Apply exchange rate tools for determination and forecasting. 3. Understand global capital and Foreign exchange market. 4. Identify International bond instruments. 5. Classify difference between I.F.R.S and I.A.S on foreign transactions.
Online Trading of Financial Assets (408 FIN)	<ol style="list-style-type: none"> 1. Write the regulatory framework for securities market in India and analyze the key indicators that affect the market. 2. Design financial product mix for an individual. 3 Open a demat account. 4. Analyze the online reports and use it for investing in equity shares.
Banking Operations – II (409FIN)	<ol style="list-style-type: none"> 1. Assess the role of banking in SME, ME, Agriculture, and Companies etc. 2. Describe security norms & standard books maintained for different accounts. 3 Classify different interest rates as per lending and funding schemes of banks. Analyze SLR, CRR and its impact on various interests. 4. Identify the working capital gap, different ways of funding the working capital needs and apply checks and balances to prevent bad loans. 5. Analyze the set-up of Indian banks abroad. 5(a) Apply criteria for decisions relating to international risk management and offshore banking.
Wealth and Portfolio Management (410FIN)	<ol style="list-style-type: none"> 1. Prepare an investment mix for individual investors. 2. Calculate portfolio risk and returns. 3. Interpret and apply the provisions of Indian Taxation laws with respect to financial instruments. 4. Prepare financial plan for an individual.
Commodity Markets (412FIN)	<ol style="list-style-type: none"> 1. Understand the evolution of commodities derivatives markets. 2. Differentiate between commodity and financial derivatives. 3. Analyze the risk and its importance in pricing. 4. Know different market mechanism and its role in commodities markets. 5. Differentiate between agricultural and non-agricultural commodities markets. 6. Comprehend regulation frame work and taxation aspects of commodity market.

Human Resource Management Specialization	
Employment Relations (403HR)	<ol style="list-style-type: none"> 1. Define and explain the key definitions used in IR. 2. Analyze important laws governing IR. 3. Demonstrate knowledge of statutory and non-statutory provisions under The Industrial Disputes Act 1947. 4. Identify levels at which employees can participate in management's decision making process. 5. Identify best IR practices followed in industries.
Strategic Human Resource Management (404HR)	<ol style="list-style-type: none"> 1. Formulate HR Strategies for basic functions of HR. 2. Analyze the Career Planning & Succession Planning of the available Human Resources in the organization. 3. Align the HR strategies with organizational strategies. 4. Identify the various HR challenges in the functions like Compensation Management, retention, Appraisal etc. 5. Analyze the Global dimensions of HR Strategy.
Lab in Industrial Relations (411HR)	<ol style="list-style-type: none"> 1. Draft show cause notice. 2. Prepare a notice for strike. 3. Draft and follow procedure for handling misconduct in small scale organizations. 4. Understand proceedings in Labour Court. 5. Analyze role of trade unions.
Change Management (408-HR)	<ol style="list-style-type: none"> 1. Identify phases of change. 2. Recognize factors responsible for change. 3. Know and apply different models of change management. 4. Lead change in different situations. 5. Execute change in different situations.
Emerging Trends in HR (414HR)	<ol style="list-style-type: none"> 1. Determine global trends affecting human resources management. 2. Enlist emerging trends in HR and analyze their impact on organizations. 3. Identify and enlist best HR practices adopted globally. 4. Explore skills and competencies needed to be an HR professional. 5. Identify Skill development program adopted by Industries.
Conflict & Negotiation Management (409 HR)	<ol style="list-style-type: none"> 1. Understand the fundamentals of negotiation. 2. Practice ethics in Negotiation. 3. Identify the sources of conflicts and relation of conflict and performance. 4. Manage conflicts based on individual differences, interpersonal conflict, group conflict etc; 5. Exhibit appropriate negotiation methods.
Human Rights (191) (291)	<p>HRE 101</p> <ol style="list-style-type: none"> 1. Familiar with Human Rights as a citizen of India. 2. Recognize their duties.

	<p>HRE 102</p> <ol style="list-style-type: none"> 1. Identify the rights of vulnerable and disadvantaged groups. 2. Recognize the disadvantaged groups. <p>HRE 103</p> <ol style="list-style-type: none"> 1. Demonstrate understanding of human rights. 2. Understand the human rights laws and policies in India. 3. Analyze the human rights enforcement mechanism in India.
<p>Introduction to Cyber Security (192) (292) (392) (492)</p>	<p>Module 1 MBA-I SEM-I</p> <ol style="list-style-type: none"> 1. Recognize the different network types. 2. Know importance of Information Security. 3. Differentiate types of security threats and vulnerabilities. <p>Module 2 MBA-I SEM-II</p> <ol style="list-style-type: none"> 1. Exhibit security management practices. 2. Comprehend the security laws and standards in security management. <p>Module 3 MBA-II SEM-III</p> <ol style="list-style-type: none"> 1. Identify and practice the access control and intrusion detection techniques. 2. Analyze server management and types of firewalls. 3. Identify the next generation technologies. <p>Module 4 MBA-II SEM-IV</p> <ol style="list-style-type: none"> 1. Differentiate security architectures and its models. 2. Analyze wireless network and its security.
<p>Soft Skills (394)</p>	<ol style="list-style-type: none"> 1. Enhance their business communication skills. 2. Implement the concept and components of effective verbal and non-verbal communication. 3. Develop written communication skills and presentation skills. 4. Implement team building and team coordination skills. 5. Cultivate self-management and time management skills.
<p>Corporate Social Responsibility & sustainability</p>	<ol style="list-style-type: none"> 1. Develop an understanding of corporate citizenship and sustainability from business perspective. 2. Identify the role of CSR in business organization. 3. Implement and manage CSR activities for an organization. 4. Differentiate tangible and intangible CSR value. 5. Analyze how different companies have fulfilled their corporate social responsibility.