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Certified by ISO 9001:2015, SPPU Code: IMMP016030 D.T.E. Institute Code: 6614

## PROGRAMME STRUCTURE, PROGRAMME OUTCOMES AND COURSE OUTCOMES

**Programme: Master of Business Administration**

**Pattern: 2016Pattern**

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# Sadhu Vaswani Institute of Management Studies for Girls

Approved by AICTE - Affiliated to SPPU - NAAC Accredited with B+ Grade  
ISO 9001:2015 Management Institute

D.T.E. Institute Code: MB6614

## PROGRAMME: MBA SYLLABUS:2016 PATTERN

<b>PROGRAMME STRUCTURE,</b>
<b>PROGRAMME OUTCOMES AND</b>
<b>COURSE OUTCOMES</b>

### **PROGRAMME STRUCTURE**

Ref: [http://collegecirculars.unipune.ac.in/sites/documents/Syllabus%202016/MBA\\_NEW\\_Syllabus\\_2016-17-17-6-16.pdf](http://collegecirculars.unipune.ac.in/sites/documents/Syllabus%202016/MBA_NEW_Syllabus_2016-17-17-6-16.pdf)

**Preamble:** The new MBA curriculum is designed with national priorities and international practices in mind. It also makes an effort to match the programme structure and course material to student aspirations and recruiter expectations. This syllabus also tries to correlate with the National Goals of "Make in India," "Start-Up and Stand-Up India," and "Digital India."

**Need for Revision of the Curriculum:** The MBA programme curriculum at Savitribai Phule Pune University was last revised in the academic year 2013 and there was a need for revision due to the dynamism in industry practises, evolution in technology, and changing expectations of key stakeholders such as students, industry, and faculty members at large. It is also relevant due to the nation's changing technological, social, cultural, and economic environment.

#### **Revision applicable:**

MBA I Year Curriculum Applicable w.e.f. AY 2016-17

MBA II Year Curriculum Applicable w.e.f. AY 2017-18

1. **Structure of the Programme:** The programme is a combination of:
  - a) Full Credit Courses (100 Marks each): 3 Credits each

- b) Half Credit Courses (50 Marks each): 2 Credits each  
**Total Credits: 100 Credits (3000 Marks), Total Courses = 38**
- a) 20 Full Credit Courses \* 3 credits per course = 60 Credits (2000 Marks)  
 b) 1 Full Credit Course SIP (Full Credit) = 4 Credits (100 Marks)  
 c) 16 Half Credit Courses \*2 credits per course = 32 Credits (800 Marks)  
 d) 1 Dissertation (Full Credit) = 4 Credits (100 Marks)

The spread of courses across the 4 semesters for a normal learner is given below.

**Table 1: Break Up & Spread of Courses**  
**Spread of Full & Half Credit Courses:**

Semester	Full Credit Courses (100 Marks) (A)	Half Credit Courses (50 Marks) (B)
I	6	4
II	6	4
III	5	4
III	1 (SIP for 4 Credits)	-
IV	3	4
IV	1 (Dissertation for 4 Credits)	-
Total	22	16

**Break Up of Full Credit Courses:**

Semester	Number of Generic Core Courses (A)	Number of Subject (Specialization) Core Courses (B)	Total Number of Full Credit Courses (100 Marks) (C = A + B)
I	6	0	6
II	6	0	6
III	4* *	2	6* *
IV	2	2	4
Total	18	4	22

\* \* includes SIP & Dissertation for 4 Credits & 100 Marks each.

### Break Up of Half Credit Courses:

<b>Semester</b>	<b>Number of Generic Elective Courses (A)</b>	<b>Number of Subject (Specialization) Elective Courses (B)</b>	<b>Total Number of Half Credit Courses(50 Marks) (C = A + B)</b>
I	4	0	4
II	4	0	4
III	0	4	4
IV	0	4	4
Total	8	8	16

**Detailed Programme Structure**  
**ANNEXURE I - DETAILED**  
**Table I – A: Generic Core Courses**

	Generic Core Courses	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
101	Accounting for Business Decisions	3	I	30	20	50	100
102	Economic Analysis for Business Decisions	3	I	30	20	50	100
103	Legal Aspects of Business	3	I	30	20	50	100
104	Business Research Methods	3	I	30	20	50	100
105	Organizational Behaviour	3	I	30	20	50	100
106	Basics of Marketing	3	I	30	20	50	100
201	Marketing Management	3	II	30	20	50	100
202	Financial Management	3	II	30	20	50	100
203	Human Resource Management	3	II	30	20	50	100
204	Decision Science	3	II	30	20	50	100
205	Operations & Supply Chain Management	3	II	30	20	50	100
206	Management Information Systems	3	II	30	20	50	100
301	Strategic Management	3	III	30	20	50	100
302	Enterprise Performance Management	3	III	30	20	50	100
303	Startup and New Venture Management	3	III	30	20	50	100

304	Summer Internship Project	4	III	50	00	50	100
401	Managing Sustainability for	3	IV	30	20	50	100
402	Dissertation	4	IV	50	00	50	100

**Note:** Each Generic Core Course is a Full Credit course of 45 hours. Out of 45 hours 35 hours shall be devoted to teaching – learning sessions and 10 hours for evaluation/projects.

30 marks shall be reserved for concurrent evaluation to be carried out by the Institute, 20 marks for online mid-term evaluation to be conducted by the University and 50 marks shall be term end written examination to be conducted by the University.

Course 304 - SIP shall have 4 Credits and 100 marks. (50 Marks for Concurrent Evaluation & 50 Marks for University Evaluation)

Course 402 – Dissertation shall have 4 Credits and 100 marks. (50 Marks for Concurrent Evaluation & 50 Marks for University Evaluation)

**Table I – B: Generic Elective Courses**

	<b>Generic Elective Courses</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
107	Management Fundamentals	2	I	50	50
108	Business Communication Lab	2	I	50	50
109	MS Excel & Advanced Excel Lab	2	I	50	50
110	Selling & Negotiation Skills Lab	2	I	50	50
111	Business, Government & Society	2	I	50	50
112	Leadership Lab	2	I	50	50
113	Personality Development Lab	2	I	50	50
114	Foreign Language - I Lab	2	I	50	50
115	Enterprise Analysis - Desk Research	2	I	50	50
207	Emotional Intelligence and Managerial Effectiveness Lab	2	II	50	50

208	Statistical Software Lab	2	II	50	50
209	MS Project Lab	2	II	50	50
210	Life Skills Lab	2	II	50	50
211	Geopolitics & the World Economic System	2	II	50	50
212	Business Systems & Procedures	2	II	50	50
213	Computer Aided Personal Productivity Tools Lab	2	II	50	50
214	Foreign Language - II Lab	2	II	50	50
215	Industry Analysis - Desk Research	2	II	50	50

**Note: Each Generic Elective Course is a Half Credit course of 30 hours. Out of 30 hours, 25 hours shall be devoted to teaching – learning sessions and 5 hours for evaluation/projects. 50 marks shall be devoted for concurrent evaluation to be carried out by the Institute. There shall not be any evaluation by the University (online / subjective) for all Half Credit Courses**

**Table I – C: Subject Core Courses**

	Subject Core Courses (Marketing)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305	Contemporary MKT Marketing Research	3	III	30	20	50	100
306	Consumer Behavior MKT	3	III	30	20	50	100
403	Services Marketing MKT	3	IV	30	20	50	100
404	Sales and MKT Distribution Management	3	IV	30	20	50	100

	<b>Subject Core Courses (Finance)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Online Evaluation</b>	<b>University Evaluation (Subjective)</b>	<b>Total Marks</b>
305 FIN	Direct Taxation	3	III	30	20	50	100
306 FIN	Financial System of India, Markets and Services	3	III	30	20	50	100
403 FIN	Indirect Taxation	3	IV	30	20	50	100
404 FIN	International Finance	3	IV	30	20	50	100
	<b>Subject Core Courses (Human Resources Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Online Evaluation</b>	<b>University Evaluation (Subjective)</b>	<b>Total Marks</b>
305 HR	Labour & Social Security Laws	3	III	30	20	50	100
306 HR	Human Resource Accounting & Compensation Management	3	III	30	20	50	100
403 HR	Employment Relations	3	IV	30	20	50	100
404 HR	Strategic Human Resource Management	3	IV	30	20	50	100

Note: Each Subject Core Course is a Full Credit course of 45 hours. Out of 45 hours 35 hours shall be devoted to teaching – learning sessions and 10 hours for evaluation/projects.

30 marks shall be reserved for concurrent evaluation to be carried out by the Institute, 20 marks for online mid- term evaluation to be conducted by the University and 50 marks shall be term end written examination to be conducted by the University



**Table I – D: Subject Elective Courses**

	<b>Subject Elective Courses (Marketing Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
307MKT	Integrated Marketing Communications	2	III	50	50
308MKT	Product Management	2	III	50	50
309MKT	Strategic Brand Management	2	III	50	50
310MKT	Personal Selling Lab	2	III	50	50
311MKT	Qualitative Marketing Research	2	III	50	50
312MKT	Customer Relationship Management	2	III	50	50
313MKT	Marketing and the Law	2	III	50	50
314MKT	Finance for Marketing Professionals	2	III	50	50
315MKT	Marketing of Financial Services - I	2	III	50	50
316MKT	Tourism Marketing	2	IV	50	50
317MKT	Agricultural Marketing	2	IV	50	50
318MKT	Business to Business Marketing	2	IV	50	50
405MKT	Retail Marketing	2	IV	50	50
406MKT	Rural Marketing	2	IV	50	50
407MKT	Service Operations Management	2	IV	50	50
408MKT	International Marketing	2	IV	50	50
409MKT	Export Documentation & Procedures	2	IV	50	50
410MKT	Marketing Strategy	2	IV	50	50
411MKT	Marketing Decision Models	2	IV	50	50
412MKT	Marketing of High Technology Products	2	IV	50	50
413MKT	E-Marketing and analytics	2	IV	50	50
414MKT	Marketing to Emerging Markets & Bottom of the Pyramid	2	IV	50	50
415MKT	Marketing of Financial Services – II	2	IV	50	50
416MKT	Cross Cultural Relationship Marketing	2	IV	50	50

	<b>Subject Elective Courses (Financial Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
307 FIN	Strategic Cost Management	2	III	50	50
308 FIN	Corporate & International Financial Reporting	2	III	50	50
309 FIN	Corporate Finance	2	III	50	50
310 FIN	Corporate Financial Restructuring	2	III	50	50
311 FIN	Equity Research, Credit Analysis & Appraisal.	2	III	50	50
312 FIN	Rural Financial Institutions	2	III	50	50
313 FIN	Banking Operations - I	2	III	50	50
314 FIN	Treasury Management	2	III	50	50
315 FIN	Futures and Options	2	III	50	50
316 FIN	Financial Instruments & Derivatives	2	III	50	50
405 FIN	Behavioral Finance	2	IV	50	50
406 FIN	Financial Modeling Using Excel	2	IV	50	50
407 FIN	Financial Risk Management	2	IV	50	50
408 FIN	Online Trading of Financial Assets	2	IV	50	50
409 FIN	Banking Operations – II	2	IV	50	50
410 FIN	Wealth & Portfolio Management	2	IV	50	50
411 FIN	Fixed Income Securities & Technical Analysis	2	IV	50	50
412 FIN	Commodity Markets	2	IV	50	50
413 FIN	Financing Rural Development	2	IV	50	50
414 FIN	Principles of Insurance	2	IV	50	50
307 FIN	Strategic Cost Management	2	III	50	50
308 FIN	Corporate & International Financial Reporting	2	III	50	50
309 FIN	Corporate Finance	2	III	50	50
310 FIN	Corporate Financial Restructuring	2	III	50	50
311 FIN	Equity Research, Credit Analysis & Appraisal.	2	III	50	50

	<b>Subject Elective Courses (Human Resources Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
307 HR	Employee Health, Safety & Welfare	2	III	50	50
308 HR	Compensation Management	2	III	50	50
309 HR	HR Audit	2	III	50	50
310 HR	Human Resource Information System	2	III	50	50
311 HR	Outsourcing of HR	2	III	50	50
312 HR	Public Relations & Corporate Communication	2	III	50	50
313 HR	Quality Management System	2	III	50	50
314 HR	Lab in Recruitment and Selection	2	III	50	50
315 HR	Lab in Job Design and Analysis	2	III	50	50
316 HR	Lab in Training	2	III	50	50
317 HR	Lab in Labour Laws – I	2	III	50	50
318 HR	Lab in Personnel Administration & Appln Procedures	2	III	50	50
405 HR	Organizational Design and Development	2	IV	50	50
406 HR	Global HRl	2	IV	50	50
407 HR	Employee Reward Management	2	IV	50	50
408 HR	Change Management	2	IV	50	50
409 HR	Conflict & Negotiation Management	2	IV	50	50
410 HR	Lab in CSR	2	IV	50	50
411 HR	Lab in Industrial Relations	2	IV	50	50
412 HR	Lab in Legal Compliances	2	IV	50	50
413HR	Lab in Mentoring and Coaching	2	IV	50	50
414 HR	Emerging Trends in HR	2	IV	50	50
415 HR	Designing HR Policies	2	IV	50	50
416 HR	Competency Mapping	2	IV	50	50

## PROGRAMME OUTCOMES

The MBA Programme Outcomes detailed as follows:

POS	PROGRAM OUTCOMES
PO1	Apply knowledge of management theories and practices to solve business problems
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value-based Leadership ability.
PO4	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of a business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

*Ref: <https://www.nbaind.org/Files/pg-mgmt-sar.pdf> Page no 33*

## LIST OF THE COURSES FOR THE BATCH 2018-20

	Sr No	Course Code AND Course Name
<b>SEMESTER-I</b>		
<b>I</b>	1	101 ACCOUNTING FOR BUSINESS DECISIONS
	2	102 ECONOMIC ANALYSIS FOR BUSINESS DECISIONS
	3	103 LEGAL ASPECTS OF BUSINESS
	4	104 BUSINESS RESEARCH METHODS
	5	105 ORGANIZATIONAL BEHAVIOUR
	6	106 BASICS OF MARKETING
	7	108 BUSINESS COMMUNICATION LAB
	8	109 MS EXCEL & ADVANCED EXCEL LAB
	9	112 LEADERSHIP LAB
	10	115 ENTERPRISE ANALYSIS - DESK RESEARCH
<b>SEMESTER-II</b>		
<b>II</b>	11	201 MARKETING MANAGEMENT
	12	202 FINANCIAL MANAGEMENT
	13	203 HUMAN RESOURCE MANAGEMENT
	14	204 DECISION SCIENCE
	15	205 OPERATIONS & SUPPLY CHAIN MANAGEMENT
	16	206 MANAGEMENT INFORMATION SYSTEMS
	17	207 EMOTIONAL INTELL. & MANAGERIAL EFFECT.LAB
	18	210 LIFE SKILLS LAB
	19	211 GEOPOLITICS & THE WORLD ECONOMIC SYSTEM
	20	215 INDUSTRY ANALYSIS - DESK RESEARCH
<b>SEMESTER-III</b>		
<b>III</b>	21	301 GC – 11 STRATEGIC MANAGEMENT
	22	302 GC – 11 ENTERPRISE PEFORMANCE MANAGEMENT
	23	303 STARTUP AND NEW VENTURE MANAGEMENT
	<b>MARKETING SPECIALISATION</b>	
	24	305MKT CONTEMPORARY MARKETING RESEARCH
	25	306MKT CONSUMER BEHAVIOUR
	26	310MKT PERSONAL SELLING LAB
	27	312MKT CUSTOMER RELATIONSHIP MANAGEMENT
	28	315MKT MARKETING OF FINANCIAL SERVICES - I

	29	318MKT BUSINESS TO BUSINESS MARKETING
	<b>FINANCE SPECIALISATION</b>	
	30	305 FIN DIRECT TAXATION
	31	306 FIN FINANCIAL SYSTEM OF INDIA, MARKETS AND SERVICES
	32	307 FIN STRATEGIC COST MANAGEMENT
	33	309 FIN CORPORATE FINANCE
	34	313 FIN BANKING OPERATIONS - I
	35	316 FIN FINANCIAL INSTRUMENTS & DERIVATIVES
	<b>HUMAN RESOURCE SPECIALISATION</b>	
	36	305 HR LABOUR & SOCIAL SECURITY LAWS
	37	306 HR HUMAN RESOURCE ACCOUNTING & COMPENSATION MANAGEMENT
	38	314 HR LAB IN RECRUITMENT AND SELECTION
	39	315 HR LAB IN JOB DESIGN AND ANALYSIS
	40	316 HR LAB IN TRAINING
	41	318 HR LAB IN PERSONNEL ADMINISTRATION & APPLN PROCEDURES
IV	42	401 MANAGING FOR SUSTAINABILITY
	43	402 DISSERTATION
	<b>MARKETING SPECIALISATION</b>	
	44	403MKT SERVICES MARKETING
	45	404MKT SALES AND DISTRIBUTION MANAGEMENT
	46	405MKT RETAIL MARKETING
	47	407MKT SERVICE OPERATIONAL MANAGEMENT
	48	413MKT E MARKETING AND ANALYTICS
	49	415MKT MARKETING OF FINANCIAL SERVICES -II
	<b>FINANCE SPECIALISATION</b>	
	50	403FIN INDIRECT TAXATION
	51	404FIN INTERNATIONAL FINANCE
	52	406FIN FINANCIAL MODELING USING EXCEL
	53	408FIN ONLINE TRADING OF FINANCIAL ASSETS
	54	409FIN BANKING OPERATIONS – II
	55	414FIN PRINCIPLES OF INSURANCE
	<b>HUMAN RESOURCE SPECIALISATION</b>	
	56	403HR EMPLOYMENT RELATIONS
57	404HR STRATEGIC HUMAN RESOURCE MANAGEMENT	
58	408HR CHANGE MANAGEMENT	

59	409HR CONFLICT & NEGOTIATION MANAGEMENT
60	410HR LAB IN CSR
61	416HR COMPETENCY MAPPING

## COURSE OUTCOMES

Course Code & Course	CO	Cognitive Abilities	Course Outcomes
101 Accounting for Business Decisions	101.1	Remembering	Define and describe basic concepts and conventions in accounting
	101.2	Understanding	Differentiate between financial accounting, cost accounting and management accounting
	101.3	Applying	a) Prepare final accounts of sole proprietary firms b) Prepare cash and flexible budgets c) Use techniques of marginal costing for enhancing financial Performance d) Allocate and apportion overheads and apply techniques of inventory control.
	101.4	Analyzing	Assess the implications of different methods of standard costing in business situations
	101.5	Evaluating	Judge the financial performance of two sole proprietary firms for business decisions.
102 Economic Analysis For Business Decisions	102.1	Remembering	Describe circular flow of economic activity and Explain the objectives of the firm.
	102.2	Understanding	Examine the determinants of demand and supply and describe the different types of markets.
	102.3	Applying	Use the various costs, risk management techniques and undertake



			application of decision tree analysis in business decision making
	102.4	Analyzing	Differentiate between Money and Capital Markets in India
	102.5	Evaluating	Appraise the various components of union budget and national income.
103 Legal Aspects of Business Law	103.1	Remembering	Define concepts in different business law
	103.2	Understanding	Understand and affirm when the property in goods has been transferred and performance of sale has happened in accordance with Sale of Goods Act, 1930.
	103.3	Applying	Demonstrate the preparation of a promissory note, bill of exchange, cheque and identify the types of endorsement.
	103.4	Analyzing	Examine the documents required for incorporating a Pvt Ltd Company applying the amendments of Companies Act 2013.
	103.5	Evaluating	Appraise the platforms available for e governance and identify the areas where digital signatures can be adopted.
104 Business Research Methods	104.1	Remembering	Define and state concepts of Research ,Research Methodology and Research proposal
	104.2	Understanding	Describe research designs
	104.3	Applying	Use different sources of data collection for research, Sample design and the designing of instruments of data collection and stastical analysis
	104.4	Analyzing	Compare and Contrast Probability and Non-Probability Sampling Methods

			and judge its use in different research situations
	104.5	Evaluating	Examine the data using measures of central tendency with graphical methods
105 Organizational Behaviour	105.1	Remembering	Recall and recognize the key concepts and terms associated with theories of Organizational Behavior (OB)."
	105.2	Understanding	Explain the concept of personal self-awareness using the JOHARI window framework
	105.3	Applying	Apply the knowledge of perception-related factors to effectively distinguish between stereotyping and the halo effect in real-world situations."
	105.4	Analyzing	Critically examine and dissect the driving forces behind change initiatives,
	105.5	Evaluating	Evaluate stressors, categorize them, assess and judge the effectiveness of stress management strategies,
106 Basics Of Marketing	106.1	Remembering	Recall basic marketing concepts and list the components of marketing mix.
	106.2	Understanding	Identify the micro and macro environmental factors and customer's buying decision process.
	106.3	Applying	Apply knowledge of Market Segmentation for different market offerings; Construct a buyer decision making process of an FMCG and an Industrial Product
	106.4	Analyzing	Critically assess the effectiveness of segmentation, targeting, and

			positioning strategies for goods/services
	106.5	Evaluating	Appraise the environmental Factors in deciding Marketing Strategies
108 Business Communication Lab	108.1	Remembering	Recall and list examples of verbal and non-verbal communication
	108.2	Understanding	Understanding of the formats and conventions used in drafting business letters, notices, circulars, and memos.
	108.3	Applying	Apply knowledge of various principles of effective presentations to create and deliver engaging and persuasive presentations
	108.4	Analyzing	Analyze and critically assess various types of interview skills,
	108.5	Evaluating	Evaluate and critique reports created using the principles of effective report writing.
109 Ms Excel & Advanced Excel Lab	109.1	Remembering	Recall and list the basic operations in MS Excel, including creating, formatting, and filtering data.
	109.2	Understanding	Understand the principles of creating formulas and utilizing functions within formulas in MS Excel
	109.3	Applying	Apply the knowledge of charting and graphing techniques to effectively represent financial data in a visually meaningful manner.
	109.4	Analyzing	Analyze the customization of number formats and the implementation of data validation methods
	109.5	Evaluating	Evaluate and critique data analysis processes employing Pivot tables
112 Leadership Lab	112.1	Remembering	Recall critical behaviors and beliefs exhibited by leaders and identify their

			significance in leadership development
	112.2	Understanding	Explain leadership, motivation, and people skills for effective group interactions
	112.3	Applying	Use and implement relevant business leadership behaviours in different situations
	112.4	Analyzing	Analyze leadership behaviors and beliefs to identify patterns impacting organizational success in various scenarios
	112.5	Evaluating	Assess leadership impact and outcomes on team dynamics and organisational performance
115 Enterprise Analysis - Desk Research	115.1	Remembering	Recall and list the basic characteristics of organization structures and the geographical footprints (domestic and global) of manufacturing and service organizations.
	115.2	Understanding	Describe customer segments, product lines, major brands, market share, and advertising strategies employed by various enterprises.
	115.3	Applying	Calculate Financial performance and present data in tables and graphs
	115.4	Analyzing	Draw distinctions between the listing status and scrip codes of national and international stock markets
	115.5	Evaluating	Derive Standard & Poor's Corporate Governance Scores used for investment decision-making and prepare a Comprehensive Report on Enterprise performance.

201 Marketing Management	201.1	Remembering	Enumerate steps in new product development process.
	201.2	Understanding	Describe the principles and concepts involved in planning and executing pricing strategies for a given product or service.
	201.3	Applying	Develop marketing plans for a firm (Pricing ,Distribution and Promotion)
	201.4	Analyzing	Critically assess the use of tools and methods of promotion, for Product/Service
	201.5	Evaluating	Assess marketing plans of firms in terms of their effectiveness, feasibility, and alignment with business objectives.
202 Financial Management	202.1	Remembering	State concepts of Financial management - investment, tools, techniques, approaches and objective
	202.2	Understanding	Describe sources of finance, Capitalisation, Capital budgeting techniques ,Working Capital and its theories
	202.3	Applying	a) Prepare the fund flow and cash flow statements b) Apply ratio analysis techniques for financial statement analysis of business organizations. c) Apply suitable financial parameters or criteria for investment, dividend decisions
	202.4	Analyzing	Infer working capital requirements and calculate the period of operating cycle of particular business.
	202.5	Evaluating	Suggest with Justification use of select capital budgeting techniques

203 Human Resource Management	203.1	Remembering	Will be able to reproduce definition and concepts of, Human resource Management, Human Resource planning, Industrial Relations, performance management system, Compensation Management, Productivity Management and Training and development
	203.2	Understanding	Differentiate between Personnel Management and HRM, Explain tools of Performance Management System, benefits of HRP, Performance appraisal methods and compensation
	203.3	Applying	a) Prepare workforce inventory, b) Measure performance, c) Design and Implement Training programs d) Use team-based performance incentives for increasing productivity e) Creating Job Description and Job Specification
	204.4	Analyzing	Compare and Contrast Selection process and compensation with performance
	205.5	Evaluating	Measuring effectiveness of training Programmes and performance linked Compensation
204 Decision Science	204.1	Remembering	Define the various concepts in decision making like, Assignment Model, Transportation Model, Linear Programming, simulation, Game Theory, Queuing Theory, CPM, PERT, Sequencing and Probability
	204.2	Understanding	Understand the quantitative techniques in business scenarios

	204.3	Applying	a) Demonstrate the use of Decision, game and queuing theories b) Formulate appropriate Probability techniques for business decisions
	204.4	Analyzing	Compare and contrast the use of CPM & PERT in business scenarios
	204.5	Evaluating	Justify various theories in different scenarios
205 Operations & Supply Chain Management	205.1	Remembering	List and Define concepts related to Operation and Supply chain Management the Traditional & Modern Selling Approaches and theories of selling
	205.2	Understanding	Describe the Service System Design Matrix and Process Product Matrix
	205.3	Applying	a) Demonstrate the Processes and Production Methods b) Construct Supply chain integrated framework in a company
	205.4	Analyzing	Analyze Forecasting as a Planning Tool and Production Planning and control techniques in manufacturing.
	205.5	Evaluating	Evaluate Inventory control techniques for Inventory Planning and Control.
	206 Management Information Systems	206.1	Remembering
206.2		Understanding	Illustrate and Relate current developments like Expert systems, Artificial Intelligence etc; in the field of IT
206.3		Applying	Apply knowledge of MIS in functional areas and in select service sectors.

	206.4	Analyzing	Discover different viewpoint of a digital firm.
	206.5	Evaluating	Ascertain enterprise information requirements.
207 Emotional Intell. & Managerial Effect.Lab	207.1	Remembering	Recall and list the basic components of emotional competencies.
	207.2	Understanding	Understand the significance of emotions and Describe their influence on thoughts and behaviors.
	207.3	Applying	Implement learning strategies and techniques in practical situations.
	207.4	Analyzing	Critically examine the application and principles of Emotional Intelligence in personal and professional contexts.
	207.5	Evaluating	Determine challenges and solutions in the use of Emotional Intelligence (EI) on workplace dynamics
210 Life Skills Lab	210.1	Remembering	Recall key principles of group behaviors
	210.2	Understanding	Explain the significance of various personality traits within an organizational context
	210.3	Applying	Exhibit balanced behaviors in real-world situations to achieve desired outcomes
	210.4	Analyzing	Examine and break down the various factors that influence Moral Development, and evaluate their interplay.
	210.5	Evaluating	Critically assess and judge the application of life skills in personal life for their impact and effectiveness.
211 Geopolitics & The World	211.1	Remembering	Recall the key concepts and definitions related to political power, geographic space, and the world economic system.



Economic System	211.2	Understanding	Explain the role of key trade organizations in the global economic system.
	211.3	Applying	Employ economic theories to assess the strategies employed by states and multinational corporations in the global market.
	211.4	Analyzing	Categorise the forces that work for and against globalization
	211.5	Evaluating	Determine the impact of the elements of the Global Economic System on the Indian Economy
215 Industry Analysis - Desk Research	215.1	Remembering	Recall key characteristics of the industry and the major players within it
	215.2	Understanding	Explain meaning and principles of Corporate Governance, Management Ethos and CSR
	215.3	Applying	Implementing the regulatory Framework for effective governance
	215.4	Analyzing	Analyze and deconstruct the distinctions and implications of Regulatory Policies at the state, national, and global levels
	215.5	Evaluating	Compare and Assess effectiveness of competitive strategies employed by businesses within the industry
301 Strategic Management	301.1	Remembering	Recall and list key components and environmental factors influencing strategies
	301.2	Understanding	Explain the process of assessing a company's internal environment, describe Value Chain Analysis and porters model

	301.3	Applying	a) Apply Generic and grand strategies to real-world business scenarios. b) Use Balanced Scorecard for SWOT analysis and devising strategies
	301.4	Analyzing	Apply and Implement Strategies for business organizations. Use Balanced Scorecard for strategy evaluation Compare and Contrast Blue and Red Ocean Strategies
	301.5	Evaluating	Assess the effectiveness of various business models for the Internet Economy
302 Performance Management	302.1	Remembering	Define the concepts of Performance Management for a business organization
	302.2	Understanding	Select and suggest appropriate tools for taking decisions
	302.3	Applying	Interpret the performance of banks and retail sector units.
	302.4	Analyzing	Analyze the progress of projects using overruns.
	302.5	Evaluating	Scrutinise auditing results
303 Startup and New Venture Management	303.1	Remembering	Enlist the skills/traits of a successful entrepreneur and the steps of entrepreneurial process
	303.2	Understanding	Describe the methods to judge the attractiveness of new business opportunities and contents of a feasibility study.
	303.3	Applying	Identify the idea and opportunity for business; apply parameters of feasibility and communicate it through a business plan.

	303.4	Analysing	Analyze how the different institutions and laws support business ventures
	304.5	Evaluating	Evaluate the factors impacting entrepreneur's success.
305MKT Contemporary Marketing Research	305MKT.1	Remembering	Define and recall the concepts of Marketing Research
	305MKT.2	Understanding	Explain different types of research in context of Marketing(Positioning ,Brand ,Customer Satisfaction research and attitudinal Studies))
	305MKT.3	Applying	Identify the appropriate research, sampling approach and research design for marketing research
	305MKT.4	Analysing	Infer the data using appropriate data analysis tool
	305MKT 5	Evaluating	Interpret the analysed data and suggest appropriate solutions for the research problem
306MKT Consumer Behaviour	306MKT.1	Remembering	Define the key concepts in consumer behaviour and recall the theories of consumer behaviour
	306MKT.2	Understanding	Explain the individual and external determinants of consumer behavior
	306MKT.3	Applying	Use consumer behavior models to interpret Consumer decision-making process
	306MKT.4	Analysing	Examine the factors affecting consumer buying behaviour
	306MKT.5	Evaluating	Evaluate the characteristics of Indian Consumers.
310MKT Personal Selling Lab	310MKT.1	Remembering	Define and recall Traditional and Modern theories of Personal .selling.
	310MKT.2	Understanding	Describe the elements of personal selling

	310MKT.3	Applying	Use the skills of objections handling to close the sale.
	310MKT.4	Analysing	Examine negotiation, communications and written skills for effective personal selling.
	310MKT.5	Evaluating	Appraise application of personal selling for, Consumer , Industrial Products and services
312MKT Customer Relationship Management	312MKT.1	Remembering	List the key concepts of Customer Relationship Management
	312MKT.1	Understanding	Explain the strategies for customer acquisition, retention and customer development for a firm.
	312MKT.3	Applying	Illustrate customer portfolios with the help of customer databases
	312MKT.1	Analysing	Survey the business networks and access the customer relationships
	312MKT.1	Evaluating	Design an appropriate internal marketing program for a effective CRM
315MKT Marketing Of Financial Services - I	315MKT.1	Remembering	State financial services and products in financial markets.
	315MKT.2	Understanding	Classify types of mutual funds.
	315MKT.3	Applying	Illustrate with examples the types of Insurance and marketing channels
	315MKT.4	Analysing	Examine the investment needs of retail investors.
	315MKT.5	Evaluating	Estimate the professional prospects within the field of marketing for financial services
318MKT Business to Business Marketing	318MKT.1	Remembering	Define the concepts in B2B marketing
	318MKT.2	Understanding	Elucidate the segmentation of the business-to-business (B2B) market, focusing on macro and micro variables

	318MKT.3	Applying	Illustrate various elements that exert influence on pricing decisions in business-to-business (B2B) markets
	318MKT.4	Analysing	Distinguish and explain B2B promotional strategies
	318MKT.5	Evaluating	Assess distribution strategies utilised in business-to-business (B2B)
305 FIN Direct Taxation	305FIN.1	Remembering	Define the basic concepts as per Income Tax Act, 1961
	305FIN.2	Understanding	Describe the provisions outlined in the Income Tax Act pertaining to salary income
	305FIN.3	Applying	Compute the income from House Property, Capital Gains, and Other Sources for individuals
	305FIN.4	Analyzing	Differentiate between agricultural income and other income and the applicable tax treatment.
	305FIN.5	Evaluating	File online TDS returns and ITR for an individual.
307 FIN Strategic Cost Management	307FIN.1	Remembering	Describe the Cost Structure, cost centre and cost drivers of an activity in a manufacturing concern
	307FIN.2	Understanding	Differentiate between cost management and cost reduction in an organization
	307FIN.3	Applying	Suggest relevant techniques of cost management in business context
	307FIN.4	Analyzing	Examine lean management in a small-scale organization
	307FIN.5	Evaluating	Create a balanced score card for an organization.
309 FIN Corporate Finance	309FIN.1	Remembering	Recall and Enlist suitable investment and financing decisions in business organizations.

	309FIN.2	Understanding	Describe the different types of value and computation of business value on the basis of EVA and MVA
	309FIN.3	Applying	Apply good corporate governance model in actual business organization and interpret whether it is leading to value-based management system
	309FIN.4	Analyzing	Breakdown the theories of dividend like Walter's Model, Gordon Model, Modigliani-Miller's Approach for valuation of share price.
	309FIN.5	Evaluating	Assess corporate restructuring techniques in actual business situations.
313 FIN Banking Operations – I	313FIN.1	Remembering	Describe the various regulatory bodies in banking sector
	313FIN.2	Understanding	Explain the role of banks and its impact on the Indian Economy.
	313FIN.3	Applying	Prepare final accounts of banks, showing provisions for loan accounts of NPA.
	313FIN.4	Analyzing	Compare and contrast different types of mortgages, pledge and hypothecation Classify the types of banks on the basis of functions of banks. .
	313FIN.5	Evaluating	Assess bank's financial position on the basis of NPAs.
316 FIN Financial Instruments & Derivatives	316FIN.1	Remembering	Identify the characteristics of money and capital market and recall regulatory framework of SEBI
	316FIN.2	Understanding	Describe various capital and money market instruments identifying the features of each instrument

	316FIN.3	Applying	Apply the spot/forward rate for a contract and differentiate between forward and future contract
	316FIN.4	Analyzing	Investigate the actions taken by an investor in a derivative market.
	316FIN.5	Evaluating	Assess the returns of a portfolio using CAPM model.
305 HR Labour & Social Security Laws	305HR.1	Remembering	Define and Recall Concept and provisions of different Labour law
	305HR.2	Understanding	Explain the functioning of Personnel management and important provisions of The Factories act, Wages and Labour Law, Laws for Labour welfare, the social security Law
	305HR.3	Applying	Calculate the Gratuity and PF amounts
	305HR.4	Analyzing	Examine compensation structure and disciplinary policies
	305HR.5	Evaluating	Defend applicability of provisions of laws related to social security and labour welfare across sectors
306 HR Human Resource Accounting & Compensation Management	306HR.1	Remembering	DESCRIBE concept of compensation and cost
	306HR.2	Understanding	Discuss the compensation and reward management process
	306HR.3	Applying	Employ different ways of wages & salary administration
	306HR.4	Analyzing	Compare and contrast various types of monetary and profit-sharing incentives
	306HR.5	Evaluating	EXPERIMENT to calculate various types of monetary and profit-sharing incentives
314 HR Lab In	314HR.1	Remembering	Enumerate modes of selection and documents for recruitment,
	314HR.2	Understanding	Discuss various profiling techniques



Recruitment And Selection	314HR.3	Applying	Prepare the recruitment advertisements
	314HR.4	Analyzing	Categorise various recruitment methods
	314HR.5	Evaluating	Recommend the best recruitment method
315 HR Lab In Job Design And Analysis	315HR.1	Remembering	State job roles and Enumerate elements of job description and job specification
	315HR.2	Understanding	Explain job analysis
	315HR.3	Applying	Prepare job roles based on the requirements across the sector
	315HR.4	Analysing	Differentiate job requirements and skill requirements for various job roles
	315HR.5	Evaluating	Determine suitable methods for job design
316 HR Lab In Training	316HR.1	Remembering	Recall the training methods
	316HR.2	Understanding	Explain training need analysis
	316HR.3	Applying	Develop a Training method following a thorough training Need Analysis
	316HR.4	Analyzing	Dissect training needs for designing a training programme
	316HR.5	Evaluating	Create training programme aligned with training needs
318 HR Lab In Personnel Administration & Appln Procedures	318HR.1	Remembering	Spell out the procedures of personnel administration
	318HR.2	Understanding	Illustrate drafting of Interview Letters, Appointment orders, Promotion, Transfer & Appreciation Letters, Notices & Circulars
	318HR.3	Applying	Develop drafts of the Suspension orders ,show cause Notices, memo, charge sheet, warning, letter of termination & dismissal. Compute Superannuation, Gratuity &



			Bonus, TDS, Professional Tax, ESI & PF calculations
	318HR.4	Analyzing	Diagnose the gravity of the incidents/situations for issuing Notices, memo, charge sheet, warning, letter of termination & dismissal letters
	318HR.5	Evaluating	Judge appropriateness of Disciplinary actions taken
401 Managing For Sustainability	401.1	Remembering	Define the concepts related to sustainability
	401.2	Understanding	Explain sustainable Development and strategies to identify business opportunities in a socially and environmentally sensitive world.
	401.3	Applying	Put into practice Corporate Ethics
	401.4	Analyzing	Differentiate between governance and management and interpret impact of risks on cost and revenue
	401.5	Evaluating	Create reports incorporating Corporate Governance Practices, and bottom line reports, CSR report etc.
402 Dissertation	402.1	Remembering	Define the concepts relevant to the area of study
	402.2	Understanding	Describe the theories and concepts used under study
	402.3	Applying	Using knowledge and skills to offer solution to real world business problems
	402.4	Analyzing	Tabulate and interpret data for decisions
	402.5	Evaluating	Create a desk-based project report
403MKT Services Marketing	403MKT.1	Remembering	Define Services and Recall the buying behavioural factors of consumers in services

	403MKT.2	Understanding	Describe the Traditional Marketing Mix Elements in Services.
	403MKT.3	Applying	Illustrate the service blueprints
	403MKT.4	Analyzing	Deconstruct quality parameters in service delivery
	403MKT.5	Evaluating	Design relevant Services Marketing Strategies
404MKT Sales And Distribution Management	404MKT.1	Remembering	Recall the concepts of distribution and distribution channels
	404MKT.2	Understanding	Explain the sales Structure of an organization
	404MKT.3	Applying	Choose sales planning and sales control method for an organization.
	404MKT.4	Analyzing	Inspect factors influencing choice of channels of distribution
	404MKT.5	Evaluating	Assess Strategies and techniques for retail promotion
405MKT Retail Marketing	405MKT.1	Remembering	Define and recall the concepts of retailing and various retailers.
	405MKT.2	Understanding	Explain the various Retail Marketing Strategies
	405MKT.3	Applying	Illustrate and use Store and Category Management Strategies
	405MKT.4	Analyzing	Examine pricing strategy in Merchandise Mix and scrutinize Retail Communication mix
	405MKT.5	Evaluating	Critically assess Opportunities and Challenges in the Indian Retail Sector with special reference to mall management
407MKT Service Operational Management	407MKT.1	Remembering	Define concepts of Manufacturing and Services Operations
	407MKT.2	Understanding	Describe the Services operation objectives and strategies
	407MKT.3	Applying	Use strategies to construct services operation design and delivery system

	407MKT.4	Analysing	Inspect the inventory management system and workforce requirements for an organization
	407MKT.5	Evaluating	Appraise the effectiveness of services operation strategies
413MKT E Marketing And Analytics	413MKT.1	Remembering	Recall the concepts of E Marketing and E Marketing Plan
	413MKT.2	Understanding	Explain the E Marketing Environment and the virtual value chain
	413MKT.3	Applying	Develop an understandings of the buying behaviour of online shoppers. and apply differentiation Strategies.
	413MKT.4	Analyzing	Deconstruct Product Mix, Price and Integrated Communication for E-Marketed products
	413MKT.5	Evaluating	Create an appropriate Product Mix for E-Marketing, Price and Integrated Communication. Including Internet Strategies
415MKT Marketing Of Financial Services -II	415MKT.1	Remembering	List key aspects of the Indian Financial Framework and remember the products and processes related to Retail and Corporate Banking
	415MKT.2	Understanding	Describe principles ,methods and technology ,employed in core banking
	415MKT.3	Applying	Use knowledge of Financial Instruments to fulfill investment objectives of HNI
	415.MKT4	Analyzing	Examine wealth management service and its customization for high-net-worth individuals (HNIs).
	415MKT.5	Evaluating	Critically assess risk and returns in different portfolio designs

403FIN Indirect Taxation	403FIN.1	Remembering	Identify and describe different types of custom duty and value goods as per Custom Act, 1962.
	403FIN.2	Understanding	Discuss the need and development of GST and provisions of the Goods and Service Tax Act, 2016
	403FIN.3	Applying	Apply CST provisions for a sale transaction. Apply general provisions and rates of MVAT in case of trading transactions
	403FIN.4	Analyzing	Interpret and assess the valuation rules under the Central Excise Act, 1944
	403FIN.5	Evaluating	File Service Tax returns.
404FIN International Finance	404FIN.1	Remembering	Define the concepts related to international financial market
	404FIN.2	Understanding	Describe International bond instruments.
	404FIN.3	Applying	Use tools for forecasting and determining exchange rate.
	404FIN.4	Analyzing	Scrutinise impact factors in the international market for Foreign transactions
	404FIN.5	Evaluating	Differentiate between I.F.R.S and I.A.S on foreign transactions
406FIN Financial Modeling Using Excel	406FIN.1	Remembering	Define the Excel Ribbon Interface
	406FIN.2	Understanding	Explain MS Excel tools for quick decision making
	406FIN.3	Applying	Apply efficient financial forecasting modeling techniques
	406FIN.4	Analyzing	Assess the performance of the project/company on basis of reports generated
	406FIN.5	Evaluating	Design and construct functional and financial modeling applications

408FIN Online Trading Of Financial Assets	401.1	Remembering	List the regulatory framework for securities market in India
	401.2	Understanding	Explain the key indicators that affect the Financial market.
	401.3	Applying	Open and use a demat account.
	401.4	Analyzing	Examine online reports for investing in equity shares.
	401.5	Evaluating	Compare various financial products and decide financial product mix for an individual.
409FIN Banking Operations – II	409FIN.1	Remembering	Enumerate different ways of funding working capital needs by banks
	409FIN.2	Understanding	Describe security norms & standard books maintained for different loan accounts
	409FIN.3	Applying	Use standard ratios and financial principles for decisions relating to international risk management and offshore banking.
	409FIN.4	Analysing	Categorise interest rates as per lending and funding schemes of banks. Assess SLR, CRR and its impact on banks and Customers
	409FIN.5	Evaluating	Assess the role of banking in SME, ME, Agriculture, and Industries etc
414FIN Principles of Insurance	414FIN.1	Remembering	Define Functions and Organization of Insurance
	414FIN..2	Understanding	Describe the terms Underwriting, Claims, and Intermediaries
	414FIN.3	Applying	Prepare documents related to Claim Settlement in Life Insurance / General Insurance
	414FIN.4	Analysing	Dissect Balance Sheet, Profit and Loss Account of Insurance Companies &

			Ratio Analysis in Insurance Companies -
	414FIN.5	Evaluating	Critically access Risk in Insurance Services
403 HRM Employment Relations	403HRM.1	Remembering	Define key concepts in IR
	403HRM.2	Understanding	Discuss the significance and implications of important laws that govern International Relations
	403HRM.3	Applying	Use the knowledge of statutory and non-statutory provisions under The Industrial Disputes Act 1947 to resolve labor-related situations
	403HRM.4	Analysing	Examine the role of government policies in bringing about employee engagement and role in decision making and influencing Industrial Relations
	403HRM.5	Evaluating	Assess industrial relations practices and its effects on workplace, employee satisfaction, etc
404HRM Strategic Human Resource Management	404HRM.1	Remembering	Recall HR Strategies and basic functions of HR
	404HRM.2	Understanding	Describe Career & Succession Planning
	404HRM.3	Applying	Align the HR strategies with organizational strategies.
	404HRM.4	Analysing	Deconstruct HR challenges in Compensation Management, Retention and performance Appraisal etc.
	404HRM.5	Evaluating	Peruse the Global dimensions of HR Strategy.
	408HRM.1	Remembering	Recall and list the phases of change

408HRM Change Management	408HRM.2	Understanding	Understand and explain the key factors that contribute to organizational or environmental change
	408HRM.3	Applying	Apply various models of change management to real-world organizational scenarios
	408HRM.4	Analyzing	Assess the effectiveness of leadership strategies in driving and managing change within diverse organizational contexts.
	408HRM.5	Evaluating	Provide informed recommendations for optimizing change execution
409HRM Conflict & Negotiation Management	409HRM.1	Remembering	Recall the fundamentals of negotiation
	409HRM.2	Understanding	Explain the negotiation process and ethics in negotiation
	409HRM.3	Applying	Identify the sources of conflicts
	409HRM.4	Analyzing	Dissect personalities, individual differences, and its impact on interpersonal relations and group conflicts
	409HRM.5	Evaluating	Recommend appropriate strategies for negotiation and conflict resolution method
410HR Lab in CSR	410HRM.1	Remembering	Recall the fundamental concepts and principles of Corporate Social Responsibility (CSR).
	410HRM.2	Understanding	Discuss the motivations and benefits of undertaking CSR activities
	410HRM.3	Applying	Generate ideas for CSR avenues and spendings
	410HRM.4	Analyzing	Examine different thrust area of CSR spending
	410HRM.5	Evaluating	Critically assess the outcomes and success metrics of CSR projects and initiatives.

Course: 416 Competency Mapping	416HRM.1	Remembering	Recall and define the concepts of Competency mapping
	416HRM.2	Understanding	Explain the procedures and steps involved in competency mapping
	416HRM.3	Applying	Identify competencies for different Job profiles
	416HRM.4	Analyzing	Inspect the causes of resistance towards competency mapping
	416HRM.5	Evaluating	Compare and contrast different competencies

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