

Name of Department: UNIVERSITY BUSINESS SCHOOL

Name of Programme: MBA (UNDER HONOURS SCHOOL SYSTEM 2020-2021)

Vision	
The philosophy of Management Education at University Business School is built on an integrative value system. It is motivated by duty bound work ethics, humane approach and scientific temper.	
Mission	
The philosophy of the School is translated into the mission of creating wholesome personality of graduating MBA students with a view to produce effective and efficient managers, researchers and teachers.. The School uses rigorous multi-faceted pedagogy approach with an effective interface with the industry to translate this mission into action. It creates opportunities for its students to enhance their understanding of economic, social and political environment to enlarge their ability not only to adjust to change but to become a catalyst, and to develop their power to conceptualize, decide and communicate. The School, through its integrative approach, inculcates human values in addition to managerial attitude, knowledge and skill.	
Programme Outcome:	
PO1	Generic and Domain Knowledge - Ability to articulate, analyze, and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
PO2	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.
PO3	Critical Thinking - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
PO4	Effective Communication - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
PO5	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.
PO6	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.
PO7	Entrepreneurship - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
Programme Specific Outcome	
PSOs for Marketing Management	
PSO1. Ability to integrate concepts like product life cycle, adoption, and segmentation, branding, pricing, distribution, and market communication and use it for effective marketing decisions	
PSO2. Ability to exhibit Sales professionalism	
PSO3. Ability to assess how Technology & connectivity has changed human life and business in the context of real-world commodities, products & services.	

PSOs for Financial Management

PSO1. Ability to use financial data to make knowledgeable decisions about the Working performance, resources apportionment and financial position of a company.

PSO2. Ability to remain updated with respect to economic reforms and financial markets

PSO3. Ability to demonstrate knowledge of the legal framework of International Financial reporting standards, Goods and Services tax, income tax and filing of the returns

PSOs for HR Management

PSO1. To enable students to become proficient in the key functions of Human Resource Management viz: Human resource planning, Recruitment and selection, Performance management, Learning and development, Career planning, Function evaluation, Rewards and Recognition, Industrial relations, Employee participation and communication, Health and safety, Personal wellbeing and Administrative responsibilities

PSO2. To familiarize students with the technological interventions in Human Resource Management and the Current trends and Cases in HRM.

PSOs for Operations Management

PSO1. Ability to gain a robust perspective on Six Sigma, lean operations management, innovation, and operational leadership

PSO2. Ability to be expert in economic order quantity, inventory classification and other inventory management techniques

PSO3. Ability to understand and process internal and external customer needs within the quality framework.

SEMESTER 1 - MBA (GENERAL)		
COURSE CODE	COURSE TITLE	OBJECTIVES
MBA6101	BUSINESS ECONOMICS	The objective of this course is to equip the students with basic knowledge of the concepts and tools of economic analysis as relevant for business decision making.
MBA6102	BUSINESS STATISTICS	The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making

MBA6103	MANAGEMENT ACCOUNTING	The objective of this course is to acquaint the students about the role, concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding the use of cost accounting information in managerial decision making.
MBA6104	ORGANISATIONAL BEHAVIOUR	This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behavior in any organization
MBA6105	MARKETING MANAGEMENT	The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.
MBA6106	WORKSHOP ON BUSINESS COMPUTING	1) To create awareness in would be managers, about information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making; 2) To explore the use of MS-Excel and other common IS tools.
MBA6108	WORKSHOP ON BUSINESS RESEARCH	To expose the students to the basic concepts of research methodology and application through practical exercises in the area of commerce and management.

SEMESTER 2 - MBA (GENERAL)		
COURSE CODE	COURSE TITLE	OBJECTIVES
MBA6201	BUSINESS ENVIRONMENT	Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at orienting the students with all the external environmental forces which affect the decision making process of an organization.

MBA6202	HUMAN RESOURCE MANAGEMENT	The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions.
MBA6203	OPERATIONS MANAGEMENT	The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making
MBA6204	FINANCIAL MANAGEMENT	To provide an understanding of the function, the roles, the goals and the processes of corporate financial management, covering the sourcing of finances and their issues in. investment and operations
MBA6205	LEGAL ASPECTS OF BUSINESS	The objective of this course is to introduce the students with different legal aspects of business
MBA6207	SUMMER TRAINING REPORT AND VIVA-VOCE	The objective of this course is to give industrial exposure.
MBA6208	COMPREHENSIVE VIVA-VOCE	To assess the overall knowledge of the student in the relevant field.
MBA6209	WORKSHOP ON BUSINESS COMMUNICATION	The course aims at developing the communication skills of students – both written communication and oral communication. The students will also be taught how to analyze cases and prepare case reports.
MBA6210	WORKSHOP ON MULTIVARIATE STATISTICAL TECHNIQUES	To develop in the students the ability to conduct research for business purposes using different multivariate techniques of analysis .The students should develop an understanding of the application of MVA techniques in different functional areas of business. The use of computer package for the purpose of analysis will be emphasized. This will help prepare students not only for their summer training but also for a corporate career.

MBA-FINANCE Semester 3rd

Course Code	Course Title	Objectives
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MBA 7121	FINANCIAL STATEMENT ANALYSIS	This course is designed to prepare students to interpret and analyze financial statements effectively.
MBA7122	FINANCIAL ENGINEERING	This course aims at enabling the students to understand & analyze investment problems and developing their skills for the solution of these problems with the help of innovative financial processes, instruments & strategies.
MBA7123	MANAGEMENT OF FINANCIAL SERVICES	The course aims at acquainting the students with the developments in the areas of financial services and developing their skills to manage skills to manage financial services.
MBA7124	INVESTMENT MANAGEMENT	The purpose of this course is to acquaint students with the theoretical and practical aspects of investment analysis, for security selection and portfolio management purposes.
MBA7125	MANAGEMENT CONTROL SYSTEMS	The objective of this course is to allow students to gain knowledge, develop insight and analytical skills related to design and implementation of management systems.
MBA7126	PROJECT PLANNING, ANALYSIS AND MANAGEMENT	The objective of this course is to promote a sound understanding of the theory and practice of project management. More specifically it introduces students to the purpose, principles, problems and challenges, concepts, techniques, and practice of project management and its various facets; impart skills in project planning, execution and control methods; introduce students to project management software and applications.
MBA7127	CORPORATE TAX PLANNING	The course aims to develop an understanding of issues related to taxation for corporate entities vis-à-vis management decision making to facilitate constructive planning of tax liability.

SEMESTER :-3		
INFORMATION TECHNOLOGY & OPERATIONS MANAGEMENT		
COURSE OUTCOMES		
COURSE CODE	COURSE TITLE	OUTCOME
MBA7131	MOBILE COMMERCE	To introduce students to the new technologies, applications, services and business models of M-Commerce
MBA7132	PRODUCT INNOVATION IN TECHNOLOGY BUSINESS	To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of Manufacturing Policy and Implementation.
MBA7133	BUSINESS PROCESS RE-ENGINEERING	The objective of this course is to develop the abilities of the students to design and to evaluate management and its existing structure and select the right frame for Reengineering.
MBA7134	SYSTEMS ANALYSIS AND DESIGN	The objective of the course is to understand the tools and techniques of data capturing, storing and disseminating for efficient working of organization
MBA7135	ENTERPRISE RESOURCE PLANNING	The objective of this course is to acquaint the students with the knowledge of computerized productions, Materials distribution system of a manufacturing organization and impart knowledge to the students in the conceptual and operational aspects of ERP
MBA7136	MANAGEMENT INFORMATION SYSTEMS	The course has been designed to acquaint students about the evolution of computer-based information systems, basic computer hardware, software, and data concepts, the types of information systems that are needed to support the various levels of a business enterprise, and the process of analyzing, designing, and developing an information system.

MBA7137	INTEGRATING E-SYSTEMS AND GLOBAL INFORMATION SYSTEMS	This course addresses strategic, technological, and organizational connectivity issues to support effective and meaningful integration of information and systems. The course is especially relevant for those who wish to effectively exploit information technology and create new business processes and opportunities
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SEMESTER 3 - MBA (MARKETING)		
COURSE CODE	COURSE TITLE	COURSE OBJECTIVES
MBA7141	ADVERTISING AND CONSUMER BEHAVIOUR	Purpose of the paper is to acquaint the participants with concepts, techniques and applications for developing an effective advertising programme. Facilitate an understanding about the consumer decision making process and its applications in marketing function of organizations.
MBA7142	GLOBAL MARKETING MANAGEMENT	The objective of this course is to develop a conceptual framework of international marketing management. This paper develops further the knowledge already gained in marketing
MBA7143	MARKETING RESEARCH AND PRODUCT MANAGEMENT	The course aims to develop the student's ability to conduct, evaluate and research particularly with respect to marketing mix elements. It also seeks to develop an understanding of the innovation process and the methods of analysis and evaluation used in the product development process.
MBA7145	GLOBAL SUPPLY CHAIN MANAGEMENT	The Course explores the main Issues in global supply chain management (SCM) to underline their strategic importance to firms. The course helps students develop understanding about the significance of SCM in international business; understand the key operational issues involved in global supply chain management; have the knowledge of managing SCM in international trade operations; and examine the levels of risk, efficiency, and sustainability of a supply chain.

MBA7146	INDUSTRIAL AND RURAL MARKETING	To impart the knowledge about of industrial marketing and to orient students to the realities of rural marketing in India, its strengths, weaknesses opportunities and threats in changing global context. To understand how marketing strategies are different in industrial markets as compare to consumer markets.
MBA7147	DATA ANALYTICS FOR BUSINESS - I	The objective of this course is to inculcate the skills of data analytics among students by exposing them to the wide range of data analytics techniques using R, an open software. Students will be able to apply different analytics techniques on real life business problems to make better decisions.
MBA7148	DIGITAL MARKETING & RETAIL MANAGEMENT I	The course aims to build conceptual foundation of digital marketing and to develop the students' ability to plan, implement and monitor digital marketing campaigns. The course takes a strategic approach to retail management, emphasizing the things that influence the decisions made by retailers.

MBA-FINANCE Semester 4th		
Course Code	Course Title	Objectives
MBA7221	STRATEGIC COST MANAGEMENT	To understand how to use different techniques of cost management with a strategic perspective.
MBA7222	INTERNATIONAL FINANCIAL MANAGEMENT	The objective of this course is to highlight opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. In particular, the course will highlight the complications caused by the process of international investment decision making as well as the development of investment and hedging strategies on a multinational level.

MBA7223	BEHAVIORAL FINANCE	The purpose of this course is to introduce the student to the new field of behavioral finance. The field treats how psychological factors affect the decision-making of individual investors and how these factors in turn affect the financial markets. It questions the common assumption of efficient markets within the traditional neoclassical economic theory.
MBA7224	CORPORATE GOVERNANCE	The objective of this course is to explore business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in industrialized and developing countries.

SEMESTER :-4		
INFORMATION TECHNOLOGY & OPERATIONS MANAGEMENT		
COURSE CODE	COURSE TITLE	OUTCOME
MBA7231	KNOWLEDGE MANAGEMENT	The subject aims at practical applications of KM tools and technologies explaining the basic knowledge representation, problem solving in industry
MBA7232	MANAGEMENT OF TECHNOLOGY	To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of strategies for managing technology in business.
MBA7233	BUSINESS INTELLIGENCE	To develop a critical awareness of the range of tools being marketed under the label "Decision Support" or more generally "Business Intelligence (BI)" and consequently provide an understanding of the key algorithms and techniques which are embodied in business intelligence products.

MBA7234	TOTAL QUALITY MANAGEMENT	The course is designed to develop a sound understanding of how the application of TQM assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.
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SEMESTER 4 - MBA (MARKETING)		
COURSE CODE	COURSE TITLE	COURSE OBJECTIVES
MBA7241	MARKETING OF SERVICES	To provide complete exposure to all aspects of service design, standards, delivering and performing service.
MBA7242	WORKSHOP ON FOREIGN TRADE DOCUMENTATION AND TRADE FINANCE	The course aims at providing and understanding of foreign exchange, export financing, Export – Import procedures and the various operations involved. The main emphasis is laid on developing a systematic approach to handling foreign trade transactions and the paper work thereto.
MBA7243	CUSTOMER RELATIONSHIP MANAGEMENT AND SALES MANAGEMENT	The course aims to develop in the students an understanding of the concepts, importance, benefits and principles of customer relationship management within the context of marketing strategy. It also aims to familiarize the students with the fundamentals of sales management so as to enable the students to effectively manage a sales force.
MBA7244	APPLICATION OF ACCOUNTING AND FINANCE IN MARKETING	To understand the role of accounting and finance techniques in select areas of decision making in marketing.

Name of Department: UNIVERSITY BUSINESS SCHOOL

Name of Programme: MBAHR (UNDER HONOURS SCHOOL SYSTEM 2020-2021)

Vision
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Mission
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Programme Outcome:

PO1	Generic and Domain Knowledge - Ability to articulate, analyze, and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
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PO3	Critical Thinking - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
PO4	Effective Communication - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
PO5	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.
PO6	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.
PO7	Entrepreneurship - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.

Programme Specific Outcome
PSOs for HR Management
PSO1. To enable students to become proficient in the key functions of Human Resource Management viz: Human resource planning, Recruitment and selection, Performance management, Learning and development, Career planning, Function evaluation, Rewards and Recognition, Industrial relations, Employee participation and communication, Health and safety, Personal wellbeing and Administrative responsibilities
PSO2. To familiarize students with the technological interventions in Human Resource

Management and the Current trends and Cases in HRM.

SEMESTER 1		
COURSE CODE	COURSE TITLE	
MBAHR6101	ECONOMICS FOR HUMAN RESOURCES	To provide an insight into the economic concepts with special reference to their significance and use in human resource management.
MBAHR6102	BUSINESS ENVIRONMENT	Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at orienting the students with all the external environmental forces which affect the decision-making process of an organization.
MBAHR6103	HUMAN RESOURCE MANAGEMENT	The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions.
MBAHR6104	MANAGEMENT ACCOUNTING	The objective of this course is to acquaint the students about the role, concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding the use of cost accounting information in managerial decision making.
MBAHR6105	ORGANISATIONAL BEHAVIOUR	This course emphasizes the

MBAHR6106	WORKSHOP ON BUSINESS COMPUTING	importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behaviour in any organization. 1) To create awareness in would be managers, about information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making; 2) To explore the use of MS-Excel and other common IS tools.
MBAHR6108	MBAHR6108 WORKSHOP ON BUSINESS RESEARCH	1) To create awareness in would be managers, about information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making; 2) To explore the use of MS-Excel and other common IS tools.

SEMESTER 2		
COURSE CODE	COURSE TITLE	
MBAHR6201	LABOUR LEGISLATION-I	The objective of this course is to enhance the participants understanding of Indian environment relating to industrial relations. Emphasis would be given to provisions and case laws of various acts.
MBAHR6202	MBAHR6202 INDUSTRIAL RELATIONS AND LABOUR POLICY	The course aims at familiarizing the participants with the industrial relation scene in India with special reference to the industrial conflict and their prevention and resolution, and significance and impact of

MBAHR6204	MARKETING MANAGEMENT	labour policy on industrial relations in India. The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.
MBAHR6205	PRODUCTION MANAGEMENT AND QUANTITATIVE TECHNIQUES	To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of Production Planning and Materials Management as well as the quantitative techniques helpful in production related decisions.
MBAHR6206	SUMMER TRAINING AND VIVA-VOCE*	1]To expose students to real work environment experience gain 2] To build the strength team work and self confidence
MBAHR6207	COMPREHENSIVE VIVA- VOCE**	To assess the overall knowledge of the student in relevant field over two years of study in undergraduate program.
MBAHR6208	SEMINAR ON MANAGEMENT OF CHANGE	The course develops an analytical and operational approach to bringing about planned change in rapidly changing environment. Organizations need to be prepared for bringing these changes.
MBAHR6209		The course aims at

MBAHR6211	SEMINAR ON HUMAN RESOURCE PLANNING	imparting relevant skills required to perform the functions of human resource planning in an organization.
MBAHR6212	WORKSHOP ON BUSINESS COMMUNICATION	The course aims at developing the communication skills of students both written communication and oral communication. The students will also be taught how to analyse cases and prepare case reports.
	WORKSHOP ON QUALITATIVE RESEARCH	This course aims to enable the students to explore the practical dimensions of qualitative research, such as creating a research design, conducting interviews, and observations, and analysing qualitative data.

MBA HR SEMESTER 3		
COURSE CODE	COURSE TITLE	OUTCOMES
MBAHR7101	LABOUR LEGISLATION-II	The objective of this course is to enhance the participants understanding of Indian environment relating to industrial relations. Emphasis would be given to provisions and case laws of various acts
MBAHR7102	STRATEGIC HUMAN RESOURCE MANAGEMENT	The course is aimed at understanding the strategic approach to human resources as distinguished from the traditional functional approach, understanding the relationship of HR strategy with overall corporate strategy, strategic role of specific HR systems and appreciating SHRM in the context of changing form of organizations in the global environment.
MBAHR7103		

MBAHR7104	PERFORMANCE AND COMPENSATION MANAGEMENT	The objective of the course is to impart relevant knowledge required to perform the functions of human resource planning in an organisation and equipping seekers with comprehensive and practical skills to manage employees' performance effectively, and to understand the structure and components of wages and salaries, and the wage administration in India.
MBAHR7105	ORGANISATION DEVELOPMENT	This course helps the students to understand how organizations have to develop themselves for future. Various methods shall be taught to them so that they learn how to intervene in the ongoing systems.
MBAHR7106	WORKSHOP ON TRAINING AND DEVELOPMENT	This course helps in understanding importance of human resource development in the organizations. Preparation of HRD plans as well as techniques and methods used in developing people shall be taught.
MBAHR7107	WORKSHOP ON NEGOTIATING SKILLS AND PARTICIPATIVE DECISION MAKING	The objective of this course is to create awareness among students about the significance of enhancing negotiating skills in collective bargaining and apprise them of participative decision making so that they could adjust the conflicting interests and promotion of common interests of workers and management.

	SEMINAR ON SOCIAL SECURITY AND LABOUR WELFARE	<p>The course is with particular reference to India</p> <p>The objective of this course is to create awareness among students about the role and need of social security system in the society. This course will also clarify the labour welfare activities undertaken and their need & significance.</p>
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FOURTH SEMESTER {MBA HR}

COURSE CODE	COURSE TITLE	OUTCOMES
MBAHR7201	HUMAN RESOURCE INFORMATION SYSTEM	The Course gives an insight into the application of human resource information systems in organizations to support organizational strategy, improve efficiency and flexibility, increase productivity and performance. The focus is on merging computer technology with a strategic human resource management perspective.
MBAHR7202	PERSONAL EFFECTIVENESS AND LEADERSHIP	The course aims at appreciating the role of leaders in developing world class organizations. Inculcating leadership skills and values leading to personal and organizational effectiveness shall be the thrust of the workshop.
MBAHR7203	WORKSHOP ON MANAGEMENT OF DISCIPLINE AND DISCIPLINARY PROCEEDINGS	The course aims of providing the participants better understanding of maintaining discipline and handling disciplinary proceedings and the working of various procedures/mechanisms for the purpose. Extensive use of relevant cases will be made while teaching this paper.
MBAHR7204		To assess the overall

MBAHR7205 MAJOR PROJECT	COMPREHENSIVE VIVA-VOCE***	knowledge of the student in relevant field over two years of study in undergraduate program.
MBAHR7206	SEMINAR ON ETHICS AND CONDUCT OF BUSINESS	The objective of the course is to identify possible ethical problems in business context, understanding ethical issues facing businesses and business people in today's world, generating ideas for programs and practices to solve ethical problems.
MBAHR7207	SEMINAR ON INTERPERSONAL SKILLS AND TRANSACTIONAL ANALYSIS	The main objective of this paper is to build interpersonal skills among students by using Transactional Analysis. They will learn to know about themselves as well as about others.
MBAHR7208	MANAGING CORPORATE SOCIAL RESPONSIBILITY	This course examines the historic and current context, drivers and ways that corporate social responsibility law, self regulation and ethical norms and initiatives are adapting to the increasing power and impact of businesses
MBAHR7211	WORKSHOP ON HUMAN RESOURCE VALUATION	The course aims at providing knowledge of relevant aspects concerning human resource valuation.

MBAHR7212	TOTAL QUALITY MANAGEMENT	The course is designed for graduates from any discipline who wish to acquire a professional, theoretical and practical understanding of the increasingly important area of Total Quality Management (TQM) excellence.
MBAHR7213	STRESS MANAGEMENT	The course is designed to understand the nature of stress, the relationship between stress and managerial problems, examining the various methods of assessing personal and organizational stress, and indicating ways of coping with stress.
MBAHR7214	DESIGNING ORGANISATIONS FOR UNCERTAIN ENVIRONMENT	The course aims to providing a comprehensive perspective on new emergent organizational forms by discussing these in the context of environment, strategy, systems & processes.
MBAHR7215	DYNAMICS OF TRADE UNIONS	The course aims at analyzing the different issues involved in the trade unionism such as their emergencies, functions, organization, structure and leadership. Trade unionism shall be studied in the context of developing economies with special reference to India.
MBAHR7216	EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS	The course aims at making students understand concept and importance of emotional intelligence for organizations
MBAHR7217		

MBAHR7218	COMPARATIVE INDUSTRIAL RELATIONS	<p>today and how they can build emotionally intelligent organizations.</p> <p>The course aims at providing the participants an international perspective of industrial relations and an awareness of industrial relations, policies and practices in other countries to help them to explore their relevance to India.</p>
MBAHR7219	MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT	<p>The course is designed to appreciate the importance of career strategies in a rapidly changing environment. The aim is to develop an awareness of various career orientations, individual career planning, and understanding in designing appropriate systems of organizational career development.</p>
MBAHR7220	WORKSHOP ON BUILDING LEARNING ORGANIZATIONS	<p>This course helps in understanding concept and importance of learning organizations. It makes students learn the methods of building learning organizations and organizational practices for fostering knowledge and leaning.</p>
	INDUSTRIAL ENGINEERING	<p>This course introduces the major topics of operations research and their application in solving problems common in business. A main topic is optimization i.e. methods for finding the best solutions to complex practical problems. The emphasis is on the</p>

		ability to apply suitable methods in practice, to formulate problems correctly, to solve them, and to understand the results.
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Name of Department: UNIVERSITY BUSINESS SCHOOL

Name of Programme: MBAEP (UNDER HONOURS SCHOOL SYSTEM 2020-2021)

Vision

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Mission

The philosophy of the School is translated into the mission of creating wholesome personality of graduating MBA students with a view to produce effective and efficient managers, researchers and teachers.. The School uses rigorous multi-faceted pedagogy approach with an effective interface with the industry to translate this mission into action. It creates opportunities for its students to enhance their understanding of economic, social and political environment to enlarge their ability not only to adjust to change but to become a catalyst, and to develop their power to conceptualize, decide and communicate. The School, through its integrative approach, inculcates human values in addition to managerial attitude, knowledge and skill.

Programme Outcome:

- PO1 Generic and Domain Knowledge - Ability to articulate, analyze, and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
- PO2 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.
- PO3 Critical Thinking - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
- PO4 Effective Communication - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
- PO5 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.
- PO6 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.
- PO7 Entrepreneurship - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.

Programme Specific Outcome

PSO1. understanding of concepts and practices of entrepreneurship and innovation as applied to corporate, nonprofit, and small business organization

PSO2. Explain the key managerial, functional, operational, and technical aspects of organizational processes, and using entrepreneurial thinking and innovative practices, demonstrate an ability to identify and solve problems in those areas

Course Outcomes		
MBA (EP) Semester-1		
Course Code MBAEP6101	Course title BUSINESS ECONOMICS	The objective of this course is to equip the students with basic knowledge of the concepts and tools of economic analysis as relevant for business decision making.
Course Code MBAEP6102	Course title BUSINESS STATISTICS	The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making.
Course Code MBAEP6103	Course title MANAGEMENT ACCOUNTING	The objective of this course is to acquaint the students about the role, concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding the use of cost accounting information in managerial decision making.
Course Code MBAEP6104	Course title ORGANISATIONAL BEHAVIOUR	This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behavior in any organization.
Course Code MBAEP6105	Course title MARKETING MANAGEMENT	The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.
Course Code MBAEP6106	Course title WORKSHOP ON BUSINESS COMPUTING	1) To create awareness in would be managers, about information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making; 2) To explore the use of MS-Excel and other common IS tools.
Course Code MBAEP6108	Course title WORKSHOP ON BUSINESS RESEARCH	To expose the students to the basic concepts of research methodology and application through practical exercises in

		the area of commerce and management.
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Course outcomes

MBA (EP) Semester 2

Course code MBAEP6201	Course title BUSINESS ENVIRONMENT	Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at orienting the students with all the external environmental forces which affect the decision making process of an organization.
Course code MBAEP6202	Course title HUMAN RESOURCE MANAGEMENT	The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions.
Course code MBAEP6203	Course title OPERATIONS MANAGEMENT	The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.
Course code MBAEP6204	Course title FINANCIAL MANAGEMENT	To provide an understanding of the function, the roles, the goals and the processes of corporate financial management, covering the sourcing of finances and their issues in investment and operations
Course code MBAEP6205	Course title LEGAL ASPECTS OF BUSINESS	The objective of this course is to introduce the students with different legal aspects of business.
Course code MBAEP6209	Course title WORKSHOP ON BUSINESS COMMUNICATION	The course aims at developing the communication skills of students – both written communication and oral communication. The students will also be taught how to

		analyze cases and prepare case reports.
Course code MBAEP6210	Course title WORKSHOP ON MULTIVARIATE STATISTICAL TECHNIQUES	To develop in the students the ability to conduct research for business purposes using different multivariate techniques of analysis .The students should develop an understanding of the application of MVA techniques in different functional areas of business. The use of computer package for the purpose of analysis will be emphasized. This will help prepare students not only for their summer training but also for a corporate career.

Course Outcomes		
MBA(EP) Semester- 3		
Course code MBAEP7101	Course title STRATEGIC MANAGEMENT	The objective of this course on corporate strategy is to develop in the students an ability to analyze the strategic situation facing the organisation, to access the strategic options available to the organization and to implement the strategic choices made by it. Extensive use of a variety of case studies will help in meeting the objectives of this course
Course code MBAEP7111	Course title ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISE MANAGEMENT	The objective of the course is to provide conceptual and theoretical understanding about the development of entrepreneurship and its significance in Indian economy, and to highlight issues in new enterprise management.
Course code MBAEP7112	Course title ENTREPRENEURIAL FINANCE	The objective of this course is to orient the new entrepreneurs with the problems and issues involved in financing new enterprise.
Course code MBAEP7113	Course title INFRASTRUCTURE AND PROJECT FINANCE	Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course

		is aimed at developing understanding of project activities and relevant skills
Course code MBAEP7114	Course title TAX PLANNING FOR ENTREPRENEURS	The primary objective of this course is to familiarize the students with relevant provisions of taxation laws (both direct and indirect taxes) for entrepreneurs. It will develop students' skill for handling business problems using appropriate concepts of taxation laws.
Course code MBAEP7115	Course title INVESTING IN PRIVATE EQUITY	To familiarize the students with the tools and techniques for investing in private equity.
Course code MBAEP7116	Course title MARKETING FOR ENTREPRENEURSHIP	This course aims at orienting the participants about need and importance of marketing strategies for entrepreneurs – other than those included in the compulsory paper on strategic management. It endeavors to sharpen the grasp of theoretical concepts and analytical ability of students particularly through the use of relevant cases.
Course code MBAEP7117	Course title LEGAL AND GOVERNMENT POLICY CONSIDERATIONS IN NEW ENTERPRISE	This course aims at imparting knowledge and developing skills necessary for developing a legal strategy, understanding of business laws, introduction to contract drafting, issues in legal compliance and negotiations, and understanding the context of government policy for starting a new enterprise
GROUP A: FINANCE Course code MBAEP7121	Course title INVESTMENT MANAGEMENT	The purpose of this course is to acquaint students with the theoretical and practical aspects of investment analysis, for security selection and portfolio management purposes
Course code MBAEP7122	Course title MANAGEMENT CONTROL SYSTEMS	The objective of this course is to allow students to gain knowledge, develop insight and analytical skills related to design and implementation of management systems.
Course code MBAEP7123	Course title PROJECT PLANNING,	The objective of this course is to promote a sound

	ANALYSIS AND MANAGEMENT	understanding of the theory and practice of project management. More specifically it introduces students to the purpose, principles, problems and challenges, concepts, techniques, and practice of project management and its various facets; impart skills in project planning, execution and control methods; introduce students to project management software and applications.
GROUP B: INFORMATION TECHNOLOGY & OPERATIONS MANAGEMENT Course code MBAEP7131	Course title PRODUCT INNOVATION IN TECHNOLOGY BUSINESS	To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of Manufacturing Policy and Implementation.
Course code MBAEP7132	Course title BUSINESS PROCESS RE-ENGINEERING	The objective of this course is to develop the abilities of the students to design and to evaluate management and its existing structure and select the right frame for Reengineering.
Course code MBAEP7133	Course title INTEGRATING E-SYSTEMS AND GLOBAL INFORMATION SYSTEMS	This course addresses strategic, technological, and organizational connectivity issues to support effective and meaningful integration of information and systems. The course is especially relevant for those who wish to effectively exploit information technology and create new business processes and opportunities.
GROUP C: MARKETING Course code MBAEP7141	Course title MARKETING RESEARCH AND PRODUCT MANAGEMENT	The course aims to develop the student's ability to conduct, evaluate and research particularly with respect to marketing mix elements. It also seeks to develop an understanding of the innovation process and the methods of analysis and evaluation used in the product development process.
Course code MBAEP7142	Course title DATA ANALYTICS FOR BUSINESS	The objective of this course is to inculcate the skills of data analytics among students by exposing them to the wide range of data analytics

		techniques using R, an open software. Students will be able to apply different analytics techniques on real life business problems to make better decisions
Course code MBAEP7143	Course title DIGITAL MARKETING & RETAIL MANAGEMENT	The course aims to build conceptual foundation of digital marketing and to develop the students' ability to plan, implement and monitor digital marketing campaigns. The course takes a strategic approach to retail management, emphasizing the things that influence the decisions made by retailers.

Course outcomes		
MBA(EP) Semester 4		
Course code MBAEP7204	Course title Human Values and Business Ethics	To sensitize students regarding the importance of human values and ethics in business.
Course code MBAEP 7205	Course title MAJOR PROJECT	The objective of this course is to train students to formulate a business problem, and undertake rigorous research using different tools learnt by them during the management program. Students are expected to use various econometric techniques, statistical software, and the qualitative and quantitative research methodology techniques taught to them.
Course code MBAEP 7206	Course title ENTREPRENEURSHIP BUSINESS PLAN	Students would be required to prepare a detailed Business Plan for an Entrepreneurial Venture/Start Up under the Supervision of UBS Faculty.
Course code MBAEP7211	Course title MANAGING STRATEGIC IMPLEMENTATION AND	The objective of this course is to expose students to the sweeping changes in the

	BUSINESS TRANSFORMATION	nature of work, changes occurring in business organizations as well as changes in relations among institutions that interact with work, particularly labour market, community and family-centered groups and organizations, as well as government.
Course code MBAEP7212	Course title MANAGING TEAMS	In this course effort shall be to make individuals effective team members and also how they can build effective teams in their respective organizations.
Course code MBAEP7213	Course title MANAGING GLOBAL ENTERPRISE	The objective of this course is to acquaint the students with the concept of multinational enterprise and also the environment affecting the working of MNE's.
Course code MBAEP7214	Course title ORGANISATION STRUCTURE AND DESIGN	Understanding organisations is essential to becoming more effective analysts, managers, and leaders. This course aims to develop an understanding among management students of the ways to promote organisational effectiveness through internal structures and processes.
Course code MBAEP7221	Course title STRATEGIC COST MANAGEMENT	To understand how to use different techniques of cost management with a strategic perspective.
Course code MBAEP7222	Course title INTERNATIONAL FINANCIAL MANAGEMENT	The objective of this course is to highlight opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. In particular, the course will highlight the complications caused by the process of international investment decision

		making as well as the development of investment and hedging strategies on a multinational level.
Course code MBAEP7223	Course title BEHAVIORAL FINANCE	The purpose of this course is to introduce the student to the new field of behavioral finance. The field treats how psychological factors affect the decision-making of individual investors and how these factors in turn affect the financial markets. It questions the common assumption of efficient markets within the traditional neoclassical economic theory.
Course code MBAEP7224	Course title CORPORATE GOVERNANCE	The objective of this course is to explore business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in industrialized and developing countries.
Course code MBAEP7231	Course title KNOWLEDGE MANAGEMENT	The subject aims at practical applications of KM tools and technologies explaining the basic knowledge representation, problem solving in industry.
Course code MBAEP7232	Course title MANAGEMENT TECHNOLOGY	OF To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of strategies for managing technology in business.
Course code MBAEP7233	Course title BUSINESS INTELLIGENCE	To develop a critical awareness of the range of tools being marketed under the label "Decision Support" or more generally "Business Intelligence (BI)" and consequently provide an understanding of the key algorithms and techniques which are embodied in business intelligence products.
Course code MBAEP7234	Course title TOTAL QUALITY	The course is designed to develop a sound understanding

	MANAGEMENT	of how the application of TQM assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.
Course code MBAEP7241	Course title MARKETING OF SERVICES	To provide complete exposure to all aspects of service design, standards, delivering and performing service.
Course code MBAEP7242	Course title WORKSHOP ON FOREIGN TRADE DOCUMENTATION AND TRADE FINANCE	The course aims at providing and understanding of foreign exchange, export financing, Export – Import procedures and the various operations involved. The main emphasis is laid on developing a systematic approach to handling foreign trade transactions and the paper work thereto.
Course code MBAEP7243	Course title CUSTOMER RELATIONSHIP MANAGEMENT AND SALES MANAGEMENT	The course aims to develop in the students an understanding of the concepts, importance, benefits and principles of customer relationship management within the context of marketing strategy. It also aims to familiarize the students with the fundamentals of sales management so as to enable the students to effectively manage a sales force.
Course code MBAEP7244	Course title APPLICATION OF ACCOUNTING AND FINANCE IN MARKETING	To understand the role of accounting and finance techniques in select areas of decision making in marketing.

Name of Department: UNIVERSITY BUSINESS SCHOOL

Name of Programme: MBAfEX (UNDER HONOURS SCHOOL SYSTEM 2020-2021)

Vision	
The philosophy of Management Education at University Business School is built on an integrative value system. It is motivated by duty bound work ethics, humane approach and scientific temper.	
Mission	
The philosophy of the School is translated into the mission of creating wholesome personality of graduating MBA students with a view to produce effective and efficient managers, researchers and teachers.. The School uses rigorous multi-faceted pedagogy approach with an effective interface with the industry to translate this mission into action. It creates opportunities for its students to enhance their understanding of economic, social and political environment to enlarge their ability not only to adjust to change but to become a catalyst, and to develop their power to conceptualize, decide and communicate. The School, through its integrative approach, inculcates human values in addition to managerial attitude, knowledge and skill.	
Programme Outcome:	
PO1	Generic and Domain Knowledge - Ability to articulate, analyze, and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
PO2	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.
PO3	Critical Thinking - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
PO4	Effective Communication - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
PO5	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.
PO6	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.
PO7	Entrepreneurship - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
Programme Specific Outcome	
PSO1. Students gain self-awareness in their roles as leaders to acquire diverse perspectives and skill sets, and work collaboratively in a variety of contexts and situations.	
PSO2. Students will be able to make decisions that shape comprehensive responses to business challenges and opportunities.	
PSO3. Students make competent and ethical decisions in order to create and sustain economic, social and environmental value.	
PSO4. Ability to assess how Technology & connectivity has changed human life and business in the context of real-world commodities, products & services.	

PSO5. Ability to use financial data to make knowledgeable decisions about the Working performance, resources apportionment and financial position of a company.

PSO6. To familiarize students with the technological interventions in Human Resource Management and the Current trends and Cases in HRM.

MBA (Executive) Semester 1

Course Code	Course Title	Outcome
MBAEX6101	MANAGERIAL ECONOMICS	To study the basic concepts and tools of economic analysis as relevant for business decision making.
MBAEX6102	QUANTITATIVE TECHNIQUES FOR MANAGERIAL APPLICATIONS	This course aims at appraising the students of various quantitative techniques which can facilitate business decision making. This course is to acquaint the applications of operations research to business decision making.
MBAEX6103	ORGANIZATION BEHAVIOUR	To provide a strong conceptual framework for the study, understanding, and application of organization behavior and to apply behavioral techniques to manage human resources in a better manner.
MBAEX6104	ACCOUNTING FOR MANAGERS	To develop understanding of accounting tools and information.
MBAEX6105	MANAGEMENT ORGANIZATION FOR	To understand the basics of management process and concepts in today's organization.

MBA (EXECUTIVE) Semester-2

MBAEX6201	BUSINESS ENVIRONMENT	To make the students conversant with the external business environmental factors that impact the business decision making.
MBAEX6202	HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL RELATIONS	To help students understand, appreciate and analyze work force at the managerial and non-managerial levels. The course also facilitates learning of various concepts, new trends and skills required for Planning, managing and development of human resources for

		organizational effectiveness.
MBAEX6203	FINANCIAL MANAGEMENT	To impart the students a thorough knowledge about the issues involving financing policies and investment decision making in a business.
MBAEX6204	MARKETING MANAGEMENT	The objective of the course is to familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.
MBAEX6205	INFORMATION TECHNOLOGY FOR MANAGERS	To provide basic concepts of information system and related information technologies like Database and Computer networks. To enable the end user to develop simple information systems using Personal computer and tools.

MBA(Executive) Semester- 3

Subject Code	Title	Outcome
GROUP A: MARKETING & INTERNATIONAL BUSINESS		
MBAEX7101	STRATEGIC MANAGEMENT	The main objective of the course is to expose the learners to the strategic issues in decision making.
MBAEX7102	MANAGING ACROSS CULTURES	The objective of this course is to sensitize global managers about the significance of understanding and appreciating cross cultural differences in today's dynamic and competitive business landscape.
MBAEX 7103	SERVICES MARKETING	The objective of the paper is to enable the students to appreciate the significance of marketing the services efficiently and effectively in today's service driven economy.
MBAEX7104	GLOBAL MARKETING	The objective of this course is to expose the learners to a conceptual framework of Global marketing.
MBAEX7105	ADVERTISING AND CONSUMER BEHAVIOUR	The objective of the paper is to acquaint the learners with the concepts, techniques and applications for developing effective advertising programme by

		understanding consumer behavior.
GROUP B: FINANCE		
MBAEX7106	MANAGEMENT CONTROL SYSTEMS	The object of the course is to help the learners understand and evaluate management control systems for efficient organizations.
MBA EX 7107	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	To enable the students to understand various techniques of analysis used in security analysis, portfolio analysis and efficient portfolio management.
MBAEX7108	STRATEGIC COST MANAGEMENT	To enable the learners to understand cost management system and develop an insight into application of cost analysis from strategic perspective.
GROUP C: HUMAN RESOURCE MANAGEMENT		
MBAEX7109	ORGANIZATIONAL DEVELOPMENT	The object of the course to provide an in depth understanding of OD and its significance in the long-term survival of the organizations.
MBAEX7110	EXECUTIVE COMPENSATION	This course is designed to promote understanding in issues related to compensation in corporate sector and impart skills in designing, analyzing and restructuring compensation management system, policies and strategies.
MBA EX 7111	MANAGERIAL EFFECTIVENESS	The object of the course is to enable the learners to appreciate and understand the role and significance of multiple intelligences in Managerial effectiveness.

MBA (EXECUTIVE) Semester-4		
Subject Code	Course Title	Outcome
MBAEX7201	Corporate Governance	The objective of this course is to acquaint learners with concepts of corporate governance and to explore business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in developed and developing countries.
MBAEX7202	Business and Marketing Research	This course aims to provide students with a background in research methods, issues related to conducting marketing research, data analysis, and methods of evaluation related to marketing.

GROUP A: MARKETING & INTERNATIONAL BUSINESS		
MBAEX7203	International Business Economics	The basic objective of this course is to acquaint the learners with fundamental of international economics principles.
MBAEX7204	International Financial Management	To acquaint learners with International Finance Management concepts and its Dynamics.
MBAEX7205	Strategic Brand Management	This course is designed to develop the necessary knowledge and skills for creating and managing brands which resonate with customers and allow the marketing organization to build and maintain a loyal and profitable customer base
GROUP B: FINANCE		
MBAEX7206	Financial Markets and Services	The course aims at exposing the learners to the developments in the areas of financial markets and services and developing their financial skills.
MBAEX7207	Financial Statement Analysis	The Objective of this course is to develop the potential in learners to critically analyze the financial statements of a business enterprise.
MBAEX7208	International Financial Management	To acquaint learners with International Finance Management concepts and its Dynamics.
GROUP C: HUMAN RESOURCE MANAGEMENT		
MBAEX7209	Human Resource Development	This course is intended to make the learners of capable of applying the principles and techniques of HRD as professionals in organizations they work for.
MBAEX7210	Industrial Psychology	The objective of the course is to acquaint the learners about the Psychology of the executives in the organization by using it to enhance their productivity.
MBAEX7211	International Human Resource Management	The objective of the course is to acquaint the students with International HRM Policies and practices which is very important in the content of globalized world.

Name of Department: UNIVERSITY BUSINESS SCHOOL

Name of Programme: MBA IB (UNDER HONOURS SCHOOL SYSTEM 2020-2021)

Vision

The philosophy of Management Education at University Business School is built on an integrative value system. It is motivated by duty bound work ethics, humane approach and scientific temper.

Mission

The philosophy of the School is translated into the mission of creating wholesome personality of graduating MBA students with a view to produce effective and efficient managers, researchers and teachers.. The School uses rigorous multi-faceted pedagogy approach with an effective interface with the industry to translate this mission into action. It creates opportunities for its students to enhance their understanding of economic, social and political environment to enlarge their ability not only to adjust to change but to become a catalyst, and to develop their power to conceptualize, decide and communicate. The School, through its integrative approach, inculcates human values in addition to managerial attitude, knowledge and skill.

Programme Outcome:

- PO1 Generic and Domain Knowledge - Ability to articulate, analyze, and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
- PO2 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.
- PO3 Critical Thinking - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
- PO4 Effective Communication - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
- PO5 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.
- PO6 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.
- PO7 Entrepreneurship - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.

Programme Specific Outcome

PSO1. Skilled in design, leadership, and communications, global marketing managers collaborate with design departments and supervise marketing staff in creating marketing campaigns.

PSO2. Tasked with managing global sales operations, international sales managers negotiate contracts, address customer issues, and make supply and delivery arrangements.

PSO2. To manage trade projects and staff, ensuring that company trade practices align with international trade laws and regulations.

course code	course title	outcome
semester 2		
MBAIB610 1	ORGANISATI ONAL BEHAVIOR AND INTERNATIO NAL HUMAN RESOURCE MANAGEME NT	This course emphasizes the importance of Human Capital in the organizations of today. It gives an insight to the students regarding individual and group behavior in any organization. It also provides a comprehensive overview of International Human Resource Management practices being used by IHRM practitioners in multinational enterprises.
MBAIB610 2	MARKETING MANAGEME NT	The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.
MBAIB610 3	BUSINESS STATISTICS	The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making
MBAIB610 4	MANAGEME NT ACCOUNTIN G	The objective of this course is to acquaint the students about the role, concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding the use of cost accounting information in managerial decision making.
MBAIB610 5	SEMINAR ON FOREIGN TRADE POLICY AND MANAGEME NT	The objective of this course to make students understand set of guidelines and instructions established by the DGFT in matters related to the import and export of goods and services in India.
MBAIB610 6	SEMINAR ON FOREIGN TRADE POLICY AND MANAGEME NT	The aim of the paper is to acquaint the management students to basic economic principles applied to study behavior of economic agents as consumers and as firms in different markets situations to maximize their objective functions.
MBAIB610 7	WORKSHOP ON BUSINESS COMPUTING	1) To create awareness in would be managers, about information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making; 2) To explore the use of MS-Excel and other common IS tools
MBAIB610 9	WORKSHOP ON BUSINESS RESEARCH	To expose the students to the basic concepts of research methodology and application through practical exercises in the area of commerce and management.
semester 2		
course code	course title	outcome
MBAIB620 1	INTERNATIO NAL BUSINESS ENVIRONME NT	This course is intended to acquaint students with important facts of economics, to familiarize them with analytical tools that economists use to understand the role of International trade in the world economy. Also, to expose the future managers to various environmental

		factors like Economic, Socio- Cultural, Legal, etc.
MBAIB620 2	INTERNATIONAL FINANCIAL MANAGEMENT	The objective of this course is to highlight opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. In particular, the course will highlight the complications caused by the process of international investment decision making as well as the development of investment and hedging strategies on a multinational level.
MBAIB620 3	WORKSHOP ON FOREIGN TRADE DOCUMENTATION AND TRADE FINANCE	The course aims at providing and understanding of foreign exchange, export financing, Export – Import procedures and the various operations involved. The main emphasis is laid on developing a systematic approach to handling foreign trade transactions and the paper work thereto.
MBAIB620 4	OPERATIONS RESEARCH	The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.
MBAIB620 5	GLOBAL MARKETING MANAGEMENT	The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.
MBAIB620 7	SUMMER TRAINING AND VIVA- VOCE	Summer internships offer the important opportunity to work closely with professionals in your field, and to develop knowledge, competencies, and experience related directly to your career goals.
MBAIB620 8	COMPREHENSIVE VIVA- VOCE	The objective of comprehensive viva-voce is to assess the overall knowledge of the student in the relevant field of management acquired over 2 years of study in the undergraduate program .
MBAIB620 9	WORKSHOP ON BUSINESS COMMUNICATION	The course aims at developing the communication skills of students – both written communication and oral communication. The students will also be taught how to analyze cases and prepare case reports.
MBAIB621 0	WORKSHOP ON MULTIVARIATE STATISTICAL TECHNIQUES	To develop in the students the ability to conduct research for business purposes using different multivariate techniques of analysis .The students should develop an understanding of the application of MVA techniques in different functional areas of business. The use of computer package for the purpose of analysis will be emphasized. This will help prepare students not only for their summer training but also for a corporate career.
Semester III		
Course Code	Course Title	Outcome Code
MBAIB710 1	GLOBAL STRATEGIC MANAGEMENT	The course will deal with strategic management issues in the context of the firms that operate in more than one country. Extensive case studies of companies operating at

	NT	the international level will provide the basis for comprehensive analysis of strategic management issues.
MBAIB710 2	GLOBAL SUPPLY CHAIN MANAGEMENT	The Course explores the main Issues in global supply chain management (SCM) to underline their strategic importance to firms. The course helps students develop understanding about the significance of SCM in international business; understand the key operational issues involved in global supply chain management; have the knowledge of managing SCM in international trade operations; and examine the levels of risk, efficiency, and sustainability of a supply chain.
MBAIB710 3	INTERNATIONAL BUSINESS LAW	The objective of this course is to expose the participants to the basic legal principles and issues involved in international business and also the laws affecting Indian foreign trade
MBAIB710 4	WORKSHOP ON SECTORAL STRATEGIES FOR EXPORTS	The objective of this course is to develop an understanding of the performance of exports in various sectors at the national and international level. The special characteristics of different markets would be identified. The students would be expected to suggest remedies for these problems and evolve appropriate strategies for different products and markets.
MBAIB710 5	SEMINAR ON INTERNATIONAL MARKETING RESEARCH	The course highlights the considerations and issues that are unique to international marketing research. It seeks to familiarize the students with the application of marketing research, especially multivariate analysis, to marketing mix elements
MBAIB710 6	FOREIGN LANGUAGE- FRENCH	The Course intends to enable the candidate to interact in a simple way and handle comfortably the situations related to everyday life. The candidate is able to use the acquired knowledge through simple phrases, questions and answers
MBAIB7111	SEMINAR ON PROJECT PLANNING AND ANALYSIS	The objective of this course is to promote a sound understanding of the theory and practice of project management. More specifically it introduces students to the purpose, principles, problems and challenges, concepts, techniques, and practice of project management and its various facets; impart skills in project planning, execution and control methods; introduce students to project management software and applications.
MBAIB711 2	SEMINAR ON CORPORATE RESTRUCTURING AND RE- ENGINEERING	This course is an overview of corporate restructuring transactions. It will expose students to transactions significantly affecting the corporation's assets, liabilities and/or equity claims and will stress the economic motives for undertaking them.
MBAIB711 3	SEMINAR ON ENTREPRENEURSHIP MANAGEMENT	The objective of the course is to provide an introduction to entrepreneurship and its development process. It also aims at motivating the participants for taking up entrepreneurship as a career

MBAIB711 4	SEMINAR ON REGIONAL ECONOMIC GROUPINGS	The recent proliferation of Free Trade Areas (FTA's) and Customs Union in the world trading system has led to revival of interest in the economic analysis of such Preferential Trading Agreements (PTA's). This paper attempts to make students aware of major regional economic groupings in the world and also their trade relations with India.
Semester IV		
Course Code	Course Title	Outcome
MBAIB720 1	CROSS CULTURAL ISSUES AND INTERNATIO NAL BUSINESS NEGOTIATIO NS	The objective of the course is to acquaint students how cultural factors influence behavior in the workplace and to examine the skills needed to manage across national borders. Also, to address the ethical challenges of International Business for corporate decision making.
MBAIB720 2	INTERNATIO NAL BRAND MANAGEME NT	To develop the ability to create brands, to measure and manage their brand equity particularly in the context of international markets and modern day challenges facing international brands.
MBAIB720 4	COMPREHEN SIVE VIVA- VOCE	Viva Voce is an examination conducted by speech or assessment in which a student's response to the assessment task is verbal, in the sense of being expressed or conveyed by speech instead of writing
MBAIB720 5	FOREIGN LANGUAGE- FRENCH	The Course intends to enable the candidate to interact in a simple way and handle comfortably the situations related to everyday life. The candidate is able to use the acquired knowledge through simple phrases, questions and answers.
MBAIB720 6	SEMINAR ON WTO AND INTERNATIO NAL TRADE POLICIES	Participants are expected to comprehend economic effects of international trade policies under WTO laws, its various constituent agreements, and prospects or its further evolution. It seeks to provide knowledge and understanding of the interrelationship between the various elements of the WTO agreements and practices
MBAIB720 7	MAJOR PROJECT	It is a hands on application of everything learned in two years of their program.
MBAIB721 1	INTERNATIO NAL BANKING	The objective of this course is to familiarize students with the importance and techniques used for effective operations and working of the multinational banks
MBAIB721 2	TECHNOLOG Y AND STRATEGIC CONSULTING	To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of Strategies for Managing. Technology in Business
MBAIB721 3	INTERNATIO NAL ACCOUNTIN G	This course aims at broadening students' knowledge in international accounting and global financial reporting practices so as to prepare them for future endeavors in global market.
MBAIB721	TOTAL	The course is designed to develop a sound understanding

4	QUALITY MANAGEMENT	of how the application of TQM assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.
MBAIB721 5	DIGITAL MARKETING	The course aims to build conceptual foundation of global digital marketing and to develop the students' ability to plan, implement and monitor digital marketing campaigns in a globalised environment.

Name of Department: UNIVERSITY BUSINESS SCHOOL

Name of Programme: PH.D. (UNDER HONOURS SCHOOL SYSTEM 2020-2021)

Vision
The philosophy of Management Education at University Business School is built on an integrative value system. It is motivated by duty bound work ethics, humane approach and scientific temper.
Mission
The philosophy of the School is translated into the mission of creating wholesome personality of graduating MBA students with a view to produce effective and efficient managers, researchers and teachers.. The School uses rigorous multi-faceted pedagogy approach with an effective interface with the industry to translate this mission into action. It creates opportunities for its students to enhance their understanding of economic, social and political environment to enlarge their ability not only to adjust to change but to become a catalyst, and to develop their power to conceptualize, decide and communicate. The School, through its integrative approach, inculcates human values in addition to managerial attitude, knowledge and skill.
Programme Outcome:
PO1. To extend the knowledge, expertise and skill of students through the application of research to business problems and issues by including internships, teaching experiences, and special study projects as a part of the curriculum. PO2. To develop the student's ability to carry out independent research at an advanced level, and enhance their ability to deliver their ideas, research methodology and findings by means of formal presentations with critiques of their analytical, written, oral and media presentation skills in business, professional, and educational environments. PO3. To create opportunities for the University's bachelor and master degree students to continue their business education by undertaking the doctoral degree course of study. PO4. To provide students with the opportunity to learn the latest academic theories, concepts, techniques and applications with emphasis on teaching, research, practice in the field of concentration, and consulting.
Programme Specific Outcome
PSO1. Demonstrate advanced knowledge and competence in the latest academic theories, concepts, technology-enabled opportunities, financially justified analysis, research operations and market-based economy in a global field of business administration. PSO2. Demonstrate integration from business and non-business disciplines to generate novel ideas, strategies, and practical approaches to address business issues faced by senior leadership in organizations. PSO3. Demonstrate effective research skills including formulation of research problem; integration of previous publications into an appropriate literature review; design of a research study; data analysis; ability to summarize and present the results. PSO4. Generate, evaluate, and assess the ethical obligations and responsibilities of business for the purpose of responsible management.

PHD SEMESTER -1		
SUBJECT CODE	SUBJECT TITLE	OBJECTIVE
PHD 9101	Research Methodology	To develop an understanding

		of research methodology, tools and techniques required in business management research. This course will enable students to develop research proposals and conduct research
PHD 9102	Qualitative Research Methods	To equip the students with skills necessary to conduct and evaluate qualitative research.
PHD 9106	Financial Reporting and Analysis	To help students develop the ability to analyse and assess financial reporting problems and issues by using theoretical frameworks, and to understand extant research issues in financial reporting.
PHD 9107	Strategic Cost Analysis and Performance Evaluation	To provide students with knowledge of modern cost management techniques. At the end of the course, students should be able to apply advanced knowledge of strategic cost management to organisational contexts and analyse an organisation's performance in creating value.
PHD 9108	Corporate Restructuring and Valuation	To familiarise students with the financial and strategic issues associated with corporate restructuring and valuation and enable to identify research issues and future directions on corporate value creation through restructuring.
PHD 9109	Financial Markets and Investment Management	To provide an understanding of the financial markets and investment techniques that can be used to manage a portfolio. The conceptual inputs will assist selection and evaluation of different investment avenues and how to make a portfolio, which could generate good returns. The purpose of this course is to acquaint students with the theoretical and practical aspects of investment

		analysis, and help the assessing contemporary research issues.
PHD 9116	Organisational Change and Development	: To develop an understanding about how organisations have to prepare themselves for bringing effective change effectively to succeed in the changing environment.
PHD 9117	Contemporary Issues in Organisational Behaviour	To help students understand the importance of human capital and its role in shaping world class organisations.
PHD 9118	Performance and Compensation Management	To promote understanding of issues related to the compensation/rewarding human resources and to impart skills in designing, analyzing and restructuring compensation packages.
PHD 9119	Strategic Human Resource Management	The course is aimed at appreciating how human resource is emerging as a key resource for competitive advantage and understanding the strategic human resource framework and aligning it with organisational goals in the context of changing form of organisations in the global environment.
PHD 9126	Consumer Behaviour	To develop in students the ability to conduct and evaluate research in the area of Consumer Behaviour by exposing them to the relevant theories, research issues and prominent research in Consumer Behaviour.
PHD 9127	Marketing	To develop an ability to conduct and evaluate research in the area of Marketing by focusing on relevant theories, research issues and prominent research in the area of Marketing.
PHD 9128	Channel Management	To develop in students the ability to conduct and evaluate research in the area of Channel Management by exposing them to the relevant

		issues and prominent research related to Channel Management
PHD 9129	Global Marketing	To develop in students ability to conduct and evaluate research in the area of Global Marketing and International Business by exposing them to the relevant theories, relevant issues and prominent research in Global Marketing and International Business.
PHD 9146	Economics of Strategy	This course focuses on the key economic concepts that research students must master in order to develop a sound business strategy. A firm must be prepared to adjust business strategies to the demands of the ever-changing environment.
PHD 9147	Environmental Analysis	This course is designed to educate the researchers regarding the theories and models used in the analyses of the business environment, and the need and importance of analysis of business environment for effective strategic management.
PHD 9148	International Strategic Management	This course focuses on opportunities and challenges faced by firms operating across national borders; and how firms can use international strategy to build and sustain competitive advantage.
PHD 9149	Strategy for Entrepreneurship	This subject focuses on the key and advance concepts which are of importance to researchers for research in the area of entrepreneurship strategy.
PHD SEMESTER -2		
Subject Code	Subject Title	Objective
PHD 9201	Cross-Functional Issues I n Management	The objective of this course is to help the students appreciate the inter play of accounting and finance with

		the areas of marketing and human resource management and grasp the cross-functional implications of managerial research.
PHD 9202	Business Economics	The basic objective of the course is to expose the students to fundamental concepts of business economics, and their applicability to different functional areas of management.
PHD 9203	Applied Business Research Methods	To introduce the theories of inference underlying statistical methods, quantitative reasoning in empirical research, execution and interpretation of commonly used descriptive and inferential statistical technique.
PHD 9204	Econometric Methods	To develop an understanding of the basic theory and application of econometric methods as applied to business and management research.
PHD 9206	Derivatives and Risk Management	To provide students with knowledge of types of derivative instruments and hybrids in the context of financial risk management. At the end of the course students will be able to identify the research issues and future directions in domain of derivatives and risk management.
PHD 9207	Corporate Governance and Financial Sustainability	The objective of the course is to provide students with a firm grounding in range of basic issues at stake in governance, environmental finance, and sustainable investing. At the end of the course students will be able to identify the research issues and future directions in

		the domain of corporate governance and financial sustainability.
PHD 9216	Emerging Issues in Human Resource Management and Industrial Relations	To understand emerging issues affecting management of human resources and industrial relations.
PHD 9217	Human Values, Personal Effectiveness and Leadership	To understand various aspects concerning human values, personal effectiveness and leadership.
PHD 9226	Marketing Communication	To develop in students the ability to conduct and evaluate research in the area of Marketing Communication by exposing them to the relevant theories, research issues and prominent research related to the role of the Marketing Manager as the Communication Manager of the organisation.
PHD 9227	Contemporary Issues in Marketing	To develop in students the ability to conduct and evaluate research in select contemporary Marketing issues. Many of these issues are the result of the unique social, political and economic environment in India.
PHD 9246	Strategy and Innovation	The course aims to equip students with knowledge and skills needed to undertake research in technology innovation and strategy which is an important source of competitive advantage. Organizations seek to develop, acquire and implement technological innovation.
PHD 9247	Corporate Governance and Strategy	This course aims at the integration of strategy, risk, and performance in corporate governance; and Issues such as corporate social responsibility, issues in strategy implementation

		and sustainability are also examined.

Name of Department: UNIVERSITY BUSINESS SCHOOL

Name of Programme: M.Com (UNDER HONOURS SCHOOL SYSTEM 2020-2021)

Vision

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Mission

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Programme Outcome:

- PO1 Generic and Domain Knowledge - Ability to articulate, analyze, and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
- PO2 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.
- PO3 Critical Thinking - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
- PO4 Effective Communication - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
- PO5 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.
- PO6 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.
- PO7 Entrepreneurship - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.

Programme Specific Outcome

PSO1. Students develop the ability to comprehend the functional management concepts, business environment and domain specific knowledge.

PSO2. Develop of management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy and Society, aligned with

the national priorities.

PSO3. Develop skills for analysing of the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, finance, banking, business strategy and human resources etc.

M.com (semester 1)

Course code	Course title	Outcomes
MCH6101	ORGANISATIONAL BEHAVIOUR	This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behavior in any organization.
MCH6102	BUSINESS ECONOMICS	To explain basic concepts of economics which help in business decision – making.
MCH6103	BUSINESS STATISTICS	The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making.
MCH6104	BUSINESS FINANCE	This course aims at equipping the participants with the requisite financial skills required for the solution the solution of managerial problems.
MCH6105	BUSINESS COMPUTING	The objectives of this paper are to develop skills in handling computer and use it as a strategic resource in management.
MCH6106	BUSINESS ENVIRONMENT	Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at orienting the students with all the external environmental forces which affect the decision making process of an organization.
MCH6107	WORKSHOP ON BUSINESS COMMUNICATION	The course aims at developing the communication skills of students – both written communication and oral communication. The students will also be taught how to analyze cases and prepare case reports.
MCH6108	WORKSHOP ON BUSINESS RESEARCH	To expose the students to the basic concepts of research methodology and

		application through practical exercises in the area of commerce and management.
Second semester		
Course code	Course title	Outcomes
MCH6201	MARKETING MANAGEMENT	The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.
MCH6202	HUMAN RESOURCE MANAGEMENT	The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions.
MCH6203	OPERATIONS AND MATERIAL MANAGEMENT	To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of production planning and materials management.
MCH6204	MANAGEMENT INFORMATION SYSTEMS	The course has been designed to acquaint students about the evolution of computerbased information systems, basic computer hardware, software, and data concepts, the types of information systems that are needed to support the various levels of a business enterprise, and the process of analyzing, designing, and developing an information system.
MCH6205	MANAGEMENT OF FINANCIAL SERVICES	The course aims at acquainting the students with the developments in the areas of financial services and developing their skills to manage skills to manage financial services.
MCH6207	SEMINAR ON ACCOUNTING THEORY AND PRACTICE	The course aims to acquaint the students with coherent set of logical principles & general frame of reference for the evaluation of accounting practices. Students will develop an understanding of financial

		reporting and analysis practices.
MCH6208	SEMINAR ON MICROFINANCE MANAGEMENT	This workshop course aims at enabling the students to gain a clear understanding of various policies, conceptual, and operational issues involved in developing effective and successful microfinance interventions.

M.com Hons. Semester 3 and 4.		
course code	course name	Out come
MCH7101	BUSINESS STRATEGY	The objective of this course on corporate strategy is to develop in the students an ability to analyze the strategic situation facing the organization, to access the strategic options available to the organization and to implement the strategic choices made by it. Extensive use of a variety of case studies will help in meeting the objectives of this course
MCH7102	ADVANCED AUDITING	To acquaint the students with the knowledge of current auditing practice and procedures and apply them in auditing engagements.
MCH7103	SEMINAR ON CORPORATE RESTRUCTURING	This course is an overview of corporate restructuring transactions. It will expose students to transactions significantly affecting the corporation's assets, liabilities and/or equity claims and will stress the economic motives for undertaking them.
MCH7104	WORKSHOP ON TEACHING THEORY AND PRACTICE	The objective of this workshop course is to acquaint students with different methods and techniques of teaching commerce as well as enable them to develop the skill of preparation and delivery of lesson plans
ACCOUNTING I		
MCH7111	STRATEGIC COST MANAGEMENT	To understand how to use different techniques of cost management with a strategic perspective.
MCH7112	INTERNATIONAL ACCOUNTING	This course aims at broadening students' knowledge in international accounting and global financial reporting practices so as to prepare them for future endeavors in global market.
MCH7113	FORENSIC ACCOUNTING	This course aims at develop the use of accounting skills to investigate fraud or embezzlement, and to analyse financial information for use in legal proceedings. Effort would be made to develop skills to examine tax and

		business records to identify irregularities that can impact major criminal and civil cases.
FINANCE I		
MCH 7121	INTERNATIONAL FINANCIAL MANAGEMENT	The objective of this course is to highlight opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. In particular, the course will highlight the complications caused by the process of international investment decision making as well as the development of investment and hedging strategies on a multinational level.
MCH7122	INVESTMENT MANAGEMENT	The purpose of this course is to acquaint students with the theoretical and practical aspects of investment analysis, for security selection and portfolio management purposes.
MCH7123	BEHAVIOURAL FINANCE	The purpose of this course is to introduce the student to the new field of behavioral finance. The field treats how psychological factors affect the decision-making of individual investors and how these factors in turn affect the financial markets. It questions the common assumption of efficient markets within the traditional neoclassical economic theory.
BANKING AND INSURANCE I		
MCH7131	BANK MANAGEMENT	This course aims at acquainting the participants with the operations and functions of Corporate Investment and Retail Bankers.
MCH7132	INSURANCE MANAGEMENT	To familiarize the students with the Basic Principles, functions and Importance of insurance management.
MCH7133	MICROFINANCE AND RURAL CREDIT	The course introduces students to the practices of microfinance institutions in India and other developing countries, the practices and governance structures of these organizations, the issues they confront, and the importance of microfinance in rural credit with special reference to India.
BUSINESS LAW I		
MCH7141	SOCIO-ECONOMIC ENVIRONMENTAL LAWS	To provide basic knowledge of Socio-Economic environmental laws applicable to the Business.
MCH7142	INDUSTRIAL LAWS	The objective of this course is to promote a critical understanding of substantive and procedural Indian industrial laws. The approach is to develop an insight into objectives behind enactment of legislation, discussion of relevant case laws and relationship between the Constitution and industrial law.

MCH714 3	MARKETING LAWS	The objective of this course is to examine the issues that arise as a result of the decisions of marketing executives, that require careful evaluation as to their legal consequences. The course addresses National Laws and court decisions that relate to the four main areas of marketing viz product, price, place and promotion.
ENTREPRENEURSHIP AND FAMILY BUSINESS I		
MCH715 1	ENTREPRENEU RIAL DEVELOPMEN T AND NEW ENTERPRISE MANAGEMEN T	The objective of the course is to provide conceptual and theoretical understanding about the development of entrepreneurship and its significance in Indian economy, and to highlight issues in new enterprise management.
MCH715 2	ENTREPRENEU RIAL FINANCE	The objective of this course is to examine the elements of entrepreneurial finance, focusing on technology-based start-up ventures, and the early stages of company development. It addresses key questions which challenge all entrepreneurs, how much money can and should be raised, when it should be raised and from whom, what is a reasonable valuation of the company, and how funding should be structured.
MCH715 3	LEGAL AND GOVERNMENT POLICY CONSIDERATI ONS IN NEW ENTERPRISE	This course aims at imparting knowledge and developing skills necessary for developing a legal strategy, understanding of business laws, introduction to contract drafting, issues in legal compliance and negotiations, and understanding the context of government policy for starting a new enterprise.

Semester 4

MCH7201	CORPORATE GOVERNANCE	The objective of this course is to explore business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in industrialized and developing countries.
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MCH7202	CORPORATE TAX PLANNING	This course aims to develop an understanding of issues related to taxation for corporate entities vis-à-vis management decision making to facilitate constructive planning of tax liability
MCH7203	COMPREHENSIVE VIVA-VOCE FROM SYLLABUSES OF ALL FOUR SEMESTERS	The objective of comprehensive viva-voce is to assess the overall knowledge of the student in the relevant field of Management acquired over 2 years of study in the program. Viva Voce is an examination conducted by speech or assessment in which a student's response to the assessment task is verbal, in the sense of being expressed or conveyed by speech instead of writing
MCH 7204	MAJOR PROJECT	The objective of this course is to train students to formulate a business problem, and undertake rigorous research using different tools learnt by them during the program. Students are expected to use various econometric techniques, statistical software, and the qualitative and quantitative research methodology techniques taught to them.
	GROUP I: ACCOUNTING II	
MCH7211	MANAGEMENT CONTROL SYSTEMS	The objective of this course is to allow students to gain knowledge, develop insight and analytical skills related to design and implementation of management systems.
MCH7212	FINANCIAL STATEMENT ANALYSIS	This course is designed to prepare students to interpret and analyze financial statements effectively.

	GROUP II: FINANCE II	
MCH7221	PROJECT PLANNING, ANALYSIS AND MANAGEMENT	The objective of this course is to promote a sound understanding of the theory and practice of project management. More specifically it introduces students to the purpose, principles, problems and challenges, concepts, techniques, and practice of project management and its various facets; impart skills in project planning, execution and control methods; introduce students to project management software and applications.
MCH7222	FINANCIAL ENGINEERING	This course aims at enabling the students to understand & analyze investment problems and developing their skills for the solution of these problems with the help of innovative financial processes, instruments & strategies.

	GROUP III: BANKING AND INSURANCE II	
MCH7231	INTERNATIONAL BANKING	The objective of this course is to familiarize students with the importance and techniques used for effective operations and working of the multinational banks.
MCH7232	ACTUARIAL PRACTICE	The objective of this course is to highlight the traditional areas in which actuaries work. It introduces students to actuarial practice of providing commercial, financial and prudential advice on the management of assets and liabilities - especially where long-term management and planning are critical factors.

	GROUP IV: BUSINESS LAW II	
MCH7241	INTELLECTUAL PROPERTY LAWS	The aim of this course is to develop the understanding of relevance, business impact and protection of intellectual property along with the types of intellectual property rights: patents, trademarks, copyrights, industrial design, geographical indications and international conventions
MCH7242	E-SECURITY AND CYBER LAWS	To impart knowledge regarding E-Security and internet security and overview of cyber laws.
	GROUP V: ENTREPRENEURSHIP AND FAMILY BUSINESS II	
MCH7251	MARKETING FOR ENTREPRENEURSHIP	This course aims that students learn the more advanced marketing strategies – other than those included in the compulsory paper on strategic management. It endeavours to sharpen the grasp of theoretical concepts and analytical ability of students particularly through the use of relevant cases
MCH7252	MANAGING STRATEGIC IMPLEMENTATION AND BUSINESS TRANSFORMATION	The objective of this course is to expose students to the sweeping changes in the nature of work, changes occurring in business organizations as well as changes in relations among institutions that interact with work, particularly labour market, community and familycentered groups and organizations, as well as government