

## Programme Matrix: Master of Business Administration [2019 Batch]



Kristu Jayanti College

AUTONOMOUS Bengaluru

Reaccredited 'A' Grade by NAAC | Affiliated to Bengaluru North University

### FACULTY OF COMMERCE & MANAGEMENT

#### MBA

#### Programme Educational Objectives

PEO1: To impart domain specific knowledge in management and its practical application in business.

PEO2: To nurture managerial and entrepreneurial skills.

PEO3: To inculcate personal and professional integrity with social responsibility.

PEO4: To create a desire for lifelong learning.

PEO5: To provide an ambience for leadership development.

#### Programme Outcome

After the successful completion of the two year MBA Programme, the graduate will be able to:

PO1: Apply professional and leadership skills with ethics to contribute to organizational and global development.

#### Programme Specific Outcomes

After the successful completion of the two year MBA Programme, the graduate will be able to:

PSO1: Critically evaluate global business problems and take decisions.

PSO2: Demonstrate managerial and entrepreneurial skills.

PSO3: Recommend responsible decisions to enhance and promote stakeholders' interest.

PSO4: Engage in continuous professional growth.

PSO5: Create teams to improve performance in multicultural environments.

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### I TRIMESTER

Course Type	Course Code	Course Title	Course Outcomes
<b>MIL [ Any ONE to be Opted]</b>			
DSCC	MBA203B11	Accounting for Managers I	<ol style="list-style-type: none"> <li>1. Analyze a business transaction throughout its cycle and record them.</li> <li>2. Prepare financial statements for sole trading concern and joint-stock companies.</li> <li>3. Analyze the financial statements and interpret the financial health of an organization.</li> <li>4. Create accounting information using accounting information system.</li> </ol>
DSCC	MBA203B12	Organizational Behavior	<ol style="list-style-type: none"> <li>1. Apply the organizational behavior concepts to solve the organization problems.</li> <li>2. Identify the opportunities and challenges faced by the organization.</li> <li>3. Appraise the individual and group interpersonal dimensions.</li> </ol>
DSCC	MBA203B13	Managerial Economics	<ol style="list-style-type: none"> <li>1. Analyze a business forecasting model.</li> <li>2. Evaluate the demand and supply pattern.</li> <li>3. Recognize the business cycle.</li> </ol>
DSCC	MBA203B14	Quantitative Techniques for Management	<ol style="list-style-type: none"> <li>1. Compute measures of central tendency.</li> <li>2. Apply the tests of significance in decision making.</li> <li>3. Examine the relationship between the variables.</li> </ol>
DSCC	MBA203B15	Marketing Management	<ol style="list-style-type: none"> <li>1. Apply the four P's of Marketing in planning the marketing strategy.</li> <li>2. Create a Promotional strategy.</li> <li>3. Assess a marketing information system.</li> <li>4. Appraise the sustainable marketing practices.</li> </ol>
SEC	MBA402B11	IT for Managers	<ol style="list-style-type: none"> <li>1. Illustrate the role of Information technology in business decision making.</li> <li>2. Analyze the use of Information systems in various functional areas.</li> <li>3. Demonstrate the use of spread sheet and present data visually.</li> </ol>
SEC	MBA402B12	Management Process and Communication	<ol style="list-style-type: none"> <li>1. Apply management concepts for the effective functioning of the organization.</li> <li>2. Choose right communication forms and communication tools for effective management.</li> </ol>
NCCC	MRE5A1A01	Rural Exposure Programme	<ol style="list-style-type: none"> <li>1. Assess the challenging issues prevalent in the rural India</li> <li>2. Analyze the socio-economic conditions of the villagers</li> <li>3. Interact with the economically weaker sections of the community</li> </ol>

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### II TRIMESTER

Course Type	Course Code	Course Title	Course Outcomes
<b>MIL [ Any ONE to be Opted]</b>			
DSCC	MBA203B21	<b>Legal Aspects of Business</b>	<ol style="list-style-type: none"> <li>1. Articulate the provisions of the law of Contract and Companies Act to business issues and problems.</li> <li>2. Apply the provisions of the Negotiable Instruments Act to various corporate transactions in the organization.</li> <li>3. Appraise the Intellectual Property Act in the case of innovations and patent registration.</li> <li>4. Illustrate the rights of workers and women in the workplace.</li> </ol>
DSCC	MBA203B22	<b>Accounting for Managers II</b>	<ol style="list-style-type: none"> <li>1. Prepare cost statements and price quotations.</li> <li>2. Appraise an organization's financial health using financial ratios.</li> <li>3. Prepare a flexible budget and cash budget.</li> <li>4. Apply the marginal costing technique in decision-making process.</li> </ol>
DSCC	MBA203B23	<b>Human Resource Management</b>	<ol style="list-style-type: none"> <li>1. Assess and reflect the strengths and weaknesses of HR policies and functions.</li> <li>2. Integrate the use of technology in human resource functions to enhance effectiveness.</li> <li>3. Facilitate the proper conduct of recruitment and selection to enable the right fit.</li> <li>4. Choose the right performance appraisal methods and competitive compensation systems.</li> </ol>
DSCC	MBA203B24	<b>Corporate Finance I</b>	<ol style="list-style-type: none"> <li>1. Compare the capital market and money market instruments.</li> <li>2. Apply the concept of time value of money in financial decision making.</li> <li>3. Compute the weighted and marginal cost of capital for an organization.</li> <li>4. Appraise the optimum capital structure for a firm.</li> </ol>
DSCC	MBA203B25	<b>Operations Research</b>	<ol style="list-style-type: none"> <li>1. Formulate linear programming models.</li> <li>2. Apply transportation and assignment models.</li> <li>3. Identify the critical activities of a project using CPM and pert.</li> <li>4. Choose the correct competitive scenarios using decision theory.</li> <li>5. Simulate real time scenarios using Monte Carlo method.</li> </ol>
DSCC	MBA203B26	<b>Governance Risk and Ethics</b>	<ol style="list-style-type: none"> <li>1. Analyze the Corporate Governance values and its relevance in the corporate world.</li> <li>2. Appraise the risk in managerial practices and the strategies to prevent, overcome &amp; control it.</li> <li>3. Evaluate the ethical values applying appropriate professional practices.</li> </ol>
DSCC	MBA203B27	<b>Business Analytics</b>	<ol style="list-style-type: none"> <li>1. Relate the analytics models for business purpose.</li> <li>2. Apply the different types of analytics solutions to business problems.</li> <li>3. Demonstrate basic level of working on the data visualization software.</li> </ol>
NCCC	MCI5A1A01	<b>Corporate Interface Programme</b>	<ol style="list-style-type: none"> <li>1. Relate theoretical knowledge with the current industry practices</li> <li>2. Set career goals considering their strengths and weaknesses</li> <li>3. Create career plans according to the opportunities available in the industry</li> </ol>

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### III TRIMESTER

Course Type	Course Code	Course Title	Course Outcomes
<b>MIL [ Any ONE to be Opted]</b>			
DSCC	MBA203B31	Applied Management Research	<ol style="list-style-type: none"> <li>1. Formulate a scientific research design for business problems.</li> <li>2. Validate data collected through primary and secondary methods.</li> <li>3. Analyze and interpret business data using SPSS for effective decision making.</li> <li>4. Facilitate managerial decision making through report writing.</li> </ol>
DSCC	MBA203B32	Corporate Finance II	<ol style="list-style-type: none"> <li>1. Appraise the capital investment proposals.</li> <li>2. Measure the risk in capital expenditure decisions.</li> <li>3. Evaluate the impact of dividend pay-outs on the stock price.</li> <li>4. Determine the working capital requirement.</li> </ol>
DSEC	MBAA04B31	Portfolio Management	<ol style="list-style-type: none"> <li>1. Compare the market return, stock return, market risk and total risk from Nifty indexed companies.</li> <li>2. Examine risk return relationship using CAPM model from Sensex indexed companies.</li> <li>3. Analyze the risk and return of two stock, three stock and four stock portfolios using Markowitz model.</li> <li>4. Compute the performance of mutual funds using Sharpe, Treynor and Jensen measures.</li> <li>5. Construct optimal portfolio from Nifty and Sensex indexed companies using Sharpe Index model.</li> </ol>
DSEC	MBAA04B32	Financial Markets and Services	<ol style="list-style-type: none"> <li>1. Compare the suitability of using the financial instruments.</li> <li>2. Illustrate the financial services necessary for a financial system.</li> <li>3. Evaluate the role of financial intermediaries.</li> <li>4. Analyze the various forms of raising the capital.</li> </ol>
DSEC	MBAA04B33	Derivatives Management	<ol style="list-style-type: none"> <li>1. Differentiate Futures and Option contracts.</li> <li>2. Estimate the value of Option and Futures contracts.</li> <li>3. Appraise the hedging strategies with different derivatives.</li> </ol>
DSEC	MBAC04B31	Human Resource Acquisition and Career Planning	<ol style="list-style-type: none"> <li>1. Prepare a job analysis and human resource planning for an organization and demonstrate its viability.</li> <li>2. Design an innovative recruitment and selection process for a specific job in a company.</li> <li>3. Prepare a career progression plan suggesting a time frame for career milestones.</li> </ol>
DSEC	MBAC04B31	Training and Development	<ol style="list-style-type: none"> <li>1. Assess the training needs using a formal training need analysis. Process.</li> <li>2. Connect the training objectives to align with organizational objectives.</li> <li>3. Design and deliver a training program to match the needs of the organization.</li> <li>4. Integrate the use of technology to enhance training effectiveness.</li> </ol>
DSEC	MBAC04B31	Performance and Compensation Management	<ol style="list-style-type: none"> <li>1. Determine the role of performance &amp; compensation management in motivating the workforce.</li> <li>2. Make use of effective performance appraisal system for evaluating the performance of employees.</li> <li>3. Plan and identify the right pay for the right performance of the employees.</li> <li>4. Justify the pay design that is applicable to an organization in a competitive scenario.</li> </ol>
DSEC	MBAD04B31	Sales and Marketing Channel Management	<ol style="list-style-type: none"> <li>1. Summarize the conceptual and practical knowledge of Sales force, Distribution and Logistics Management.</li> <li>2. Prepare a structure for creating and maintaining Sales force and to evaluate their performance in channel management.</li> <li>3. Design a Distribution and Logistics plan to meet marketing objectives of the firm.</li> </ol>
DSEC	MBAD04B32	Advertising Management	<ol style="list-style-type: none"> <li>1. Appraise the clients' marketing and advertising communications applying principles of marketing.</li> <li>2. Analyze a market segment and target consumers with the right communication mix.</li> <li>3. Formulate an advertising plan, demonstrate and defend it effectively.</li> </ol>

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			4. Assess the effectiveness of advertising and marketing communications.
DSEC	MBAD04B33	Consumer Behavior	<ol style="list-style-type: none"> <li>1. Design a consumer research process understanding consumer retention and loyalty in mind.</li> <li>2. Identify the demographic, psychographic and social influences affecting satisfaction level of consumers.</li> <li>3. Determine the changing culture, family and social class of consumers while purchasing products or services.</li> <li>4. Justify the influence of online purchases based on online behavior of consumers.</li> </ol>
DSEC	MBAE04B31	Managing Public Private Partnerships	<ol style="list-style-type: none"> <li>1. Demonstrate the challenges and opportunities through Public Private Partnerships in sectors such as Infrastructure, Health, Education and Urban Renewal services.</li> <li>2. Evaluate the Critical Success Factors (CSF's) in PPP. Projects and Plan, Organize, Implement and sustain projects.</li> <li>3. Illustrate the various regulatory framework on PPP contracts and processes.</li> </ol>
DSEC	MBAE04B32	Emotional Intelligence and Managerial Effectiveness	<ol style="list-style-type: none"> <li>1. Relate the concept of emotional intelligence like self-awareness, adaptability, recognition patterns and teamwork with business management.</li> <li>2. Illustrate managerial effectiveness and the factors influencing it.</li> <li>3. Apply conflict management different managerial styles to a specific case.</li> </ol>
DSEC	MBAE04B33	Knowledge Management	<ol style="list-style-type: none"> <li>1. Examine the various facets of knowledge, understand the knowledge infrastructure and develop a knowledge culture within the organization.</li> <li>2. Construct a robust knowledge management system with right tools and techniques.</li> <li>3. Relate the organization culture and the challenges posed by it on knowledge management.</li> </ol>
DSEC	MBAF04B31	R for Data Sciences	<ol style="list-style-type: none"> <li>1. Apply packages in R software for data visualization.</li> <li>2. Experiment various statistical tests using R Software.</li> <li>3. Analyze and modify existing functions in R.</li> </ol>
DSEC	MBAF04B32	MS – Excel with SQL	<ol style="list-style-type: none"> <li>1. Prepare pivot tables and pivot charts for data analysis.</li> <li>2. Construct data models and add calculated fields.</li> <li>3. Use SQL functions to edit and manipulate data in tables.</li> </ol>
DSEC	MBAF04B33	Python for Data Sciences	<ol style="list-style-type: none"> <li>1. Analysis data using python and other packages.</li> <li>2. Demonstrate data visualization using python.</li> <li>3. Create real world modeling.</li> </ol>
DSEC	MBAA04B31	Portfolio Management	<ol style="list-style-type: none"> <li>1. Compare the market return, stock return, market risk and total risk from Nifty indexed companies.</li> <li>2. Examine risk return relationship using CAPM model from Sensex indexed companies.</li> <li>3. Analyze the risk and return of two stock, three stock and four stock portfolios using Markowitz model.</li> <li>4. Compute the performance of mutual funds using Sharpe, Treynor and Jensen measures.</li> <li>5. Construct optimal portfolio from Nifty and Sensex indexed companies using Sharpe Index model.</li> </ol>
DSEC	MBAB04B31	Audit and Assurance	<ol style="list-style-type: none"> <li>1. Plan for an Internal Control System.</li> <li>2. Assess the risk as per the statutory compliance.</li> <li>3. Organize an auditing team.</li> <li>4. Prepare the audit reports.</li> </ol>
DSEC	MBAB04B32	Financial Reporting	<ol style="list-style-type: none"> <li>1. Classify the transactions for financial reporting.</li> <li>2. Interpret the financial statements.</li> <li>3. Construct the consolidated financial statements for decision making.</li> <li>4. Report about the financial performance.</li> </ol>

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SEC	MBA402B31	Entrepreneurship Development	<ol style="list-style-type: none"><li>1. Interpret an entrepreneurial opportunity.</li><li>2. Prepare a business plan.</li><li>3. Prioritize the sources of venture financing.</li></ol>
NCCC	MCI5A1A01	Corporate Interface Programme	<ol style="list-style-type: none"><li>1. Relate theoretical knowledge with the current industry practices</li><li>2. Set career goals considering their strengths and weaknesses</li><li>3. Create career plans according to the opportunities available in the industry</li></ol>

Elective Group: [Single specialization: All courses from any one group to be opted; Dual Specialization: 2+1 courses from any two groups to be opted]#

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<b>ELECTIVE GROUP I: FINANCE</b>			
DSEC	MBAA04B31	<b>Portfolio Management</b>	<ol style="list-style-type: none"> <li>1. Compare the market return, stock return, market risk and total risk from Nifty indexed companies.</li> <li>2. Examine risk return relationship using CAPM model from Sensex indexed companies.</li> <li>3. Analyze the risk and return of two stock, three stock and four stock portfolios using Markowitz model.</li> <li>4. Compute the performance of mutual funds using Sharpe, Treynor and Jensen measures.</li> <li>5. Construct optimal portfolio from Nifty and Sensex indexed companies using Sharpe Index model.</li> </ol>
DSEC	MBAA04B32	<b>Financial Markets and Services</b>	<ol style="list-style-type: none"> <li>1. Compare the suitability of using the financial instruments.</li> <li>2. Illustrate the financial services necessary for a financial system.</li> <li>3. Evaluate the role of financial intermediaries.</li> <li>4. Analyze the various forms of raising the capital.</li> </ol>
DSEC	MBAA04B33	<b>Derivatives Management</b>	<ol style="list-style-type: none"> <li>1. Differentiate Futures and Option contracts.</li> <li>2. Estimate the value of Option and Futures contracts.</li> <li>3. Appraise the hedging strategies with different derivatives.</li> </ol>

Course Type	Course Code	Course Title	Course Outcomes
<b>ELECTIVE GROUP II: HUMAN RESOURCE</b>			
DSEC	MBAC04B31	<b>Human Resource Acquisition and Career Planning</b>	<ol style="list-style-type: none"> <li>1. Prepare a job analysis and human resource planning for an organization and demonstrate its viability.</li> <li>2. Design an innovative recruitment and selection process for a specific job in a company.</li> <li>3. Prepare a career progression plan suggesting a time frame for career milestones.</li> </ol>
DSEC	MBAC04B32	<b>Training and Development</b>	<ol style="list-style-type: none"> <li>1. Assess the training needs using a formal training need analysis. Process.</li> <li>2. Connect the training objectives to align with organizational objectives.</li> <li>3. Design and deliver a training program to match the needs of the organization.</li> <li>4. Integrate the use of technology to enhance training effectiveness.</li> </ol>
DSEC	MBAC04B33	<b>Performance and Compensation Management</b>	<ol style="list-style-type: none"> <li>1. Determine the role of performance &amp; compensation management in motivating the workforce.</li> <li>2. Make use of effective performance appraisal system for evaluating the performance of employees.</li> <li>3. Plan and identify the right pay for the right performance of the employees.</li> <li>4. Justify the pay design that is applicable to an organization in a competitive scenario.</li> </ol>

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Course Type	Course Code	Course Title	Course Outcomes
<b>ELECTIVE GROUP III: MARKETING</b>			
DSEC	MBAD04B31	<b>Sales and Marketing Channel Management</b>	<ol style="list-style-type: none"> <li>1. Summarize the conceptual and practical knowledge of Sales force, Distribution and Logistics Management.</li> <li>2. Prepare a structure for creating and maintaining Sales force and to evaluate their performance in channel management.</li> <li>3. Design a Distribution and Logistics plan to meet marketing objectives of the firm.</li> </ol>
DSEC	MBAD04B32	<b>Advertising Management</b>	<ol style="list-style-type: none"> <li>1. Appraise the clients' marketing and advertising communications applying principles of marketing.</li> <li>2. Analyze a market segment and target consumers with the right communication mix.</li> <li>3. Formulate an advertising plan, demonstrate and defend it effectively.</li> <li>4. Assess the effectiveness of advertising and marketing communications.</li> </ol>
DSEC	MBAD04B33	<b>Consumer Behaviour</b>	<ol style="list-style-type: none"> <li>1. Design a consumer research process understanding consumer retention and loyalty in mind.</li> <li>2. Identify the demographic, psychographic and social influences affecting satisfaction level of consumers.</li> <li>3. Determine the changing culture, family and social class of consumers while purchasing products or services.</li> <li>4. Justify the influence of online purchases based on online behavior of consumers.</li> </ol>

Course Type	Course Code	Course Title	Course Outcomes
<b>ELECTIVE GROUP IV: GENERAL MANAGEMENT</b>			
DSEC	MBAE04B31	<b>Managing Public Private Partnership</b>	<ol style="list-style-type: none"> <li>1. Demonstrate the challenges and opportunities through Public Private Partnerships in sectors such as Infrastructure, Health, Education and Urban Renewal services.</li> <li>2. Evaluate the Critical Success Factors (CSF's) in PPP. Projects and Plan, Organize, Implement and sustain projects.</li> <li>3. Illustrate the various regulatory framework on PPP contracts and processes.</li> </ol>
DSEC	MBAE04B32	<b>Emotional Intelligence and Managerial Effectiveness</b>	<ol style="list-style-type: none"> <li>1. Relate the concept of emotional intelligence like self-awareness, adaptability, recognition patterns and teamwork with business management.</li> <li>2. Illustrate managerial effectiveness and the factors influencing it.</li> <li>3. Apply conflict management different managerial styles to a specific case.</li> </ol>
DSEC	MBAE04B33	<b>Knowledge Management</b>	<ol style="list-style-type: none"> <li>1. Examine the various facets of knowledge, understand the knowledge infrastructure and develop a knowledge culture within the organization.</li> <li>2. Construct a robust knowledge management system with right tools and techniques.</li> <li>3. Relate the organization culture and the challenges posed by it on knowledge management.</li> </ol>



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Course Type	Course Code	Course Title	Course Outcomes
<b>ELECTIVE GROUP V: BUSINESS INTELLIGENCE AND ANALYTICS</b>			
DSEC	MBAF04B31	R for Data Science	<ol style="list-style-type: none"> <li>1. Apply packages in R software for data visualization.</li> <li>2. Experiment various statistical tests using R Software.</li> <li>3. Analyze and modify existing functions in R.</li> </ol>
DSEC	MBAF04B32	MS Excel with SQL	<ol style="list-style-type: none"> <li>1. Prepare pivot tables and pivot charts for data analysis.</li> <li>2. Construct data models and add calculated fields.</li> <li>3. Use SQL functions to edit and manipulate data in tables.</li> </ol>
DSEC	MBAF04B33	Python for Data Science	<ol style="list-style-type: none"> <li>1. Analysis data using python and other packages.</li> <li>2. Demonstrate data visualization using python.</li> <li>3. Create real world modeling.</li> </ol>

### Specialization Papers for Students enrolled for International Finance

Course Type	Course Code	Course Title	Course Outcomes
DSEC	MBAA04B31	Portfolio Management	<ol style="list-style-type: none"> <li>1. Compare the market return, stock return, market risk and total risk from Nifty indexed companies.</li> <li>2. Examine risk return relationship using CAPM model from Sensex indexed companies.</li> <li>3. Analyze the risk and return of two stock, three stock and four stock portfolios using Markowitz model.</li> <li>4. Compute the performance of mutual funds using Sharpe, Treynor and Jensen measures.</li> <li>5. Construct optimal portfolio from Nifty and Sensex indexed companies using Sharpe Index model.</li> </ol>
DSEC	MBAB04B31	Audit and Assurance	<ol style="list-style-type: none"> <li>1. Plan for an Internal Control System.</li> <li>2. Assess the risk as per the statutory compliance.</li> <li>3. Organize an auditing team.</li> <li>4. Prepare the audit reports.</li> </ol>
DSEC	MBAB04B32	Financial Reporting	<ol style="list-style-type: none"> <li>1. Classify the transactions for financial reporting.</li> <li>2. Interpret the financial statements.</li> <li>3. Construct the consolidated financial statements for decision making.</li> <li>4. Report about the financial performance.</li> </ol>

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<b>MIL [ Any ONE to be Opted]</b>			
<b>DSEI</b>	<b>MBA2P6B41</b>	<b>Internship and Project Report</b>	<ol style="list-style-type: none"><li>1. Apply the acquired theoretical knowledge to solve a business problem.</li><li>2. Conduct an academic research project.</li><li>3. Prepare and present a research project report.</li></ol>

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Course Type	Course Code	Course Title	Course Outcomes
<b>MIL [ Any ONE to be Opted]</b>			
DSCC	MBA203B51	<b>Production and Operation Management</b>	<ol style="list-style-type: none"> <li>1. Choose a right Plant Layouts for optimal operational utilization.</li> <li>2. Appraise Quality Management techniques for effective production and operations.</li> <li>3. Prepare an efficient Inventory Management.</li> <li>4. Plan for smooth flow of Inbound and Outbound logistics.</li> </ol>
DSCC	MBA203B52	<b>Foreign Exchange Management</b>	<ol style="list-style-type: none"> <li>1. Infer exchange rate dynamics of different economies.</li> <li>2. Predict exchange rates using international parity relationship theories.</li> <li>3. Recommend financial decisions using capital budgets of MNCs.</li> </ol>
DSEC	MBAA04B51	<b>Direct Taxation</b>	<ol style="list-style-type: none"> <li>1. Assess the impact of assesses' residential status on the incidence of tax.</li> <li>2. Determine the income taxable under different heads.</li> <li>3. Analyze the effect of deductions on the taxable income of an assessed.</li> <li>4. Estimate the total income and tax liability of individual assesses.</li> </ol>
DSEC	MBAA04B52	<b>Strategic Financial Management</b>	<ol style="list-style-type: none"> <li>1. Compute the value of companies using book value, direct comparison and discounted cash flow approaches from the given case studies of corporate valuation.</li> <li>2. Calculate the value of new strategy using alcar approach and economic value-added using eva approach of value-based management.</li> <li>3. Compute cash flow returns on investment and cash value added using BCG approach of value-based management.</li> <li>4. Calculate the maximum and minimum exchange ratio of purchasing and target companies.</li> <li>5. Solve the cost and benefits of mergers from the case studies of mergers.</li> </ol>
DSEC	MBAA04B53	<b>Commercial and Investment Banking</b>	<ol style="list-style-type: none"> <li>1. Classify banks based on their role and functions.</li> <li>2. Discover modern trends in banking services.</li> <li>3. Summarize the investment banking services offered in India.</li> <li>4. Appraise the monetary and credit policy of RBI.</li> </ol>
DSEC	MBAA04B54	<b>Securities Valuation</b>	<ol style="list-style-type: none"> <li>1. Calculate current yield, yield to maturity and realized yield to maturity of bonds.</li> <li>2. Examine price and yield relationship of bonds. Compute the duration and convexity of bonds.</li> <li>3. Construct bond portfolio using active and passive bond portfolio strategies.</li> <li>4. Compute the intrinsic value of equity shares using book value and discounted valued approaches.</li> </ol>
DSEC	MBAC04B51	<b>Labor Legislations and Welfare</b>	<ol style="list-style-type: none"> <li>1. Determine the importance of various labor legislations and its implementation in organization.</li> <li>2. Judge the relevance of the amendments to labor legislations in the present economic situation.</li> <li>3. Correlate the various welfare measures adopted in companies and the influence of such legislations.</li> <li>4. Justify the importance of labor legislations to create a conducive working condition.</li> </ol>
DSEC	MBAC04B52	<b>Strategic Human Resource Management</b>	<ol style="list-style-type: none"> <li>1. Appraise the various schools of thought related to SHRM reflecting on its strengths and weaknesses.</li> <li>2. Integrate the strategic application and corporate goals to the overall HR functions.</li> <li>3. Facilitate the use of technology in human resource functions for continuous HR effectiveness.</li> <li>4. Evaluate and assess the HR practices to prepare for facing current challenges and future trends.</li> </ol>
DSEC	MBAC04B53	<b>Organizational Change and Development</b>	<ol style="list-style-type: none"> <li>1. Determine the areas of organization change based on the current business climate.</li> <li>2. Predict the appropriate interventions to bring about change and development in the organization.</li> <li>3. Illustrate the role of change agents in bringing about planned change in organizations.</li> <li>4. Detect the factors that resist changes and suggest ways to overcome it.</li> </ol>

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DSEC	MBAC04B54	<b>Building Learning Organization and HRIS</b>	<ol style="list-style-type: none"> <li>1. Integrate Knowledge management, Talent management, HRIS and Leadership in a learning organization.</li> <li>2. Assess and reflect the different leadership styles on nurturing and building a learning organization.</li> <li>3. Formulate strategies to ensure effective use of Knowledge management in Talent Acquisition.</li> <li>4. Connect the existing knowledge management system for continuous improvement of a learning organization.</li> </ol>
DSEC	MBAD04B51	<b>Services Marketing</b>	<ol style="list-style-type: none"> <li>1. Distinguish Services from goods and mind map the uniqueness of services.</li> <li>2. Design strategies related to the 7 P's of Services marketing.</li> <li>3. Assess Service failures in a service setup and formulate service recovery strategies.</li> <li>4. Build Service strategies to overcome GAPS in Service delivery.</li> </ol>
DSEC	MBAD04B52	<b>Retail Management</b>	<ol style="list-style-type: none"> <li>1. Point out the retailing concepts, types and strategies adopted in retail business.</li> <li>2. Differentiate and illustrate various retail formats based on their attributes.</li> <li>3. Evaluate the pros and cons of a retail store and synthesize effective store management techniques.</li> <li>4. Design appropriate merchandise management and channel management strategies for successful conduct of retail business.</li> </ol>
DSEC	MBAD04B53	<b>Digital Marketing</b>	<ol style="list-style-type: none"> <li>1. Demonstrate cognitive skills required in social media marketing.</li> <li>2. Formulate digital marketing strategies.</li> <li>3. Assess the issues in mobile marketing.</li> </ol>
DSEC	MBAD04B54	<b>Business to Business Marketing</b>	<ol style="list-style-type: none"> <li>1. Examine the role of relationships and negotiations in the business to business marketing context.</li> <li>2. Assess the challenges in business to business marketing and differentiate strategies between business to customer and customer to customer.</li> <li>3. Formulate appropriate marketing mix strategies and design plans to tap newer opportunities in the business to business market.</li> </ol>
DSEC	MBAE04B51	<b>Family Business Management</b>	<ol style="list-style-type: none"> <li>1. Appraise the business values of doing business with family members.</li> <li>2. Assess the growth in business and relationship in family.</li> <li>3. Prepare modes of succession planning in family business.</li> </ol>
DSEC	MBAE04B52	<b>Intellectual Property Rights</b>	<ol style="list-style-type: none"> <li>1. Illustrate the different forms of Intellectual Properties.</li> <li>2. Differentiate the various International IPRS and its applications in business.</li> <li>3. Demonstrate the Legal aspects of IPRS in business conflicts.</li> </ol>
DSEC	MBAE04B53	<b>Disaster Management</b>	<ol style="list-style-type: none"> <li>1. Demonstrate understanding on the Emergency/Disaster Management Cycle.</li> <li>2. Apply technological solutions in Disaster Management.</li> <li>3. Develop a strategy for Prevention, Mitigation, Preparedness, Response and Recovery.</li> </ol>
DSEC	MBAE04B54	<b>Technology Management</b>	<ol style="list-style-type: none"> <li>1. Relate the technology and business strategy towards the success of a firm.</li> <li>2. Demonstrate the various factors and issues in technology management.</li> <li>3. Differentiate the technology management strategies in various emerging industries.</li> </ol>
DSEC	MBAA04B51	<b>Direct Taxation</b>	<ol style="list-style-type: none"> <li>1. Assess the impact of assesses' residential status on the incidence of tax.</li> <li>2. Determine the income taxable under different heads.</li> <li>3. Analyze the effect of deductions on the taxable income of an assessed.</li> <li>4. Estimate the total income and tax liability of individual assesses.</li> </ol>
DSEC	MBAB04B51	<b>Performance Management</b>	<ol style="list-style-type: none"> <li>1. Articulate the dimensions of performance relevant to financial firms.</li> <li>2. Calculate contemporary measures of financial measures of performance.</li> <li>3. Analyze business performance of private and public sectors.</li> <li>4. Appraise risk and uncertainty in decision making.</li> </ol>
DSEC	MBAB04B52	<b>Advanced Financial Management</b>	<ol style="list-style-type: none"> <li>1. Appraise the investment proposal.</li> <li>2. Apply option pricing theory to investment decisions.</li> <li>3. Discover the valuation of financial re-structuring.</li> <li>4. Choose the financial derivatives for hedging.</li> </ol>

## Programme Matrix: Master of Business Administration [2019 Batch]

<b>DSEC</b>	<b>MBAB04B53</b>	<b>Strategic Business Reporting</b>	<ol style="list-style-type: none"> <li>1. Apply fundamental ethical and professional principles to ethical dilemmas.</li> <li>2. Evaluate the appropriateness of the financial reporting framework.</li> <li>3. Apply professional judgment in the reporting of the financial performance of a range of entities.</li> <li>4. Prepare the financial statements of groups of entities.</li> <li>5. Explain financial statements that include non-financial data including segmental, sustainability and integrated reports for different stakeholders.</li> </ol>
<b>DSEC</b>	<b>MBAF04B51</b>	<b>Finance Analytics I</b>	<ol style="list-style-type: none"> <li>1. Demonstrate the financial tools used in decision making.</li> <li>2. Evaluate the different methods of financial forecasting.</li> <li>3. Classify the financial data for decision making.</li> <li>4. Analyze the tools used in insurance analytics.</li> </ol>
<b>DSEC</b>	<b>MBAF04B52</b>	<b>Marketing Analytics I</b>	<ol style="list-style-type: none"> <li>1. Apply analytics in Marketing and its dimensions.</li> <li>2. Experiment social media mining with R.</li> <li>3. Analyze and Interpret customer data.</li> <li>4. Analyze and report about the marketing data using R software.</li> </ol>
<b>DSEC</b>	<b>MBAF04B53</b>	<b>Human Resource Analytics I</b>	<ol style="list-style-type: none"> <li>1. Organize the various sources of HR data into one common database and present the data ready for analysis.</li> <li>2. Sketch the relationship between Key HR metrics using descriptive analytics using excel sheets.</li> <li>3. Detect relationships in Talent management data with the help of graphs and plots using R software.</li> <li>4. Devise Scenarios / Dashboards in workforce planning and talent management using Excel sheets.</li> </ol>
<b>DSEC</b>	<b>MBAF04B54</b>	<b>SAS for Data Sciences</b>	<ol style="list-style-type: none"> <li>1. Apply basic logical and statistical functions in SAS.</li> <li>2. Design SAS graphs and reports for data visualization.</li> <li>3. Perform statistical analysis on different types of data using SAS programming.</li> </ol>

## Programme Matrix: Master of Business Administration [2019 Batch]

**Elective Groups [Single specialization: All courses from any one group to be opted; Dual Specialization: 2+2 courses from any two groups to be opted]#**

Course Type	Course Code	Course Title	Course Outcomes
<b>ELECTIVE GROUP I: FINANCE</b>			
DSEC	MBAA04B51	<b>Direct Taxation</b>	<ol style="list-style-type: none"> <li>1. Assess the impact of assesses' residential status on the incidence of tax.</li> <li>2. Determine the income taxable under different heads.</li> <li>3. Analyze the effect of deductions on the taxable income of an assessed.</li> <li>4. Estimate the total income and tax liability of individual assesses.</li> </ol>
DSEC	MBAA04B52	<b>Strategic Financial Management</b>	<ol style="list-style-type: none"> <li>1. Compute the value of companies using book value, direct comparison and discounted cash flow approaches from the given case studies of corporate valuation.</li> <li>2. Calculate the value of new strategy using alcar approach and economic value-added using eva approach of value-based management.</li> <li>3. Compute cash flow returns on investment and cash value added using BCG approach of value-based management.</li> <li>4. Calculate the maximum and minimum exchange ratio of purchasing and target companies.</li> <li>5. Solve the cost and benefits of mergers from the case studies of mergers.</li> </ol>
DSEC	MBAA04B53	<b>Commercial and Investment Banking</b>	<ol style="list-style-type: none"> <li>1. Classify banks based on their role and functions.</li> <li>2. Discover modern trends in banking services.</li> <li>3. Summarize the investment banking services offered in India.</li> <li>4. Appraise the monetary and credit policy of RBI.</li> </ol>
DSEC	MBAA04B54	<b>Securities Valuation</b>	<ol style="list-style-type: none"> <li>1. Calculate current yield, yield to maturity and realized yield to maturity of bonds.</li> <li>2. Examine price and yield relationship of bonds. Compute the duration and convexity of bonds.</li> <li>3. Construct bond portfolio using active and passive bond portfolio strategies.</li> <li>4. Compute the intrinsic value of equity shares using book value and discounted valued approaches.</li> </ol>

## Programme Matrix: Master of Business Administration [2019 Batch]

Course Type	Course Code	Course Title	Course Outcomes
<b>ELECTIVE GROUP II: HUMAN RESOURCE</b>			
DSEC	MBAC04B51	<b>Labor Legislations and Welfare</b>	<ol style="list-style-type: none"> <li>1. Determine the importance of various labor legislations and its implementation in organization.</li> <li>2. Judge the relevance of the amendments to labor legislations in the present economic situation.</li> <li>3. Correlate the various welfare measures adopted in companies and the influence of such legislations.</li> <li>4. Justify the importance of labor legislations to create a conducive working condition.</li> </ol>
DSEC	MBAC04B52	<b>Strategic Human Resource Management</b>	<ol style="list-style-type: none"> <li>1. Appraise the various schools of thought related to SHRM reflecting on its strengths and weaknesses.</li> <li>2. Integrate the strategic application and corporate goals to the overall HR functions.</li> <li>3. Facilitate the use of technology in human resource functions for continuous HR effectiveness.</li> <li>4. Evaluate and assess the HR practices to prepare for facing current challenges and future trends.</li> </ol>
DSEC	MBAC04B53	<b>Organizational Change and Development</b>	<ol style="list-style-type: none"> <li>1. Determine the areas of organization change based on the current business climate.</li> <li>2. Predict the appropriate interventions to bring about change and development in the organization.</li> <li>3. Illustrate the role of change agents in bringing about planned change in organizations.</li> <li>4. Detect the factors that resist changes and suggest ways to overcome it.</li> </ol>
DSEC	MBAC04B54	<b>Building Learning Organization and HRIS</b>	<ol style="list-style-type: none"> <li>1. Integrate Knowledge management, Talent management, HRIS and Leadership in a learning organization.</li> <li>2. Assess and reflect the different leadership styles on nurturing and building a learning organization.</li> <li>3. Formulate strategies to ensure effective use of Knowledge management in Talent Acquisition.</li> <li>4. Connect the existing knowledge management system for continuous improvement of a learning organization.</li> </ol>

Course Type	Course Code	Course Title	Course Outcomes
<b>ELECTIVE GROUP III: MARKETING</b>			
DSEC	MBAD04B51	<b>Services Marketing</b>	<ol style="list-style-type: none"> <li>1. Distinguish Services from goods and mind map the uniqueness of services.</li> <li>2. Design strategies related to the 7 P's of Services marketing.</li> <li>3. Assess Service failures in a service setup and formulate service recovery strategies.</li> <li>4. Build Service strategies to overcome GAPS in Service delivery.</li> </ol>
DSEC	MBAD04B52	<b>Retail Management</b>	<ol style="list-style-type: none"> <li>1. Point out the retailing concepts, types and strategies adopted in retail business.</li> <li>2. Differentiate and illustrate various retail formats based on their attributes.</li> <li>3. Evaluate the pros and cons of a retail store and synthesize effective store management techniques.</li> <li>4. Design appropriate merchandise management and channel management strategies for successful conduct of retail business.</li> </ol>
DSEC	MBAD04B53	<b>Digital Marketing</b>	<ol style="list-style-type: none"> <li>1. Demonstrate cognitive skills required in social media marketing.</li> <li>2. Formulate digital marketing strategies.</li> <li>3. Assess the issues in mobile marketing.</li> </ol>
DSEC	MBAD04B54	<b>Business to Business Marketing</b>	<ol style="list-style-type: none"> <li>1. Examine the role of relationships and negotiations in the business to business marketing context.</li> <li>2. Assess the challenges in business to business marketing and differentiate strategies between business to customer and customer to customer.</li> <li>3. Formulate appropriate marketing mix strategies and design plans to tap newer opportunities in the business to business market.</li> </ol>

## Programme Matrix: Master of Business Administration [2019 Batch]

Course Type	Course Code	Course Title	Course Outcomes
<b>ELECTIVE GROUP IV: GENERAL MANAGEMENT</b>			
DSEC	MBAE04B51	Family Business Management	<ol style="list-style-type: none"> <li>1. Appraise the business values of doing business with family members.</li> <li>2. Assess the growth in business and relationship in family.</li> <li>3. Prepare modes of succession planning in family business.</li> </ol>
DSEC	MBAE04B52	Intellectual Property Rights	<ol style="list-style-type: none"> <li>1. Illustrate the different forms of Intellectual Properties.</li> <li>2. Differentiate the various International IPRS and its applications in business.</li> <li>3. Demonstrate the Legal aspects of IPRS in business conflicts.</li> </ol>
DSEC	MBAE04B53	Disaster Management	<ol style="list-style-type: none"> <li>1. Demonstrate understanding on the Emergency/Disaster Management Cycle.</li> <li>2. Apply technological solutions in Disaster Management.</li> <li>3. Develop a strategy for Prevention, Mitigation, Preparedness, Response and Recovery.</li> </ol>
DSEC	MBAE04B54	Technology Management	<ol style="list-style-type: none"> <li>1. Relate the technology and business strategy towards the success of a firm.</li> <li>2. Demonstrate the various factors and issues in technology management.</li> <li>3. Differentiate the technology management strategies in various emerging industries.</li> </ol>

### Specialization Papers for Students enrolled for International Finance

Course Type	Course Code	Course Title	Course Outcomes
<b>International Finance</b>			
DSEC	MBAA04B51	Direct Taxation	<ol style="list-style-type: none"> <li>1. Assess the impact of assesses' residential status on the incidence of tax.</li> <li>2. Determine the income taxable under different heads.</li> <li>3. Analyze the effect of deductions on the taxable income of an assessed.</li> <li>4. Estimate the total income and tax liability of individual assesses.</li> </ol>
DSEC	MBAB04B51	Performance Management	<ol style="list-style-type: none"> <li>1. Articulate the dimensions of performance relevant to financial firms.</li> <li>2. Calculate contemporary measures of financial measures of performance.</li> <li>3. Analyze business performance of private and public sectors.</li> <li>4. Appraise risk and uncertainty in decision making.</li> </ol>
DSEC	MBAB04B52	Advanced Financial Management	<ol style="list-style-type: none"> <li>1. Appraise the investment proposal.</li> <li>2. Apply option pricing theory to investment decisions.</li> <li>3. Discover the valuation of financial re-structuring.</li> <li>4. Choose the financial derivatives for hedging.</li> </ol>
DSEC	MBAB04B53	Strategic Business Reporting	<ol style="list-style-type: none"> <li>1. Apply fundamental ethical and professional principles to ethical dilemmas.</li> <li>2. Evaluate the appropriateness of the financial reporting framework.</li> <li>3. Apply professional judgment in the reporting of the financial performance of a range of entities.</li> <li>4. Prepare the financial statements of groups of entities.</li> <li>5. Explain financial statements that include non-financial data including segmental, sustainability and integrated reports for different stakeholders.</li> </ol>



## Programme Matrix: Master of Business Administration [2019 Batch]

### Business Intelligence and Analytics

Course Type	Course Code	Course Title	Course Outcomes
<b>Business Intelligence and Analytics</b>			
DSEC	MBAF04B51	<b>Finance Analytics I</b>	<ol style="list-style-type: none"> <li>1. Demonstrate the financial tools used in decision making.</li> <li>2. Evaluate the different methods of financial forecasting.</li> <li>3. Classify the financial data for decision making.</li> <li>4. Analyze the tools used in insurance analytics.</li> </ol>
DSEC	MBAF04B52	<b>Marketing Analytics I</b>	<ol style="list-style-type: none"> <li>1. Apply analytics in Marketing and its dimensions.</li> <li>2. Experiment social media mining with R.</li> <li>3. Analyze and Interpret customer data.</li> <li>4. Analyze and report about the marketing data using R software.</li> </ol>
DSEC	MBAF04B53	<b>Human Resource Analytics I</b>	<ol style="list-style-type: none"> <li>1. Organize the various sources of HR data into one common database and present the data ready for analysis.</li> <li>2. Sketch the relationship between Key HR metrics using descriptive analytics using excel sheets.</li> <li>3. Detect relationships in Talent management data with the help of graphs and plots using R software.</li> <li>4. Devise Scenarios / Dashboards in workforce planning and talent management using Excel sheets.</li> </ol>
DSEC	MBAF04B54	<b>SAS for Data Sciences</b>	<ol style="list-style-type: none"> <li>1. Apply basic logical and statistical functions in SAS.</li> <li>2. Design SAS graphs and reports for data visualization.</li> <li>3. Perform statistical analysis on different types of data using SAS programming.</li> </ol>

## Programme Matrix: Master of Business Administration [2019 Batch]

### VI TRIMESTER

Course Type	Course Code	Course Title	Course Outcomes
<b>MIL [ Any ONE to be Opted]</b>			
DSCC	MBA204B61	<b>Strategic Management and Leadership</b>	<ol style="list-style-type: none"> <li>1. Appraise the corporate level strategies formulated by the board of directors.</li> <li>2. Reflect the intrinsic and extrinsic values of business leaders.</li> <li>3. Apply the leadership concepts during turbulent times.</li> </ol>
DSCC	MBA204B62	<b>International Business</b>	<ol style="list-style-type: none"> <li>1. Infer the sources of globalization and business environment on firms operating in the international business arena.</li> <li>2. Critically evaluate trade theories and the role of international institutions in international trade.</li> <li>3. Demonstrate the import export process, documentation and the institutional interaction required for trading globally.</li> </ol>
DSEC	MBAA04B61	<b>Corporate Taxation and GST</b>	<ol style="list-style-type: none"> <li>1. Compute the Taxable Income and Tax Liability of companies.</li> <li>2. Classify supplies as intra-state and inter- state supplies.</li> <li>3. Illustrate the role of Place and Time on the taxable value of supply.</li> <li>4. Demonstrate the effect of Input Tax credit on GST liability.</li> </ol>
DSEC	MBAA04B62	<b>International Financial Management</b>	<ol style="list-style-type: none"> <li>1. Employ currency derivatives as hedging tools.</li> <li>2. Assess foreign exchange exposure.</li> <li>3. Recommend practical methods to manage forex risk.</li> <li>4. Appraise the international sources of finance.</li> </ol>
DSEC	MBAA04B63	<b>Financial Econometrics</b>	<ol style="list-style-type: none"> <li>1. Estimate Simple and multiple linear regression models using gretl software.</li> <li>2. Compute trend and seasonal index values of a time series.</li> <li>3. Analyze a time series to estimate autoregressive models.</li> </ol>
DSEC	MBAC04B61	<b>Human Resource Development</b>	<ol style="list-style-type: none"> <li>1. Illustrate the HRD Model based on the internal dynamics of the organization.</li> <li>2. Demonstrate knowledge, skills, competencies and abilities required by the employees in tune with the strategy of the firm.</li> <li>3. Design and develop HRD activities mapping it to the emerging issues and trends.</li> </ol>
DSEC	MBAC04B62	<b>Legal Environment and Industrial Legislations</b>	<ol style="list-style-type: none"> <li>1. Illustrate the latest amendments related to social security legislation.</li> <li>2. Judge the prevailing inequality and labor discrimination in the industry.</li> <li>3. Analyze the various provisions related to social security legislations.</li> <li>4. Assess the relevance of social security legislation using available case studies.</li> </ol>
DSEC	MBAC04B63	<b>International Human Resource Management</b>	<ol style="list-style-type: none"> <li>1. Illustrate the various human resource functions in an International context.</li> <li>2. Demonstrate the challenges faced in different functions of HR like recruitment, selection, training, performance and compensation management plans effectively in an international scenario.</li> <li>3. Evaluate cross cultural dimensions and their impact on human resource functions of the organization.</li> </ol>
DSEC	MBAD04B61	<b>International Marketing</b>	<ol style="list-style-type: none"> <li>1. Explain the applications of the principles and benefits of international marketing.</li> <li>2. Appraise the international business from a multi-centric perspective and to exhibit knowledge of global marketing challenges.</li> <li>3. Construct the market research and marketing plan for global market operations.</li> </ol>
DSEC	MBAD04B62	<b>Strategic Brand Management</b>	<ol style="list-style-type: none"> <li>1. Analyze the elements of brands and their importance.</li> <li>2. Appraise brand equity and brand performance through various methods.</li> <li>3. Classify a brand positioning strategy.</li> </ol>

## Programme Matrix: Master of Business Administration [2019 Batch]

DSEC	MBAD04B63	<b>Customer Relationship and Supply Chain Management</b>	<ol style="list-style-type: none"> <li>1. Appraise the conceptual foundations of relationship marketing and its implications in the field of business.</li> <li>2. Evaluate the application of sales and operations planning, MRP and lean manufacturing in current business operations.</li> <li>3. Formulate logistics and procurement techniques to improve efficiency in supply chain operations.</li> <li>4. Reconstruct quality management tools for improvement of the supply chain management process.</li> </ol>
DSEC	MBAE04B61	<b>Total Quality Management</b>	<ol style="list-style-type: none"> <li>1. Compare the different contributions in the field of quality management.</li> <li>2. Distinguish the various statistical process control tools for quality management.</li> <li>3. Assess the different quality systems and their implementation.</li> </ol>
DSEC	MBAE04B62	<b>E-Governance</b>	<ol style="list-style-type: none"> <li>1. Compare the various E-Governance models.</li> <li>2. Demonstrate suitable e-Governance strategy for Infrastructure planning &amp; development.</li> <li>3. Analyze the various case studies on E - Governance in both government and private organizations globally.</li> </ol>
DSEC	MBAE04B63	<b>Event Management</b>	<ol style="list-style-type: none"> <li>1. Prepare a plan on the various aspects of an event organizing and management.</li> <li>2. Distinguish the various types of events and the associated activities.</li> <li>3. Formulate logistics management strategies for a small event and an exhibition.</li> </ol>
DSEC	MBAF04B61	<b>Finance Analytics II</b>	<ol style="list-style-type: none"> <li>1. Estimate the risk using the financial data frame set.</li> <li>2. Classify the nature of risk in investing in securities.</li> <li>3. Create a data base model for financial modeling.</li> <li>4. Determine the value at risk for a given portfolio.</li> </ol>
DSEC	MBAF04B62	<b>Marketing Analytics II</b>	<ol style="list-style-type: none"> <li>1. Apply the analytics on Customer behavioral data.</li> <li>2. Appraise the different types of customer analytics.</li> <li>3. Differentiate traditional and social media data for text mining and analysis.</li> <li>4. Summarize the application of behavioral and Sentiment Analytics.</li> </ol>
DSEC	MBAF04B63	<b>Human Resource Analytics II</b>	<ol style="list-style-type: none"> <li>1. Integrate the key metrics related to HR analytics and foresee the linkages between them.</li> <li>2. Build predictive models and solve issues related to performance management, retention management and employee wellbeing.</li> <li>3. Assess the models related to HR analytics using advanced analytical techniques.</li> <li>4. Correlate the HR KPIs using excel, SPSS to aid in managerial decision making.</li> </ol>
DSEC	MBAA04B61	<b>Corporate Taxation and GST</b>	<ol style="list-style-type: none"> <li>1. Compute the Taxable Income and Tax Liability of companies.</li> <li>2. Classify supplies as intra-state and inter- state supplies.</li> <li>3. Illustrate the role of Place and Time on the taxable value of supply.</li> <li>4. Demonstrate the effect of Input Tax credit on GST liability.</li> </ol>
DSEC	MBAA04B62	<b>International Financial Management</b>	<ol style="list-style-type: none"> <li>1. Employ currency derivatives as hedging tools.</li> <li>2. Assess foreign exchange exposure.</li> <li>3. Recommend practical methods to manage forex risk.</li> <li>4. Appraise the international sources of finance.</li> </ol>
DSEC	MBAB04B61	<b>Advanced Performance Management</b>	<ol style="list-style-type: none"> <li>1. Design strategies to evaluate business performance.</li> <li>2. Calculate contemporary financial measures of performance.</li> <li>3. Evaluate the impact of business environment on business performance.</li> <li>4. Predict corporate failures.</li> </ol>
NCCC	MOL504B01	<b>Online Course</b>	<ol style="list-style-type: none"> <li>1. Students need to enroll to a MOOC course specified by the Department and these courses are offered by SWAYAM or any other service providers in the sixth trimester.</li> <li>2. On completion of the course, the student will be awarded 4 credits.</li> </ol>
NCCC	MRP5R1A01	<b>Research Paper Presentation/ Publication</b>	<ol style="list-style-type: none"> <li>1. Research Paper Presentation/ Publication</li> </ol>

## Programme Matrix: Master of Business Administration [2019 Batch]

**Elective Groups [Single specialization: All courses from any one group to be opted; Dual Specialization: 1+2 courses from any two groups to be opted]#**

Course Type	Course Code	Course Title	Course Outcomes
<b>ELECTIVE GROUP I: FINANCE</b>			
DSEC	MBAA04B61	<b>Corporate Taxation and GST</b>	<ol style="list-style-type: none"> <li>1. Compute the Taxable Income and Tax Liability of companies.</li> <li>2. Classify supplies as intra-state and inter- state supplies.</li> <li>3. Illustrate the role of Place and Time on the taxable value of supply.</li> <li>4. Demonstrate the effect of Input Tax credit on GST liability.</li> </ol>
DSEC	MBAA04B62	<b>International Financial Management</b>	<ol style="list-style-type: none"> <li>1. Employ currency derivatives as hedging tools.</li> <li>2. Assess foreign exchange exposure.</li> <li>3. Recommend practical methods to manage forex risk.</li> <li>4. Appraise the international sources of finance.</li> </ol>
DSEC	MBAA04B63	<b>Financial Econometrics</b>	<ol style="list-style-type: none"> <li>1. Estimate Simple and multiple linear regression models using gretl software.</li> <li>2. Compute trend and seasonal index values of a time series.</li> <li>3. Analyze a time series to estimate autoregressive models.</li> </ol>

Course Type	Course Code	Course Title	Course Outcomes
<b>ELECTIVE GROUP II: HUMAN RESOURCE</b>			
DSEC	MBAC04B61	<b>Human Resource Development</b>	<ol style="list-style-type: none"> <li>1. Illustrate the HRD Model based on the internal dynamics of the organization.</li> <li>2. Demonstrate knowledge, skills, competencies and abilities required by the employees in tune with the strategy of the firm.</li> <li>3. Design and develop HRD activities mapping it to the emerging issues and trends.</li> </ol>
DSEC	MBAC04B62	<b>Legal Environment and Industrial Legislations</b>	<ol style="list-style-type: none"> <li>1. Illustrate the latest amendments related to social security legislation.</li> <li>2. Judge the prevailing inequality and labor discrimination in the industry.</li> <li>3. Analyze the various provisions related to social security legislations.</li> <li>4. Assess the relevance of social security legislation using available case studies.</li> </ol>
DSEC	MBAC04B63	<b>International Human Resource Management</b>	<ol style="list-style-type: none"> <li>1. Illustrate the various human resource functions in an International context.</li> <li>2. Demonstrate the challenges faced in different functions of HR like recruitment, selection, training, performance and compensation management plans effectively in an international scenario.</li> <li>3. Evaluate cross cultural dimensions and their impact on human resource functions of the organization.</li> </ol>

## Programme Matrix: Master of Business Administration [2019 Batch]

Course Type	Course Code	Course Title	Course Outcomes
<b>ELECTIVE GROUP III: MARKETING</b>			
DSEC	MBAD04B61	<b>International Marketing</b>	<ol style="list-style-type: none"> <li>1. Explain the applications of the principles and benefits of international marketing.</li> <li>2. Appraise the international business from a multi-centric perspective and to exhibit knowledge of global marketing challenges.</li> <li>3. Construct the market research and marketing plan for global market operations.</li> </ol>
DSEC	MBAD04B62	<b>Strategic Brand Management</b>	<ol style="list-style-type: none"> <li>1. Analyze the elements of brands and their importance.</li> <li>2. Appraise brand equity and brand performance through various methods.</li> <li>3. Classify a brand positioning strategy.</li> </ol>
DSEC	MBAD04B63	<b>Customer Relationship and Supply Chain Management</b>	<ol style="list-style-type: none"> <li>1. Appraise the conceptual foundations of relationship marketing and its implications in the field of business.</li> <li>2. Evaluate the application of sales and operations planning, MRP and lean manufacturing in current business operations.</li> <li>3. Formulate logistics and procurement techniques to improve efficiency in supply chain operations.</li> <li>4. Reconstruct quality management tools for improvement of the supply chain management process.</li> </ol>

Course Type	Course Code	Course Title	Course Outcomes
<b>ELECTIVE GROUP IV: GENERAL MANAGEMENT</b>			
DSEC	MBAE04B61	<b>Total Quality Management</b>	<ol style="list-style-type: none"> <li>1. Compare the different contributions in the field of quality management.</li> <li>2. Distinguish the various statistical process control tools for quality management.</li> <li>3. Assess the different quality systems and their implementation.</li> </ol>
DSEC	MBAE04B62	<b>E-Governance</b>	<ol style="list-style-type: none"> <li>1. Compare the various E-Governance models.</li> <li>2. Demonstrate suitable e-Governance strategy for Infrastructure planning &amp; development.</li> <li>3. Analyze the various case studies on E - Governance in both government and private organizations globally.</li> </ol>
DSEC	MBAE04B63	<b>Event Management</b>	<ol style="list-style-type: none"> <li>1. Prepare a plan on the various aspects of an event organizing and management.</li> <li>2. Distinguish the various types of events and the associated activities.</li> <li>3. Formulate logistics management strategies for a small event and an exhibition.</li> </ol>

## Programme Matrix: Master of Business Administration [2019 Batch]

Course Type	Course Code	Course Title	Course Outcomes
<b>ELECTIVE GROUP V: BUSINESS INTELLIGENCE AND ANALYTICS</b>			
DSEC	MBAF04B61	Finance Analytics II	<ol style="list-style-type: none"> <li>1. Estimate the risk using the financial data frame set.</li> <li>2. Classify the nature of risk in investing in securities.</li> <li>3. Create a data base model for financial modeling.</li> <li>4. Determine the value at risk for a given portfolio.</li> </ol>
DSEC	MBAF04B62	Marketing Analytics II	<ol style="list-style-type: none"> <li>1. Apply the analytics on Customer behavioral data.</li> <li>2. Appraise the different types of customer analytics.</li> <li>3. Differentiate traditional and social media data for text mining and analysis.</li> <li>4. Summarize the application of behavioral and Sentiment Analytics.</li> </ol>
DSEC	MBAF04B63	Human Resource Analytics II	<ol style="list-style-type: none"> <li>1. Integrate the key metrics related to HR analytics and foresee the linkages between them.</li> <li>2. Build predictive models and solve issues related to performance management, retention management and employee wellbeing.</li> <li>3. Assess the models related to HR analytics using advanced analytical techniques.</li> <li>4. Correlate the HR KPIs using excel, SPSS to aid in managerial decision making.</li> </ol>

### Specialization Papers for Students enrolled for International Finance

Course Type	Course Code	Course Title	Course Outcomes
<b>International Finance</b>			
DSEC	MBAA04B61	Corporate Taxation and GST	<ol style="list-style-type: none"> <li>1. Compute the Taxable Income and Tax Liability of companies.</li> <li>2. Classify supplies as intra-state and inter- state supplies.</li> <li>3. Illustrate the role of Place and Time on the taxable value of supply.</li> <li>4. Demonstrate the effect of Input Tax credit on GST liability.</li> </ol>
DSEC	MBAA04B62	International Financial Management	<ol style="list-style-type: none"> <li>1. Employ currency derivatives as hedging tools.</li> <li>2. Assess foreign exchange exposure.</li> <li>3. Recommend practical methods to manage forex risk.</li> <li>4. Appraise the international sources of finance.</li> </ol>
DSEC	MBAB04B61	Advanced Performance Management	<ol style="list-style-type: none"> <li>1. Design strategies to evaluate business performance.</li> <li>2. Calculate contemporary financial measures of performance.</li> <li>3. Evaluate the impact of business environment on business performance.</li> <li>4. Predict corporate failures.</li> </ol>