

PEO, PSO, PO, CO

Revised Pattern OBE-CBCGS-2019 MBA Programme

Programme Educational Objectives - PEO, Programme Specific Outcomes - PSO, Programme Outcomes - PO, Course Outcomes - CO	
Programme Educational Objectives (PEO)	
PEO-1	Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world
PEO-2	Graduates of the MBA program will possess excellent communication skills, excel in cross-functional, multidisciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.
PEO-3	Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value centered leadership.
PEO-4	Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in lifelong learning
PEO-5	Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.
Programme Specific Outcomes (PSO)	
PSO-1	MBA graduates shall acquire professional ability for an integrative business project as an employee or an entrepreneur through the multidisciplinary knowledge and skills comprising of accounting, finance, law, economics, information systems, operations, marketing, HRM.
PSO-2	MBA graduate can be employed or can start their own venture for research & consultancy or any firm wherein the usage of knowledge and skill sets of financial decision models, firm growth strategies like acquisition and mergers, new venture development can be done by them.
PSO-3	MBA graduate should acquire required Skills, attitude, Knowledge, techniques in respect of various specializations and utilize it for the development of business units and their start-ups.
Programme Outcomes (PO)	
PO-1	Generic and Domain Knowledge - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
PO-2	Problem Solving & Innovation - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.

PO-3	Critical Thinking - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
PO-4	Effective Communication - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
PO-5	Leadership and Team Work - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
PO-6	Global Orientation and Cross-Cultural Appreciation: Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
PO-7	Entrepreneurship - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing start-ups as well as professionalizing and growing family businesses.
PO-8	Environment and Sustainability - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
PO-9	Social Responsiveness and Ethics - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviours & act with integrity
PO-10	Life Long Learning – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

Course Outcomes (CO)	
SEMESTER - I	
CO No.	Course/Subject
	101-Managerial Accounting
1	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
2	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
3	PERFORM all the necessary calculations through the relevant numerical problems.
4	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
5	EVALUATE the financial impact of the decision.
	102-Organizational Behaviour
1	DESCRIBE the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior.
2	EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
3	MAKE USE OF the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
4	DECONSTRUCT the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.
5	FORMULATE approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
6	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.
	103 – Economic Analysis for Business Decisions
1	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.
2	EXPLAIN the key terms in micro-economics, from a managerial perspective.

3	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
4	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
5	DEVELOP critical thinking based on principles of micro-economics for informed business decision making.
6	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.
	104 - Business Research Methods
1	DEFINE various concepts & terms associated with scientific business research.
2	EXPLAIN the terms and concepts used in all aspects of scientific business research.
3	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
4	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective
5	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
6	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.
	105 – Basics of Marketing
1	RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role of marketing.
2	DEMONSTRATE the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the ‘tool kit’ of every organizational leader and manager.
3	APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios.
4	EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services).
5	EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
6	DISCUSS alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services.).
	106 – Digital Business
1	DESCRIBE the conceptual framework of e commerce, mobile commerce and social commerce.
2	SUMMARIZE the impact of information, mobile, social, digital, IOT and related technologies on society, markets & commerce.
3	ILLUSTRATE value creation & competitive advantage in a digital Business environment
4	EXAMINE the changing role of intermediaries, changing nature of supply chain and payment systems in the online and offline world.
5	EXAMINE the changing role of intermediaries, changing nature of supply chain and payment systems in the online and offline world.
6	DISCUSS the various applications of Digital Business in the present day world.
	107 – Management Fundamentals
1	ENUMERATE various managerial competencies and approaches to management.
2	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
3	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects.
4	COMPARE and CONTRAST various organizational structures of variety of business and not-for-profit entities in a real world context.

5	BUILD a list of the decision making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision making situations and EVALUATE and EXPLAIN the same.
6	FORMULATE and DISCUSS a basic controlling model in a real life business, startup and not-for-profit organizational context.
	108 – Indian Economy
1	FORMULATE and DISCUSS a basic controlling model in a real life business, startup and not-for-profit organizational context.
2	EXPLAIN the economic development strategy since Independence and DISCUSS the priorities in the current context.
3	ILLUSTRATE the economic impact of Monetary policy and Fiscal Policy, Economic Reforms, Demographic Transition in India, Changing profile of GDP, Growth and Inequality and Trade Policy in the Indian context.
4	
	EXAMINE the changing profile of human capital, employment, productivity and ILLUSTRATE the linkages with Soft Infrastructure, growth of Start-ups, GDP composition of India.
5	
	EXAMINE the changing profile of human capital, employment, productivity and ILLUSTRATE the linkages with Soft Infrastructure, growth of Start-ups, GDP composition of India.
6	BUILD a case for co-existence of MNCs, Indian Public Sector, Indian Private Sector, SMEs, MSMEs and Start Ups in the Indian Economy.
	109 – Entrepreneurship Development
1	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs features and ENUMERATE the Factors influencing Entrepreneurship Growth
2	DISCUSS various theories of entrepreneurship and the entrepreneurship development ecosystem in Indian context.
3	APPLY the theories of entrepreneurship and entrepreneurship development framework to analyze and identify entrepreneurial opportunities.
4	DISCRIMINATE between potential options available for entrepreneur for embarking on establishing a Start Up
5	EVALUATE the start up ecosystem and the entrepreneurial opportunities in light of requirements of a business plan.
6	CREATE a business plan that captures entrepreneurs and variety of entrepreneur motivations, entrepreneur culture and sectoral opportunities and financing options.
	110— Essentials of Psychology for Managers
1	DEFINE the basic concepts of psychology
2	DEFINE the basic concepts of psychology
3	APPLY principles of learning and conditioning to human behavior.
4	ILLUSTRATE the linkages between learning, memory and information processing.
5	EXPLAIN the basic intrapersonal processes that influence social perception.
	113 - Verbal Communication Lab
1	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
2	EXPRESS themselves effectively in routine and special real world business interactions
3	DEMONSTRATE appropriate use of body language.
4	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
5	APPRAISE the pros and cons of sample recorded verbal communications in a business context.
6	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations
	115 - Selling & Negotiations Skills Lab
1	DESCRIBE the various selling situations and selling types.
2	OUTLINE the pre-sales work to be carried out by a professional salesperson.
3	IDENTIFY the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service
4	FORMULATE a sales script for a real world sales call for a product/ service / eproduct / e-service.

5	DECONSTRUCT the pros and cons of sample real world sales calls for a product/ service / e-product / e-service.
6	DEVELOP a sales proposal for a real world product/ service / e-product / eservice and for a real world selling situatio

SEMESTER - II	
CO No.	Course/Subject
	201 – Marketing Management
1	DESCRIBE the key terms associated with the 4 Ps of marketing.
2	COMPARE and CONTRAST various approaches to pricing for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
3	DEMONSTRATE an understanding of various channel options for a real world marketing offering (commodities, goods, services, e-products/ eservices.)
4	EXAMINE the product line of a real world marketing offering (commodities, goods, services, e-products/ e-services.)
5	EXPLAIN the role of various communication mix elements for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
6	DESIGN a marketing plan for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
	202 – Financial Management
1	DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
2	EXPLAIN in detail all theoretical concepts throughout the syllabus
3	PERFORM all the required calculations through relevant numerical problems.
4	ANALYZE the situation and · comment on financial position of the firm · estimate working capital required · decide ideal capital structure · evaluate various project proposals
5	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm
	203 – Human Resource Management
1	DESCRIBE the role of Human Resource Function in an Organization.
2	ENUMERATE the emerging trends and practices in HRM.
3	ILLUSTRATE the different methods of HR Acquisition and retention.
4	DEMONSTRATE the use of different appraisal and training methods in an Organization.
5	OUTLINE the compensation strategies of an organization
6	INTERPRET the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.
	204 – Operations & Supply Chain Management
1	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.
2	EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context.
3	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.
4	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.
5	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real world context.
6	ELABORATE upon different operational issues in manufacturing and services organisations where the decision-making element is emphasized.
	206MKT: Consumer Behavior
1	ENUMERATE social and psychological factors and their influence his/her behavior as a consumer
2	EXPLAIN fundamental concepts associated with consumer and organizational buying behavior.

3	APPLY consumer behavior concepts to real world strategic marketing management decision making.
4	ANALYSE the dynamics of human behavior and the basic factors that influence the consumer's decision process.
5	EXPLAIN the consumer and organizational buying behavior process for a variety of products (goods/services).
6	DISCUSS the use of the Internet, e-commerce & information technology with respect to the changing consumer marketplace and ELABORATE on the various aspects of the changing Indian Consumer.
	206HRM: Employee Relations and Labour Legislations
1	SHOW awareness of important and critical issues in Employee Relations
2	INTERPRET and relate legislations governing employee relations
3	DEMONSTRATE an understanding of legislations relating to working environment.
4	OUTLINE the role of government, society and trade union in ER.
5	EXPLAIN aspects of collective bargaining and grievance handling
6	DISCUSS the relevant provisions of various Labour Legislations.
	206FIN: Personal Financial Planning
1	UNDERSTAND the need and aspects of personal financial planning
2	Describe the investment options available to an individual
3	IDENTIFY types of risk and means of managing it
4	DETERMINE the ways of personal tax planning
5	EXPLAIN retirement and estate planning for an individual and design a financial plan
6	CREATE a financial plan for a variety of individuals
	205OSCM: Service Operations Management – I
1	DESCRIBE the nature and CHARACTERISTICS of services and the services economy
2	DESCRIBE the service design elements of variety of services.
3	USE service blueprinting for mapping variety of real life service processes.
4	ANALYSE alternative locations and sites for variety of service facilities.
5	JUDGE and EXPLAIN the service orientation at variety of service facilities / organizations.
6	CREATE flow process layouts for variety of services
	205BA: Basic Business Analytics using R
1	IDENTIFY opportunities for creating value using business analytics and DESCRIBE the basic concepts in Business Analytics, DATA Science and Business Intelligence.
2	EXPLAIN the applications of Business Analytics in multiple business domains and scenarios.
3	DEVELOP a thought process to think like a data scientist/business analyst.
4	ANALYZE data graphically by creating a variety of plots using the appropriate visualization tools of R.
5	SELECT the right functions of R for the given analytics task.
6	COMBINE various tools and functions of R programming language and use them in live analytical projects in multiple business domains and scenarios.
	206BA: Data Mining
1	DEFINE the key terms associated with Data Mining
2	EXPLAIN the various aspects of Data
3	APPLY classification models
4	ANALYZE using clustering models

5	SELECT appropriate association analysis and anomaly detection tools.
6	COMBINE various data mining tools and use them in live analytical projects in business scenarios.
	209 - Start Up and New Venture Management
1	DESCRIBE the strategic decisions involved in establishing a startup.
2	EXPLAIN the decision making matrix of entrepreneur in establishing a startup.
3	IDENTIFY the issues in developing a team to establish and grow a startup
4	FORMULATE a go to market strategy for a startup.
5	DESIGN a workable funding model for a proposed startup.
6	DEVELOP a convincing business plan description to communicate value of the new venture to customers, investors and other stakeholders.
	210 – Qualitative Research Methods
1	ENUMERATE the key terms associated with Qualitative research approach
2	COMPARE and CONTRAST Qualitative research approach with the Quantitative approach.
3	CONSTRUCT appropriate research and sampling designs for Qualitative research work in real world business and non-business contexts
4	ILLUSTRATE the use of appropriate qualitative research methods in real world business and non-business contexts.
5	EVALUATE the quality of Qualitative Research work
6	COMBINE Qualitative and Quantitative research approaches in a real world research project
	211 – Business, Government & Society
1	DESCRIBE the economic roles of government in the Indian context.
2	EXPLAIN the macroeconomic crises around the world.
3	ILLUSTRATE the interlinkages between economic growth , poverty and inequality.
4	EXAMINE the rationale, success and failures of Public Private Partnerships in the Indian context.
5	ASSESS the forces for and against Globalization and the socio-economic impact of Globalization
6	DISCUSS the interplay between technology, business and society.
	217MKT: Integrated Marketing Communications
1	DESCRIBE the IMC mix and the IMC planning process.
2	EXAMINE the role of integrated marketing communications in building brand identity, brand equity, and customer franchise.
3	CONSTRUCT a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan
4	ANALYZE and critically evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.
5	
	DESIGN a sales promotion campaign and CHOOSE the avenues for Public Relations, Publicity and Corporate Advertising for a consumer and a business-to-business product.
6	DEVELOP an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign for a variety of brands.
	220MKT: Digital Marketing - I
1	DEFINE various concepts related to Digital Marketing
2	EXPLAIN the role of Facebook, Google Ad words, Youtube and Email in digital marketing.
3	MAKE USE OF Facebook, Google Ad words, Youtube and Email for carrying out digital marketing of real life products.
4	ILLUSTRATE the use of Facebook, Google Ad words, Youtube and Email in various contexts of Digital Marketing.
5	DESIGN digital media campaign using appropriate mix of Facebook, Google Ad words, Youtube and Email.

6	CREATE appropriate content for Facebook, Google Ad words, Youtube and Email campaigns.
	217FIN: Securities Analysis & Portfolio Management
1	REMEMBER various concepts taught in the syllabus.
2	EXPLAIN various theories of Investment Analysis and Portfolio Management.
3	CALCULATE risk and return on investment using various concepts covered in the syllabus.
4	ANALYZE and DISCOVER intrinsic value of a security
5	DESIGN/ CREATE optimal portfolio.
	219FIN: Direct Taxation
1	UNDERSTAND various basic concepts/ terminologies related Direct Taxation
2	EXPLAIN how tax planning can be done
3	ILLUSTRATE how online filling of various forms and returns can be done
4	CALCULATE Gross Total Income and Income Tax Liability of an individual assessee.
5	ANALYZE and DISCOVER intrinsic value of a security.
6	DESIGN/ DEVELOP / CREATE tax saving plan
	218HRM: Lab in Recruitment and Selection
1	DESCRIBE the key concepts such as Job Specification, Job description, Recruitment and Selection
2	COMPARE and CONTRAST various methods of Recruitment and Selection
3	DEVELOP Job Specifications and Job descriptions in a variety of context
4	ANALYZE various Personality types
5	EXPLAIN the profiling techniques used to test Personality, Aptitude, Competency
6	COMPILE a list of questions for Recruitment and Selection interviews.
	219HRM: Learning & Development
1	DESCRIBE the key concepts associated with Learning & Development
2	EXPLAIN the training process and the various methods of training for various categories of employees in a variety of organizational contexts.
3	IDENTIFY training needs of various categories of employees in a variety of organizational contexts
4	EXAMINE the impact of training on various organizational and HR aspects.
5	EVALUATE the training process of various categories of employees in a variety of organizational contexts.
6	DESIGN a training programme for various categories of employees in a variety of organizational contexts.
	217OSCM: Planning & Control of Operations
1	DESCRIBE the building blocks of Planning & Control of Operations.
2	EXPLAIN the need for aggregate planning and the steps in aggregate planning.
3	MAKE USE OF the various forecasting approaches in the context of operations planning process.
4	ILLUSTRATE how capacity planning is done in organizations and its relationship with MRP.
5	EXPLAIN the importance of scheduling in operations management.
6	CREATE a Bill of Materials.
	218OSCM: Productivity Management
1	DEFINE various types of productivity and measures of productivity.
2	DEMONSTRATE the linkages between various measures of productivity.

3	APPLY Value Analysis and Value Engineering principles to simple situations related to operations management.
4	APPLY various types of charts and diagrams to carry out work study and method study.
5	DETERMINE the Standard Time using Techniques of Work Measurement
6	ELABORATE upon the concepts of JIT, Lean, 5S, TPM, BPR, Six Sigma, World Class manufacturing.
205OSCM: Service Operations Management – I	
1	DESCRIBE the nature and CHARACTERISTICS of services and the services economy
2	DESCRIBE the service design elements of variety of services.
3	USE service blueprinting for mapping variety of real life service processes.
4	ANALYSE alternative locations and sites for variety of service facilities.
5	JUDGE and EXPLAIN the service orientation at variety of service facilities / organizations.
6	CREATE flow process layouts for variety of services.
206OSCM: Supply Chain Management	
1	DESCRIBE the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
2	EXPLAIN the structure of modern day supply chains.
3	IDENTIFY the various flows in real world supply chains.
4	COMPARE and CONTRAST push and pull strategies in Supply Chain Management
5	EXPLAIN the key Operational Aspects in Supply Chain Management.
6	DISCUSS the relationship between Customer Value and Supply Chain Management.

SEMESTER - III	
CO No.	Course/Subject
301-Strategic Management	
1	DESCRIBE the basic terms and concepts in Strategic Management.
2	EXPLAIN the various facets of Strategic Management in a real world context
3	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
4	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
5	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
6	DEVELOP the capability to view the firm in its totality in the context of its environment.
302– Decision Science	
1	DESCRIBE the concepts and models associated with Decision Science.
2	UNDERSTAND the different decision-making tools required to achieve optimisation in business processes.
3	APPLY appropriate decision-making approach and tools to be used in business environment.
4	ANALYSE real life situation with constraints and examine the problems using different decision-making tools
5	EVALUATE the various facets of a business problem and develop problem solving ability
6	DISCUSS & propose the various applications of decision tools in the present business scenario.
304-Summer Internship Projects - SIP	

1	To describe the roles and responsibilities required in the capacity of an employee
2	To describe the functioning of industry in relation to individual employee.
3	To network with employees in the corporate world and get a glimpse of real life situations
4	To apply critical thinking and following standard procedures in an organisation
5	To explore the functioning of various industries and develop a decision making process for selecting future jobs

SEMESTER - III : MARKETING MANAGEMENT SPECIALISATION - MKT	
	304 MKT : Services Marketing
1	RECALL the key concepts in services marketing
2	EXPLAIN the role of Extended Marketing Mix in Services
3	DEMONSTRATE the new Paradigm and Perspectives in Marketing of Services
4	ANALYSE the significance of services marketing in the Indian and global economy
5	EVALUATE Segmentation, Targeting & Positioning of Services in dynamic marketing environment
6	DEVELOP marketing mix for various services offering
	313 MKT: International Marketing
1	ENUMERATE various terms and key concepts associated with international marketing.
2	EXPLAIN various key concepts used in all aspects of international marketing.
3	APPLY all stages in international marketing management process.
4	EXAMINE various facets of international marketing environment and the relevant aspects of international marketing management process from a data driven decision perspective.
5	
6	JUDGE suitability of alternative market segmentation bases, target market selection, market entry strategies, positioning strategies and international marketing mix strategies based on Assessment of international marketing environment.
6	JUDGE suitability of alternative market segmentation bases, target market selection, market entry strategies, positioning strategies and international marketing mix strategies based on Assessment of international marketing environment.
	314 MKT: Digital Marketing II
1	DEFINE the key terms and concepts related with digital marketing
2	EXPLAIN various tools of digital marketing
3	MAKE USE OF various tools of digital marketing
4	CLASSIFY the different tools and techniques of digital Marketing with respect to SEO, SEM and SMM to increase the customer acquisition and retention.
5	ASSESS the suitability of Digital Marketing Tools w.r.t. SEO, SEM and SMM to increase cost-effectiveness in specific marketing situations.
6	DEVELOP appropriate digital marketing campaign.

SEMESTER - III : FINANCIAL MANAGEMENT SPECIALISATION - FIN	
	304 FIN– Advanced Financial Management
1	DESCRIBE the basic concepts in financing, investing and profit distribution in a firm
2	EXPLAIN theoretical concepts related to raising and use of funds and value of firm
3	CALCULATE values for making capital structure, investment, liquidity and dividend decisions in the financial management of a firm
4	ANALYZE the options for making the right financial decisions of a firm
5	ASSESS the role of financial planning, risk analysis in investments, liquidity and credit management policy of the firm on shareholder value
6	DESIGN an appropriate financial strategy using any one or multiple concepts/ techniques learned in this course.
	315 FIN – Indirect Taxation
1	Remembering the key concepts of Indirect Taxes in India Identifying and enumerating the various terms associated with GST and other indirect taxes
2	Explain how GST works as an Uniform Tax Structure, Illustrate the GST framework of India, & describe the important concepts such as supply, dual taxation method, registration process, etc.
3	Apply the theories and Principles and perform all calculation through numerical problems on valuation and calculation of taxes. Identify the time value of supply; determine the taxable person and tax levied on goods and services.
4	Illustrate the e filing process of GST
5	Evaluate Input Tax Credit Process, reversal, late filing and New Amendments; appraise various indirect taxes; Interpret the GST framework in India & verify the tax levied on Goods and Services
6	Elaborate all Provisions of GST and can correlate with filing of returns; virtual e filling can be done
	316 FIN – Corporate Financial Restructuring
1	DESCRIBE the basic concepts related corporate restructuring, Mergers & Acquisitions, Valuation Aspects of Corporate Restructuring and Corporate Governance Aspects of Restructuring
2	EXPLAIN the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units
3	PERFORM all the required calculations through relevant numerical problems
4	ANALYZE the situation by calculations of exchange ratio, financial returns, valuations and others
5	EVALUATE impact of corporate financial restructuring on all stakeholders

SEMESTER - III : HUMAN RESOURCE MANAGEMENT SPECIALISATION - HR	
	304HRM- Strategic Human Resource Management
1	REMEMBER the strategies adopted by HR and their implementation issues and challenges faced by the organization in national and international context.
2	Ability to UNDERSTAND and ARTICULATE the basic concepts of SHRM and link the HR strategies to the organizational business strategies.
3	Ability to ANALYZE HR as an investment to the company
4	Ability to INTERPRET and EVALUATE the implementation of the HR strategies.
5	FORMULATE and provide realistic solutions to the industry by designing innovative strategies and logical decision making.

	312HRM: Talent Management
1	DEFINE Talent Management and its significance
2	UNDERSTANDING performance excellence through Talent Management
3	APPLY Talent Management concepts in Human Resource Management
4	ANALYSING Talent Management practices in employee development and career enhancement
5	FORMULATE the Talent Management Strategies for any organisation.
	316 HRM: Mentoring and Coaching
1	ENUMERATE various concepts of Mentoring and Coaching.
2	UNDERSTAND techniques of Mentoring and Coaching
3	APPLY models of Mentoring and Coaching to real world scenarios
4	ANALYSE issues in Mentoring and Coaching
5	DEVELOP skills needed to become Mentor, Coach
SEMESTER - III : – Operations & Supply Chain Management (OSCM)	
	304 OSCM- Services Operations Management – II
1	DEFINE the key concepts in Services Operations Management
2	DIFFERENTIATE between various service strategies, service quality dimensions, and customer relationships based on life time value.
3	IDENTIFY the sources of value in a service supply relationship & three factors that drive profitability for a professional service firm
4	CATEGORIZE a service firm according to its stage of competitiveness
5	MODIFY the Service strategies of an organization for achieving the strategic service vision.
6	SOLVE the relevant numerical in the scope of the subject.
	312 OSCM- Manufacturing Resource Planning
1	DEFINE basic terms and concepts related to MRP II
2	DESCRIBE the integrated planning structure and functions incorporated within MRP
3	ILLUSTRATE the importance of MRP as a top-management planning tool
4	IDENTIFY the vertical and horizontal cross-functional integration within the MRP II planning hierarchy.
5	EXPLAIN how what-if simulation, modeling, and analysis are used to produce feasible plans
6	DISCUSS how MRP supports the company's cost, quality, and delivery operating objectives.
	313 OSCM- Sustainable Supply Chains
1	ENUMERATE the key concepts of Sustainable Supply Chains and Sustainable Supply Chain Management.
2	DESCRIBE and DISCUSS the role and importance of sustainability and sustainable development in different types of supply chains
3	IDENTIFY and USE relevant established and emerging principles, frameworks and theories in sustainable logistics and supply chain management.
4	INTEGRATE fundamental strategies, tools and techniques to analyze and design environmentally sustainable supply chain systems.
5	DETERMINE the unsustainable impact of logistics activities, both individual, and in the wider context of the supply chain.
6	COMPILE the managerial challenges, and FORMULATE a structured solution to these, with clear implications for relevant stakeholders.
SEMESTER - III : – Business Analytics (BA)	

	304 BA- Advanced Statistical Methods using R
1	RECALL all basic statistical concepts and associated values, formulae.
2	EXPLAIN the statistical tools and DESCRIBE their applications in multiple business domains and scenarios
3	APPLY time series analysis in prediction of various trends.
4	DISCRIMINATE between various types of probability and probability distributions.
5	FORMULATE and TEST hypothesis using tools of R.
6	COMBINE various tools and functions of R programming language and use them in live analytical projects in multiple business domains and scenarios.
	312 BA- Social Media, Web & Text Analytics
1	DEFINE the key terms in Social Media Analytics, Web Analytics and Text Analytics
2	EXPLAIN the applications of Social Media Analytics, Web Analytics and Text Analytics in multiple business domains and scenarios
3	DEVELOP a thought process to harness the power of social media analytics to improve website or business
4	ANALYSE Social Media Analytics and Web Analytics Tools
5	SELECT the right metrics for Social Media Analytics and Web Analytics
6	COMBINE various tools and metrics in building high impact dashboard in multiple business domains and scenarios
	SEMESTER - III : RURAL AGRI BUSINESS MANAGEMENT - RABM
	SC – RABM – 01 Agriculture and Indian Economy
1	DEFINE the key terms in Indian Agriculture/Land Reforms/ economic holding.
2	EXPLAIN the key terms in The place of agriculture in the national economy/ The present position of Indian Agriculture with an advanced management perspective
3	IDENTIFY the various issues in the Agriculture Industry in India. DEMONSTRATE their significance from the perspective of Indian farmer & Indian Economy & business decision making.
4	EXAMINE the inter-relationships between various facets of Agriculture & economy from the perspective of a farmer, Labour, firm, industry, market, competition and business cycles.
5	DEVELOP critical thinking based on changing pattern of ownership and operational holdings in India, Farms size, Productivity/ Profitability and farm efficiency
6	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions
	SC – RABM – 04 Rural Marketing – I
1	RECALL and REPRODUCE the various concepts, principles, frameworks, and terms related to the function and role of marketing in Rural areas.
2	DISCUSS the Rural versus Urban Marketing concept and ILLUSTRATE the role that marketing plays in the ‘tool kit’ of a Rural Marketer
3	APPLY the models of consumer behavior in the rural market
4	EXAMINE and LIST different aspects of segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, in the context of rural marketing
5	EVALUATE the challenges of Rural marketing research with different approaches and tools
6	CREATE a new consumer behavior model on the rural consumer with the help of cases with rural marketing experiences

SEMESTER - III : – Pharma & Health Care Management (PHCM)	
	SC-PHCM- 01 Fundamental of Pharma and Healthcare Management
1	DESCRIBE concept of Pharma and healthcare management and FIND out the different role and responsibilities of managers.
2	UNDERSTAND the different managerial functions of managers
3	IDENTIFY right the motivation for right stakeholder in the healthcare sector for effective delivery of service.
4	ANALYZE modern Pharma and Healthcare models
5	EXPLAIN government initiatives to provide healthcare facilities in each part of country
6	CONSTRUCT model to provide effective service in healthcare management
	SE-PHCM- 03 Strategic Planning & Healthcare Management
1	DEFINE strategy and DESCRIBE various types of Strategic planning
2	EXPLAIN why Vision Mission needs to consider for strategy formulation
3	USE strategic planning to solve the management problem in healthcare management
4	ANALYZE various management problem where it is required to take strategic actions.
5	COMPARE various strategic formulations and the select right strategy
6	Understand the problem and DEVELOP strategy to solve it.
SEMESTER - III : – Generic Courses (Electives) – University Level	
	306 – International Business Economics
1	RECALL and ENUMERATE the economic aspects of international business.
2	DESCRIBE the outcomes of globalising and liberalising trade environment, trade policy frameworks and macroeconomic linkages of the open economy.
3	DISCUSS the mechanisms and working of the foreign exchange markets.
4	EXAMINE how a protectionist trade policy improves or diminishes the prospects of survival / growth of business
5	APPRAISE the implications of trade related policies under different levels of product market concentration?
	307– International Business Environment
1	Recall and Describe the key concepts of international Business Environment
2	Understand the relevance of Multinational Corporations (MNCs) in global trade
3	Demonstrate the significance of FDI and FPI in respect of developing economy
4	Analyze the issues related to Labor, Environmental and Global Value chain
5	Formulate and discuss the case related to various Agreements under WTO and contemporary global business environment.
	308 – Project Management
1	DEFINE the key terms and concepts in project management.
2	EXPLAIN the Importance of project management methodologies and tools at the distinct stages in the Project's life cycle
3	ILLUSTRATE the importance of PM in most industries and businesses
4	EXAMINE the importance of Leadership specifically in heterogenous and virtual teams as well as governance and approaches to conflict resolutions

5	DESIGN dashboard, status report and index for Key Performance Indicators of project for the Management
	310– Corporate Governance
1	RECOGNIZE and REMEMBER the scope of Corporate Governance.
2	UNDERSTAND the role of Board of Directors and Committees in Good Corporate Governance and key mechanism.
3	APPLICATION of empirical methods of Corporate Governance and its impact on the Firms.
4	Analyze the legal framework of Corporate Governance and formulate Internal control policies.
5	Evaluate the legal framework and global perspective of Corporate Governance.
6	FORMULATE and DISCUSS Cases related to CG (Models), their SUCCESS & FAILURES.

SEMESTER - IV : COMMON SUBJECTS	
CO No.	Course/Subject
	401 Enterprise Performance Management
1	Enumerate the different parameters & facets of management control of an enterprise.
2	Illustrate the various techniques of enterprise performance management for varied sectors
3	Determine the applicability of various tools and metrics as a performance evaluation & management tools.
4	Analyse the key financial & non-financial attributes to evaluate enterprise performance.
5	Formulate the various parameters to evaluate enterprise performance effectively through implementation of strategy.
	402 – Indian Ethos & Business Ethics
1	Recall and spell the human universal values of Indian Ethos and its applications in Business ethics
2	Recognize and Demonstrate the relevance of Indian Ethos by taking the rationale and ethical business decision derived from Indian Heritage Scriptures.
3	Apply the concepts of Indian Ethos, Values, and Ethics with moral reasoning to develop sustainable solutions to solve complex business issues..
4	Analyze and make inferences to contemporary business practices in relation to Indian Ethos & Business Ethics
5	Appraising the importance of business decisions on the basis of ethics and thus create a value driven management.
6	ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to Ethical decision making.
SEMESTER - IV : MARKETING MANAGEMENT - MKT.	
	403MKT- Marketing 4.0
1	DESCRIBE the various concepts associated with Marketing 4.0.
2	EXPLAIN the importance of various concepts in Marketing 4.0. like prompted Advocacy ,5A's, Four Major Industry Archetypes, and content marketing leading to Brand Affinity
3	APPLY the concepts of digital marketing by Using Digital Anthropology to connected customers , which will drive up the productivity , by Integrating the Best of Online and Offline Channels in the digital world
4	ANALYSE the online and offline interactions between the companies and customers to be the effective marketers.
5	EVALUATE how Technology & connectivity has changed human life and business in the context of real-world commodities, products & services.
6	CREATING WOW! Moments with customer engagement by using Marketing 4.0.

	404MKT: Marketing Strategy
1	DESCRIBE various concepts of marketing strategies.
2	EXPLAIN various marketing strategies to handle marketing circumstances
3	APPLY the concepts of marketing strategy to solve real-life business problems.
4	DISCOVER the suitable competitive advantage useful to design market specific and organization specific marketing strategies.
5	ESTIMATE the attractiveness of segment to decide targeting strategy and MONITOR marketing performance using marketing matrices.
6	DESIGN marketing strategies to lead the organization towards sustainable growth.
	409MKT: Customer Relationship Management
1	Define concepts and components of B2B, B2C CRM, customer acquisition & retention and CRM mechanics
2	EXPLAIN key concepts and theories associated with CRM.
3	APPLY and ILLUSTRATE principles, theories and models of CRM in B2B and B2C markets.
4	CLASSIFY Customer acquisition and retention strategies and ANALYZE Customer database in CRM.
5	EVALUATE suitability and effectiveness of CRM strategies in marketing situations of products, services & e-products/ services across various industries
6	DEVELOP CRM strategies/plans for various B2B and B2C markets.
	412 MKT – Retail Marketing
1	DEFINE and RECALL concepts associated with retail marketing
2	UNDERSTAND the various retail Formats, merchandise management and recent trends
3	APPLY the best practices for retail store management along with USE of social media in retailing
4	ANALYSE and COMPARE the contemporary issues in Retailing and E-tailing
5	EVALUATE the store location based on the determinants and effectiveness of Retail marketing mix
6	DESIGN effective CRM programs suitable for each retail format
SEMESTER - IV : FINANCIAL MANAGEMENT - FIN	
	403 FIN: Financial Laws
1	Define and Describe the basic concepts related to Financial Laws
2	Illustrate the implications of various laws, Explain concepts and details of various financial laws.
3	Make use of contextual financial laws applicable to organisations
4	Infer the application of financial laws to organisations
5	Appraise and perceive the benefits of applicable laws to the organisations.
6	CREATE debt restructuring portfolio/ proposal
	404 FIN Current Trends & Cases in Finance
1	DESCRIBE the concepts related to emerging areas of Microfinance, Small finance banks, Payment Banks, Start-Ups, SHG and Digitization and analytics
2	EXPLAIN in detail, all the theoretical concepts taught through the syllabus
3	APPLY the various theories and models of financial management in the case.
4	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
5	EVALUATE the financial impact of the alternative on the given case
6	CREATE financial models based on theories and concepts studied

	409 FIN- Fixed Income Securities
1	Describing the basic concepts of Fixed Income Securities.
2	Understanding the various types of securities traded in the fixed income market.
3	Applying the knowledge of fixed income securities for diversifying the portfolio of investments.
4	Predictive analysis of the economic outlook through yield curve analysis.
5	Evaluate the risk and returns of different Fixed income securities
6	Devise the various investment strategies based on portfolio returns.
	412 FIN–Strategic Cost Management
1	Remember the basic concepts, tools and techniques of cost management in the contemporary business environment and how it has influenced cost management
2	EXPLAIN in detail, all the theoretical concepts taught through the syllabus; differentiate between various costing techniques.
3	ILLUSTRATE contemporary management techniques and how they are used in cost management to respond to the contemporary business environment.
4	ANALYSE the situation and decide the key cost factors / elements involved in the decision making
5	FORMULATE new models and techniques for managing the cost strategically in any business organization.
6	FORMULATE new models for managing the cost strategically for business organization.
SEMESTER - IV : HUMAN RESOURCE MANAGEMENT - HR	
	403 HRM - Organizational Diagnosis & Development
1	DESCRIBE the major theories, concepts, terms, models tools and frameworks in the field of Organizational Diagnosis & Development.
2	UNDERSTAND concept of OD and 'intervention'.
3	MAKE USE of the Theories, Models, Principles and Frameworks of Organizational Diagnosis & Development in specific organizational settings.
4	ANALYZE the external and internal environment with right tool of diagnosis and review the role of consultant in OD.
5	IDENTIFY AND MAP an intervention to organisational need
6	DESIGN the role of the consultant for an organisational issue
	404 HRM: Current Trends & Cases in Human Resource Management
1	DESCRIBE the conceptual framework of Digital Disruptions and its impact on the current HR Trends
2	SUMMARIZE the impact of Current HR trends on HR Functions
3	ILLUSTRATE value creation & competitive advantage of Technology on current HR Trends
4	EXAMINE the changing role of HR Priorities
5	ELABORATE upon the various types of current HR Trends
6	APPLY the existing Tech tools to real time HRM Challenges and offer Solutions
	410HRM : Designing HR Policies
1	IDENTIFY important points to be incorporated in HR Manual
2	UNDERSTAND policy requirement for Recruitment & Selection process
3	PREPARE policies on employee benefits for an organization of your choice
4	ILLUSTRATE steps involved in better employee relations & grievance handling
5	CONSTRUCT various HR policies for an organization of your choice
	412HRM : Best Practices In HRM

1	DEFINE dynamic approach towards Human Resource activities and practices.
2	EXPLAIN theoretical framework for best practices.
3	IDENTIFY & CLASSIFY the practices according to the industry and sub sectors of the industry.
4	COMPARE and DETERMINE various skill sets required at Human Resource Section.
5	PLAN a survey of various industry and DEVELOP a trend analysis of Human Resource Best Practices.
SEMESTER-IV : OPERATIONS AND SUPPLY CHAIN MANAGEMENT - OSCM	
403 OSCM- E Supply Chains and Logistics	
1	DESCRIBE the structure of modern days Logistics.
2	EXPLAIN the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
3	IDENTIFY the various flows in real world supply chains and Logistics. IDSCRIBE the importance of documentations.
4	COMPARE and CONTRAST push and pull strategies in Supply Chain Management. ANALYSE the impact of tracking system linkage in Logistics.
5	EXPLAIN the key Operational Aspects of E Procurement.
6	DEVELOP a framework for e-logistics
404 OSCM- Industry 4.0	
1	DEFINE industrial revolutions and its different aspects.
2	EXPLAIN the role of technology pillars of Industry 4.0.
3	DEMONSTRATE the use of data in effective decision making.
4	ILLUSTRATE the need of cyber physical system for sustainable competitive advantage.
5	EXPLAIN the challenges faced by various industries in full fledge implementation of Industry 4.0
6	DEVELOP a framework for any organization using base of Smart Industry Readiness Index Proposed by Singapore EDB
409 OSCM- Enterprise Resource Planning	
1	DESCRIBE the key concepts of ERP systems for manufacturing or service organizations.
2	EXPLAIN the scope of common ERP Systems modules
3	DEVELOP basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.
4	EXAMINE the challenges associated with implementing enterprise systems and their impacts on organizations.
5	JUSTIFY selection of an appropriate ERP transition strategy.
6	FORMULATE best selection and implementation strategy in a real setting.
410 OSCM- World Class Manufacturing	
1	DEFINE the basic terms associated with Manufacturing Excellence and World Class Manufacturing
2	SUMMARIZE the features of various frameworks used for World Class Manufacturing
3	IDENTIFY the challenges to manufacturing industry in the information age
4	ANALYZE the usage of Information management tools, Material processing and handling tools.
5	EVALUATE the country's preparedness for World Class Manufacturing
6	ESTIMATE the performance of manufacturing firms with the measurement system to determine the readiness for World Class Manufacturing
411 OSCM- Supply Chain Strategy	
1	DEFINE basic terms and concepts related to Strategy, Supply Chain

2	EXPLAIN the SC Components and Processes
3	ILLUSTRATE the importance of SC strategies on competitive advantage
4	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages of strategies with real time issues using Information Technology
5	EVALUATE and EXPLAIN impact of strategic decisions on SC
6	FORMULATE and DISCUSS a model for SCM strategies

SEMESTER-IV : Business Analytics (BA)	
	403 BA- Economics of Network Industries
1	APPRECIATE the differences in the nature of information goods as opposed to traditional goods and services
2	DESCRIBE the characteristics of the markets for network products.
3	ILLUSRTATE the characteristics of the cost structure of information goods and its implications for pricing of information goods w.r.t. price discrimination, versioning of information goods, and bundling
4	COMPARE and CONTRAST the pros and cons of keeping products compatible, and strategic aspects of the decision regarding compatibility.
5	EVALUATE the role of complementary products, compatibility and standards, switching costs and lock-in in network industries.
6	DISCUSS the economics of Internet advertising, and the business model of zero pricing.
	404 BA- Artificial Intelligence in Business Applications
1	IDENTIFY KNOWLEDGE associated and represent it by logical sequence and plan a strategy to solve given problem
2	UNDERSTAND AI's fundamental concepts and methods
3	APPLY various machine learning algorithms on structured data to develop machine learning models.
4	ACQUIRE advanced Data ANALYSIS SKILLS through algorithm and search processes.
5	SELECT logical and functional process to develop the model
6	CREATE SOLUTIONS for various business problems using AI techniques
	410BA: Healthcare Analytics
1	DESCRIBE the key terms in healthcare data analytics
2	EXPLAIN the fundamental concepts in Health Care Analytics
3	ILLUSTRATE the use of specific tools and techniques to design effective ways of handling, retrieving, analyzing, and making use of healthcare data
4	EXAMINE the issues associated with the applications of intelligent data acquisition, processing, and analysis of healthcare data
5	EXPLAIN the perspectives of healthcare related opportunities for developing new analytical approaches.
6	ADAPT healthcare data analytics for improving the health and well-being of people.

SEMESTER-IV : RURAL AGRI BUSINESS MANAGEMENT - RABM	
	SC – RABM – 04 Rural Marketing

1	RECALL and REPRODUCE the various concepts, principles, frameworks, and terms related to the function and role of marketing in Rural areas.
2	DISCUSS the Rural versus Urban Marketing concept and ILLUSTRATE the role that marketing plays in the 'tool kit' of a Rural Marketer
3	APPLY the models of consumer behavior in the rural market
4	EXAMINE and LIST different aspects of segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, in the context of rural marketing
5	
6	EVALUATE the challenges of Rural marketing research with different approaches and tools
	CREATE a new consumer behavior model on the rural consumer with the help of cases with rural marketing experiences
SEMESTER-IV : – Pharma & Health Care Management (PHCM)	
SC-PHCM- 02 Pharma and Healthcare regulatory environment in India	
1	IDENTIFY various environmental factors affecting on Pharma and Healthcare industry
2	UNDERSTAND various laws applicable to Pharma and Healthcare industry
3	Understand the situation and identify right legal way to solve the problem.
4	ANALYSE steps involved in Intellectual Property Rights registrations
5	CHOOSE the right type of IPR as per the content and work available to protect.
6	Elaborate the different laws developed by constitutions to support and protect Pharma and Healthcare sector

SEMESTER-IV : – – Tourism & Hospitality Management (THM)	
SC-THM-02 Tourism and Travel Management	
1	DEFINE the various components of the Tourism Industry & Types of Tourism
2	UNDERSTAND basic operations of a Travel Agency & tour conduction
3	EXECUTE theoretical knowledge to design various tour packages & work on costing for the packages
4	Analyze changing trends in Travel & Transport industry- Domestic & International
5	INTERPRET the impacts of Tourism Industry globally & practicing of EcoTourism
6	BUILD new concepts of Eco-Tourism according to customer requirements
SE-THM-05 Strategic Hospitality Management	
1	DEFINE Concept & process of Strategic thinking Major Players of Hospitality & Travel Industry
2	DISCUSS Strategic management for various organizations factors influencing strategy formulations
3	IMPLEMENT strategies for Hotels & Travel Agents with the help of structured designs & flow charts
4	ANALYSE Suitable strategies for different Hospitality sectors with consideration to micro & macro environments
5	EVALUATE Current market scenario & suggest strategies that can be utilized for the benefits of the company
6	DEVELOP Strategies for standalone units, a chain of hotels, small and large travel agents International strategies for small & big players

SEMESTER-IV : – Generic Elective – University Level	
	405 – Global Strategic Management
1	Define the concept and key terms associated with the global strategic management.
2	Describe in detail global strategic alliance, merger and acquisitions.
3	Demonstrate various global organisation models in global strategic management context.
4	Examine various entry and business-level strategies from global strategic management prospective.
5	Explain globalization, innovation, and sustainability and challenges to strategic management.
6	Design global strategies and understand their relative merits and demerits.
	408 – Corporate Social Responsibility & Sustainability
1	DESCRIBE What is CSR, Scope & Complexity, Companies Act 2013, when was CSR Initiated, Evolution, How CSR matters, Aims, objectives, Importance, Benefits of CSR, CSR in India .CSR In global Context, Implementation
2	EXPLAIN the implications of CSR from the perspectives of employees, managers, leaders, organization and the Community.
3	MAKE USE OF the Theories and Principles and Frameworks of CSR in specific organizational settings.
4	DECONSTRUCT The Role of Companies towards the society and its impact on the community.
5	FORMULATE The companies how they are practicing CSR activities, Auditing the committees & Board of Committees, CSR Annual Reports
6	ELABORATE UPON the challenges of the Companies in shaping organizational culture and Development of the society.


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