



**MAHARAJA RANJIT SINGH PUNJAB TECHNICAL UNIVERSITY BATHINDA-151001 (PUNJAB),
INDIA**

(A State University Estb. by Govt. of Punjab vide Punjab Act No. 5 of 2015 and Approved u/s 2(f) & 12 (B) of UGC; Member AIU)

Department: **UNIVERSITY BUSINESS SCHOOL**
MAHARAJA RANJIT SINGH PUNJAB TECHNICAL UNIVERSITY

Program: **MBA**

COURSE ARTICULATION MATRIX (STUDY SCHEME: 2017)

Subject	S Code	Semester	Credit	Duration (Hrs)	L T P	COs	Statement	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	
Principles and Practices of Management	MBAD1-101	1	4	60	4 0 0	CO1	Understand the principles and practices of management and contemporary issues related to managing an organisation.	3								2				1
						CO2	Assess managerial practices and choices relative to ethical principles and standards.	2	2							2				

						CO3	Gain knowledge of contemporary issues in Management principles and various approaches to resolve those issues.	2				2						1
						CO4	Apply latest techniques to establish coordination and control among the teams	1		2		2		2		2		2
Organization Behaviour	MBADI-102	1	4	60	400	CO1	Understand the basic concepts of the organization behavior and personality	1						2			1	
						CO2	Motivate its employees, enhance job satisfaction among peers and demonstrate leadership styles		2							2		
						CO3	Develop a critical insight into group and team dynamics				1			3			1	
						CO4	Control negotiation, power and politics in organization environment for sustainable performance.	1	2				2			1		2
Accounting For Managers	MBADI-103	1	4	60	400	CO1	Identify and utilise value-relevant information contained within financial statement.	2		1								1
						CO2	Explain the relationship between strategic business analysis, accounting analysis and financial analysis	2					2					3

						CO3	Understand the impact of financial reporting choices on the usefulness of reported earnings to predict future performance	2		2		3						2
						CO4	Conduct applied business research (including locating, critically interpreting and evaluating firm-specific financial information)	3			2	2				2	3	2
Quantitative Techniques	MBADI-104	1	4	60	400	CO1	Understand the key terminology, concepts tools and techniques used in various business statistical analysis	2	3			2						2
						CO2	Apply theory of probability, rules of probability and probability distributions for solving business problems			3								2
						CO3	Apply techniques like regression for business forecasting	2			1	3						1
						CO4	Demonstrate time series techniques to understand the market and economic behavior for making business decision	2	1			3				1	2	2

Managerial Economics	MBAD1-105	1	4	60	4 0 0	CO1	Develop a critical understanding of different economic theories	3			1				2				2					
						CO2	Devise latest tools and methods to examine the intricacies of production, market and pricing strategies				3	3		2										
						CO3	Understand different market structures and apply decisions methodologies to decide the best price of the product of the business	1					2		2									2
						CO4	Integrate economic theories with managerial practices to solve business problems.			3		1	1											2
Business Communications	MHUM0-104	1	3	60	2 0 2	CO1	Know the dynamics of communication in the business world and practice the latest tools of communication under given situation	2				1						3		1				
						CO2	Develop presentation skills, inter-personal skills and public speaking skills										1	2					2	
						CO3	Demonstrate a good understanding of effective business writing and listening skills	1														2		1
						CO4	Acquire the skills of report writing and modern forms of communication such as email and usage of internet	2					2									2		2

Computer Application in Business	MCAPO-191	1	3	60	202	CO1	Understand the leadership role of Information Systems in achieving business competitive advantage through informed decision making	1		2		2							1
						CO2	Use of MS Office (Excel, Access & Power point) in different type of analysis and projection of reports related to the business management.	2	2			3				2		1	
						CO3	Apply various tools of E-security for the privacy of business information					2				1			
						CO4	Apply analytical thinking, creativity and business-problem-solving as applied to ongoing IT challenges and future trends	2		2		2		1				2	
Minor Project	MBADI-106	1	2	60	200	CO1	Investigate and set up a framework for investigating and analyzing research problem in an academic perspective		2		2						2	2	1
						CO2	Establish the relevance between their acquired knowledge to analysis, synthesis and evaluation contemporary business	2	2	2							2	1	
						CO3	Identify the current literature in the topic of study and the applicability in analyzing the current business problems	1	2		2							2	

						CO4	Recommend a solution and communicate the findings in the form of report			3		2					2		2						
Business Environment and Ethics	MBAD1-207	2	4	60	4 0 0	CO1	Understand the dynamics of business environment to have a proper perspective of current economic situation.	2	2			2			2					2					
						CO2	Suggest strategic adjustments for an organisation which may be needed in changing business environment scenario	1			3		1	1				1							
						CO3	Understand Professional and Ethical Responsibility in developing value based leadership	2					2		2			2							1
						CO4	Analyze the contemporary issues of ethics across various business domains like Finance					2		1	1			2					1		2
Macro Economics	MBAD1-208	2	4	60	4 0 0	CO1	Understand the effect of change in macroeconomic factors on the business decisions	1	2			2			2					2					
						CO2	Apply techniques to address the complex issues relating to business cycle and its phases and find sustainable solutions	1			3		3						1						

						CO3	Differentiate and to manipulate the basic Aggregate Supply, Aggregate Demand model of the macro economy	2			2				2			3
						CO4	Demonstrate the functioning of fiscal and monetary policy, and their implication of global business practices.			1	1	3				2	1	2
Research Methodology	MREM0-101	2	4	60	4 0 0	CO1	Analyze and investigate the business problems and develop into research problems	1	3		2							
						CO2	Identify and apply the latest appropriate research approaches and techniques for developing solutions of research problem	1		3		3			1			
						CO3	Relate ethical and philosophical consideration in business research.	2			2			2				3
						CO4	Apply various statistical techniques and present the research findings in report form			1		3				2		2
Production and Operation Management	MBAD1-209	2	4	60	4 0 0	CO1	Understand the key concepts and the strategic role of production and operations management in creating and enhancing a firm's competitive advantages	3								1		

						CO2	Identify and plan production and operations activities in managing business operations		3		1		1				1		1
						CO3	Formulate mathematical models and apply suitable tools in solving complex business optimization problems	2		3		3							2
						CO4	1. Apply various quality principles and statistical techniques to solve quality related issues in business	2				3							1
Human Resource Management	MBADI-210	2	4	60	400	CO1	Understand the various concepts, principles, importance of Human Resource Management for an organization	2		2							2	2	1
						CO2	Know the essentials of employing, maintaining and promoting a motivated workforce in an organisation	2	2			2				1		2	2
						CO3	Demonstrate the ability to handle various grievance at individual level or in groups to find ethical business solutions	2	2					2	1	1			1

						CO4	Comprehend emerging trends, opportunities and challenges in HRM to enhance the participation of workers in company decisions		1							1		3				
Marketing Management	MBADI-211	2	4	60	400	CO1	Understand the evolution of marketing concepts in investigating the critical business issues	3				3							2			
						CO2	Apply the frameworks, techniques and latest thinking on assessing and formulating pricing strategies	1	2	2			2									
						CO3	Apply the latest strategies of 4 Ps and other latest IT based and environment friendly techniques to enhance the brand communication and product promotion						3		1				2			2
						CO4	Demonstrate the use of tools and techniques in understanding consumer behaviour as individual or in group and other contemporary issues of business development	2	1			2						2				2

Financial Management	MBAD1-212	2	4	60	4 0 0	CO1	Demonstrate the applicability of the concept of financial management and investment decisions in the working of business	2		2							2	2	1					
						CO2	Assess the investment decisions and financing of companies by applying various financial management tools.		2			3									2	2		
						CO3	Comprehend various theories of capital structure and divided policies and their applications in business decisions	2	2			3												2
						CO4	Apply Working Capital policies to manage cash and Inventory in the business					2											3	2
Minor Project	MBAD1-213	2	2	60	2 0 0	CO1	Investigate and set up a framework for investigating and analyzing research problem in an business and academic perspective.		2		2						2	2	1					

						CO2	Establish the relevance between their acquired knowledge to analysis, synthesis and evaluation contemporary business	2	2	2								2	1
						CO3	Perform empirical based analysis with the help of statistical softwarelike SPSS/MS Excel.	1	2			3							2
						CO4	Recommend a solution and communicate the results in the report form			3		2					2		2

Enter Correction levels 1, 2 or 3 as defined below:

1. Slight (Low) - upto 30% 2. Moderate (Medium) – above 30% and upto70% 3. Substantial (High) – above 70%

						CO2	Understand the concepts of costing and its application to solve various business problems	2	1	2		3						2			
						CO3	Understand the techniques of evaluating the projects and global investment options			3			1					2			
						CO4	Apply various techniques to manage the financial risks in the organizations	2		1		2	2					2			
Management of Financial Services	MBADI-359	3	4	60	400	CO1	Understand the fundamental & operations of financial markets and financial service providers	2										2	2		
						CO2	Explain various fund raising solution for the companies at domestic and global level to invest in projects	2		2		3							2	2	
						CO3	Comprehend the Role and importance of the credit rating agencies and their types.													2	1
						CO4	Get familiarity with various financial sources for Start Ups to develop innovative solutions	2		1			2							1	2
Social security and	MBADI-	3	4	60	400	CO1	Understand the development and the judicial setup of Labour Laws in business organizations	2					2					2			

						CO4	Analysis of how to implement organizational training programs at the individual and work group and organizational level.	2	2					1			2			2	
Industrial Psychology	MBAD1-362	3	4	60	400	CO1	Understand the basic concept of industrial psychology	2						1						2	
						CO2	Apply the techniques of evaluating job satisfaction of work force at individual and team level	2	2			1			2				2		
						CO3	Use concepts of consume psychology and identify their various issues to solve business problems	1													1
						CO4	Identify various industrial conflicts and solve them with management tools	2	2		1	2									2
Manpower Planning	MBAD1-363	3	4	60	400	CO1	Review the current manpower resources, forecasting future requirements	2	2		1									2	
						CO2	Various strategies of recruitment and selection of manpower in the organization		2			1	1							2	

						CO3	Develop critical thinking and innovative skills to present the advertising and promotions plan effectively to business audiences	2		1			2			1		1
						CO4	To select best communication channel as per budget, ethics and legal framework	2	2	1			2		2			2
Product and Brand Management	MBAD1-366	3	4	60	400	CO1	Gain operational understanding of product development process and product strategies	2										2
						CO2	Apply branding elements into marketing mix.	2				1					2	
						CO3	Design, implement and take appropriate branding decisions as per business ethics			1		2		3			1	
						CO4	Demonstrate the use of tools and communication channels in defining the positioning of brands					2			2		2	
Retail and Franchising	MBAD1-	3	4	60	400	CO1	Demonstrate the relationship between retail strategies and marketing mix	2					2				2	

						CO2	Demonstrate the effect of external factors on buying behaviour of consumer as individual and as group	2	2	2			1			2			1	
						CO3	Apply the latest e-technologies in business retail strategies and store management			1		2		2					1	
						CO4	Understand the concept of franchising and various process involved in ethical distribution of franchising	2	2				1		2				2	
Operations Management	MBAD1-368	3	4	60	400	CO1	Implement various techniques to select the projects with given profitability limit	2				2	2					3	1	
						CO2	Apply various project evaluating and project monitoring techniques	2	2	2		2	1					2	2	
						CO3	Apply strategies to execute the projects within given financial constraint			1			2						3	1
						CO4	Demonstrate various techniques to examine the performance of project as per set benchmark standards	2	2				2	2					3	2

Enterprise Resource Planning	MBADI-373	3	4	60	400	CO1	Understand the scope of ERP, data models, Client/Server architecture and identify all components in an ERP system and the relationships among the components.	2											2					
						CO2	Understand the technologies related to ERP and the phases of ERP.	2																
						CO3	Implement the domain of ERP to resolve business issues		2															2
						CO4	Understand the application of EDI across various business domains	2															2	
Software Engineering	MBADI-374	3	4	60	400	CO1	Study how software engineering principles evolve and to analyze the various software models that can be followed to develop a software.	3												2				
						CO2	Understand the software analysis and design step of software development.	2																
						CO3	Understand coding, testing and reliability of a software.	2																2
						CO4	Highlight the various management activities and related terms of a software	2								2	1							2

System Analysis and Design	MBADI-375	3	4	60	400	CO1	Analyze algorithms and to determine real time efficiency class.	2				2						1	
						CO2	Ability to apply and implement learned design techniques and data structures to solve problems.	2				3							
						CO3	Develop planning for analyzing system-based issue	2	2			2							2
						CO4	Apply techniques to project management and finance related issues	2				2						3	1
Retail Management	MBADI-376	3	4	60	400	CO1	Demonstrate the relationship between retail strategies and marketing mix	2			2							1	
						CO2	Demonstrate the effect of external factors on buying behaviour of consumer as individual and as group	2							2				
						CO3	Apply the latest e-technologies in business retail strategies and store management	2				3	1					2	

						CO3	Identify different strategic options available and their relation with dynamic environment	2	2		1		1			2		2					
						CO4	Apply knowledge of strategic tools in determining the firm's vision, mission, objectives and ethical operations for the organisations' success.	2					1	2	2				1				
Entrepreneurship and Management Small Medium Business	MBADI-418	4	4	60	400	CO1	Describe the concept and theories of entrepreneurship and its role in economic development of nation.	2					2						1				
						CO2	Develop business plan and identify the reasons of failure of business plans	2	1	1			2										
						CO3	Comprehend government policies and regulatory framework available in India to facilitate the process of entrepreneurial development	2					1	1					2				2
						CO4	Identify different sources of finance for new enterprises and assess the role of financial institutions and various government schemes in entrepreneurial development.	2					2	1							2		1

Research Thesis	MBADI-419	4	4	60	400	CO1	Identify the contemporary business and social problems	2	2										1					
						CO2	Apply various statistical tools to analyze the data for finding the solutions	2	1	3		2												
						CO3	Prepare and presenting the project reports as per academic standards	2				2	1											2
						CO4	Develop communication and presentation skills	2																1
International Finance	MBADI-476	4	4	60	400	CO1	Comprehend the historical background as well as working knowledge of current scenario of global monetary system.	2						1					2					
						CO2	Get familiarize with global financial theories and global exchange rate system	2			3									2				
						CO3	Apply various global financial risk management strategies to solve business issue					3										3	1	
						CO4	Define the working of global financial institutions and international bond market	2								1						2	2	

Investment Banking and Corporate Restructuring	MBADI-477	4	4	60	400	CO1	Define various services of Investment banking and their risk management strategies to solve business issues	3				2	1					2	
						CO2	Evaluate financial analysis of merger and acquisition valuation proposals and demonstrate their effect on stakeholders	2			3						2		
						CO3	Comprehend various anti-takeover and Exit strategies of corporate restructuring	2				2					3	1	
						CO4	Assess the Post merger challenges to the performance of companies	2					1				2	2	
Derivatives	MBADI-478	4	4	60	400	CO1	Understand the functioning of financial derivative instruments and markets	2					1					2	2
						CO2	Apply the future hedging strategies for managing the risks	2		2		2					2		
						CO3	Evaluate and apply Option strategies for risk management under different market conditions.		2	1			1					3	1
						CO4	Comprehend and compare the working of derivative tools like Interest rate derivative, Currency derivatives and Commodity derivatives.	2		2			1					2	

Banking and Insurance Operations	MBADI-479	4	4	60	400	CO1	Define the banking structure in the country	2									2	2		
						CO2	Assess the various risks involved in working of financial institutions		2		3							2		
						CO3	Demonstrate the knowledge of Basel Norms and Technological Risks in Banking	2				2							3	1
						CO4	Comprehend the functioning and Legal principals of Insurance industry	2					1						2	2
International Human Resource Management	MBADI-480	4	4	60	400	CO1	Develop the understanding of the concept of global human resource management and to understand its relevance in organizations.	2					2					2		
						CO2	Develop necessary skill set for application of various international HR issues.		1		1			1						
						CO3	Identify critical issues in managing talent of global workforce									2			1	

						CO4	Describe IHRM's role in managing a global health, well-being, safety, and security program	2						<i>1</i>					2
Organization Development	MBAD1-481	4	4	60	400	CO1	Understand various models to solve strategic issues of manpower	2				2				2			2
						CO2	Identify the detailed process and challenges of organizational development.		2				1						
						CO3	Analyse fundamentals to practice in organizational development		1				1						
						CO4	Implement organizational development programs especially at the individual and work group level	1							2			2	
Industrial relation and	MBAD1-482	4	4	60	400	CO1	Understand the laws related to working conditions in different settings.	2					2					2	

						CO2	Learn the laws relating to Industrial Relations, Social Security	2			3		1								
						CO3	Able to identify and solve issues related to welfare and wage Legislations of groups in organization		1	2			1	1		2		1	1		
						CO4	Gain knowledge about the dispute settlement machinery and the laws related to dispute settlement	1											2		
Leadership and People Management	MBAD1-483	4	4	60	400	CO1	Handle the issues of teams in the organizations	1					1			2			2		
						CO2	Apply techniques to improve the communication among teams and organization	1				2					2				
						CO3	Demonstrate leadership qualities to improve work culture and enhance satisfaction among team members	2					1					1			1
						CO4	Demonstrate the innovative skills in managing workforce and retain talented individuals in organization	1					2						2		

Service management	MBADI-484	4	4	60	400	CO1	Demonstrate an extended understanding of the similarities and differences in service- based and physical product-based marketing activities.	2										2				
						CO2	Demonstrate a knowledge of the extended marketing mix for services.	1					1								1	
						CO3	Develop and justify marketing planning and control systems appropriate to service-based activities.				1		1									
						CO4	Identify the challenges in service design and pricing decisions	2	2													
Customer Relationship Management	MBADI-485	4	4	60	400	CO1	Use various strategic model of CRM in managing the customers related business issues	2	1			2		2					1			
						CO2	Generates competency in transforming organisations into customer-centric enterprises	2														
						CO3	Understand how to manage customer and business digitally with IT tools	2				3		1				2				2
						CO4	Identify and solve various issues in implementing CRM in various operations of company	2	1	2				1	2	2						

International Marketing	MBADI-486	4	4	60	400	CO1	Acquaint with environmental, procedural, institutional and decisional aspects of international marketing	2					2	2					1					
						CO2	Develop and implement plans and strategies for entering international markets.	2		2					1									
						CO3	1. Know how to manage overseas marketing operations and ethical issues	1							1	2								2
						CO4	Understand business environment and communication policies and techniques at global level	2	1		1		1	2				2						1
Sales and distribution Management	MBADI-487	4	4	60	400	CO1	Learn the designing and implementation of distribution channel strategy	2		2		1								1				
						CO2	Gain knowledge about various ranges of tools available for marketing communication	2				2					2							
						CO3	Analyze various distribution channels and their implementation in business		2					1				2					2	

						CO3	Formulate KM tools required for the transfer of knowledge based on the organization culture.	2		1		1		1				2				
						CO4	Ascertain the ethical issues pertaining to the Knowledge Management practices in organization	2					1		2			2				
Business Analytics	MBADI-492	4	4	60	400	CO1	Understand the function of business analyst in various business domains.	2				2		1				2	1			
						CO2	Apply data science in Project Life Cycle	2				2							2			
						CO3	Explain the data mining concept and its application with other analytical tools					3		1								2
						CO4	Understand and Analyzing machine learning concept in business domains	2	1			3	1	2							2	1
Data warehousing and Mining	MBADI-493	4	4	60	400	CO1	Gain the knowledge of basic concepts of Data Warehouse and Data Mining techniques.	2				2		2					1			
						CO2	Understand various business ethic issues in application of latest IT technologies.	2							2							

						CO3	Explore interesting patterns, analyze supervised and unsupervised models and estimate the accuracy of the algorithms	2				1		1					2	
						CO4	Synchronization of IT tools with E-business models	2		1		3	1						2	
Electronic Payment System	MBADI-494	4	4	60	400	CO1	Understand E-Commerce and it's concepts for application in the world of business	2				2							2	
						CO2	Identify the opportunity and plan the E-Commerce venture		2			2								
						CO3	Explore the possible threats for the Electronic Payment system and enabling them to evolve the solutions		2	3	1	2								
						CO4	Understand the legal framework involved in E-payment system	3					2							
Business Applications of Cloud Computing	MBADI-495	4	4	60	400	CO1	Analyse different types of portal technologies and deployment methodologies commonly used in the industry.	2				2							1	

						CO2	Analyse the effectiveness of network computing and cloud computing policies in a multi-location organization. Demonstrate knowledge on the cloud computing security, federation, presence, identity, and privacy	2				2							
						CO3	Familiar with open source cloud computing software, and free/commercial cloud services	2				3		1					2
						CO4	Analyse real business cases regarding their e-business strategies and transformation processes and choices.	2	1			2							1
Managing Retail Operations	MBADI-496	4	4	60	4 0 0	CO1	Demonstrate the relationship between retail strategies and marketing mix	2					2						2
						CO2	Demonstrate the effect of external factors on buying behaviour of consumer as individual and as group	2	2	2			1				2		1

						CO3	Apply techniques in forecasting and managing supply and demand in a supply chain		2				3	1										
						CO4	Understand the ethical and business challenges in SCM and its competitive advantages.	3						1	1	3				2				
Advertising and Sales Management	MBADI-499	4	4	60	400	CO1	Develop creative solutions through applying relevant advertising and marketing principles.	2		2										2				
						CO2	Provide an understanding of how consumers make decisions.	2		1				1									2	
						CO3	Develop critical thinking and innovative skills to present the advertising and promotions plan effectively to business audiences	2		1				2				1						1
						CO4	To select best communication channel as per budget, ethics and legal framework	2	2	1				2			2							2

Enter Correction levels 1, 2 or 3 as defined below:

1. Slight (Low) - upto 30% 2. Moderate (Medium) – above 30% and upto 70% 3. Substantial (High) – above 70%



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COURSE ARTICULATION MATRIX (STUDY SCHEME: 2019)

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Corporate Social Responsibility and Sustainability	MBADS1-101	1	4	60	4 0 0	CO1	Understand about Corporate Social Responsibility, model and explore strategies to find solution for various business challenges in its implementation.	2	1	2			2		2					1				
						CO2	Linkage between CSR and Business sustainability through innovative practices across various business areas.	2					2	3										2
						CO3	Explore the roles of various stakeholders like financial markets and government to develop innovative corporate governance practices across business domains.											2	1			1	1	

						CO4	Understand global and national CSR business guidelines and implement them business towards fulfilling responsibility of business towards society, economy and environment.	2		2						3					2								
Organization Behaviour	MBADSI-102	1	4	60	400	CO1	Understand the basic concepts of the organization behavior and personality	1										2				1							
						CO2	Motivate its employees, enhance job satisfaction among peers and demonstrate leadership styles																			2			
						CO3	Perform in teams by demonstrating group behavior, and manage conflict in groups																			3		1	
						CO4	Control negotiation, power and politics in organization environment for sustainable performance	1																		2		2	
Financial Statement Analysis and Reporting	MBADSI-103	1	4	60	400	CO1	Identify and utilise value-relevant information contained within financial statement	2															1						
						CO2	Explain the relationship between strategic business analysis, accounting analysis and financial analysis	2																			3		
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						CO4	Conduct applied business research (including locating, critically interpreting and evaluating firm-specific financial information)	3																			2		2

						CO3	Apply the latest strategies of 4 Ps and other latest IT based and environment friendly techniques to enhance the brand communication and product promotion										3		1				2			2					
						CO4	Demonstrate the use of tools and techniques in understanding consumer behaviour as individual or in group and other contemporary issues of business development	2	1									2					2			2					
Business Communications	MBADS1-107	1	3	60	202	CO1	Know the dynamics of communication in the business world and practice the latest tools of communication under given situation	2																3		1					
						CO2	Develop presentation skills, inter-personal skills and public speaking skills																			1	2		2		
						CO3	Demonstrate a good understanding of effective business writing and listening skills	1																					2		1
						CO4	Acquire the skills of report writing and modern forms of communication such as email and usage of internet.	2																					2		2
Computer Application for Business	MBADS1-108	1	3	60	202	CO1	Understand the leadership role of Information Systems in achieving business competitive advantage through informed decision making	1		2																1					
						CO2	Use of MS Office (Excel, Access & Power point) in different type of analysis and projection of reports related to the business management	2	2																				2		1

						CO3	Apply various tools of E-security for the privacy of business information					2					1			
						CO4	Apply analytical thinking, creativity and business-problem-solving as applied to ongoing IT challenges and future trends	2		2		2		1					2	
Indian Ethos and Business Ethics	MBADS1-201	2	4	60	400	CO1	Demonstrate the work culture, Values and Ethics of Indian businesses	3						1	2					
						CO2	Understanding of role of traditional learning culture and leadership in the development of society		3		1		2				1		1	
						CO3	Understand Professional and Ethical Responsibility in developing value based leadership	2								2				2
						CO4	Analyze the contemporary issues of ethics across various business domains like Finance	2	2				2		2				2	1
Indian Economy and Policy	MBADS1-202	2	4	60	400	CO1	Understand the effect of change in macroeconomic factors on the business decisions	1	2		2			2					2	
						CO2	Apply techniques to address the complex issues relating to business cycle and its phases and find sustainable solutions	1		3		3				1				
						CO3	Differentiate and to manipulate the basic Aggregate Supply, Aggregate Demand model of the macro economy	2			2				2					3
						CO4	Demonstrate the functioning of fiscal and monetary policy, and their implication of global business practices			1	1	3						2	1	2
Market Research	MBADS	2	4	60	400	CO1	Analyze and investigate the business problems and develop into research problems	1	3		2									

						CO2	Identify and apply the latest appropriate research approaches and techniques for developing solutions of research problem	1		3		3				1				
						CO3	Relate ethical and philosophical consideration in business research	2			2			2					3	
						CO4	Apply various statistical techniques and present the research findings in report form			1		3				2			2	
Operation Management	MBADS1-204	2	4	60	400	CO1	Understand the key concepts and the strategic role of operations management in creating and enhancing a firm's competitive advantages	3						1						
						CO2	Identify and plan production and operations activities in managing business operations		3		1		1				1		1	
						CO3	Formulate mathematical models and apply suitable tools in solving complex business optimization problems	2		3		3								2
						CO4	Apply various quality principles and statistical techniques to solve quality related issues in business	2				3								1
Human Resource Management	MBADS1-205	2	4	60	400	CO1	Understand the various concepts, principles, importance of Human Resource Management for an organization	2		2							2	2	1	
						CO2	Know the essentials of employing, maintaining and promoting a motivated workforce in an organisation	2	2			2				1		2	2	
						CO3	Demonstrate the ability to handle various grievance at individual level or in groups to find ethical business solutions	2	2					2	1	1			1	
						CO4	Comprehend emerging trends, opportunities and challenges in HRM to enhance the participation of workers in company decisions		1			2			1			3		

Corporate Finance	MBADS1-206	2	4	60	400	CO1	Demonstrate the applicability of the concept of financial management and investment decisions in the working of business	2		2							2	2	1					
						CO2	Assess the investment decisions and financing of companies by applying various financial management tools		2				3									2	2	
						CO3	Comprehend various theories of capital structure and dividend policies and their applications in business decisions	2	2				3											2
						CO4	Apply Working Capital policies to manage cash and Inventory in the business						2										3	2
Minor Project	MBADS1-207	2	3	60	300	CO1	Investigate and set up a framework for investigating and analyzing research problem in an business and academic perspective		2		2						2	2	1					
						CO2	Establish the relevance between their acquired knowledge to analysis, synthesis and evaluation contemporary business	2	2	2										2	1			
						CO3	Perform empirical based analysis with the help of statistical software like SPSS/MS Excel	1	2			3											2	
						CO4	Recommend a solution and communicate the results in the report form			3		2							2				2	
Operation Research	MBADS1-301	3	4	60	400	CO1	Understand the concepts and modelling tools available in solving the assignment and transportation based operation research problems	3				2							1					
						CO2	Select the appropriate model based on the situation for effective ethical decision making	2	2			2			2							2		

						CO3	Apply Project Scheduling and quantitative techniques in real time projects	2									2	1					
						CO4	Demonstrate optimization techniques to solve real time business problems	1		2		2			2		2	1					
Legal and Business Environment	MBADS1-302	3	4	60	400	CO1	Understand the legal framework regulating business, for making the business operations legally compliant	2						2					1				
						CO2	Analyze the impact of a changes in the provisions of different business law on business outcomes	2	2			2		1							2		
						CO3	Develop suitable adjustment strategies according to business law	2				2										2	1
						CO4	Identify non-compliant practices and operations, and replace them with legally and ethically compliant system	1	2	1		2		1	2								1
Summer Internship Project	MBADS1-303	3	6	60	000	CO1	Identify and utilise project related information contained during Training	2	1									2	1				
						CO2	Understand the real time working of various departments of organization	2	1			2		1						2	2		
						CO3	Find the solution of various contemporary business problems and effective communicate in company	2		2								2		2		1	
						CO4	Present the findings of the projects executed during training through latest tools	1		1		2		1						3		1	

Indian Financial Systems and Financial Markets	MBADD1-311	3	4	60	400	CO1	Understand the working of banks and insurance banks	2										2	
						CO2	Demonstrate the knowledge of structure and working of Indian financial institutions		2									1	
						CO3	Compare and evaluate the different products of financial capital markets											3	2
						CO4	Comprehend the Ethics of functioning of financial institutions								3				
Security Analysis and Portfolio Management	MBADD1-312	3	4	60	400	CO1	Understand various functions of Primary and Secondary markets											2	
						CO2	Evaluate the performance of companies by applying fundamental and technical analysis					3							2
						CO3	Develop the equity and bond portfolio and measure their performance through various techniques				3								
						CO4	Comprehend the applications of derivatives and various risk management strategies in derivative market	2											2
Business Valuation	MBADD1-313	3	4	60	400	CO1	Understand various valuation approaches		2										
						CO2	Conduct valuation with discounted cash flow model and relative valuation model				3								2
						CO3	Apply companies based on various valuation models	2											2
						CO4	Demonstrate the knowledge of valuation of projects and real options					3							

Strategic Financial Management	MBADDI-314	3	4	60	400	CO1	Comprehend the models of value based management practices	3				2					2	2	
						CO2	Understand the concepts of costing and its application to solve various business problems					3						2	2
						CO3	Understand the techniques of evaluating the projects and global investment options	2				3	1					2	
						CO4	Apply various techniques to manage the financial risks in the organizations	2				3						2	2
Financial Derivatives	MBADDI-315	3	4	60	400	CO1	Understand the functioning of financial derivative instruments and markets										3		
						CO2	Apply the future hedging strategies for managing the risks				2						2	1	
						CO3	Evaluate and apply Option strategies for risk management under different market conditions							2					1
						CO4	Comprehend and compare the working of derivative tools like Interest rate derivatives, Currency derivatives and Commodity derivatives											3	
Management of Financial Services	MBADDI-316	3	4	60	400	CO1	Understand the fundamental & operations of financial markets and financial service providers	2									2	2	
						CO2	Explain various fund raising solution for the companies at domestic and global level to invest in projects	2		2		3					2	2	
						CO3	Comprehend the Role and importance of the credit rating agencies and their types											2	1
						CO4	Get familiarity with various financial sources for Start Ups to develop innovative solutions	2		1			2					1	2
Industrial 1	MBAD	3	4	60	400	CO1	Understand the laws related to working conditions in different settings	2					2					2	

						CO3	Understand coding, testing and reliability of a software	2					2						2			
						CO4	Highlight the various management activities and related terms of a software	2					2	1					2			
Consumer Behaviour	MBADD4-311	3	4	60	400	CO1	Understand the theories of consumer behaviour and perception	2											1			
						CO2	Identification of issues and finding the solutions in market segmentations	2	1	3												
						CO3	Apply various aspects of communication and diffusion of innovation in marketing to understand the behaviour of consumer	2					3	1	1				2			2
						CO4	Comprehend the effect of society and culture on decision making of consumers	2						1	2							
Sales and Distribution Management	MBADD4-312	3	4	60	400	CO1	Learn the designing and implementation of distribution channel strategy	2		2			1						1			
						CO2	Gain knowledge about various ranges of tools available for marketing communication	2				2					2					
						CO3	Analyze various distribution channels and their implementation in business		2						1			2			2	
						CO4	Manage the sales force and perform its budget analysis	1	1					1	1					2		1
Rural Marketing	MBADD4-313	3	4	60	400	CO1	Analyze marketing opportunities consumer trends and patterns for better development of marketing strategies	2	2				1	1					1			
						CO2	Help understand the working of rural marketing institutions	2						1	1			2				
						CO3	Apply environment scanning for rural marketing		2						1			2			2	

						CO4	Decode Problems and find solutions in emerging issues in rural marketing	1	1					1	1				1
Advertising Management	MBADD4 –314	3	4	60	400	CO1	Develop creative solutions through applying relevant advertising and marketing principles	2		2									2
						CO2	Provide an understanding of how consumers make decisions	2		1			1					2	
						CO3	Develop critical thinking and innovative skills to present the advertising and promotions plan effectively to business audiences	2		1			2			1		1	
						CO4	To select best communication channel as per budget, ethics and legal framework	2	2	1			2		2			2	
Industrial Marketing	MBADD4-315	3	4	60	400	CO1	Learn to formulate industrial marketing strategies and also design industrial marketing mix elements	2		2									
						CO2	Learn to develop competent management professionals with strong ethical values and capable of assuming a pivotal role in various sectors of the Indian Economy	2					1	1	3				2
						CO3	Develop pro-active thinking to perform effectively in the dynamic social, economic and business eco-system	2		1			2	2		1			1
						CO4	Understand the pricing decision to industrial products	2	1	1			2						2
Digital and Social Media Marketing	MBADD4-316	3	4	60	400	CO1	Identify the importance of the digital marketing for business sustainability	2	2					2					2
						CO2	Understand various business ethics in digital marketing	2		1					3				2
						CO3	Apply the digital marketing for communication with customers and other stakeholders	2		1			2			1	2		1

						CO4	Explain latest tools for promoting brand on social media sites	2		1			2					1	
Supply Chain and Logistics Management	MBADD5-311	3	4	60	400	CO1	Understand role in an organization and in integrating firms in a supply chain	2					1	1				1	
						CO2	Learn various practices in SCM & logistics that distinguish successful companies from others	2						1					
						CO3	Measure & assess various facets of supply chain performance	2				3					2		2
						CO4	Understand the challenges in SCM and its competitive advantages	2					1	1	2				2
Operations Strategy	MBADD5-312	3	4	60	400	CO1	Understand a conceptual framework for the linkage between how a firm manages its supply	2										1	
						CO2	Find new business solutions and strategies for business issues	2		2		1						1	
						CO3	Understand the interaction between supply chain and other organizational functions	2	1	3		3						1	
						CO4	Apply latest Techniques of IT for managing the business operations	2				2				2		1	
Operations Research Applications	MBADD5-313	3	4	60	400	CO1	Learn operation research course and get desired result statistically and by using research techniques	2										1	
						CO2	Integrate the knowledge domains of the engineering and management	2		2		1						1	
						CO3	Analyze techniques and Information technology will be used to solve various business problems	2	1	3		3						1	
						CO4	Apply operations research techniques to solve the manpower related issue	2				2				2		1	

Strategic Management	MBADS1-401	4	4	60	4 0 0	CO1	Apply holistic approach by integrating people, finance, marketing and organizational perspectives to develop appropriate organizational policies and strategies	2		1				2			2	1		
						CO2	Understand and investigate various sustainable competitive advantage of company in current business and economic scenario	2	1		2			1						
						CO3	Identify different strategic options available and their relation with dynamic environment	2	2		1			1			2		2	
						CO4	Apply knowledge of strategic tools in determining the firm's vision, mission, objectives and ethical operations for the organisations' success	2					1	2	2					1
Entrepreneurship and Managing Small Medium Business	MBADS1-402	4	4	60	4 0 0	CO1	Describe the concept and theories of entrepreneurship and its role in economic development of nation	2					2						1	
						CO2	Develop business plan and identify the reasons of failure of business plans	2	1	1			2							
						CO3	Comprehend government policies and regulatory framework available in India to facilitate the process of entrepreneurial development	2					1	1			2		2	
						CO4	Identify different sources of finance for new enterprises and assess the role of financial institutions and various government schemes in entrepreneurial development	2					2	1				2	1	
Dissertation	MBAD	4	3	60	0 0 0	CO1	Identify the contemporary business and social problems	2	2				2						1	

						CO2	Apply various statistical tools to analyze the data for finding the solutions	2	1	3		2							
						CO3	Prepare and presenting the project reports as per academic standards	2				2	1				2	2	
						CO4	Develop communication and presentation skills	2									2	1	
International Finance	MBADDI-411	4	4	60	400	CO1	Comprehend the historical background as well as working knowledge of current scenario of global monetary system	2						1				2	
						CO2	Get familiarize with global financial theories and global exchange rate system	2			3						2		
						CO3	Apply various global financial risk management strategies to solve business issue					3						3	1
						CO4	Define the working of global financial institutions and international bond market	2						1				2	2
Management of Financial Services	MBADDI-412	4	4	60	400	CO1	Understand the fundamental & operations of financial markets and financial service providers	2										2	2
						CO2	Explain various fund-raising solution for the companies at domestic and global level to invest in projects	2		2		3						2	2
						CO3	Comprehend the Role and importance of the credit rating agencies and their types											2	1
						CO4	Get familiarity with various financial sources for Start Ups to develop innovative solutions	2		1			2					1	2

Management of Banks and Financial Institutions	MBADD1-416	4	4	60	400	CO1	Define the banking structure in the country				2							3	
						CO2	Assess the various risks involved in working of financial institutions											3	2
						CO3	Demonstrate the knowledge of Basel Norms and Technological Risks in Banking											3	2
						CO4	Comprehend the functioning and Legal principals of Insurance industry	3											2
Organization Development and Change	MBADD2-411	4	4	60	400	CO1	Understand various models to solve strategic issues of manpower	2				2				2		2	
						CO2	Identify the detailed process and challenges of organizational development		2			1							
						CO3	Analyse fundamentals to practice in organizational development		1			1							
						CO4	Implement organizational development programs especially at the individual and work group level	1							2			2	
International Human Resource Management	MBADD2-412	4	4	60	400	CO1	Develop the understanding of the concept of global human resource management and to understand its relevance in organizations	2				2						2	
						CO2	Develop necessary skill set for application of various international HR issues		1		1			1					
						CO3	Identify critical issues in managing talent of global workforce								2			1	

						CO4	Describe IHRM's role in managing a global health, well-being, safety, and security program	2					1					2	
Compensation and Benefit Management	MBADD2-413	4	4	60	400	CO1	Demonstrate their skills in using compensation as a retention strategy	1				2	1			1		1	2
						CO2	Demonstrate their skills in applying incentive schemes in the best interest of the organization and employees	2	1			3			1			1	
						CO3	Apply their knowledge in chalking out different types of employee benefits schemes	2		2		1	1			1		2	2
						CO4	Understand the compensation process from different business perspectives					1	1					1	1
Employee Relations	MBADD2-414	4	4	60	400	CO1	Divulge the skills on the key processes to maintain and improve the employee-management relations	2		2		2	1			2			
						CO2	Recognize the changing nature of employment relations and industrial relations, diversity of EMR practices globally and different sectors of employment	2					1	1					2
						CO3	Deliver appropriate strategies for their organization					2						2	2
						CO4	Understand the changing nature of employment relations and industrial relations	2	1		1		2	1				2	3
Performance Management	MBADD2-415	4	4	60	400	CO1	Set goals for himself as well as his subordinates in the organization	1	1				1						2
						CO2	Analyze and assess the performance of employees in the organization and manage team performance	2			1	3				2			

						CO3	Carry out performance management surveys, compare and evaluate the different performance management systems	2					2	1					2
						CO4	Explore the key elements of effective performance management in organizations			3	1	1	2			1			3
HR Metrics and Analysis	MBADD2-416	4	4	60	400	CO1	Apply HR Analytical techniques in the areas of HRP, recruitment and selection, Compensation and Benefits, Training and Human Capital development etc	1				2	1	1					2
						CO2	Demonstrate HR function in adding value in business terms	2				3							2
						CO3	Analyse the value of Intangibles that HR helps builds for the organization given a particular business context	2	2										2
						CO4	Design a Metrics and Analysis index for recruitment, performance and or a training and development context			3		2	3						3
E-Commerce and Digital Markets	MBADD3-411	4	4	60	400	CO1	Identify and apply relevant problem-solving methodologies	1				2						1	2
						CO2	Design components, systems and/or processes to meet required specifications for a web presence	2				3						2	
						CO3	Demonstrate digital techniques for marketing, finance and other business domains	2										2	2
						CO4	Communicate effectively in ways appropriate to the discipline, audience and purpose			3			3					2	3
Strategic Management for IT	MBADD3-412	4	4	60	400	CO1	Define operational effectiveness and understand the limitations of technology-based competition leveraging this principle	2				3							2
						CO2	Define strategic positioning and the importance of grounding competitive advantage in this concept	2	2			3							3

						CO3	Understand the resource-based view of competitive advantage	2				3						3
						CO4	List the four characteristics of a resource that might possibly yield sustainable competitive advantage	2		2		3						2
Managing Digital Platform	MBADD3-413	4	4	60	400	CO1	Gain the knowledge about various digital platforms in business	2				3						2
						CO2	Get knowledge about pricing policies and social media strategies	3			3						2	
						CO3	Apply cloud computing, IoT in digital platforms in business	3			3						2	
						CO4	Understand the opportunities and challenges in digital business across various domains	2			3				2	2		
IT Consulting	MBADD3-414	4	4	60	400	CO1	Evaluate the IT requirements of the organization underlying given business environment	2										1
						CO2	Apply Business life cycle techniques in Consultancy assignment	2			3							
						CO3	Monitor and implement SLA Metrics				3							
						CO4	Apply business ethics in consultancy process	2					3				2	
Information Systems Audit and Control	MBADD3-415	4	4	60	400	CO1	Understand the role of the IS auditor and the IS audit function	2										2
						CO2	Purpose of controls in an information systems environment			3	2						1	
						CO3	Apply corporate governance and IS Audit linkages to analyze issue				3						2	
						CO4	Apply the concepts in real time business scenario			3	2						2	

Business Analytics in IT	MBADD3-416	4	4	60	400	CO1	Apply various business optimization techniques	2	2			3								
						CO2	Understand the applications of Business Intelligence in analyze in Business strategies		3	3		2							3	
						CO3	Apply data mining techniques in business operations					3							2	
						CO4	Understand applications of big data analytics to analyze and solve business problems		3	3		2		1					1	
Services Marketing	MBADD4-411	4	4	60	400	CO1	Demonstrate an extended understanding of the similarities and differences in service- based and physical product-based marketing activities	2										2		
						CO2	Demonstrate a knowledge of the extended marketing mix for services	1					1						1	
						CO3	Develop and justify marketing planning and control systems appropriate to service-based activities				1		1							
						CO4	Identify the challenges in service design and pricing decisions	2	2										2	
International Marketing	MBADD4-412	4	4	60	400	CO1	Acquaint with environmental, procedural, institutional and decisional aspects of international marketing	2					2	2					1	
						CO2	Develop and implement plans and strategies for entering international markets	2		2				1						
						CO3	Know how to manage overseas marketing operations and ethical issues	1						1	2					2
						CO4	Understand business environment and communication policies and techniques at global level	2	1		1		1	2				2		1

Brand Management	MBADD4-413	4	4	60	4 0 0	CO1	Gain operational understanding of product development process and product strategies	2										2					
						CO2	Apply branding elements into marketing mix	2					1									2	
						CO3	Design, implement and take appropriate branding decisions as per business ethics			1		2				3							1
						CO4	Demonstrate the use of tools and communication channels in defining the positioning of brands					2							2				2
Customer Relationship Management	MBADD4-414	4	4	60	4 0 0	CO1	Use various strategic model of CRM in manging the customers related business issues	2	1			2		2					1				
						CO2	Generates competency in transforming organisations into customer-centric enterprises	2															
						CO3	Understand how to manage customer and business digitally with IT tools	2				3		1				2				2	
						CO4	Identify and solve various issues in implementing CRM in various operations of company	2	1	2			1	2	2								1
Integrated Marketing Communication	MBADD4-415	4	4	60	4 0 0	CO1	Quickly understand a company and its marketing communications activities	2					1					2	1				
						CO2	Thoroughly describe a range of media and methods available to marketers	2				1					2						
						CO3	Develop a clearly thought-out Communications Audit	2				3		1				2				2	
						CO4	Understand the advertising laws & ethics and budgeting for promotional programmes	2						1	2	2					2		1

						CO3	The general outcome of S&OP is matching demand and supply in the medium term, by providing an instrument for the vertical alignment of business strategy and operational planning, and for the horizontal alignment of demand and supply plans					2	1						3					
						CO4	Apply scheduling for optimum capacity planning proces	2				2								2				
Material Management	MBADD5-413	4	4	60	400	CO1	Understand the use of inventory management, purchase management, and most important material handling	2						2						2				
						CO2	Develop an ability to perform the role of a materials manager in an organization	2					1	1								2		
						CO3	Manage the activities of materials manager like purchasing, inventory analysis, storage etc.in a scientific manner			1		1												1
						CO4	Improve due date performance through use of MRP techniques within capacity constraints	2				2												
Management of Manufacturing System	MBADD5-414	4	4	60	400	CO1	Determine the strategic importance of manufacturing in creating and enhancing a firm's competitive advantages	2					1	1							2			
						CO2	Select relevant tools and techniques in managing and improving business operations	1				2	1											
						CO3	Assess the importance of cost reduction through implementation of various quality control tools	2				2										2		2
						CO4	Use techniques, skills and modern managerial tools & techniques necessary for business practice					3	2	1										
Logistic Manageme	MBADD5-	4	4	60	400	CO1	Understand about professional issues relevant to SCM and logistics, on an expert- as well as a common level	2					1	1						1				

						C02	Have specialized knowledge about selected topics when dealing with different types of supply chain	2						1				
						C03	Have advanced knowledge about logistics, operations research and operations management in general	2		1								2
						C04	Apply e-commerce techniques to find logistic solutions	2				3		1				2
Production Planning and Control	MBADD5-416	4	4	60	400	C01	Understand various management principles related to quality control	2										2
						C02	Apply techniques to improve work efficiency solutions	2					1					2
						C03	Do Continuous improvement of the production operations			1			2					
						C04	Apply inventory management techniques to analyze and solve inventory related business problems	2				2		1				2

Enter Correction levels 1, 2 or 3 as defined below:

1. Slight (Low) - upto 30% 2. Moderate (Medium) – above 30% and upto 70% 3. Substantial (High) – above 70%



**MAHARAJA RANJIT SINGH PUNJAB TECHNICAL UNIVERSITY BATHINDA-151001 (PUNJAB),
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(A State University Estb. by Govt. of Punjab vide Punjab Act No. 5 of 2015 and Approved u/s 2(f) & 12 (B) of UGC; Member AIU)

Department: **UNIVERSITY BUSINESS SCHOOL**
Maharaja Ranjit Singh Punjab Technical University, Bathinda

Program: **MBA Master's in Business Administration(2020)**

COURSE ARTICULATION MATRIX (STUDY SCHEME: 2020)

Subject	S Code	Semester	Credit	Duration (Hrs)	L T P	COs	Statement	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12					
Corporate Social Responsibility and Business Ethics	MBADS1-121	1	4	60	4 0 0	CO1	Understand about Corporate Social Responsibility, model and explore strategies to find solution for various business challenges in its implementation.	2	1	2			2		2					1				
						CO2	Linkage between CSR and Business sustainability through innovative practices across various business areas.	2					2	3										2
						CO3	Explore the roles of various stakeholders like financial markets and government to develop innovative corporate governance practices across business domains.											2	1			1	1	

						CO4	Understand global and national CSR business guidelines and implement them business towards fulfilling responsibility of business towards society, economy and environment.	2		2					3					2					
Organization Behaviour	MBADS1-122	1	4	60	400	CO1	Understand the basic concepts of the organization behavior and personality	1									2			1					
						CO2	Motivate its employees, enhance job satisfaction among peers and demonstrate leadership styles																	2	
						CO3	Perform in teams by demonstrating group behavior, and manage conflict in groups															3			1
						CO4	Control negotiation, power and politics in organization environment for sustainable performance	1		2													1		2
Financial Statement Analysis and Reporting	MBADS1-123	1	4	60	400	CO1	Gain critical understanding of various forms of accounting and management accounting practices in an organization.	2		1											1				
						CO2	Explain the relationship between strategic business analysis, accounting analysis and financial analysis	2																3	
						CO3	Understand the impact of financial reporting choices on the usefulness of reported earnings to predict future performance	2		2															2
						CO4	Conduct applied business research (including locating, critically interpreting and evaluating firm-specific financial information)	3				2	2											2	3

						CO3	Apply the latest strategies of 4 Ps and other latest IT based and environment friendly techniques to enhance the brand communication and product promotion					3		1			2		2
						CO4	Demonstrate the use of tools and techniques in understanding consumer behaviour as individual or in group and other contemporary issues of business development	2	1			2				2			2
Business Communications	MBADS1-127	1	3	60	300	CO1	Know the dynamics of communication in the business world and practice the latest tools of communication under given situation	2				1					3		1
						CO2	Develop presentation skills, inter-personal skills and public speaking skills							1	2		2		
						CO3	Demonstrate a good understanding of effective business writing and listening skills	1							2		1		
						CO4	Acquire the skills of report writing and modern forms of communication such as email and usage of internet.	2			2				2		2		
Computer Application for Business	MBADS1-128	1	3	60	300	CO1	Understand the leadership role of Information Systems in achieving business competitive advantage through informed decision making	v		2		2							1
						CO2	Use of MS Office (Excel, Access & Power point) in different type of analysis and projection of reports related to the business management	2	2							3			2

						CO3	Apply various tools of E-security for the privacy of business information					2					1					
						CO4	Apply analytical thinking, creativity and business-problem-solving as applied to ongoing IT challenges and future trends	2		2		2		1					2			
Legal and business environment	MBADS1-221	2	4	60	400	CO1	Understand the legal framework regulating business, from the point of view of making the operations of the organization legally compliant.	1											1			
						CO2	Develop a critical understanding of the implications of the changes in the provisions of different business law and assess their impact.	2	2												1	
						CO3	Understand the dynamics of business environment to have a proper perspective of current economic situation	1	1					2								
						CO4	Assess the risks flowing from different business environment scenarios and develop suitable adjustment and response strategies.	2	2	2												
Business Research Methods	MBADS1-222	2	4	60	400	CO1	Analyze and investigate the business problems and develop into research problems	1	3		2											
						CO2	Identify and apply the latest appropriate research approaches and techniques for developing solutions of research problem	1		3		3				1						
						CO3	Relate ethical and philosophical consideration in business research.	2			2			2					3			

						CO4	Apply various statistical techniques and present the research findings in report form			1		3					2		2					
Corporate Finance	MBADS1-223	2	4	60	400	CO1	Demonstrate the applicability of the concept of financial management and investment decisions in the working of business	2		2							2	2	1					
						CO2	Assess the investment decisions and financing of companies by applying various financial management tools			2											2	2		
						CO3	Comprehend various theories of capital structure and their applications in business decisions	2	2															2
						CO4	Apply Working Capital policies to manage cash and Inventory in the business																3	2
Human Resource Management	MBADS1-224	2	4	60	400	CO1	Understand the various concepts, principles, importance of Human Resource Management for an organization	2		2							2	2	1					
						CO2	Know the essentials of employing, maintaining and promoting a motivated workforce in an organisation	2	2							1				2	2			
						CO3	Demonstrate the ability to handle various grievance at individual level or in groups to find ethical business solutions	2	2						2	1	1						1	
						CO4	Comprehend emerging trends, opportunities and challenges in HRM to enhance the participation of workers in company decisions			1							2			1			3	
Operation Management	MBADS1-	2	4	60	400	CO1	Understand the key concepts and the strategic role of operations management in creating and enhancing a firm's competitive advantages	3								1								

						CO3	Use statistical techniques for project time management and resource allocation	2					2	1				2	1
						CO4	Provide basic project management skills with a strong emphasis on issues and problems associated with delivering successful projects	1		2			2	1				2	1
Summer Internship Project	MBADS1-322	3	4	60	3 1 0	CO1	Identify and utilize project related information contained during Training	2	1									2	1
						CO2	Understand the real time working of various departments of organization	2	2			2		1				2	2
						CO3	Find the solution of various contemporary business problems and effective communicate in company	2		2							2	2	1
						CO4	Present the findings of the projects executed during training through latest tools	1		1		2		1				3	1
Indian Financial Systems and Financial Markets	MBADD1-321	3	4	60	4 0 0	CO1	Understand the working of banks and insurance banks	2											2
						CO2	Demonstrate the knowledge of structure and working of Indian financial institutions		2								1		
						CO3	Compare and evaluate the different products of financial capital markets										3	2	
						CO4	Comprehend the Ethics of functioning of financial institutions							3					

Security Analysis and Portfolio Management	MBADD1-322	3	4	60	400	C01	Understand various functions of Primary and Secondary markets											2						
						C02	Evaluate the performance of companies by applying fundamental and technical analysis					3											2	
						C03	Develop the equity and bond portfolio and measure their performance through various techniques			3														
						C04	Comprehend the applications of derivatives and various risk management strategies in derivative market	2																2
Business Valuation	MBADD1-323	3	4	60	400	C01	Understand various valuation approaches		2															
						C02	Conduct valuation with discounted cash flow model and relative valuation model			3												2		
						C03	Apply companies based on various valuation models	2															2	
						C04	Demonstrate the knowledge of valuation of projects and real options					3												
Financial Derivatives	MBADD1-324	3	4	60	400	C01	Understand the functioning of financial derivative instruments and markets											3						
						C02	Apply the future hedging strategies for managing the risks				2									2	1			
						C03	Evaluate and apply Option strategies for risk management under different market conditions								2							1		

Industrial Relation and Labour Law	MBADD2-321	3	4	60	400	CO1	Understand the laws related to working conditions in different settings	2					2					2					
						CO2	Learn the laws relating to Industrial Relations, Social Security	2			3		1										
						CO3	Able to identify and solve issues related to welfare and wage Legislations of groups in organization		1	2			1	1		2			1	1			
						CO4	Gain knowledge about the dispute settlement machinery and the laws related to dispute settlement	1															2
Strategic Human Resource Management	MBADD2-322	3	4	60	400	CO1	Identify and evaluate key HR issues which critically impact on organisational performance and strategic direction		2	2		2							3				
						CO2	Interpret and integrate human resources management into the strategic thinking, direction setting, planning and operation of the organization	3					2									2	
						CO3	Identify relevant metrics in strategic human resource management	2				2											
						CO4	Demonstrate the interventions needed to generate commitment among key Stakeholders and business partners for a strategic HR agenda	3			2								2				
Cross Culture Management	MBADD2-323	3	4	60	400	CO1	Demonstrate relevant knowledge, skills, and abilities when presented with cross-cultural management problems in multinational organizations	3				2	1						2				

						CO2	Demonstrate understanding and respect for culture difference	2										
						CO3	Apply theoretical frameworks in analysing culture and related management problems	2	2			2						
						CO4	Provide critical and creative solutions for cross-cultural management problems				1							2
Manpower Planning, Recruitment and Selection	MBADD2-324	3	4	60	400	CO1	<i>Review the current manpower resources, forecasting future requirements</i>	2	2		1							2
						CO2	Various strategies of recruitment and selection of manpower in the organization		2			1	1					2
						CO3	Map complex managerial aspect arise due to ground realities of the manpower				2							1
						CO4	Understand various ethical issues related to recruitment and forecasting of manpower in company	2	2			2		2	2			2
Team Dynamics at Work	MBADD2-325	3	4	60	400	CO1	Explain the concepts and contributors to employee relations between individuals and teams	2			1				3			2
						CO2	Apply effective communication skills to solve the issues between groups		2				1			2		
						CO3	Demonstrate the leadership skills to solve various manpower issues in the company				2		2					1
						CO4	Apply various strategies for enhancing effectiveness in teamwork	2				2				2		2

System Analysis and Design	MBADD3-323	3	4	60	400	CO1	Analyze algorithms and to determine real time efficiency class	2				2						1
						CO2	Ability to apply and implement learned design techniques and data structures to solve problems	2				3						
						CO3	Develop planning for analyzing system-based issue	2	2			2						2
						CO4	Apply techniques to project management and finance related issues	2				2					3	1
Enterprise Resource Planning	MBADD3-324	3	4	60	400	CO1	Understand the scope of ERP, data models, Client/Server architecture and identify all components in an ERP system and the relationships among the components	2				2						2
						CO2	Understand the technologies related to ERP and the phases of ERP	2				2						
						CO3	Implement the domain of ERP to resolve business issues		2			3						2
						CO4	Understand the application of EDI across various business domains	2				2					2	
Software Project Management	MBADD3-325	3	4	60	400	CO1	Manage the quality of product and managing the risk involved managing team and measuring and tracking the planning	3				2						2
						CO2	Manage team and measuring and tracking the planning	2	1				1					
						CO3	Perform configuration management and project monitoring and control	2				2					2	

						CO4	Apply various strategies to handle offshore projects and managing risks	2				2	1					2	2						
Software Engineering	MBADD3-326	3	4	60	400	CO1	Study how software engineering principles evolve and to analyze the various software models that can be followed to develop a software	3				2								2					
						CO2	Understand the software analysis and design step of software development	2																	
						CO3	Understand coding, testing and reliability of a software	2																2	
						CO4	Highlight the various management activities and related terms of a software	2									2	1							2
Consumer Behaviour	MBADD4-321	3	4	60	400	CO1	Understand the theories of consumer behaviour and perception	2													1				
						CO2	Identification of issues and finding the solutions in market segmentations	2	1	3															
						CO3	Apply various aspects of communication and diffusion of innovation in marketing to understand the behaviour of consumer	2									3	1	1				2		2
						CO4	Comprehend the effect of society and culture on decision making of consumers	2										1	2						
Sales and Distribution Management	MBADD4-322	3	4	60	400	CO1	Learn the designing and implementation of distribution channel strategy	2		2		1									1				
						CO2	Gain knowledge about various ranges of tools available for marketing communication	2														2			
						CO3	Analyze various distribution channels and their implementation in business		2									1					2		2

						CO4	Manage the sales force and perform its budget analysis	1	1					1	1			2	1	
Rural Marketing	MBADD4-323	3	4	60	400	CO1	Analyze marketing opportunities consumer trends and patterns for better development of marketing strategies	2	2			1	1						1	
						CO2	Help understand the working of rural marketing institutions	2					1	1			2			
						CO3	Apply environment scanning for rural marketing		2						1		2		2	
						CO4	Decode Problems and find solutions in emerging issues in rural marketing	1	1					1	1					1
Advertising Management	MBADD4-324	3	4	60	400	CO1	Develop creative solutions through applying relevant advertising and marketing principles	2		2									2	
						CO2	Provide an understanding of how consumers make decisions	2		1			1						2	
						CO3	Develop critical thinking and innovative skills to present the advertising and promotions plan effectively to business audiences	2		1			2			1			1	
						CO4	To select best communication channel as per budget, ethics and legal framework	2	2	1			2		2				2	
Industrial Marketing	MBADD4-325	3	4	60	400	CO1	Learn to formulate industrial marketing strategies and also design industrial marketing mix elements	2		2										
						CO2	Learn to develop competent management professionals with strong ethical values and capable of assuming a pivotal role in various sectors of the Indian Economy	2						1	1	3				2
						CO3	Develop pro-active thinking to perform effectively in the dynamic social, economic and business eco-system	2		1				2	2		1			1

						CO4	Understand the pricing decision to industrial products	2	1	1			2					2
Digital and Social Media Marketing	MBADD4-326	3	4	60	400	CO1	Identify the importance of the digital marketing for business sustainability	2	2				2					2
						CO2	Understand various business ethics in digital marketing	2		1				3				2
						CO3	Apply the digital marketing for communication with customers and other stakeholders	2		1		2			1	2		1
						CO4	Explain latest tools for promoting brand on social media sites	2		1		2						1
Supply Chain and Logistics Management	MBADD5-321	3	4	60	400	CO1	Understand role in an organization and in integrating firms in a supply chain	2					1	1				1
						CO2	Learn various practices in SCM & logistics that distinguish successful companies from others	2						1				
						CO3	Measure & assess various facets of supply chain performance	2				3				2		2
						CO4	Understand the challenges in SCM and its competitive advantages	2					1	1	2			2
Operations Strategy	MBADD5-322	3	4	60	400	CO1	Understand a conceptual framework for the linkage between how a firm manages its supply	2										1
						CO2	Find new business solutions and strategies for business issues	2		2		1						1
						CO3	Understand the interaction between supply chain and other organizational functions	2	1	3		3						1
						CO4	Apply latest Techniques of IT for managing the business operations	2				2				2		1

Behavioural Operations Management	MBADD5-326	3	4	60	400	CO1	Understand make use of operations research tools in the field of operations scheduling and supply chain distributions	2				1						2					
						CO2	Analyse the project based of operations management		2													2	
						CO3	Insights the essentials for the supply chain management and group behaviour	2							2								
						CO4	Enhance the decision-making ability by using simulation games			3		3											2
Introduction To Business Analytics and Data Science	MBADD6-321	3	4	60	400	CO1	Understand the function of business analyst in various business domains.					2						2	1				
						CO2	Apply data science in Project Life Cycle				1							3					
						CO3	Explain the data mining concept and its application with other analytical tools	3															
						CO4	Understand and Analyzing machine learning concept in business domains	3													2	2	
Introduction To Python	MBADD6-322	3	4	60	400	CO1	Understand fundamentals of Python and Jupyter Notebook					2							2				
						CO2	Explain the data structure, data frames and Pandas Idioms.				2							1	1				
						CO3	Apply various functions in python					2										2	
						CO4	Demonstrate time functions for various business applications					2								2			

Marketing and Retail Analytics	MBADD6-326	3	4	60	400	CO4	Apply tools for establishing synergy of finance with other business domains					2					3	2					
						CO1	Apply predictive modelling in retailing sector.					3										2	
						CO2	Understand the need for digital evolution in marketing and retail sector specifically	3					2										
						CO3	Apply latest IT technologies in workforce and customer services					2	3										1
Strategic Management	MBADS1-401	4	4	60	400	CO4	Comprehend the analytical application in business domains like retail, marketing, consumer behaviour for sustainable business solution	3										2	2				
						CO1	Apply holistic approach by integrating people, finance, marketing and organizational perspectives to develop appropriate organizational policies and strategies	2		1				2							2	1	
						CO2	Understand and investigate various sustainable competitive advantage of company in current business and economic scenario	2	1		2			1									
						CO3	Identify different strategic options available and their relation with dynamic environment	2	2		1			1			2		2				

						CO2	Apply the relevant sections of the Income Tax Act to compute taxable income and tax payable for a corporation					3						1
						CO3	Describe the issues and apply the appropriate provisions related to the taxation of corporate investment Income					3						2
						CO4	Identify tax planning opportunities and challenges for corporation										3	1
Management of Banks and Financial Institutions	MBADD1-425	4	4	60	400	CO1	Define the banking structure in the country				2							3
						CO2	Assess the various risks involved in working of financial institutions										3	2
						CO3	Demonstrate the knowledge of Basel Norms and Technological Risks in Banking										3	2
						CO4	Comprehend the functioning and Legal principals of Insurance industry	3										2
Organization Development and Change	MBADD2-421	4	4	60	400	CO1	Understand various models to solve strategic issues of manpower	2				2				2		2
						CO2	Identify the detailed process and challenges of organizational development		2				1					
						CO3	Analyse fundamentals to practice in organizational development		1				1					
						CO4	Implement organizational development programs especially at the individual and work group level	1							2			2

International Human Resource Management	MBADD2-422	4	4	60	400	CO1	Develop the understanding of the concept of global human resource management and to understand its relevance in organizations	2					2					2					
						CO2	Develop necessary skill set for application of various international HR issues		1		1			1									
						CO3	Identify critical issues in managing talent of global workforce										2						1
						CO4	Describe IHRM's role in managing a global health, well-being, safety, and security program	2					1										2
Compensation and Benefit Management	MBADD2-423	4	4	60	400	CO1	Demonstrate their skills in using compensation as a retention strategy	1				2	1			1		1	2				
						CO2	Demonstrate their skills in applying incentive schemes in the best interest of the organization and employees	2	1			3				1					1		
						CO3	Apply their knowledge in chalking out different types of employee benefits schemes	2		2		1	1			1			2			2	
						CO4	Understand the compensation process from different business perspectives					1	1						1			1	
Employee Relations	MBADD2-	4	4	60	400	CO1	Divulge the skills on the key processes to maintain and improve the employee-management relations	2		2		2	1			2							

IT Consulting	MBADD3-424	4	4	60	400	C01	Evaluate the IT requirements of the organization underlying given business environment	2										1				
						C02	Apply Business life cycle techniques in Consultancy assignment	2			3											
						C03	Monitor and implement SLA Metrics				3											
						C04	Apply business ethics in consultancy process	2							3							2
Information Systems Audit and Control	MBADD3-425	4	4	60	400	C01	Understand the role of the IS auditor and the IS audit function	2										2				
						C02	Purpose of controls in an information systems environment			3	2									1		
						C03	Apply corporate governance and IS Audit linkages to analyze issue				3										2	
						C04	Apply the concepts in real time business scenario			3	2										2	
Business Analytics in IT	MBADD3-426	4	4	60	400	C01	Apply various business optimization techniques	2	2			3										
						C02	Understand the applications of Business Intelligence in analyze in Business strategies		3	3		2								3		
						C03	Apply data mining techniques in business operations					3									2	
						C04	Understand applications of big data analytics to analyze and solve business problems		3	3		2		1							1	

Services Marketing	MBADD4-421	4	4	60	400	CO1	Demonstrate an extended understanding of the similarities and differences in service- based and physical product-based marketing activities	2										2				
						CO2	Demonstrate a knowledge of the extended marketing mix for services	1					1								1	
						CO3	Develop and justify marketing planning and control systems appropriate to service-based activities				1		1									
						CO4	Identify the challenges in service design and pricing decisions	2	2													
International Marketing	MBADD4-422	4	4	60	400	CO1	Acquaint with environmental, procedural, institutional and decisional aspects of international marketing	2					2	2					1			
						CO2	Develop and implement plans and strategies for entering international markets	2		2			1									
						CO3	Know how to manage overseas marketing operations and ethical issues	1					1	2								2
						CO4	Understand business environment and communication policies and techniques at global level	2	1		1		1	2			2					
Brand Management	MBADD4-423	4	4	60	400	CO1	Gain operational understanding of product development process and product strategies	2											2			
						CO2	Apply branding elements into marketing mix	2					1								2	
						CO3	Design, implement and take appropriate branding decisions as per business ethics			1		2				3						1
						CO4	Demonstrate the use of tools and communication channels in defining the positioning of brands					2						2				2

Customer Relationship Management	MBADD4-424	4	4	60	400	CO1	Use various strategic model of CRM in manging the customers related business issues	2	1			2		2				1				
						CO2	Generates competency in transforming organisations into customer-centric enterprises	2														
						CO3	Understand how to manage customer and business digitally with IT tools	2				3		1			2					2
						CO4	Identify and solve various issues in implementing CRM in various operations of company	2	1	2			1	2	2							
Integrated Marketing Communication	MBADD4-425	4	4	60	400	CO1	Quickly understand a company and its marketing communications activities	2					1				2		1			
						CO2	Thoroughly describe a range of media and methods available to marketers	2				1				2						
						CO3	Develop a clearly thought-out Communications Audit	2				3		1			2					2
						CO4	Understand the advertising laws & ethics and budgeting for promotional programmes	2					1	2	2				2			1
Digital and Social Media Marketing	MBADD4-426	4	4	60	400	CO1	Identify the importance of the digital marketing for marketing success	2					1				2		2			
						CO2	Manage customer relationships across all digital channels	2				1				2						
						CO3	Apply various Return on Investment Techniques for allocating adequate budget	2				3		1						2		2
						CO4	Analyze online business environment for applying appropriate IT Techniques for Business issues	2				3	1	2								1
Total Quality Management	MBADD5-421	4	4	60	400	CO1	Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems	2					2						2			

						CO3	Implement the analytic techniques to solve business issues in location, layout and in quality management					2							
						CO4	Apply various analytical models across various business functions.				2	2							2

Enter Correction levels 1, 2 or 3 as defined below:

1. Slight (Low) - upto 30% 2. Moderate (Medium) – above 30% and upto70% 3. Substantial (High) – above 70%