

Savitribai Phule Pune University

Master of Business Administration (MBA) – Revised Syllabus 2019

Course Objectives

Semester-3

301 GC – 11 Strategic Management		
CO	Cognitive Abilities	COURSE OUTCOMES
CO301.1	Remembering	Describe the basic terms and concepts in Strategic Management
CO301.2	Understanding	Explain the various facets of strategic management in a real-world context
CO301.3	Applying	Describe the trade-offs within and across strategy formulation, implementation, appraisal
CO301.4	Analyzing	Integrate the aspects of various functional areas of management to develop a strategic perspective
CO301.5	Evaluating	Explain the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO301.6	Creating	Develop the capability to view the firm in its totality in the context of its environment

302 GC – 12 Decision Science		
CO	Cognitive Abilities	COURSE OUTCOMES
CO302.1	Remembering	Describe the concepts and models associated with Decision Science.
CO302.2	Understanding	Understand the different decision-making tools required to achieve optimization in business processes.
CO302.3	Applying	Apply appropriate decision-making approach and tools to be used in a business environment
CO302.4	Analyzing	Analyze real-life situations with constraints and examine the problems using different decision-making tools
CO302.5	Evaluating	Evaluate the various facets of a business problem and develop a problem-solving ability
CO302.6	Creating	Discuss & propose the various applications of decision tools in the present business scenario

303 GC – 13 Summer Internship Project		
CO	Cognitive Abilities	COURSE OUTCOMES
CO303.1	Remembering	To offer the opportunity for the young students to acquire on job skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a Professional identity
CO303.2	Understanding	To Provide means to immerse students in actual supervised professional experiences
CO303.3	Applying	To give an insight into working on a real organization
CO303.4	Analyzing	To gain a deeper understanding of specific functional areas
CO303.5	Evaluating	To appreciate the linkages among different functions & departments
CO303.6	Creating	To develop a perspective about business organizations in their totality

GE-UL-307 International Business Environment		
CO	Cognitive Abilities	COURSE OUTCOMES
CO 307 .1	Remembering	Recall and describe the key concepts of the International Business Environment
CO 307 .2	Understanding	Understand the relevance of Multinational Corporations (MNCs) in global trade
CO 307 .3	Applying	Demonstrate the significance of FDI and FPI in respect of the developing economy
CO 307 .4	Analyzing	Analyze the issues related to Labor, Environmental and Global Value chain
CO 307 .5	Evaluating	Formulate and discuss the case related to various Agreements under WTO and the contemporary global business environment

GE-UL-310 Corporate Governance		
CO	Cognitive Abilities	COURSE OUTCOMES
CO310.1	Remembering	Organize and Remember the scope of Corporate Governance
CO310.2	Understanding	Understand the role of the Board of Directors and Committees in Good Corporate Governance and key mechanism
CO310.3	Applying	Application of empirical methods of Corporate Governance and its impact on the Firms
CO310.4	Analyzing	Analyze the legal framework of Corporate Governance and formulate Internal control policies
CO310.5	Evaluating	Evaluate the legal framework and global perspective of Corporate Governance
CO310.6	Creating	Formulate and Discuss Cases related to CG (Models), their Success & Failures

GE-UL-311 Management of Non-Profit Organization		
CO	Cognitive Abilities	COURSE OUTCOMES
CO311.1	Remembering	Describe the basic concepts and frameworks in the field of the Non-Profit Sector & Non-Profit Organization
CO311.2	Understanding	Explain the characteristics of Non-Profit organizations, summarizing the factors affecting the development of Non-Profit organizations.
CO311.3	Applying	Make use of theoretical concepts, frameworks while the registration process for Non-Profit Organization
CO311.4	Analyzing	Examine the role of any public policies which help NPO in decision-making.
CO311.5	Evaluating	Evaluate the performance of Non-Profit organizations, the critical financial considerations of the Non - Profit organization

SC- 304MKT Services Marketing		
CO	Cognitive Abilities	COURSE OUTCOMES
CO304 MKT.1	Remembering	Recall the key concepts in services marketing
CO304 MKT.2	Understanding	Explain the role of Extended Marketing Mix in Services
CO304 MKT.3	Applying	Demonstrate the new Paradigm and Perspectives in the Marketing of Services
CO304 MKT.4	Analyzing	Analyze the significance of services marketing in the Indian and global economy
CO304 MKT.5	Evaluating	Evaluate Segmentation, Targeting & Positioning of Services in the dynamic marketing environment
CO304 MKT.6	Creating	Develop marketing mix for various services offering

SC- 305MKT Sales & Distribution Management		
CO	Cognitive Abilities	COURSE OUTCOMES
CO305MKT.1	Remembering	Describe the theoretical concepts related to Sales Management and Distribution Management Domain
CO305MKT.2	Understanding	Understand the concepts, techniques, and approaches required for effective decision-making in the areas of Sales and Distribution.
CO305MKT.3	Applying	Apply the concepts related to sales and distribution management
CO305MKT.4	Analyzing	Analyze the real-life scenarios of sales and distribution management.
CO305MKT.5	Evaluating	Evaluate the existing sales and distribution strategies and approaches
CO305MKT.6	Creating	Develop generate and evaluate sales and distribution strategies.

SE-IL- MKT-312 Business to Business Marketing		
CO	Cognitive Abilities	COURSE OUTCOMES
CO312 MKT.1	Remembering	Define the terms and concepts related to Business to Business marketing
CO312 MKT.2	Understanding	Explain the terms and concepts used in business to business marketing
CO312 MKT.3	Applying	Identify challenges and opportunities in Business-to-Business Marketing
CO312 MKT.4	Analyzing	Formulate segmentation, targeting and positioning, consumer buying behavior, and marketing mix in the context of Business to Business marketing
CO312 MKT.5	Evaluating	Design marketing mix elements considering business-to-business sales and service situations
CO312 MKT.6	Creating	Develop a marketing plan for business-to-business Marketing situations

SE-IL- MKT-313 International Marketing		
CO	Cognitive Abilities	COURSE OUTCOMES
CO313MKT.1	Remembering	Enumerate various terms and key concepts associated with international marketing
CO313MKT.2	Understanding	Explain various key concepts used in all aspects of international marketing
CO313MKT.3	Applying	Apply all stages in the international marketing management process
CO313MKT.4	Analyzing	Examine various facets of the international marketing environment and the relevant aspects of the international marketing management process from a data-driven decision perspective
CO313MKT.5	Evaluating	Judge suitability of alternative market segmentation bases, target market selection, market entry strategies, positioning strategies, and international marketing mix strategies based on an Assessment of the international marketing environment
CO313MKT.6	Creating	Design appropriate market segmentation, target market, market entry strategies, positioning strategies, and international marketing mix strategies for business organizations

SE-IL- MKT-314 Digital Marketing - II		
CO	Cognitive Abilities	COURSE OUTCOMES
CO 314MKT.1	Remembering	Define the key terms and concepts related to digital marketing
CO 314MKT.2	Understanding	Explain various tools of digital marketing
CO 314MKT.3	Applying	Make Use of various tools of digital marketing
CO 314MKT.4	Analyzing	Classify the different tools and techniques of digital marketing with respect to SEO, SEM, and SMM to increase customer acquisition and retention
CO 314MKT.5	Evaluating	Assess the suitability of Digital Marketing Tools w.r.t. SEO, SEM, and SMM to increase cost-effectiveness in specific marketing situations
CO 314MKT.6	Creating	Develop an appropriate digital marketing campaign.

SC- 304FIN Advanced Financial Management		
CO	Cognitive Abilities	COURSE OUTCOMES
CO 304FIN.1	Remembering	Describe the basic concepts in the financing, investing, and profit distribution in a firm
CO 304FIN.2	Understanding	Explain theoretical concepts related to raising and use of funds and the value of the firm
CO 304FIN.3	Applying	Calculate values for making capital structure, investment, liquidity, and dividend decisions in the financial management of a firm
CO 304FIN.4	Analyzing	Analyze the options for making the right financial decisions for a firm
CO 304FIN.5	Evaluating	Assess the role of financial planning, risk analysis in investments, liquidity, and credit management policy of the firm on shareholder value
CO 304FIN.6	Creating	Design an appropriate financial strategy using any one or multiple concepts/ techniques learned in this course

305 FIN – International Finance		
CO	Cognitive Abilities	COURSE OUTCOMES
CO305FIN.1	Remembering	Enumerate the key terms associated with International Finance
CO305FIN.2	Understanding	Summarize the various concepts related to regulators, financial markets, Financial Instruments, tax structures at the international level
CO305FIN.3	Applying	Illustrate the role of international monetary systems & intermediaries in the global financial market
CO305FIN.4	Analyzing	Inspect the various parameters of the global financial market and interpret the best possible international investment opportunities
CO305FIN.5	Evaluating	Determine the various strategies to start an investment or business at the international level by considering various factors of international finance
CO305FIN.6	Creating	Formulate the investment plan or business plan by adapting international finance environment

315 FIN SE – IL - FIN – 12 Indirect Taxation		
CO	Cognitive Abilities	COURSE OUTCOMES
CO315FIN.1	Remembering	Remembering the key concepts of Indirect Taxes in India Identifying and enumerating the various terms associated with GST and other indirect taxes
CO315FIN.2	Understanding	Explain how GST works as a Uniform Tax Structure, Illustrate the GST framework of India, & describe the important concepts such as supply, dual taxation method, registration process, etc.
CO315FIN.3	Applying	Apply the theories and Principles and perform all calculations 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
CO315FIN.4	Analyzing	Illustrate the e filing process of GST Categorize the Goods and Services under GST and the amount of tax to be paid using the Dual tax concept
CO315FIN.5	Evaluating	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
CO315FIN.6	Creating	Elaborate all Provisions of GST and can correlate with filing of returns; virtual e filing can be done. Estimate the GST, TDS, anticipate goods, services, tax payable person for the business

SE-IL- FIN-316 Corporate Financial Restructuring		
CO	Cognitive Abilities	COURSE OUTCOMES
CO316FIN.1	Remembering	Describe the basic concepts related to corporate restructuring, Mergers & Acquisitions, Valuation Aspects of Corporate Restructuring, and Corporate Governance Aspects of Restructuring
CO316FIN.2	Understanding	Explain the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units
CO316FIN.3	Applying	Perform all the required calculations through relevant numerical problems
CO316FIN.4	Analyzing	Analyze the situation by calculations of the exchange ratio, financial returns, valuations, and others
CO316FIN.5	Evaluating	Evaluate the impact of corporate financial restructuring on all stakeholders

304HRM- Strategic Human Resource Management		
CO	Cognitive Abilities	COURSE OUTCOMES
CO304HRM.1	Remembering	Remember the strategies adopted by HR and their implementation issues and challenges faced by the organization in a national and international context.
CO304HRM.2	Understanding	Ability to Understand and Articulate the basic concepts of SHRM and link the HR strategies to the organizational business strategies
CO304HRM.3	Applying	Ability to Analyze HR as an investment in the company
CO304HRM.4	Analyzing	Ability to Interpret and Evaluate the implementation of the HR strategies
CO304HRM.5	Evaluating	Formulate and provide realistic solutions to the industry by designing innovative strategies and logical decision making

305HRM: HR Operations		
CO	Cognitive Abilities	COURSE OUTCOMES
CO305HRM.1	Remembering	Describe the structure of the personnel department, its policies, and maintenance of employee files & records
CO305HRM.2	Understanding	Learn to draft of communications for disciplinary actions
CO305HRM.3	Applying	Demonstrate the knowledge and calculations of bonus, gratuity, PF, ESI, etc.
CO305HRM.4	Analyzing	Experiment to calculate the computation of Workmen Compensation, Bonus, and Gratuity as per relevant acts
CO305HRM.5	Evaluating	Calculate computation of Workmen Compensation, Bonus, and Gratuity
CO305HRM.6	Creating	File returns under various labor laws and prepares salary structure

313HRM: Psychometric testing and Assessment		
CO	Cognitive Abilities	COURSE OUTCOMES
CO313HRM.1	Remembering	Know various tools of psychometrics designed to measure traits of individuals
CO313HRM.2	Understanding	Understand & Conduct the group simulated exercises for organizational purpose
CO313HRM.3	Applying	Identify and Administer psychometric tools to respondents
CO313HRM.4	Analyzing	Interpret results and counsel the respondent based on the results
CO313HRM.5	Evaluating	Create Psychometric Tests for the specific traits as required by the organization

315HRM: International HR		
CO	Cognitive Abilities	COURSE OUTCOMES
CO315HRM.1	Remembering	Identify key perspectives of global workforce management
CO315HRM.2	Understanding	Understand cultural aspects of International HRM
CO315HRM.3	Applying	Prepare HR planning for long term global staffing
CO315HRM.4	Analyzing	Illustrate steps involved in the global selection of human resources
CO315HRM.5	Evaluating	Formulate a Training and development policy for expatriate employees of an organization
CO315HRM.6	Creating	Analyze / Compare important points that need to be included while drafting the global workforce performance & development management system of an organization

317 HRM: Compensation and Reward Management		
CO	Cognitive Abilities	COURSE OUTCOMES
CO317HRM.1	Remembering	Describe the concept of compensation and cost
CO317HRM.2	Understanding	Understand the compensation and reward management process
CO317HRM.3	Applying	Compare issues related to compensation and survey of wages & salary administration in various industries
CO317HRM.4	Analyzing	Experiment to calculate various types of monetary and profit-sharing incentives
CO317HRM.5	Evaluating	Calculate income tax as per the current slabs for the employees under different salary brackets
CO317HRM.6	Creating	Formulate a salary structure incorporating tax-saving components.

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304 OSCM- Services Operations Management – II		
CO	Cognitive Abilities	COURSE OUTCOMES
CO304OSCM .1	Remembering	Describe the concept of compensation and cost
CO304OSCM .2	Understanding	Understand the compensation and reward management process
CO304OSCM .3	Applying	Compare issues related to compensation and survey of wages & salary administration in various industries
CO304OSCM .4	Analyzing	Experiment to calculate various types of monetary and profit-sharing incentives
CO304OSCM .5	Evaluating	Calculate income tax as per the current slabs for the employees under different salary brackets

CO304OSCM .6	Creating	Formulate a salary structure incorporating tax-saving components.
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305 OSCM - Logistics Management		
CO	Cognitive Abilities	COURSE OUTCOMES
CO305OSCM.1	Remembering	Define basic terms and concepts related to Logistics management
CO305OSCM.2	Understanding	Explain the infrastructure of logistics, its linkage with various types of communication modes
CO305OSCM.3	Applying	Describe the various dimensions of logistics management and transport, their inter-linkages with different types of freights
CO305OSCM.4	Analyzing	Calculate logistic costs and various classification methods of reducing the cost. Involving the information technology and its impacts
CO305OSCM.5	Evaluating	Outline a typical logistic framework and services. Illustrate the linkages with its dynamic storage system / Customer Issues, Logistic and Business Issues in a real-world context
CO305OSCM.6	Creating	Discuss modern real-world logistical systems using the various concepts in the syllabus

312 OSCM- Manufacturing Resource Planning		
CO	Cognitive Abilities	COURSE OUTCOMES
CO312OSCM.1	Remembering	Define basic terms and concepts related to MRP II.
CO312OSCM.2	Understanding	Describe the integrated planning structure and functions incorporated within MR
CO312OSCM.3	Applying	Illustrate the importance of MRP as a top-management planning tool
CO312OSCM.4	Analyzing	Identify the vertical and horizontal cross-functional integration within the MRP II planning hierarchy
CO312OSCM.5	Evaluating	Explain how what-if simulation, modeling, and analysis are used to produce feasible plans
CO312OSCM.6	Creating	Discuss how MRP supports the company's cost, quality, and delivery operating objectives

315 OSCM- Toyota Production System		
CO	Cognitive Abilities	COURSE OUTCOMES
CO315OSCM.1	Remembering	Describe 14 principles of the Toyota Way.
CO315OSCM.2	Understanding	Relate the TPS with other business situations
CO315OSCM.3	Applying	Implement TPS principles in a real-life situation
CO315OSCM.4	Analyzing	Examine the application of TPS principles in a service or manufacturing unit/ organization
CO315OSCM.5	Evaluating	Design a process for executing Improvement Initiatives at the workplace
CO315OSCM.6	Creating	Build an organizational culture to foster continuous improvement

316OSCM- Operations & Service Strategy		
CO	Cognitive Abilities	COURSE OUTCOMES
CO316OSCM.1	Remembering	Enumerate the key components of operations strategy
CO316OSCM.2	Understanding	Explain the linkages between operations strategy and competitive advantage as the basis of competitive position through superior product development, cost, quality, features
CO316OSCM.3	Applying	Illustrate the broader context of business strategy & fit between manufacturing and operations capabilities and the business strategy
CO316OSCM.4	Analyzing	Examine the concepts of competitive leverage using manufacturing and operations, the fit of the various elements of manufacturing and operations, the impact of the competitive environment, and the structure of the value chain
CO316OSCM.5	Evaluating	Design the operations and service strategy
CO316OSCM.6	Creating	Formulate an operations strategy (long-term plan) and link it with operational decisions

304 BA- Advanced Statistical Methods using R		
CO	Cognitive Abilities	COURSE OUTCOMES
CO304BA .1	Remembering	Recall all basic statistical concepts and associated values, and formulae.
CO304BA .2	Understanding	Explain the statistical tools and Describe their applications in multiple business domains and scenarios
CO304BA .3	Applying	Apply time series analysis the in the prediction of various trends
CO304BA .4	Analyzing	Discriminate between various types of probability and probability distributions

CO304BA .5	Evaluating	Formulate and test hypothesis using tools of R.
CO304BA .6	Creating	Combine various tools and functions of R programming language and use them in live analytical projects in multiple business domains and scenarios

305 BA - Machine Learning & Cognitive intelligence using Python

CO	Cognitive Abilities	COURSE OUTCOMES
CO305BA.1	Remembering	Define the key terms in Python, Machine Learning, and Cognitive Intelligence
CO305BA.2	Understanding	Explain the applications of Machine Learning in multiple business domains and scenarios
CO305BA.3	Applying	Develop a thought process to think like a data scientist/business Analyst
CO305BA.4	Analyzing	Analyze data using supervised and unsupervised Learning Techniques
CO305BA.5	Evaluating	Select the right functions, arrays of Python for Machine Learning algorithms
CO305BA.6	Creating	Combine various tools and functions of Python language in developing Machine Learning algorithms and use them in live analytical projects in multiple business domains and scenarios

312 BA- Social Media, Web & Text Analytics

CO	Cognitive Abilities	COURSE OUTCOMES
CO312BA.1	Remembering	Define the key terms in Social Media Analytics, Web Analytics, and Text Analytics
CO312BA.2	Understanding	Explain the applications of Social Media Analytics, Web Analytics and Text Analytics in multiple business domains and scenarios
CO312BA.3	Applying	Develop a thought process to harness the power of social media analytics to improve website or business
CO312BA.4	Analyzing	Analyze Social Media Analytics and Web Analytics Tools
CO312BA.5	Evaluating	Select the right metrics for Social Media Analytics and Web Analytics
CO312BA.6	Creating	Combine various tools and metrics in building high impact dashboard in multiple business domains and scenarios

313 BA- Industrial Internet of Things		
CO	Cognitive Abilities	COURSE OUTCOMES
CO313BA.1	Remembering	Enumerate the key concepts of industry 4.0, data science in manufacturing, operations analytics and IIOT
CO313BA.2	Understanding	Discuss the value added by analytics in the operations function
CO313BA.3	Applying	Demonstrate the practical applications of data analytics and data science in manufacturing operations
CO313BA.4	Analyzing	Examine the Industrial Internet of things (IIoT) and the role of Big Data Analytics
CO313BA.5	Evaluating	Explain the applications of analytics in operations
CO313BA.6	Creating	Compile the issues pertaining to the adoption of technologies that will shape the industry

317 BA- E-Commerce Analytics - I		
CO	Cognitive Abilities	COURSE OUTCOMES
CO317BA.2	Remembering	Demonstrate the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.
CO317BA.3	Understanding	Solve the unique problems in e-commerce, and transform data into better decisions and customer experiences
CO317BA.4	Applying	Discover high-value insights via dashboards and visualization
CO317BA.5	Analyzing	Develop analytical approaches to improve e-commerce marketing and advertising, understand customer behavior, increase conversion rates, strengthen loyalty, optimize merchandising and product mix, streamline transactions, optimize product mix, and accurately attribute sales.
CO317BA.6	Evaluating	Formulate the right analytics-driven strategy for e-commerce businesses
CO317BA.2	Creating	Demonstrate the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.