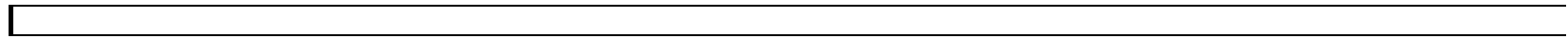


		Dual Specialisation (2 of 6 Disciplines)	Digital Marketing Stream (Google)		Hospitality Management	
Sem-I (Year-I)						
S.No	Subject Code	Subject Name	Subject Code	Subject Name	Subject Code	Subject Name
1	HRP001	Leadership and Organisational Behaviour	HRP001	Leadership and Organisational Behaviour	HRP001	Leadership and Organisational Behaviour
2	ATP001	Financial Policy & Reporting	ATP001	Financial Policy & Reporting	ATP001	Financial Policy & Reporting
3	APP001	Statistics for Managers	APP001	Statistics for Managers	APP001	Statistics for Managers
4	EOP001	Economic Analysis	EOP001	Economic Analysis	MIP101	Global Trends in Service Industry
5	BMP001	Legal Aspects of Business	BMP001	Legal Aspects of Business	BMP001	Legal Aspects of Business
6	MKE001/D ME001	Marketing Management - DE- IA	DME001	Introduction to Digital Marketing - DE- IA	MKE001	Marketing Management - DE- IA
7	ITE001	Modelling and Analysis with Spreadsheets - DE-IB	ITE001	Modelling and Analysis with Spreadsheets - DE-IB	ITE001	Modelling and Analysis with Spreadsheets - DE-IB
8	OPUNNN	UE (Open)-I	OPUNNN	UE (Open)-I	OPUNNN	UE (Open)-I
9	PVP001	Professional/Industry Visit - SEC-I	PVP001	Professional/Industry Visit - SEC-I	PVP001	Professional/Industry Visit - SEC-I
10	CNP001	Conference Paper - SEC-II	CNP001	Conference Paper - SEC-II	CNP001	Conference Paper - SEC-II
Sem-II (Year-I)						
S.No	Subject Code	Subject Name	Subject Code	Subject Name	Subject Code	Subject Name
1	ATP002	Financial Management	ATP002	Financial Management	ATP002	Financial Management
2	HRP002	Management of Human Capital	HRP002	Management of Human Capital	HRP002	Management of Human Capital
3	BMP002	Business Ethics & Corporate Governance - AECC-I	BMP002	Business Ethics & Corporate Governance - AECC-I	BMP002	Business Ethics & Corporate Governance - AECC-I
4	APP002	Research Methodology for Management Decisions	APP002	Research Methodology for Management Decisions	APP002	Research Methodology for Management Decisions
5	ITE002	Technology Management - DE-IIA	ITE002	Technology Management - DE-II-A	ITE002	Technology Management - DE-IIA
6	OSE001/D ME002	Production & Operations Management - DE-IIB	DME002	Google AdWords - DE-IIB	FBP101	Food Service and Dietetic Management - DE - IIB
7	CPU300	English Communication, Soft Skills & Image Management - UE (C&PD) -AECC-II	CPU300	English Communication, Soft Skills & Image Management - UE (C&PD) -AECC-II	CPU300	English Communication, Soft Skills & Image Management - UE (C&PD) -AECC-II
8	HMU105	Essentials of Sociology - UE (H&M)-I - GE-I	HMU105	Essentials of Sociology - UE (H&M)-I - GE-I	HMU105	Essentials of Sociology - UE (H&M)-I - GE-I
9	RVP001	Seminar-I & Review Paper to a Journal - SEC-III	RVP001	Seminar-I & Review Paper to a Journal - SEC-III	RVP001	Seminar-I & Review Paper to a Journal - SEC-III
10	DPP001	Progression Interview by Dean/HOD	DPP001	Progression Interview by Dean/HOD	DPP001	Progression Interview by Dean/HOD



Sem-III (Year-II)						
S.No .	Subject Code	Subject Name	Subject Code	Subject Name	Subject Code	Subject Name
1	BMP003	Strategic Analysis	BMP003	Strategic Analysis	BMP003	Strategic Analysis
2	APP003	Management Science	APP003	Management Science	APP003	Management Science
3		DC-III A	DME003	Search Engine Optimisation -DC-III A	FBP201	Event and Conference Management -DC-III A
4		DC-III B		DC-III B		DC-III B
5		DE-III A	DME004	Web Analytics and Social Media Analytics - DE-III A	TTP201	Hospitality and Tourism Management - DE-III A
6		DE-III B		DE-III B		DE-III B
7	OPUNNN	UE (Open)-II	OPUNNN	UE (Open)-II	OPUNNN	UE (Open)-II
8	PTP001	Industrial Training* - SEC-IV	PTP001	Industrial Training* - SEC-IV	PTP001	Industrial Training* - SEC-IV
9	MNP001	Minor Project - SEC-V	MNP001	Minor Project - SEC-V	MNP001	Minor Project - SEC-V
10	RPP001	Seminar-II & Research Paper to a Journal - SEC-VI	RPP001	Seminar-II & Research Paper to a Journal - SEC-VI	RPP001	Seminar-II & Research Paper to a Journal - SEC-VI

Sem-IV (Year-II)						
S.No .	Subject Code	Subject Name	Subject Code	Subject Name	Subject Code	Subject Name
1	BMP004	Strategic Management	BMP004	Strategic Management	BMP004	Strategic Management
2	APP004	Decision Making Tools and Techniques, SE	APP004	Decision Making Tools and Techniques, SE	APP004	Decision Making Tools and Techniques -SE
3		DC- IVA	DME005	Advanced Google AdWords -DC- IVA	HFP201	Facility Planning Design and Management
4		DC- IVB		DC- IVB		DC- IVB
5		DE- IVA	DME006	Digital Marketing Strategy Project -DE-IVA	HFP202	Accomodation Management -DE-IVB
6		DE- IVB		DE-IVB		DE-IVB
7	HMU102	Essentials of Psychology - UE(H&M)-II - GE-II	HMU102	Essentials of Psychology - UE(H&M)-II - GE-II	HMU102	Essentials of Psychology - UE(H&M)-II - GE-II
8	MJP001	Applied Management Capstone - SEC-VII	MJP001	Applied Management Capstone - SEC-VII	MJP001	Applied Management Capstone - SEC-VII
9	DXP001	Exit Interview by Dean/ HoD	DXP001	Exit Interview by Dean/ HoD	DXP001	Exit Interview by Dean/ HoD

**TOTAL NO. OF CREDITS IN MBA P**

**PLEASE NOTE:**

- Each **Lecture and Tutorial Credit** has one Contact hour and **Each Practical Credit** has two contact hours;
- UE (H&M) = University Elective (Humanities & Management);  
 UE (C&PD) = University Elective (Communication & Personality Development);  
 UE (OE) = University Elective (Open Elective);  
 SC = School Core; SE = School Elective; DC = Department Core; DE = Department Elective;  
 SEC = Skill Enhancement Course; AECC = Ability Enhancement Compulsory Course;  
 AEC = Ability Enhancement Courses (AECC and SEC);  
 DSC = Department Specific Core; DSE = Department Specific Elective;  
 GE = Generic or Interdisciplinary Elective;

UNIVERSITY
Health Studies (USMS)
Administration
Administration
Years - 4 Semesters

Healthcare Management		Banking and Financial Analytics Stream (ICICI)						
Subject Code	Course Title	Subject Code	Subject Name	Subject Type	L	T	P	Credits
HRP001	Leadership and Organisational Behaviour	HRP001	Leadership and Organisational Behaviour	School Core	3	0	0	3
ATP001	Financial Policy & Reporting	ATP001	Financial Policy & Reporting	School Core	2	1	0	3
APP001	Statistics for Managers	APP001	Statistics for Managers	School Core	2	1	0	3
HCE001	Introduction to Health, Policies and Delivery Systems	EOP001	Economic Analysis	School Core	2	1	0	3
BMP001	Legal Aspects of Business	FNP111	Financial and Investment Planning	School Core	3	0	0	3
MKE001	Marketing Management - DE- IA	MKE001	Marketing Management - DE- IA	Dept Elective	3	0	0	3
HCE002	Essentials of Demography and Epidemiology	FNP112	Banking Principles and Operations - DE- IB	Dept Elective	0	0	2	2
OPUNNN	UE (Open)-I	OPUNNN	UE (Open)-I	Univ Elective	2	0	0	2
PVP001	Professional/Industry Visit - SEC-I	PVP001	Professional/Industry Visit - SEC-I	Essential Comp	0	0	0	1
CNP001	Conference Paper - SEC-II	CNP001	Conference Paper - SEC-II	Essential Comp	0	0	0	1

Credits= 24, Contact Hours=25

Subject Code	Course Title	Subject Code	Subject Name	Subject Type	L	T	P	Credits
ATP002	Financial Management	ATP002	Financial Management	School Core	2	1	0	3
HRP002	Management of Human Capital	HRP002	Management of Human Capital	School Core	3	0	0	3
HCE004	Medical Emergency Systems and Medical Ethics	BMP002	Business Ethics & Corporate Governance - AECC-I	School Core	3	0	0	3
APP002	Research Methodology for Management Decisions	APP002	Research Methodology for Management Decisions	School Core	3	0	0	3
ITE002	Technology Management - DE-IIA	FNP113	Foundations of Equity and Derivatives Market - DE-IIA	Dept Elective	3	0	0	3
HCE003	Essentials of Hospital Services - DE- IIA	FNP114	Credit Analysis and Risk Management - DE IIB	Dept Elective	2	0	1	3
CPU300	English Communication, Soft Skills & Image Management - UE (C&PD) -AECC-II	CPU300	English Communication, Soft Skills & Image Management - UE (C&PD) -AECC-II	Univ Elective	3	0	0	3
HMU105	Essentials of Sociology - UE (H&M)-I - GE-I	HMU105	Essentials of Sociology - UE (H&M)-I - GE-I	Univ Elective	2	0	0	2
RVP001	Seminar-I & Review Paper to a Journal - SEC-III	RVP001	Seminar-I & Review Paper to a Journal - SEC-III	Essential Comp	1	1	0	2
DPP001	Progression Interview by Dean/HOD	DPP001	Progression Interview by Dean/HOD	Essential Comp	0	0	0	1



Subject Code	Course Title	Subject Code	Subject Name	Subject Type	L	T	P	Credits
BMP003	Strategic Analysis	BMP003	Strategic Analysis	School Core	2	1	0	3
APP003	Management Science	APP003	Management Science	School Core	2	1	0	3
HCE005	Organisation and Administration of Specialty Services - DE - IIIA	FNP115	Entrepreneurship and Social Finance - DC- IIIA	Dept Core	3	0	0	3
	DC-IIIIB		DC-IIIIB	Dept Core	3	0	0	3
HCE006	Pharmaceutical Management - DE-IIIIB	FNP116	Fundamental Analysis & Financial Modelling -DE-III A	Dept Elective	2	0	1	3
	DE-IIIIB		DE-IIIIB	Dept Elective	2	0	1	3
OPUNNN	UE (Open)-II	OPUNNN	UE (Open)-II	Univ Elective	2	0	0	2
PTP001	Industrial Training* - SEC-IV	PTP001	Industrial Training* - SEC-IV	Essential Comp	0	0	0	2
MNP001	Minor Project - SEC-V	MNP001	Minor Project - SEC-V	Essential Comp	0	0	0	2
RPP001	Seminar-II & Research Paper to a Journal - SEC-VI	RPP001	Seminar-II & Research Paper to a Journal - SEC-VI	Essential Comp	1	1	0	2

**Credits= 26, Contact Hours=24**

Subject Code	Course Title	Subject Code	Subject Name	Subject Type	L	T	P	Credits
BMP004	Strategic Management	BMP004	Strategic Management	School Core	2	1	0	3
APP004	Decision Making Tools and Techniques -SE	APP004	Decision Making Tools and Techniques -SE	School Elective	2	1	0	3
HCE007	Applied Epidemiology-DE-IVA		Management of Financial Services -DC-	Dept Core	3	0	0	3
	DC- IVB		DC- IVB	Dept Core	3	0	0	3
HCE008	Hospital Planning -DE-IVB		DE-IVA	Dept Elective	2	0	1	3
	DE- IVB		DE-IVB	Dept Elective	2	0	1	3
HMU102	Essentials of Psychology - UE(H&M)-II - GE-II	HMU102	Essentials of Psychology - UE(H&M)-II - GE-II	Univ Elective	2	0	0	2
MJP001	Applied Management Capstone - SEC-VII	MJP001	Applied Management Capstone - SEC-VII	Essential Comp	0	0	0	3
DXP001	Exit Interview by Dean/ HoD	DXP001	Exit Interview by Dean/ HoD	Essential Comp	0	0	0	1

**Credits= 24, Contact Hours=22**

**ROGRAMME - 100**

RAYAT-BAHRA UNIVERSITY											
University School of Management Studies (USMS)											
Department of Business Administration											
M.B.A.											
DEPARTMENT CORE & DEPARTMENT ELECTIVES											
Department Core (Choose 2 Specializations) for Partnered and Non- Partnered Programmes											
Specialisations				DSC - B							
Finance	FNP001	Security Analysis and Portfolio Management	FNP007	Financial Markets and Services							
Marketing	MKP002	Consumer Behaviour	MKP008	Product and Brand Management							
Human Resources	HRP003	Human Resource Planning and Development	HRP008	Organisational Change and Development							
Operations & Supply Chain Management	OSP002	Total Quality Management	OSP007	Supply Chain Management							
Entrepreneurship & Family Business	EFP001	Social Entrepreneurship & Customer Relationship Management	EFP006	Managing a Family Business							
Information Technology	ITP003	E-Business Models and Structures	ITP008	Management Information Systems							
Department Electives (Choose 2 Specializations) for Non-Partnered Programmes *											
Specialisations		DSE-A	DSE-B		DSE-C	DSE-D					
1	FINANCE	Marketing Management - DSE- I-A	Technology Management - DSE-I-B	FNP002	Banking and Insurance Legislation	FNP008	International Finance				
				FNP003	Financial Derivatives	FNP009	Risk Management				
				FNP004	Mergers, Acquisitions and Corporate Restructuring	FNP010	Behavioral Finance				
FNP005	Strategic Cost Management			FNP011	Treasury Management						
FNP006	Project Management			FNP012	Entrepreneurial Finance						
2	MARKETING			Marketing Management - DSE- I-A	Technology Management - DSE-I-B	MKP003	Marketing Research	MKP009	Customer Relationship Management		
						MKP004	Services Marketing	MKP010	Business to Consumer Marketing		
						MKP005	Advertising Management	MKP011	Retail Marketing		
MKP006	Marketing Strategies					MKP012	Sales and Distribution Management				
MKP007	Business to Business Marketing					MKP013	International Marketing				
3	HUMAN RESOURCES					Marketing Management - DSE- I-A	Technology Management - DSE-I-B	HRP004	Compensation and Reward Management	HRP009	Cross Cultural and Global Management
								HRP005	Performance Management Systems	HRP010	HRIS & HR Auditing
		HRP006	Industrial Disputes and Grievance Management					HRP011	Competency Management		
HRP007	Power & Politics Management	HRP012	Employer Branding								
4	OPERATIONS & SUPPLY CHAIN MANAGEMENT	Marketing Management - DSE- I-A	Technology Management - DSE-I-B					OSP003	Purchasing and Strategic Sourcing	OSP008	Warehouse Management
								OSP004	Materials Management	OSP009	Production Planning and Control
								OSP005	Service Operations Management	OSP010	Logistics Management
OSP006	Fleet Management			OSP011	Electronic Supply Chain Management						
5	ENTREPRENEURSHIP & FAMILY BUSINESS			Modelling and Analysis with Spreadsheets- DSE-II-A	Production and Operations Management- DSE-II-B			EFP002	Corporate Restructuring and Renewal	EFP007	Succession Planning and Management
								EFP003	Entrepreneurial Marketing and Negotiation	EFP008	New Venture Planning and Creation
								EFP004	Creativity and Innovation Management	EFP009	Management of SMEs and MSMEs
EFP005	Developing and Implementing Business Plan							EFP010	IPR and Revenue Generation		
6	INFORMATION TECHNOLOGY					Modelling and Analysis with Spreadsheets- DSE-II-A	Production and Operations Management- DSE-II-B	ITP004	Information Security and Cyber Laws	ITP009	Business Data Communication and Networking
								ITP005	Knowledge Management	ITP010	Planning IT Enabled Organisations
								ITP006	Business Applications	ITP011	Internet Technology
ITP007	Spreadsheet Modelling for Managerial							ITP012	Business Process Re-engineering		

Department Electives open only to Industry Partnered Programmes and mandatory requirements regarding Department Core									
must opt for one or two specialisations for Department Core									
Students in Digital Marketing stream may opt for one out of any other specialisation for Department Core being offered to MBA Base Program									
IPP - 1	DIGITAL MARKETING (Google)	DME001	Introduction to Digital Marketing		Technology Management	DME003	Search Engine Optimisation	DME005	Advanced Google AdWords
			Modelling and Analysis with Spreadsheets	DME002	Google AdWords	DME004	Web Analytics and Social Media Analytics	DME006	Digital Marketing Strategy - Project Work
Students in Forex Trading stream must opt for Finance as one of two specialisations for Department Core									
IPP - 2	FOREX TRADING (Six Capital)		Marketing Management		Technical Analysis		Trade with Chief		Trade Journalising and Presentations
			Workshop on Forex Trading - Foundation		Workshop on Forex Trading - Advanced		Workshop on Forex Trader Insight-I		Workshop on Forex Trader Insight-II
Students in ERP stream must opt for Information Technology as one of the two specialisations for Department Core									
IPP - 3	ERP (Oracle University)		Marketing Management		Technology Management		Introduction to Peoplesoft for HRMS Rel 9.1		R12.2 Oracle Inventory Management Fundamentals
			R12 Oracle Sales Fundamentals		R12.2 Oracle Financial Applications Overview				
Students in Forex Trading stream must opt for Marketing as one of the two specialisations their Department Core									
IPP - 4	BUSINESS ANALYTICS (IBM)		IT Foundation for Business Analytics		Business Intelligence [with COGNOS BI]		Emerging BA - Big Data Analytics		BA for Industry (BFSI, Telecom, Healthcare & Retail)
			IT Applications for Industry and Open Standards		Predictive and Advanced Analytics [with SPSS Modeler]		Emerging BA - Social, Web & Mobile Analytics		Functional BA (Sales, Marketing, HR and Financial)
Students studying in Financial Technology stream shall study Finance as one their Department Core / Department Elective Streams									
IPP - 5	FINANCIAL TECHNOLOGY						Financial Markets Technology & Operations		Corporate Banking Technology & Operations
							Banking Business Processes		Payment Technology & Operations
							Capital Markets Business Process		Financial Services Analytics in Practice
							Insurance Business Process		Cybersecurity Technology & Applications
							Banking Enterprise Architecture		Algorithmic Trading
							Retail Banking Technology & Operations		

\* Subject to specific mandates as indicated in following tabulations.