

# Department of Management

## School of Commerce and Business Management

### A. Vision

#### *Vision Statement of the Department*

To create transformative minds by innovation in Learning, Research and Creation of knowledge focusing Professional Excellence.

### B. Mission

#### *Mission Statements of the Department*

<b>M1</b>	To provide professional excellence through innovative initiatives in learning, research, projects and international experiences.
<b>M2</b>	To meet the requirements of Industry by providing cutting edge knowledge through innovative Initiatives for social and economic development of the nation.
<b>M3</b>	To develop innovative and ethical future leaders to compete in a global environment

### C. Program Educational Outcome (PEO)

#### *After five years of successful completion of the program, the student will be able to*

<b>PEO1</b>	Create real time professionals to meet industrial requirements through University - Industry interface and collaborative consultancy projects
<b>PEO2</b>	Develop employable young minds by providing multi skilling, cutting edge knowledge through research and real time projects
<b>PEO3</b>	Demonstrate sustainable talents in students for developing creative, transformative entrepreneurs for fueling the growth of the society and nation
<b>PEO4</b>	Develop Innovative Management Practices
<b>PEO5</b>	Demonstrate Problem Solving Skills

### D. PEO to Mission Statement Mapping

	<b>PEO1</b>	<b>PEO2</b>	<b>PEO3</b>	<b>PEO4</b>	<b>PEO5</b>
<b>M1</b>	3	3	3	3	3
<b>M2</b>	3	3	2	3	3
<b>M3</b>	3	3	3	3	3

### D. Graduate Attributes of MBA Program

- 1. Disciplinary Knowledge:** Content and pedagogical knowledge synchronised with the curriculum frameworks and policies
- 2. Communication Skills:** Possess clarity in conveying the ideas
- 3. Critical Thinking:** Capacity to apply analytical thought in the teaching and learning process
- 4. Problem Solving:** Participate in the educational problem solving and applying the knowledge in the day-to-day professional endeavours.
- 5. Cooperation:** Appreciate collaboration and cooperation among stakeholders of education.
- 6. ICT Skills:** Selecting and integrating appropriate ICT skills for professional development.
- 7. Ethics:** Doing what is right to society
- 8. Self-Directed Learning:** Developing autonomy and self-regulation in teaching-learning and professional development.

9. **Reasoning:** Ability to interpret and draw the conclusion from qualitative/quantitative data with open-mindedness
10. **Creativity:** Ability to produce new ideas
11. **Societal and Environmental Concern:** Performing an act or solving a problem with respect to societal and environmental concern
12. **Technological competence** - Skills required to excel in all the technological aspects in the professional sphere, as well as the ability to quickly adapt to technological innovations.

**E. Program Outcomes(PO)**

*On the successful completion of the program, the student will be able to*

<b>PO1</b>	Investigation of multidimensional business problems using research-based knowledge and research methods to arrive at data driven decisions
<b>PO2</b>	Ability to analyze, synthesize and apply the knowledge of management to the solutions of real-world complex business issues
<b>PO3</b>	Sensitivity towards Global perspective
<b>PO4</b>	Understand on the problem-solving and strategic planning ability and to cope with demands and challenges.
<b>PO5</b>	Emanate Leadership, Creativity, Attitude, Skills, and Learning toward empowering business excellence in the industry and academia.
<b>PO6</b>	Measure and communicate performance to stakeholders.

**F. PO to PEO Mapping**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>PEO1</b>	3	3	3	3	3	3
<b>PEO2</b>	3	3	3	1	3	3
<b>PEO3</b>	3	3	3	1	3	3
<b>PEO4</b>	3	3	3	2	3	3
<b>PEO5</b>	3	3	3	2	3	3

<b>SEMESTER - I</b>						
<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>	
MBA	Management – Principles and Practices (Planning Lab)	3		1	4	

**a. Course Outcome (CO)**

*On the successful completion of the course, the student will be able to*

	<b>Course Outcome</b>	<b>Level</b>
<b>CO 1</b>	Understanding the evolution and contributions of management thought	Understand
<b>CO 2</b>	Outlining the evolving concepts in managerial planning and scientific decision making	Apply
<b>CO 3</b>	Analyzing the role of organizing with other managerial functions	Analyze
<b>CO 4</b>	learn the application of overall control for effective management	Create
<b>CO 5</b>	Learning fundamentals of verbal and non verbal communication skills	Skill

## b. Syllabus

Units	Content	Hrs.
I	<p><b>Unit – I Introduction</b>            Scope of management; Functions of a manager; Evolution of management thought - Contributions made by Taylor, Gantt, Gilbreth, Fayol, Weber, Elton Mayo, Chester Bernard, Rensis Likert; Approaches to Management- Operations Research/Mathematical School/ Decision Theory approach, Systems Approach, McKinsey's 7-S Approach</p>	10
II	<p><b>Unit – II Planning and Organising</b>            Planning -Types of plans; steps in planning and process of planning; Setting objectives; Concept and process of Managing by Objectives; Nature and purpose of strategies and policies; Strategic planning process; SWOT analysis; Portfolio matrix;            Organizing - Process of organizing; Bases of departmentation; Authority &amp; power - concept &amp; distinction; Line&amp; Staff Authority; Delegation and Decentralisation; Span of Management - factors determining effective span-situational approach.</p>	12
III	<p><b>Unit – III Staffing and Control</b>            Staffing - Position requirements and Job design, Recruitment and selection strategies, Skills and Personal characteristics needed in managers.            Control – control process; Benchmarking; Dimensions or Types of Control - Feed forward control, Concurrent Control (Real Time Information &amp; Control), Feedback Control; Techniques of Control - Brief review of Traditional Techniques &amp; Modern Techniques of Control.</p>	10
IV	<p><b>Unit – IV Fundamentals Communication</b>            Importance of Communication; Forms of Communication; Communication Network of the Organization; Process of Communication, Oral Communication; Barriers and Gateways in Communication; Listening; Feedback; body language; non-verbal; facial expressions; communication and emotional intelligence; creativity in oral communication persuasive communication; communication through organizing various events like- conferences; committee meeting; press meets; seminars; fests.</p>	14
V	<p><b>Unit – V Written Communication</b>            Writing an Effective Report- Stages of Writing; Composing Business Messages; Style and Tone; Five Ws and one H of Report Writing; Planning and Types of Reports; creativity in written communication;. Writing Commercial Letters; Business Letter Format; Types of Letter – Routine Business Letters, Sales Letters, Resume and Job Applications, Business Memos, E- Mail Messages, Proposals, Technical Article Circulars; drafting notices; handling complaints; evaluating interview performance; articles; formal invitations; proforma for performance</p>	14

	appraisal; letters of appointment	
	<p><b>Tasks and Assignments:</b></p> <p>Each student is required to submit the following:</p> <ul style="list-style-type: none"> <li>✓ Case study of selected companies' best management practice.</li> <li>✓ Observe and interact with peers and share ideas to develop communication skills.</li> <li>✓ A brief review report of modern techniques of management control.</li> </ul> <p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Harold, Koontz &amp; Heinz Wehrich. (2010). Essentials of Management (8th edition). New Delhi. Tata McGraw Hill.</li> <li>2. Stoner, Freeman and Gilbert Jr. (1995). Management (6th edition). New Delhi Prentice Hall of India. Stephen Robbins and Coulter Mary (2005). Management (8th edition.) New Delhi, Prentice Hall</li> <li>3. Terry &amp; Franklin. (2009), Fundamentals of Management. (8th edition) Pearson Education Asia.</li> <li>4. Lesikar. (2010), Lesikar's Basic Business Communication, (12th edition), New Delhi, Tata mcgraw hill</li> </ol> <p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1. Robbins &amp; David A. Decenzo &amp; Mary Coulter, "Fundamentals of Management" 7th Edition, Pearson Education, 2011</li> <li>2. Harold Koontz &amp; Heinz Wehrich. (2010). Essentials of Management (8th edition.). New Delhi: Tata McGraw Hill.</li> <li>3. Tripathy PC &amp; Reddy PN, "Principles of Management", Tata McGraw Hill, 1999.</li> <li>4. Robert Kreitner &amp; Mamata Mohapatra, "Management", Biztantra, 2008</li> </ol>	

### c. Mapping of Program Outcomes with Course Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	3	3	3	2	3
<b>CO2</b>	2	3	3	3	3	2
<b>CO3</b>	3	3	2	3	3	3
<b>CO4</b>	2	2	1	3	2	2
<b>CO5</b>	1	1	1	1	2	3

### d. Evaluation Scheme

	CO1	CO2	CO3	CO4	CO5	Total
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
Assignments	2	2	-	-	2
Seminar	-	-	2	2	-
Test	5	5	5	5	5
Attendance	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
Part – A (Objective - 10 x 1 = 10marks)	2	2	2	2	2
Part – B (Short Answer -5 x 4 = 20marks)	10	10	-	-	-
Part – C (Essay-3 x 10 = 30 marks)	-	-	10	10	10
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content</b> 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organization al tools are weak or missing	No organization	Not attended	CO1, CO2, CO5

**h. Rubric for Seminar**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
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1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO3, CO4
2	<b>Presentation</b> 50%	Well Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO3, CO4

### SEMESTER - I

Course Code	Course Name	L	T	P	Credits
MBA 102	Economics for Managers	3	-	1	4

#### a. Course Outcome (CO)

*On the successful completion of the course, the student will be able to*

	Course Outcome	Level
CO 1	Understand the economic indicators and its impact in business decisions.	Understand
CO 2	Learn the mechanism of supply and demand and equilibrium	Remember
CO 3	Analyze various market structure and its behavior	Analyze
CO 4	Build knowledge in estimating National Income and its various components through simple asthmatics	Create
CO 5	Apply the cause and effect of macroeconomic fundamentals to research	Apply

#### b. Syllabus

Units	Content	Hrs.
I	<b>Demand and The Firm:</b> Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity. Use of elasticity for analysing demand, Demand estimation, Demand forecasting, Demand forecasting of new product. Firm and its Organization: Nature of the Firm and types of organizations. The Corporation: Ownership and Control	13
II	<b>Production, Cost and Market Forms:</b> Production: Law of variable	12

	proportions. Production function: Concept of productivity and technology, Isoquants; Least cost combination of inputs, Producer's equilibrium; Return to scale; Estimation of production function, Relationship between cost and production function, Cost: Classification of costs; Short run and Long run cost functions. Market Forms: Shapes of AR, MR curve and their relationship in different market forms. Market Imperfections–Monopolistic, Collusive oligopoly and price discrimination.	
III	<b>Pricing:</b> Pricing practices; Commodity Pricing: Economics of advertisement costs; Types of pricing practices. Factor Pricing: Demand and supply of factor of production; Collective bargaining, Concept of rent, profit, interest- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory–Interest rate and return on capital. Measurement of profit.	11
IV	<b>Macro-Economic Markets and Integration:</b> Product market: Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, foreign trade and budget multiplier. Money market: Motive for holding money; Liquidity preference, Money demand, Money market equilibrium. IS-LM Analysis: Derivation of nominal IS-LM and equilibrium	12
V	<b>Trade Cycles and The Open Economy:</b> Trade Cycles: Theories of trade cycles and Aggregated demand. Open economy macroeconomics: Determination of Exchange Rate. Effects of changes in trade on exchange rate. Purchasing Power Parity and Exchange Rates: Fixed and Flexible. Net Export and Output in an open economy. Impact of trade on GDP. Open economy multiplier.	12
	<p><b>Tasks and Assignments:</b>  ✓ Mini cases, Quiz, Online discussion forums, Continuous Assessment tests and Assignments</p> <p><b>References</b></p> <ol style="list-style-type: none"> <li>1. Dominick, S., Managerial Economics a Global Economy, McGraw Hill Inc., Princeton.</li> <li>2. Dornbusch, R. and Stanley Fisher, Macroeconomics, McGraw Hill, New York.</li> <li>3. Koutsoyiannis, A. Modern Micro Economics, Macmillan Press Ltd.</li> <li>4. N. Gregory Mankiw, Principles of Economics, 3rd edition, Thomson learning, New Delhi, 2007.</li> <li>5. Paul A Samuelson. William D Nordhaus. <i>Economics</i>, (Indian adaptation by Sudip Chaudhuri and Anindya Sen), Tata McGraw Hill.</li> </ol> <p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1. Managerial Economics, Tata McGraw-Hill, New Delhi Moyer &amp; Harris</li> <li>2. Managerial Economics, Tata McGrawhill, New Delhi, 2011</li> <li>3. Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.</li> <li>4. Karl E. Case and Ray C. Fair, Principles of Economics, 6th edition, Pearson, Education Asia, New Delhi, 2002.</li> </ol>	

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**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5
CO1	3	2	3	3	2
CO2	3	3	2	3	3
CO3	3	3	3	3	3
CO4	2	2	1	3	2
CO5	1	3	3	1	2

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
Internal	8	8	8	8	8	40
External	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
Assignments	2	2	2	-	-
Seminar	-	-	-	2	2
Test	5	5	5	5	5
Attendance	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
Part – A (Short Answer - 5 x 2 = 10 marks)	2	2	2	2	2
Part – B (Brief Answer - 4 x 10 = 40 marks)	-	10	10	10	10
Part – C (Case study- 1 x 10 = 10 marks)	10	-	-	-	-
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	Content 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly	Ideas are presented but not particularly developed or supported;	Content is not sound	Not attended	CO1, CO4, CO5



			specific.				
2	<b>Organization</b>  50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO3, CO2, CO5

#### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b>  50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO2, CO3 CO5
2	<b>Presentation</b>  50%	Well Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO4

SEMESTER - I						
Course Code	Course Name	L	T	P	Credits	
MBA 103	Organizational Behaviour	4	-	-	4	

#### a. Course Outcome (CO)

*On the successful completion of the course, the student will be able to*

	Course Outcome	Level
CO 1	To understand about Organization and OB Approaches and Functions	Understand
CO 2	To develop the skills of Managers and Challenges	Skill

<b>CO 3</b>	To create awareness about Groups and Decision Making Process	Create
<b>CO 4</b>	To know the culture of the people and apply the same	Apply
<b>CO 5</b>	To Analyze the ethical Behaviour	Analyze

### b. Syllabus

<b>Units</b>	<b>Content</b>	<b>Hrs.</b>
<b>I</b>	Evolution of management thoughts- system and contingency approach for understanding organisations- functions-skills role in an organisations- managerial process- Foundations of Organisational Behaviour. Nature of organizations. Organizational effectiveness - Organizational Behaviour, (OB) - approaches to OB.	15
<b>II</b>	individual differences, organizational systems and resources, psychological factors. Personality - Structure, determinants, personality traits --perception - Perceptual process, attribution, errors in perception, managing perception. Learning – learning outcomes. Attitudes - job satisfaction. Value - types. Motivation - challenges, importance, content and process theories. Applied motivation practices - job design- socio-technical systems. Empowerment, goal setting. Stress management	12
<b>III</b>	group dynamics - why groups form?, types, group norms, cohesiveness, decision making / styles, strategies for improving decision making - Power, effective use of power. Organisational policies, personality and political behaviour. Conflict - Sources and strategies to resolve conflict. Leadership - styles, contemporary developments. Interpersonal communication - essentials, networks, communication technologies, non - verbal communication, barriers, strategies to overcome barriers	12
<b>IV</b>	- types and their behavioural implications. Organizational change - cause for change - managing change. Organization culture - how is culture created and sustained.	11
<b>V</b>	globalization, technology transformation, e-business, promoting ethical behaviour.	10
	<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Case study, Experiential exercise, Video cases</p> <p><b>Each student is required to submit the following:</b></p> <ul style="list-style-type: none"> <li>✓ Pre-class assignment and class presentations, Practical's, Viva/ test, End Semester Exam</li> <li>✓ In-class analysis of real-life cases; field assignment</li> <li>✓ Participation in group activities, quiz, case analysis</li> </ul> <p><b>References</b></p> <p>1. Media, T. S. of E. (2015). Start Your Own Business, Sixth Edition: The Only Startup Book You'll Ever Need (Sixth Edition). Irvine, California: Entrepreneur Press. 766 pages. ISBN: 978-1-59918-556-9.</p> <p><b>Suggested Readings</b></p>	

	<ol style="list-style-type: none"> <li>1. Arora, Renu, Sood S.K. (2011). Entrepreneurship Development. (Ludhiana). Kalyani Publishers.</li> <li>2. Barringer, Brace R and R Duane (2006). Entrepreneurship. New Jersey (USA): Pearson Prentice Hall.</li> </ol> <p>Note: List of cases/ exercises will be announced by the instructor in the class</p>	
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**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	2	1	2	2

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
Internal	8	8	8	8	8	40
External	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
Case Studies /Assignments	2	2	2	2	2
Seminar/Exercises	2	1	1	2	2
Test	3	3	4	3	3
Attendance	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
Part – A (Short Answer- 5 x 2 = 10 marks)	2	2	2	2	2
Part – B (Essay Question - 4 x 10 = 40marks)	10	10	-	10	10
Part – C (Case Study -1 x 10 = 10 marks)	-	10	-	-	-
<b>Total</b>	<b>12</b>	<b>22</b>	<b>2</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs

1	<b>Content</b> <b>50%</b>	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> <b>50%</b>	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO3, CO4

#### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> <b>50%</b>	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO1, CO2, CO5
2	<b>Presentation</b> <b>50%</b>	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO3, CO4

#### SEMESTER - I

Course Code	Course Name	L	T	P	Credits
MBA-104	Accounting for Managers	2	-	2	4

#### a. Course Outcome (CO)

The successful completion of this course shall enable the student to:

	Course Outcome	Level
CO 1	Understand the concept of accounting cycle and Knowledge of basic accounting conceptual framework.	Understand
CO 2	Identify cost according to their associated activities and apply Costing and Management techniques for computing cost of products or services	Apply
CO 3	Ability to conduct ratio analysis to interpret the values in financial statements in a clear and comparative way	Analyze

CO 4	Make decisions related to CVP analysis, Break Even Analysis and margin of safety	Create
CO 5	Prepare different forms of budgetary statements and identify and control material cost methods.	Skill

### b. Syllabus

Units	Content	Hrs.
I	An introduction; Meaning of financial Accounting; Accounting as an Information System; Importance, Scope and limitations of financial accounting. Accounting Concepts and Principles; Accounting Equation, Capital and Revenue items; Generally Accepted Accounting Principles, Accounting Standards, and International Financial Reporting Standards (IFRS).	10
II	Recording of Transactions in Primary Books, Special purpose Subsidiary Books; Cash Book; General Journals; Posting to Ledger Accounts, Preparation of Trial Balance; Preparation of Financial Statements including Corporate Entities.	12
III	Analysing Financial Statements through Ratios: Liquidity analysis ratios; Profitability analysis ratios; Capital Structure; Activity analysis ratios; Coverage ratios, limitations of Ratio Analysis. Analytical Comparative Statement; Cash Flow Statement.	12
IV	Objectives and importance of Cost Accounting; Cost concepts; Classification of Cost including Cost for Managerial Decision making; Elements of Cost; Cost Centre; Cost Unit; Cost Allocation, Cost Apportionment and Ascertainment; Cost Sheet; A brief Introduction of Methods of Costing (Theory Only); Cost Control and Cost Reduction.	12
V	Marginal Cost Statement/Equation; P/V ratio; Break Even Point (BEP), Break Even Chart; Margin of Safety; Decisions relating to Key Factor, Price fixation, Export Order, Make or Buy, Deletion or Addition to Product/Services, Sell or Process Further, Continue or Shut down, etc. Budgeting and Budgetary Control: Concepts; Preparation of Functional Budgets- Master Budget- Flexible Budgets. <b>Note:</b> Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment	14
	<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies</p> <p><b>Tasks and Assignments:</b></p> <p>Each student is required to submit the following:</p> <ul style="list-style-type: none"> <li>✓ Class participation, Presentation, Practical's, Viva/ test, End Semester Exam</li> </ul> <p><b>References:</b></p>	

	<ol style="list-style-type: none"> <li>5. Lal, Jawahar, Financial Accounting, S. Chand &amp; Company, New Delhi.</li> <li>6. Bhattacharya A.K., Financial Accounting for Business Mangers, Prentice-Hall, New Delhi, Latest Edition</li> <li>7. Financial Accounting for Management, N Ramachandran and Ram Kumar Kakani, Tata McGraw Hill, Latest Edition</li> <li>8. M.Y.Khan &amp; P.K.Jain, Management Accounting, Tata McGraw Hill, 2004.</li> <li>9. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2008.</li> </ol> <p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 13<sup>th</sup> edition, Tata McGraw Hill Publishers, 2005.</li> <li>2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2008</li> <li>3. Stice &amp; Stice, Financial Accounting Reporting and Analysis, 7<sup>th</sup> edition, Cengage Learning, 2008.</li> <li>4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2008.</li> <li>5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2007</li> </ol>	
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**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	3	3	3	2	3
<b>CO2</b>	3	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3	3
<b>CO4</b>	2	2	1	3	2	2
<b>CO5</b>	1	1	1	1	2	3

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
<b>Assignments</b>	2	-	-	2	2
<b>Seminar</b>	-	2	2	-	-
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1

<b>Total</b>	8	8	8	8	8
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**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A (Short Answer - 5 x 2 = 10 marks)</b>	2	2	2	2	2
<b>Part – B (Essay Question - 4 x 10 = 40marks)</b>	10	10	-	10	10
<b>Part – C (Case Study- 1 x 10 = 10 marks)</b>	-	10	-	-	-
<b>Total</b>	<b>12</b>	<b>22</b>	<b>2</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content</b> 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO5

**h. Rubric for Seminar**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
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1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO4, CO5
2	<b>Presentation</b> 50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO2, CO3

SEMESTER - I						
Course Code	Course Name	L	T	P	Credits	
MBA 105	Professional Skills I	1	-	1	2	

#### a. Course Outcome (CO)

Successful completion of this course shall enable the student to:

	Course Outcome	Level
CO 1	Understand the scope and importance of communication	Understand
CO 2	Acquire verbal and non-verbal skills to handle day-to-day managerial responsibilities	Apply
CO 3	Learn the communication sub-skills, listening and analyze the strategies to use them effectively	Analyze
CO 4	Prepare different types of business letters to match the requirement of the organization	Apply
CO 5	Select the appropriate organizational formats and channels used in developing and presenting business messages	Evaluate

#### b. Syllabus

Units	Content	Hrs.
I	<b>Communication Foundations:</b> Communication model – relevance and types of managerial communication – communication barriers – ethical communication Professionalism in communication – team communication, meetings, listening, nonverbal communication.	7
II	<b>Introduction to Managerial Skills:</b> Communication Process, Barriers to Communication- Importance of Communication in Workplace. Types and Channels of Communication: Classification of Communication Channels- Principles of nonverbal communication - Types of Business Communication, Communication Network in Organizations.	7
III	<b>Importance of Listening in the Workplace:</b> Introduction, what is listening? Barriers to Listening, Strategies for Effective Listening, Listening in a business context group discussions. Selection of	8



	placement interviews z discipline interviews z appraisal interviews exit interviews.	
IV	<b>Business Communication skills:</b> Business letters- routine letters- lousy news and persuasion letters- sales letters - collection letters - job application letters. Developing Oral Business Communication Skills-reading Skills for Effective Business Communication-SQ3R Technique of Reading.	11
V	<b>Other Forms of External Business Communication:</b> Introduction, Communication with Media- News Releases, Communication about the Organization through Advertising. Internal and External Business - Communication. Writing Business Reports. Types of Business Reports, Format for Business Reports, Steps in Report Preparation. Publicspeaking and negotiations.	12
	<p><b>Teaching Plan:</b> At the beginning of each semester, faculty teaching the the course will provide (i) a Teaching Plan, (ii) an activities list, and (iii) a list of management games for uploading on the Department website.</p> <p><b>Teaching and Learning Activities:</b> Describing objects, one-minute session, role play, group discussion and lecture</p> <p><b>Each student is required to submit the following:</b> Assignments, report submissions and presentation</p> <p><b>References</b></p> <ol style="list-style-type: none"> <li>1. Mary Ellen Guffey, Business Communication: Process and Product, 5e, South-</li> <li>2. Western Thomson Publishing, Mason, OH, 2005</li> <li>3. Namita Gopal, Business Communication, New Age International Publishers,</li> <li>4. New Delhi, 2009</li> <li>5. Raymond V Lesikar, John D Pettit, and Mary E Flatly. 2009. Lesikar's Basic</li> <li>6. BusinessCommunication. 11th ed. Tata McGraw-Hill, New Delhi.</li> </ol> <p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1. Penrose and Rasberry, Business Communication for Managers: An advanced</li> <li>2. approach, 5e, South-Western College Pub, 2007</li> <li>3. Asha Kaul, Business Communication, Prentice Hall of India, New Delhi, 2007</li> <li>4. E. H. McGrath, S.J. 2012. Basic Managerial Skills for All. 9th ed. Prentice-Hall of</li> <li>5. India, New Delhi.</li> <li>6. Sharan J Gerson, and Steven M Gerson. 2008. Technical Writing: Process and</li> <li>7. Product. Pearson Education, New Delhi.</li> </ol>	

**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	3	3	3
CO2	3	2	3	3	3	3
CO3	3	3	3	4	3	3
CO4	3	2	3	3	3	3
CO5	3	3	3	4	3	3

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
Internal	8	8	8	8	8	40
External	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (60 Marks)**

	CO1	CO2	CO3	CO4	CO5
Assignments	3	3	3	3	3
Seminar	3	3	3	3	3
Test	5	5	5	5	5
Attendance	1	1	1	1	1
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**f. Mapping Course Outcome with External Assessment (40 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
Viva Voce - 5 x 8 = 40 marks	8	8	8	8	8
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	Content 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO3, CO5

2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organization al tools are weak or missing	No organization	Not attended	CO1, CO2, CO4
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#### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO4, CO5
2	<b>Presentation</b> 50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO3 CO4

#### SEMESTER - I

Course Code	Course Name	L	T	P	Credits
MBA-106	Business Data Analysis	2	-	2	4

#### a. Course Outcome (CO)

The successful completion of this course shall enable the student to:

	Course Outcome	Level
CO 1	Equip students with principles of Information Technology and their applications in the contemporary business environment	Understand
CO 2	Facilitate the students to develop statistical skills for managerial decision making	Apply
CO 3	Enable students to develop a quantitative and analytical approach	Analyze

	for effective decision making	
CO 4	Equip them to make optimal managerial decisions to problems that have scarce resources.	Create
CO 5	Understand the data and its applications in real time decision making.	Skill

### b. Syllabus

Units	Content	Hrs.
I	Measures of Central Tendency and Variations: Introductions to descriptive statistics-Arithmetic Mean, Geometric Mean and Harmonic Mean, Median and Mode, Quartiles and Percentiles. Measures of Variation Concepts, Range, Mean Deviation, Standard Deviation, Coefficient of Variation.	10
II	Overall view of descriptive Statistics and probability: Introduction to probability- probability rules; Expectation; Probability distributions – Binomial, Poisson and Normal, Correlation analysis- estimation using regression lines; forecasting; Time series and components-trend analysis -Straight line fitting by method of least squares and moving averages.	12
III	Linear Programming: Graphical Solution and Simplex Method (Theory and problems)	12
IV	Decision Theory and Transportation Problems (Decision Under certainty, risk and Uncertainty, Marginal Analysis, Decision Tree analysis (Initial Basic Feasible Solution, Test for Optimality and Transshipment) Assignment Problem.	12
V	Data management and analysis using spread sheets: Creating Basic Spread sheets, Concatenate, Vlookup, Hlookup, Match, Countif, Text, Trim, Creating PivotTables, Manipulating a PivotTable, Using the PivotTable Toolbar, Changing Data Field, Properties, Displaying a PivotChart, Setting PivotTable Options, and Adding Subtotals to PivotTables. Recording Macros, Running Macros, Deleting Macros.	14
	<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies</p> <p><b>Tasks and Assignments:</b></p> <p>Each student is required to submit the following:</p> <ul style="list-style-type: none"> <li>✓ Class participation, Presentation, Practical's, Viva/ test, End Semester Exam</li> </ul> <p><b>References:</b></p> <ol style="list-style-type: none"> <li>10. JK Sharma. (2013). Theory and applications, (5th edition). India, McMillan Publisher.</li> <li>11. ND Vohra. (2007). Quantitative Techniques in Management. (3rd edition), New Delhi, TMH</li> <li>12. S. Kalavathy. (2002) Operations Research (2nd edition) New Delhi, Vikas Publications •</li> </ol>	

	<p>13. Barry Render, Ralph Stair and Michael Hanna. (2014) Quantitative Analysis. (12th edition) New Delhi, Pearson</p> <p>14. Efraim Turban, Linda Volonino. (2012) Information Technology for Management: Transforming Organizations in the Digital Economy (7 Edition). India Wiley</p> <p>15. David M Levine, Timothy C Krehbiel, Mark L Berenson Etc. (2013). Quantitative Techniques for Management. New Delhi, Pearson Publication</p> <p><b>Suggested Readings:</b></p> <p>6. Cyganski. (2000), Information Technology: Inside and outside (1st Edition). New Delhi, Pearson.</p> <p>7. Turban, Rainer, potter(2010), Introduction to information technology, (2nd edition), Wiley student edition</p> <p>8. Henry C. Lucas, (2001), Information technology for management, (7th edition), Tata McGraw hill edition</p> <p>9. Richard I Levin, David S Rubin. (2001), Statistics for management. Eastern Economy edition, (7th edition), New Delhi, Prentice Hall of India</p> <p>10. JK Sharma. (2001), Quantitative Techniques. (1st edition), New Delhi, McMillan</p> <p>11. ND Vohra. (2006), Quantitative Techniques in Management. (4th edition) New Delhi, Tata McGraw hill</p> <p>12. Anderson, Sweeney, Williams, Thomson. (2003), Quantitative Methods for Business. (9th edition), south western</p>	
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**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	3	3	3	2	3
<b>CO2</b>	3	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3	3
<b>CO4</b>	2	2	1	3	2	2
<b>CO5</b>	1	1	1	1	2	3

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
<b>Assignments</b>	-	2	-	2	2
<b>Seminar</b>	2	-	2	-	-
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1

<b>Total</b>	8	8	8	8	8
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**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A (Short Answer - 5 x 2 = 10 marks)</b>	2	2	2	2	2
<b>Part – B (Essay Question - 4 x 10 = 40marks)</b>	10	10	-	10	10
<b>Part – C (Case Study- 1 x 10 = 10 marks)</b>	-	-	10	-	-
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content 50%</b>	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization 50%</b>	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO5

**h. Rubric for Seminar**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding 50%</b>	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO4, CO5

2	<b>Presentation</b>  50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO2, CO3
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SEMESTER - II						
Course Code	Course Name	L	T	P	Credits	
MBA-107	Operations Management	3	-	-	3	

#### a. Course Outcome (CO)

The successful completion of this course shall enable the student to:

	Course Outcome	Level
CO 1	Enhance knowledge and understanding of product design, development and delivery.	Understand
CO 2	Familiarize students on concepts on quality and maintenance management	Apply
CO 3	Discuss the Organization of Production function	Analyze
CO 4	Discuss and understand the concept of Project Management	Create
CO 5	Understand the Nature of Operations Management for Practical Implications	Skill

#### b. Syllabus

Units	Content	Hrs.
I	Introduction: Nature of Production, Importance and Scope ; Plant Location - Location Models; Plant Layout - Types of Plant Layout; Product Design – Factors influencing design; Approaches to design; Process Design – Process types, Vertical Integration, Make or Buy decision; Work Study, Method Study, Work Measurement.(Theory & Problems)	10
II	Material Planning: Material Flow Systems - Push and Pull Systems, Aggregate Planning, MRP I, MRP II, ERP, MPS, Capacity Planning, DRP; Vendor Identification and Rating; Value Engineering; Line Balancing and COMSOAL Algorithm (Theory & Problems).	12
III	Material Management: Classification of Inventory; Inventory cost; ABC analysis; Fixed Order Quantity System; Fixed Order Period System; EOQ and Computation of Total Inventory Cost. (Problems); Introduction to Supply Chain Management and Logistics Management	12
IV	Network Optimisation: Network models- PERT & CPM; Critical path (Concept and practical); Resource allocation- resource levelling and resource smoothing; project time- cost trade off (Concept only, no	12

	practical).	
V	Quality and Maintenance Management: Quality Control - Quality Gurus and their contribution to the world of Quality Management; Seven Tools of Quality Control; Lean management; ISO Standards; Quality Circles; Total Quality Management; Statistical Process Control – Types of control charts (theory only); Introduction to Six Sigma, QFD, POKAYOKE. Maintenance Management – Types of Maintenance, Total Productive Maintenance, JIT, 5'S' concept and ERP.	14
	<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies</p> <p><b>Tasks and Assignments:</b></p> <p>Each student is required to submit the following:</p> <ul style="list-style-type: none"> <li>✓ Class participation, Presentation, Practical's, Viva/ test, End Semester Exam</li> </ul> <p><b>References:</b></p> <p>16. Ashwathappa and Sridhara Bhatt. (2012).Production and Operations Management,(2nd Ed). Mumbai: Himalaya Publishing House.</p> <p>17. Chary S N. (2007).Production and Operations Management, (3rd Ed) New Delhi: Tata McGraw Hill.</p> <p><b>Suggested Readings</b></p> <p>13. Chunawalla and Patel. (2007).Production and Operations Management, (6th Ed). Mumbai: Himalaya Publishing House.</p> <p>14. Jay Heizer, Barry Render, JagadeeshRajashekhar. (2009).Operations Management ( 9th Ed). New Delhi: Pearson Education Inc.</p> <p>15. Norman Gaither and Greg Frazier. (2009).Operations Management, (9th Ed) New Delhi:Cengage Learning Pvt Ltd.</p>	

### c. Mapping of Program Outcomes with Course Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	2	3	2	2
CO5	2	2	2	2	2	3

### d. Evaluation Scheme

	CO1	CO2	CO3	CO4	CO5	Total
Internal	8	8	8	8	8	40



<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
<b>Assignments</b>	5	-	-	5	5
<b>Seminar</b>	-	5	5	-	-
<b>Test</b>	2	2	2	2	2
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	8	8	8	8	8

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A (Short Answer - 5 x 2 = 10 marks)</b>	2	2	2	2	2
<b>Part – B (Essay Question - 4 x 10 = 40marks)</b>	10	10	-	10	10
<b>Part – C (Case Study- 1 x 10 = 10 marks)</b>	-	-	10	-	-
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content</b> 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO5

**h. Rubric for Seminar**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
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1	<b>Knowledge and Understanding</b>  50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO4, CO5
2	<b>Presentation</b>  50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO2, CO3

SEMESTER - II						
Course Code	Course Name	L	T	P	Credits	
MBA	Marketing Management	3			3	

#### a. Course Outcome (CO)

*On the successful completion of the course, the student will be able to*

	Course Outcome	Level
CO 1	Understanding and identify the scope and significance of Marketing	Understand
CO 2	Applying Marketing concepts in planning and implementing marketing decisions	Apply
CO 3	Analyzing the role of Marketing in the current business Practices	Analyze
CO 4	learn the application of overall effectiveness of Marketing	Create
CO 5	Learning Marketing and communication skills	Skill

#### b. Syllabus

Units	Content	Hrs.
I	<b>Unit – I Marketing Management:</b> Overview: Market and Marketing, the Exchange Process, Core Concepts, functions, importance of Marketing, Marketing Orientations. Analysing Market Opportunities. The marketing process- Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- Additional 3Ps, Developing an Effective Marketing Mix	12
II	<b>Unit – II Segmentation, Targeting and Positioning:</b> Introduction,	10

	Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting (T) and Market Positioning (P). New Product Planning - Marketing Strategies with reference to Product Life Cycle and Competitive Strategies.	
<b>III</b>	<b>Unit – III Marketing Mix Decisions:</b> Product decisions: Differentiation, Branding, New product decisions - Pricing decisions - Marketing Channel and distribution strategy, sales force management decisions - Marketing Communications- Advertising and sales promotion decisions. Cost based pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies.	10
<b>IV</b>	<b>Unit – IV Distribution Management:</b> Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Wholesaling. Marketing organization - Marketing Control - Marketing Research and the Marketing Information System.	15
<b>V</b>	<b>Unit – V Marketing of Services</b> - International Marketing - Non-Business Marketing – Rural Marketing - Marketing in the Contemporary Environment.	14
	<p><b>Tasks and Assignments:</b></p> <p>Each student is required to submit the following:</p> <ul style="list-style-type: none"> <li>✓ Case study of selected companies’ best marketing strategies and practice.</li> <li>✓ Observe and interact with peers to develop Marketing and communication skills.</li> <li>✓ A brief review report of Logistics Management, Retailing and Wholesaling</li> </ul> <p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Philip Kotler: Marketing Management, Eleventh Edition, Pearson Education Asia.</li> <li>2. Philip Kotler: Principles of Marketing, 10<sup>th</sup> . Edition, Prentice-Hall India 2003</li> <li>3. V S Ramaswamy &amp; S Namakumari: Marketing Management, Macmillan Business Books, 2002.</li> <li>4. Duglas,J.Darymple, Marketing Management, John Wiley &amp; Sons, 2008. 3. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008</li> <li>5. Ramphal and Gupta Case and Simulations in Marketing - - Golgatia, Delhi.</li> </ol>	

	<p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1. Cravens, Hills and Woodruff: Marketing Management, Mc Graw Hill, London</li> <li>2. William J. Stanton: Fundamentals of Marketing, Prentice Hall, India.</li> <li>3. Buell: Marketing Management, Mc Graw Hill, London.</li> <li>4. Cundiff, Still, Govonni: Fundamentals of Marketing, John Wiley, London.</li> <li>5. Rajan Saxena, Marketing Management - Tata McGraw Hill, 2002.</li> </ol>	
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**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	3	3	3	2	3
<b>CO2</b>	3	3	3	3	3	3
<b>CO3</b>	3	3	3	2	3	3
<b>CO4</b>	2	2	1	3	2	2
<b>CO5</b>	1	1	1	1	2	3

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
<b>Assignments</b>	2	2	-	-	2
<b>Seminar</b>	-	-	2	2	-
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	8	8	8	8	8

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A (Objective - 10 x 1 = 10marks)</b>	2	2	2	2	2
<b>Part – B (Short Answer -5 x 4 = 20marks)</b>	10	10	-	-	-
<b>Part – C (Essay-3 x 10 = 30 marks)</b>	-	-	10	10	10
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

### g. Rubric for Assignments

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content</b> 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organization al tools are weak or missing	No organization	Not attended	CO1, CO2, CO5

### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO3, CO4
2	<b>Presentation</b> 50%	Well Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO3, CO4

### SEMESTER - II

Course Code	Course Name	L	T	P	Credits
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<b>MBA 109</b>	<b>Human Resource Management</b>	3	-	-	3
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### a. Course Outcome (CO)

*On the successful completion of the course, the student will be able to*

	<b>Course Outcome</b>	<b>Level</b>
<b>CO 1</b>	To understand the functions of HRM and trends	Understand
<b>CO 2</b>	To Analyze the HRIS and Career Planning	Analyze
<b>CO 3</b>	To develop the knowledge about Tanning and Development	Apply
<b>CO 4</b>	To create th awareness about Collective Bargaining	Create
<b>CO 5</b>	To develop the knowledge about Trade Unions and Practices	Skill

### b. Syllabus

<b>Units</b>	<b>Content</b>	<b>Hrs.</b>
<b>I</b>	HR Responsibilities & Roles– Organisation and Functions of the HR and Personnel Department – HR Structure and Strategy; Trends in HRM. Recruitment and selection: Methods - Recruitment and selection process: Employment planning and forecasting - Building employee commitment: Selection process and techniques. Designing & conducting the effective interview.	10
<b>II</b>	Human Resource Information System (HRIS), Manpower Planning – Selection System including Induction – Performance and Potential Appraisal; Coaching and Mentoring; HRM issues and practices in the context of Outsourcing as a strategy and MNCs.Career planning and development - Managing promotions and transfers.	12
<b>III</b>	Methods, Design & Evaluation of T & D Programmes; Career Development –Promotions and Transfers –Orienting the employees, the training process, need analysis, Training techniques. Developing Managers: Management Development - The responsive managers - On-the job and off-the-job programmes. Performance appraisal: Methods - MBO approach - Managing careers: Career planning and development.	10
<b>IV</b>	Trade Unions – Managing Conflicts – Disciplinary Process- Collective Bargaining –trade unions. Discipline administration - grievances handling - managing dismissals and separation. Labour Welfare: Importance & Implications of labour legislations - Employee health - Auditing HR functions. Statutory benefits and non-statutory (voluntary) benefits - Insurance benefits - other welfare measures.	9
<b>V</b>	labour legislation in India. Factories act 1948 – contract labour act 1970 – the shops and establishment act 1947 –the trade union act 1926 – the industrial disputes act 1947. Payment of wages act 1936 – payment of bonus act 1965 – payment of gratuity act 1972. The Employees state insurance act 1948 – The employees provident funds and miscellaneous act 1952 – workmen’s compensation Act 1923 – the employees’ pension scheme 1995.	10
	<b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website. <b>Teaching and Learning Activities:</b> Case study, Experiential exercise, Video cases	

	<p><b>Each student is required to submit the following:</b></p> <ul style="list-style-type: none"> <li>✓ Pre-class assignment and class presentations, Practical's, Viva/ test, End Semester Exam</li> <li>✓ In-class analysis of real-life cases; field assignment</li> <li>✓ Participation in group activities, quiz, case analysis</li> </ul> <p><b>References</b></p> <p>2. Media, T. S. of E. (2015). Start Your Own Business, Sixth Edition: The Only Startup Book You'll Ever Need (Sixth Edition). Irvine, California: Entrepreneur Press. 766 pages. ISBN: 978-1-59918-556-9.</p> <p><b>Suggested Readings</b></p> <p>3. Arora, Renu, Sood S.K. (2011). Entrepreneurship Development. (Ludhiana). Kalyani Publishers.</p> <p>4. Barringer, Brace R and R Duane (2006). Entrepreneurship. New Jersey (USA): Pearson Prentice Hall.</p> <p>Note: List of cases/ exercises will be announced by the instructor in the class</p>	
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**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
Internal	8	8	8	8	8	40
External	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
Case Studies/ Assignments	2	1	2	1	1
Seminar/Quizzes	2	2	1	2	2
Test	3	4	4	4	4
Attendance	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
Part – A (Short Answer- 5 x 2 = 10 marks)	2	2	2	2	2
Part – B	10	10	-	10	10

<b>(Essay Question - 4 x 10 = 40marks)</b>					
<b>Part – C</b> <b>(Case Study -1 x 10 = 10 marks)</b>	-		10	-	-
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

### g. Rubric for Assignments

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content</b> <b>50%</b>	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> <b>50%</b>	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO3, CO4

### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> <b>40%</b>	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO1, CO2, CO5
2	<b>Presentation</b> <b>60%</b>	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO3, CO4

<b>SEMESTER - II</b>						
Course Code	Course Name	L	T	P	Credits	
<b>MBA-110</b>	<b>Financial Management</b>	3	-	-	3	



**a. Course Outcome (CO)**

After successful completion of this course shall enable the student to:

	<b>Course Outcome</b>	<b>Level</b>
<b>CO 1</b>	Understand the core concepts and techniques in financial management	Understand
<b>CO 2</b>	Understand the various ratios for analysis and interpretation of financial performance of the organization and analysis of leverages.	Apply
<b>CO 3</b>	Analyze and evaluate capital projects under different situations using appropriate capital budgeting techniques and critically examine various theories and determinants of capital structure, analyze financial plans and determine optimal capital structure	Analyze
<b>CO 4</b>	Understand the intricacies of working capital management and effectively manage cash, receivables and inventories	Create
<b>CO 5</b>	Critically examine various theories and policies of dividend and determine optimal payout policy.	Skill

**b. Syllabus**

<b>Units</b>	<b>Content</b>	<b>Hrs.</b>
<b>I</b>	Scope and Objectives –Functions of finance –Statement of changes in financial Position; Funds Flow and Cash Flow Statements– Working Capital Basics – Funds from Business Operations. Form of Statement of changes in Financial Position Cash Basis – Importance and Usefulness of the Statement– Managerial Accounting, Marginal cost and BEP Analysis.	10
<b>II</b>	Ratio Analysis – Meaning and Objectives of Financial Statement analysis- Liquidity Ratios – Leverage/Capital Structure Ratios – Profitability Ratios and Investments – Return on Investments (ROI) – Activity Ratios. Financing Decision: Operating and Financial Leverage –EBIT – EPS Analysis – Measures of Financial Leverages – Combined Leverage – Total Risk.	10
<b>III</b>	Decision-making in the Private Sector – Planning and Organising – Evaluation Techniques – Cut-off Rate – Other Aspects of Capital Budgeting - Investment in Public Enterprises in India – Guidelines for Capital Expenditure Decision – Guidelines for Capital Budgeting and Current Practices, Capital Structure, Cost of Capital and Valuation: Net Income Approach – Net Operating Income (NOI) Approach	10
<b>IV</b>	Theory of Working Capital Management – Concepts/Definitions – Determining the Financing Mix – planning – Need for Working capital. Financing and Control of Working Capital – Forms of Credit – Management of Cash. Cash Management Tool and Techniques/Processes. Management and inventory management Technique.	10
<b>V</b>	Profitability Aspect – EBIT/EPS Analysis – Coverage Ratio – Liquidity Aspect – Cash Flow Analysis –Debt Capacity – Control – Leverage Maintaining Manoeuvre ability for Commercial Strategy – Timing of Issue – Characteristics of the Company. Determinants of Dividend Policy: Dividend pay-out ratio – Stability of Dividends – Legal, Contractual and Internal constraints and Restrictions – Owner’s	8

	considerations.	
	<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies</p> <p><b>Each student is required to submit the following:</b></p> <ul style="list-style-type: none"> <li>✓ Class participation, Presentation, Practical's, Viva/ test, End Semester Exam</li> </ul> <p><b>References</b></p> <ol style="list-style-type: none"> <li>1. Khan M.Y. and Jain P.K.: Financial Management, Tata McGraw-Hill Co., Ltd., New Delhi.</li> <li>2. Pandey I.M.: Financial Management Vikas Publishing House Pvt Ltd., New Delhi.</li> <li>3. Prasanna Chandra: Financial Management The McGraw-Hill Education Ltd., New Delhi.</li> <li>4. 4. Reddy T.S and Hari Prasad Reddy.Y.: Financial and Management Accounting, Margham Publications Pvt Ltd., Chennai.</li> <li>5. Budgetary Reforms and Expenditure Management in Government: B.P. Mathur (ed), National Institute of Financial Management, Mudrit, 1999.</li> </ol> <p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1. Khan, M.Y &amp; Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi, 2008.</li> <li>2. Chandra, Prasana: Financial Management; Tata McGraw Hill, New Delhi, 2008.</li> <li>3. Brealey and Meyers: Principles of Corporate Finance: Tata McGraw Hill, New Delhi, 2008.</li> <li>4. Keown, Martin, Petty and Scott (Jr): Financial Management: Principles and Applications; Prentice Hall of India, New Delhi, 2002. Gitman, L.J: Principles of Managerial Finance; Addison Wasley, 2009.</li> <li>5. Financial Statement Analysis, Elsevier, 2007</li> </ol>	

### c. Mapping of Program Outcomes with Course Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

### d. Evaluation Scheme

	CO1	CO2	CO3	CO4	CO5	Total

<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
<b>Assignments</b>	2	2	-	2	2
<b>Seminar</b>	-	-	2	-	-
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	8	8	8	8	8

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A (Short Answer - 5 x 2 = 10 marks)</b>	2	2	2	2	2
<b>Part – B (Essay Question - 4 x 10 = 40marks)</b>	10	10	-	10	10
<b>Part – C (Case Study -1 x 10 = 10 marks)</b>	-	-	10	-	-
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content</b> 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO3, CO5
2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO4

**h. Rubric for Seminar**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
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1	<b>Knowledge and Understanding</b>  50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO4, CO5
2	<b>Presentation</b>  50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO3 CO4

SEMESTER - II						
Course Code	Course Name	L	T	P	Credits	
MBA 111	Management Information System	2	-	2	4	

#### a. Course Outcome (CO)

The successful completion of this course shall enable the student to:

	Course Outcome	Level
CO 1	Explain the Importance of MIS.	Understand
CO 2	Explain the Data base Management software.	Apply
CO 3	Identify the Major types of Electronic Business	Analyze
CO 4	Identify several ways that use of the Internet, Intranets and Extranets can provide the cost saving to a company.	Create
CO 5	Evaluate the Decision support system, Fuzzy Logic, Virtual Reality.	Skill

#### b. Syllabus

Units	Content	Hrs.
I	Management and Systems – Management in the internet age- Managing information system. The process of MIS Development- MIS Organisation- Information Dynamics. Data Information-measuring data	10
II	Planning - Design and Implementation of MIS- IS Strategic Planning- MIS Design - Gross Design Concepts- Detail -Design Concepts- MIS Implementation- Acquiring Information Systems: Contemporary Approaches.	12

III	System Life Cycle - Information Flow-Entity Relationship Modelling- Data Modelling- Detailed Process Analysis- Data Flow Diagrams.	12
IV	Decision Making with MIS - System Concepts for MIS- Data-Information and Communication- Problem Solving and Decision Making- Decision Support System- Decision Support in E-Business – E - Business Decision support Trends.	12
V	IS Security - Control System Success and Failure. The Future Trends in MIS- The Emerging IT Trends- Electronic Data Interchange - Objected Oriented Approach- Networking (Information System Highway) - Extended Enterprise Systems- Managing International Information Systems.	14
<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies</p> <p><b>Tasks and Assignments:</b></p> <p>Each student is required to submit the following:</p> <ol style="list-style-type: none"> <li>1. Class participation, Presentation, Practical's, Viva/ test, End Semester Exam</li> </ol> <p><b>References:</b></p> <ol style="list-style-type: none"> <li>2. James A. O'Brien, George M Marakas and Ramesh Behl 2009. Management Information Systems, Tata McGraw Hill Education Private Limited, New Delhi.</li> <li>3. Kenneth C. Laudon and Jane P. Laudon, 2010. Management Information Systems, Pearson Education, Noida.</li> <li>4. Robert Schultheis and Mary Summer, Management Information Systems – The Managers</li> <li>5. View, Tata McGraw Hill, 2008.</li> <li>6. Gordon B. Davis, Margrethe H. Olson, Management Information Systems: Conceptual foundations, Structure and development – 2nd Edition – Tata-Mc Graw hill International Book Company, 2000</li> </ol> <p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>7. McLeod, 2008 .Management Information Systems, Pearson Education, Noida.</li> <li>8. John McManus and Trevor Wood-Harper, 2010. Information Systems Project Management, Pearson Education, Noida.</li> <li>9. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012</li> <li>10. Gordon Davis, Management Information System: Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.</li> <li>11. .Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.</li> </ol>		

	<p>12. Turban, McLean and Wetherbe, Information Technology for Management –Transforming Organisations in the Digital Economy, John Wiley, 6th Edition, 2008.</p> <p>13. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.</p>	
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**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	3	3	3	2	3
<b>CO2</b>	3	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3	3
<b>CO4</b>	2	2	1	3	2	2
<b>CO5</b>	1	1	1	1	2	3

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
<b>Assignments</b>	2	-	2	2	-
<b>Seminar</b>	-	2	-	-	2
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	8	8	8	8	8

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A (Short Answer - 5 x 2 = 10 marks)</b>	2	2	2	2	2
<b>Part – B (Essay Question - 4 x 10 = 40marks)</b>	10	10	-	10	10
<b>Part – C (Case Study- 1 x 10 = 10 marks)</b>	-	-	10	-	-
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content</b> 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO5

#### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO4, CO5
2	<b>Presentation</b> 50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO2, CO3

SEMESTER – II						
Course Code	Course Name	L	T	P	Credits	
MBA -112	Business Research	2	-	2	4	

	Methods (SPSS Lab)				
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### a. Course Outcome (CO)

*On the successful completion of the course, the student will be able to*

	Course Outcome	Level
CO 1	Understand the need and significance of research in managerial decision making	Remember
CO 2	Develop an analytical aptitude towards management research	Analyze
CO 3	Understand and identify quantitative and qualitative research designs	Understand
CO 4	Evaluate research report effectively.	Evaluate
CO 5	Adept in utilizing various statistical tools using software – SPSS	Apply

### b. Syllabus

Units	Content	Hrs.
I	<b>Research Problem</b> Meaning and significance of research in management; Different approaches to research- Scientific method; Types of business research – Historical studies, case studies, survey and experimental studies; Criteria for good research; Manager and researcher relationship; Defining Research problem.	10
II	<b>Research Design</b> Meaning; Elements of research design; Features of good research design; Statement of the problem; Review of literature; Identification of the research gap; Objectives of the study; Generating research hypotheses.	8
III	<b>Sampling</b> Sampling techniques; Steps in sampling; Types of sample design; probability and non-probability sampling designs, use of random numbers; size of sample; Sampling errors; Concept of measurement and scaling; Scaling techniques; Characteristics of sound measurement.	12
IV	<b>Data Collection and Preparation</b> Primary and secondary data; Sources of primary data – observation, interview method, survey method; Questionnaire construction and design; Reliability and validity; Processing of research data – Editing, coding, classification, tabulation and graphical representation using software.	12
V	<b>Research Report</b> Types of reports; Objectives and functions of research reports- formal and informal; Report writing process; Target audience; Pre-research proposals; Progress reports, Final reports; Guidelines for effective writing; Research report format using APA guidelines; Presentation of a report; Persuasive nature of reports; Reports for decision making, Citation and Documentation.	8
VI	<b>Data Analysis Using SPSS</b>	10



	Univariate analysis; Bi-variate analysis; Multivariate analysis; Hypothesis testing – Null and alternate hypothesis, level of significance, one sample, two sample and k samples tests – parametric and non-parametric tests.	
	<p><b>Tasks and Assignments:</b></p> <p>✓ Team of maximum 5-6 students would undertake the Research Project. Distil an identified business problem into a succinct research problem (or problems) and articulate this into a comprehensive research brief for investigation by a team of 4-5 students.</p> <p><b>References:</b></p> <p>1.Cooper, Donald and Schindler, Pamela. (2009). Business Research Methods, (9th ed.). New Delhi: Tata McGraw Hill.</p> <p>2.Chawla, Deepak and Sondhi, Neena. (2011). Research Methodology. Noida: Vikas Publishing House.</p> <p>3.Kothari, C R. (2004). Research Methodology:Methods and Techniques (2nd ed.). New Delhi: New Age International.</p> <p><b>Suggested Readings</b></p> <p>1.Malhotra, Naresh. (2002). Marketing Research (3rd ed.). New Delhi: Pearson Education.</p>	

### c. Mapping of Program Outcomes with Course Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	3	2	3	3	2
CO2	3	3	2	3	3
CO3	2	3	3	3	3
CO4	3	2	3	3	2
CO5	3	3	3	2	2

### d. Evaluation Scheme

	CO1	CO2	CO3	CO4	CO5	Total
Internal	8	8	8	8	8	40
External	12	12	12	12	12	60
Total	20	20	20	20	20	100

### e. Mapping Course Outcome with Internal Assessment (40 Marks)

	CO1	CO2	CO3	CO4	CO5
Assignments	2	2	-	-	2
Seminar	-	-	2	2	-
Test	5	5	5	5	5
Attendance	1	1	1	1	1
Total	8	8	8	8	8

### f. Mapping Course Outcome with External Assessment (60 Marks)

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A</b> (Short Answer - 5 x 2 = 10 marks)	2	2	2	2	2
<b>Part – B</b> (Brief Answer - 4 x 10 = 40 marks)	10	10	10	-	10
<b>Part – C</b> (Case study- 1 x 10 = 10 marks)	-	-	-	10	-
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

#### g. Rubric for Assignments

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content</b>  50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported;	Content is not sound	Not attended	CO1, CO5, CO3
2	<b>Organization</b>  50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO4, CO2

#### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b>  50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO3, CO5

2	<b>Presentation</b>  50%	Well Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO4 CO2
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SEMESTER - II						
Course Code	Course Name	L	T	P	Credits	
MBA 113	Professional Skills II	1	-	1	2	

### a. Course Outcome (CO)

After successful completion of this course shall enable the student to:

	Course Outcome	Level
CO 1	Produce different types of letters and reports with appropriate format	Remember
CO 2	To draft effective business correspondence with brevity and clarity	Apply
CO 3	Imbibe the mechanics of writing and construct effective business proposal	Evaluate
CO 4	Display their competence in oral and written communication	Skill
CO 5	Analyze the current technology related to business communication	Analyze

### b. Syllabus

Units	Content	Hrs.
I	<b>Employment Communication:</b> Resumes and Covering letters: Writing a Resume, Writing Job Application Letters. Employment Communication. Group Discussions and Interviews: Attending Job Interviews. Internal communication through memos, minutes, notices and reports. Legal aspects of communication.	8
II	<b>Business Writing:</b> Planning business messages analyzing the task, anticipating the audience, adapting the Message Organizing and writing business messages.	7
III	<b>Patterns of organization:</b> Use of tools such as mind maps – composing the message Revising business messages - Revising for clarity, conciseness and readability – proofreading and evaluating Writing business proposals and reports.	11
IV	<b>Workplace Communication Electronic messages and digital media:</b> Use of audio visuals Positive messages - Negative messages – structure and patterns in communicating news Persuasive messages	10
V	<b>Developing a sales pitch:</b> Negotiation and conflict resolution Presentation skills –overcoming stage fright – gaining and retaining the attention. Impact of Technological Advancement on Business Communication – Technology enabled Communication - Communication networks – Intranet – Internet – e mails – SMS –	9

	teleconferencing – videoconferencing	
	<p><b>Teaching Plan:</b> At the beginning of each semester, faculty teaching the the course will provide (i) a Teaching Plan, (ii) an activities list, and (iii) a list of management games for uploading on the Department website.</p> <p><b>Teaching and Learning Activities:</b> Describing objects, one-minute session, role play, group discussion and lecture</p> <p><b>Each student is required to submit the following:</b> Assignments, report submissions and presentation</p> <p><b>References</b></p> <ol style="list-style-type: none"> <li>7. Marie-joelle Browaey and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.</li> <li>8. David C.Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014.</li> <li>9. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.</li> <li>10. Parissa Haghirian: Multinational and Cross Cultural Management, Routledge, 2012.</li> <li>11. Heracleous.L and Devoge, S., “Bridging the gap the of relevance: Strategic management and organizational development, Long Range planning, 1998</li> </ol> <p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>8. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.</li> <li>9. Deresky Helen, “International Management: Managing Across Borders and Cultures”, 4th Ed., Prentice Hall of India.</li> <li>10. Harris, P., R. Moran, and S. Moran. (2004). Managing Cultural Differences. Burlington, MA: Elsevier.</li> <li>11. Geert Hof stede, ‘Cultures consequences’ (2nd ed) thousand oaks, CA; sage publications.2001</li> </ol>	

### c. Mapping of Program Outcomes with Course Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	2	3	3	3	3
<b>CO2</b>	3	2	3	3	3	3
<b>CO3</b>	3	2	3	3	3	3
<b>CO4</b>	3	3	3	4	3	3
<b>CO5</b>	3	3	3	3	3	3

### d. Evaluation Scheme

	CO1	CO2	CO3	CO4	CO5	Total
<b>Internal</b>	8	8	8	8	8	40

<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (60 Marks)**

	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>
<b>Assignments</b>	3	3	3	3	3
<b>Seminar</b>	3	3	3	3	3
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	12	12	12	12	12

**f. Mapping Course Outcome with External Assessment (40 Marks)**

<b>Category</b>	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>
<b>Viva Voce - 5 x 8 = 40 marks</b>	8	8	8	8	8
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**g. Rubric for Assignments**

<b>Sl. No.</b>	<b>Criteria</b>	<b>100%</b>	<b>75%</b>	<b>50%</b>	<b>25%</b>	<b>0%</b>	<b>Relation to COs</b>
1	<b>Content 50%</b>	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO3, CO5
2	<b>Organization 50%</b>	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO4

**h. Rubric for Seminar**

<b>Sl. No.</b>	<b>Criteria</b>	<b>100%</b>	<b>75%</b>	<b>50%</b>	<b>25%</b>	<b>0%</b>	<b>Relation to COs</b>
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1	<b>Knowledge and Understanding</b>  50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO4, CO5
2	<b>Presentation</b>  50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO3 CO4

SEMESTER - III						
Course Code	Course Name	L	T	P	Credits	
MBA-201	Legal Aspects of Business	3	-	-	3	

#### a. Course Outcome (CO)

The objective of this course is to acquaint the participants with the legal environment in which business operates.

	Course Outcome	Level
CO 1	Understand the provisions of Indian Contract Act.	Understand
CO 2	Learn the relevant provisions of Limited Liability Partnership Act 2000	Apply
CO 3	Knowledge of Negotiable Instruments Act.	Analyze
CO 4	Understand the provision of Companies Act 1956 & 2013	Create
CO 5	Learn the relevant provisions of Information Technology Act 2005.	Skill

#### b. Syllabus

Units	Content	Hrs.
I	Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts. Special Contracts Contract of Indemnity and Guarantee,	10

	Contract of Bailment and Pledge.	
II	Registration of firms- partnership deed- relations of partners to one another- relations with third parties-changes in a firms-dissolutions. Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms. The Indian Partnership Act, 1932- Limited Liability Partnership Act, 2000	8
III	Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques	10
IV	Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up. The Consumer Protection Act, 1986 Aims and Objects of the Act, Redressal Machinery under the Act, Procedure for complaints under the Act, Remedies, Appeals, Enforcement and Penalties.	10
V	Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Penalties and Offences. The Right to Information Act, 2005, obligation of public Authority, Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Appellate Authorities, Penalties, Jurisdiction of courts.	8
	<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Lectures/Class Discussion/Case Study</p> <p><b>Each student is required to submit the following:</b></p> <ul style="list-style-type: none"> <li>✓ Class participation, Presentation, Practical's, Viva/ test, End Semester Exam</li> </ul> <p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Kapoor, N.D. "Elements of mercantile law", Sultan Chand &amp; Sons, New Delhi, 1999.</li> <li>2. Sen &amp; Mitra, "Commercial and Industrial law" The World Press Pvt. Ltd., Calcutta 1996.</li> <li>3. Gogna P.P.S "Mercantile Law", S. Chand &amp; Co. Ltd., New Delhi, 1999.</li> <li>4. Shukla, M.C "A Manual of Mercantile Laws Sultan Chand &amp; Sons, New Delhi</li> <li>5. Durga Das Basu- Constitution of India (Prentice Hall of India) 6.</li> </ol> <p>Relevant Acts.</p> <p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1. Maheshwari, S.N &amp; Maheshwari, S.K "A Manual of Business Laws", Himalaya Publishing House, Bombay</li> </ol>	

	<p>2. Avtar Singh, Introduction to law of Partnership, Eastern Book Company, Lucknow</p> <p>3. Bare Acts: Indian Contract Act, 1872, Sale of Goods Act 1930, Partnership Act 1932, Negotiable Instruments Act 1881, The Companies Act 1956.</p> <p><b>Note:</b> (The list of cases and specific references including recent articles will be announced in the class.)</p>	
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**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	3	3	3	2	3
<b>CO2</b>	3	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3	3
<b>CO4</b>	2	2	1	3	2	2
<b>CO5</b>	1	1	1	1	2	3

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
<b>Assignments</b>	-	2	2	-	2
<b>Seminar</b>	2	-	-	2	-
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A (Short Answer- 5 x 2 = 10 marks)</b>	2	2	2	2	2
<b>Part – B (Essay Question - 4 x 10 = 40marks)</b>	10	10	-	10	10
<b>Part – C (Case Study -1 x 10 = 10 marks)</b>	-	-	10	-	-
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. Criteria	100%	75%	50%	25%	0%	Relation to



No.							COs
1	<b>Content</b> 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO3, CO5
2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO4

#### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO1, CO2, CO5
2	<b>Presentation</b> 50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO3, CO4

#### SEMESTER - III

Course Code	Course Name	L	T	P	Credits
MBA-202	Corporate Governance and Business Ethics	3	-	-	3

#### a. Course Outcome (CO)

This course is designed to understand the role of corporate governance in business and practical problems faced in corporate governance and ethics.

	Course Outcome	Level
CO 1	Understanding the significance of corporate governance	Understand

CO 2	To develop the awareness s of duties and powers of directors	Apply
CO 3	Developing role of Managers/ Leadership and culture in implementing HR practices of small business	Analyze
CO 4	Understand the Ethical issues in the organizations.	Create
CO 5	To identify the Improvement in Business strategies	Skill

### b. Syllabus

Units	Content	Hrs.
I	Concept of corporations-Corporate citizenship- Ownership structures and corporate governance - Global Corporate Governance Practices (Anglo-American Model German Model; Japanese Model; Family Business). Framework of corporate governance in United Kingdom, USA, Australia, China, Russia, South Africa; Sir Adrian Cadbury Committee (UK), 1992, OECD Principles of Corporate Governance, 1999; and Sarbanes-Oxley (SOX) Act, 2002 (USA).	10
II	Board of Directors: Powerful Instrument of Governance- Types of Directors-Independent Directors- Board Committees and Chairman - CEO & Board Chairman post- Nomination Committee- Board selection-performance and evaluation. Human resources in Corporate Governance- Financial and audit mechanism- committee- Misgovernance. Changing Roles of Corporate Boards with changing times- Corporate Governance Failures.	8
III	Corporate boards and its powers, responsibilities and disqualifications- committees and functions - SEBI guidelines and clause 49; reforms in the Companies Act, 2013; corporate governance in PSUs and banks- Indian Ethos in Management.	10
IV	Ethical Decision Making –Ethical Reasoning – Ethical issues – Ethics Management – Key roles and responsibilities. Organisational Ethics. Development System (OEDS) – Organisational culture – Ethics-Tools: Code of ethics – Guidelines for developing code of ethics – Value based leadership. Work Ethics – Work Culture – Ethical Theories – Environmental Ethics – Consumer Protection.	10
V	Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; relation between CSR and corporate governance;	10
	<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Case study, Experiential exercise, Video cases</p> <p><b>Each student is required to submit the following:</b></p> <ul style="list-style-type: none"> <li>✓ Pre-class assignment and class presentations, Practical's, Viva/ test, End Semester Exam</li> <li>✓ In-class analysis of real-life cases; field assignment</li> <li>✓ Participation in group activities, quiz, case analysis</li> </ul> <p><b>References</b></p> <p>3. Media, T. S. of E. (2015). Start Your Own Business, Sixth Edition: The Only Startup Book You'll Ever Need (Sixth</p>	

	<p>Edition). Irvine, California: Entrepreneur Press. 766 pages. ISBN: 978-1-59918-556-9.</p> <p><b>Suggested Readings</b></p> <p>5. Arora, Renu, Sood S.K. (2011). Entrepreneurship Development. (Ludhiana). Kalyani Publishers.</p> <p>6. Barringer, Brace R and R Duane (2006). Entrepreneurship. New Jersey (USA): Pearson Prentice Hall.</p> <p>Note: List of cases/ exercises will be announced by the instructor in the class</p>	
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**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	3	3	3	2	3
<b>CO2</b>	3	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3	3
<b>CO4</b>	2	2	1	3	2	2
<b>CO5</b>	1	1	1	1	2	3

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
<b>Case studies Assignments</b>	2	-	2	-	-
<b>Exercises/ Seminar</b>	-	2	-	2	2
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A (Short Answer - 5 x 2 = 10 marks)</b>	2	2	2	2	2
<b>Part – B (Essay Question - 4 x 10 = 40 marks)</b>	10	10	-	10	10
<b>Part – C (Case Study - 1 x 10 = 10 marks)</b>	-	10	-	-	-
<b>Total</b>	<b>12</b>	<b>22</b>	<b>2</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs

1	<b>Content</b> <b>50%</b>	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> <b>50%</b>	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO3, CO4

#### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> <b>50%</b>	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO1, CO2, CO5
2	<b>Presentation</b> <b>50%</b>	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO3, CO4

SEMESTER - III						
Course Code	Course Name	L	T	P	Credits	
MBA-203	Total Quality Management	3	-	-	3	

#### a. Course Outcome (CO)

The successful completion of this course shall enable the student to:

	Course Outcome	Level
CO 1	Know the fundamentals of Quality Management	Understand
CO 2	Understand the approaches, tools, techniques and applications in total quality management.	Apply
CO 3	Explain the terms Quality and Total Quality and to describe how quality was managed.	Analyze

CO 4	Understand the Concept of Quality house Management and its applications.	Create
CO 5	Application of Quality control system.	Skill

### b. Syllabus

Units	Content	Hrs.
I	Introduction to Quality Management: Definitions – TQM framework, benefits, awareness and obstacles; Quality – vision, mission and policy statements; Customer Focus – customer perception of quality, Translating needs into requirements, customer retention; Dimensions of product and service quality; Cost of quality; Overview of the contributions of Walter Shewhart, Deming, Juran, Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi, and Shingeo; Concepts of Quality circle, Japanese 5S principles and 8D methodology.	10
II	Statistical Process Control and Process Capability: Meaning and significance of Statistical Process Control (SPC) – construction of control charts for variables and attributes; Process Capability – meaning, significance and measurement ; Six-sigma concepts of Process Capability; Total Productive Maintenance (TPM) – relevance to TQM; Business Process Re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.	12
III	Tools and Techniques for Quality Management: Benchmarking-Reasons to benchmarking, benchmarking process, Quality function Deployment (QFD) - House of Quality, QFD Process, Benefits, and FEMA – Stages of FEMA.	12
IV	Quality Systems Organizing and Implementation: Introduction to IS/ISO 9004:2000 – Quality Systems – Elements, Implementation of Quality System, Documentation, Quality Audits; QS 9000 ,ISO 14000 - Concept	12
V	Information Technology – Computers and quality functions, Internet and electronic communications, Information quality issues.	14
	<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies</p> <p><b>Tasks and Assignments:</b></p> <p>Each student is required to submit the following:</p> <ul style="list-style-type: none"> <li>✓ Class participation, Presentation, Practical's, Viva/ test, End Semester Exam</li> </ul> <p><b>References:</b></p> <p>18. Dale H.Besterfield et al.First Indian Reprints. (2004). Total Quality Management.(3rd edition).New Delhi.Pearson Education.</p> <p><b>Suggested Readings</b></p> <p>16. Indian standard -Quality Management Systems– Guidelines for</p>	

	performance improvement (Fifth Revision). New Delhi. Bureau of Indian Standards 17. Poornima M. Charantimath. First Indian Reprint (2003). Total Quality Management, New Delhi. Pearson Education.	
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**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
Internal	8	8	8	8	8	40
External	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
Assignments	2	-	-	2	2
Seminar	-	2	2	-	-
Test	5	5	5	5	5
Attendance	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
Part – A (Short Answer - 5 x 2 = 10 marks)	2	2	2	2	2
Part – B (Essay Question - 4 x 10 = 40 marks)	10	10	10	-	10
Part – C (Case Study - 1 x 10 = 10 marks)	-	-	-	10	-
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs

1	<b>Content</b> 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO5

#### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO4, CO5
2	<b>Presentation</b> 50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO2, CO3

SEMESTER – IV						
Course Code	Course Name	L	T	P	Credits	
MBA-204	Strategic Management	3	-	-	3	

#### a. Course Outcome (CO)

*On the successful completion of the course, the student will be able to*

	Course Outcome	Level
CO 1	Understand and evaluate the business policy and strategies	Understand
CO 2	Assess the sustainable competitive advantages of the organization and identify the growth avenues	Skill
CO 3	Develop the tools and techniques for strategic analysis	Create

<b>CO 4</b>	Conduct positioning audit / SWOT analysis / Competitive analysis through various tools and technologies	Analyze
<b>CO 5</b>	Solve decisions in an ever changing environment to meet stakeholder interests through growth strategies based on ethical values.	Apply

### b. Syllabus

<b>Units</b>	<b>Content</b>	<b>Hrs.</b>
<b>I</b>	<b>Business policy-</b> Introduction to strategic management – dimensions – strategic planning – strategic decision making process – benefit and risks of strategic management –Importance of Corporate Strategy - ethics and social responsibility	9
<b>II</b>	<b>Strategic management process</b> – vision of the company – business vision models – objectives and goals. Business policies and strategies. Porter’s Five Forces Model-Strategic Groups Competitive advantage. Capabilities and competencies. Resources and Capabilities durability of competitive.	9
<b>III</b>	<b>Environmental Analysis:</b> Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis. Strategic Analysis: SWOT Analysis, BCG Matrix, GE- Nine Cell, Industry Analysis, Experience Curve, Impact Matrix. Environmental scanning and analysis approaches. Mc.Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card	12
<b>IV</b>	<b>Strategy implementation:</b> Designing organizational structure and activating strategies; Matching structure and corporate strategy, Generic competitive strategies – integration strategies – outsourcing strategies – offensive and defensive strategies – strategic alliances and collaborative partnerships – merger and acquisition – tailoring strategies to fit specific industry and company. Vertical Integration-Diversification.	8
<b>V</b>	<b>Strategy Evaluation:</b> Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control. Strategic Control: Strategic Control Process – Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management – Strategic Information System	7
	<p><b>Tasks and Assignments:</b>  ✓ Case Discussion, Quiz, Online discussion forums, Seminar  Continuous Assessment tests and Assignments</p> <p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Pearce &amp; Robinson, Strategic Management ,All Indian Travellers N.D</li> <li>2. A.C. Hax And Ns, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall</li> <li>3. John A. Pearce II and R.B.Robinson, Strategic Management - Strategy Formulation and Implementation.</li> </ol> <p><b>Suggested Readings</b></p>	



	<ol style="list-style-type: none"> <li>1. Samul C. Certo And J.Paul Peter, Strategic Management, Second Edition. Concept And Application, Mcgraw Hill.</li> <li>2. Georgy G.Dess And Alex Miller , Strategic Management, Mcgraw Hill.</li> <li>3. Gerry Jhonson &amp; Keven Scholes, Exploring Corparate Strategy: Text And Cases,Ph</li> <li>4. Jaunch .L ,Rajive Gupta &amp; William.F.Glueck ,Business Policy And Strategic Management, Frank Bros &amp; Co,20003</li> <li>5. Fred R.David ,Strategic Management Concept &amp;Cases,Pearson,2003</li> </ol>	
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### c. Mapping of Program Outcomes with Course Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	2	3	3
CO3	3	3	3	2	3
CO4	2	2	2	3	2
CO5	3	3	3	2	2

### d. Evaluation Scheme

	CO1	CO2	CO3	CO4	CO5	Total
Internal	8	8	8	8	8	40
External	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

### e. Mapping Course Outcome with Internal Assessment (40 Marks)

	CO1	CO2	CO3	CO4	CO5
Assignments	-	2	-	-	2
Seminar	2	-	2	2	-
Test	5	5	5	5	5
Attendance	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

### f. Mapping Course Outcome with External Assessment (60 Marks)

Category	CO1	CO2	CO3	CO4	CO5
Part – A (Short Answer - 5 x 2 = 10 marks)	2	2	2	2	2
Part – B (Brief Answer - 4 x 10 = 40 marks)	10	-	10	10	10
Part – C (Case study- 1 x 10 = 10 marks)	-	10	-	-	-
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

### g. Rubric for Assignments

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to Cos
1	<b>Content</b> 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported;	Content is not sound	Not attended	CO1, CO4, CO5
2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO3

#### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to Cos
1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO2, CO1, CO3
2	<b>Presentation</b> 50%	Well Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO4, CO5

**SEMESTER - IV**

Course Code	Course Name	L	T	P	Credits
MBA-205	Small Business Management	3	-	-	3

#### a. Course Outcome (CO)

The objective of this course is to help the students to develop an entrepreneurial mind set and gain an understanding of the entire entrepreneurial process through analysis of various situations. The course is designed to promote an understanding of the key issues that apply to the sector.

	Course Outcome	Level
CO 1	Understanding the significance of Small Business / start-ups	Understand
CO 2	Understand how established firms can develop an entrepreneurial culture and the challenges of doing so.	Apply
CO 3	Developing an understanding of the role of Managers/ Leadership and culture in implementing HR practices of small business	Analyze
CO 4	Understand the marketing strategies and channels of small business organizations.	Create
CO 5	Learning to measure Product Improvement in SMEs/Start-ups	Skill

#### b. Syllabus

Units	Content	Hrs.
I	Evolution and development of Small Business, Definition and concept of Small Business, Importance of Small Business, Small business	8
II	Views of leading thinkers on strategy, Levels of strategy -corporate, business & functional, Vision – Mission –Objectives, Environmental analysis -PEST framework, Porter’s five forces model, Internal environment analysis - SWOT framework, Pointers for prospects in Small Business Management, Competitive strategies —Cost leadership, differentiation & focus, Principles of competitive advantage, Value chain analysis	8
III	Managerial traits, Nature of managerial qualities, Pros and cons of managerial qualities, Gap analysis, bridging the gaps, Honing the skills, Tools and techniques of enhancing managerial skills, long range perspective, best models	10
IV	Approaches to marketing, Core concept of marketing, Assessment of needs & wants of customers, Understanding buyer behaviour, Competitor analysis, Marketing strategy, Market segment analysis, Marketing opportunities, pricing strategies, marketing channels, advertising & sales promotion	10
V	Productivity improvement, Material and machines, Alternate modes of operation, Importance of selection process and technologies, balancing the resources to optimize costs, maintaining quality for customer’s acceptability	10
	<b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.	

	<p><b>Teaching and Learning Activities:</b> Case study, Experiential exercise, Video cases</p> <p><b>Each student is required to submit the following:</b></p> <ul style="list-style-type: none"> <li>✓ Pre-class assignment and class presentations, Practical's, Viva/ test, End Semester Exam</li> <li>✓ In-class analysis of real-life cases; field assignment</li> <li>✓ Participation in group activities, quiz, case analysis</li> </ul> <p><b>References</b></p> <ol style="list-style-type: none"> <li>1. Media, T. S. of E. (2015). Start Your Own Business, Sixth Edition: The Only Startup Book You'll Ever Need (Sixth Edition). Irvine, California: Entrepreneur Press. 766 pages. ISBN: 978-1-59918-556-9.</li> </ol> <p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>2. Arora, Renu, Sood S.K. (2011). Entrepreneurship Development. (Ludhiana). Kalyani Publishers.</li> <li>3. Barringer, Brace R and R Duane (2006). Entrepreneurship. New Jersey (USA): Pearson Prentice Hall.</li> </ol> <p>Note: List of cases/ exercises will be announced by the instructor in the class</p>	
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#### c. Mapping of Program Outcomes with Course Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

#### d. Evaluation Scheme

	CO1	CO2	CO3	CO4	CO5	Total
Internal	8	8	8	8	8	40
External	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

#### e. Mapping Course Outcome with Internal Assessment (40 Marks)

	CO1	CO2	CO3	CO4	CO5
Assignments	2	-	2	-	-
Seminar	-	2	-	2	2
Test	5	5	5	5	5
Attendance	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

#### f. Mapping Course Outcome with External Assessment (60 Marks)

Category	CO1	CO2	CO3	CO4	CO5
Part – A	2	2	2	2	2

(Short Answer- 5 x 2 = 10 marks)					
<b>Part – B</b> (Essay Question - 4 x 10 = 40marks)	10	10	-	10	10
<b>Part – C</b> (Case Study -1 x 10 = 10 marks)	-	10	-	-	-
<b>Total</b>	<b>12</b>	<b>22</b>	<b>2</b>	<b>12</b>	<b>12</b>

### g. Rubric for Assignments

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content</b> 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO3, CO4

### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO1, CO2, CO5
2	<b>Presentation</b> 50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO3, CO4

### ELECTIVES

Elective						
Course	Course Name	L	T	P	Credits	

Code				
MBA EM01	Marketing Analytics	3		3

### a. Course Outcome (CO)

*On the successful completion of the course, the student will be able to*

	Course Outcome	Level
CO 1	Understanding the Principles of Marketing Analytics and their emerging significance in the contemporary business environment.	Understand
CO 2	Elaborate various dimensions of Analytics and Business Intelligence in lieu of their continued dominance in the business during the recent past.	Apply
CO 3	Analyzing Structured, Semi structured and unstructured data and their source.	Analyze
CO 4	learn the application of Business Intelligence	Create
CO 5	Learning Data Integration and Data Modeling skills	Skill

### b. Syllabus

Units	Content	Hrs.
I	<b>Unit I - Business Analytics an Overview</b> Definition, Nature and scope, BA model; Business processes and Information use, Data sources, IT operations and development; Link between strategy and business Analytics; connected world-characteristics of Internet ready IT applications, Enterprise applications, Information users and their requirements.	10
II	<b>Unit II - Digital data and Data Processing</b> Definition, Types of data, Structured, Semi structured and unstructured-Sources of collecting these data, challenges, managing and storing; Extracting information from unstructured data, UIMA, Modelling of extracting information, XML, Difference between structured and semi structured data. Introduction to OLAP and OLTP; one, two and three dimensional data; OLAP architectures-MOLAP,ROLAP,HOLAP; Data models of OLAP and OLTP, Role of OLAP tools; OLAP operations-Slice, Dice, Rollup, Drilldown, Pivot, Drill across, Drill through.	12
III	<b>Unit III - Business Intelligence</b> Definition, Evolution of BI and Role of DSS, EIS, MIS and digital Dashboards; Difference between BI and BA;BI component framework-Business Layer, administrative and operation layer, implementation layer; BI users –casual and power users, BI applications technology and business solutions; BI roles and responsibilities, BI tools.	10
IV	<b>Unit IV - Data Integration and Data Modelling</b> Data warehousing –Definition, nature and scope; Data mart-Goals; ETL,Datamapping, staging and loading; Data Integration-common	14

	approaches and technologies, Data quality	
V	<b>Unit V - Data Profiling;</b> Fact Table, Types of facts- Additive, semi-additive and non-additive; Dimension table types; Business metrics-salient features and attributes; KPI; Enterprise reporting –Balanced Score card.	14
	<p><b>Tasks and Assignments:</b></p> <p>Each student is required to submit the following:</p> <ul style="list-style-type: none"> <li>✓ Case study of selected companies' Business Models</li> <li>✓ Observe and interact with peers and share ideas to develop MIS.</li> <li>✓ A brief review report of modern techniques of Data Processing.</li> </ul> <p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. RN.Prasad and Seema Acharya (2012) Fundamentals of Business Analytics (1 st Edition). India Wiley</li> <li>2. Eckerson, W. 2012. Secret of Analytical Leaders: Insights from Information Insiders. Westfield NJ: Technics Publications.</li> <li>3. MacDonald, M.H., and I. Dunbar. 2009. Market Segmentation. New York, NY: Elsevier.</li> <li>4. Farris, P.W., N. Bendle, P. Phillip, and D. Reibstein. 2010. Marketing Metrics, 2nd ed., New Jersey: Pearson Education, Inc.</li> </ol> <p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1. Gert H.N.Laursen,Jesper Thorland (2014) ,Business Analytics for Managers, India Wiley</li> <li>2. Davenport, T., and J. Harris. 2010. Robert Morison Analytics at Work: Smarter Decisions, Better Results. Boston: Harvard Business Press.</li> </ol>	

### c. Mapping of Program Outcomes with Course Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

### d. Evaluation Scheme

	CO1	CO2	CO3	CO4	CO5	Total
Internal	8	8	8	8	8	40
External	12	12	12	12	12	60

<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>
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**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>
<b>Assignments</b>	2	2	-	-	2
<b>Seminar</b>	-	-	2	2	-
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	8	8	8	8	8

**f. Mapping Course Outcome with External Assessment (60 Marks)**

<b>Category</b>	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>
<b>Part – A (Objective - 10 x 1 = 10marks)</b>	2	2	2	2	2
<b>Part – B (Short Answer -5 x 4 = 20marks)</b>	10	10	-	-	-
<b>Part – C (Essay-3 x 10 = 30 marks)</b>	-	-	10	10	10
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

<b>Sl. No.</b>	<b>Criteria</b>	<b>100%</b>	<b>75%</b>	<b>50%</b>	<b>25%</b>	<b>0%</b>	<b>Relation to COs</b>
1	<b>Content 50%</b>	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization 50%</b>	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organization al tools are weak or missing	No organization	Not attended	CO1, CO2, CO5

**h. Rubric for Seminar**

<b>Sl. No.</b>	<b>Criteria</b>	<b>100%</b>	<b>75%</b>	<b>50%</b>	<b>25%</b>	<b>0%</b>	<b>Relation to COs</b>
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1	<b>Knowledge and Understanding</b>  50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO3, CO4
2	<b>Presentation</b>  50%	Well Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO3, CO4

### Elective

Course Code	Course Name	L	T	P	Credits
MBA EM02	<b>Consumer Behaviour</b>	3			3

#### a. Course Outcome (CO)

*On the successful completion of the course, the student will be able to*

	Course Outcome	Level
CO 1	Conceptual understanding of consumer behaviour	Understand
CO 2	Application of the concepts of Consumer behavior in business practice.	Apply
CO 3	Analyzing Consumer decision making process and functions	Analyze
CO 4	Developing marketing strategies based on consumer behavior models.	Create
CO 5	Implementing Marketing plans with developed leadership skills	Skill

#### b. Syllabus

Units	Content	Hrs.
I	<b>Unit – I Consumer Behaviour:</b> An overview – consumer and customer, Consumer involvement, Buyers and users. Decision-making processes and purchase behaviour and marketing implications –nature of Family Purchases and Decision-making, Post–purchase Processes. Value/Satisfaction. Delivery process and programs. Consumer Behaviour Models. Diffusion of Innovation-Types of Innovation-Diffusion Process, Adoption Process.	10

<b>II</b>	<b>Unit – II Environmental influences on consumer behaviour</b> – Cultural influences –Sub-cultures, Cross-cultural Influences Social class, social class classification- Cultural Differences in Non-verbal Communications reference groups influences - Group Norms and Behaviour, Family Life Cycle Stages. Consumer Socialization Opinion leadership and the diffusion of innovations – Marketing implications of these influences. Opinion Leadership.	12
<b>III</b>	<b>Unit – III Individual determinants and buying behaviour:</b> The individual consumer and buying behaviour and marketing implications – Consumer perceptions, learning, attitudes, motivation and personality – psychographics, values and lifestyles. Self-Concept, Needs & Brand Choice. VALS and grouping consumers. Learning, Memory, Communication Applications and Behaviour Modification.	10
<b>IV</b>	<b>Unit – IV Strategic marketing</b> – Market segmentation strategies – Positioning and Re-positioning strategies, perceptual mapping – Marketing communications – Source, message and media effects. Store choice and shopping behaviour – In-Store stimuli, store image and loyalty – Consumerism – Consumer rights and Marketers’ responsibilities.	14
<b>V</b>	<b>Unit – V Marketing Communication</b> Flow, Communications Process, Interpersonal Communication, Persuasive Communications, source, message, appeals, communication feedback The Borderless Consumer Market and buying behaviour – Consumer buying habits and perceptions of emerging non-store choices – Research and applications of consumer responses to direct marketing approaches – Issues of privacy and ethics.	14
	<p><b>Tasks and Assignments:</b></p> <p>Each student is required to submit the following:</p> <ul style="list-style-type: none"> <li>✓ Case study of any selected companies’ best management practice.</li> <li>✓ Observe and interact with peers and share ideas to understand consumer behavior.</li> <li>✓ A brief review report of modern techniques of Consumer Behaviour.</li> </ul> <p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Loudon and Della Bitta: Consumer Behaviour: Concepts and Applications, Tata Mc-Graw Hill.</li> <li>2. Henry Assael: Consumer Behaviour and Marketing Action, Kent Publishing Co.</li> <li>3. Berkman &amp; Gilson: Consumer Behaviour: Concepts and Strategies, Kent Publishing Co.</li> <li>4. Efraim Turban, Jae Lee, David King, &amp;H.Michael Chung: Electronic Commerce: A Managerial Perspective, Pearson Education Inc., 2000.</li> <li>5. Schiffman. L G and Kanuk, L L. Consumer Behavior. New Delhi, Prentice Hall of India, 1994</li> </ol>	

	<b>Suggested Readings</b>	
	5. Bennet and Kassarian: Consumer Behaviour, Prentice Hall of India 6. Schiffman and Kanuck: Consumer Behaviour, Pearson EducationAsia, 7th. Edition, 7. Hawkins, Best & Coney: CONSUMER BEHAVIOUR, Tata McGraw Hill.	

**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	3	3	3	2	3
<b>CO2</b>	3	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3	3
<b>CO4</b>	2	2	1	3	2	2
<b>CO5</b>	1	1	1	1	2	3

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
<b>Assignments</b>	2	2	-	-	2
<b>Seminar</b>	-	-	2	2	-
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	8	8	8	8	8

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A (Objective - 10 x 1 = 10marks)</b>	2	2	2	2	2
<b>Part – B (Short Answer -5 x 4 = 20marks)</b>	10	10	-	-	-
<b>Part – C (Essay-3 x 10 = 30 marks)</b>	-	-	10	10	10
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content</b> 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organization al tools are weak or missing	No organization	Not attended	CO1, CO2, CO5

**h. Rubric for Seminar**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO3, CO4
2	<b>Presentation</b> 50%	Well Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO3, CO4

**Elective**

Course Code	Course Name	L	T	P	Credits
MBA EM03	Services Marketing	3			3

#### a. Course Outcome (CO)

*On the successful completion of the course, the student will be able to*

	Course Outcome	Level
CO 1	Understanding the evolution and contributions of Services Marketing.	Understand
CO 2	Outlining the evolving concepts in managerial planning and scientific decision making	Apply
CO 3	Analyzing the role of organizing with other functions of services Marketing	Analyze
CO 4	Developing Appropriate and Effective Communication about Service Quality	Create
CO 5	Learning fundamentals of verbal and non verbal service communication skills	Skill

#### b. Syllabus

Units	Content	Hrs.
I	<b>Unit – I Emergence of Service Marketing</b> - The concept of service - characteristics - classification of services-- designing the service - blueprinting, using technology, developing human resources- building service aspirations. Challenges in marketing of services; Services Classification.	10
II	<b>Unit – II Marketing mix and Service marketing.</b> Service Management Trinity: Internal, External and Interactive Marketing. Seven Ps - Product Decisions, Pricing and pricing Strategies, Promotion and Distribution Methods for Services – Other dimensions in Services Marketing - People, Physical Evidence and Process.	12
III	<b>Unit – III Strategic marketing and service product development.</b> Planning and Segmentation – Internal Marketing of a Service - External versus Internal Orientation of Service Strategy. Service Product Development; Segmentation and service positioning; Advertising; Branding and Packaging of Services; Consumer Behaviour in Services.	10
IV	<b>Unit – IV Customer expectations and perception:</b> Customer expectation gap in services- Factors and Techniques to resolve this Gap - Gaps in Service - Quality Standards, Factors and Solutions. Developing Appropriate and Effective Communication about Service Quality Issues and Quality Models; Managing	14

	Productivity and Differentiation in Service Organizations; Service Failure and Service Recovery.	
V	<b>Unit – V Marketing at different service organisations</b> – insurance-banking-other financial –Health- Hospitality –IT – public utilities-education etc.	14
	<p><b>Tasks and Assignments:</b></p> <p>Each student is required to submit the following:</p> <ul style="list-style-type: none"> <li>✓ Case study of selected companies’ best service marketing practice.</li> <li>✓ Observe and interact with peers and share ideas to develop marketing skills.</li> <li>✓ A brief review report of Service Product Development, Segmentation and service positioning.</li> </ul> <p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Valerie Zeithaml &amp; Mary Jo Bitner: Services Marketing, McGraw Hill.</li> <li>2. Christopher H. Lovelock: Services Marketing: People, Technology, Strategy, Pearson Education Asia.</li> <li>3. Zeithaml, Parasuraman &amp; Berry: Delivering Quality Service; The Free Press, Macmillan.</li> <li>4. Audrey Gilmore: Services marketing and Management, Response Books, Sage Publications.</li> <li>5. McDonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth, Heinemann, 1996.</li> </ol> <p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1. Raghu &amp; Vasanthi Venugopal: Services Marketing</li> <li>2. J. Zeithaml, V A and Bitner, M J. Services Marketing; 3rd edition; McGraw Hill, New Delhi; 2002.</li> <li>3. Lovelock, Christopher H. Service Marketing: People, Technology Strategy; 4th edition; Pearson Education; New Delhi.</li> <li>4. Hoffman &amp; Bateson; Essentials of Service Marketing; Thomson Learning; Mumbai.</li> <li>5. Rampal M.K. &amp; Gupta S.C.; Service Marketing; Galgotia Publishing Company; New Delhi.</li> </ol>	

**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
Internal	8	8	8	8	8	40
External	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
Assignments	2	2	-	-	2
Seminar	-	-	2	2	-
Test	5	5	5	5	5
Attendance	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
Part – A (Objective - 10 x 1 = 10marks)	2	2	2	2	2
Part – B (Short Answer -5 x 4 = 20marks)	10	10	-	-	-
Part – C (Essay-3 x 10 = 30 marks)	-	-	10	10	10
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	Content 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5

2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organization al tools are weak or missing	No organization	Not attended	CO1, CO2, CO5
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#### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO3, CO4
2	<b>Presentation</b> 50%	Well Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO3, CO4

Elective						
Course Code	Course Name	L	T	P	Credits	
MBA-EM04	Sales and distribution management	3	-	-	3	



### a. Course Outcome (CO)

To develop an indepth understanding of the modern concepts and latest techniques of advertising and personal selling and sales force management which constitute a fast -growing area of marketing.

	Course Outcome	Level
CO 1	Understanding the role, importance and various aspects related to sales management, personal selling and salesmanship.	Understand
CO 2	Evaluating sales training programmes and designing	Apply
CO 3	Understanding about designing and implementation of various aspects related to operating sales force market structure	Analyze
CO 4	Evaluating business marketing strategy and channel member performance	Create
CO 5	Understanding of decisions concerning 4 P's – product, price, place and promotion and analysis various channel of distribution	Skill

### b. Syllabus

Units	Content	Hrs.
I	Theories of selling; Functions of Sales Manager; Selling Operations; Personal selling; Types of selling –Sales Structures: Network Marketing – Mail order selling – Elements of direct marketing – Teleshopping – Telemarketing – Systems selling. The selling process – Strategies and Styles –formulating sales objectives – Sales forecasting.	8
II	Sales organization; Conducting sales training programs; Designing and Administering Compensation Plan; Motivating and Supervising sales personnel; Sales Meetings and Contests, designing territories and allocating sales efforts; motivating the sales force –compensation, sales incentives and sales force evaluation – controlling the sales effort – sales quotas. Sales audit.	10
III	Role of Marketing Channels, Factors affecting choice of Distribution-Channel design strategies and structures, selecting channel members–Target markets. Channel Structure; Channel Conflict and Co-ordination. Physical Distribution- Selection of transportation modes; Routing and scheduling- warehousingPlanning warehousing operations – selection-layout, Packaging and material handling.	8
IV	Motivating channel members –Evaluating channel member performance – Vertical marketing systems – Retail cooperatives, Franchise systems and corporate marketing systems.	10
V	E-Commerce and e-retailing as a channel of Distribution. Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.	10
	<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Case analysis, Exercise and quiz</p> <p><b>Each student is required to submit the following:</b></p> <ul style="list-style-type: none"> <li>✓ Pre-class assignment and class presentations, Practical's, Viva/ test, End Semester Exam</li> <li>✓ In-class analysis of real-life cases; field assignment</li> </ul>	

	<p>✓ Participation in group activities, quiz, case analysis</p> <p><b>References</b></p> <ol style="list-style-type: none"> <li>1. Anderson, R. &amp; Hair, Professional Sales Management, Tata McGraw Hill; New Delhi. 2000.</li> <li>2. Manning &amp; Reece, Selling Today, Pearson Education Asia, 81h Edition.</li> <li>3. Dalrymple, D J., Sales Management: Concepts and Cases. New York, John Wiley, 1989.</li> <li>4. Still, R &amp; Govoni, Sales Management, Prentice Hall Inc., 1988.</li> <li>5. Lancaster &amp; Jobber, Selling and Sales Management, Macmillan India, 3rd edition.</li> </ol> <p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1. Calvin; Sales Management; Tata McGraw Hill, New Delhi.</li> <li>2. Bowersox and Others: Physical Distribution Management, Tata McGraw Hill, New Delhi.</li> <li>3. Stern, Louis W. Adel, I.E.L. -Ansary, Anne T. Coughlan: Marketing Channels, Prentice Hall, New Delhi.</li> <li>4. Lambert, D. et. al.: Strategic Logistics Management, Tata McGraw Hill, New Delhi.</li> <li>5. Ballu, Ronald H.; Business Logistics Management, Englewood Cliffs, New York, Prentice Hall Inc., 1999.</li> <li>6. Martin, Christopher and Gordon Wills: Marketing Logistics and Distribution Management.</li> <li>7. Hawkins, D I. etc. Consumer Behavior: Implications for Marketing Strategy. TMH, 2002.</li> </ol>	
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### c. Mapping of Program Outcomes with Course Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

### d. Evaluation Scheme

	CO1	CO2	CO3	CO4	CO5	Total
Internal	8	8	8	8	8	40
External	12	12	12	12	12	60
Total	20	20	20	20	20	100

### e. Mapping Course Outcome with Internal Assessment (40 Marks)

	CO1	CO2	CO3	CO4	CO5
Assignments	2	2	2	-	-

<b>Seminar</b>	-	-	-	2	2
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	8	8	8	8	8

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A (Short Answer- 5 x 2 = 10 marks)</b>	2	2	2	2	2
<b>Part – B (Essay Question - 4 x 10 = 40marks)</b>	10	10	-	10	10
<b>Part – C (Case Study -1 x 10 = 10 marks)</b>	-	-	-	-	10
<b>Total</b>	<b>12</b>	<b>12</b>	<b>2</b>	<b>12</b>	<b>22</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content 50%</b>	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO3, CO5
2	<b>Organization 50%</b>	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO4

**h. Rubric for Seminar**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
.							

1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO1, CO4 CO5
2	<b>Presentation</b> 50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO3 CO4

<b>Elective</b>						
<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>	
MBA EM05	<b>Retail Marketing</b>	3			3	

**a. Course Outcome (CO)**

*On the successful completion of the course, the student will be able to*

	<b>Course Outcome</b>	<b>Level</b>
<b>CO 1</b>	Understanding the evolution and contributions of Retail Marketing.	Understand
<b>CO 2</b>	Outlining the evolving concepts in managerial planning and scientific decision making	Apply
<b>CO 3</b>	Analyzing the role of organizing with other functions of Retail Marketing	Analyze
<b>CO 4</b>	Developing Appropriate and Effective Communication about Retail Service Quality	Create
<b>CO 5</b>	Learning fundamentals of verbal and non verbal communication skills	Skill

**b. Syllabus**

<b>Units</b>	<b>Content</b>	<b>Hrs.</b>
<b>I</b>	<b>Unit 1 - Nature and Importance of Retailing</b> Retailing and Retailers; Place of Retailing in Marketing Mix; Economic and Social importance; Size of Retail Market; Operating Expenses and Profits; Retailing in India; Classifying Retail Firms- Forms of Ownership, Operational Structure, Service and Price Orientation, Merchandise Offering.	10

<b>II</b>	<p><b>Unit 2 - Store and Non-store Retailing</b> Types of Merchandisers - Single Line Store, General Store, Variety Store, Departmental Store, Supermarket, Superstore, Combination Store, Hypermarket, Discount Store, Warehouse Showroom, Catalogue Storing, In-home Retailing; Sponsored Cooperative Chain; Manufacturers' Sponsored Franchising System.</p>	12
<b>III</b>	<p><b>Unit 3 - Retail Strategy and Decision</b> Retail Perspective; Understanding the Retail Customer; Target Market Selection; Merchandise - Planning and Management, Merchandise Buying; Retail Pricing and Merchandise Performance; Store - Location, Size, Image, Design and Layout; Shop Design.</p>	10
<b>IV</b>	<p><b>Unit 4 - Creating and Sustaining Value</b> Retail Marketing Communication; Servicing the Retail Customer; Supply Chain Management; Growth of Shopping Malls, Factory Outlet and Discount Malls.</p>	14
	<p><b>Tasks and Assignments:</b></p> <p>Each student is required to submit the following:</p> <ul style="list-style-type: none"> <li>✓ Case study of selected companies' best Retail marketing practice.</li> <li>✓ Observe and interact with peers and share ideas to develop retail marketing skills.</li> <li>✓ A brief review report of Retail Product Development, Segmentation and service positioning.</li> </ul> <p><b>References:</b></p> <ol style="list-style-type: none"> <li>6. David Gilbert. (2003) Retail Marketing Management.(2nd edition).Pearson India.</li> <li>7. Pradhan Swapna.(2013).Retailing Management Text &amp;Cases. New Delhi. MH Publications. Robert F. Lusch, Patrick Dunne, Myron Gable.(1994).Retail Management,(edition II). South Western Pub.Co.</li> <li>8. Zeithaml, Parasuraman &amp; Berry: Delivering Quality Service; The Free Press, Macmillan.</li> <li>9. 4.Audrey Gilmore: Services marketing and Management, Response Books, Sage Publications.</li> <li>10. McDonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth, Heinemann, 1996.</li> </ol> <p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1. David Gilbert. (2003) Retail Marketing Management.(2nd edition).Pearson India.</li> <li>2. Pradhan Swapna.(2013).Retailing Management Text &amp;Cases. New Delhi. MH Publications. Robert F. Lusch, Patrick Dunne, Myron Gable.(1994).Retail Management,(edition II). South Western Pub.Co.</li> </ol>	

**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
Internal	8	8	8	8	8	40
External	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
Assignments	2	2	-	-	2
Seminar	-	-	2	2	-
Test	5	5	5	5	5
Attendance	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
Part – A (Objective - 10 x 1 = 10marks)	2	2	2	2	2
Part – B (Short Answer -5 x 4 = 20marks)	10	10	-	-	-
Part – C (Essay-3 x 10 = 30 marks)	-	-	10	10	10
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
.							

1	<b>Content</b>  50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b>  50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organization al tools are weak or missing	No organization	Not attended	CO1, CO2, CO5

#### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b>  50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO3, CO4
2	<b>Presentation</b>  50%	Well Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO3, CO4

**Elective**

Course Code	Course Name	L	T	P	Credits
MBA (EM 06)	B to B Marketing	3	-	-	3

#### a. Course Outcome (CO)

The successful completion of this course shall enable the student to:

	Course Outcome	Level
CO 1	Define the Industrial Marketing and Principles.	Understand
CO 2	Analyze the Consumer and Industrial Market.	Apply
CO 3	Explain Relationship among Marketing and Industrial Marketing	Analyze
CO 4	Explain the Industrial Marketing Mix Strategies.	Create
CO 5	Recognize Marketing Information System and Marketing Research application in Industrial Market	Skill

#### b. Syllabus

Units	Content	Hrs.
I	Exploring Business Markets and Business: Marketing: Identifying the Uniqueness of Business Markets-Outlining the Basics of Business-to-Business Marketing-Describing the Purchasing Function- Explaining Organizational Buyer Behaviour	10
II	Creating Value for Business Customers-Identifying Market Opportunities-Creating Marketing Strategies-Integrating Marketing in the Selling Organization	12
III	Designing Product and Channel Strategies-Developing and Managing Products- Describing Marketing Channel Opportunities-Creating B2B Channel Strategies- Establishing Strong Communications-Integrated Marketing Communications.	12
IV	Advertising, PR and Trade Shows-Designing a Direct Marketing Plan-Lead generation and conversion strategies, Building Strong Sales and Pricing-Review of Business-to-Business Sales Strategies-Business-to-Business Sales Organizations-Pricing Strategies	12
V	Managing Programs, Customers and E Business in B2B -Evaluating Business-to-Business Marketing Efforts-The Importance of Customer Retention-Strategies and Measures of Customer Retention - Introduction to E-business: Business models in emerging E-commerce areas, Providers and vendors of E-business Software, EDI Interchange Agreement, Legal issues for Internet commerce- technology for authenticating electronic document. Paper document vs. electronic document, B2B payment Systems.	14
	<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies</p> <p><b>Tasks and Assignments:</b></p>	



	<p>Each student is required to submit the following:</p> <ul style="list-style-type: none"> <li>✓ Class participation, Presentation, Practical's, Viva/ test, End Semester Exam</li> </ul> <p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Dwyer, R and J Tanner. Business Marketing. 4th ed. New York: McGraw-Hill Irwin, 2009.</li> <li>Allan Afuah and Christopher L. Tucci, (2001) Internet Business Models and Strategies, McGraw Hill-Irwin, 2001</li> <li>2. Laberto Laszlo Barabasi (2002) Linked: The New Science of Networks, Perseus Publishing, May 2002</li> <li>3. Rebecca Blood (2002) We've Got Blog: How Weblogs Are Changing Our Culture, Perseus Publishing, July 2002</li> <li>4. John Cassidy (2002) Dot.con: The Greatest Story Ever Sold , HarperCollins; 1st edition (February 4, 2002).</li> </ol> <p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>18. Manuel Castells (2002) The Internet Galaxy: Reflections on the Internet, Business, and Society Oxford University Press (December 2002)</li> <li>19. Peter S. Cohan (2000) e-Profit: High Payoff Strategies for Capturing the E-Commerce Edge, H.M. Deitel, P.J. Deitel, T.R. Nieto (2000) Internet and World Wide Web: how to Program, Prentice Hall 2000</li> <li>20. Martin Dodge, Rob Kitchin (2002) Atlas of Cyberspace, Addison-Wesley Pub Co; ISBN: 0201745755; 1st edition (January 15, 2002).</li> <li>21. Jeffrey Rosen (2000). The Unwanted Gaze: Destruction of Privacy in America, Random House, 2000.</li> </ol>	
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**c. Mapping of Program Outcomes with Course Outcomes**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	3	3	3	2	3
<b>CO2</b>	3	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3	3
<b>CO4</b>	2	2	1	3	2	2
<b>CO5</b>	1	1	1	1	2	3

**d. Evaluation Scheme**

	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	<b>Total</b>
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
<b>Assignments</b>	2	-	-	2	2
<b>Seminar</b>	-	2	2	-	-
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	8	8	8	8	8

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A (Short Answer - 5 x 2 = 10 marks)</b>	2	2	2	2	2
<b>Part – B (Essay Question - 4 x 10 = 40marks)</b>	10	10	10	-	10
<b>Part – C (Case Study- 1 x 10 = 10 marks)</b>	-	-	-	10	-
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content</b> 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO5

**h. Rubric for Seminar**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO4, CO5
2	<b>Presentation</b> 50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO2, CO3

Elective						
Course Code	Course Name	L	T	P	Credits	
MBA (EF 01)	Security analysis and portfolio management	3	-	-	3	

**a. Course Outcome (CO)**

*On the successful completion of the course, the student will be able to*

	Course Outcome	Level
CO 1	Acquire the knowledge about the financial asset classes such as stocks and bonds etc	Remember
CO 2	Build analytical and critical thinking skills to integrate the impact of economic indicators in investment planning	Create
CO 3	Select the best timing for investing in stocks using the knowledge of Technical analysis.	Analyze
CO 4	Understand the portfolio theories and its application	Understand
CO 5	Select the best alternatives based on the security analysis	Evaluate

**b. Syllabus**

Units	Content	Hrs.
I	<b>Investments</b> –Nature and scope of investment analysis Investment Vs. Speculation – Investment Process – Investment categories– Risk and return – Factors Influencing Risk – Measurement, Valuation of Equity: Dividend Models, Price/Earnings Approach. Sources of financial information.	8
II	<b>Security Markets:</b> Primary and secondary market; Primary market-role, functions and methods of selling securities in primary market; allotment procedure; New financial instruments. Equity stock Analysis. Portfolio Analysis & Performance Evaluation: Estimating rate of return. Effect of combining the securities; Markowitz Risk-return optimization; Portfolio market risk and unique risk, simple sharpe’s optimization solution. Measure of return.	10
III	<b>Options: Types</b> – Determinants of Option value – Option Position and Strategies –Option pricing. Futures: Stock Index futures – Portfolio strategies using futures –Futures on fixed income securities – Futures on long term Securities.	8
IV	<b>Technical Analysis:</b> Market Indicators, Forecasting Individual Stock Performance. Efficient Market Theory – Random Wall – The Efficient Market Hypothesis. Portfolio Analysis: Effects of combining securities – Markowitz’s Mean-Variance model. Portfolio selection: Risk and investor Preferences – Constructing the portfolio – Significance of beta in the Portfolio	10
V	<b>Capital market Theory:</b> Capital market line, security market line, risk free lending and borrowings – Arbitrage Pricing Theory. Two factor and multi factor models; Principles of arbitrage, arbitrage portfolios. Management Portfolios and performance evaluation: Sharpe Index, Treynor Index, Jensen’s Model. Modern Portfolio Management Theory.	9
	<p><b>Tasks and Assignments:</b></p> <p>✓ Students will explore any one financial market and the types of transactions supported by it in India and global economies and determine how valuable these transactions are to the overall global economies.</p> <p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Donald E.Fischer And Ronald J.Jordan, Security Analysis And Portfolio Management, 6th Ed., Prentice Hall Of India, 2000.</li> <li>2. Prasanna Chandra Security Analysis And Portfolio Management, 2th Ed., Tata Mcgraw Hill.</li> <li>3. Bhalla: Investment Analysis, S.Chand&amp; Co.Delhi.</li> </ol> <p><b>Readings</b></p> <ol style="list-style-type: none"> <li>1. Prasanna Chandra, Managing Investments, Tata Mcgraw Hill.</li> <li>2. R.J.Fuller And J.L. Farrel, Modern Investments And Security Analysis, Mcgraw Hill.</li> </ol>	

	3. Jack Clark Francis, Management Of Investments, Mcgraw Hill. 4. Stron Robert, Portfolio Management Hand Book, Jaico, Bombay.	
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**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	3	3	3	2
<b>CO2</b>	3	3	2	3	3
<b>CO3</b>	2	3	3	2	3
<b>CO4</b>	2	2	3	3	2
<b>CO5</b>	3	3	3	2	2

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
<b>Assignments</b>	2	2	-	-	-
<b>Seminar</b>	-	-	2	2	2
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A (Short Answer - 5 x 2 = 10 marks)</b>	2	2	2	2	2
<b>Part – B (Brief Answer - 4 x 10 = 40 marks)</b>	10	10	10	10	-
<b>Part – C (Problem- 1 x 10 = 10 marks)</b>	-	-	-	-	10
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content</b> 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported;	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO5

**h. Rubric for Seminar**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to Cos
1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO2, CO4
2	<b>Presentation</b> 50%	Well Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO4, CO5

**Elective**

Course Code	Course Name	L	T	P	Credits
MBA (EF 03)	International Financial Management	3	-	-	3

#### a. Course Outcome (CO)

*On the successful completion of the course, the student will be able to*

	Course Outcome	Level
CO 1	Understand the intricacies of business in an International environment	Understand
CO 2	Learn the role of forex in international cash flows	Remember
CO 3	Appraise the international financing decisions of MNCs	Evaluate
CO 4	Apply qualitative and quantitative tools to identify the risk associated in foreign exchange and predict the best hedging strategies to mitigate the same.	Apply
CO 5	Articulate the exchange rate determination and the role of global financial market	Skill

#### b. Syllabus

Units	Content	Hrs.
I	<b>Introduction:</b> International Financial Environment, International Financial Environment, Globalization and the Multinational Firm; International Monetary System; Balance of Payments.	8
II	<b>Foreign Exchange Markets:</b> Market for Foreign Exchange Markets; Rate of Exchange, Direct and indirect quotations, Cross rates, Spread; Spot and forward markets; Exchange Rate Determination; International Parity Relationships (Theory); Exchange Rate Forecasting.	10
III	<b>Financial Management of Multinational Corporations:</b> Foreign Direct Investment; International Cost of Capital (Theory); Multinational Capital Structure (Theory); International Capital Budgeting (Theory and problems); Multinational Cash Management; International Taxation Environment (Theory)	8
IV	<b>Risk Management:</b> Foreign exchange risk management hedging, speculation and management of transaction exposure using forward markets for hedging hedging with money market, currency options and currency futures internal hedging strategies speculation in foreign exchange and money markets.	10
V	<b>Interest Rate Management:</b> Management of interest rate exposure nature and measurement forward rate agreements (FRA s) interest rate options, caps, floors and collars, cap and floors options on interest rate futures, some recent innovations financial swaps.	9
	<p><b>Tasks and Assignments:</b> Students would undertake assignments and seminar on the following topics:</p> <ul style="list-style-type: none"> <li>✓ Analysis International financial market,</li> <li>✓ Forecasting Exchange Rates,</li> <li>✓ Estimating exposure to Exchange Rates variances</li> </ul> <p><b>References:</b> 1. Apte, P.G. (2009). International Financial Management (5th ed.).</p>	

	<p>New Delhi: Tata McGraw Hill Education Pvt. Ltd.</p> <p>2. Eieteman, David K, Stonehill, Arthur I, Moffett, Michael A, Pandey, Alok. (2007). Multinational Business Finance, (10thed). New Delhi: Pearson Education.</p> <p>3. Eun, Cheol S, and Resnick, Bruce G. (2008). International Financial Management (4th ed.). New Delhi: Tata McGraw Hill Education Pvt. Ltd.</p> <p>4. Jain. P.K., Peyrard, Josette and Yadav, Surendra S. (2006). International Financial Management. New Delhi: Macmillan India Ltd.</p> <p>5. Madura, Jeff. (2008). International Financial Management. New Delhi: Cengage Learning.</p> <p>6. Shapiro, Alan C. (2002). International Financial Management. (4thed). New Delhi: Prentice Hall of India Ltd.</p> <p>7. Sharan, Vyuptakesh (2006). International Financial Management. New Delhi: Prentice Hall of India Ltd</p>	
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**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	2	3	3	3
<b>CO2</b>	3	3	3	2	3
<b>CO3</b>	2	3	2	3	3
<b>CO4</b>	3	2	3	3	2
<b>CO5</b>	3	3	3	3	3

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
<b>Assignments</b>	2	2	-	2	2
<b>Seminar</b>	-	-	2	-	-
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	8	8	8	8	8

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A (Short Answer - 5 x 2 = 10 marks)</b>	2	2	2	2	2
<b>Part – B (Brief Answer - 4 x 10 = 40 marks)</b>	10	10	10	10	-
<b>Part – C</b>	-	-	-	-	10



<b>(Case study- 1 x 10 = 10 marks)</b>						
<b>Total</b>		<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content</b>  50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported;	Content is not sound	Not attended	CO3, CO4, CO5
2	<b>Organization</b>  50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2

**h. Rubric for Seminar**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to Cos
1	<b>Knowledge and Understanding</b>  50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO1, CO4
2	<b>Presentation</b>  50%	Well Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO2, CO3, CO5

Elective					
Course Code	Course Name	L	T	P	Credits
MBA EF 04	Corporate Financial Management	3	-	-	3

#### a. Course Outcome (CO)

The purpose of this course is to provide participants with an insight into advanced techniques of financial management required for managerial decision-making situations in organizational structure.

	Course Outcome	Level
CO 1	To develop an advanced understanding of principal techniques in capital budgeting and risk analysis	Understand
CO 2	To understand the concept of Leasing and Hire Purchase and evaluation of Lease or Buy financial decision	Apply
CO 3	Understand the need importance of Valuation Methods in the corporate business	Analyze
CO 4	To understand the concept and Business Integration and other contemporary issues in financial management	Create
CO 5	To develop the conceptual back ground of various valuation methodologies in the corporate sector.	Skill

#### b. Syllabus

Units	Content	Hrs.
I	Capital Budgeting – Identification of Cash Flows and evaluation of proposals, Risk and Uncertainty Analysis, Certainty Equivalent Approach, Sensitivity Analysis, Probability Distribution Approach and Decision Tree Approach	12
II	Types of leases, rationale for leasing, Mechanics of leasing, operating lease, leasing as financial decision, Lease Vs borrow & buy evaluation, Hire- purchase arrangement, Choice between leasing & hire purchase, Project finance – Private Equity, Venture Capital.	12
III	Valuation of business- Adjusted book value method, value of shares and debt method, comparison method, DCF method. Dividend policies, concept and significance.	12
IV	M&A –Exchange ratio financial evaluation of mergers, M&A as capital budgeting decision, Economic value added & market value added Taxation aspects. Contemporary issues in Financial Management – Public offerings - IPO, FPO, ASBA, book building, Reverse book building, private placement, Green shoe option, Red Herring Prospectus. ESOP, ESPP, Refinancing, Securitization, Carbon Credit, Balanced score card, P notes, GDR, ADR, ECB, Indian Depository Receipts, Hundi, Parta system	10
	<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Lectures/Class Discussion/Case study</p>	

	<p><b>Tasks and Assignments:</b></p> <p>Each student is required to submit the following:</p> <ul style="list-style-type: none"> <li>✓ Class participation, Presentation, Practical's, Viva/ test, End Semester Exam</li> </ul> <p><b>References:</b></p> <ol style="list-style-type: none"> <li>22. Financial Management- Ravi Kishore, Taxmann's, New Delhi.</li> <li>23. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi</li> <li>24. Financial Management – Theory &amp; Practice by Prasanna Chandra, TMH Publishers 2004</li> <li>25. Financial Management-I.M. Pandey, Vikas publishing house, New Delhi.</li> <li>26. Financial Management &amp; Policy – V. K. Bhalla – (Anmol Publication, New Delhi)</li> <li>27. Strategic Financial Management – Dr. J.B. Gupta – Taxmann's, New Delhi</li> <li>28. Financial Management – Rajiv shrivastava , Anil Misra – Oxford Higher Education.</li> <li>29. Financial Management – M. Y. Khan &amp; P. K. Jain – Tata McGraw Hill Education Pvt. Ltd. 6th Edition</li> </ol>	
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**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
Internal	8	8	8	8	8	40
External	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
Assignments	-	2	2	2	2
Seminar	2	-	-	-	-
Test	5	5	5	5	5

Attendance	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A (Short Answer - 5 x 2 = 10 marks)</b>	2	2	2	2	2
<b>Part – B (Essay Question - 4 x 10 = 40 marks)</b>	10	10	-	10	10
<b>Part – C (Case Study- 1 x 10 = 10 marks)</b>	10	-	-	-	-
<b>Total</b>	<b>22</b>	<b>12</b>	<b>2</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content 50%</b>	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO3, CO5
2	<b>Organization 50%</b>	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO5

**h. Rubric for Seminar**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
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1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO3, CO5
2	<b>Presentation</b> 50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO3

<b>Elective</b>						
<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>	
MBA EF 05	Personal Financial Planning	3	-	-	3	

#### a. Course Outcome (CO)

After studying this course, the student will be able to:

	<b>Course Outcome</b>	<b>Level</b>
<b>CO 1</b>	Understand the premise of financial planning and identify the financial goals	Understand
<b>CO 2</b>	Critically evaluate the investment instruments suitable for different financial goals in different time span.	Apply
<b>CO 3</b>	Ability to computation of taxable income of individual and tax savings	Analyze
<b>CO 4</b>	Understand the deductions and relief available to an individual	Create
<b>CO 5</b>	Understand different types of products housing decision and other investment avenues in financial planning	Skill

#### b. Syllabus

<b>Units</b>	<b>Content</b>	<b>Hrs.</b>
<b>I</b>	Meaning, objectives, process, The concept of Time Value of Money and its application in financial planning	12
<b>II</b>	Basics of tax assessment for an individual, deductions and relief available to an individual, avenues for tax savings for an individual	12
<b>III</b>	Tools for financial planning, different schemes and their implications, benefits and limitations, The Housing Decision – factors to be considered, modes of finance, benefits and limitations, procedural and legal aspects	10
<b>IV</b>	Other investment avenues such as stocks, bonds, mutual funds, real estate, credit cards, etc., and financial planning, various financial institutions and modes of personal financing	12
	<b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii)	

<p>the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies</p> <p><b>Tasks and Assignments:</b> Each student is required to submit the following:</p> <ul style="list-style-type: none"> <li>✓ Class participation, Presentation, Practical's, Viva/ test, End Semester Exam</li> </ul> <p><b>Note: Latest edition of the readings may be used.</b></p> <p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Personal Finance with Connect Plus, 10th Edition, Jack R. Kapoor , Les R. Dlabay , Robert J. Hughes, TMH</li> <li>2. Personal Finance, 1st Edition, Authors Robert B. Walker and Kristy Walker, TATA McGraw hills publication</li> </ol>	
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### c. Mapping of Program Outcomes with Course Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	3	3	3	2	3
<b>CO2</b>	3	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3	3
<b>CO4</b>	2	2	1	3	2	2
<b>CO5</b>	1	1	1	1	2	3

### d. Evaluation Scheme

	CO1	CO2	CO3	CO4	CO5	Total
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

### e. Mapping Course Outcome with Internal Assessment (40 Marks)

	CO1	CO2	CO3	CO4	CO5
<b>Assignments</b>	2	2	2	-	2
<b>Seminar</b>	-	-	-	2	-
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	8	8	8	8	8

### f. Mapping Course Outcome with External Assessment (60 Marks)

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A</b> (Short Answer - 5 x 2 = 10 marks)	2	2	2	2	2
<b>Part – B</b> (Essay Question - 4 x 10 = 40 marks)	10	10	-	10	10
<b>Part – C</b> (Case Study- 1 x 10 = 10 marks)	-	10	-	-	-

<b>Total</b>	<b>12</b>	<b>22</b>	<b>2</b>	<b>12</b>	<b>12</b>
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**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content</b>  50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b>  50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO5

**h. Rubric for Seminar**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b>  50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO4, CO5
2	<b>Presentation</b>  50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO2, CO3

<b>Elective</b>
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Course Code	Course Name	L	T	P	Credits
MBA EF06	Banking and Financial Institutions	3			3

#### a. Course Outcome (CO)

*On the successful completion of the course, the student will be able to*

	Course Outcome	Level
CO 1	Understanding role of banks and financial institutions	Understand
CO 2	Outlining the Phases of development of RBI and the Financial System	Apply
CO 3	Analyzing the role Role of RBI and Commercial Banks	Analyze
CO 4	Understanding Financial Institutions and Development Banking	Create
CO 5	Learning Role of Financial Institutions in Capital Market.	Skill

#### b. Syllabus

Units	Content	Hrs.
I	<b>Unit – I</b> Financial System in India: Introduction – Evolution of Banking – Phases of development – RBI and the Financial System – Committees on Banking Sector Reforms – Prudential Banking — RBI Guidelines and directions	10
II	<b>Unit – II</b> Organization, Structure and Functions of RBI and Commercial Banks: Introduction – Origination, Structure and Functions of RBI and Commercial Banks – Role of RBI and Commercial Banks – Lending and Operation policies – Banks as Intermediaries – NBFCs – Growth of NBFCs – FDI in Banking Sector – Banking Regulations – Law and Practice.	12
III	<b>Unit – III</b> Risk Management in Banks: Introduction – Asset/Liability Management Practices – Credit Risk Management – Credit Risk Models – Country Risk Management – Insurance Regulations and Development Authority (IRDA)	10
IV	<b>Unit – IV</b> Financial Institutions and Development Banking : Introduction – Origin, Growth and Lending Policies of Terms lending Institutions – Working of IDBI – IFCI – STCs – SIDBI – LIC – GIC – UTI – Role of Financial Institutions in Capital Market.	14
V	<b>Unit – V</b> New Financial Instruments and Institutions : Private Banks – Old generation and New generation private banks – Foreign Banks – NSE – Depositories – DFHI – New Equity and Debt Instruments – SEBI and RBI guidelines Basic	14



	<p><b>Tasks and Assignments:</b></p> <p>Each student is required to submit the following:</p> <ul style="list-style-type: none"> <li>✓ Case study of any Commercial Banks best practice.</li> <li>✓ Observe Role of Financial Institutions in Capital Market.</li> <li>✓ A brief review report of Insurance Regulations and Development Authority (IRDA)</li> </ul> <p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Koch W Timothy and Scott S Macdonald, “Bank Management” Thomson (South-Western), Bangalore 2005 (Text Book)</li> <li>2. Khan M Y., “Indian Financial System”, Tata Mc Graw Hill, New Delhi, 2004</li> <li>3. Anthony Saunders and Marcia Cornett, “Financial Institutions Management: A Risk Management Approach” McGraw-Hill Ryerson.</li> <li>4. Xavier Freixas and Jean-Charles Rochet. 2008. Microeconomics of Banking, MIT Press.</li> <li>5. Franklin Allen, and Douglas Gale. 2000. Comparing Financial Systems. MIT Press.</li> </ol> <p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1. Andrea Resti and Andrea Sironi, “Risk Management and Shareholders' Value In Banking: From Risk Measurement Models To Capital Allocation Policies”, Wiley.</li> <li>2. Xavier Freixas, Luc Laeven and José-Luis Peydró. 2013 (in preparation). Systemic Risk and Macroprudential Policy. MIT Press.</li> <li>3. Olivier de Bandt, Philipp Hartmann, and José-Luis Peydró. 2009 (new ed. in 2013) "Systemic Risk in Banking" Oxford Handbook of Banking, ed. by A. Berger, P. Molyneux and J. Wilson, Oxford University Press.</li> <li>4. Mathias Dewatripont and Xavier Freixas (ed). 2012. The Crisis Aftermath: New Regulatory Paradigms. CEPR VoxEU.</li> </ol>	
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**c. Mapping of Program Outcomes with Course Outcomes**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	3	3	3	2	3
<b>CO2</b>	3	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3	3
<b>CO4</b>	2	2	1	3	2	2

<b>CO5</b>	1	1	1	1	2	3
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**d. Evaluation Scheme**

	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	<b>Total</b>
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>
<b>Assignments</b>	2	2	-	-	2
<b>Seminar</b>	-	-	2	2	-
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

<b>Category</b>	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>
<b>Part – A (Objective - 10 x 1 = 10marks)</b>	2	2	2	2	2
<b>Part – B (Short Answer -5 x 4 = 20marks)</b>	10	10	-	-	-
<b>Part – C (Essay-3 x 10 = 30 marks)</b>	-	-	10	10	10
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

<b>Sl. No.</b>	<b>Criteria</b>	<b>100%</b>	<b>75%</b>	<b>50%</b>	<b>25%</b>	<b>0%</b>	<b>Relation to COs</b>
<b>1</b>	<b>Content</b> <b>50%</b>	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5

2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organization al tools are weak or missing	No organization	Not attended	CO1, CO2, CO5

#### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO3, CO4
2	<b>Presentation</b> 50%	Well Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO3, CO4

Elective						
Course Code	Course Name	L	T	P	Credits	
MBAEOM-01	Project Management	3	-	-	3	

#### a. Course Outcome (CO)

This course is designed to understand the role of corporate governance in business and practical problems faced in corporate governance and ethics.

	<b>Course Outcome</b>	<b>Level</b>
<b>CO 1</b>	Understanding the significance of Project management	Understand
<b>CO 2</b>	To develop the awareness s of duties of Project managers	Apply
<b>CO 3</b>	Developing role of Managers/ Leadership of Project Managers	Analyze
<b>CO 4</b>	Understand the Ethical issues in Project Management	Create
<b>CO 5</b>	To identify the Improvement in Project	Skill

### b. Syllabus

<b>Units</b>	<b>Content</b>	<b>Hrs.</b>
<b>I</b>	– overview- steps in defining the project-Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. The role of Project Manager –Responsibilities Responsibility Matrices -and Selection – Project Teams. Formal Organisation Structure and Design – Types of project organizations.	10
<b>II</b>	The Planning Process – Work Break down Structure. Developing the project network – constructing a project network– PERT – CPM – crashing of project network. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management. Resource levelling and resource allocation – how to avoid cost and time overruns – Steps in Project Appraisal Process.	8
<b>III</b>	Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and levelling. Allocating scarce resources – Goldratt’s Critical Chain.	10
<b>IV</b>	– Data Collecting and reporting – Project Control – Designing- Control Process –project audits –audit process – project closure –project evaluations - Auditing and Termination. Net Present Value-Benefit-Cost Ratio, Internal Rate of Return, Urgency, Payback Period, ARR – Commercial vs. National Profitability – Social Cost Benefit Analysis, Commercial or National Profitability.	10
<b>V</b>	managing project stakeholders – social network building– qualities of an effective project manager – managing project teams – Five Stage Team Development Model – factors affecting team development –pitfalls. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.	10
	<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Case study, Experiential exercise, Video cases</p> <p><b>Each student is required to submit the following:</b></p> <ul style="list-style-type: none"> <li>✓ Pre-class assignment and class presentations, Practical’s, Viva/ test, End Semester Exam</li> </ul>	

	<ul style="list-style-type: none"> <li>✓ In-class analysis of real-life cases; field assignment</li> <li>✓ Participation in group activities, quiz, case analysis</li> </ul> <p><b>References</b></p> <ol style="list-style-type: none"> <li>1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.</li> <li>2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.</li> <li>3. R.K.Jain, Harry C Triandis, Management of Research and Development Organization</li> <li>4. Managing the Unmanageable, John Wiley &amp; Sons, 1996</li> <li>5. George F Thompson, The Management of Research and Development, Batsford, 1970</li> </ol> <p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1. Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2003.</li> <li>2. Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.</li> <li>3. Peter Barnfield, Research and Development in the Chemical and Pharmaceutical Industry, Wiley, 2003.</li> <li>4. Alan Glasser, Research and Development Management, Prentice-Hall, 1982</li> <li>5. Harold Arthur Collison, Management of Research and Development, Pitman, 1964</li> <li>6. Andreas Holzinger, Successful Management of Research &amp; Development, Books on Demand, 2011</li> </ol>	
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**c. Mapping of Program Outcomes with Course Outcomes**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	3	3	3	2	3
<b>CO2</b>	3	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3	3
<b>CO4</b>	2	2	1	3	2	2
<b>CO5</b>	1	1	1	1	2	3

**d. Evaluation Scheme**

	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	<b>Total</b>
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
Case studies Assignments	2	-	2	-	-
Exercises/ Seminar	-	2	-	2	2
Test	5	5	5	5	5
Attendance	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A</b> (Short Answer - 5 x 2 = 10 marks)	2	2	2	2	2
<b>Part – B</b> (Essay Question - 4 x 10 = 40 marks)	10	10	-	10	10
<b>Part – C</b> (Case Study - 1 x 10 = 10 marks)	-	10	-	-	-
<b>Total</b>	<b>12</b>	<b>22</b>	<b>2</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content</b> <b>50%</b>	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> <b>50%</b>	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO3, CO4

**h. Rubric for Seminar**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> <b>50%</b>	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO1, CO2, CO5

2	<b>Presentation</b>  50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO3 CO4
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Elective						
Course Code	Course Name	L	T	P	Credits	
MBA EOM02	Services Operations Management	3	-	-	3	

#### a. Course Outcome (CO)

This course is designed to understand the role of corporate governance in business and practical problems faced in corporate governance and ethics.

	Course Outcome	Level
CO 1	Understanding the significance of Services Operations Management	Understand
CO 2	Study Operations tools and Techniques	Apply
CO 3	Know the Services management procedures	Analyze
CO 4	Understand the Mistake proofing tools for operations	Create
CO 5	To identify the Improvement in Business services	Skill

#### b. Syllabus

Units	Content	Hrs.
I	<b>Services</b> – Importance, role in economy, service sector – growth; Nature of services –Serviceclassification , Service Package, distinctive characteristics , open-systems view; Service Strategy –Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies – Environmentalstrategies.	10
II	Design elements – Service Blue-printing - process structure – Generic approaches –Value to customer; Retail design strategies – store size – Network Configuration; Managing Service Experience –experience economy, key dimensions; VehicleRouting and Scheduling	8
III	Service Quality Gap Model; Measuring Service Quality –SERVQUAL-Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; ServiceEncounter – triad, creating service orientation, service profit chain; Front-office Back-officeInterface – service decoupling	10

<b>IV</b>	<p>– behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem.</p>	10
<b>V</b>	<p>– strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines – Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising, globalization.</p>	10
<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Case study, Experiential exercise, Video cases</p> <p><b>Each student is required to submit the following:</b></p> <ul style="list-style-type: none"> <li>✓ Pre-class assignment and class presentations, Practical's, Viva/ test, End Semester Exam</li> <li>✓ In-class analysis of real-life cases; field assignment</li> <li>✓ Participation in group activities, quiz, case analysis</li> </ul> <p><b>References</b></p> <ol style="list-style-type: none"> <li>1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology,</li> <li>2. Tata McGraw-Hill – 5th Edition 2006.</li> <li>3. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service</li> <li>4. Operations Management, South-Western, Cengage Learning, 2nd Edition</li> </ol> <p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.</li> <li>2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2<sup>nd</sup> Edition, 2005.</li> <li>3. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006</li> <li>4. J.Nevan Wright and Peter Race, The management of service operations, Thomson, 2nd Edition, 2004.</li> </ol>		

**c. Mapping of Program Outcomes with Course Outcomes**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	3	3	3	2	3



<b>CO2</b>	3	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3	3
<b>CO4</b>	2	2	1	3	2	2
<b>CO5</b>	1	1	1	1	2	3

#### d. Evaluation Scheme

	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	<b>Total</b>
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

#### e. Mapping Course Outcome with Internal Assessment (40 Marks)

	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>
<b>Case studies Assignments</b>	2	-	2	-	-
<b>Exercises/ Seminar</b>	-	2	-	2	2
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	8	8	8	8	8

#### f. Mapping Course Outcome with External Assessment (60 Marks)

<b>Category</b>	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>
<b>Part – A (Short Answer - 5 x 2 = 10 marks)</b>	2	2	2	2	2
<b>Part – B (Essay Question - 4 x 10 = 40 marks)</b>	10	10	-	10	10
<b>Part – C (Case Study - 1 x 10 = 10 marks)</b>	-	10	-	-	-
<b>Total</b>	<b>12</b>	<b>22</b>	<b>2</b>	<b>12</b>	<b>12</b>

#### g. Rubric for Assignments

<b>Sl. No.</b>	<b>Criteria</b>	<b>100%</b>	<b>75%</b>	<b>50%</b>	<b>25%</b>	<b>0%</b>	<b>Relation to COs</b>
<b>1</b>	<b>Content 50%</b>	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
<b>2</b>	<b>Organization 50%</b>	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO3, CO4

### h. Rubric for Seminar

Sl. No	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO1, CO2, CO5
2	<b>Presentation</b> 50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO3, CO4

### Elective

Course Code	Course Name	L	T	P	Credits
MBA(EOM 03)	Logistics and supply chain management	3	-	-	3

### a. Course Outcome (CO)

The successful completion of this course shall enable the student to:

	Course Outcome	Level
CO 1	Describe the scope and importance of Supply Chain.	Understand
CO 2	Understand the role of forecasting in Supply Chain.	Apply
CO 3	Describe the different measures of Product Availability.	Analyze
CO 4	Describe Supply Chain Co-ordination	Create
CO 5	Evaluate the impact of Setting up an E-Business on cost for Supply Chain.	Skill

### b. Syllabus

Units	Content	Hrs.
I	Logistic System: Concept, objectives and scope of logistics; System elements; Inbound and Out bound logistics. Reverse inventory. Value added role of logistics. Logistics interface with Manufacturer and marketing. Packing, Marking; 3PL, 4PL—challenges and future directions.	10
II	Transportation: Importance of effective transportation system; Service choices and their Characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out – sourcing; Carrier selection determinants and decision. Ports and port	12

	trust. International Air transport: International set up for air transport: Freight rates; Carriage of Goods by sea.	
III	Warehousing and Inventory Management: Warehousing and marketing strategy; Objectives and functions of warehousing; Warehouse strategies; Material handling equipment and material mobility Warehousing evaluation and requirements. Inventory management-inventory categories, EOQ, LT, ICC; Inventory levels; Material planning and sourcing of procurement; Methods of cost reduction.	12
IV	Supply Chain Management: Overview- Inventory Management and Risk Pooling-. Networking Planning- Supply Contracts. Achieving a strategic fit – SCM metrics - drivers and obstacles. The Value of Information and Network design -Supply Chain Integration-Distribution Strategies. Distribution networks in Supply chain - Network design in certain and uncertain environments	12
V	Strategic Alliances: Procurement and Outsourcing Strategies-. Global Logistics and Risk Management. Transportation: modes, issues – Aggregate. planning: forecasting- planning supply and demand. Supply Chain Design-Customer Value- Smart Pricing. Packaging for export, Benefits of trade, constraints in containerization. Multi-Modal Transportation.	14
	<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies</p> <p><b>Tasks and Assignments:</b></p> <p>Each student is required to submit the following:</p> <ul style="list-style-type: none"> <li>✓ Class participation, Presentation, Practical's, Viva/ test, End Semester Exam</li> </ul> <p><b>References:</b></p> <ol style="list-style-type: none"> <li>19. David Simchi-Levi, Philip Kaminsky, Edith Simichi-Levi and Ravi Shankar 2008. Designing and Managing the Supply Chain. Concepts, Strategies and Case Studies, McGraw-Hill, New Delhi,2008.</li> <li>20. Janat Shah, 2010. Supply Chain Management-Text and Cases, Pearson Education, Noida 201309.</li> <li>21. Ballau, R.H., Business Logistics Management, Prentice Hall, Englewood Cliffs.</li> <li>22. Christopher, M., Logistics and Supply Chain Management, Prentice Hall.</li> </ol> <p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>30. Sunil Chopra, Peter Meindl and D.V.Kalra, 2010. Supply Chain Management: Strategy,Planning and Operations, Pearson, Noida.</li> <li>31. Indian Shipping and Transport, Mumbai, Various issues.</li> <li>32. Murphy, Paul R. and Donald F. Wood, Contemporary Logistics,</li> </ol>	

	Prentice Hall.	
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**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	3	3	3	2	3
<b>CO2</b>	3	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3	3
<b>CO4</b>	2	2	2	3	2	2
<b>CO5</b>	2	2	2	2	2	3

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
<b>Assignments</b>	2	-	-	2	2
<b>Seminar</b>	-	2	2	-	-
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A (Short Answer - 5 x 2 = 10 marks)</b>	2	2	2	2	2
<b>Part – B (Essay Question - 4 x 10 = 40marks)</b>	10	10	10	10	-
<b>Part – C (Case Study- 1 x 10 = 10 marks)</b>	-	-	-	-	10
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs

1	<b>Content</b> 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO5

#### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO4, CO5
2	<b>Presentation</b> 50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO2, CO3

Elective						
Course Code	Course Name	L	T	P	Credits	
MBA (EOM 04)	Lean and Six Sigma Management	3	-	-	3	

#### a. Course Outcome (CO)

The successful completion of this course shall enable the student to:

	Course Outcome	Level
CO 1	Know the fundamentals of Quality Management	Understand

CO 2	Understand the approaches, tools, techniques and applications in total quality management.	Apply
CO 3	Know the Lean Management	Analyze
CO 4	Understand the concept of Design Failure Mode and its Practical Implications.	Create
CO 5	Develop the tool for the Sick Organization to overcome the Existing Problem.	Skill

### b. Syllabus

Units	Content	Hrs.
I	Understanding quality. Models and frameworks for total quality management. Leadership and commitment. (Planning). Policy, strategy and goal deployment. Partnerships and resources. Design for quality (TQM – performance) Performance measurement frameworks. Self-assessment, audits and reviews Benchmarking	10
II	Lean Management: Introduction, background, rules of Gemba, 3M, seven waste, VA and NVA, PDCA cycle and SDCA cycle. 5-s: Implementation Procedure, Layout modification, Single piece flow Vs Batch Production, TAKT/Cycle time/ balancing the line, Kanban, Kaizen/A3. Value Stream Mapping, Video Analysis, Visual Management, POKA YOKE.	12
III	Fundamental Principles of Six Sigma- Definition- quality principles- TQM and six sigma- process and concept and Systems Thinking- Metrics and Measurement-Six Sigma Problem Solving-Six Sigma in Service/Organization. Six sigma need assessments - implications of quality levels- COPQ –competitive advantage.	12
IV	Design for Six Sigma (DFSS)- Method – FMEA -process - RPN - CAP - Process Analysis –Design Failure Mode and Effect Analysis -Reliability Prediction in DFSS. Process Measurement- Process Metrics- Data Summarization–Measurement System Evaluation and Verification- Process Capability Evaluation- Benchmarking. Process Control- Control Systems-Statistical Process Control- Constructing and Using Control Charts	12
V	Process analysis and improvement- Statistical Methods in Six Sigma-Probability Distribution- Basic Statistical Methods- Tools for Process Analysis. Principles of Process Improvement- Tools for Process Improvement- Implementation Planning. Evaluation strategy –ROSS, ROI, – lean manufacturing –IIP, transportation, motion, making defective products, Enterprise Leadership- Knowledge Management.	14
	<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies</p> <p><b>Tasks and Assignments:</b></p> <p>Each student is required to submit the following:</p>	

	<p>✓ Class participation, Presentation, Practical's, Viva/ test, End Semester Exam</p> <p><b>References:</b></p> <p>23. Georgette Belair and John O' Neill 2007. Implementing Design for Six Sigma: A leader's guide, Pearson Education, New Delhi 110 017.</p> <p>24. Michael L.George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003.</p> <p>25. Fred Soleimannejed , Six Sigma, Basic Steps and Implementation, AuthorHouse, 2004</p> <p>26. John S. Oakland, 2003. Total Quality Management text with cases,. Butterworth</p> <p>27. Heinmann, Oxford/New DelhiDale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield and Mary Besterfield - Sacre, 2003. Total Quality Management, Pearson Education, New Delhi.</p> <p><b>Suggested Readings</b></p> <p>33. Jiju Antony; Ashok Kumar; Roberto Bañuelas, 2006. World class applications of Six Sigma, Oxford : Butterworth-Heinemann,</p> <p>34. Thomas Pyzdek and Paul Keller, 2001. The Six Sigma Handbook, Third Edition by -McGraw-Hill.</p> <p>35. Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma:A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley &amp; Sons, 2000.</p> <p>36. Feigenbaum, A.V., 1983. Total Quality Control, McGraw-Hill, New York.</p>	
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### c. Mapping of Program Outcomes with Course Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

### d. Evaluation Scheme

	CO1	CO2	CO3	CO4	CO5	Total
Internal	8	8	8	8	8	40
External	12	12	12	12	12	60
Total	20	20	20	20	20	100

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
Assignments	2	-	-	2	2
Seminar	-	2	2	-	-
Test	5	5	5	5	5
Attendance	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A</b> (Short Answer - 5 x 2 = 10 marks)	2	2	2	2	2
<b>Part – B</b> (Essay Question - 4 x 10 = 40marks)	10	10	10	-	10
<b>Part – C</b> (Case Study- 1 x 10 = 10 marks)	-	-	-	10	-
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content</b> 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO5

**h. Rubric for Seminar**



Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO4, CO5
2	<b>Presentation</b> 50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO2, CO3

Elective						
Course Code	Course Name	L	T	P	Credits	
MBA- EOM 06	Manufacturing System Management	3	-	-	3	

#### a. Course Outcome (CO)

The successful completion of this course shall enable the student to:

	Course Outcome	Level
CO 1	Understand system process in Manufacturing.	Understand
CO 2	Use IT to create Virtual Manufacturing houses.	Apply
CO 3	Understand the Machine Language Skills	Analyze
CO 4	Describe the Personal service, Basic Service, Advance Service of Manufacturing System	Create
CO 5	Evaluate the E- business Decision Support System for Manufacturing Houses.	Skill

#### b. Syllabus

Units	Content	Hrs.
I	Computer Integrated Manufacturing Systems – Structure and functional areas of CIM system - CAD, CAPP, CAM, CAQC, ASRS. Advantages	10

	of CIM.	
II	Manufacturing Communication Systems – MAP/TOP, OSI Model, Data Redundancy, Top-down and Bottom-up Approach, Volume of Information. Intelligent Manufacturing – System Components, System Architecture and Data Flow, System Operation.	12
III	Components of Knowledge Based Systems – Basic Components of Knowledge Based Systems, Knowledge Representation, Comparison of Knowledge Representation Schemes, Interference Engine, and Knowledge Acquisition.	12
IV	Machine Learning, Deep learning, Big Data – Concept of Artificial Intelligence, Industry 4.0, Conceptual Learning, Artificial Neural Networks - Biological Neuron, Artificial Neuron, Types of Neural Networks, Applications in Manufacturing	12
V	Automated Process Planning – Variant Approach, Generative Approach, Expert Systems for Process Planning, Feature Recognition, and Phases of Process planning	14
	<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies</p> <p><b>Tasks and Assignments:</b></p> <p>Each student is required to submit the following:</p> <ul style="list-style-type: none"> <li>✓ Class participation, Presentation, Practical's, Viva/ test, End Semester Exam</li> </ul> <p><b>References:</b></p> <p>28. Intelligent Manufacturing Systems, Andre Kusaic. 29. Artificial Neural Networks, Yagna Narayana</p> <p><b>Suggested Readings</b></p> <p>37. Automation, Production Systems and CIM, Groover M.P. 38. Neural Networks, Wassarman.</p>	

### c. Mapping of Program Outcomes with Course Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

### d. Evaluation Scheme

	CO1	CO2	CO3	CO4	CO5	Total
Internal	8	8	8	8	8	40

<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
<b>Assignments</b>	2	2	-	-	2
<b>Seminar</b>	-	-	2	2	-
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	8	8	8	8	8

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A (Short Answer - 5 x 2 = 10 marks)</b>	2	2	2	2	2
<b>Part – B (Essay Question - 4 x 10 = 40marks)</b>	10	-	10	10	10
<b>Part – C (Case Study- 1 x 10 = 10 marks)</b>	-	10	-	-	-
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content</b> 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO5

**h. Rubric for Seminar**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
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1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO4, CO5
2	<b>Presentation</b> 50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO2, CO3

Elective					
Course Code	Course Name	L	T	P	Credits
MBA (HRM 04)	Performance Management	3	-	-	3

#### a. Course Outcome (CO)

After successful completion of this course, student will be able to understand and develop the knowledge on Performance Management

	Course Outcome	Level
CO 1	To understand the concept of motivation and performance management	Understand
CO 2	To determine the performance Methods followed in the MNCs	Create
CO 3	To analyze the strategies adopted for transforming the employees	Analyze
CO 4	To Estimate the Typical approach in evaluation of the performance	Apply
CO 5	To develop the skills required to achieve goals	Skills

#### b. Syllabus

Units	Content	Hrs.
I	: Motivation– Application of Expectancy model, Reward and Recognition from global perspective. Development plans - 360 degree Appraisal and its application in US Europe and Asia. Performance management & reward systems. Performance linked remuneration system - career planning & promotion policy. Performance Counselling and related issues.	10
II	Determinants of performance, methods of measuring performance in MNCs, Evaluating the performance. Measuring results and behaviours, - BARS from global perspectives, gathering performance information, implementing performance management system. The role of the appraiser in a MNC. Job description & job specification. Different methods of appraisal.	10

<b>III</b>	Strategies to counsel employees in United States Europe and Asia. Designing and using performance relationship maps, Identifying Individual Potential to be Global Managers by liking organizations vision. Strategies adopted for transforming employees.	9
<b>IV</b>	Methods, Typical approach in evaluation, Performance Agreements; Performance Reviews; feedbacks – e-PM – role of HR professionals. Challenges of implementing PMS in MNC.	9
<b>V</b>	A conceptual Frame Work, constraints and goal achievements - Tools of Performance Appraisal, Performance Management in MNC and its outcome, Designing of PMS in MNC - aims and role of PMS, characteristics of an ideal PMS process from Global perspective- Linking of performance management and strategic planning.	9
	<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Case study, Experiential exercise, Video cases</p> <p><b>Each student is required to submit the following:</b></p> <ul style="list-style-type: none"> <li>✓ Pre-class assignment and class presentations, Practical's, Viva/ test, End Semester Exam</li> <li>✓ In-class analysis of real-life cases; field assignment</li> <li>✓ Participation in group activities, quiz, case analysis</li> </ul> <p><b>References</b></p> <p>4. Media, T. S. of E. (2015). Start Your Own Business, Sixth Edition: The Only Startup Book You'll Ever Need (Sixth Edition). Irvine, California: Entrepreneur Press. 766 pages. ISBN: 978-1-59918-556-9.</p> <p><b>Suggested Readings</b></p> <p>4. Arora, Renu, Sood S.K. (2011). Entrepreneurship Development. (Ludhiana). Kalyani Publishers.</p> <p>5. Barringer, Brace R and R Duane (2006). Entrepreneurship. New Jersey (USA): Pearson Prentice Hall.</p> <p>Note: List of cases/ exercises will be announced by the instructor in the class</p>	

### c. Mapping of Program Outcomes with Course Outcomes

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	3	3	3	3	3
<b>CO2</b>	3	3	2	3	2	3
<b>CO3</b>	3	3	2	3	3	3
<b>CO4</b>	2	2	1	3	2	2
<b>CO5</b>	1	1	1	1	2	3

### d. Evaluation Scheme

	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	<b>Total</b>
<b>Internal</b>	8	8	8	8	8	40

<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
<b>Case Studies/Exercises</b>	2	2	2	2	2
<b>Seminar/Presentations</b>	2	2	2	2	2
<b>Test</b>	3	3	3	3	3
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A (Short Answer- 5 x 2 = 10 marks)</b>	2	2	2	2	2
<b>Part – B (Essay Question - 4 x 10 = 40marks)</b>	10	10	-	10	10
<b>Part – C (Case Study -1 x 10 = 10 marks)</b>	-	10	-	-	-
<b>Total</b>	<b>12</b>	<b>22</b>	<b>2</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content</b> 40%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> 60%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO3, CO4

**h. Rubric for Seminar**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
.							

1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO1, CO2, CO5
2	<b>Presentation</b> 50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO3, CO4

Elective						
Course Code	Course Name	L	T	P	Credits	
MBA (HRM 02)	Cross Culture Management	3	-	-	3	

#### a. Course Outcome (CO)

Successful completion of this course shall enable the student to:

	Course Outcome	Level
CO 1	Understand the changing business environment and cross-cultural issues	Understand
CO 2	Analyze the theoretical aspects of cross-cultural management	Analyze
CO 3	Apply conflict-resolving strategies to cross-cultural issues	Evaluate
CO 4	Develop skills in communication and negotiation in a multi-cultural environment	Skill
CO 5	Understanding of cultural differences in employee behaviour and mindsets for international negotiation	Analyze

#### b. Syllabus

Units	Content	Hrs.
I	<b>Overview about culture-</b> Culture for a Business Context - National culture vs business culture - East and West. Cross Culture Management (CCM) and globally competitive market economy; Horizons in CCM, CCM among business stakeholders [managers, employees, shareholders, suppliers, customers and others.	7
II	<b>Culture and Global Management:</b> Theoretical aspects of Cross Culture Management. Elements & Processes of Cross Cultures. Communication Strategies MNCs. Cultural implications for Team Building. Cultural Dimensions and Dilemmas- Culture and Styles of Management	8
III	<b>Cross Culture:</b> Working with International teams – Groups processes encounter – Conflicts and cultural differences –Developing Intercultural relationships. Negotiation & Decision Making; Process of Negotiation.	12

	Reconciling cultural dilemmas multi-cultural Experience- Examples.	
IV	<b>Culture and Communications:</b> Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally- Cultural Change in Organizations. Developing the values and behaviours necessary to build high-performance organization personnel	10
V	<b>Designing the Strategy for a Culture;</b> Adjusting with New Culture – Stages of Cultural Adjustment and Stages of Culture Shock; Successful Implementation of Culture Change Phase; Measurement of Ongoing Improvement. Cultural barriers and strategies to overcome.	11
	<p><b>Teaching Plan:</b> At the beginning of each semester, faculty teaching the the course will provide (i) a Teaching Plan, (ii) an updated reading list, and (iii) a list of case studies for uploading on the Department website.</p> <p><b>Teaching and Learning Activities:</b> Lecture method, Group discussion, Case studies</p> <p><b>Each student is required to submit the following:</b></p> <p>Assignments and presentations</p> <p><b>References</b></p> <p>12. Marie-joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.</p> <p>13. David C.Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014.</p> <p>14. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.</p> <p>15. Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012.</p> <p>16. Heracleous.L and Devoge, S., “Bridging the gap the of relevance: Strategic management and organizational development, Long Range planning, 1998</p> <p><b>Suggested Readings</b></p> <p>12. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.</p> <p>13. Deresky Helen, “International Management: Managing Across Borders and Cultures”, 4th Ed., Prentice Hall of India.</p> <p>14. Harris, P., R. Moran, and S. Moran. (2004). Managing Cultural Differences. Burlington, MA: Elsevier.</p> <p>15. Geert Hof stede, ‘Cultures consequences’ (2nd ed) thousand oaks, CA; sage publications.2001</p>	

### c. Mapping of Program Outcomes with Course Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	3	3	3
CO2	3	2	3	3	3	3
CO3	3	3	3	4	3	3



<b>CO4</b>	3	2	3	3	3	3
<b>CO5</b>	3	3	3	3	5	3

#### d. Evaluation Scheme

	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	<b>Total</b>
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

#### e. Mapping Course Outcome with Internal Assessment (40 Marks)

	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>
<b>Assignments</b>	2	-	2	2	-
<b>Seminar</b>	-	2	-	-	2
<b>Test</b>	5	5	5	5	5
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	8	8	8	8	8

#### f. Mapping Course Outcome with External Assessment (60 Marks)

<b>Category</b>	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>
<b>Part – A (Short Answer - 5 x 2 = 10 marks)</b>	2	2	2	2	2
<b>Part – B (Essay Question - 4 x 10 = 40marks)</b>	10	10	10	10	-
<b>Part – C (Case Study -1 x 10 = 10 marks)</b>	-	-	-	-	10
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

#### g. Rubric for Assignments

<b>Sl. No.</b>	<b>Criteria</b>	<b>100%</b>	<b>75%</b>	<b>50%</b>	<b>25%</b>	<b>0%</b>	<b>Relation to COs</b>
1	<b>Content</b>	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO3, CO5

2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO4
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#### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO4, CO5
2	<b>Presentation</b> 50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO3 CO4

Elective						
Course Code	Course Name	L	T	P	Credits	
MBA (HRM 03)	Talent Management	3	-	-	3	

#### a. Course Outcome (CO)

Successful completion of this course shall enable the student to:

	Course Outcome	Level
CO 1	Understand and explain the elements of talent planning and the talent management process.	Understand
CO 2	On the successful completion of the program, the student will understand and explain how to be able to acquire and retain.	Skill
CO 3	Develop career track planning	Apply

<b>CO 4</b>	Apply knowledge on implementation of talent management and critically examine various strategies for the compensation plan	Evaluate
<b>CO 5</b>	Analyze and evaluate talent management system by using HRIS	Skill

### b. Syllabus

<b>Units</b>	<b>Content</b>	<b>Hrs.</b>
<b>I</b>	<b>Introducing a talent management system Talent Management</b> – definition- building blocks of a Talent Management – role and importance of Job Core Competencies through Job Descriptions, Job Analysis, and Job Design- Elements of Talent Planning-Understand and explain the creation of a Diversity initiative into the Talent management process	8
<b>II</b>	<b>Developing the building blocks of talent management Talent acquisition-</b> e-Recruitment systems and how to evaluate and screen electronic resumes and applications for the best Talent while conforming to the legal issues in the hiring process.	9
<b>III</b>	<b>Talent planning Performance Management Systems</b> in organizations and their relationship between rewards to performance. Develop a Career Track Planning process- Evaluating Internal and External Recruitment Strategies selection techniques.	11
<b>IV</b>	<b>Coaching, training and development</b> Develop an understanding of coaching, training and development- Leadership Development relationship between the Compensation Plan and the Implementation of the Talent Management Plan.	10
<b>V</b>	<b>Using information technology to support a TM system HRIS</b> systems and Talent Management System- outsourcing, Contingent, Contract /temporary workforce- Data Security and Reporting Essentials in a Talent Management System.	7
	<p><b>Teaching Plan:</b> At the beginning of each semester, faculty teaching the the course will provide (i) a Teaching Plan, (ii) an updated reading list, and (iii) a list of case studies for uploading on the Department website.</p> <p><b>Teaching and Learning Activities:</b> Lecture method, Group discussion, Case studies</p> <p><b>Each student is required to submit the following:</b> Assignments and presentations</p> <p><b>References</b> 1. Allan Schweyer, Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention and Workforce Planning, Wiley, 2010. 48 MB 788 INDUSTRIAL RELATIONS AND LABOUR</p> <p><b>Suggested Readings</b></p>	

	1. Lance A. B. & Berger, D. R. The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Positioning Your Best People, McGraw-Hill, 2003.	
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**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	3	3
CO2	3	2	3	3	3	3
CO3	3	3	3	4	3	3
CO4	3	3	3	3	5	3
CO5	3	2	3	3	3	3

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
Internal	8	8	8	8	8	40
External	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
Assignments	-	2	2	2	-
Seminar	2	-	-	-	2
Test	5	5	5	5	5
Attendance	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
Part – A (Short Answer - 5 x 2 = 10 marks)	2	2	2	2	2
Part – B (Essay Question - 4 x 10 = 40marks)	10	10	10		10
Part – C (Case Study -1 x 10 = 10 marks)	-	-	-	10	-
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs

1	<b>Content</b> 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO3, CO5
2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO4

#### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> 50%	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO4, CO5
2	<b>Presentation</b> 50%	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO3 CO4

Elective					
Course Code	Course Name	L	T	P	Credits
MBA (HRM 04)	Performance Management	3	-	-	3

#### a. Course Outcome (CO)

*On the successful completion of the course, the student will be able to*

	<b>Course Outcome</b>	<b>Level</b>
<b>CO 1</b>	To understand the Performance Management and promotion policy	Understand
<b>CO 2</b>	To develop the awareness of implementing the performance management system	Analyze
<b>CO 3</b>	To identify the individual potential to be a Global Managers	Skill
<b>CO 4</b>	To play the role of Challenges of implementation of PMS	Apply
<b>CO 5</b>	To know the linkage about performance management and Strategic Planning	Create

### b. Syllabus

<b>Units</b>	<b>Content</b>	<b>Hrs.</b>
<b>I</b>	: Motivation– Application of Expectancy model, Reward and Recognition from global perspective. Development plans - 360 degree Appraisal and its application in US Europe and Asia. Performance management & reward systems. Performance linked remuneration system - career planning & promotion policy. Performance Counselling and related issues.	10
<b>II</b>	Determinants of performance, methods of measuring performance in MNCs, Evaluating the performance. Measuring results and behaviours, - BARS from global perspectives, gathering performance information, implementing performance management system. The role of the appraiser in a MNC. Job description & job specification. Different methods of appraisal.	11
<b>III</b>	Strategies to counsel employees in United States Europe and Asia. Designing and using performance relationship maps, Identifying Individual Potential to be Global Managers by liking organizations vision. Strategies adopted for transforming employees.	9
<b>IV</b>	Methods, Typical approach in evaluation, Performance Agreements; Performance Reviews; feedbacks – e-PM – role of HR professionals. Challenges of implementing PMS in MNC.	8
<b>V</b>	A conceptual Frame Work, constraints and goal achievements - Tools of Performance Appraisal, Performance Management in MNC and its outcome, Designing of PMS in MNC - aims and role of PMS, characteristics of an ideal PMS process from Global perspective- Linking of performance management and strategic planning.	10
	<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Case study, Experiential exercise, Video cases</p> <p><b>Each student is required to submit the following:</b></p> <ul style="list-style-type: none"> <li>✓ Pre-class assignment and class presentations, Practical's, Viva/ test, End Semester Exam</li> <li>✓ In-class analysis of real-life cases; field assignment</li> <li>✓ Participation in group activities, quiz, case analysis</li> </ul> <p><b>References</b></p> <p>5. Media, T. S. of E. (2015). Start Your Own Business, Sixth Edition: The Only Startup Book You'll Ever Need (Sixth</p>	

	Edition). Irvine, California: Entrepreneur Press. 766 pages. ISBN: 978-1-59918-556-9. <b>Suggested Readings</b> 6. Arora, Renu, Sood S.K. (2011). Entrepreneurship Development. (Ludhiana). Kalyani Publishers. 7. Barringer, Brace R and R Duane (2006). Entrepreneurship. New Jersey (USA): Pearson Prentice Hall. Note: List of cases/ exercises will be announced by the instructor in the class	
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**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	2	3	2	2	2	2
<b>CO2</b>	3	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3	3
<b>CO4</b>	2	2	1	3	2	3
<b>CO5</b>	2	1	2	2	2	3

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
<b>Case Studies /Assignments</b>	2	2	2	2	2
<b>Exercises/ Seminar</b>	2	2	1	2	2
<b>Test</b>	3	3	4	3	3
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A (Short Answer- 5 x 2 = 10 marks)</b>	2	2	2	2	2
<b>Part – B (Essay Question - 4 x 10 = 40marks)</b>	10	10	-	10	10
<b>Part – C (Case Study -1 x 10 = 10 marks)</b>	-	10	-	-	-
<b>Total</b>	<b>12</b>	<b>22</b>	<b>2</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs

1	<b>Content</b> <b>50%</b>	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> <b>50%</b>	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO3, CO4

#### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> <b>50%</b>	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO1, CO2, CO5
2	<b>Presentation</b> <b>50%</b>	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO3, CO4

Elective						
Course Code	Course Name	L	T	P	Credits	
MBA (HRM 05)	Interpersonal Dynamics and Team Building	3	-	-	3	

#### a. Course Outcome (CO)

*On the successful completion of the course, the student will be able to*

	Course Outcome	Level
CO 1	To understand the Non verbal communication and socio cultural diversity	Understand
CO 2	To analyze about Group and Group Cohesiveness	Analyze
CO 3	To develop the awareness about Leadership and Styles of Leaders	Create
CO 4	To know the decision making skills	Skill
CO 5	To build up the Quality Management pros and cons	Remember



## b. Syllabus

Units	Content	Hrs.
I	Nonverbal communication, Attributions, Importance of socio-cultural diversity, Significance of verbal communication in sustaining the relationship – the role of language; Transactional Analysis (TA). Social cognition – Mental shortcuts, Attitudes Formation, A-B link, Persuasion, Cognitive dissonance, Self-concept, Attitudes about oneself, Differential expectations of competence, Implications of self-monitoring behaviour.	10
II	Proximity and emotion, Affiliation need, Friendship – similarity & reciprocity, Loneliness, Role of prejudice & discrimination in affecting the relationships. Conformity [Factors affecting – Cohesiveness, Group size, and Social support, Gender differences and conformity, Compliance, Obedience, Providing help to others, Aggression and its control in the organization.	10
III	Group formation & functions, Performance in the presence of others, The family – Functions, Roles in decision making, Life Cycle-Social class Measurement, Geo-demographic clustering. Lifestyle profiles of the social classes & influences upon group functions – Decision making by groups and polarization, Gender differences in leadership, Influential views of leadership, transformational leadership.	10
IV	Differences between groups and teams---Types of teams-- Team Building and Interpersonal Process: Process Consultation - Team building -Team building activities. Types - role in team building.	8
V	: Teams and quality management----- High performance team---Self-directed work team (SDWTs) ---Socio-technical system (STS)---Theory for high performance SDWTs --- Challenges to deploy SDWTs--- Virtual team and its emphasis by the firm---Architecture of high performance virtual teams & dynamics of team trust---Pros and cons of team decision-making—Team based organizational structure.	10
	<p><b>Teaching Plan:</b> At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.</p> <p><b>Teaching and Learning Activities:</b> Case study, Experiential exercise, Video cases</p> <p><b>Each student is required to submit the following:</b></p> <ul style="list-style-type: none"> <li>✓ Pre-class assignment and class presentations, Practical's, Viva/ test, End Semester Exam</li> <li>✓ In-class analysis of real-life cases; field assignment</li> <li>✓ Participation in group activities, quiz, case analysis</li> </ul> <p><b>References</b></p> <p>6. Media, T. S. of E. (2015). Start Your Own Business, Sixth Edition: The Only Startup Book You'll Ever Need (Sixth Edition). Irvine, California: Entrepreneur Press. 766 pages. ISBN: 978-1-59918-556-9.</p> <p><b>Suggested Readings</b></p> <p>8. Arora, Renu, Sood S.K. (2011). Entrepreneurship Development.</p>	

	(Ludhiana). Kalyani Publishers.	
	9. Barringer, Brace R and R Duane (2006). Entrepreneurship. New Jersey (USA): Pearson Prentice Hall.	
	Note: List of cases/ exercises will be announced by the instructor in the class	

**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	3	3	3	2	3
<b>CO2</b>	3	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3	3
<b>CO4</b>	2	2	1	3	2	2
<b>CO5</b>	1	1	1	1	2	3

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
<b>Case Studies /Assignments</b>	2	2	2	2	2
<b>Seminar/Excercises</b>	2	2	1	2	2
<b>Test</b>	3	3	4	3	3
<b>Attendance</b>	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A (Short Answer- 5 x 2 = 10 marks)</b>	2	2	2	2	2
<b>Part – B (Essay Question - 4 x 10 = 40marks)</b>	10	10	-	10	10
<b>Part – C (Case Study -1 x 10 = 10 marks)</b>	-	10	-	-	-
<b>Total</b>	<b>12</b>	<b>22</b>	<b>2</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs

1	<b>Content</b> <b>50%</b>	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO2, CO5
2	<b>Organization</b> <b>50%</b>	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO3, CO4

#### h. Rubric for Seminar

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Knowledge and Understanding</b> <b>50%</b>	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO1, CO2, CO5
2	<b>Presentation</b> <b>50%</b>	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO3, CO4

Elective						
Course Code	Course Name	L	T	P	Credits	
MBA (HRM 06)	Change Management	3	-	-	3	

#### a. Course Outcome (CO)

Successful completion of this course shall enable the student to:

	Course Outcome	Level
CO 1	Understand the concept of change management, determinants and types of change.	Understand
CO 2	Analyze different models and barriers to organizational change	Analyze
CO 3	Evaluate the theoretical and practical contexts of cultural change strategies	Evaluate
CO 4	Analyze the dynamics and issues in implementing and executing a	Analyze

	change strategy or an intervention	
<b>CO 5</b>	Identify the leadership focus for various phases of change	Skill

### b. Syllabus

Units	Content	Hrs.
I	<b>Nature and Types of Organizational Change</b> , Causes of and rationales for change, environmental and internal organizational determinants of change. Planned and emergent change. Proactive and reactive emergent change and respond to these changes. Incremental and radical change, and rates/levels of change as a function of organizational life cycle positions. The links between nature/type of change and nature/type of leadership required, e.g. transactional Vs transformational—the roles of corporate vision and strategy in charge.	8
II	<b>Theoretical frameworks</b> , multi-source feedback for organizational change, Models of diagnosing organizational groups and jobs. The organizational change web Resistance to change, Barriers to organizational change, rethinking resistance to organizational change, strategies to deal with resistance.	8
III	<b>Culture and the change process</b> . The personnel manager is a cultural change agent handling power and political issues arising from change. The theoretical and practical contexts of cultural maintenance and cultural change strategies, corporate reorganization and subculture management, and Strategies and methods for achieving cultural change.	10
IV	<b>Behavioural Implications of change</b> , the manifest, intent and paradoxical consequences of change, the concept of resigned behavioural compliance. The positive and negative functions of resistance. Intended and unintended behavioural reaction to downsizing and delayering. Understanding and managing uncertainty and ambiguity in the change process.	11
V	<b>Intervention Strategy</b> , Structural, technological and process factors in intervention strategies. Advantages/limitations of change technologies and associated leadership models. Role of leadership in the change process. Leadership and emotional knowledge strategies to achieve congruence of personnel, structure and culture. Challengers of leading change.	9
	<p><b>Teaching Plan:</b> At the beginning of each semester, faculty teaching the the course will provide (i) a Teaching Plan, (ii) an updated reading list, and (iii) a list of case studies for uploading on the Department website.</p> <p><b>Teaching and Learning Activities:</b> Lecture method, Group discussion, Case studies</p> <p><b>Each student is required to submit the following:</b> Assignments and presentations</p> <p>1. <b>References</b>Change Management By V. Nilakani and S. Ramnaryan By Sage,</p>	

	<ol style="list-style-type: none"> <li>2. Organizational change, Tupper cawsly and Gene Deszca by Sage</li> <li>3. Management of Organizational change K. Harigopal by Sage.</li> <li>4. Carolyn Aiken, Scott Keller, “The irrational side of change management”, McKinsey Quarterly.</li> <li>5. John Kotter, 2002. “The Heart of Change.” The Heart of Change. Boston: Harvard Business School Press</li> </ol> <p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1. Managing Organizational change Indian Edition By Palmer /dunfordlakin, Tata Mcgraw Hill Co.,</li> <li>2. Change Management, Radha R. Sharma Tata Mcgraw Hill. Co.,</li> <li>3. The Theory and practice of change Management, By John Hayes, Palgrave Macmillan Co., distributed by Ane books PVT Ltd., <a href="http://www.anebooks.com">www.anebooks.com</a></li> <li>4. Cynthia Morrison Phoel. “Leading Words: How to Use Stories to Change Minds and Ignite Action” Jeffrey Pfeffer and Robert I. Sutton. “Change or Die? An Evidence-Based Approach to Change Management.”</li> </ol>	
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**c. Mapping of Program Outcomes with Course Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	2	3	3	3	3
<b>CO2</b>	3	2	3	3	3	3
<b>CO3</b>	3	3	3	3	3	3
<b>CO4</b>	3	2	3	3	3	3
<b>CO5</b>	3	3	3	3	3	3

**d. Evaluation Scheme**

	CO1	CO2	CO3	CO4	CO5	Total
<b>Internal</b>	8	8	8	8	8	40
<b>External</b>	12	12	12	12	12	60
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>

**e. Mapping Course Outcome with Internal Assessment (40 Marks)**

	CO1	CO2	CO3	CO4	CO5
<b>Assignments</b>	2	2	2	-	-
<b>Seminar</b>	-	-	-	2	2

Test	5	5	5	5	5
Attendance	1	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**f. Mapping Course Outcome with External Assessment (60 Marks)**

Category	CO1	CO2	CO3	CO4	CO5
<b>Part – A</b> (Short Answer - 5 x 2 = 10 marks)	2	2	2	2	2
<b>Part – B</b> (Essay Question - 4 x 10 = 40marks)	10	10	10	-	10
<b>Part – C</b> (Case Study -1 x 10 = 10 marks)	-	-	-	10	-
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**g. Rubric for Assignments**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
1	<b>Content</b> 50%	Ideas are detailed, well developed, supported with specific evidence & facts and examples	Ideas are detailed, Developed and supported with evidence and facts mostly specific.	Ideas are presented but not particularly developed or supported.	Content is not sound	Not attended	CO1, CO3, CO5
2	<b>Organization</b> 50%	Includes title, introduction, statement of the main idea with illustration and conclusion.	Includes title, introduction, statement of main idea and conclusion.	organizational tools are weak or missing	No organization	Not attended	CO1, CO2, CO4

**h. Rubric for Seminar**

Sl. No.	Criteria	100%	75%	50%	25%	0%	Relation to COs
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1	<b>Knowledge and Understanding</b>  <b>50%</b>	Exceptional knowledge of facts, terms, and concepts	Detailed knowledge of facts, terms, and concepts	Considerable knowledge of facts, terms, and concepts	Minimal knowledge of facts, terms, and concepts	Not Attended	CO4, CO5
2	<b>Presentation</b>  <b>50%</b>	Well, Communicated with logical sequences, examples, and references	Communicated with sequences	Just Communicated	No coherent communication	Not Attended	CO1, CO3 CO4