NEP and Learning Outcomes Based Curriculum Framework (LOCF)

For

5-YEAR MASTER OF BUSINESS ADMINISTRATION (INTEGRATED) PROGRAMME

(To be effective from the Academic Session 2024-25)

Department of Management

Gurugram University, Gurugram

(A State Govt. University Established Under Haryana Act 17 Of 2017)

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1. Background

The MBA integrated (5 Year) Post Graduate Degree programme aims to enable students to embark upon a management career after completing 10+2 level examination. The programme provides students with a comprehensive understanding of the fundamentals of business management and the opportunity to pursue chosen areas of specialization. The design and delivery of this integrated program is innovative and unique. It will equip students with the knowledge and skills necessary to compete successfully for challenging positions in industry, government, non-profit organizations and civil services. This programme will create excellent managers and instil the spirit of entrepreneurship so that the students evolve into leaders and wealth creators in the coming years.

The MBA integrated at Gurugram University,one of the country's most rigorous programmes, is designed to prepare students with a global management perspective through a unique pedagogy of learning and interaction among peers in a modular format. Activities like live projects, field assignments, and simulation games will beintegral to the programme. Fieldwork, project work, business internship, and team-consulting assignments will help achieve holistic learning and provide a comprehensive understanding of the contemporary business environment.

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2. Programme Outcomes

On completing the MBA integrated(5 Year)Programme, the students shall be able to realizethe following programme outcomes:

PO's	Description
PO-1	Apply knowledge of management theories and practices to solve business problems.
PO-2	Foster Analytical and critical thinking abilities for data-based decision making.
PO-3	Ability to promote Sustainable and Value based business practices for enhancing leadershipactivities
PO-4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspectsof business.
PO-5	Ability to lead themselves and others in the achievement of organizational goals, contributingeffectively to a team environment.
PO-6	Ability to Cultivate Technological Proficiency for Digital Transformation
PO-7	Ability to Enhance Interpersonal and Communication Skills for Diverse Workplaces

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3. Programme Specific Outcomes

The MBA (Integrated) program is spread over 10 semesters, leading to a post graduate degree in MBA. It is an integrated program specially designed for 10 + 2 students, who wish to develop managerial skills. The course is tailor made to suit the needs of industry and entrepreneurship. On completing MBA (Integrated) Programme, the students shall be able to realize the following specific outcomes:

PSO1	**Strategic Management Proficiency:** Students will demonstrate advanced skills in strategic planning, formulation, and implementation, integrating theoretical frameworks with practical applications to address complex business challenges and capitalize on emerging opportunities in dynamic market environments.
PSO2	**Innovation Leadership**: Students will develop the capability to lead innovation initiatives within organizations, applying creative problem-solving techniques, fostering a culture of innovation, and effectively managing resources to drive business growth, competitive advantage, and societal impact.
PSO3	**Entrepreneurial Venture Creation**: Students will possess the knowledge, skills, and mindset to conceptualize, plan, and launch successful entrepreneurial ventures, leveraging innovative approaches and strategic thinking to identify market gaps, develop sustainable business models, and navigate the complexities of entrepreneurship.

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4. Qualification Descriptors

MBA integrated course is a 5 year undergraduate + postgraduate management program offered by Gurugram University to pursue MBA Integrated after 12th Class. It is aimed at teaching management skills from both undergraduate as well as postgraduate levels.

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5. Scheme of Programme

Semester 1

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Courses (DSC)											
241MIDSC1	Business Organization (BL)	242/MBAI/CC101	4	0	0	4	70	30	-	-	100
241MIDSC2	Business Mathematics	242/MBAI/CC102	4	0	0	4	70	30	-	-	100
MIC/Vocational Courses (VOC)											
	To be selected from the pool		4	0	0	4	70	30	-	-	100
Multidisciplinary Courses (MDC)											
	To be selected from the pool		3	0	0	3	75	25	-	-	75
Ability Enhancement Course (AEC)											
	To be selected from the pool		2	0	0	2	35	15	-	-	50
Skill Enhancement Course (SEC)											
	To be selected from the pool		0	0	6	3	-	-	50	25	75
Value Addition Course (VAC)											
	To be selected from the pool		2	0	0	2	35	15	-	-	50
Total Credits						**22**	**Total Marks**				**550**

Semester 2

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Courses (DSC)											
242MIDSC1	Managerial Economics	242/MBAI/CC201	4	0	0	4	70	30	-	-	100
242MIDSC2	Statistics for Management-I	242/MBAI/CC202	4	0	0	4	70	30	-	-	100
MIC/Vocational Courses (VOC)											
	To be selected from the pool		4	0	0	4	70	30	-	-	100
Multidisciplinary Courses (MDC)											
	To be selected from the pool		3	0	0	3	50	25	-	-	75
Ability Enhancement Course (AEC)											
	To be selected from the pool		2	0	0	2	35	15	-	-	50
Skill Enhancement Course (SEC)											
	To be selected from the pool		0	0	6	3	-	-	50	25	75
Value Addition Course (VAC)											
	To be selected from the pool		2	0	0	2	35	15	-	-	50
Total Credits						**22**	**Total Marks**				**550**

After successfully completing 1st Year, Certificate in Business Administration (CBA-44 Credits) will be awarded to the students.

* BL stands for Blended Learning

**Each student is required to pass MOOC available on SWAYAM portal or any other online educational platform of repute of 3 credits (Option will be given by the Course Coordinator). The student is required to submit the passing certificate of the same to the department. The Evaluation of MOOC Courses will be 50% certificate earned and 50% for External viva

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Semester 3

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Courses (DSC)											
243MIDSC1	Small Business Management	242/MBAI/CC301	4	0	0	4	70	30	-	-	100
221MIDSC2	Statistics for Management-II	242/MBAI/CC302	4	0	0	4	70	30	-	-	100
MIC/Vocational Courses (VOC)											
	To be selected from the pool		4	0	0	4	70	30	-	-	100
Multidisciplinary Courses (MDC)											
	To be selected from the pool		3	0	0	3	50	25	-	-	75
Ability Enhancement Course (AEC)											
	To be selected from the pool		2	0	0	2	35	15	-	-	50
Skill Enhancement Course (SEC)											
	Excel Proficiency for Business Analysis		2	0	1	3	35	15	20	5	75
Value Addition Course (VAC)											
	To be selected from the pool		2	0	0	2	35	15	-	-	50
Total Credits						**22**	**Total Marks**				**550**

Semester 4

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Courses (DSC)											
244MIDSC1	Indian Financial System	242/MBAI/CC401	4	0	0	4	70	30	-	-	100
244MIDSC2	Financial Management	242/MBAI/CC402	4	0	0	4	70	30	-	-	100
244MIDSC3	Fundamentals of International Business (BL)	242/MBAI/CC403	4	0	0	4	70	30	-	-	100
244MIDSC4	Company Law	242/MBAI/CC404	4	0	0	4	70	30	-	-	100
Vocational Courses(VOC)											
	To be selected from the pool		4	0	0	4	70	30			100
Ability Enhancement Course (AEC)											
	To be selected from the pool		0	0	0	2	35	15			50
Value Addition Course (VAC)											
	To be selected from the pool		2	0	0	2	35	15	-	-	50
Total Credits						**24**	**Total Marks**				**600**

NOTES

1. **After successfully completing 2nd Year, Diploma in Business Administration (DBA-90 Credits) will be awarded to the students.**
2. Immediately after the completion of the 4th Semester Examination, the students shall proceed for their summer Internship-I (245MISEC6) of 6-8 weeks duration. The summer internship reports prepared shall be assessed in the 5th semester as a Skill Enhancement Course.
3. The Summer Internship-I Report shall be submitted by the candidates in the manner as specified by the department.

* BL stands for Blended Learning

** Each student is required to pass MOOC available on SWAYAM portal or any other online educational platform of repute of 3 credits (Option will be given by the Course Coordinator). The student is required to submit the passing certificate of the same to the department. The Evaluation of MOOC Courses will be 50% certificate earned and 50% for External Viva.

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Semester 5

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Courses (DSC)											
245MIDSC1	Operations Research	242/MBAI/CC501	4	0	0	4	70	30	-	-	100
245MIDSC2	Operations & Supply Chain Management	242/MBAI/CC502	4	0	0	4	70	30	-	-	100
245MIDSC3	Income Tax Laws	242/MBAI/CC503	4	0	0	4	70	30	-	-	100
245MIDSC4	Business Process Outsourcing (BL)	242/MBAI/CC504	4	0	0	4	70	30	-	-	100
VocationalCourses(VOC)											
	To be selected from the pool		4	0	0	4	70	30	-	-	100
Skill Enhancement Course (SEC) /Summer Internship Report											
	Summer Internship Report-I		0	4	0	4	-	30	70	-	100
Total Credits						**24**	**Total Marks**				**600**

Semester 6

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Courses (DSC)											
246MIDSC1	Accounting for Managerial Decisions	242/MBAI/CC601	4	0	0	4	70	30	-	-	100
246MIDSC2	Organizational Behavior	242/MBAI/CC602	4	0	0	4	70	30	-	-	100
246MIDSC3	Marketing Management (BL)	242/MBAI/CC603	4	0	0	4	70	30	-	-	100
246MIDSC4	Human Resource Management (BL)	242/MBAI/CC604	4	0	0	4	70	30	-	-	100
VocationalCourses(VOC)											
	To be selected from the pool		4	0	0	4	70	30	-	-	100
Skill Enhancement Course (SEC)											
	To be selected from the pool		2	0	0	2	35	15	-	-	50
Total Credits						**22**	**Total Marks**				**550**

After successfully completing 3rd Year, Bachelor in Business Administration (BBA- 136 Credits) will be awarded to the students.

* BL stands for Blended Learning

**Each student is required to pass MOOC available on SWAYAM portal or any other online educational platform of repute of 3 credits (Option will be given by the Course Coordinator). The student is required to submit the passing certificate of the same to the department. The Evaluation of MOOC Courses will be 50% certificate earned and 50% for External viva.

***Summer Internship Report Internal evaluation of 30 marks will be done by Internal Guide /Mentor and 70 marks will be based on External viva.

***Massive Open Online Courses (MOOCs)**

Study Webs of Active Learning for Young Aspiring Minds (SWAYAM: www.swayam.gov.in) is India's national Massive Open Online Course (MOOC) platform, designed to achieve the three cardinal principles of India's Education Policy: access, equity, and quality. The University Grants Commission (Credit Framework for Online Learning Courses through Study Webs of Active Learning for Young Aspiring Minds) Regulations, 2021 have been notified in the Gazette of India, which now facilitates an institution to allow up to 40 per cent of the total courses being offered in a particular programme in a semester through the online learning courses offered through the SWAYAM platform. The management department of Gurugram University has adopted SWAYAM Courses for the benefit of the students. A student can earn credit by completing quality-assured MOOC programmes offered on the SWAYAM portal or any other reputed online educational platform after seeking approval from the department.

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6. Course Outcomes and Mapping Matrix:

- Each course of the MBA Integrated Programme results in a few course/learning outcomes (COs) that are broadly mapped or associated with POs and PSOs.
- Mapping represents the correlation between COs and POs, COs and PSOs on a scale of 1 to 3 as follows.

Scale of Mapping between COs and POs & COs and PSOs

Scale 1	If the course contents have a low correlation (less than 50 %) with the particular Programme Outcomes and particular Programme Specific Outcomes.
Scale 2	If the course contents have a medium correlation (50%-70%) with the particular Programme Outcomes and Programme Specific Outcomes.
Scale 3	If the course contentscorrelate strongly (more than 70%) with the particular Programme and Programme Specific Outcomes.

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Syllabus

Semester I

Name of Subject: **BUSINESS ORGANISATION**	Maximum Theory Marks: 100 (70+ 30)
Course Code:**241MIDSC1**	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not normally exceed 100 words. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course, students will be able to:

CO1: Explain the relationship between various components of the business system and how they interact within the broader business environment.

CO2: Apply critical thinking skills to evaluate various forms of business organization and select the most appropriate one for a given entrepreneurial venture.

CO3: Apply operations management techniques to optimize business processes and improve productivity, as well as financial management strategies to manage resources effectively.

CO4: Evaluate the effectiveness of marketing strategies and tactics in achieving business objectives, analyzing their impact on sales, brand reputation, and customer loyalty.

COURSE CONTENTS:

Unit 1: Business – concept, nature and spectrum of business activities, business system, business environment interface, business objectives	10 Lectures
Unit 2: Entrepreneurship – concept and nature; entrepreneurial opportunities in contemporary business environment; process of setting up a business enterprise; choice of a suitable form of business organization	10 Lectures
Unit 3: Functional aspects of business – (a) operations – business size and location decisions, plant layout, mass production and mass customization, productivity, quality control (b) Finance – money and backing, financial management and securities markets, risk management and insurance	10 Lectures
Unit 4: Functional aspects of business (c) Marketing – marketing and consumer behaviour, product planning and development, pricing decisions, channel and promotional decisions; network marketing, franchising, e-commerce and m-commerce	10 Lectures

Suggested Readings:

1. Vasishth, Neeru, Business Organisation, Taxmann, New Delhi
2. Talloo, Thelma J., Business Organisational and Management, TMH, New Delhi

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

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S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Class Participation(**CP**) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (**MTE**)	10
3	Assessment 3: Case Analysis / Presentation (**CAP**)/ Group Project (**GP**)/ Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (**IA**) (1+2+3)	30 (30%)
	End-Term Examination (**EE**)	70 (70%)
	Total Marks (IA+EE)	**100**

Mapping Matrix of Course:241MIDSC1

Table 1: CO-PO & CO-PSO Matrix for the Course 241MIDSC1: Business Organisation

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	3	2	3	1	1	1	3	2	1
CO2	3	3	2	3	3	2	1	2	3	1
CO3	2	2	1	2	1	1	2	2	3	2
CO4	3	3	2	3	1	1	2	3	3	2

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Name of Subject: **BUSINESS MATHEMATICS**	Maximum Theory Marks: 100 (70 + 30)
Course Code:**241MIMDC4**	Time Allowed: 3 Hrs
Credits 4	MIC/Vocational Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcome:-After completing the course students will be able to:

CO1: Understand the concepts and formulas associated with various matrices and systems of linear equations.

CO2: Understand the principles of compound interest, annuities, and the time value of money

CO3: Apply arithmetic and geometric progressions, as well as differentiation techniques, to solve business-related problems effectively.

CO4: Applythe Sets theory to resolve real-world scenarios

COURSE CONTENTS:

Unit 1:	10 Lectures
Matrices: Definition of matrix; Types of matrices; Algebra of matrices; Determinants: Properties of determinants, calculation of values of determinants up to third order; Adjoint of a matrix, through Adjoint and elementary row or column operations; Solution of system of linear equations having a unique solution and involving not more than three variables. (Using Matrices Method & Cramer's Rule)	
Unit 2:	10 Lectures
Simple and Compound Interest Including Half Yearly and Quarterly Calculations; Effective Rate of Interest, Annuities; Amount and Present Value of Installment, Calculation of Loan EMI (Equated Monthly Instalment), Time value of Money	
Unit 3:	10 Lectures
Arithmetic Progression, Finding the nth term, Sum of n terms, Representation of an A.P. Geometric Progression, Finding the nth term, Sum of n terms and sum of infinity, Representation of a G.P.	
Unit 4:	10 Lectures
Theory of Sets – Meaning, Elements, types, Presentation and Equality of Sets; Union, Intersection, Compliment & Difference of Sets; Venn diagrams; Cartesian Product of two sets; Applications of Set Theory.	

SUGGESTED READINGS:

1. Dr. Sancheti& Kapoor. Business Mathematics and Statistics, Sultan Chand
2. R.S Bhardwaj. Mathematics for Economics & Business
3. Madappa, Mahadi Hassan, M. Iqbal Taiyab – Business Mathematics, Subhash
4. G.R. Veena and Seema. Business Mathematics and Statistics I.K. Intl Publishers
5. Singh, Dalip. Business Mathematics. Jeevansons Publications

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

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S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation(**CP**) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (**CAP**)/ Group Project (**GP**) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (**IA**) (1+2+3)	30 (30%)
	End-Term Examination (**EE**)	70 (70%)
	Total Marks (IA+EE)	**100**

Mapping Matrix of Course:241MIMDC4

Table 1: CO-PO & CO-PSO Matrix for the Course 241MIMDC4: BUSINESS MATHEMATICS

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	3	3	2	1	1	1	2	2	1
CO2	3	3	2	3	3	2	1	2	3	3
CO3	2	3	2	2	2	1	1	2	3	3
CO4	3	3	3	3	2	2	2	2	3	3
Average	2.75	3	2.5	2.5	2	1..5	1.25	2	2.75	2.5

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Semester 2

Name of Subject: **PRINCIPLES OF MANAGEMENT**	Maximum Theory Marks: 100 (70+ 30)
Course Code:**242MIDSC1**	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:-After completing the course students will be able to:

CO1: Identify the nature, process, and basic managerial roles and skills involved in management, as well as the different approaches to management such as classical, behavioral, systems, and contingency approaches;

CO2:Understand the concept, purpose, and process of planning, including the various types of plans, strategies, and decision-making processes

CO3: Understand the fundamentals of organizing, leadership, and management control

CO4:Analyze the effectiveness and significance of different management approaches

COURSE CONTENTS:

Unit 1:Introduction – nature and process of management, basic managerial roles and skills, nature of managerial work; approaches to management – classical, behavioural, systems and contingency approaches; contemporary issues and challenges	10 Lectures
Unit 2:Planning and decision making – concept, purpose and process of planning, kinds of plans, strategies, policies and planning, premises, goal setting, MBO; decision making – nature and process, types of managerial decisions, decision making conditions, forms of group decision making in organization	10 Lectures
Unit 3:Organizing – fundamentals of organizing, bases of departmentation, distribution of authority, coordination; organization structure and design; leadership – nature and significance, leading and managing, leadership styles, leadership theories	10 Lectures
Unit 4:Management Control – nature, purpose and process of controlling, kinds of control system, prerequisites of effective control system, resistance to control, controlling techniques	10 Lectures

SUGGESTED READINGS:

1. Griffin, Ricky W. Management, Biztantra, New Delhi
2. Stoner, Freeman and Gilbert, Jr. Management, Pearson Education, New Delhi
3. Weihrich, Heinz and Harold Koontz, Management: A Global Perspective, Tata McGraw Hill
4. Daft, Management, Thompson Learning, New Delhi
5. Robbins, S.P., Management, Pearson Education

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question

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paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation(CP) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	**100**

Mapping Matrix of Course :242MIDSC1

Table 1: CO-PO & CO-PSO Matrix for the Course 242MIDSC1:PRINCIPLES OF MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	3	2	1	2	2	2	3	2	1
CO2	2	3	2	3	3	1	2	2	3	2
CO3	2	3	2	2	3	2	2	2	3	2
CO4	2	3	2	3	3	1	2	3	3	2
Average	2.25	3	2	2.25	2.75	1.5	2	2.5	2.75	1.75

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Name of Subject: **STATISTICS FOR MANAGEMENT–I**	Maximum Theory Marks: 100 (70+ 30)
Course Code:**242MIDSC2**	Time Allowed: 3 Hrs
Credits 4	Multi-Disciplinary Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1:Remember the meaning and definition of statistics, identifying its needs and objectives.

CO2: Comprehend the concept of mathematical and positional averages and their significance in statistical analysis.

CO3: Calculate moments, skewness, and kurtosis for given data sets, and interpret their implications.

CO4: Evaluate the strength and direction of correlations, as well as the accuracy of regression models, assessing their suitability for predictive analysis.

COURSE CONTENTS:

Unit 1: Business Statistics: Introduction, Scope, Functions, Importance, Limitations; Distrust of Statistics; Collection of Primary and Secondary data; Types of Statistical Methods; Data Analysis and Interpretation; Graph: Characteristics, Types, Merits and Demerits..	10 Lectures
Unit 2: Measures of Central Tendency: Meaning, Types; Arithmetic Mean; Geometric Mean; Harmonic Mean; Quadratic Mean; Moving Average; Progressive Average; Relation between Mean, Median and mode.	10 Lectures
Unit 3: Measures of Dispersion and Skewness: Absolute and Relative measures of Dispersion range, Quartile deviation, Mean and Standard Deviation; Difference between Skewness and Dispersion, Empirical relation among various measures of Dispersion, Moments and Kurtosis.	10 Lectures
Unit 4: Correlation Analysis – Meaning, Significance, Types and Methods, Probable Error, Coefficient of Determination; Regression Analysis – Meaning, Properties, Equations, Lines. Difference Between Correlation and Regression, Standard Error of Estimate.	10 Lectures

SUGGESTED READINGS:

1. Dr.S.P.Gupta, Statistical methods, S.Chand& Co., New Delhi.
2. D.N.Elhance, Veena Elhance, B.M.Aggarwal, Fundamentals of Statistics, Kitab Mahal.
3. N.P.Aggarwal, Quantitative Techniques, Ramesh Book Depot., Jaipur.
4. R.P.Hooda, Statistics for Business and Economics, Mcmillan India Ltd., New Delhi.

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

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S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation(**CP**) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (**CAP**)/ Group Project (**GP**) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment **(IA) (1+2+3)**	30 (30%)
	End-Term Examination (**EE**)	70 (70%)
	Total Marks (IA+EE)	**100**

Mapping Matrix of Course: 242MIDSC2

Table 1: CO-PO & CO-PSO Matrix for the Course 242MIMDC4: STATISTICS FOR MANAGEMENT-I

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	1	2	1	1	1	1	1	3	1	1
CO2	1	3	1	1	1	1	1	3	1	2
CO3	3	3	1	2	1	1	1	3	1	2
CO4	1	3	1	1	2	3	2	3	1	2
Average	1.5	2.75	1	1.25	1.25	1.5	1.25	3	1	1.75

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Semester 3

Name of Subject: **SMALL BUSINESS MANAGEMENT**	Maximum Theory Marks: 100 (70+ 30)
Course Code:**243MIDSC1**	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Understand how small business functions in a start-up phase, its evolution, the problems inherent in growth, and the important role that management plays

CO2: Identify and apply the principles of entrepreneurial and family business

CO3: Prepare a business plan or blueprint of a business that they would like to start-up and operate, based on the principles they have learned in the course

CO 4: Evaluate the small business from different perspectives and take managerial decisions

COURSE CONTENTS:

Unit 1:Genesis – The entrepreneurial life, choosing the right business, buying an existing business, franchises, understanding the agriculture market, calculating start-up costs, structuring business	10 Lectures
Unit 2:Developing Business Plan – Visualizing the dream, location plan, branding the business management, projecting financial requirements, sources of funds, small business technology, handling tax and legal requirements	10 Lectures
Unit 3:Growing the business – Customer relationship, product and supply chain management, pricing and credit decisions, advertising and promotion strategies	10 Lectures
Unit 4:Managing the Small Business – Management human resources, managing operations, managing risks, managing assets, evaluating financial performance	10 Lectures

SUGGESTED READINGS:

1. Longneckar, Moore, Petty and Palich, Managing Small Business, Cengage Learning India Pvt Ltd
2. Strauss, Steven, The Small Business Bible, John Wiley and Sons, Inc.
3. Kishel, Gregory and Patricia Kishel, How to Start, Run and Stay in Business, John Willy & Sons, Inc.
4. Hisrich, Robert, Small Business Solutions, Mc Graw Hill, Inc.
5. Morris, Michael, Starting a Successful Business , Kogan Page, London

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

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S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation(**CP**) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (**CAP**)/ Group Project (**GP**) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (**IA**) **(1+2+3)**	30 (30%)
	End-Term Examination (**EE**)	70 (70%)
	Total Marks (IA+EE)	**100**

Mapping Matrix of Course:243MIDSC1

Table 1: CO-PO & CO-PSO Matrix for the Course 243MIDSC1: Small Business Management

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	2	2	3	2	2	2	2	2	2
CO2	3	2	2	3	3	2	2	3	2	2
CO3	3	3	2	3	3	2	2	3	3	3
CO4	3	3	3	2	3	2	3	3	3	3
Average	2.75	2.50	2.25	2.75	2.75	2.0	2.25	2.75	2.50	2.50

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Name of Subject: **STATISTICS FOR MANAGEMENT– II**	Maximum Theory Marks: 100 (70 + 30)
Course Code:**243MIDSC2**	Time Allowed: 3 Hrs
Credits 4	Multi-Disciplinary Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Recall the meaning of probability and expected value, as well as the approaches to calculating probability.

CO2: Understand the characteristics and applications of different probability distributions.

CO3: Apply measurement methods to identify seasonal, cyclical, and irregular variations in time series data.

CO4: Evaluate the advantages and limitations of control charts for monitoring and improving process quality, considering their applications in various industries.

COURSE CONTENTS:

Unit 1: Probability and Expected Value: Meaning and Approaches, Importance of the Concept of the Probability; Calculation of Probability, Probability Theorems: Addition, Multiplication, Conditional and Bayes' Theorem, Mathematical Expectation.	10 Lectures
Unit 2: Probability Distributions: Binomial, Poisson & Normal distribution; their Properties andParameters.	10 Lectures
Unit 3: Time series - components, models, trend analysis including second-degree parabola and exponential formula; Measurement of seasonal cyclical and irregular variations, shifting the trend origin.	10 Lectures
Unit 4: Index numbers – Types of price index numbers – Laspyre's, Paasche's and Fisher's price index numbers- the cost of living index numbers – applications.	10 Lectures

SUGGESTED READINGS:

1. Dr.S.P.Gupta, Statistical methods, S.Chand& Co., New Delhi.
2. D.N.Elhance, Veena Elhance, B.M.Aggarwal, Fundamentals of Statistics, Kitab Mahal.
3. N.P.Aggarwal, Quantitative Techniques, Ramesh Book Depot., Jaipur.
4. R.P.Hooda, Statistics for Business and Economics, Memillan India Ltd., New Delhi.

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

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S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation(**CP**) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (**CAP**)/ Group Project (**GP**) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (**IA**) **(1+2+3)**	30 (30%)
	End-Term Examination (**EE**)	70 (70%)
	Total Marks (IA+EE)	**100**

Mapping Matrix of Course:243MIMDC4

Table 1: CO-PO & CO-PSO Matrix for the Course 243MIMDC4: STATISTICS FOR MANAGEMENT-II

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	1	1	1	1	1	1	1
CO2	3	2	2	1	1	1	1	2	1	1
CO3	2	3	1	2	1	1	2	2	2	3
CO4	2	3	2	2	1	1	2	2	2	3
Average	2.5	2.5	1.5	1.5	1	1	1.5	1.75	1.5	2

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Semester 4

Name of Subject: **INDIAN FINANCIAL SYSTEM**	Maximum Theory Marks: 100 (70+ 30)
Course Code:**244MIDSC1**	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Remember the concepts of financial services and identify various kinds of financial services.
CO2: Utilize the guidelines provided by various legal and regulatory frameworks
CO3: Analyze the stock exchange operations and other NBFCs;
CO4: Demonstrate understanding of concepts of online trading activities & Employ knowledge on mutual funds.

COURSE CONTENTS:

Unit 1:Financial System – Meaning, components and functions; reforms in the Indian Financial System; money market and its segments	10 Lectures
Unit 2:Primary market; stock exchange and its function, trading in stock exchange, NSE, OTCEI, depositories and custodians, new financial instruments, role and functions of SEBI	10 Lectures
Unit 3:Commercial banks, RRBs, risk management in banks, merchant banking and its services, NBFCs	10 Lectures
Unit 4:Mutual funds, factoring and forfeiting, venture capital	10 Lectures

SUGGESTED READINGS:

1. Pathak, Bharati V (2008). The Indian Financial System, Second Edition, Pearson Education
2. Khan, M Y, Indian Financial System, Fourth Edition, Tata Mc Graw Hill
3. Machiraju, H R, Indian Financial System, Third Edition, Vikas Publication
4. Desai, Vasant, The Indian Financial System and Development, Himalaya Publishing House

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Class Participation**(CP)** And Individual Assessment	

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2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
Mapping	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
Matrix	**Total Marks (IA+EE)**	**100**

rix of Course:244MIDSC1

Table 1: CO-PO & CO-PSO Matrix for the Course244MIDSC1: Indian Financial System

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	1	2	1	2	2	1	2	2	2
CO2	3	2	2	2	3	2	2	3	2	2
CO3	3	2	2	3	3	3	2	3	3	2
CO4	3	2	2	2	3	3	2	3	2	3
Average	2.75	1.75	2.0	2.0	2.75	2.50	1.75	2.75	2.25	2.25

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Name of Subject: **FINANCIAL MANAGEMENT**	Maximum Theory Marks: 100 (70+ 30)
Course Code:**244MIDSC2**	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: After completing the course students will be able to:

CO1: Understand fundamental concepts of financial management;
CO2: Apply the concept of time value of money in investment and financing decisions;
CO3: Analyse the role of cost of capital and dividend policy on the value of a firm;
CO4: Evaluate different project proposals for achieving the objective of wealth maximization and business sustainability.

COURSE CONTENTS:

Unit 1:Financial management – scope, finance functions and its organization, objectives of financial management; time value of money; sources of long-term finance	10 Lectures
Unit 2:Investment decisions – importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk-adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital	10 Lectures
Unit 3:Capital structure decisions – financial and operating leverage; capital structure theories – NI, NOI, traditional and M-M theories; determinants and dividend policy and dividend models – Walter, Gordon & M M Models	10 Lectures
Unit 4:Working Capital – meaning, need, determinants; estimation of working capital need; management of cash, inventory and receivables	10 Lectures

SUGGESTED READINGS:

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M Y, and Jain P K, Financial Management, Tata McGraw Hill, New Delhi
3. Keown, Arthur J, Martin, John D Petty J William and Scott David F, Financial Management, Pearson Education
4. Chandra, Prasanna, Financial Management, TMH, New Delhi
5. Van Home, James C, Financial Management and Policy, Prentice Hall of India
6. Brigham & Houston, Fundamentals of Financial Management, Thomsom Learning, Bombay
7. Kishore R, Financial Management, Taxman's Publishing House, New Delhi

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

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S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Class Participation(**CP**) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (**CAP**)/ Group Project (**GP**) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (**IA**) **(1+2+3)**	30 (30%)
	End-Term Examination (**EE**)	70 (70%)
	Total Marks (IA+EE)	**100**

Mapping Matrix of Course:244MIDSC2

Table 1: CO-PO & CO-PSO Matrix for the Course244MIDSC2: FINANCIAL MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	2	1	1	1	3	2	2
CO2	3	3	2	2	2	1	1	3	2	1
CO3	3	3	1	3	2	2	2	3	3	1
CO4	2	3	1	3	2	2	2	3	3	3
Average	2.75	2.75	1.25	2.50	1.75	1.5	1.5	3	2.5	1.75

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Name of Subject: **FUNDAMENTALS OF INTERNATIONAL BUSINESS**	Maximum Theory Marks: 100 (70+ 30)
Course Code:**244MIMDC3**	Time Allowed: 3 Hrs
Credits 4	Multi-Disciplinary Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Understand concepts and determinants of international business
CO2: Understand the guidelines provided by various regulatory frameworks
CO3: Analyze the execution of decisions inthe international market
CO4: Demonstrate decision-making while trading on the international platform.

COURSE CONTENTS:

Unit 1:International Business: An overview; Domestic versus International Business; Major risks and challenges of International Business; International Business Environment – Components and determinants; stages of internationalization of business; international business approaches, concept of Globalization	10 Lectures
Unit 2:Modes of entering into international business; nature of multinational enterprise and international direct investment; motives and determinants of Foreign Direct Investment; Foreign Exchange Market; determination of exchange rate; Balance of Payments	10 Lectures
Unit 3:Theories of International Trade – Absolute advantage theory; comparative advantage theory; factor proportions theory; Product Life Cycle theory of trade; governmental influence on trade, rationale for government intervention, instruments of trade control; the role of WTO, IMF and World Bank in international trade	10 Lectures
Unit 4:Assessing international markets; designing products for foreign markets; branding decisions, international promotions policy; international pricing, international logistics and distribution	10 Lectures

SUGGESTED READINGS:

1. Rugman Alen M and Hodgetts Richard D, International Business, A Strategic Management Approach, McGraw Hill
2. Dunning John H, The Globalisation of Business, Routledge London
3. Omkvisil and Shaw, International Marketing
4. Daniels John D and Radebangh Lee H, International Business, Pearson Education
5. Rao P Subba, International Business, Himalaya Publishing House

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

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S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Class Participation(**CP**) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (**CAP**)/ Group Project (**GP**) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment **(IA) (1+2+3)**	30 (30%)
	End-Term Examination (**EE**)	70 (70%)
	Total Marks (IA+EE)	**100**

Mapping Matrix of Course:244MIMDC3

Table 1: CO-PO & CO-PSO Matrix for the Course 244MIMDC3: Fundamentals of Internationa Business

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PS
CO1	2	1	2	1	2	2	1	2	2	2
CO2	3	2	2	2	3	2	2	3	2	2
CO3	3	3	3	3	3	2	2	3	3	3
CO4	3	2	2	2	3	2	2	3	3	3
Average	2.75	2.0	2.25	2.0	2.75	2.00	1.75	2.75	2.50	2.5

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Name of Subject: **COMPANY LAW**	Maximum Theory Marks: 100 (70+ 30)
Course Code:**244MIAEC5**	Time Allowed: 3 Hrs
Credits 4	Ability Enhancement Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:
CO1: Understand the concepts and components of the company.
CO2: Understand the legal framework of a company.
CO3: Remember various laws of the company's execution and use them for decision-making.
CO4: Analyze the company law's applicability in different Indian companies.

COURSE CONTENTS:

Unit 1: Company- Meaning and Characteristics; Features of company; Types of companies, advantages and disadvantages of incorporation; Lifting of corporate veil	10 Lectures
Unit 2: Formation of Company: - Promotion of company; Functions of promoter; importance of promoter; Promoter's remuneration; legal status of Promoter; Rights of promoters; Duties of promoters; Liabilities of promoters; Pre-incorporation contracts, Incorporation and commencement of Business, Prospectus:	10 Lectures
Unit 3: Memorandum of Association: - Meaning; importance; clauses of memorandum of association and their Alteration; the doctrine of ultra- virus. Articles of Association: - Meaning; contents; alteration of articles of association; constructive notice and doctrine of indoor management. Share Capital – Shares, issue and allotment of shares, transfer of shares, types of shares, alteration of share capital, buy-back of shares, surrender and forfeiture of shares, bonus shares Debentures – Meaning and kinds, debenture trust deed and duties of trustee	10 Lectures
Unit 4: Company Administration and Meetings – Board of Directors – qualification, appointment, duties and remuneration Meetings – Statutory meeting, annual general meeting, extra – ordinary general meeting Prevention of oppression and mismanagement Winding up – types of winding up, appointment of Liquidator, powers of liquidator, conduct of winding up	10 Lectures

SUGGESTED READINGS:

1. Singh, Avtar, Company Law, Eastern Book Company, Lucknow
2. Kapoor, N D, Elements of Company Law

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Class Participation(**CP**) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10

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3	Assessment 3: Case Analysis / Presentation **(CAP)**/ Group Project **(GP)** / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment **(IA) (1+2+3)**	30 (30%)
	End-Term Examination **(EE)**	70 (70%)
	Total Marks (IA+EE)	**100**

Mapping Matrix of Course:244MIAEC5

Table 1: CO-PO & CO-PSO Matrix for the Course 244MIAEC5: Company Law

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PS 3
CO1	2	1	2	3	2	1	1	2	2	2
CO2	3	2	2	2	2	2	2	3	2	3
CO3	3	2	3	3	2	2	2	3	3	3
CO4	3	2	3	3	2	2	2	3	3	2
Average	2.75	1.75	2.50	2.75	2.00	1.75	1.75	2.75	2.50	2.5

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Semester 5

Name of Subject: **OPERATIONS RESEARCH**	Maximum Theory Marks: 100 (70 + 30)
Course Code:**245MIDSC1**	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:- After completing the course students will be able to:

CO1: Recall the evolution of Operations Research (OR), its methodology, and its role in managerial decision-making

CO2: Understand the methodologies for solving transportation and assignment problems, considering unbalanced problems, degeneracy, maximization objectives, and multiple optimal solutions.

CO3: Apply PERT/CPM techniques to schedule and manage complex projects, considering time-cost trade-offs and probability considerations.

CO4: Evaluate the effectiveness of simulation techniques in modelling complex systems and decision-making processes, considering their advantages and limitations in different applications.

COURSE CONTENTS:

Unit 1: Operations Research: Evolution, methodology and role in managerial decision making; Linear programming: Meaning, assumptions, advantages, scope and limitations; Formulation of problem and its solution by graphical and simplex methods; special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.	10 Lectures
Unit 2: Transportation problems including transshipment problems; Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including travelling salesman's problem. Special cases in assignment problems: unbalanced problems, maximization objectives and multiple optimal solutions.	10 Lectures
Unit 3: PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time-cost trade-off. Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.	10 Lectures
Unit 4: Game theory, pure and mixed strategy games; the principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications; analysis of queue system, Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK); Simulation; meaning, process, advantages, limitations and applications.	10 Lectures

SUGGESTED READINGS:

1. Paneerselvam, Operations Research, Prentice Hall of India, N.Delhi.
2. Taha, Operations Research: An Introduction, Prentice Hall of India, N.Delhi.
3. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
4. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.
5. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
6. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.

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Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the

questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Class Participation(CP) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	**100**

Mapping Matrix of Course:245MIDSC1

Table 1: CO-PO & CO-PSO Matrix for the Course245MIDSC1: OPERATIONS RESEARCH

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PS
CO1	3	3	1	2	1	1	2	3	1	2
CO2	3	3	1	2	1	3	1	3	1	2
CO3	1	3	1	1	1	3	1	3	2	3
CO4	2	3	3	3	1	3	1	3	3	2
Average	2.25	3	1.5	2	1	2.5	1.25	3	1.75	2.2

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Name of Subject: **OPERATIONS AND SUPPLY CHAIN MANAGEMENT**	Maximum Theory Marks: 100 (70+ 30)
Course Code:**245MIDSC2**	Time Allowed: 3 Hrs
Credits 4	Multidisciplinary Courses

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: -After completing the course students will be able to:

CO1: Develop an understanding of key concepts of Operations and Supply Chain Management.

CO2: Apply the integration among Supply Chain Partners for global competitiveness.

CO3: Analyze the logistics, manufacturing, and inventory policies with demand and customer satisfaction through real-life cases.

CO4: Evaluate the effectiveness of operations and supply chain policies to attain organizational goals.

COURSE CONTENTS:

Unit 1:Introduction to Operations Management; Factors Affecting Operation Management, Decision making in Operation Management; Operation strategies; Demand Forecasting, Qualitative & Quantitative Forecasting methods; Designing of processes and types of Process.	10 Lectures
Unit 2:Facility Capacity; Capacity Strategies; Evaluation of capacity alternatives; analyzing capacity planning decisions; Facility location; Factors, types and location planning methods, facility layout; Operation facility layout; types and layout decision models, Material Handling and packaging and Managing Quality, JIT and Lean production in operations management.	10 Lectures
Unit 3:Introduction to supply chain management; global optimization; future trends in supply chain management; increasing supply chain responsiveness, Logistics; logistical operation in supply chain management, Supply chain synchronization, model and data validation, Logistic renaissance and logistics strategy & Decision Models, Logistic design and operational planning, network integration, managing operation across the supply chain.	10 Lectures
Unit 4:Procurement Process and sourcing decision; procurement process perspective, strategies & trends in procurement, sourcing decision and strategies, E-Procurement, risk and benefits of outsourcing. Inventory, role and importance of inventory in supply chain Management. Customer value and supply chain management, performance measure measurement along the supply chain, Social issues & Relationship development in S.C.M.	10 Lectures

SUGGESTED READINGS:

1. Bozarth, Cecil C. & Handfield, Robert B.; Introduction to Operations and Supply Chain Management; Pearson Education; NewDelhi
2. Wisner, Joel D., Leong, G. Keong & Tan, Keah-Choon; Principles of Supply Chain Management – A balanced approach; Thomson Learning; NewDelhi
3. Gaither, Norman & Frazier, Greg; Operations Management; Thomson Learning; NewDelhi
4. Mahadevan, B.; Operations Management – Theory and Practice; Pearson Education; NewDelhi
5. Krajewski, Lee J. & Ritzman, Larry P.; Operations Management – Processes and Value Chains; Pearson Education; New Delhi

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the

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questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the que
paper against each question.

S. No.	Course Assessment Components	Marks/Weighta (%)
1	Assessment 1 : Class Participation(CP) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	100

Table 1: CO-PO & CO-PSO Matrix for the Course:245MIDSC2 OPERATIONS AND SUPPLY CHAIN MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PS(
CO1	3	2	1	2	2	3	1	3	2	1
CO2	3	2	2	3	2	2	2	2	2	2
CO3	2	3	1	2	3	2	2	2	2	2
CO4	2	2	2	2	2	3	2	2	3	2
Average	2.5	2.25	1.5	2.25	2.25	2.5	1.75	2.25	2.25	1.75

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Name of Subject: **INCOME TAX LAWS**	Maximum Theory Marks: 100 (70+ 30)
Course Code:**245MIMDSC3**	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Identify income basics& its components and residential status

CO2: Assess the income under various heads

CO3: Evaluate the gross total income of an Individual assesses after taking into account the deduction.

CO4: Compute the total taxable income and tax liability of an Individual assesses who is involved in Business and Profession

COURSE CONTENTS:

Unit 1:Basic concepts of income tax, residential status and its incidence on tax liability, incomes exempt from tax;	10 Lectures
Unit 2:Income from salary; Income from house property, Profits and gains of business and profession including depreciation;	10 Lectures
Unit 3:Capital gains; Income from other sources, Clubbing and incomes, Setting off and carrying forward of losses.	10 Lectures
Unit 4:General deductions from Gross Total Income. Assessment of tax of individuals. Computation of tax liability of individuals; Filing of Income Tax Returns (ITR-I & II only)	10 Lectures

SUGGESTED READINGS:

1. Singh, Avtar, Company Law, Eastern Book Company, Lucknow
2. Kapoor, N D, Elements of Company Law

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Class Participation(**CP**) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (**CAP**)/ Group Project (**GP**) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10

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	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	**100**

Mapping Matrix of Course:245MIMDC3

Table 1: CO-PO & CO-PSO Matrix for the Course 245MIMDC3: Income Tax Laws

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	P
CO1	2	1	1	3	1	2	1	2	2	2
CO2	3	2	2	2	2	2	2	3	2	3
CO3	3	3	2	3	2	3	2	2	2	2
CO4	3	3	2	3	2	3	2	3	2	2
Average	2.75	2.25	1.75	2.75	1.75	2.50	1.75	2.50	2.00	2.

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Name of Subject: **BUSINESS PROCESS OUTSOURCING**	Maximum Theory Marks: 100 (70+30)
Credits: 4	Time Allowed: 3 Hrs

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Understand the Business Process Outsourcing industry and learn about the BPO business process framework and its key components

CO2: Understand the dynamics of each BPO process component to help better manage operations

CO3: Assess the various dimensions of BPO

CO3: Demonstrate knowledge of and use communication technology in a BPO environment

COURSE CONTENTS:

Unit 1:Introduction – Concept and history of outsourcing, BPO as socio-technical invention, drivers of business process outsourcing, sector's growth; types of BPOs – offshoring, onshoring, nearshoring, emerging trends in BPO, reverse outsourcing, business transformation outsourcing, stages of outsourcing	10 Lectures
Unit 2:Designing Outsourcing Project: Identify and select outsourcing opportunity; elements of strategic assessment – business value assessment, operational assessment, financial assessment, risk assessment	10 Lectures
Unit 3:Executing Outsourcing Projects: Vendor assessment and selection, negotiation and executionof the contract, project initiation and transition; managing BPO – vendor relationship infrastructure consideration and challenges continuing, modifying or terminating the contract	10 Lectures
Unit 4:Key Dimensions: HR outsourcing, outsourcing of financial services, Knowledge Process Outsourcing, call centre and help desk outsourcing, future of BPO	10 Lectures

SUGGESTED READINGS:

1. Click Rick L and Thomas N Duening, Business Process Outsourcing: The Competitive Advantage, John Wiley & Sons, Inc.
2. Power Mark J, Kevin C Desouza, Carlo Bonifazi, The Outsourcing Handbook: How to Implement a Successful Outsourcing Process, London and Philadelphia
3. Corbett Michael F, The Outsourcing Revolution: Why it Makes Sense and How to Do it Right, Dearborn Trade Publishing, A Kaplan Professional Company
4. Patel Alpesh B, Hemendra Aran, Outsourcing Success: The Management Imperative, Palgrave Macmillan

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 15 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

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S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Class Participation(**CP**) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (**CAP**)/ Group Project (**GP**) / Role Play /Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment **(IA) (1+2+3)**	30 (30%)
	End-Term Examination (**EE**)	70(70%)
	Total Marks (IA+EE)	**50**

Mapping Matrix of Course:245MIAEC4

Table 1: CO-PO & CO-PSO Matrix for the Course 245MIAEC4: Business Process Outsourcing

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	1	1	3	1	2	1	2	2	2
CO2	3	2	2	2	2	2	2	3	2	2
CO3	3	3	2	3	2	3	2	2	2	3
CO4	3	3	2	3	2	3	2	3	2	2
Average	2.75	2.25	1.75	2.75	1.75	2.50	1.75	2.50	2.00	2.25

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Semester 6

Name of Subject: **ACCOUNTING FOR MANAGERIAL DECISIONS**	Maximum Theory Marks: 100 (70 + 30)
Course Code:**246MIDSC1**	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcome: - After completing the course students will be able to:

CO1: Evaluate the importance of tools of management accounting in business decision-making;
CO2: Create a report on the financial health of a business with the help of ratio analysis;
CO3: Apply Marginal costing and CVP techniques in decision-making;
CO4: Create a report on deviation from standards with the help of variance analysis.

COURSE CONTENTS:

Unit 1:Management Accounting: - meaning, objectives, nature, scope, functions, techniques and limitations. Financial Statement Analysis: uses, nature, importance and limitations. Tools of financial analysis: Ratio analysis: meaning, objectives, limitations; and types of ratios and Trend Analysis.	10 Lectures
Unit 2:Cash Flow Statement: meaning, objectives, limitations and accounting procedure. Activity Based Costing: Meaning and Methods	10 Lectures
Unit 3:Marginal Costing: meaning, advantages, marginal costing and absorption costing. Cost-Profit-Volume Analysis: Break Even Point, Margin of Safety, P/V Ratio, Concept of key factor	10 Lectures
Unit 4:Standard Costing: Meaning, advantages, limitation, applications, setting of standards, variance analysis, including material variance andLabour variance.	10 Lectures

SUGGESTED READINGS:

1. Malhotra A K, Accounting for Managers, Arya Publication, Rohtak, Haryana
2. Khan, M.Y. and Jain, P.K., Management Accounting, TMH, New Delhi.
3. Pandey, I.M., Management Accounting, Vikas Publishing House, New Delhi
4. Horngren, Sundem & Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
5. Hansen & Mowen, Cost Management, Thomson Learning
6. Mittal, S.N., Management Accounting and Financial Management, Shree Mahavir Book Depot, New Delhi.

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question

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paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Class Participation(CP) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	**100**

Mapping Matrix of Course:246MIDSC1

Table 1: CO-PO & CO-PSO Matrix for the Course 246MIDSC1: ACCOUNTING FOR MANAGERIAL DECISIONS

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	3	2	2	2	1	1	3	2	2
CO2	3	3	1	2	2	2	2	3	2	3
CO3	2	2	1	2	2	2	1	2	2	2
CO4	3	3	2	2	2	1	2	3	2	3
Average	2.75	2.75	1.50	2	2	1.5	1.5	2.75	2	2.5

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Name of Subject: **ORGANIZATIONAL BEHAVIOUR**	Maximum Theory Marks: 100 (70+ 30)
Course Code:**246MIDSC2**	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:- After completing the course students will be able to:

CO1: Remember the historical perspective and contributing disciplines to organizational behaviour, as well as the challenges and opportunities it presents.

CO2: Understand the processes of perception, social perception, and attribution, and their effects on individual behavior

CO3: Apply principles of team dynamics and decision-making to enhance team effectiveness and collaboration

CO4: Evaluate the impact of organizational structure, culture, change management, and stress management on organizational effectiveness and employee well-being.

COURSE CONTENTS:

Unit 1:World of Organizational Behaviour – Historical perspective, contributing disciplines, challenges and opportunities for OB, managing diversity, work-life balance, knowledge management; learning – theories and applications	10 Lectures
Unit 2:Individual Behaviour – Self-concept, personality, abilities, values, attitudes and job satisfaction; perception, social perception and attribution; motivation – concepts and applications	10 Lectures
Unit 3:Team and Social Processes – Foundations of team dynamics, developing high-performance teams, individual and group decision-making, power and influence in the workplace, managing conflict and negotiation	10 Lectures
Unit 4:Organizational Dynamics – Foundations of organizational structure, organizational culture, organizational change and stress management	10 Lectures

SUGGESTED READINGS:

1. Krietner, Robert and Angelo Kinicki, Organizational Behaviour, Tata McGraw Hill, New Delhi
2. McShane, Steven, Mary Glinow and Radha R Sharma, Organizational Behaviour, Tata Mc Graw Hill, New Delhi
3. Robbins, Stephen, Timothy A Judge and Seema Sanghi, Organizational Behaviour, Pearson Education, New Delhi

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

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S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Class Participation(CP) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
Total Marks (IA+EE)		**100**

Mapping Matrix of Course:246MIDSC2

Table 1: CO-PO & CO-PSO Matrix for the Course 246MIDSC2: ORGANIZATIONAL BEHAVIOUR

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	3	1	2	1	1	2	3	3	2
CO2	3	3	1	2	1	3	1	3	2	2
CO3	1	3	1	1	1	3	1	3	3	3
CO4	2	1	1	3	2	2	2	3	3	2
Average	2.25	2.5	1	2	1.25	2.25	1.5	3	2.75	2.25

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Name of Subject: **MARKETING MANAGEMENT**	Maximum Theory Marks: 100 (70+ 30)
Course Code:**246MIMDC3**	Time Allowed: 3 Hrs
Credits 4	Multidisciplinary Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Recall the fundamental marketing concepts and tasks, including defining and delivering customer value, analyzing the marketing environment, and understanding the Indian marketing environment.

CO2: Understand the product life cycle, new product development processes, and decisions related to product mix, product line, branding, and packaging.

CO3: Apply pricing strategies and marketing channel management techniques to optimize profitability and market reach.

CO4: Evaluate the advantages and disadvantages of standardization versus adaptation in global marketing, assessing the impact of global product, pricing, distribution, and promotional policies on market success and brand equity.

COURSE CONTENTS:

Unit 1:Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain Delivery network, Analysing Marketing environment, Indian Marketing Environment, Marketing Research, Marketing Information System, Strategic marketing planning and organization.	10 Lectures
Unit 2:Analysing Consumer Market and Buyer Behaviour, Analysing Business Market and Business Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging.	10 Lectures
Unit 3:Pricing objectives and strategies, Price adapting policies, Initiating and responding to price changes, Marketing channel system - Functions and flows; Channel design, Channel management and Channel dynamics; Market logistics decisions.	10 Lectures
Unit 4:Integrated marketing communication process and Mix: Advertising, Sales promotion, Personal selling and Public relation decisions. Direct marketing and Telemarketing; Global Target market selection, Standardization Vs Adoptation, Product, Pricing, Distribution and Promotional Policy.	10 Lectures

SUGGESTED READINGS:

1. Stanton, William J, Michael J Etzel, Marketing Concepts and Cases, TMH 13th Edition
2. Panda, Tapan K, Marketing Management, Text and Cases, Excel Books, 2nd Edition
3. Kumar, Arun, Marketing Management, Vikas Publishing House
4. Kotler, Philip, Kevin Lane Keller, Abraharm Koshy and Mithileshwar Jha: Marketing Management, Pearson Education Inc., New Delhi

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the

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questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Class Participation(**CP**) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (**CAP**)/ Group Project (**GP**) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment **(IA) (1+2+3)**	30 (30%)
	End-Term Examination (**EE**)	70 (70%)
	Total Marks (IA+EE)	**100**

Mapping Matrix of Course:246MIMDC3

Table 1: CO-PO & CO-PSO Matrix for the Course 246MIMDC3: MARKETING MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	2	2	1	1	3	1	2
CO2	3	3	2	3	2	1	1	3	1	1
CO3	1	3	1	1	1	3	1	2	3	2
CO4	2	3	2	3	3	2	2	3	2	2
Average	2.25	2.75	1.5	2.25	2	1.75	1.25	2.75	1.75	1.75

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Name of Subject: **HUMAN RESOURCE MANAGEMENT**	Maximum Theory Marks: 100 (70+ 30)
Course Code:**246MIMDC4**	Time Allowed: 3 Hrs
Credits 4	Multidisciplinary Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:-After completing the course students will be able to:

CO1: Recall the evolution of the HR function, contemporary perspectives of HRM, and the goals of HRM.

CO2: Understand the processes involved in recruitment, selection, placement, and other talent acquisition methods.

CO3: Apply performance management techniques to evaluate and enhance individual and organizational performance.

CO4: Evaluate the impact of compensation and benefits packages on employee motivation, satisfaction, and organizational performance, considering factors such as employee health and safety and labour relations.

COURSE CONTENTS:

Unit 1:Introduction – Evolution of HR function, contemporary perspective of HRM, goals of HRM, strategic role of HRM, financial impact of HRM activities	10 Lectures
Unit 2:Talent Acquisition – Analysis of work and human resource planning, recruitment, selection, placement, employee leasing, recruitment process outsourcing, outplacement, human resource information system	10 Lectures
Unit 3:Development and Assessment – HR assessment and development, institutionalizing performance management system, performance review, assessment centres, potential appraisal, career management, workforce training, designing and administering employee and executive development programmes	10 Lectures
Unit 4:Compensating HR – Philosophies regarding rewards, components and objectives of organizational reward system, policy issues in pay administration, individual and organization-wide incentives, employee benefit plans, employee health and safety, labour relations and collective bargaining	10 Lectures

SUGGESTED READINGS:

1. Cascio, Wayne F, Managing Human Resources, Tata McGraw Hill, New Delhi
2. Dessler, Gary and Biju Varkkey, Human Resource Management, Pearson Education, New Delhi
3. DeNisi, Angelo and Ricky W. Griggin, Human Resource Management, Biztantra – Houghton Migglin
4. Ivancevich, John, Human Resource Management, Tata Mc Graw Hill
5. Noe, Raymond, John Hollenbeck, Barry Gerhart and Patrick M Wright, Human Resource Management – Gaining Competitive Advantage, Tata Mc Graw Hill, New Delhi
6. Snell, Scott and George Bohlander, Human Resource Management, Cengage Learning

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the

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questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Class Participation(CP) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	**100**

Mapping Matrix of Course:246MIMDC4

Table 1: CO-PO & CO-PSO Matrix for the Course 246MIMDC4: HUMAN RESOURCE MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	3	2	2	3	2	3	3	3	1
CO2	2	2	2	1	3	1	3	1	3	1
CO3	3	3	3	2	3	3	2	3	3	1
CO4	3	3	3	3	3	1	3	3	3	3
Average	2.75	2.75	2.5	2	3	1.75	2.75	2.5	3	1.5

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