

MBA (Integrated), Department of Management

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
Vocational Courses (VOC)											
245MIVOC5	To be selected from the pool		4	0	0	4	70	30	-	-	100
Skill Enhancement Course (SEC) / Summer Internship Report											
245MISEC6	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
Vocational Courses (VOC)											
246MIVOC5	To be selected from the pool		4	0	0	4	70	30	-	-	100
Skill Enhancement Course (SEC)											
246MISEC6	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.



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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.

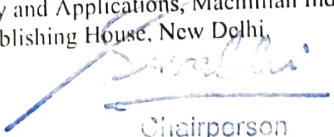
CO4: Evaluate the effectiveness of simulation techniques in modelling complex systems and decision-making processes, considering their advantages and limitations in different applications.

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	PSO3
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	2.25

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

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	PSO3
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

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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: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	PSO 3
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	2.25

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Name of Subject: BUSINESS PROCESS OUTSOURCING	Maximum Theory Marks: 50 (35+15)
Course Code: 245MIAEC4	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

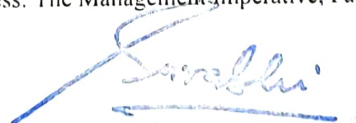
CO3: Demonstrate knowledge of and use communication technology in a BPO environment

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 execution of 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


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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 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.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Class Participation(CP) And Individual Assessment	5
2	Assessment 2: Mid-Term Exam (MTE)	5
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	5
	Internal Assessment (IA) (1+2+3)	15 (30%)
	End-Term Examination (EE)	35(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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Name of Subject: EMOTIONAL INTELLIGENCE	Maximum Theory Marks: 100 (70+ 30)
Course Code: 245MIVAC7	Time Allowed: 3 Hrs
Credits 4	Value Addition 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 fundamentals of emotional intelligence
- CO2: Understand and Distinguish between various dimensions of emotional intelligence
- CO3: Demonstrate various competencies of emotional intelligence
- CO3: Apply emotional intelligence for better decision-making

COURSE CONTENTS:

Unit 1: Fundamentals of Emotional Intelligence – Role of emotion in success, the relationship among emotions, feelings, attitude, behaviour and performance, complexity of human behaviour, intelligence, IQ and EI emotional hijacking.	10 Lectures
Unit 2: Dimensions of Emotional Intelligence – Personality and EI, Goleman's emotional intelligence model, culture and EI, self and EI, social dimensions of EI, leadership dimensions	10 Lectures
Unit 3: Competencies of EI – Self-regard, self-awareness, assertiveness, interdependence, self-actualization, empathy, social responsibility, interpersonal relationships, stress tolerance, impulse control, reality testing, flexibility, problem solving, optimism, happiness	10 Lectures
Unit 4: Applications of EI – Emotional Intelligence workouts to build effective skills, building EI organization, developing EI leadership, EI for teams, EI and change	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


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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:245MIVAC7

Table 1: CO-PO & CO-PSO Matrix for the Course 245MIVAC7: Emotional Intelligence

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

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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 and Labour 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.

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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: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 McGraw Hill, New Delhi
3. Robbins, Stephen, Timothy A Judge and Seema Sanghi, Organizational Behaviour, Pearson Education, 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: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 Adoption, 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, Abraham 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 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

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