Annamalai University

REGULATIONS FOR THE TWO-YEAR POST GRADUATE PROGRAMMES UNDER CHOICE BASED CREDIT SYSTEM (CBCS)

These Regulations are common to all the students admitted to the Two-Year Master’s Programmes in the Faculties of Arts, Science, Indian Languages, Education, Marine Sciences, and Fine Arts from the academic year 2019-2020 onwards.

1. Definitions and Nomenclature

1.1 University refers to Annamalai University.

1.2 Department means any of the academic departments and academic centres at the University.

1.3 Discipline refers to the specialization or branch of knowledge taught and researched in higher education. For example, Botany is a discipline in the Natural Sciences, while Economics is a discipline in Social Sciences.

1.4 Programme encompasses the combination of courses and/or requirements leading to a Degree. For example, M.A., M.Sc.

1.5 Course is an individual subject in a programme. Each course may consist of Lectures/Tutorials/Laboratory work/Seminar/Project work/Experiential learning/ Report writing/viva-voce etc. Each course has a course title and is identified by a course code.

1.6 Curriculum encompasses the totality of student experiences that occur during the educational process.

1.7 Syllabus is an academic document that contains the complete information about an academic programme and defines responsibilities and outcomes. This includes course information, course objectives, policies, evaluation, grading, learning resources and course calendar.

1.8 Academic Year refers to the annual period of sessions of the University that comprises two consecutive semesters.

1.9 Semester is a half-year term that lasts for a minimum duration of 90 days. Each academic year is divided into two semesters.

1.10 Choice Based Credit System A mode of learning in higher education that enables a student to have the freedom to select his/her own choice of elective courses across various disciplines for completing the Degree programme.

1.11 Core Course is mandatory and an essential requirement to qualify for the Degree.

1.12 Elective Course is a course that a student can choose from a range of alternatives.

1.13 Value-added Courses are optional courses that complement the students' knowledge and skills and enhance their employability.

1.14 Credit refers to the quantum of course work in terms of number of class hours in a semester required for a programme. The credit value reflects the content and duration of a particular course in the curriculum.

1.15 Credit Hour refers to the number of class hours per week required for a course in a semester. It is used to calculate the credit value of a particular course.

1.16 Programme Outcomes (POs) are statements that describe crucial and essential knowledge, skills and attitudes that students are expected to achieve and can reliably manifest at the end of a programme.

1.17 Programme Specific Outcomes (PSOs) are statements that list what the graduate of a specific programme should be able to do at the end of the programme.

1.18 Learning Objectives also known as Course Objectives are statements that define the expected goal of a course in terms of demonstrable skills or knowledge that will be acquired by a student as a result of instruction.
1.19 **Course Outcomes (COs)** are statements that describe what students should be able to achieve/demonstrate at the end of a course. They allow follow-up and measurement of Learning Objectives.

1.20 **Grade Point Average (GPA)** is the average of the grades acquired in various courses that a student has taken in a semester. The formula for computing GPA is given in section 11.3

1.21 **Cumulative Grade Point Average (CGPA)** is a measure of overall cumulative performance of a student over all the semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters.

1.22 **Letter Grade** is an index of the performance of a student in a particular course. Grades are denoted by the letters S, A, B, C, D, E, RA, and W.

2. **Programmes Offered and Eligibility Criteria**

The Department of Business administration offers SEVEN two Year MBA Programmes and the eligibility criteria for each of these programmes are detailed below.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Programme</th>
<th>Eligibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>M.B.A. Business Analytics</td>
<td>The candidate who has undergone 10+2+3/4 pattern of study in any discipline with a minimum of 50% marks in Part- III. Admission is through TANCET.</td>
</tr>
<tr>
<td>2.</td>
<td>M.B.A. Dual Specialization</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>M.B.A. Infrastructure Management</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>M.B.A. Marketing Management</td>
<td></td>
</tr>
</tbody>
</table>

2.1 **In the case of SC/ST and Differently-abled candidates, a pass is the minimum qualification for all the above Programmes.**

3. **Reservation Policy**

Admission to the various programmes will be strictly based on the reservation policy of the Government of Tamil Nadu.

4. **Programme Duration**

4.1 The Two Year Master’s Programmes consist of two academic years.

4.2 Each academic year is divided into two semesters, the first being from July to November and the second from December to April.

4.3 Each semester will have 90 working days (18 weeks).

5 **Programme Structure**

5.1 The Two Year Master’s Programme consists of Core Courses, Elective Courses (Departmental & Interdepartmental), and Project.

5.2 **Core courses**

5.2.1 These are a set of compulsory courses essential for each programme.

5.2.2 The core courses include both Theory (Core Theory) and Practical (Core Practical) courses.

5.3 **Elective courses**

5.3.1 **Departmental Electives (DEs)** are the Electives that students can choose from a range of Electives offered within the Department.

5.3.2 **Interdepartmental Electives (IDEs)** are Electives that students can choose from amongst the courses offered by other departments of the same faculty as well as by the departments of other faculties.
5.3.3 Students shall take a combination of both DEs and IDEs.

5.4 Experiential Learning

5.4.1 Experiential learning provides opportunities to students to connect principles of the discipline with real-life situations.

5.4.2 In-plant training/field trips/internships/industrial visits (as applicable) fall under this category.

5.4.3 Experiential learning is categorised as Core.

5.5 Project

5.5.1 Each student shall undertake a Project in the final semester.

5.5.2 The Head of the Department shall assign a Research Supervisor to the student.

5.5.3 The Research Supervisor shall assign a topic for research and monitor the progress of the student periodically.

5.5.4 Students who wish to undertake project work in recognised institutions/industry shall obtain prior permission from the University. The Research Supervisor will be from the host institute, while the Co-Supervisor shall be a faculty in the parent department.

5.6 Value added Courses (VACs)

5.6.1 Students may also opt to take Value added Courses beyond the minimum credits required for award of the Degree. VACs are outside the normal credit paradigm.

5.6.2 These courses impart employable and life skills. VACs are listed in the University website and in the Handbook on Interdepartmental Electives and VACs.

5.6.3 Each VAC carries 2 credits with 30 hours of instruction, of which 60% (18 hours) shall be Theory and 40% (12 hours) Practical.

5.6.4 Classes for a VAC are conducted beyond the regular class hours and preferably in the II and III Semesters.

5.7 Online Courses

5.7.1 The Heads of Departments shall facilitate enrolment of students in Massive Open Online Courses (MOOCs) platform such as SWAYAM to provide academic flexibility and enhance the academic career of students.

5.7.2 Students who successfully complete a course in the MOOCs platform shall be exempted from one elective course of the programme.

5.8 Credit Distribution

The credit distribution is organised as follows:

<table>
<thead>
<tr>
<th></th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Courses</td>
<td>65-75</td>
</tr>
<tr>
<td>Elective Courses</td>
<td>15</td>
</tr>
<tr>
<td>Project</td>
<td>6-8</td>
</tr>
<tr>
<td>Total (Minimum requirement for award of Degree)</td>
<td>90-95*</td>
</tr>
</tbody>
</table>

*Each Department shall fix the minimum required credits for award of the Degree within the prescribed range of 90-95 credits.

5.9 Credit Assignment

Each course is assigned credits and credit hours on the following basis:

1. Credit is defined as
2. 1 Lecture period of one hour per week over a semester
3. 1 Tutorial period of one hour per week over a semester
4. 1 Practical/Project period of two or three hours (depending on the discipline) per week over a semester.
6 Attendance

6.1 Each faculty handling a course shall be responsible for the maintenance of Attendance and Assessment Record for candidates who have registered for the course.

6.2 The Record shall contain details of the students’ attendance, marks obtained in the Continuous Internal Assessment (CIA) Tests, Assignments and Seminars. In addition the Record shall also contain the organisation of lesson plan of the Course Instructor.

6.3 The record shall be submitted to the Head of the Department once a month for monitoring the attendance and syllabus coverage.

6.4 At the end of the semester, the record shall be duly signed by the Course Instructor and the Head of the Department and placed in safe custody for any future verification.

6.5 The Course Instructor shall intimate to the Head of the Department at least seven calendar days before the last instruction day in the semester about the attendance particulars of all students.

6.6 Each student shall have a minimum of 75% attendance in all the courses of the particular semester failing which he or she will not be permitted to write the End-Semester Examination. The student has to redo the semester in the next year.

6.7 Relaxation of attendance requirement up to 10% may be granted for valid reasons such as illness, representing the University in extracurricular activities and participation in NCC/NSS/YRC/RRC.

7 Mentor-Mentee System

7.1 To help the students in planning their course of study and for general advice on the academic programme, the Head of the Department will attach certain number of students to a member of the faculty who shall function as a Mentor throughout their period of study.

7.2 The Mentors will guide their mentees with the curriculum, monitor their progress, and provide intellectual and emotional support.

7.3 The Mentors shall also help their mentees to choose appropriate electives and value-added courses, apply for scholarships, undertake projects, prepare for competitive examinations such as NET/SET, GATE etc., attend campus interviews and participate in extracurricular activities.

8 Examinations

8.1 The examination system of the University is designed to systematically test the student's progress in class, laboratory and field work through Continuous Internal Assessment (CIA) Tests and End-Semester Examination (ESE).

8.2 There will be two CIA Tests and one ESE in each semester.

8.3 The Question Papers will be framed to test different levels of learning based on Bloom’s taxonomy viz. Knowledge, Comprehension, Application, Analysis, Synthesis and Evaluation/Creativity.

8.4 Continuous Internal Assessment Tests

8.4.1 The CIA Tests shall be a combination of a variety of tools such as class tests, assignments, seminars, and viva-voce that would be suitable to the course. This requires an element of openness.

8.4.2 The students are to be informed in advance about the assessment procedures.

8.4.3 The pattern of question paper will be decided by the respective faculty.

8.4.4 CIA Test-I will cover the syllabus of the first two Units while CIA Test-II will cover the last three Units.

8.4.5 CIA Tests will be for two to three hours duration depending on the quantum of syllabus.
8.4.6 A student cannot repeat the CIA Test-I and CIA Test-II. However, if for any valid reason, the student is unable to attend the test, the prerogative of arranging a special test lies with the teacher in consultation with the Head of the Department.

8.5 End Semester Examinations (ESE)

8.5.1 The ESE for the first/third semester will be conducted in November and for the second/fourth semester in May.

8.5.2 A candidate who does not pass the examination in any course(s) of the first, second and third semesters will be permitted to reappear in such course(s) that will be held in April and November in the subsequent semester/year.

8.5.3 The ESE will be of three hours duration and will cover the entire syllabus of the course.

9 Evaluation

9.1 Marks Distribution

9.1.1 Each course, both Theory and Practical as well as Project/Internship/Field work/In-plant training shall be evaluated for a maximum of 100 marks. For the theory courses, CIA Tests will carry 25% and the ESE 75% of the marks.

9.1.2 For the Practical courses, the CIA Tests will constitute 40% and the ESE 60% of the marks.

9.2 Assessment of CIA Tests

9.2.1 For the CIA Tests, the assessment will be done by the Course Instructor

9.2.2 For the Theory Courses, the break-up of marks shall be as follows:

<table>
<thead>
<tr>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test-I &amp; Test-II</td>
</tr>
<tr>
<td>Seminar</td>
</tr>
<tr>
<td>Assignment</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

9.2.3 For the Practical Courses (wherever applicable), the break-up of marks shall be as follows:

<table>
<thead>
<tr>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test-I</td>
</tr>
<tr>
<td>Test-II</td>
</tr>
<tr>
<td>Viva-voce and Record</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

9.3 Assessment of End-Semester Examinations

9.3.1 Evaluation for the ESE is done by both External and Internal examiners (Double Evaluation).

9.3.2 In case of a discrepancy of more than 10% between the two examiners in awarding marks, third evaluation will be resorted to.

9.4 Assessment of Project/Dissertation

9.4.1 The Project Report/Dissertation shall be submitted as per the guidelines laid down by the University.

9.4.2 The Project Work/Dissertation shall carry a maximum of 100 marks.

9.4.3 CIA for Project will consist of a Review of literature survey, experimentation/field work, attendance etc.

9.4.4 The Project Report evaluation and viva-voce will be conducted by a committee constituted by the Head of the Department.
9.4.5 The Project Evaluation Committee will comprise the Head of the Department, Project Supervisor, and a senior faculty.

9.4.6 The marks shall be distributed as follows:

<table>
<thead>
<tr>
<th>Continuous Internal Assessment (25 Marks)</th>
<th>End Semester Examination (75 Marks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review-I: 10</td>
<td>Review-II: 15</td>
</tr>
<tr>
<td>Project / Dissertation Evaluation</td>
<td>Viva-voce</td>
</tr>
<tr>
<td></td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>25</td>
</tr>
</tbody>
</table>

9.5 Assessment of Value-added Courses

9.5.1 Assessment of VACs shall be internal.

9.5.2 Two CIA Tests shall be conducted during the semester by the Department(s) offering VAC.

9.5.3 A committee consisting of the Head of the Department, faculty handling the course and a senior faculty member shall monitor the evaluation process.

9.5.4 The grades obtained in VACs will not be included for calculating the GPA.

9.6 Passing Minimum

9.6.1 A student is declared to have passed in each course if he/she secures not less than 40% marks in the ESE and not less than 50% marks in aggregate taking CIA and ESE marks together.

9.6.4 A candidate who has not secured a minimum of 50% of marks in a course (CIA + ESE) shall reappear for the course in the next semester/year.

10. Conferment of the Master’s Degree

A candidate who has secured a minimum of 50% marks in all courses prescribed in the programme and earned the minimum required credits shall be considered to have passed the Master’s Programme.

11. Marks and Grading

11.1 The performance of students in each course is evaluated in terms Grade Point (GP).

11.2 The sum total performance in each semester is rated by Grade Point Average (GPA) while Cumulative Grade Point Average (CGPA) indicates the Average Grade Point obtained for all the courses completed from the first semester to the current semester.

11.3 The GPA is calculated by the formula

\[
GPA = \frac{\sum_{i=1}^{n} C_i G_i}{\sum_{i=1}^{n} C_i}
\]

where, \( C_i \) is the Credit earned for the Course \( i \) in any semester;

\( G_i \) is the Grade Point obtained by the student for the Course \( i \) and

\( n \) is the number of Courses passed in that semester.

11.4 CGPA is the Weighted Average Grade Point of all the Courses passed starting from the first semester to the current semester.

\[
CGPA = \frac{\sum_{i=1}^{m} E_i C_i G_i}{\sum_{i=1}^{m} E_i C_i}
\]

where, \( C_i \) is the Credit earned for the Course \( i \) in any semester;

\( G_i \) is the Grade Point obtained by the student for the Course \( i \) and

\( n \) is the number of Courses passed in that semester.

\( m \) is the number of semesters
11.5 Evaluation of the performance of the student will be rated as shown in the Table.

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Grade Points</th>
<th>Marks %</th>
</tr>
</thead>
<tbody>
<tr>
<td>S</td>
<td>10</td>
<td>90 and above</td>
</tr>
<tr>
<td>A</td>
<td>9</td>
<td>80-89</td>
</tr>
<tr>
<td>B</td>
<td>8</td>
<td>70-79</td>
</tr>
<tr>
<td>C</td>
<td>7</td>
<td>60-69</td>
</tr>
<tr>
<td>D</td>
<td>6</td>
<td>55-59</td>
</tr>
<tr>
<td>E</td>
<td>5</td>
<td>50-54</td>
</tr>
<tr>
<td>RA</td>
<td>0</td>
<td>Less than 50</td>
</tr>
<tr>
<td>W</td>
<td>0</td>
<td>Withdrawn from the examination</td>
</tr>
</tbody>
</table>

11.6 Classification of Results. The successful candidates are classified as follows:

11.6.1 For First Class with Distinction: Candidates who have passed all the courses prescribed in the Programme in the first attempt with a CGPA of 8.25 or above within the programme duration. Candidates who have withdrawn from the End Semester Examinations are still eligible for First Class with Distinction (See Section 12 for details).

11.6.2 For First Class: Candidates who have passed all the courses with a CGPA of 6.5 or above.

11.6.3 For Second Class: Candidates who have passed all the courses with a CGPA between 5.0 and less than 6.5.

11.6.4 Candidates who obtain highest marks in all examinations at the first appearance alone will be considered for University Rank.

11.7 Course-Wise Letter Grades

11.7.1 The percentage of marks obtained by a candidate in a course will be indicated in a letter grade.

11.7.2 A student is considered to have completed a course successfully and earned the credits if he/she secures an overall letter grade other than RA.

11.7.3 A course successfully completed cannot be repeated for the purpose of improving the Grade Point.

11.7.4 A letter grade RA indicates that the candidate shall reappear for that course. The RA Grade once awarded stays in the grade card of the student and is not deleted even when he/she completes the course successfully later. The grade acquired later by the student will be indicated in the grade sheet of the Odd/Even semester in which the candidate has appeared for clearance of the arrears.

11.7.5 If a student secures RA grade in the Project Work/Field Work/Practical Work/Dissertation, he/she shall improve it and resubmit if it involves only rewriting/incorporating the clarifications suggested by the evaluators or he/she can re-register and carry out the same in the subsequent semesters for evaluation.

12. Provision for Withdrawal from the End Semester Examination

12.1 The letter grade W indicates that a candidate has withdrawn from the examination.

12.2 A candidate is permitted to withdraw from appearing in the ESE for one course or courses in ANY ONE of the semesters ONLY for exigencies deemed valid by the University authorities.

12.3 Permission for withdrawal from the examination shall be granted only once during the entire duration of the programme.
12.3 Application for withdrawal shall be considered **only** if the student has registered for the course(s), and fulfilled the requirements for attendance and CIA tests.

12.4 The application for withdrawal shall be made ten days prior to the commencement of the examination and duly approved by the Controller of Examinations. Notwithstanding the mandatory prerequisite of ten days notice, due consideration will be given under extraordinary circumstances.

12.5 Withdrawal is **not** granted for arrear examinations of courses in previous semesters and for the final semester examinations.

12.6 Candidates who have been granted permission to withdraw from the examination shall reappear for the course(s) when the course(s) are offered next.

12.7 Withdrawal shall not be taken into account as an appearance for the examination when considering the eligibility of the candidate to qualify for First Class with Distinction.

13. **Academic misconduct**

   Any action that results in an unfair academic advantage/interference with the functioning of the academic community constitutes academic misconduct. This includes but is not limited to cheating, plagiarism, altering academic documents, fabrication/falsification of data, submitting the work of another student, interfering with other students’ work, removing/defacing library or computer resources, stealing other students’ notes/assignments, and electronically interfering with other students’/University’s intellectual property. Since many of these acts may be committed unintentionally due to lack of awareness, students shall be sensitised on issues of academic integrity and ethics.

14. **Transitory Regulations**

   Wherever there has been a change of syllabi, examinations based on the existing syllabus will be conducted for two consecutive years after implementation of the new syllabus in order to enable the students to clear the arrears. Beyond that, the students will have to take up their examinations in equivalent subjects, as per the new syllabus, on the recommendation of the Head of the Department concerned.

15. **Notwithstanding anything contained in the above pages as Rules and Regulations governing the Two Year Master’s Programmes at Annamalai University, the Syndicate is vested with the powers to revise them from time to time on the recommendations of the Academic Council.**
## Programme Structure
(For students admitted from the academic year 2019-2020)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours per week</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>L</td>
<td>P</td>
</tr>
<tr>
<td>19BHRC101</td>
<td>Core 1: Management Process</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>19BHRC102</td>
<td>Core 2: Managerial Economics</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>19BHRC103</td>
<td>Core 3: Organizational Behaviour</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>19BHRC104</td>
<td>Core 4: Accounting for Managers</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>19BHRC106</td>
<td>Core 5: Computer Applications in Management</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>19BHRC107</td>
<td>Core 6: Project Entrepreneurship and Small Business Management</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>19BHRC108</td>
<td>Core 7: Research Methodology</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>19BHRC109</td>
<td>Comprehensive Viva-voce (Industrial Visits and Courses)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>19BHRC201</td>
<td>Core 8: Financial Management</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>19BHRC202</td>
<td>Core 9: Marketing Management</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>19BHRC203</td>
<td>Core 10: Human Resource Management</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>19BHRC204</td>
<td>Core 11: Production and Materials Management</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>19XXXX205</td>
<td>Elective 1: Interdepartmental Elective</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td>19BHRC206</td>
<td>Core 12: Decision Support System and Management Information System</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>19BHRE207</td>
<td>Elective 2: Department Elective</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td>19BHRE208</td>
<td>Elective 3: Department Elective</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td>19BHRC209</td>
<td>Core 13: Practical I (Statistical package on Business Decision)</td>
<td>-</td>
<td>4</td>
</tr>
<tr>
<td>19BHRC210</td>
<td>Field visit and Viva-voce (Exposure to Small and Medium Enterprises)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>28</td>
<td></td>
</tr>
<tr>
<td>Value Added Course (VAC)</td>
<td>Carries Additional Credits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19BHRC301</td>
<td>Core 14: Operations Research</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>19BHRC302</td>
<td>Core 15: Introduction to Business Analytics</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>19BHRC303</td>
<td>Core 16: Business Legislations</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>19BHRC304</td>
<td>Core 17: International Business and Export Management</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>19BHRC306</td>
<td>Core 18: Soft Skills</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>19BHRE307</td>
<td>Elective 4: Department Elective</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td>19BHRE308</td>
<td>Elective 5: Department Elective</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td>19BHRC309</td>
<td>Internship Project and Viva-voce</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
<td>Hours per week</td>
<td>C</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------------------------------------------</td>
<td>----------------</td>
<td>---</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>CIA</td>
</tr>
<tr>
<td>19BHRC401</td>
<td>Core 19: Retailing and Rural Marketing</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>19BHRC402</td>
<td>Core 20: Business Policy and Strategic Management</td>
<td>4</td>
<td>-</td>
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**Note:**

1. Students shall take both Department Electives (DEs) and Interdepartmental Electives (IDEs) from a range of choices available.
2. Students may opt for any Value-added Courses listed in the University website.

**Department Electives (DE)**

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Programme Outcomes

PO1: Critical thinking
PO2: Cultivating Cognitive skills required in the job market
PO3: Effective Communication
PO4: Familiarity with ICT to thrive in the information age
PO5: Cultivating aptitude for research
PO6: Respect for alternate view-points including those conflicting with one’s own perspectives
PO7: Ability to work individually and as members in a team
PO8: Upholding ethical standards
PO9: Acting local while thinking global
PO10: Commitment to gender equality
PO11: Commitment to Sustainable development
PO12: Lifelong learning

Programme Specific Outcomes

After Completion of MBA (HRM), students will

PSO1: Display competencies and knowledge in all HR functions
PSO2: Develop own professional development in HR and exhibit leadership skills in workplace
PSO3: Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes
PSO4: Follow efficient decision making skills in solving HR issues
PSO5: Integrate and synthesize the various approaches to organizational and HR problems within and between disciplines
PSO6: Facilitate and communicate the messages and processes related to the human resources function of the organization
PSO7: Research and analyze information needs and apply current and emerging information technologies to support the human resources function
19BHRC101: Management Process

Learning Objectives
The objective of this course is
LO1: To impart knowledge in general management practice in an organization.
LO2: To provide managerial skills to students to manage an organization.
LO3: To impart knowledge in management activities like planning, organizing, staffing, directing, motivating and controlling.
LO4: To provide the general outline about the need for controlling in an organization.
LO5: To impart knowledge on the need for communication and different types of communication.

Unit–1 Introduction (14 h)

Unit–2 Planning (10 h)
Distinction between operational and strategic planning – Types of plans – Grouping of various types of plans – Steps in planning – Importance of policies – Types of policies – Principles of policy making – Policy formulation and Administration – Basic area of policy making.

Unit–3 Organising (10 h)

Unit–4 Staffing and Directing (12 h)

Unit–5 Supervising Control and MBO (14 h)

Text books

Supplementary Readings
Course outcomes
Upon completion of the course students will be able to

CO1 Impart knowledge in general management practice like planning, organizing, staffing, directing, motivating and controlling in an organization.

CO2 Understand the need for teamwork, to work effectively in a team and to act as a global leader.

CO3 Improve the Cognitive skills related to Indian and global Organisation structure and to understand the different levels of management in an organisation.

CO4 Understand the need for quality policy and controlling techniques to be practiced in an organization.

CO5 Improve and develop the communication skills and the need for ethical business practice.

CO6 Develop conflict management plan and to solve the problems in an organization.

Outcome Mapping

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Semester – I
19BHRC102 : Managerial Economics
Credits: 2
Hours: 60

Learning Objectives
The Objective of this course is

LO1: To understand and learn the economic theories and concepts to be adapted in business development.

LO2: To impart knowledge in analytical skills enabling the students to face the challenges arising in business organisation.

LO3: To provide and help the students a vast knowledge on managerial economics to become business entrepreneurs.

LO4: To provide the concepts of cost analysis and pricing decision in economic aspects

LO5: To impart knowledge in profit analysis towards business operation

Unit–1 Basic Concepts (14 h)

Unit–2 Cost Analysis (10 h)
Cost concepts and classifications – Cost output relationship in the long run and short run – Economies (Internal and External) and Diseconomies of scale – Cost control and Cost reduction – Production function – Isoquants, Isocost curves and least cost combination.

Unit–3 Pricing Decisions (12 h)

Unit–4 Profit Analysis (10 h)
Profit theories – profit policy – Profit budget – Break even analysis – Break even chart – Theory of profit maximization.

**Unit-5 Macro Economics and Business Decision (14 h)**

**Text Books**

**Supplementary Readings**

**Course Outcomes**
Upon completion of this course the students will have the ability to

- CO1: Analyse the situations challenging the management environment in an organisation.
- CO2: Understand the role of Economic theory and concepts in Management Decision making
- CO3: Knowing the cost theories will be able to be effective manager in cost reduction
- CO4: Handle the Micro and Macro environment.
- CO5: Understand the challenges of entrepreneur and build the confidence to do his own business.
- CO6: Manage any situation arising in business environment.

**Outcome Mapping**

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**Semester – I**

19BHRC103 : Organizational Behaviour  
Credits: 2  
Hours: 60

**Learning Objectives**
The objective of this course is to

- LO1: To learn and understand organizational behaviour concepts and models, moving from individual behaviour to group behaviour
- LO2: To explain the concepts of organizational behaviour and develop effective Human Relations Policies for effective performance.
- LO3: To provide the concepts of attitude, motivation and job satisfaction and related theories.
- LO4: To impart knowledge on the personality & personality attributes of employees in an organisation
- LO5: To provide the concepts of leadership conflict organizational change
Unit –1 Organizational Behaviour: An Overview (14 h)
Historical Development, Behavioural sciences and Organizational behaviour organizational behaviour (OB) in global context, Managing worker diversityDeveloping Assertive Behaviour SkillsEmerging Business Realities.

Unit2 LearningAttitudesValues and Job Satisfaction (10 h)
Learning: Definition and Importance, Theories of learning, Principles of learning, Shaping as managerial tool, Applications in organizations. Attitudes, Values and Job Satisfaction: Sources and types of attitudes, Attitude formation and change, Cognitive Dissonance Theory. Values: meaning, importance, source and types, and applications in organizations. Effects of employee attitude, Job related attitudes.

Unit –3 Personality & Personality Attributes (10 h)

Unit4 MotivationCultureGroup Dynamics (14 h)
Motivation: Theories of motivation, Motivation applied in organizations, Principles, applications dimensions & Types of culture, Creating, Sustaining & Transmitting culture, Keeping cultures alive & How employees learn cultureEmotions & Emotional IntelligenceHandling Fear, Anger and Depression Group Processes & Teams in Organizations nature of groups, Stages of group development, Meaning of teams, Types of teams, characteristics of teams, Team development, Team decision making Interpersonal CommunicationsIncreasing Personal and Interpersonal effectiveness through understanding and practicing, Transactional Analysis and Johari Window Model.

Unit5 LeadershipConflictOrganizational Change (12 h)
Leadership Characteristics of Leading, Importance of Leading, Functions of Leading Power & Politics at work nature & bases of power, power relationships, organizational politics, outcomes of power Conflict, Negotiations sources of conflict, Resolution techniques, and stimulation techniques. Stress: Meaning, factors responsible for stress, coping strategies & Stress Managementtypes of change, managing organizational change, resistance to change, overcoming resistance to change. Meaning & values of organizational development, Organizational development approaches and techniques.

Text Books

Supplementary Reading

Course Outcome
Upon completion of the course students will be able to
CO1: Understand individual behavior in organizations, including diversity, attitudes.
CO2: Study job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.
CO3: Recognize group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.
CO4: Unleash the organizational system, including organizational structures, culture, human
Outcome Mappings

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Learning Objectives
LO1: To acquaint the students with the various concepts, techniques of accounts methods
LO2: To analyse the process of accounting data analysis and interpretation.
LO3: To help the student take decision making in the areas of management accounting.
LO4: To impart knowledge on the financial statement analysis, ratio analysis, fund and cash flow analysis
LO5: To provide the managerial concepts of standard costing and variance analysis

Unit–1 Introduction to Management Accounting and Financial Accounting (14 h)

Unit–2 Financial Statement Analysis, Ratio Analysis, Fund and Cash Flow Analysis (12 h)

Unit–3 Methods and Techniques of Cost Accounting (10 h)
Concept of cost – Elements of cost – Cost Accounting – Objectives – Cost Sheet (Problems) – Classification of cost – Cost Unit and Cost Centre – Methods of Costing _ Techniques of Costing.

Unit–4 Marginal Costing, Budget and Budgetary Control (10 h)
Marginal Costing – Concept – Advantages and Disadvantages – Break even analysis – Cost volume profit analysis – Budget and Budgetary control – Objectives – Type of budgets – Preparation of Sales, Cash, flexible and master budgets (simple problems).

Unit5 Standard Costing and Variance Analysis (14 h)

Text books

**Supplementary Readings**
1. Maheswari, S.N., *Cost and Management Accounting*, Sultan Chand & Sons., Publisher

**Course Outcomes**
Upon completion of the course students will be able to
CO1: Understand and get knowledge on accounting format with effectively and professionally.
CO2: Acquire the knowledge and skills that related to financial and nonfinancial information to formulate business.
CO3: Develop the global business, how to management accounting helps for decision making.
CO4: work individual as well as team member in financial aspects of business.
CO5: Analyse and Implementation their responsibility and ethical financial information.
CO6: Provide sustainable development of business using tools and technique in accounting.

**Outcome Mapping**

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**Semester – I**
19BHRC106 : Computer Applications in Management
Credits: 2
Hours: 60

**Learning Objectives**
The Learning Objectives of the course is
LO1: To explain the fundamentals of computers, hardware, software and its evolution.
LO2: To provide indepth knowledge on software development process and its related functionalities.
LO3: To enable data processing concepts and its applications.
LO4: To impart knowledge on networking, its types and topologies.
LO5: To introduce the strategic implementation of IT and its applications in organisations

**Unit–1 Computer Fundamentals (14 h)**

**Unit–2 Software Development applications (10 h)**

**Unit–3 Data Processing Concepts (10 h)**

**Unit–4 Computer Networks (12 h)**


**Unit5 Implementing and Managing IT (14 h)**


**Text Books**

**Supplementary Readings**

**Course Outcome**
Upon completion of the course the students will be able to

**CO1:** Understand the evolution and recent developments in hardware, software, management functions related packages and other accessories.

**CO2:** Recognise, understand and involve in development of programs, system software and applications for various functions of business.

**CO3:** Organize and work with files, folders and data storage for various functions in modern business

**CO4:** Get familiar with working in MSoffice and its application for various functions in modern business.

**CO5:** Gain familiarity with the concepts and terminology used in the network development

**CO6:** Implement and maintain the operations of networking in information system of various functions for strategic advantage.

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Learning Objectives
The objective of this course is to
LO1: Make understand the frame work for of project and stages involved in it
LO2: Explain the process of developing the project and roles and responsibilities of personnel involved in it.
LO3: Create awareness of the project feasibility and finance involved in it.
LO4: Create awareness of SMME and its role in economy and its developments.
LO5: Evaluating the project and to prepare a ground where the students build the necessary competencies and to motivate for a career in Entrepreneurship.

Unit–1 Project Planning (10 h)

Unit–2 Project Feasibility and Project Finance and Evaluation (14 h)

Unit–3 Introduction to Entrepreneur (12 h)

Unit–4 Entrepreneurship Environment and Challenges (10 h)

Unit 5 Small Business Management (14 h)

Text books
1. Prasanna Chandra, Projects, Tata McGraw hill, New Delhi, 2007

Supplementary Readings

Course outcomes
Upon completion of the course students will be able to
CO1: Understand and get skill on Project management tools and Information system used in a project.
CO2: Impart knowledge on infrastructure project and project identification methods that are practiced in Indian and Global scenario.
CO3: Improve cognitive skills on project delays and to resolve conflict in a project.
CO4: Understand the role of entrepreneur and ethical practice in Indian and global scenario.
CO5: Develop the leadership skills, communication skills and the ability to work with a project team.
CO6: Impart knowledge on Training institute and financial institution that assist the small scale industry in the sustainable development.

Outcome Mapping

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Semester – I 19BHRC108 – Research Methodology Credits: 2 Hours: 60

Learning Objective
The objective of this course is
LO1: To equip the students with the basic understanding of the research methodology
LO2: To provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.
LO3: To impart knowledge in data collection and research tools to efficiently complete their business research.
LO4: To provide the statistical concepts of primary and secondary data and its collection methods
LO5: To make understand the method of preparing statistical reports in business organization

Unit–1 Introduction to Research and Research Methodology (14 h)

Unit–2 Data Collection (10 h)
Methods of data collection – Observational and Survey methods – Field work plan – Administration of surveys – Training for field investigators – Sampling methods – Sample size.

Unit–3 Research Tools (10 h)
Source of Data – Primary – Secondary data – Questionnaire Design; Attitude measurement techniques – Scaling Techniques.
Unit–4  Application of Statistics in Research (14 h)

Unit5  Report Preparation (12 h)

Text Books

Supplementary Readings

Course Outcomes
Upon completion of the course students will be able to
CO1: Display competencies and knowledge on the key knowledge area of research and its methodologies.
CO2: Acquire the skills to explore appropriate research problems and parameters.
CO3: Evaluate research problems and various research designs,
CO4: Formulate hypotheses and develop statistical models
CO5: Acquire the skills to analyse various research problems, interpret the various statistical tests results and generate good research reports.
CO6: Develop proficiency in using SPSS for Data analysis.

Outcome Mapping

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Semester – I

19BHRC109 : Comprehensive Vivavoce (Industrial Visits and Subjects)  Credits: 2
Learning Objectives
The objective of this course is to
LO1: To educate the concept of finance and its concern with everything that takes place in the conduct of the business.
LO2: to develop and acquaint the students with the various concepts, techniques, methods of planning and forecasting.
LO3: To Explain various sources of finance, dividend policy and capital structure.
LO4: To impart knowledge on the working capital management
LO5: To provide the financial concepts of capital structure and capital budgeting.

Unit–1 Introduction to Financial Management (14 h)

Unit–2 Long Term Financing (10 h)

Unit–3 Working Capital Management (10 h)
Meaning of working capital  Net working capital – Financing mix approaches  Sources of working capital financing  Management of cash and marketable security: Importance of cash and liquidity Cash balance deciding factors Determination of cash cycle –Receiveable management Objectives Formulation of Credit and collection policies Inventory management Objectives of Inventory – Determination of optimum level of inventory Types of Inventory.

Unit–4 Capital Structure and Capital Budgeting (12 h)

Unit5 Cost of Capital and Dividend Policy Decision (14 h)

Text books

Supplementary Readings

**Course outcome**

After completion of this course, the student should be able to:

CO1: Analyse the functions of finance manager who entails planning, organising, controlling, monitoring and evaluating the financial resources of an organisation to achieve its overall objectives.

CO2: Describe the characteristics of various sources of longterm financing.

CO3: Analyse the key issues related to working capital policy and various facets of inventory management.

CO4: Discuss the techniques of Capital budgeting and explore certain advanced issues in capital budgeting.

CO5: Expound various views on relationship between capital structure and cost of capital.

CO6: Explore the aspects of dividend decision and describe the determinants of appropriate dividend policy.

**Outcome Mapping**

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**Semester – II**

19BHRC202 : Marketing Management

**Credits:** 3

**Hours:** 60

**Learning Objectives**

This objective of this course is:

LO1: To familiarize with the various concepts in marketing

LO2: To acclimatize the students about the marketing environment

LO3: To understand consumer behaviour

LO4: To analyse the factors influencing consumer decision

LO5: To develop the ability to design best marketing strategy

**Unit–1 Marketing and its Environment (14 h)**


**Unit–2 Market Analysis and Segmentation (12 h)**


Unit–3 Product and Pricing Strategies (10 h)

Unit–4 Physical Distribution and Promotion (14 h)

Unit5 Consumer Behaviour and CRM (10 h)

Text Books

Supplementary Readings

Course Outcome
After completion of the course students will be able to
CO1: Familiar into marketing concept and environment.
CO2: Built the Critical approach and analyze the market and segmenting markets.
CO3: Well communicate the authorities about the buyer's opinion towards promotional as well as marketing mix strategies.
CO4: Analyze the innovative market information and derive insights.
CO5: Construct the suitable marketing strategies after evaluating the current trend about new products and copyrights.
CO6: Teach the ethics of marketing to the corporate world and also can explore the purchase decision process.

Outcome Mapping

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Learning Objectives:
The objective of the course is
LO1: To introduce the basic concepts to understand the importance of human resource Management
LO2: To provide understanding of the various functions of human resource management
LO3: To Acquaint the application of management functions and principles towards acquisition, development, retention and compensation of employees.
LO4: To provide the concepts of job analysis and job design
LO5: To impart knowledge on the promotion, job evaluation and compensation issues.

Unit–1 Introduction (14 h)

Unit–2 Job Analysis, Job Design and Human Resource Planning (10 h)

Unit–3 Training and Performance Appraisal (12 h)

Unit–4 Promotion, Job Evaluation and Compensation (10 h)

Unit5 Quality of work life and Participative Management (14 h)

Text Books

Supplementary Readings

Course Outcomes
Upon completion of the course students will be able to
CO1: Apply and contribute to the development, implementation and evaluation of Planning of Human Resources, Recruitment, Selection, and Retention.
CO2: Create the design and evaluation of Training and Development Programmes.
CO3: Develop and Facilitate Performance management and Compensation management by upholding ethical standards for sustainable development.
CO4: Critically evaluate and communicate Health, Welfare and safety aspects of employees and organization.
CO5: Appreciate Human Resource aspects of an organization for better decision making.
CO6: Conduct research, prepare report and recommend changes in Human Resource Practices.

Outcome Mapping

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Semester – II 19BHRC204 : Production and Materials Management Credits: 3 Hours: 60

LEARNING OBJECTIVES
The objective of this course is,
LO1: To acquire a working understanding of production function in the context of business enterprises and the various ergonomics considerations in designing the production system of an organisation.
LO2: To analyze the factors influencing plant location and principles of plant out existing in the industry.
LO3: To help the students to understand about production, planning and control and the role of Gantt charts in production scheduling.
LO4: To explain the essentials of materials management and the role of inventory system in running a business and to develop skills in solving production related problems.
LO5: To impart knowledge on the materials management information system.

Unit–1 Production Function (14 h)

Unit–2 Plant Layout and Maintenance (10 h)
Plant Layout – Types of layouts – Process layout – Product layout – Layout of service facilities – Office layout – Use of service facilities – Use of drawings, templates and models in

Unit–3 Production Planning and Control (10 h)


Unit–4 Materials Management and Materials Management Information System (12 h)


Unit5 Store and Purchase Function (14 h)


Text Books

Supplementary Readings

Course Outcomes
Upon completion of the course students will be able to,

CO1: Demonstrate the core features of production function at the operational and strategic levels, its correlation with employees, process, productivity, quality and information technology besides it contribution to the competitiveness of firms.

CO2: Appraise the production functions and their interaction with other business functions such as finance, marketing, human resource, supply chain and innovation.

CO3: Evaluate the factors that may influence the location of a plant in national and foreign along with the ability to identify operational methodologies to assess and improve the organizational overall performance.

CO4: Assess the principles underlying on Production Planning and Control and pertain various qualitative techniques of maintenance function for an extensive sustainability and development of the organizations.

CO5: Apply materials forecasting and planning techniques to carry out the work independently or team and develop basic materials requirement schedules in order to take aggregate decisions.

CO6: Develop an integrated framework for critical thinking entailed for today’s managers towards
purchasing policies, procedures, legal aspects, and tax considerations which analyze the enterprise as a whole with a specific focus on the organization's wealth creation processes.

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Semester – II 19BHRC206: Decision Support System and Management Information System Credits: 3 Hours: 60

Learning Objectives
The Learning Objectives of the course is
LO1: To provide a real-world understanding of information systems and Decision Support System application in business.
LO2: To impart a firm foundation and background needed in the field of information systems.
LO3: To explain the Information System technologies currently available in the business world.
LO4: To provide the right balance of conceptual background, technical information and real-world applications.
LO5: To introduce the infrastructure required and security issues for the effective use of Information System.

Unit–1 Basic MIS and DSS Concepts (14 h)
Management Information System: Definition; Concept; Frame Work. Elements of MIS: MIS Structure; Functional Components; Information Component; Human Component; System Component. Decision Support Systems: Definition; Types of problems structured, semistructured and unstructured problems; Sub Systems of DSS: Dialogue Management; Model Management and Data Management Sub systems.

Unit–2 Design and Development of MIS and DSS (10 h)
Designing Information System: System Development Life cycle (SDLC) approach: Requirement Analysis; Information gathering; Design and developing the IS; Implementation of IS in organizational settings. Rapid application Development: Application Systems; ERP applications. DSS development process; DSS evolution; GDSS application and design. Mathematical models in DSS.

Unit–3 Infrastructure for MIS and DSS (10 h)

Unit–4 MIS in Functional Components and System Security (14 h)
Unit 5  IT infrastructure Management (12 h)

Organising MIS function in the enterprise structure of MIS team in the organization; Different strategies of IT infrastructure management; Inhouse development of MIS; Outsourcing MIS function; Hardware and Software updating; End user training and development; End user training need identification.

Text Books

Supplementary Readings

Course Outcome
Upon completion of the course the students will be able to

CO1: Categorize the components of information systems and differentiate how they interact among them.
CO2: Understand MIS and DSS within a context of an integrated collection of subsystems within an organisation.
CO3: Classify the conceptual foundations, structure and technology of information systems.
CO4: Formulate and develop an information-based DSS and MIS, supporting improved decision making and problem solving by improved individual insight.
CO5: Determine and develop MIS and DSS in support of management, users and functional areas for the organisation.
CO6: Develop planning and techniques involved in the implementation of an information system, specifically MIS & DSS

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Semester – II 19BHRE207 - Industrial Relations And Labour Welfare Management  Credit: 3  Hours: 60

Learning Objective
LO1: To enable the students to understand the significance and applications of industrial relations and labour welfare management.
LO2: This course is an attempt to appreciate the conceptual and practical aspects of industrial relations and welfare at the macro and micro levels.
Unit-1 Introduction (14 h)
Industrial Relations Perspectives: Approaches – Scope Concept and Significance – IR Systems – Structure of IR dept. – Role of IR Officer – Industrial Relations and the Emerging Socio Economic Scenario – Causes for poor IR.

Unit-2 Trade Unions and Discipline (12 h)

Unit-3 Negotiation and Collective Bargaining (10 h)

Unit-4 Labour Welfare (10 h)

Unit-5 NCL and Workers Participation Management (14 h)

Text Books

Supplementary Reading
3. PC. Tripathi, Personel Management & Industrial Relations, Sultan Chand, New Delhi, 2009.

Course Outcome
Upon completion of the course students will be able to
CO1: Facilitate and support effective employee and labour relations in both non-union and union environments.
CO2: Research and support the development and communication of the organization's total compensation plan.
CO3: Collaborate with others, in the development, implementation, and evaluation of organizational and health and safety policies and practices.
CO4: Understand about Labour welfare and its impact & implications.
CO5: To know about importance of Workers participative Management
CO6: To Educate the objectives of workers Education & National commission of Labour.

Outcome Mapping
Leaning Objective of the course is

LO1: To understand the labour law framework for the efficient decision making process.
LO2: To provide an application of various labour laws and their implications for industrial relations and labour issues.
LO3: To acquaint the students with the basic concepts of trade union, disputes, industrial employments and acts.

Unit-1 : Introduction to Labour Law – No. of Hours 12

Unit-2 : Trade Union & Disputes - No. of Hours 12

Unit-3 : Industrial Employment Act, Wages and Bonus Laws- No. of Hours 12

Unit-4 : Social Security Laws - No. of Hours 12
Laws Relating to Workmen’s Compensation – Employees State Insurance – Provident Fund – Gratuity – Maternity Relief

Unit-5 : Laws Relating to Working Conditions - No. of Hours 12

Text Books

Supplementary Readings
5. Taxman, labour laws, Amazon publishers, 2019

Course Outcomes
Upon completion of the course students will be able to
CO1: Display competencies and knowledge in all Labour Laws.
CO2: Contribute efficient decision making in solving labour legal issues, implementation of policies and practices and evaluation of employee–management industrial issues.
CO3: Develop own professional development in labour legislation and exhibit leadership skills in workplace.
CO4: Display the knowledge in welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD practice for sustainable development of the organization.
CO5: Facilitate the enquiry procedural and industrial discipline on the basis of Indian labour legislations.
CO6: Understand the social responsibilities, ethical and social considerations of business organisation on the basis of legal framework.

**Outcome Mapping**

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**Semester – II 19BHRC209: Lab For Statistical Packages On Business**

**Credits:** 2  
**Hours:** 60

**Learning Objectives**

LO1: To introduce statistical software program used for data management and data analysis and learn how to perform basic statistical analyses.
LO2: To provide data transferable skills to students so that they can summarize and interpret the research findings.
LO3: To utilise strong analytical skills and apply tools required for professional practices.
LO4: To use current techniques, skills and tools necessary for comparisons and correlations.

**Unit-1 Introduction – Basic Research Process (14 h)**


**Unit-2 Data Editor (10 h)**


**Unit-3 Hypothesis Testing and Probability Values (10 h)**


**Unit-4 Simple Tabulation and Cross Tabulation (14 h)**

Simple Tabulation – Frequencies – Percentage – Charts – Simple Tabulation for ranking type questions – Cross Tabulation – Calculating percentage in a cross tabulation – Cross tabulation of
more than two variables – chi-square test for cross tabulation – Measures of the strength of association between variables.

Unit-5  ANOVA and Design of Experiments (12 h)

Application – Methods – Variables – Completely randomized design in a one-way ANOVA – Factorial Design with two or more factors – Pair wise test – Independent t-test – Correlation – Regression – Interpretation of Result.

Text Books

Supplementary Readings

Course Outcomes
Upon completion of the course, the student will

CO1: Understand the role that statistical data analysis plays in managerial decision making process.

CO2: Improved statistical thinking abilities, involving the identification and exploitation of variation in decision making and problem solving.

CO3: Critically evaluate reports presenting statistical data and translate and communicate the results of statistical analyses to organizational managers.

CO4: Expertise in recording, presenting, recitation and making inferences from quantitative data.

CO5: Develop capabilities as a manager to “think statistically” using data and to substantiate the business intuitions.

CO6: Achieve a practical level of competence in building statistical models that suit business applications.

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Semester – II  

19BHRC210 : Project And VivaVoce  
(Exposure to Small and Medium Enterprises)  
Credits: 2  
Hours: 40
**Course Objective**
Students should undergo a 40 hours of observational study to learn from small and medium units and establishments. They should get versatile exposure in all specialization areas of the business. They can make use of second semester evening hours and weekends to undergo the study. They are expected to submit an observational report of their study for evaluation.

MBA SME project evaluation will be done for 100 marks which includes Dissertation (75 marks) and Viva-voce examination (25 marks) and the minimum requirement for passing the project is 50 marks. A periodical review will be carried out to assess the originality of the project.

**Guidelines**
- The duration of the study is 40 hours.
- The students have to select a small/ medium/tiny enterprise of their own in and around chidambaram.
- Students have to visit the enterprise and collect management related data during the evening hours or on leave days to complete the project.
- All functional areas of the business have to be studied and the same have to be reported.
- Students have to submit the report about the firm they are involved in.
- Students should get the attendance from the firm and attach the same in the report.
- Students are allotted a guide in the department.
- Frequent discussions have to be made with the guide for the completion of the project.
The Objective of this course is
LO1: To provide an in-depth understanding of the Concept of OR
LO2: To enable the course participants to understand the various Techniques of OR
LO3: To provide an in-depth understanding of the OR role in managerial Decision making.

Unit-1 Introduction (14 h)

Unit-2 Linear Programming (10 h)

Special Purpose Algorithms

Unit-3 Inventory Models (14 h)
Inventory costs – Cost of average inventory – Optimum Number of orders per year – Optimum days supply per order – Optimum rupee value per order – Assumptions – Applications of EOQ in Production process – Reorder point – Lead Time – Safety Stock.

Waiting Line Models – Definitions of waiting lines – Single channel Queue models (Poisson Distributed arrivals and Exponentially Distributed Service Time) – Multiple channel Queue models (Poisson Distributed Arrivals and exponentially distributed Service Times) – Simulation of Queuing System.

Unit-4 Game Theory (10 h)

Network Models

Unit-5 Replacement Models (12 h)
Capital equipment replacement – Replacement of terms that fail completely – Individual Vs Group replacement.

Sequencing Problems with 'n' jobs and 2 machines problems with 'n' jobs and 3 machines.

Text Books

Supplementary Readings
Course Outcomes
Upon completion of the course, the student will
CO1: Critically think about the priorities that are involved in the daily activities of a project.
CO2: Cultivate and Enhance the knowledge about Build the best fit route of transportation for carrying schedule of activities.
CO3: Have the ability to work and Graphically locate the optimum peak point in completing the project.
CO4: Understand the application of Queuing Theory
CO5. Analyze and apply the research techniques in quantitative and qualitative aspects
CO6: Develop competencies in Maximize the productivity with help of least cost techniques

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Semester – III  19BHRC302 : Introduction to Business Analytics  Credits: 3  Hours: 60

Learning Objective
LO1: Studies core statistical techniques; data retrieval, analysis and mining;
LO2: Decision modeling to effectively persuade in the project-oriented world of data-driven decisions.
LO3: To understand the purpose of using business analysis tools within an organization, dataset for making a business decisions and R studio for data analysis.

Unit 1 Introduction to Business Analytics and Big Data (14 h)

Unit 2 Application of Business Analytics (12 h)

Unit 3 Decision support and Data Visualisation (10 h)
DSS- Executive and enterprise support- Automated decision support - Web analytics- Data mining -Applied artificial intelligence - Visual analysis: Data concepts – Data Dashboards - Data exploration & visualization - Scorecards
Unit 4 Time Series and Forecasting (14 h)


Unit 5 Data Analysis using R (10 h)

R Studio: Introduction – R data types and objects, reading and writing data - Data structures in R - R programming fundamentals - Advantages and disadvantages of using R.

Text Books


Supplementary Readings


Course Outcome:
Upon completion of this course, the student will have the ability to

CO1: Display competencies and knowledge in key HR problems and apply analytical knowledge in big data
CO2: Develop own professional development in HR, and its theory and models of the field of business analytics.
CO3: Able to cultivating cognitive skills on the applications of business analytics to evaluation of employee recruitment, selection and retention plans and processes.
CO4: Commitment to sustainable development of data visualization and time series analysis in solving HR issues.
CO5: Provide leadership in application of using R statistics for solving HR problems within and between disciplines
CO6: Cultivating cognitive skills acquired on forecasting methods to support the human resources function

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Semester – III 19BHRC303: Business Legislations Credits: 3 Hours: 60

Learning objectives
The Objectives of this course are

LO1: To assist the students in understanding basic laws affecting operations of a business enterprise.
LO2: To help the students in understanding of the free enterprise system and the legal safeguards of the same.
LO3: To develop in the student acceptable attitudes and viewpoints with respect to business
ethics and social responsibility.

**Unit-1 Contract (14 h)**


**Unit-2 Special Contract (12 h)**


**Unit-3 Sales and Insurance Laws (10 h)**


**Unit-4 Negotiable Instruments, Partnership and Other Laws (10 h)**


**Unit-5 Corporate Secretarial Practices (14 h)**


**Text Books**


**Supplementary reading**

1. Kuchhal, M. C., Mercantile Law, Vikas, January 2018
2. Pandit and Pandit, Business Law, Himalaya,2010
3. Ben French, Business Law in Practice, Thomson Reuters Australia, Limited, 2018

**Course Outcomes**

Upon completion of this course the students will be able to

CO1: Expertise with the business laws and company laws.

CO2: Appreciate and analyse the scope of these laws so that they are able to operate their businesses within their legal confines.

CO3: Develop students thinking in a logical way, so that even a student with no legal background is able to understand it.

CO4: Create the students’ analytical thinking and logical reasoning as a technique for decision-making on the basis of business legislations.

CO5: Understand the applicability of rules as per today’s scenario.

CO6: Communicate effectively using standard business and legal terminology.
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Credits: 3 Hours: 60

Learning Objectives
The objective of the course is:
LO1: To know the origins and patterns of International Trade and concepts of terms of trade
LO2: To understand contemporaneous export procedure, pertinent documents and tariff
LO3: To acquaint the aspects of international finance and forex markets.

Unit-1 Theories of International Trade and Nature of International Business and BOT/BOP (14 h)

Unit-2 Export Procedure and Export Documents and Tariff (12 h)

Unit-3 International Finance and Foreign Exchange Market (10 h)

Unit-4 Export Marketing and Pricing (10 h)

Unit-5 Export and Import Finance (14 h)
Text Books
2. Gargi Sanati, Financing International trade-banking theories and applications, SAGE 2019

Supplementary Readings
1. Dr. P. Y. Mishra, Principles of International Marketing, Laxmi Book Publications 2017
5. Gerald S. Albaum, Edwin Duerr, International marketing and export management Prentice hall 2011

Course outcomes
Upon completion of the course the students will be able to
CO1: Get in depth knowledge about export procedure and documents.
CO2: Describe the aspects of export marketing and pricing methods.
CO3: Know the facet of export & import finance.
CO4: Analyze complexities in export pricing.
CO5: Compare Exim financial services that suits business needs.
CO6: Evaluate the need for comprehensive and specific export credit insurance policies to the organization.

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Semester – III 19BHRC306 : Soft Skills
Credits: 4
Hours: 60

Learning Objectives
The objective of the course is
LO1: To introduce the basic concepts and to explain the importance of Soft Skills.
LO2: To provide understanding of the various Soft Skills.
LO3: To acquaint various soft skills that would assist students in their career and personal lives.

Unit - 1 Soft Skill and Personality Development (14 h)
Soft skills – Meaning and Importance, Self concept - Self awareness, Self development, Know Thyself – Power of positive attitude – Etiquette and Manners
Listening – Types of Listening – Effective Listening – Barriers to Listening – Assertive communication

Unit - 2 Communication Skills (12 h)
Oral communication – Forms – Types of speeches - Public Speaking — Presentation – Elements of effective presentation – Use of visual aids in presentation Written communication – Strategies of

**Unit - 3 Interpersonal Skills (10 h)**

Interpersonal skills – Relationship development and maintenance – Transactional Analysis Conflict resolution skills – levels of conflict – handling conflict - Persuasion – Empathy – Managing emotions – Negotiation – types, stages & skills – Counselling skills

**Unit – 4 Employability Skills (14 h)**

Goal setting – Career planning – Corporate skills – Group discussion – Interview skills – Types of Interview - Interview body language - E-mail writing – Job application – cover letter - Resume preparation

**Unit - 5 Work Skills (10 h)**


**Text Books**


**Supplementary Readings**


**Course Outcomes**

Upon completion of the course students will be able to

**CO1**: Develop effective communication in oral and written forms.

**CO2**: Improve their cognitive skills by enhancing learning skills, presentation skills with ICT, problem solving and decision making skills.

**CO3**: Critically think and evaluate their own self better and build ethical qualities for personal and professional success

**CO4**: Manage emotions and stress and build team skills for sustainable development in global business environment.

**CO5**: Analyse conflicts and maintain better interpersonal relationships.

**CO6**: Develop and incorporate time management and resource management skills to achieve one’s own goals.

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Learning Objectives

The Objective of this course is

LO1: To provide an in-depth understanding of the role of Training in the HRD
LO2: To enable the course participants to manage the Training systems and processes.
LO3: To provide an in-depth understanding of management Development.

Unit-1: Introduction – No. of Hours - 12


Unit-2: Training Techniques – No. of Hours - 12


Unit-3: Career – Planning – No. of Hours - 12


Unit-4: MDP and Training Institutions – No. of Hours - 12


Unit-5: MDP Institutions – No. of Hours - 12


Text Books


Supplementary Readings


Course Outcomes

Upon completion of the course, the student will be familiar in

CO1: Roles, Responsibilities and Challenges to Training Managers.
CO2: Acquiring the skill in ‘on-the-job training’ and ‘off-the-job training’
CO3: Develop an understanding in Career planning and Management
CO4: Analyse the need for training in India
CO5: Develop the competencies in Management development programmes
CO6: Uphold the ethical issues in training and development programme in India.

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Semester – III  19BHRE308 : Compensation Management  Credits: 3  Hours: 60

Learning Objectives
LO1: To provide hands on experience in wage determination at the enterprise level
LO2: To understand the wage structure in a Company and its administration & control
LO3: To analyze and contrast the wage Incentives and group incentives

Unit-1 compensation

Unit-2 Job Evaluation for Personnel

Unit-3 wages

Unit-4 Incentives

Unit-5 Managerial Remuneration
Managerial Remuneration: Fundamentals – Managerial Remuneration: Situation in India. Managerial Remuneration: Boothalingam and Sachar Committee – Managerial Remuneration in the Future.

Text Books
1. Elizabeth Lanham, Administration of Wage and Salaries, Harper & Row 2011

Supplementary Readings
1. Mousumi S Bhattacharaya and Nilanjan Sengupta, Compensation Management, Published by Excell, 2009

Course Outcomes
Upon completion of this course, the student will have the ability to
CO1: Display competencies and knowledge in wage payment problems & apply knowledge in wage determination
CO2: Develop own professional development in job evaluation system and its models of the field of compensation management.
CO3: Able to cultivating cognitive skills on the applications of business analytics to export, import and taxation.
CO4: Commitment to sustainable development of remuneration and incentive plans in solving compensation issues.
CO5: Provide leadership in application of using job evaluation for solving compensation management issues within and between disciplines
CO6: Cultivating cognitive skills acquired on fringe benefits methods to support the enhancement of compensation techniques.

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Semester – III BHRC309: Project and Viva–Voce (Industrial Visits and Subjects)
Credits: 3 Hours: 60

Project Training
Summer project is an on-the-job training that inculcates practical knowledge and improves performance by giving an insight into business realities. As a part of the curriculum, the project is intended to input practical and conceptual knowledge to the students which is to be carried out for 45 days during May–June.
A committee is constituted for the overall Co-ordination of the students. The students undertake projects in various organizations all over the country. Faculty members also render their help in finding project placements. Students will be allotted faculty guides and they are advised to undertake projects based on their individual area of specialization. The topics are selected by consulting with their project guides and company guides.
MBA project will have 75 marks and viva will have 25 marks. It is resolved to abolish internal assessment mark for project work. The project dissertation will be evaluated for 75 marks (double
valuation) and 38 marks is fixed as the minimum requirement for passing the project. If less than 38 marks scored by the candidate, he or she has to redo the project. The viva is for 25 marks and the minimum requirement is 12 marks. If a candidate has secured more than 12 and failed in the project, he has to once again carry over the project and reappear for the viva.

**Project Related Activities**

- Project discussions for students with their guides have to be made once in a week.
- Students can make use of the computer lab facilities for execution of their project work and for preparation of their report.
- Frequent workshops and review meetings will be conducted with trainers and experts of various disciplines.
- A formal interim – project presentation will be held before their juniors. This presentation acts as a good ground of experience on the part of the presenters while a good beginning of insight for the juniors.
- A mock viva–voce will be held before appearing for their main project viva–voce examination to gain an experience.
- Best Project Contest will be conducted every year to provide a platform to exhibit the skills they have acquired during the summer project training.
- Students are encouraged to participate in the National Level Project contest held at various institutions.
- Students are also encouraged to work towards publishing a paper along with the help of their faculty guide to add a real value to their project work.
Learning Objectives
LO1: To focuses on the understanding of Retail management,
LO2: To the development of organized retail in India
LO3: To explain the importance of rural market both as end market and procurement source.

Unit-1 Retailing – Introduction and Strategy (14 h)

Unit-2 Retail site Location (10 h)

Unit-3 Human Resource Management (12 h)

Unit-4 Merchandize Management (10 h)
Presenting the merchandize – Merchandize Amendment Planning – Store display and ambience – Retail Signage – Types and characteristics – Components of retail store operations – Duties and responsibilities of store manager.

Unit-5 Rural Market (14 h)

Text Books

Supplementary Reading

Course Outcomes
Upon completion of the course students will be able to

CO1: understand the principles and functions of Retailing in India.
CO2: Understand the importance of Retail site locations
CO3: Familiar with the HRM functions in retailing.
CO4: Enable to understand the duties and responsibilities of store manager.
CO5: Develop and evaluate the Rural Marketing.
CO6: To know the growth of growth of rural marketing in India.

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Semester – IV 19BHRC 402 : Business Policy And Strategic Management  
Credits: 3  
Hours: 60

Learning Objectives
The objective of the course is
LO1: To explain about the Business Environment.  
LO2: To introduce the basic concepts and importance of Business Policies and Strategies  
LO3: To Acquaint the formulation and implementation of Business Policies and Strategies.

Unit-1 Basic concepts of Business Policy (14 h)

Unit-2 Business Analysis (10 h)

Unit-3 Basic concept of strategy (14 h)

Unit-4 Business Development Strategies (12 h)

Unit-5 Business Vs Social (10 h)

Text Books

Supplementary Readings

Course Objectives
Upon completion of the course students will be able to
CO1: Understand and get knowledge on managerial functions such as the internal and external environment of the organization.
CO2: Improve the cognitive skills that related to Mission, Vision, Goals, Objectives, Policies and Strategies of any organisation.
CO3: Evaluate and Develop strategic management tools and recommend strategic responses to business problems.
CO4: Develop strategic management plan for sustainable development of the organization
CO5: Analyse and Implement their responsibility to the society and business organisation.
CO6: Understand the social responsibilities, ethical and social considerations of business organisation.

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Semester – IV 19BHRC403 : Logistics And Supply Chain Management  Credits: 3

Hours: 60

Learning Objectives
The purpose of the course is to
LO1: To Explain the supply chain decisions and supply chain drivers
LO2: To Understand the factors of distribution, designing network and their trade-offs
LO3: To provide the role of information technology in supply chain

Unit-1 Logistics Design (14 h)

Unit-2 Logistics Network (10 h)

Unit-3 Logistics Demand (10 h)

Unit-4 Supply Chain Management (14 h)

Inventory – Concept – Types – Functions – Elements of Inventory Cost - Inventory Management - The effect of demand uncertainty managing inventory in the supply chain – Push and Pull systems – MRP - DRP – JIT - Dell’s supply chain strategy – Demand and cash flow in supply chain management

Unit-5 Supply Chain Management Design (12 h)

Note: Theories and concepts only will be taught to the students.

Text Books

Supplementary Reading

Course Outcomes
Upon completion of the course students will be able to
CO1: Evaluate complex qualitative and quantitative data to support strategic and operational decisions of supply chain.
CO2: Develop comprehensive strategic and tactical plans for supply chain management.
CO3: Use creative, critical and reflective thinking to address organizational opportunities and challenges.
CO4: Integrate appropriate technologies in developing solutions to business opportunities and challenges.
CO5: Analyze the effect of demand uncertainty managing inventory in the supply chain
CO6: Understand the importance of Enterprise Resource Planning (ERP).
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Semester – IV 19BHRC 404 : Indian Ethos and Values Credits : 3
Hours: 60

Learning Objectives

The Objectives of the Course are:
LO1: To acquaint the students on the applications of Indian Ethos and values; managerial decision- making process.
LO2: To train students in Yoga practices such as Asnas (yogic exercise), meditation(exercise for mind), Pranayama (exercise for breath),
LO3: To Introspect (practices for positive thinking) and to manage stress in their managerial career.

Unit-1 Ethics and Religious Values (14 h)

Unit-2 Indian Ethos for Business Excellence (10 h)

Unit-3 Stress Management (12 h)

Unit-4 Theories in Yoga (10 h)

Unit-5 Yoga for Managerial Excellence (14 h)

Text Books
Supplementary Readings
1. Indian Ethos and Values Essay Example For Students | Artscolumbia
   https://artscolumbia.org › Essays
2. Indian Ethos & Values in Modern Management ;
   https://himadri.cmsdu.org/documents/indianethos.pdf
3. Indian Ethos and Management - ISIB
   Isib.co.uk/lms/wp-content/uploads/2015/02/Indian-Ethos-and-Management.pdf
4. Indian Ethos and Values In Management R Nandagopal and ... - bvimsr
5. Indian Ethos in Management - RCCM Indore

Course Outcomes
The completion of this course will result in
CO1: Enhancing the understanding of Ethics and Religious Values
CO2: Increasing capacities on Indian Ethos for Business Excellence
CO3: Managing stress in real world situations
CO4: Practicing yoga and meditation for better mental health
CO5: Exercising yoga and meditation for better physical health and social skills
CO6: Implementing the outcome of Yoga for Managerial Excellence

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Semester – IV 19BHRC406 : Behavioural Science and Communication Lab Credits: 2
– Practical Hours: 60

Learning Objectives
The students should know:
LO1: To Know the general principles and aim of psychology – to verify certain problems in experimental situations.
LO2: To explain The methods of giving instruction to the subjects and to contact the experiments.
LO3: To collect the data, interpret them using suitable statistical techniques.

Unit-1 Creativity and Leadership (14 h)

Unit-2 Decision Making and Assertiveness (12 h)

Unit-3 Ego States and Values (10 h)
Unit-4 Emotional Intelligence and Personality (10 h)


Unit-5 Communication Development Exercise (14 h)


Tests

Test will be conducted through practicals on the following aspects:


Course Outcomes

Upon completion of the course students will be able to

CO1: Recognize, describe and implement a variety of research methods and skills common to the behavioral sciences.
CO2: Articulate the key elements of content within a wide variety of areas in the behavioral sciences.
CO3: Creatively and effectively apply behavioral science principles, knowledge and skills to promote positive change in one’s community.
CO4: To enhance the student’s communication Skills through activities.
CO5: It helps to understand the dimensions of Emotional intelligence & Ego states
CO6: It helps to understand the dimensions of Decision making.

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Semester – IV 19BHRE407: Organizational Change and Development

Learning objectives

The objective of the course is

LO1: To recognise key ingredients for successful change
LO2: To highlight the basic assumptions of organizational development
LO3: To understand organizational interventions which helps to solve problems

Unit-1 Introduction

Unit-2 Change Methods

Unit-3 Organisational Development

Unit-4 Organisational Development Interventions

Unit-5 Contemporary Organisational Development

Text Books
1. Dipak Kumar Bhattacharya organizational change and development, Oxford University press 2011

Supplementary Readings
4. Robert W. Hoyer, Organisation Development in the 21st century, iUniverse Inc 2011

Course outcomes
Upon completion of the course, students will be able to:
CO1: Describe the steps in the process of managing change
CO2: Demonstrate the dynamics of resistance to change
CO3: Secure expertise in organizational development
CO4: Critically evaluate organizational development interventions.
CO5: Capacity to gain a better understanding of present day OD.
CO6: Improve and develop consultant-client relationships

Outcome Mapping

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<th>PO/CO</th>
<th>Programme Outcomes</th>
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Learning Objectives
The objective of the course is
LO1: To recognise the steps in the process of quality performance management
LO2: To train in modern management techniques which assist in decision making
LO3: To acclimatize Indian and western thought in Quality performance management

Unit-1 Introduction to Performance management

Unit-2 Performance Management Techniques

Unit-3 Motivation and Performance Appraisal
Organizational Structure and Employee Motivation and Morale 360-Degree Appraisal: Introduction, the Impact of 360-Degree Feedback on Organizations, Concept of 360-Degree Feedback System, Purpose, Methodology, Ratings, Advantages and Disadvantages of the Method, the Process of 360-Degree Feedback, Operating 360-Degree Appraisal.

Unit-4 Issues in Performance Management

Unit-5 Quality Performance and Reward Management

Text Books

Supplementary Readings

Course outcomes
Upon completion of this course the students will be able to:
CO1: Acquire knowledge about the organizational dynamics and employee performance.
CO2: Gain knowledge about various techniques in performance management.
CO3: Understand the challenging aspects of motivation and morale
CO4: Grasp the basics of Industrial restructuring & reward system.
CO5: Apply methods and techniques in quality performance management.
CO6: Analyze and compare Indian and Western thought about quality performance management
### Outcome Mapping

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### ASSESSMENT PATTERN

**Continuous Internal Evaluation (25 Marks)**

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<th>Assignment</th>
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**End Semester Examination (75 Marks)**

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