

Sample OBE Curriculum

Name of the University

Name of the Program/Department

Part A- Introduction

VISION OF THE UNIVERSITY

To emerge as an institute of eminence in the fields of engineering, technology business and management in serving the industry and the nation by empowering students with a high degree of technical, managerial and practical competence.

MISSION OF THE UNIVERSITY

To strengthen the theoretical, practical and ethical dimensions of the learning process by fostering a culture of research and innovation among faculty members and students.

To encourage long-term interaction between the academia and industry through the involvement of the industry in the design of the curriculum and its hands-on implementation

To strengthen and mould students in professional, ethical, social and environmental dimensions by encouraging participation in co-curricular and extracurricular activities.

QUALITY POLICY

To provide services of the highest quality both curricular and co-curricular; so that our students can integrate their skills and serve the industry and society equally well at a global level.

DEPARTMENT OF MANAGEMENT STUDIES

VISION

To evolve into a globally integrated Business school contributing towards management education, consultancy, research leadership & corporate excellence.

MISSION

M1	The essence of Department of Management Studies is to constantly strive to provide an In-depth knowledge to its students so that they add value to the existing treasures of business and managerial concepts.
M2	Promote lateral thinking and a spirit of enquiry among our students so that they look from a different angle through a creative approach by which they are able to provide simple solutions to complex business problems.
M3	We owe to deliver through our teaching learning process the richness of entrepreneurship and multidisciplinary knowledge in a way where ethics and social commitments will be the corner stone for our students.

Program Education Objectives (PEO)

PEO1	To make management graduates conceptualize, critically analyze and acquire In-depth knowledge of business and management by imbibing in them the unique ability of synthesizing knowledge towards adding value in the areas of business and management.
PEO2	To promote lateral thinking by way of enabling management graduates to see at the things from different perspectives there by making them to come out with simple solutions for complex managerial problems.
PEO3	To inculcate a spirit of enquiry, so that Management Graduates search for facts and truths by developing methodologies that supports critical analysis and decision making.
PEO4	To ignite the passion for Entrepreneurship in Management graduates by orienting them in the application of Modern tools of management and make them learn to select and apply in complex decision making processes.
PEO5	To inculcate a spirit of Ethics and Social Commitment in the personal and professional life of management graduates so that they add value to the society.

PEO to Mission Statement Mapping

MISSION STATEMENTS	PEO1	PEO2	PEO3	PEO4	PEO5
M1	3	3	2	3	2
M2	2	3	3	3	3
M3	2	2	3	3	3

Correlation: 3- High, 2-Medium, 1-Low

Program Learning Outcome (PLO)

1	PLO1	Apply knowledge of management theories and practices to solve business problems.
2	PLO2	Foster analytical and critical thinking abilities for data-based decision making.
3	PLO3	Ability to develop value based leadership ability.
4	PLO4	Ability to understand, analyze and communicate global, legal and ethical aspects of business.
5	PLO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	PLO6	Management graduates to acquire in-depth knowledge of business management and entrepreneurship embedded with ethics and a sense of social commitment and to strive towards personal victory and value creation to society.
7	PLO7	Students studying management to be passionate about multidisciplinary approach for problem solving, critical analysis and decision making by giving due importance for lateral thinking so that they see things from a perspective which are not just simple but effective.

Mapping of POs TO PEOs

<u>PEO/PLO</u>	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
PEO 1	3	3	2	2	3	2	3
PEO 2	2	3	3	2	3	2	3
PEO 3	2	2	2	3	2	3	2
PEO 4	3	3	3	3	3	3	3
PEO 5	3	2	2	2	2	2	1

3-Strong Correlation 2- Medium Correlation 1- Low Correlation

Part B- Structure
Structure of the Curriculum

Department of Management Studies
FIRST SEMESTER -MBA PROGRAM

Sl. No	Course Code	Course	PoE	Credits	Marks		
					CIE	SEE	Total
1	MBA 11	Management Principles, Concepts and Applications	MBA	4	50	50	100
2	MBA 12	Business Economics and Environment	MBA	4	50	50	100
3	MBA 13	Quantitative Techniques and Research Methodology	MBA	4	50	50	100
4	MBA 14	Accounting for Managers	MBA	4	50	50	100
5	MBA 15	Corporate Governance, Ethics and Society	MBA	4	50	50	100
6	MBA 16	Marketing Management	MBA	4	50	50	100
7	MBA 17	Human Resource Management	MBA	4	50	50	100
8	MBA 18	Managerial Communication –I	MBA	4	25	25	50
Total				32	375	375	750

Department of Management Studies
SECOND SEMESTER MBA PROGRAM

Sl. NO	Course Code	Course	PoE	Credit Distribution				Over all Credits	Marks		
				L	P	T	S		CIE	SEE	Total
1	MBA 21	Production and Operations Management	MBA	4	0	0	0	4	50	50	100
2	MBA 22	Financial Management	MBA	3	0	1	0	4	50	50	100
3	MBA 23	Business Intelligence and Analytics	MBA	4	0	0	0	4	50	50	100
4	MBA 24	Entrepreneurship Development	MBA	3	0	0	1	4	50	50	100
5	MBA 25	Strategic Management	MBA	4	0	0	0	4	50	50	100
6	MBA 26	Seminar	MBA	0	0	2	0	2	50	50	100
7	MBA27	Managerial Communication – II	MBA	3	0	0	1	4	50	50	100
Total								26	350	350	700

Part C- Description of all courses

MANAGEMENT PRINCIPLES, CONCEPTS AND APPLICATION

Course Code : MBA11

Credits : 03

CIE Marks : 50

Exam Hours : 03

SEE Marks : 50

Course Learning Outcomes: at the end of the Course, the Student will be able to-

CLO1	Understand management, functions of a manager, process of planning and the concept of MBO
CLO2	Analyze the organizational structure
CLO3	Remember dynamics of OB, the concept of personality and perception, values and attitude
CLO4	Apply case studies on functions of management and behavioral processes
CLO5	Analyze individual behavior and dynamics of groups and effective team building

Mapping of Course Outcomes to Program Outcomes-

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	3			2	2	3	1
CLO2		3				3	1
CLO3	3						2
CLO4	3						3
CLO5	3		3				2

SI NO	COURSE CONTENT (as Summary)	Hrs	CLOs
1	<p>Nature of Management: Management Defined, Nature of Management, Scope of Management, Need for Management, Management and Administration, Management-A Science or an Art, Management Levels.</p> <p>Management Functions : PODSCORB ,Roles and Skills of a manager ,Fayol's fourteen principles of management and recent trends management The Scientific Management Stage, Contribution by F.W. Taylor - Scientific Management, Contribution by Peter F. Drucker – MBO</p>	9	CLO1

SI NO	CONTENT OF COURSE (as Summary)	Hrs	CLOs
2	<p>Planning and organizing: Planning, nature of planning, planning process, objectives, strategies, level of strategies, policies, methods and programs, planning premises, decision making, process of decision making, types of decisions, techniques in decision making</p> <p>Organizing, organization structure, formal Vs informal organizations, principles of organizations-chain of command, span of control, delegation, decentralization Vs Centralization , Types of Organizations, virtual organizations.</p>	9	CLO2
3	<p>Controlling: Controlling Process, Establishing standards, Comparing measured performance with performance standards, Taking Corrective Action, Techniques of Managerial Control, Feed-forward and Feedback Control, Behavioral Implications and Guidelines for Effective Control</p>	9	CLO3, CLO5
4	<p>Organizational Behavior-introduction, definition, fundamental principles of OB, contributing disciplines, challenges and opportunities, Foundations of Individual Behavior.</p> <p>Personality - determinants of personality, traits of personality, MBTI, personality attributes influencing OB. Type A and Type B Personality; Personality Dimensions; Introvert and Extrovert .Personalities; Personality Theories.</p> <p>Attitude: attitude and behavior; Emotional intelligence, Motivation and Leadership</p>	9	CLO4, CLO5
5	<p>Dynamics of Group behavior: Definition, types, formation of groups, building effective teams.</p> <p>Inter-Group Relations and Conflict Management: Interdependence of Groups; Nature of Conflict in Organizations; Changing View of Conflict; Types of Conflict Situations; The Causes of Conflict; Conflict Management and Negotiation</p> <p>Power and Politics: Power and Politics-An Introduction; Sources of Power in Organizations-Interpersonal Sources, Organizational Sources; Organizational Politics; Ethics</p> <p>Leadership in organizations: Formal and Informal Leadership; Leadership Styles; Personal Characteristics of Leaders.</p>	9	CLO5

TEXT BOOKS:

- 1) Management: Text and Cases - VSP Rao, Excel Books ,2009
- 2) MGMT, An Innovative approach to teaching and learning Principles of Management, Chuck Williams, Cenage Publications, 2015
- 3) Management Theory & Practice Text & Cases – Subba Rao P &HimaBindu, Himalaya Publications, 2012
- 4) Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, Pearson publications, 14th Edition, 2012.
- 5) Organizational behaviour: A modern approach - Arun Kumar and Meenakshi, Vikas Publishing House, 2011.

REFERENCE BOOKS:

- 1) Management - Ricky W. Griffin Eighth Edition, 2005, Biztantra
- 2) Fundamentals of Management-Stephen P Robbins, Mary Coulter et al, Pearson Publications, 11th edition
- 3) Management-Richard L. Daft, Cengage learning, 12th Edition, 2016
- 4) Organization Behaviour – Ashwathappa, Himalaya Publication, 7th Edition, 2007

ASSESSMENT PATTERN**CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category Marks (out of 50)	Tests (25)	Assignments (10)	Quizzes (05)	External Participation in Curricular/Co-Curricular Activities (10)
Remember			05	
Understand		05		
Apply	08			10
Analyze	09			
Evaluate	08			
Create		05		

SEE- Semester End Examination (50 Marks)

Bloom's Category	Test
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

BUSINESS ECONOMICS AND ENVIRONMENT

Course Code : MBA12
Credits : 04
CIE Marks : 50
Exam Hours : 03
SEE Marks : 50
Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Understand the relative importance of Managerial Economics.
CO2	Analyze to find firm's equilibrium.
CO3	Understand the modern managerial decision rules and optimization techniques.
CO4	Evaluate features of different kinds of markets
CO5	Be equipped with the various tools for analyzing pricing strategies.

Mapping of Course Learning Outcomes to Program Learning Outcomes-

	PLO1	PLO2	PLO3	PLO4	PLO 5	PLO6	PLO7
CLO1	3	2	2	2	2	2	2
CLO2				3	2	2	1
CLO3	3	3					2
CLO4	2					2	2
CLO5	3	2					1

S N	Content of Course	Hrs	CLOs
1	Introduction to Business economics and Demand Analysis: Managerial Economics-Nature, Scope &significance, Role of Managerial Economist in decision making. Fundamental Principles of Managerial Economics: Opportunity Costs, Incremental, Time perspective, Discounting and Equimarginal principles Theory of Consumer Behavior: rationality, revealed preferences and utility, indifference curves, utility maximization, demand functions, substitution and income effects, substitutes and complements, demand elasticity.	9	CLO1
2	Production analysis: Production function with one variable input and two variable inputs – Law of diminishing of returns – iso-quants and iso-cost analysis – Producer Equilibrium – Law of substitution – Production functions and managerial decision making – Equilibrium of a multiproduct business firm – Expansion path.	9	CLO2

3	Cost & Revenue analysis: Kinds of costs – costs in the short run and in the long run and their behavior – Applications of cost analysis in managerial decision making – The relationship between product and cost curves, business planning or envelope curve, economies and Diseconomies of scale. Break Even Analysis- Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics. (Problems on BEP)	9	CLO3
4	Market structure: Perfect Competition: Features, Determination of Price under Perfect Competition - Monopoly: Features, Pricing under Monopoly, Price Discrimination. Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership – Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product Differentiation. Pricing strategies and practices: Multi product pricing, price discrimination, transfer pricing, cost plus pricing, incremental / marginal pricing, transfer pricing and peak load pricing.	9	CLO4, CLO5
5	Budget and the Economy: Components of the government budget: The revenue account, the capital account, measures of government deficit, Fiscal policy: changes in government expenditure, changes in taxes and debt. Inflation: Definitions, Types of inflation, Effects of inflation – Measures to control Inflation – Monetary and Fiscal Policies	9	CLO6

Text Books

- 1) Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications.
- 2) Managerial Economics, D.N Dwivedi, 6th ed., Vikas Publication.
- 3) Managerial Economics, H. L Ahuja, S. Chand, 2011
- 4) Indian Economy, K P M Sundharam and Dutt, 64th Edition, S Chand Publication.
- 5) Business Environment Text and Cases by Justin Paul, 3rd Edition, McGraw-Hill Companies.

Reference Books:

- 1) Managerial Economics- Principles and worldwide applications, Dominick Salvatore, Oxford Publication, 6e, 2010
- 2) Managerial Economics, Atmanand, Excel BOOKS, 2/e, 2010
- 3) Managerial Economics, Yogesh Maheshwari, PHI, 2/e, 2011

CIE –Breakup

Bloom's Category Marks (out of 50)	Tests (25)	Assignments (10)	Quizzes (05)	External Participation in Curricular/Co-Curricular Activities (10)
Remember			05	
Understand		05		
Apply	08			10
Analyze	09			
Evaluate	08			
Create		05		

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

QUANTITATIVE TECHNIQUES AND RESEARCH METHODOLOGY**Course Code : MBA13****Credits : 04****CIE Marks : 50****Exam Hours : 03****SEE Marks : 50****Course Learning Outcomes: At the end of the Course, the Student will be able to-**

CLO1	Understand the basic framework of research process
CLO2	Develop a comprehensive research methodology for a research question.
CLO3	Demonstrate a sound knowledge of statistical terms at an introductory level.
CLO4	Develop necessary critical thinking skills in order to apply using descriptive statistics and inferential statistics.
CLO5	To formulate the hypothesis for business problems, Apply various parametric tests to test the hypothesis

Mapping of Course Learning Outcomes to Program Learning Outcomes-

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	3	3	2	2	3	3	1
CLO2	3	3	3	3	3	3	2
CLO3	2	2	3	3	3	3	1
CLO4	2	2	3	3	3	3	3
CLO5	3	3	3	2	3	3	1

S N	Content of Course	Hrs	CLOs
1	Introduction: Definition and Meaning of research, Importance and Qualities of Research, Emerging trends in Business research, Steps in Research Process, Formulation of Research Problem – Management Question – research Question, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison, Exploratory Research Design, Qualitative techniques, Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation. Descriptive Research Designs: Concept, types and uses. Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.	9	CLO1
2	Research Design: Concept of Measurement, Need, problems in measurement in management research, levels of measurement – Nominal, Ordinal, Interval, Ratio, Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking, Types of Data – Primary Data & Secondary Data: Definition, Sources, Characteristics, Searching World Wide Web for data, Issues to be considered for secondary data. Data Collection: Questionnaire Construction – Personal Interviews, Telephonic survey Interviewing, Email/Internet survey, online survey sites. Concepts of Statistical Population, Sample, Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints. Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods, Sample size determination. Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions.	9	CLO1, CLO2

3	<p>Descriptive Statistics: Meaning, Importance [Normality Assumption] & Application in Business.</p> <p>Central Measures: Meaning, types, Importance, suitability and properties, Business Application;</p> <p>Variation Measures: Meaning, Types, importance and Characteristics; Business application and Practice.</p> <p>Data Description Measures: Skewness and Kurtosis</p>	9	CLO3
4	<p>Bi-variate Analysis: Correlation and Regression: Meaning, type, assumptions, properties, importance and application in business, relation of Chi-Square test. Analysis of Data in Packages [Excel; SPSS]</p>	9	CLO4, CLO5
5	<p>Probability: Basic Probability Concepts and Rules, Joint, Marginal & Conditional Probabilities – Business Applications.</p> <p>Random Variables: Meaning, types, and Building, Mean & Variance of Discrete R.V. Properties of Expected Values & Variance.</p> <p>General Distributions: Bernoulli, Binomial and Poisson Distributions.</p> <p>Continuous Probability Distribution: Normal Distribution, Area Concept of Probability, applications of the Normal Distribution. Hypothesis Testing: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance.</p>	9	CLO4, CLO5,

Text Books:

1. Research Methodology, C R Kothari, New Age International, 2/e, 2015.
2. Business Research Methods by Donald Cooper & Pamela Schindler, TMH, 12/e, 2015.
3. Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 4/e, 2015.

Reference books:

1. Business Research Methods by William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning, 8/e, 2015.
2. Research Methodology: Cases and concepts, Deepak Chawla & Neena Sondhi, S.Chand (G/L) & Company Ltd, 2/e, 2015.

ASSESSMENT PATTERN

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests (25)	Assignments (10)	Quizzes (05)	External Participation in Curricular/Co-Curricular Activities (10)
Remember			05	
Understand		05		
Apply	08			10
Analyze	09			
Evaluate	08			
Create		05		

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

CORPORATE GOVERNANCE, ETHICS AND SOCIETY

Course Code : MBA15

Credits : 04

CIE Marks : 50

Exam Hours : 03

SEE Marks : 50

Course Learning Outcomes: at the end of the Course, the Student will be able to-

CLO1	Understand to connect between the corporate, ethics and society.
CLO2	Decide about the appropriateness of various business structures.
CLO3	Understand the need and importance of corporate governance with reference to Environment protection
CLO4	Make the students to understand the Essence of business and how business could be mutually beneficial to the businessman and the society.
CLO5	Make the students understand the fact that a “Business can survive only with the support of the society”.

Mapping of Course Learning Outcomes to Program Learning Outcomes-

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	3	2					2
CLO2	2	3	2				
CLO3				3			2
CLO4	2	3				2	
CLO5		2	3				2

SN	Content of Course	Hrs	CLOs
1	An introduction to Business, Government, and Society: The Connect between Business, Government, and Society, BGS filed Importance of BGS relationship in management, models of BGS relationships-Market capitalism model, dominance model, countervailing forcer's model and stakeholder model.	9	CLO1
2	Business structures: Meaning and nature of business structures, types, nature, advantages, limitations and applicability of - single ownership, partnerships, private limited companies, public limited companies, co-operative societies.	9	CLO2
3	Corporate governance: The concept of corporate, the concept of governance, need and importance of corporate governance, benefits of good corporate governance, OECD (Organization for economic co-operation and development) on corporate governance, Theoretical basis for corporate governance, environmental Concerns and Corporations, environmental preservation-role of stakeholders, sustainable development, industrial pollution, role of corporate in environmental management, waste management, pollution control and environmental audit.	9	CLO3,

4	Business Ethics and Corporate Social Responsibility: Meaning of business ethics, need and purpose, importance, approaches to business ethics, roots of unethical behavior, ethical decision making some unethical issues, benefits from managing ethics at workplace. Nature of CSR, arguments for and against CSR, models of CSR, best practices of CSR-Indian examples.	9	CLO5, CLO4
5	Business Laws: A .Law of Contract, 1872: meaning of contract, agreement, essential elements of a valid contract. Meaning of Agency, Bailment and Pledge. B. The companies Act, 2013, provisions related to governance, e-management, compliance and enforcement, disclosure norms, auditors and mergers & acquisitions. C. Environment Protection Act, 1986: Introduction, objectives, scope, powers of the central government, offences and penalties. D. Laws relating to Intellectual property: 1.The Patents Act, 1970, 2.The Copyright Act, 1957, 3.The Trade mark Act, 1999) Meaning, scope and objectives of intellectual property law, law relating to patents, copyrights, and trade mark.	9	CLO6

Text Books:

- 1) Corporate Governance: Principles, policies and Practices by Fernando A.c. Pub: Pearson, 2014.
- 2) Business and Government by Francis Cherunilam, Pub: Himalayan Publishing House.
- 3) Corporate Governance, Ethics & Social Responsibility by Balachandran C.H, Pub: PHI Pvt Ltd, 2015.
- 4) Business Ethics and Corporate Governance: Ghosh B.N., TMH, 2015
- 5) Business Law for manager, Goel P.K, Biztantra, 2014

Reference Books:

- 1) Business Government and Society: A Managerial Perspective, Text and cases by John F. Steiner Pub: Tata Mc-Grahill, 2014.
- 2) Business Ethics and Corporate governance by Ghosh B.N, Pub: Tata McGrahill, 2013.
- 3) Business and Society: Lawrance and Weber, 12/e, TMH, 2013
- 4) Business Law and Management by N. D. Kapoor and Dinkar Pagare, Pub: Sultan Chand and Sons, 2013.
- 5) Company Law And Practice: RatanNolakha; Vikas Publishing, 2015
- 6) Corporate Business Responsibility: A study of CSR practices in Indian Industry, Baxi C.V and Rupamnjari Sinha Ray, Vikas publishing house, 2014

Assessment Pattern

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests (25)	Assignments (10)	Quizzes (05)	External Participation in Curricular/Co-Curricular Activities (10)
Remember			05	
Understand		05		
Apply	08			10
Analyze	09			
Evaluate	08			
Create		05		

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

Part D

Grading Policy

1. Grading Scale
2. Grades
3. Grade Point Average (GPA) and its calculation procedures
4. Course Withdrawal
5. Incomplete (I) courses
6. Retaking/back-log courses
7. Grade Change
8. Course Dropout

APPENDIX

