



BHARATI VIDYAPEETH

(Deemed to be University), Pune

**'A++' Accreditation (Third Cycle) by 'NAAC'
in 2024 Category-I Deemed to be University Grade
by UGC 'A' Grade University Status by MHRD
Govt. of India**

FACULTY OF MANAGEMENT STUDIES

**MASTEROFBUSINESS ADMINISTRATION
(Human Resources) -MBA(HR)**

**MBA[Regular/ Distance and Online Mode]
(Interdisciplinary , Multidisciplinary and Holistic Approach)
CHOICE BASED CREDIT SYSTEM (CBCS - 2022)**

PO-CO MAPPING

Applicable with effect from 2023-24

...CONTENTS...

Sr.No.	Particulars
I	Title
II	Preamble
III	Rationale for Syllabus Revision
IV	Vision Statement
V	Broad Objectives of the Learning Outcome based Curriculum Framework (LOCF)
VI	Aim
VII	Postgraduate Attributes
VIII	Qualification Descriptors
IX	Learning Outcomes
X	Eligibility for Admission
XI	Structure of the Programme
XII	Credits- Total
XIII	Examinations
XIV	A) Dual Specialization B) Summer Internship
XV	Question Paper Pattern for University Examinations
XVI	Structure Of The Syllabus
XVII	Proposed Programme Module
XVIII	List Of Specialization – Electives

**BHARATI VIDYAPEETH
(DEEMED TO BE UNIVERSITY), PUNE
Faculty of Management Studies**

**Master of Business Administration
MBA [Regular/Distance and Online]**

Revised Course Structure (To be effective from 2022-2023)

I. Title:

- a) Name of the Programme: **Master of Business Administration
MBA**
- b) Nature & duration of the Programme: **[Regular /Distance and Online Post
Graduate Degree Programme of TWO YEARS (Approved by AICTE).**

II. Preamble :

The Master of Business Administration is a two-year program offered by Bharati Vidyapeeth (Deemed to be University), Pune and conducted at its Constituent Units/ Learner Support Centers in Pune, New Delhi, Navi Mumbai, Karad, Kolhapur, Sangli, and Solapur. All the Constituent Units / Learner Support Centers have experienced faculty members, excellent Laboratories, Library, and other modern facilities to provide proper learning environment to the Students/Learners. This programme is very well received by the industry.

III. Rationale for Syllabus revision:

The Vision and Mission statements of the MBA programme embodies the spirit of the mission of the University and vision of Hon'ble Dr. Patangraoji Kadam, Founder-Chancellor Bharati Vidyapeeth (Deemed to be University), Pune, which is to usher in —Social Transformation through Dynamic Education.

In view of the dynamic nature of the market, an economy and evolving expectation of the stakeholders such as Students/Learners, faculty members and industry in particular, the syllabus is revised periodically. Last revision was in the year 2020-21.

Over the past two years, feedback was received from various stakeholders and considering the changes that in the macro environment, a need was felt to revise the syllabus so as to suffice the requirements of the industry and society. This revised

draft is the result of inputs received from the industry, academia, alumni and all stakeholders.

IV. Vision Statement of MBA Programme :

To facilitate creation of Dynamic and Effective Business Professionals, HR Managers, Marketing Managers and Entrepreneurs who can transform the corporate sector, cater to the needs of the society and contribute towards Nation building.

V. Broad Objectives of the Learning Outcome based Curriculum Framework (LOCF) of Master of Business Administration Programme:

At Bharati Vidyapeeth (Deemed to be University), Pune the objective of MBA Program is to provide world class Business Education and develop dynamic HR Managers, Marketing Managers, entrepreneurs and business leaders. The Program aims to enhance decision-making capabilities of upcoming HR managers, Marketing Managers, Leaders and Entrepreneurs by imparting critical thinking and analytical abilities in leading dynamic organizations. Master's Degree is the well-recognized postgraduate qualification in higher education. The contents of this degree are determined in terms of knowledge and understanding, expertise and skills that a student intends to acquire. Students/Learners qualify for joining a profession or to provide development opportunities in particular employment settings. Graduates are enabled to enter a variety of jobs or to continue academic study at higher level.

VI. Aim of Master of Business Administration Programme

The aim of this programme is to inculcate the Students/Learners with rigorous knowledge and understanding the domain of field Management. Students/Learners/Learners undertaking this programme will:

- Demonstrate an understanding of key terms, theories/concepts and practices within the field of Management.
- Demonstrate competencies in development and problem solving in the area of Management
- Provide innovative solutions to problems in the field of Management.
- Be able to identify and appreciate the significance of the ethical issues in Management

VII. Postgraduate Attributes in MBA

On completion of the PG course Students/Learners are expected to have acquired the skills of critical thinking, rational enquiry, effective communication, and exploring the relationship between the stakeholders of an organization while remaining sensitive to the fulfillment of societal objectives at large. The Graduate attributes expected from the postgraduates of M.B.A. are:

- Critically assess existing theory and practice in the field of Management
- Develop an ability to undertake qualitative and quantitative research
- Apply knowledge about qualitative and quantitative research to an independently constructed piece of work
- Respond positively to problems in unfamiliar contexts
- Identify and apply new ideas, methods and ways of thinking
- Demonstrate competence in communicating and exchanging ideas in a group context
- Be able to advance well-reasoned and factually supported arguments in both written work and oral presentations
- Work effectively with colleagues with diverse skills, experience levels and way of thinking
- Be able to evaluate Management related social, cultural, ethical and environmental responsibilities and issues in a Global Context

VIII. Qualification Descriptors

Upon successful completion of the PG course, the Students/Learners receive a M.B.A. Post Graduate degree are expected to branch out into different paths seeking spheres of knowledge and domains of professional work that they find fulfilling. They will be able to demonstrate knowledge of major Management functions and the ability to provide an overview of scholarly debates relating to Management. It is expected that besides the skills specific to the discipline, these wider life skills of argumentation and communication, attitudes and temperaments, and general values inherent in a discipline that studies human beings in their social context, in all its complexity, ultimately enable learners to live rich, productive and meaningful lives. The list below provides a synoptic overview of possible career paths provided by postgraduate training in MBA: Human Resource Manager, Human Resource Generalist, Staffing Director, Technical Recruiter, Compensation Manager,

Employee Relations Manager, Employment Manager, Director of HR Training and Development, Marketing Manager, Import Export Manager etc.

IX. MBA Programme Course Outcomes

On the successful completion of this Post Graduate Programme, a student /Learners shall be able to:

- Apply the knowledge of management theories and practices to solve business problems
- Foster analytical and critical thinking abilities for data-based decision making
- Learn new technologies with ease and be productive at all times
- Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
- Read, write, and contribute to Business literature
- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

X. Eligibility for Admission:

Admission to the programme is open to any Graduate (10+2+3) of any recognized university satisfying the following conditions:

1. The candidate should have secured at least 50% (45% for SC/ST) in aggregate at graduate level university examination.
2. The Candidate studying in final year of Bachelor's degree may also apply. Admission of such candidates will remain provisional until submission of final result certificates in original.
3. Subject to the above conditions, the final admission is based solely on
 - a) The merit at the All India entrance test (B-MAT) conducted by Bharati Vidyapeeth (Deemed to be University), Pune.
 - b) Submission of Migration Certificate, Transference Certificate, anti-ragging affidavit etc.

XI. Structure of the Programme:

The MBA programme is of 124 credits, which need minimum two years divided into four semesters to complete. During third semester Students/Learners have to opt for specialization(s) and study the specialization courses in depth. The programme also includes Summer Internship / Summer Training of 60 days. The medium of

instruction and examination will be only English. A student would be required to complete the course as per the ABC (Academic Bank Credit) policy of UGC.

XII. Credits- Total: 124 credits

The definition of credits based on the following parameters;

For Regular Mode

- i) Learning hours put in by the student
- ii) Course Outcomes
- iii) Contents of the syllabus prescribed for the course etc.

In this system each credit can be described as a combination of 03 (**THREE**) components such as Lectures (L) + Tutorials (T) + Practice (P).

These components are further elaborated for an effective teaching learning process;

- Lectures (L): Classroom lectures delivered by Faculty member in an interactive mode.
- Tutorials (T): Sessions that includes participatory discussions, presentations by the Students/Learners, case study discussions etc.
- Practice (P): It includes LAB sessions for IT related courses & Business Communication and practice sessions for courses like Accounts, Mathematics, Statistics and field assignments etc.

ONE Credit = 15 Hours

In terms of a Semester of 15 (FIFTEEN) weeks,

- a) Every ONE hour session per week of Lecture (L) = 01 (one) credit per Semester
 - b) TWO hour sessions per week of Tutorial (T) = 01 (one) credit per Semester
 - c) TWO hour sessions per week of Practice (P) = 01 (one) credit per Semester
-

For CDOE

- i) Synchronous Online Counseling/Webinars/Interactive Live Lectures
- ii) Discussion Forum/ Asynchronous Mentoring
- iii) Hours spent on E-Tutorial and E-content of Study Material
- iv) Self Study Hours including Assignments

In this system, each credit can be described as a combination of FOUR components.

Sr. No.	Credit value of the course	No. of Weeks	No. of Interactive Sessions		Hours of Study Material		Self-Study hours including Assessment etc.	Total Hours of Study (based on 30 hours per credit)
			Synchronous Online Counseling/ Webinars/ Interactive Live Lectures (1 hour per week)	Discussion Forum/ asynchronous Mentoring (2 hours per week)	e-Tutorial in hours	e-Content hours		
1	2 credits	6 weeks	6 hours	12 hours	10	10	22	60
2	4 credits	12 weeks	12 hours	24 hours	20	20	44	120
3	6 credits	14 weeks	14 hours	28 hours	30	30	66	180
4	8 credits	16 weeks	16 hours	32 hours	40	40	88	240

XIII: Examinations:

For Regular

A) Scheme of Examination:

Courses having Internal Assessment (IA) / *Internal Examination(IE)* and University Examinations (UE) shall be evaluated by the respective institutes and the University at the term end for 50(fifty) and 50(fifty) Marks respectively. The total marks of IA and UE shall be 100 Marks and it will be converted to grade points and grades.

For courses having **only Internal Assessment (IA)** the respective institutes will evaluate the Students in various ways through ***Class Test, Presentations, Field Assignments and Mini Projects*** for a total of 100 marks during the term. Then the marks will be converted to grade points and grades.

Open Courses shall be evaluated for 100 marks only (hundred marks only).

(Note: MOOCs and Open Courses are compulsory)

B) Components of continuous evaluation system (CES):

Following are the suggested components of CES,

- a) Case Study/Case let/Situation Analysis- (Group Activity or Individual Activity)
- b) Class Test
- c) Field Assignment
- d) Role Play
- e) Industry Analysis (Group Activity or Individual Activity)
- f) Business Plan
- g) Quiz
- h) Workbook / Scrapbook
- i) Presentations
- j) Mini Research Projects

Breakup of CES marks (50)

Class Participation / Attendance	10
Mid-term	15
End-term	15
Class Tests, Assignments, MOOCs, Presentation/ Project, Case Study/Lab work etc.	10

For CDOE**A) Scheme of Examinations:**

Courses having Internal Assessment (IA) and University Examinations (UE) shall be evaluated by the respective Learner Support Centers and the University at the term end for 30(IE) and 70(UE) Marks respectively. The total marks of IA and UE shall be 100 Marks and it will be converted to grade points and grades.

For courses having *only Internal Assessment (IA)* the respective Learner Support Centers will evaluate the learners in various ways through home *assignments*, *online assignments*, for a total of 100 marks during the term. Then the marks will be converted to grade points and grades.

Open Courses shall be evaluated for 100 marks only (hundred marks only).

B) Components of continuous evaluation system (CES/CCA):

Following are the suggested components of CES/CCA,

- k) Online Case Study
- l) On line Test
- m) Online Assignment
- n) Online Business plan
- o) Online Quiz
- p) Online Presentations

Breakup of CES marks –Home Assignments, online Assignments: **30Marks**

C) MOOCS Guidelines –

MOOCS stands for Massive Open Online Courses. The student will complete MOOCS courses prescribed by Institute from following sources in respective semesters.

Following are the sources from where Students/Learners can undertake MOOCs

1. iimb.ac.in
2. swayam.gov.in
3. alison.com
4. edx.org
5. nptel.com (technical courses)
6. Coursera
7. harvardx.harvard.edu
8. udemy.com
9. futurelearn.com
10. Indira Gandhi National Open University(IGNOU)
11. National Council of Educational Research and Training (NCERT)
12. National Institute of Open Schooling (NIOS)
13. National Programme on Technology Enhanced Learning (NPTEL)

Important Note:

- Students should complete the MOOCs during four semesters of the program.
- Students have to submit completion certificate of all MOOCs. Unless certificate of all MOOCs are not submitted the mark sheet of the final semester will not be issued.

Grading System for Programmes under Faculty of Management Studies:

The Faculty of Management Studies, Bharati Vidyapeeth (Deemed to be University), Pune has suggested the use of a 10-point grading system for all programmes designed by its different Board of Studies.

The 10 point Grades and Grade Points according to the following table

Range of Marks (%)	Grade	Grade Point
$80 \leq \text{Marks} \leq 100$	O	10
$70 \leq \text{Marks} \leq 80$	A+	9
$60 \leq \text{Marks} \leq 70$	A	8
$55 \leq \text{Marks} \leq 60$	B+	7
$50 \leq \text{Marks} \leq 55$	B	6
$40 \leq \text{Marks} \leq 50$	C	5
Marks < 40	D	0

Standard of Passing:

For all courses, both UE and IA constitute separate heads of passing (HoP). In order to pass in such courses and to earn the assigned credits, the student must obtain a minimum grade point of 5.0 (40% marks) at UE and also a minimum grade point of 5.0 (40% marks) at IA.

- If Students/ Learners fails in IA, the Students/ Learners passes in the course provided, he/she obtains a minimum 25% marks in IA and GPA for the course is at least 6.0 (50% in aggregate). The GPA for a course will be calculated only if the student passes at UE.
- A Students/ Learners who fails at UE in a course has to reappear only at UE as backlog candidate and clear the Head of Passing. Similarly, a Students/ Learners who fails in a course at IA he/she has to reappear only at IA as backlog candidate and clear the Head of Passing to secure the GPA required for passing.
- The performance at UE and IA will be combined to obtain GPA (Grade Point Average) for the course. The weights for performance at UE and IA shall be 50% and 50% respectively.
- GPA is calculated by adding the UE marks out of 50 and IA marks out of 50. The total marks out of 100 are converted to grade point, which will be the GPA.

Rules of ATKT

The Academic Council at its 72nd meeting held on 25-2-2025 has resolved to REPEAL the condition related to the number of heads of passing required by the students to proceed to next year or subsequent years / semesters. In view of this, the students admitted can be permitted to take admission in the subsequent years / semesters irrespective of the number of subjects they have passed /cleared. However, the University reserves its right to admit the students in any of the semester / year depending on the fulfillment of level of knowledge required. These conditions are not applicable to programmes which are governed and have to abide by Council regulations. This will be effective from the Summer 2025 examinations and onwards.

[Refer Notification 1304 of University]

Formula to calculate Grade Points (GP)

Suppose that ‘_Max’ is the maximum marks assigned for an examination or evaluation, based on which GP will be computed. In order to determine the GP, Set $x = \text{Max}/10$ (since we have adopted 10 point system).

Then GP is calculated by the following formulas

Range of Marks	Formula for the Grade Point
$8x \leq \text{Marks} \leq 10x$	10
$5.5x \leq \text{Marks} \leq 8x$	Truncate (M/x) +2
$4x \leq \text{Marks} \leq 5.5x$	Truncate (M/x) +1

Two kinds of performance indicators, namely the Semester Grade Point Average (SGPA) and the Cumulative Grade Point Average (CGPA) shall be computed at the end of each term. The SGPA measures the cumulative performance of a student in all the courses in a particular semester, while the CGPA measures the cumulative performance in all the courses since his/her enrollment. The CGPA of student when he /she complete the program is the final result of the student.

The SGPA is calculated by the formula

$$\text{SGPA} = \frac{\sum C_k * GP_k}{\sum C_k}$$

Where, C_k is the Credit value assigned to a course and GP_k is the GPA obtained by the student in the course. In the above, the sum is taken over all the courses that the student has undertaken for the study during the Semester, including those in which he/she might have failed or those for which he/she remained absent. **The SGPA shall be calculated up to two decimal place accuracy.**

The CGPA is calculated by the following formula

$$\text{CGPA} = \frac{\sum C_k * GP_k}{\sum C_k}$$

$$CGPA = \frac{\sum GP_k}{\sum C_k}$$

where, C_k is the Credit value assigned to a course and GP_k is the GPA obtained by the

student in the course. In the above, the sum is taken over all the courses that the student has undertaken for the study from the time of his/her enrollment and also during the semester for which CGPA is calculated. **The CGPA shall be calculated up to two decimal place accuracy.**

The formula to compute equivalent percentage marks for specified CGPA: = (Final CGPA-0.5)*10

Award of Grade:

A Students/ Learners who has completed the minimum credits specified for the Programme shall be declared to have passed in the Programme. The final result will be in terms of letter grade only and is based on the CGPA of all courses studied and passed.

The criteria for the award of honors are given below.

Range of CGPA	Final Grade	Performance Descriptor	Equivalent Range of Marks (%)
$9.5 \leq \text{CGPA} \leq 10$	O	Outstanding	$80 \leq \text{Marks} \leq 100$
$9.0 \leq \text{CGPA} \leq 9.49$	A+	Excellent	$70 \leq \text{Marks} \leq 80$
$8.0 \leq \text{CGPA} \leq 8.99$	A	Very Good	$60 \leq \text{Marks} \leq 70$
$7.0 \leq \text{CGPA} \leq 7.99$	B+	Good	$55 \leq \text{Marks} \leq 60$
$6.0 \leq \text{CGPA} \leq 6.99$	B	Average	$50 \leq \text{Marks} \leq 55$
$5.0 \leq \text{CGPA} \leq 5.99$	C	Satisfactory	$40 \leq \text{Marks} \leq 50$
CGPA below 5.0	F	Fail	Marks below 40

Important Note:

- **Students who have earned a total of 40 credits by completing the first year (level 6) of two-year PG (level 6.5/7) of NCrF and, if exit, shall be awarded a postgraduate diploma.**
- Student or Learner is expected to write Two Research Papers and publish it in Peer Reviewed Journals.
- A Student /Lerner can carry any number of backlog paper till Semester-IV provided his/her academic term(s) is/are granted

XIV: A. Dual Specialization:

M.B.A Programme 2023-24 offers Dual Specialization to the Students/Learners in second year of MBA Programme. Under dual specialization Students/Learners will have to select **Two Specialization Subjects** from the list given below in semester III & IV.

i) Prerequisite for offering a combination of Specialization Groups

The Constituent Unit will offer the Specializations proposed only if minimum **Ten** Students opt for the same (Not applicable in case of CDOE Students)

ii) Specialization Combinations:

The specialization may be chosen by the student from the following choices:

Specialization II (Any Two of these)
Marketing Management
Financial Management
Human Resource Management
International Business Management
Production & Operations Management
Information Technology Management
Agribusiness Management
Retail Management
Project Management
Business Analytics
Event Management
Hospitality Management
Sports Management
Infrastructure Management

B. Summer Internship:

Rules for Summer Internship:

- 1) All students of MBA-I have to undergo a mandatory Summer Internship Program (SIP) of minimum 60 days in an organization after their Sem-II exams.
- 2) The Summer Internship is allocated 8 credits as per the University Syllabus
- 3) Selection of students for Internship: The Institute CRC (Corporate Resource Cell) gets the Internship requirements from Industry/Organization for specific roles. After the allocation of internship slots by the industry to the institute, the students undergo the selection process. At the end the company selects the students based on their performance. Once a student has

- taken up a summer internship project from campus, he/she will not be allowed to withdraw for another off-campus offer that he/she may secure at a later stage. Violation of the rule will result in barring him/her from the final placement process.
- 4) During the period of the Internship it is absolutely necessary for the students to conduct himself/herself professionally during the tenure with the organization as a summer intern.
 - 5) During the Internship period, on all working days, students to be in formal dress code. Situations may arise when the Company guide may call and wants to have a video call with students and students are not found in formals. Complaints from the company guide, such as these will not be tolerated. This will lead to cancellation of the project.
 - 6) At all times during the Internship period, students should be accessible on their Mobile Phones. Also they are to regularly access their emails for any messages from their Internal faculty guide or their Company Guide. In addition, if the institute receives any complaint from the organization's regarding the conduct or indiscipline of the student, strict action will be taken against the student.
 - 7) The permission to extend the period of summer internship is taken in consultation with the Institute Director.
 - 8) Team CRC will be in constant touch with the Company Guide to take the feedback on student's progress during the Internship.
 - 9) The student's need to remember that his/her conduct & performance, can mar or enhance the Institute's image thereby affecting the final placement.
 - 10) During the entire period of the Internship, for subject/project related matters, students are to be in touch with their Internal Faculty Guide. And for other company matters they can contact CRC.
 - 11) During the tenure with the organization the student is required to work on a subject relevant to the organization and society, formulating the problem and devising ways to solve the same under expert guidance.
 - 12) Before the Students join the Organization for the Internship they are oriented for the do's and don'ts of the Internship by the CRC.
 - 13) Once the Students join the Internship they are oriented by the reporting manager at the new workplace. This might take the form of a conventional orientation program or merely walk around the office, depending on the size of the company. Give interns an overview of the organization; some companies give talks or hand out information about the company's history, vision and services. Explain who does what and what the intern's duties will be. Introduce him or her to co-workers.
 - 14) Guidance/ Regular Feedback: It's important to give students lots of feedback. The reporting manager in the organization gives the students feedback during the course of the

Internship. They'll want to know if their work is measuring up to organizational expectations.

- 15) Daily progress report of Intern is to be evaluated by industry supervisor as well as by the Internal Faculty guide.
- 16) Both the Industry Guide and the Internal Faculty Guide periodically examine what the intern has produced and make suggestions. Weekly supervision meetings with the students help to monitor the intern's work. After completion of Internship, the student should prepare a comprehensive report to indicate what he/she has observed and learnt in the training period. The student has to be in constant touch with Industrial Supervisor/ Faculty Guide/TPO for assigning special topics and problems and should prepare the final report on the assigned topics.
- 17) The training report should be signed by the Internship Supervisor, Faculty Guide and the Director of the Institute. The Internship report will be evaluated on the basis of following criteria:
 - Originality.
 - Adequacy and purposeful write-up.
 - Organization, format, drawings, sketches, style, language etc.
 - Variety and relevance of learning experience.
 - Practical applications, relationships with basic theory and concepts taught in the course.
- 18) Chapter Scheme used in the project report

Chapter 1: Introduction

The purpose of introduction is to introduce the research project to the readers. It should contain history of the organization, past and current practices, new technology and future strategies. Enough background should be given to make clear to the readers why the problem was considered worth investigating. A brief summary of other relevant research may also be stated so that the present study can be seen in that context. The hypotheses of study, if any, and the definitions of the major concepts employed in the study should be explicitly stated in the introduction of the report.

- In this chapter the following minimum contents should be covered.
- Overview of industry as a whole
- Profile of the organization (History, Vision, Mission Objectives, Functions, Etc.)
- Problems of the company/Industry (**Growth of Industry, Players in Industry, size, contribution in GDP, Total employees, global practices, etc.**)
- Competitors information

- SWOT analysis of the organization

Chapter 2: Research Methodology

- Statement of the Problem
- Objectives & Scope of Study
- Managerial usefulness of study
- Type of Research and Research Design
- Data Collection Method
- Limitations of Study

Chapter 3: Conceptual Discussion

- Review of Literature (Discussion about the work done by others on similar issues and published articles/books/research projects, etc.)
- Current Issues (From Newspaper, Journals–For Company and Industry)
- New Development of Company and Industry

Chapter 4 : Data Analysis–

- Methods and techniques of data analysis (Questionnaire, Graphs, Statistical Methods, SPSS etc)
- Primary Data Analysis
- Secondary Data Analysis

Chapter 5 : My contribution to the body of knowledge

Chapter 6 : Findings, Conclusion and Suggestions

Chapter 7: Summary of the project

Appendix

Here a sample Questionnaire, FAQ (Frequently Asked Questions) and any other relevant documents may be included.

Bibliography (Use APA format for Bibliography)

Reference Books, Journals, newspapers, Websites, Reports etc are to be listed out there. (Examples of Books, Magazines, Journals and Newspapers as referred by the students are given below.)

Books

Kotler Philip, Marketing Management Analysis, Planning Implementations & Control Edition, 1998. Prentice Hall of India Ltd. New Delhi.

Magazines, Journals & Newspapers.

Name of the articles, e.g. Business Today: 15-22 May 2012

Name of the articles, e.g. The Times of India. Mumbai: 1st May 2012.

19).The candidate is required to publish internship work in conferences and journals in consultation with the Internal Faculty guide and after due permission/ consent from the organization/industry where he/she has undergone the internship.

20) EVALUATION THROUGH PRESENTATION/VIVA-VOCE AT THE INSTITUTE

The student will give a presentation based on his training report, before an expert committee constituted by the University and the Institute as per norms of the institute.

The evaluation will be based on the following criteria:

- Quality of content presented.
- Proper planning for presentation.
- Effectiveness of presentation.
- Depth of knowledge and skills.
- Attendance record, daily diary, departmental reports shall also be analyzed along with the Internship Report.
- This presentation will enable sharing knowledge & experience amongst students & teachers and build
- Communication skills and confidence in students.

Winter Internship: Willing and eligible students can also do a Winter Internship after their Ist semester exams. This is voluntary and without any credits. Students who have more than 75% attendance in their Ist semester are eligible to do the Winter Internship. If they are selected the Institute gives them a No Objection Certificate (NOC) to the Internship. Students need not attend the sessions but they need to attempt all the internal test/seminars/MOOC's/assignments, etc. as part of the continuous evaluation system(CES).This Internship helps the students gain practical industry exposure while pursuing their MBA.

The Format for joining report to be sent by the reporting manager in the organization:

(Name of the Institute:_____)

Joining Report for Summer Internship

- Name of the Student :
- Course/Div/Roll No :
- Name of the Company :
- Name of the Internal Faculty Guide :
- Name of the Mentor
- (Company guide) :
- Address :
- Telephone /Mobile No. :
- Date of Joining :
- Title of project :

(Signature of the Student)

(Signature of Mentor) Stamp

Note:if the seal of the organization is not available, attach the visiting card/business card of your organizational guide; otherwise this report will be treated as void.

The Format for the three progress reports to be sent by the reporting manager in the organization:

(Name of the Institute : _____)

Fortnightly progress report for Summer Internship (to be sent to respective faculty guide email id)

- Name of the Student :
- Course/Div./Roll No :
- Name of the Organization :
- Department /Assigned :
- Name of the faculty Guide :
- Title of the Project :
- Mentor/Guide in the company :
- Name and Designation :
- Ph no and e-mail :
- Date of Joining :
- Progress made in the fortnight :
- Date : From to

Remarks of the Guide: Progress is Satisfactory/Not satisfactory

(Signature of mentor & stamp of the company)

Note: If the seal of the organization is not available, attach the visiting card/business card of your organizational guide; otherwise this report will be treated as void

XV. Question Paper Patterns for University Examination (Regular):

The pattern of *question paper* for the courses having University Examinations will be as follows:

Title of the Course

Day:

Total Marks: 50

Date:

Time: 03 Hours

Instructions:

1. Section I –Attempt any FOUR questions. Each question carries 07 Marks.

2. Question 7 from Section II is compulsory. It carries 12 marks.

And attempt any ONE questions from rest of the two questions in Section II. This question carries 10 Marks

SECTION – I		28 Marks	
<i>It should contain 06 questions covering the syllabus. Questions should be set uniformly from all the units.</i>		CO (CO number to be mentioned: Refer Syllabus)	BL (Bloom's Taxonomy Level to be mentioned viz. Create (1); Evaluate (2); Analyze(3); Apply (4); Understand (5); Remember (6)
Question	Marks	CO	BL
Q.1	(7 marks)		
Q.2	(7 marks)		
Q.3	(7 marks)		
Q.4	(7 marks)		
Q.5	(7 marks)		
Q.6 Write Short Notes on ANY TWO a) b) c)	(7 marks)		
SECTION – II		22	
<i>Question No.7 or the first Question of Section II is compulsory. This question should be based on case-study and would carry 12 marks. After this there should be 02 questions each of 10 Marks. Students have to attempt any one out of two questions. All these questions in this section should be designed to evaluate the higher levels of Bloom's Taxonomy viz.</i>		CO	BL

<i>Create, Evaluate, Analyze, Apply.</i>			
Q.7.....	(12 marks)		
Q.8.....	(10 marks)		
Q.9.....	(10 marks)		

Note:

- 1. Answers to section I and II should be written in the same answer book.**
- 2. The question paper should be relevant to the set of course outcome.**
- 3. Question Papers shall be prepared to incorporate varying levels of difficulty such as:**
 - i. Must know – vital (60% weightage)**
 - ii. Should know – essential (20% weightage)**
 - iii. Could know – desirable (20% weightage)**
- 4. The length of the question-reasonably feasible for an average student to answer with in the stipulated time.**

XVI. STRUCTURE OF THE SYLLABUS

The MBA Programme as per Semesters, Credits and Marks is as follows:

Semester	Credits	Marks Distribution
I	31	900
II	35	900
III	39	900
IV	19	700
Total	124	3400

XVII. PROGRAMME MODULE MBA -2022

Semester -I

Course Code	Name of the Subjects	Format	Credits	Regular Mode		CDOE		Total Marks
				IE	UE	IE	UE	
101	Management Concepts & Applications	IE&UE	3	50	50	30	70	100
102	Managerial Economics	IE&UE	3	50	50	30	70	100
103	Financial & Management Accounting	IE&UE	4	50	50	30	70	100
104	Organizational Behaviour	IE&UE	3	50	50	30	70	100
105	Statistical Techniques	IE&UE	4	50	50	30	70	100
106	Organization Development and change Management.	IE&UE	3	50	50	30	70	100
107	Business Communication	IE&UE	3	50	50	30	70	100
108	Fundamentals of Information Technology	IE	2	100	-	100	--	100
109	MOOCS – I *	-	4	-	-	-	--	-
110	Open- I**	IE	2	100	-	100	--	100
Total No. of Credits			31	550	350	410	490	900

*Student has to complete MOOCS compulsory[Please refer MOOCS guidelines as per point no. X(C)]

**Open Courses: Students/Learners can opt anyone course from the following

Course Code	Open Course
Open Course	Agriculture Business Management
Open Course	Community Work- I
Open Course	Current Affairs
Open Course	Universal Human Values
Open Course	Counseling Psychology.

Semester - II

Course Code	Name of the Subjects	Format	Credits	Regular Mode		CDOE		Total Marks
				IE	UE	IE	UE	
201	Marketing Management	IE&UE	3	50	50	30	70	100
202	Financial Management	IE&UE	4	50	50	30	70	100
203	Human Resource Management	IE&UE	3	50	50	30	70	100
204	International Business	IE&UE	3	50	50	30	70	100
205	Production & Operations Management	IE&UE	3	50	50	30	70	100
206	Research Methodology	IE&UE	4	50	50	30	70	100
207	Operations Research For Managers	IE&UE	3	50	50	30	70	100
208	Business Ethics and Corporate Governance	IE	2	100	-	100		100
209	MOOCS – II*	-	4	-	-	-		-
210	MOOCS – III*	-	4	-	-	-		-
211	Open –II**	IE	2	100	-	100		100
Total No. Credits			35	550	350	410	490	900

*Student has to complete MOOCS compulsory[Please refer MOOCS guidelines as per point no. X(C)]

**Open Courses: Students/Learners can opt anyone course from the following

Course Code	Open Course
Open Course	Data analysis using Ms- Excel
Open Course	E-commerce Application
Open Course	Managerial Skills for Effectiveness
Open Course	Social Media Management
Open Course	Yoga and Meditation

***** In addition to the above; Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.**

Semester -III

Course Code	Name of the Subjects	Format	Credits	Regular Mode		CDOE		Total Marks
				IE	UE	IE	UE	
301	Strategic Management	IE&UE	3	50	50	30	70	100
302	Legal Aspects of Business	IE&UE	3	50	50	30	70	100
303	Innovation, Design Thinking and Entrepreneurship Management	IE&UE	3	50	50	30	70	100
See groups	Specialization I - E-(i)	IE&UE	3	50	50	30	70	100
See groups	Specialization I - E-(ii)	IE&UE	3	50	50	30	70	100
See groups	Specialization II - E-(i)	IE&UE	3	50	50	30	70	100
See groups	Specialization II - E-(ii)	IE&UE	3	50	50	30	70	100
304	**Summer Internship	IE	8	100	---	100	---	100
305	MOOCS – IV*	-	4	-	--	-	--	-
306	MOOCS – V*	-	4	-	--	-	--	-
307	Open –III**	IE	2	100	--	100	--	100
Total No. of Credits			39	550	350	410	490	900

*Student has to complete MOOCS compulsory [Please refer MOOCS guidelines as per point no. X(C)]

**Open Courses: Students/Learners can opt anyone course from the following

Course Code	Open Course
Open Course	Digital Marketing
Open Course	Corporate Taxation
Open Course	Cross Cultural Issues and International HRM
Open Course	Artificial Intelligence in HR Practices
Open Course	Indian Culture

**** In addition to the above, Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.**

Semester -IV

Course Code	Name of the Subjects	Format	Credits	Regular Mode		CDOE		Total Marks
				IE	UE	IE	UE	
401	Project Management	IE&UE	3	50	50	30	70	100
See groups	Specialization I - E-(iii)	IE&UE	3	50	50	30	70	100
See groups	Specialization I - E-(iv)	IE&UE	3	50	50	30	70	100
See groups	Specialization II - E-(iii)	IE&UE	3	50	50	30	70	100
See groups	Specialization II - E-(iv)	IE&UE	3	50	50	30	70	100
402	Environment & Disaster Management	IE	2	100	-	100	-	100
403	Open –IV	IE	2	100	-	100	-	100
	Total No. Credits		19	450	250	350	350	700

Student has to complete MOOCS compulsory [Please refer MOOCS guidelines as per point no. X(C)]

****Open Courses:** Students/Learners can opt anyone course from the following

Course Code	Open Course
Open Course	Introduction to Data Science
Open Course	Human Resource Analytics
Open Course	Labour Laws
Open Course	Cyber Security
Open Course	Financial Planning & Instruments

**** In addition to the above, Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.**

AS PER AICTE –MODULE

- Total =124 credit
- I year – 66 credit
- II Year =58 credit (50+8 Internship)
- Total Marks- 3400 (I to IV Sem) -(I-900+II-900+III-900+IV-700)
- Structure – UE+IE, IA & CCA

XVIII. LIST OF SPECIALIZATION – ELECTIVES

Elective: Marketing Management

Sem III	
Code.	Name of the Course
MK01	Consumer Behaviour
MK02	Services Marketing
Sem IV	
MK03	Sales & Distribution Management & B2B
MK04	Integrated Marketing Communication

Elective: Financial Management

Sem III	
Code.	Name of the Course
FM01	Investment Analysis & Portfolio Management
FM02	Management of Financial Services
Sem IV	
FM03	Corporate Finance
FM04	International Financial Management

Elective: Human Resource Management

Sem III	
Code.	Name of the Course
HR(E) 01	Human Resource Planning and Development
HR(E) 02	Labour Laws-I
Sem IV	
HR(E) 03	Compensation and Benefits Management
HR(E) 04	Competency Mapping and Performance Management

Elective: International Business Management

Sem III	
Code.	Name of the Course
IB01	Regulatory Aspects of International Business
IB02	Export Import Policies, Procedures and Documentation
Sem IV	
IB03	International Marketing
IB04	Global Business Strategies

Elective: Production and Operations Management

Sem III	
Code.	Name of the Course
PM01	Quality Management
PM02	Business Process re-engineering
Sem IV	
PM03	Logistics & Supply Chain Management
PM04	World Class Manufacturing Practices

Elective: Information Technology Management

Sem III	
Code.	Name of the Course
IT01	System Analysis & Design
IT02	Information System Security & Audit
Sem IV	
IT03	RDBMS with Oracle
IT04	Enterprise Business Applications

Elective: Agribusiness Management

Sem III	
Code.	Name of the Course
AM01	Rural Marketing
AM02	Supply Chain Management in Agribusiness
Sem IV	
AM03	Use of Information Technology in Agribusiness Management
AM04	Cooperatives Management

Elective: Retail Management

Sem III	
Code.	Name of the Course
R01	Introduction to Retailing
R02	Retail Management & Franchising
Sem IV	
R03	Merchandising, Display & Advertising
R04	SupplyChain Management in Retailing

Elective: Project Management

Sem III	
Code.	Name of the Course
PR01	Project Risk Management
PR 02	Software Project Management Tools
Sem IV	
PR 03	Managing Large Projects
PR 04	Social Cost and Benefit Analysis of Project

Elective: Business Analytics

Sem III	
Code.	Name of the Course
BA 01	Introduction to Business Analytics and Data Mining
BA 02	Business Statistics and Analytics
Sem IV	
BA 03	Digital Transformation of Business
BA 04	Applied Data Visualization for Business Decisions

Elective: Event Management

Sem III	
Code.	Name of the Course
EM 01	Event Marketing
EM 02	Event Risk Management
Sem IV	
EM 03	Customer Relationship in Event Management
EM 04	Human Resource in Event Management

Elective: Hospitality Management

Sem III	
Code.	Name of the Course
HM 01	Food Service Operation
HM 02	Tour Operations Management
Sem IV	
HM 03	Hospitality Marketing Management
4M 04	Accommodation Operations Management

Elective: Sports Management

Sem III	
Code.	Name of the Course
SM 01	Sports Marketing
SM 02	Basics of Sports Medicine & Nutrition
Sem IV	
SM 03	Sports Sponsorships
SM 04	Managing Sports Organization

Elective: Infrastructure Management

Sem III	
Code.	Name of the Course
IM 01	Infrastructure Project Management
IM 02	Contract and Claim Management
Sem IV	
IM 03	Health, Safety and Environmental Management
IM 04	Infrastructure Project Formulation, Assessment and Appraisal

XIX. Summary of the Syllabus Content

Sr. No	Syllabus Content	Remark(If Any)
1	Total credit (124) Credit structure in all semester as per AICTE Norms	
2	Total Marks of Subjects- 3400 Marks & Credit distributed <ul style="list-style-type: none">• Sem I= 900 (31)• Sem-II- 900 (35)• Sem-III-900(39)• Sem-IV-700 (19)• Total -3400 (124)	
3	<u>Introduced MOOCS</u> in three semesters at course Structure Mandatorily. Semester –I MOOCS- 4 Credit Semester –II MOOCS- 8 Credit Semester –III MOOCS- 8 Credit Total = 20 credit	MOOCS becomes Mandatory as per UGC and AICTE Norms.
4.	<u>Introduce New specialization (5)</u> <ul style="list-style-type: none">• Business Analytics• Event Management• Hospitality Management• Sports Management• Infrastructure management New Syllabus- Area of Specialization = 14	
5	Five (5) choice based open subject each semester	
5	Examination Pattern UE-100 MARKS IE- 50 MARKS Total = 100 UE- Examination Hours-3 hours	

Programme Structure

AQAR Based Course structure – Course mapping and outcome base subjects

Sr.No.	Name of the Course	No. of Subjects
1	Core Subjects	22
2	Electives Subjects (14 Elective * 2 Subjects =28 Subjects) each for semester III & IV	56
3	Open Subjects	20
4	MOOCS	05
	TOTAL	103

Sr.No.	Name of the Course	No. of Course
1	Employability Skill	70
2	Entrepreneurship Development	52
3	Skill Development (Life Skill, Knowledge Skill, Personality Skill, Managerial Skill)	25

Sr.No.	Name of the Course	No. of Course
1	Combination of Programme as per UGC AND AQAR (Core+ Elective + open+ MOOCS) =4 COMBINATION	103
2	Core Course (Common Subject(Sem-I to IV)	22
3	Generic Elective –Open Elective (Sem-III &IV)	09
4	DSE-Discipline Specific Elective(14 Elective*2)	56
5	Ability Enhancement Compulsory Course ((Sem-I to IV)	16
	Total Programmes	103

PROGRAM OUTCOME(PO)

Program Outcome(PO)	Description
Program Outcome(PO) 1	Apply the knowledge of management theories and practices to solve business problems
Program Outcome(PO) 2	Foster analytical and critical thinking abilities for data-based decision making
Program Outcome(PO) 3	Learn new technologies with ease and be productive at all times
Program Outcome(PO) 4	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
Program Outcome(PO) 5	Read, write, and contribute to Business literature
Program Outcome(PO) 6	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

MBA (HR) SEMESTER I
Revised Syllabus
With Effect from (2022 –24)

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
I	101	Management Concepts and Applications	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives :			
<ul style="list-style-type: none"> To understand the basic Management Concepts and Skills. To study the Principles and Functions of Management. To learn the Applications of Principles of Management. To familiar with the Functional areas of management. To study the Leadership styles in the organization. To expose to the Recent trends in management. 			
Learning Outcomes:			
<p>On completion of this course, the students will be able to</p> <ul style="list-style-type: none"> Understand the Management Concepts and Managerial Skills. Focus on the Principles and Functions of Management. Learn to apply the Principles of Management in practice. Familiarize with the Functional areas of management. Use the effective Leadership styles in the organization. Recognize the Recent trends in management. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Management: Definition and meaning of Management, Characteristics of Management, Management as Art and Science, Scope of Management, Scientific Management Approach by F.W. Taylor, Principles of Management by Henry Fayol, Levels of management, Skills and Functions of Manager	6	CO1	PPT and Discussion	Understand	CES (class test or assignment or end term)
2	Planning: Meaning of Planning, Nature and importance of Planning, Steps in Planning Process, Types of Plans, Objectives-meaning, Management by Objectives (MBO), Management by Exception. Decision Making Decision making- Process of Decision making, Decision making models: classical, Administrative, Political and	6	CO2	PPT and Discussion	Understand	CES (class test or assignment or end term)

	Vroom-Jago Model.					
3	Organizing: Meaning of Organizing, Process of Organizing, Principles of Organizing, Types of organizational structures - Formal and Informal, Line and Staff Relationship Departmentalization - Bases of Departmentalization,. Staffing: Meaning of Staffing, Human Resource Planning - Job Analysis, Recruitment - Sources of Recruitment, Selection - Process of Selection, Training of Employees: Methods. Performance Appraisal: Methods,	8	CO3	PPT and case study	Analyze	Flip class or End Term internal
4	Directing: Meaning of Directing, Principles of Directing, Span of Management - Determinants of Span of Management, Centralization Vs Decentralization, Authority, Responsibility and Accountability: Delegation of Authority -	7	8CO4	PPT and case study	Analyze	End Term internal
5	Controlling: Importance of coordination, Meaning of Controlling, Need for effective controlling, Process of Controlling, Techniques of Controlling, Leadership: meaning, Importance	7	CO 5	PPT and Think – Pair-Share (TPS)	Evaluate	End Term internal
6	Functional Departments And Sections - HR, Marketing, Production & Operations, Finance, etc. Introduction To Business Sectors: Manufacturing (Automobile, Pharmaceutical, etc), Service (IT, Telecom, Banking, Insurance, etc), Management of SMEs.	8	CO6	PPT and Think – Pair-Share (TPS)	Create	CES (Flip class or end term)

PO CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	-	1	1	1	-
CO2	2	1	1	-	2	-
CO3	2	1	-	1	1	-
CO4	2	1	-	2	1	1
CO5	1	1	1	-	1	3
CO6	1	1	1	1	1	3

1- Low, 2- Medium, 3- High, If no correlation, put '-'
 (Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation/ Attendance	10	2	2	1	1	2	2
PPT	5	-	-	-	1	2	2
Case study discussion or assignment /projects	5	2	2	-	-	-	1
Internal End Term Exam	30	5	5	5	5	5	5
Internal	50	9	9	6	7	9	10
End Term (Univ)	50						

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.**Reference Books:**

Sr.No.	Name of the Author	Title of the Book	Year of	Publisher
1 – National	S.A. Sherlekar and V.S. Sherlekar	Principles of Business Management		Himalaya Publishing
2 – National	Dr. T. Ramasamy	Principles and Practice of Management		Himalaya Publishing
3 – National	L.M. Prasad	Principles and Practice of Management,		Sultan Chand &
4 – International	Koontz, Weihrich and A. Ramchandra	Principles of Management		Tata McGraw-
5 – International	Peter F. Drucker	Practice of Management		Harper Business.
6 – International	Richard L. Daft	Principles of Management		Cengage
7-Lead Textbook	Pravin Durai	Principles of Management – Text & Cases	2019	Pearson

Online Resources:

Online Resources No	Web site address
1	http://www.ft.com/business-education .
2	http://www.makeinindia.com/policy/new-initiatives .
3	https://india.gov.in/
4	http://pmindia.gov.in/en/
5	http://www.makeinindia.com/policy/new-initiatives
6	https://mygov.in/group/digital-india
7	www.skilldevelopment.gov.in/World%20Youth%20Skills%20Day.html

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/learn/management-fundamentals-healthcare-administrators

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	Application of the knowledge of management theories and practices to solve business problems is possible only learners will understand basics of management concepts, principles and skills needed to apply. Hence alignment of CO1 with PO1 has been kept at medium.
CO1 & PO 2 Mapped at 0	Analytical and critical thinking abilities for data based decision making cannot be developed only by understanding management concepts, it is possible to very limited extent. Hence alignment of CO1 with PO2 has been kept at zero.
CO1 & PO 3 Mapped at 1	Understanding management concepts and managerial skills can make learners to learn new technologies and be productive while working in organization at a limited extent only. Hence alignment of CO1 with PO3 has been kept at low.
CO1 & PO 4 Mapped at 1	Understanding management concepts and managerial skills with perspective of global, economic, legal and ethical aspects of business are relevant in Today's context. Alignment of CO1 with PO4 has been kept at low
CO1 & PO5 Mapped at 1	Read, write and contribute to Business literature is not primarily aimed while making learners to understand management concepts, principles and managerial skills but this knowledge is definitely help to limited extent for this objective .Hence alignment of CO1 with PO5 has been kept at low.
CO1 & PO6 Mapped at 0	Ability to lead cannot be achieved only through understanding theory of management concepts and principles . Hence alignment of CO1 with PO6 has been kept at zero.
CO2 & PO1 Mapped at 2	Studying principles and functions of management will make learners to apply knowledge of management theory and practice to solve business problems. Hence alignment of CO2 with PO1 has been kept at medium.
CO2& PO2 Mapped at 1	Studying principles and functions of management will make learners to develop analytical and critical thinking for data based decision making up to a limited extent. Hence alignment of CO2 with PO2 has been kept at low.
CO2& PO3 Mapped at 1	Understanding principles and functions of management can make learners to learn new technologies and be productive while working in organization at a limited extent only. Hence alignment of CO2 with PO3 has been kept at low.
CO2& PO4 Mapped at 0	Studying principles and functions of management will not contribute significantly to understand, analyze and communicate global, ethical, legal and ethical aspects of business. Hence alignment of CO2 with PO4 has been kept at zero.
CO2& PO5 Mapped at 2	Studying principles and functions of management will help learners to give exposure to some extent for read, write and contribute to business literature. Hence alignment of CO2 with PO5 has been kept at medium.
CO2& PO6 Mapped at 0	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is only possible by skill development and inculcating motivating others. Hence alignment of CO2 with PO6 has been kept at zero.
CO3 & PO1 Mapped at 2	Applications of management theory and practice to solve business problems is possible when learners understand principles of management. Hence alignment of CO1 with PO1 has been kept at medium.
CO3 & PO2 Mapped at 1	Applications of principles of management will make it possible to some extent that learners apply management theory and practice to solve business problems. Hence alignment of CO3 with PO2 has been kept at low.
CO3 & PO3	Learning new technologies to be productive at all times is possible only if students are motivated to develop

Mapped at 0	new skills but since it depends on many other variables. Hence alignment of CO3 with PO3 has been kept at zero.
CO3 & PO4 Mapped at 1	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is weakly aligned with applications of principles of management. Hence alignment of CO3 with PO4 has been kept at low.
CO3 & PO5 Mapped at 1	Applications of principles of management will help learners to some extent about reading and writing to Business literature. Hence alignment of CO3 with PO5 has been kept at low.
CO3 & PO6 Mapped at 0	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is only possible by skill development and inculcating motivating others. Hence alignment of CO3 with PO6 has been kept at zero.
CO4 & PO1 Mapped at 2	Apply the knowledge of management theories and practices to solve business problems is possible when learners will be familiarize with functional areas of management. Hence alignment of CO4 with PO1 has been kept at medium.
CO4 & PO2 Mapped at 1	Applications of principles of management will make it possible to some extent that learners apply management theory and practice to solve business problems. Hence alignment of CO3 with PO2 has been kept at low.
CO4 & PO3 Mapped at 0	To be aware of functional areas of management is not aligned with learning new technologies with ease and be productive at all times. Hence alignment of CO4 with PO3 has been kept at zero.
CO4 & PO4 Mapped at 2	Applications of principles of management are important to understand, analyze and communicate global, economic, legal and ethical aspects of business. Hence alignment of CO4 with PO4 has been kept at medium.
CO4 & PO5 Mapped at 1	Read, write, and contribute to Business literature are not totally aligned as CO 4 will ensure reading and writing ability but whether they will contribute to business literature is doubtful. Hence alignment of CO4 with PO5 has been kept at low.
CO4& PO6 Mapped at 1	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible only when familiarity with functional areas of management are taken into consideration up to some extent. Hence alignment of CO4 with PO6 has been kept at low.
CO5 & PO1 Mapped at 1	Studying leadership styles will slightly help to learners to apply management theory and practice to solve business problems. Hence alignment of CO5 with PO1 has been kept at low.
CO5 & PO2 Mapped at 1	Studying leadership styles is slightly aligned for foster analytical and critical thinking abilities for data based decision making. Hence alignment of CO5 with PO2 has been kept at low.
CO5 & PO3 Mapped at 1	To be aware of studying leadership is slightly aligned with learning new technologies with ease and be productive at all times. Hence alignment of CO5 with PO3 has been kept at low.
CO5 & PO4 Mapped at 0	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is not aligned with studying leadership styles . Hence alignment of CO5 with PO4 has been kept at zero.
CO5 & PO5 Mapped at 1	Read, write, and contribute to Business literature is slightly aligned as studying leadership styles in organization will help learners to develop this perspective. Hence alignment of CO5 with PO5 has been kept at low.
CO5 & PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is highly aligned with studying leadership styles and its implementation. Hence alignment of CO5 with PO6 has been kept at high.
CO6 & PO1 Mapped at 1	Recent trends in management will slightly help learners to apply management theory and practice to solve business problems. Hence alignment of CO6 with PO1 has been kept at low.
CO6 & PO2 Mapped at 1	Recent trends in management is slightly aligned with foster analytical and critical thinking abilities for data based decision making. Hence alignment of CO6 with PO2 has been kept at low.
CO6 & PO3 Mapped at 1	To be aware of recent trends is slightly aligned with ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment Hence alignment of CO6 with PO3 has been kept at low.
CO6 & PO4 Mapped at 1	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is aligned with getting exposure to recent trends in management. Hence alignment of CO6 with PO4 has been kept at low.
CO6 & PO5 Mapped at 1	Read, write, and contribute to Business literature are slightly aligned as knowing about recent trends of management will make the learners to develop these skills . Hence alignment of CO6 with PO5 has been kept at low.
CO6 & PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible only when familiarity with recent trends in management has been taken into consideration. Hence alignment of CO6 with PO6 has been kept at high.

Mapped by: Dr. Pankaj Saini, BVIMR, New Delh

BOS Chairperson: Prof. Dr. S.B. Sawant

Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
I	102	Managerial Economics	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives :			
<ul style="list-style-type: none"> To acquaint learners with basic concepts and techniques of economic analysis and their application to managerial decision-making. To prepare the students for the use of managerial economics tools and techniques in specific business settings. Comprehend how changes in the environment in which firms operate influence their decision-making. To develop managerial skills for developing business strategy at the firm level. To understand recent developments in strategic thinking and how it is applied to economic decision making. Identify possible external and internal economic risks and vulnerabilities to economic growth and identify policies to address them. 			
Learning Outcomes:			
<ul style="list-style-type: none"> Understand the role of managers in firms. Analyze the demand and supply conditions and assess the position of a company. Estimation of production function and finding out optimal combination of input using Isoquant and Isocost. Design competition strategies including costing, pricing and market environment according to the nature of the product and structure of market. Enable to know the importance of various sectors of the economy and their contribution towards national income. Investigate potential output and compute output gaps and diagnose the outlook for the economy. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Economics For Business -Nature and Scope of Managerial Economics, Firm and its Objectives, Theories of Firm, Role of Managerial Economics in Decision Making.		CO1	Lecture with PPT's + Illustrations	Remember	End Term Internals: Short Answers
2	Demand Theory and supply- Demand and its Determination - Law of Demand, Types of Demand, Demand Function, Economic Concept of Elasticity (Price, Cross and Income Elasticity). Concept of Supply, Demand and		CO2	Lecture with PPT's + Illustrations	Understand	Case Study, End Term Internals: Short Answers

	Supply Equilibrium, Shift in Demand and Supply.					
3	Theory of Production - Production function, Law of Diminishing Marginal Returns, Three stages of Production, The Long run Production function, Isoquant and Isocost curve, Importance of Production function in managerial decision making.		CO3	Lecture with PPT's + Illustrations	Understand and Apply	End Term Internals: Short Answers
4	Theory of Cost - Classification of Costs - Short Run and Long Run Cost, Cost Function, Scale Economies, Scope Economies, Dual Relationship Between Cost and Production Function, Least cost combination of input (Producer Equilibrium).		CO4	Lecture with PPT's + Illustrations	Understand and Apply	End Term Internals: Short Answers
5	Market Structure - Introduction to different types of Market- Price Determination under Perfect Competition- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium, Short-run Firm Equilibrium, Long-run Industry Equilibrium, Long-run Firm Equilibrium under Perfect Competition. Pricing Under Imperfect Competition - Introduction, Monopoly, Price Discrimination under Monopoly, Monopolistic Competition, Oligopoly (Kinked Curve), Game theory.		CO4	Lecture with PPT's + Illustrations	Evaluate and Apply	End Term Internals: Short Answers
6	Macroeconomic markets and Integration -Product Market: Saving and Investment Function, consumption function. Aggregate demand and Aggregate supply. Fiscal Policy and Monetary Policy for uplifting the economy.		CO5 & CO6	Lecture with PPT's + Illustrations	Understand and Apply	End Term Internals: Short Answers

	Types of Business Cycle.					
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CO-PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO102.1	3	3	2	3	1	3
CO102.2	2	3	2	3	1	1
CO102.3	2	3	2	2	1	1
CO102.4	3	3	3	3	2	2
CO102.5	3	2	3	2	1	2
CO102.6	3	3	2	3	2	2
CO	2.66	2.83	2.33	2.66	1.33	1.83
CO	3	3	2	3	1	2

1- Low, 2- Medium, 3- High, If no correlation, put '0'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation / Attendance	10	1	2	2	1	2	2
Mid-term	15	2.5	2.5	2.5	2.5	2.5	2.5
End-term	15	2.5	2.5	2.5	2.5	2.5	2.5
Class Tests, Assignments, MOOCs, Presentation/ Project, Case Study/Lab work etc.	10	1	2	2	2	1	2
Internal (50marks)	50	8	7	8	9	9	9
End Term (50 marks Univ)	50	8	7	8	9	9	9

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks

80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 National	DN Dwivedi	Managerial Economics	2015	Vikas Publishing
2 National	G.S Gupta	Managerial Economics: Micro Economic	2004	McGraw Hill
3 National	H.L.Ahuja	Managerial Economics	2017	S. Chand
4 International	D. Salvatore	Managerial Economics	2015	Oxford
5 International	R.Dornbusch, S.Fischer	Macro Economics	2018	McGraw Hill
6 International	A.Koutsoyiannis	Micro Economics	1979	Mac Millan

Online Resources:

Online Resources No.	Web site address
1	www.rbi.org.in
2	www.economicshelp.org
3	www.federalreserve.gov
4	www.economist.com
5	www.bbc.com
6	International Journal of Economic policy in Emerging Economies https://www.inderscience.com/jhome.php?jcode=ijepee
7	Journal of International Economics https://www.journals.elsevier.com/journal-of-international-economics/

MOOCs:

Resources No.	Web site address
1	Swayam-HT https://swayam.gov.in/nd1_noc20_mg20/preview
2	Swayam-HM https://swayam.gov.in/nd2_imb19_mg16/preview
3	EDX-HM https://www.edx.org/course/introduction-to-managerial-economics-2
4	Coursera https://www.coursera.org/specializations/managerial-economics-business-analysis

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	After understanding of scope & role of managerial economics and firms, this knowledge will be helpful to solve business problems to a certain extent.
CO1 & PO2 Mapped at 3	The understanding of basic concepts of Managerial Economics may foster analytical and critical thinking abilities for data-based decision making.

CO1 & PO3 Mapped at 2	The understanding of basic concepts of Managerial Economics is essential for learning new and advanced technologies with ease and help the learner to be productive at all times.
CO1 & PO4 Mapped at 3	The knowledge of basic concepts of Managerial Economics is required to enhance the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO1 & PO5 Mapped at 1	The understanding of basic concepts of Managerial Economics is of limited use for reading, writing, and contributing to Business literature.
CO1 & PO6 Mapped at 3	The understanding of basic concepts of Managerial Economics is of limited use for developing the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO2 & PO1 Mapped at 2	Knowledge of Demand and Supply can be applied to a good extent for solving business problems.
CO2 & PO2 Mapped at 3	Knowledge of Demand and Supply Function is essential for fostering analytical and critical thinking abilities for data-based decision making.
CO2 & PO3 Mapped at 2	Knowledge of Demand and Supply is helpful to medium extent in learning new technologies with ease and to be productive.
CO2 & PO4 Mapped at 3	Knowledge of Demand and Supply is helpful to a great extent in developing the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO2 & PO5 Mapped at 1	Knowledge of Demand and Supply is of limited use for reading, writing, and contributing to Business literature.
CO2 & PO6 Mapped at 1	Knowledge of Demand and Supply is of limited use for developing the ability to lead oneself and others in the achievement of organizational goals, contributing effectively to a team environment.
CO3 & PO1 Mapped at 2	The estimation of production function and finding out optimal combination of input using Isoquant and Isocost is moderately helpful for managers in solving business problems.
CO3 & PO2 Mapped at 3	The estimation of production function and finding out optimal combination of input using Isoquant and Isocost is highly aligned with analytical and critical thinking abilities for data-based decision making.
CO3 & PO3 Mapped at 2	The estimation of production function and finding out optimal combination of input using Isoquant and Isocost is moderately aligned with the process of learning new technologies with ease and being productive at all times.
CO3 & PO4 Mapped at 2	Estimation of production function and finding out optimal combination of input using Isoquant and Isocost is moderately aligned to the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO3 & PO5 Mapped at 1	Estimation of production function and finding out optimal combination of input using Isoquant and Isocost is of limited use in reading, writing, and contributing to Business literature.
CO3 & PO6 Mapped at 1	Estimation of production function and finding out optimal combination of input using Isoquant and Isocost can be useful to a very limited extent to managers in leading themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO4 & PO1 Mapped at 3	The understanding of Managerial Economics is very useful to managers in solving business problems.
CO4 & PO2 Mapped at 3	Understanding of Production Function is very helpful to managers for fostering analytical and critical thinking abilities for data-based decision making.
CO4 & PO3 Mapped at 3	Understanding Market Structure can be very helpful to managers for learning new technologies with ease and be productive at all times.
CO4 & PO4 Mapped at 3	Understanding of Fiscal and Monetary Policy is required for developing the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO4 & PO5 Mapped at 2	Understanding of Business Cycle is of moderate use in reading, writing, and contributing to Business literature.
CO4 & PO6 Mapped at 1	Understanding of Costing and Pricing is of limited use to managers in contributing effectively to a team environment.
CO5 & PO1 Mapped at 3	The knowledge of various sectors of the economy and their contribution towards National Income can be applied for solving business problems to a high extent.
CO5 & PO2 Mapped at 2	The knowledge of various sectors of the economy and their contribution towards National Income is used in data-based decision making to a moderate extent.
CO5 & PO3 Mapped at 3	The knowledge of various sectors of the economy and their contribution towards National Income are highly helpful to managers for learning new technologies in Economics with ease and be productive at all times.
CO5 & PO4 Mapped at 2	Knowledge of various sectors of the economy and their contribution towards National Income can be help in understanding, analyzing and communicate global, economic, legal and ethical aspects of business to a moderate extent.
CO5 & PO5 Mapped at 1	The knowledge of various sectors of the economy and their contribution towards National Income is of limited use in reading, writing, and contributing to Business literature.
CO5 & PO6	Knowledge of various sectors of the economy and their contribution towards National Income is

Mapped at 2	moderately aligned with the ability of managers to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO6 & PO1 Mapped at 3	The CO to familiarize with the investigation of potential output and compute gaps and diagnose the problem is highly aligned with the PO of applying the knowledge of management theories and practices to solve business problems.
CO6 & PO2 Mapped at 3	To investigate the potential output and compute gaps and diagnose the outlook for economy can be highly helpful for managers to foster analytical and critical thinking abilities for data-based decision making.
CO6 & PO3 Mapped at 2	The investigation of potential output and compute gaps and diagnose the problem in the economy can moderately help managers to learn new technologies with ease and be productive at all times.
CO6 & PO4 Mapped at 3	The investigation of potential output and compute gaps and diagnose the outlook for economy can be very useful to understand, analyze and communicate global, economic, legal and ethical aspects of business to a certain extent.
CO6 & PO5 Mapped at 2	The investigation of potential output and compute gaps and diagnose the outlook for economy is of limited use to read, write, and contribute to Business literature.
CO6 & PO6 Mapped at 2	The investigation of potential output and compute gaps and diagnose the outlook for economy is moderately aligned with the PO of developing the ability to lead oneself and others in the achievement of organizational goals, contributing effectively to a team environment.

Mapped by: Dr.Vrushali Kadam, Yashwantrao Mohite Institute of Management, Karad	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
I	103	Financial and Management Accounting	
Type	Credits	Evaluation	Marks
Core	4	UE:IE	50:50
Course Objectives :			
<ul style="list-style-type: none"> To acquaint the learners with the fundamentals of Financial Accounting. To orient to the Accounting mechanics involved in preparation of Books of Accounts and Financial Statements of a sole proprietor To make the students familiar with International Accounting Standards and International Financial Reporting Standards (IFRS) To introduce the concepts of Cost and Management Accounting To orient the students about application of budgetary control as a technique of Management Accounting To acquaint the students with application of Standard Costing and Marginal Costing as techniques of Management Accounting 			
Learning Outcomes :			
<ul style="list-style-type: none"> Learners will be able to know the fundamentals of Financial Accounting and Accounting Principles Learners will demonstrate the ability to prepare Financial Statements of a sole proprietor Learners will understand the utility and importance of International Accounting Standards and International Financial Reporting Standards (IFRS) Learners will be familiar with concepts of Cost and management Accounting Learners will be able to apply the technique of Budgetary Control Learners will be able to apply the technique of Standard Costing and Marginal Costing. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Financial Accounting Financial Accounting: Definition, Objectives and Scope, Accounting Concepts and Conventions, GAAP, Branches of Accounting, Accounting Cycle, End Users of Financial Statements	7	CO 1	Discussion through practical examples + ppt + Smart board	Understand & remember	Test Assignment
2	Accounting Mechanics Principles of Double Entry	11	CO 2	Discussion + ppt + Smart board +	Apply	Test Case Study

	Book-Keeping, Journal Ledger and Preparation of Trial Balance, Preparation of Trading, Profit & Loss Account and Balance Sheet of a Sole Proprietor, Meaning of Financial Statements, Importance and Objectives of Financial Statements			Application based questions, Case Studies		solving
3	Introduction to International Accounting Standards Development of international accounting Standards and financial reporting rules. Role of ICAI and Ministry of Corporate affairs in setting up Accounting Standards. Need and Advantages of International Financial Reporting Standards (IFRS) IFRS for Small and Medium Enterprises	5	CO 3	Discussion after visiting ICAI and IFRS website + ppt	Analyze	Assignment Project
4	Introduction to Cost and Management Accounting Cost Accounting: Meaning and Importance ,Concept of Cost Centre, Cost Unit, Classification of Costs, Preparation of Cost Sheet, Management Accounting: Definition, Nature and Scope, Distinction between Financial Accounting and Management Accounting	6	CO 4	Discussion through practical examples + ppt + Smart board	Understand & remember	Test Assignment
5	Techniques of Management Accounting (Budgetary Control) Meaning, Objectives, Advantages and Limitations of Budgetary ControlTypes	8	CO 5	Discussion + ppt + Smart board + Application based questions, Case Studies	Evaluate	Test Case Study solving

	of Budgets, Preparation of Flexible Budget and Cash Budget					
6	Techniques of Management Accounting (Standard Costing and Marginal Costing) Meaning of Standard Costing, Steps to implement Standard Costing Variance Analysis of Material and Labour Costs, Marginal Costing – Meaning of Marginal Cost, Characteristics and Advantages of Marginal Costing, Cost-Volume-Profit Analysis – Profit/Volume ratio, Break-Even Analysis and Margin of Safety, Caselets of Management accounting : decision making	11	CO 6	Discussion + ppt + White board + Application based questions, Case Studies	Create	Test Case Study solving

PO CO Mapping						
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	1	1	1	2	3	1
CO 2	3	3	1	3	3	2
CO 3	3	1	1	3	3	1
CO 4	2	1	1	2	2	1
CO 5	3	3	1	3	2	3
CO 6	3	3	1	3	2	3

1- Low, 2- Medium, 3- High, If no correlation, put ‘-’
(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping:

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5	CO 6
Class Participation/ Attendance	10	1.6	1.7	1.7	1.7	1.7	1.6
Mid Term	15	5	5	5			

End Term	15	2.5	2.5	2.5	2.5	2.5	2.5
Assignments/ Projects	5			2		1	2
MOOCs	5	1	1		1	1	1
Internal Total	50						
End Term (Univ)	50						

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books(Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	S.N. Maheswari	An Introduction to Accounting	11 th edition	Vikas
2 – National	Ambarish Gupta	Financial Accounting for Management	5 th edition	Pearson
3 – National	Ashok Seghal, Deepak Seghal	Taxman's Financial Accounting	2015 edition	Taxman
4 – International	Colin Drury, Huddersfield	Cost and Management Accounting	7 th 2011	Cengage Learners
5 – International	Pauline Weetman Fin	Financial and Management Accounting – An introduction,	7 th 2015	Pearson
6 – International	Jan Williams , Sue Haka , Mark Bettner , Joseph Carcell	Financial & Managerial Accounting,	18 th edition	McGraw hill

Online Resources:

Online Resources No.	Web site address
1	https://www.moneycontrol.com/
2	www.icai.org
3	https://www.ifrs.org/
4	https://icmai.in/icmai
5	https://www.rbi.org.in/

MOOCs:

Resources No.	Web site address
1	https://www.coursera.org/learn/wharton-accounting
2	https://www.classcentral.com/course/whartonaccounting-769

3	https://swayam.gov.in/nd2_cec19_cm04/preview
4	https://swayam.gov.in/nd1_noc19_mg36/preview
5	https://www.coursera.org/learn/accounting-for-managers

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 1	Application of the knowledge of management theories and practices to solve business problems is achieved by giving knowledge of fundamentals of Financial Accounting and Accounting Principles, aligned low
CO1 & PO 2 Mapped at 1	Analytical thinking abilities are developed through foundation of Financial Accounting Principles
CO1 & PO 3 Mapped at 1	Assists in learning technologies in accounting like Tally as not specifically mentioned, alignment is low
CO1 & PO 4 Mapped at 2	Helps in knowing global, economic and ethical aspects of business, alignment is moderate
CO1 & PO5 Mapped at 3	Accounting principles gives base to Read, write, and contribute to Business literature is aligned high
CO1 & PO6 Mapped at 1	Helps in achieving organizational goals through proper accounting and communicating to the stakeholders, aligned to low.
CO2 & PO1 Mapped at 3	Learners will able to prepare financial statements by applying knowledge of accounting which will help to solve business problems, aligned to High.
CO2 & PO2 Mapped at 3	Helps in applying knowledge and prepare financial statements and gives exposure to Entrepreneurs / corporate / managers as leaders to foster analytical and critical thinking abilities for data-based decision making.
CO2 & PO3 Mapped at 1	As technology is not involved directly, alignment is low.
CO2 & PO4 Mapped at 2	Highly aligned as it gives knowledge about global, economic, ethical environment and formal tool of communication to all stakeholders.
CO2 & PO5 Mapped at 3	Financial Statements formally contribute to the business literature, aligned high
CO2 & PO6 Mapped at 2	Helps in achievements of goals indirectly, alignment is low.
CO3 & PO1 Mapped at 3	Gives knowledge to understand the utility and importance of International Accounting Standards and International Financial Reporting Standards (IFRS) helps in resolving problems aligned high
CO3 & PO2 Mapped at 1	Indirectly helps in fostering critical thinking and decision making, aligned low
CO3 & PO3 Mapped at 1	As technology is not involved directly, alignment is low.
CO3 & PO4 Mapped at 3	Learners get ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is highly aligned through IFRS and International Accounting Standards
CO3 & PO5 Mapped at 1	By learning reporting standards, it directly contributes in Reading presenting , and contribute to Business literature is aligned high
CO3 & PO6 Mapped at 1	Helps in achievements of goals indirectly, alignment is low.
CO4 & PO1 Mapped at 2	Application of the knowledge of Management Accounting to solve business problems is achieved by giving knowledge of fundamentals of Cost and Management Accounting
CO4 & PO2 Mapped at 1	Analytical thinking abilities are developed through foundation of Cost and Management Accounting Principles, aligned low
CO4 & PO3 Mapped at 1	Helps in knowing global, economic and ethical aspects of business management accounting, alignment is low
CO4 & PO4 Mapped at 2	Helps in knowing global, economic and ethical aspects of business, alignment is moderate
CO4 & PO5	Cost and Management Accounting principles gives base to Read, write, and contribute to Business

Mapped at 2	literature is aligned moderate
CO4& PO6 Mapped at 1	Helps in achieving organizational goals through management accounting principles, aligned to low.
CO 5 & PO1 Mapped at 3	Technique of budgetary control helps highly in resolving business problems and decision making, aligned high
CO 5 & PO2 Mapped at 3	The technique of Budgetary control fosters analytical and critical thinking abilities for data-based decision making, aligned high
CO 5 & PO3 Mapped at 1	As technology is not involved directly, alignment is low.
CO 5 & PO4 Mapped at 3	Helps to understand, analyze and communicate global, economic, legal and ethical aspects of business, aligned high
CO 5 & PO5 Mapped at 2	The technique directly contributes to the business literature, aligned at moderate level
CO 5 & PO6 Mapped at 3	Helps highly in achieving organizational goals, aligned high
CO 6 & PO1 Mapped at 3	Technique of standard costing and marginal costing helps highly in resolving business problems and decision making, aligned high
CO 6 & PO2 Mapped at 3	The technique of standard costing and marginal costing fosters analytical and critical thinking abilities for data-based decision making, aligned high
CO 6 & PO3 Mapped at 1	As technology is not involved directly, alignment is low.
CO 6 & PO4 Mapped at 3	Helps to understand, analyze and communicate global, economic, legal and ethical aspects of business, aligned high
CO 6 & PO5 Mapped at 2	The technique directly contributes to the business literature, aligned at moderate level
CO 6 & PO6 Mapped at 3	Helps highly in achieving organizational goals, aligned high

Mapped by: Dr. Sonali Dharmadhikari,, BVDU Institute of Management & Entrepreneurship Development,Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
I	104	Organizational Behavior	
Type	Credits	Evaluation	Marks
Full Credit	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To create Dynamic and Effective Business Professionals and Leaders. To transform the individuals to cater to the needs of the society and contribute to Nation building To develop entrepreneurs to register different aspects of their business under remedial individual and team behavior. To improve Organizational Behavior by having a sound knowledge of cultural differences. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Understand the expected individual and team behavior in business world. The awareness of applicable leadership qualities for entrepreneurs / corporate / managers. To develop skills and inculcate motivational concepts. To be aware of individual, cultural difficulties of organizations and to be able to master over them. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Organizational Behaviour – Definition - Evolution of the Concept of OB- Contributions to OB by major behavioural science disciplines - Challenges and Opportunities for OB managers - Models of OB study	8	CO 1	Discussion through practical examples + ppt + Smart board	Understand	Test Assignment & Case Study solving
2	Individual Behavior : Perception – Factors influencing perception, Process, Perception distortion- halo effect, stereotyping, projection, Attitudes and Job Satisfaction - Components of Attitude - Major Job Attitudes - Job Satisfaction, Job involvement, Organizational Commitment. Personality and Values - Personality	8	CO 1	Discussion through practical examples + ppt + Smart board	Apply (Analyse)	Test Assignment & Case Study solving

	Determinants - MBTI, Big - Five Model, Values - Formation - Types of Values, Learning- Theories of Learning –reinforcement					
3	Motivation Concepts to applications: Concept of motivation - Definition - Theories of Motivation - Maslow's' need Theory, Herzberg's Two factor theory, McClelland, Porter and Lawler Model, ERG Theory - Theory X and Theory Y Equity Theory - Vroom's Expectancy Theory – Application of Motivation concept, Individual motivation and motivation in the organization, Cultural Differences in Motivation, Intrinsic and Extrinsic Motivation, The Job Characteristics model – Work Redesign	8	CO 3	Discussion through practical examples + ppt + Smart board	Analyse	Test Assignment & Case Study solving
4	Group Behavior: Group-Formation of Group -Classification- informal and formal groups, Group Properties - Roles, norms, status, size and cohesiveness-Group decision making – Group Shift, Group Think, Creating effective teams. Conflict- Process-Conflict management	8	CO1	Discussion through practical examples + ppt + Smart board	Evaluate	Test Assignment & Case Study solving
5	Leadership: Concept of Leadership-Traits of good Leader-Difference between Leader and Manager-Theories of Leadership –Trait theory, Behavioral	8	CO2	Discussion through practical examples + ppt + Smart board	Create	Test Assignment & Case Study solving

	theory and Contingency theory, Ohio State and Michigan Studies					
6	The Organization System : Stress: meaning and types, burnout, causes and consequences of stress, strategies to manage stress, Workforce diversity- Diversity management strategies. Culture - Definition, Culture's function, need and importance of Cross Cultural training – Organizational Change – Forces for change, resistance to change, Managing organizational change.	8	CO4	Discussion through practical examples + ppt + Smart board	Evaluate	Test Assignment & Case Study solving

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO104.1	3	2	3	2	1	3
CO104.2	3	3	2	3	-	3
CO104.3	3	1	2	1	-	3
CO104.4	3	-	-	3	1	3
CO.	3	1.5	1.75	2.25	.5	3
CO	3	2	2	2	1	3

1- Low, 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping:

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5	CO 6
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Class Participation/ Attendance	10	1.6	1.7	1.7	1.7	1.7	1.6
Mid Term	15	5	5	5			
End Term	15	2.5	2.5	2.5	2.5	2.5	2.5
Assignments/ Projects	5			2		1	2
MOOCs	5	1	1		1	1	1
Internal Total	50						
End Term (Univ)	50						

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 National	Kavita Singh	Organizational Behaviour	2015, 3 rd edition	Pearson Publication
2 International	Robbins, Timothy Judge, SeemaSanghi	Organizational Behaviour	12 th edition	Stephen Pearson Prentice Hall
3 National	M N Mishra	Organizational Behaviour	2010	Vikas Publishing House Pvt. Limited
4 International	Fred Luthans	Organizational Behaviour	13th edition	Mc Grow Hill Inc
5 International	John Newstrom and Keith Davis	Organizational Behaviour	11 th edition	Tata McGrow Hill

Online Resources No.	Web site address
1	www.bretlsimmons.com
2	https://www.youtube.com/watch?v=Jla7vP3gyL4
3	www.positivesharing.com
4	https://www.youtube.com/watch?v=r2Xv9Am7PWQ

MOOCs:

Resources No.	Web site address
1	Alisons
2	Swayam

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is possible only if managers understand individual and Team behavior
CO1 & PO 2 Mapped at 2	Individual and team behavior concepts would be delivered through case studies and projects to foster analytical and critical thinking abilities for data-based decision making but is possible to a limited extent.
CO1 & PO 3 Mapped at 3	Helps to understand how individuals and teams within organizations learn and cope with change to be productive
CO1 & PO 4 Mapped at 2	Understand the expected individual and team behavior and communicate in the business world globally is important but economic legal and ethical aspects of business are not very relevant to CO 1 hence the alignment of Co1 to PO 1is moderate .
CO1 & PO5 Mapped at 1	Understand the expected individual and team behavior in business world can lead to Read, write, and contribute to Business literature is aligned very low as writing and contributing to business literature is not a necessary outcome
CO1 & PO6 Mapped at 3	Understand the expected individual and team behavior in business world and PO 6 are highly aligned as CO 1 delineates the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO2 & PO1 Mapped at 3	Leadership for entrepreneurs / corporate / managers is possible only if managers apply the knowledge of management theories and practices to solve business problems. So highly aligned.
CO2 & PO2 Mapped at 3	Entrepreneurs / corporate / managers as leaders need to Foster analytical and critical thinking abilities for data-based decision making
CO2 & PO3 Mapped at 2	Entrepreneurs / corporate / managers as leaders need to Learn new technologies with ease and be productive at all times
CO2 & PO4 Mapped at 3	Highly aligned as The awareness of applicable leadership qualities for entrepreneurs / corporate / managers results in the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO2 & PO5 Mapped at -	The awareness of applicable leadership qualities for Entrepreneurs / corporate / managers as leaders do not require to necessarily Read, write, and contribute to Business literature. No alignment
CO2 & PO6 Mapped at 3	Leadership qualities an essential for entrepreneurs / corporate / managers to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. So highly aligned.
CO3 & PO1 Mapped at 3	To develop and inculcate motivational concepts only when the application of the knowledge of management theories and practices to solve business problems is possible only when skills are developed and motivational concepts are inculcated
CO3 & PO2 Mapped at 1	Foster analytical and critical thinking abilities for data-based decision making Motivational concepts and skills can be inculcated to foster analytical and critical thinking abilities through case studies and projects for data based decision making to a limited extent hence the alignment is low.
CO3 & PO3 Mapped at 2	Learning new technologies to be productive is possible only if students are motivated to develop new skills but since it depends on many other variables the alignment is moderate
CO3 & PO4 Mapped at 1	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is weakly aligned with develop skills and inculcate motivational concepts
CO3 & PO5 Mapped at -	Read, write, and contribute to Business literature is not aligned with developing skills and inculcate motivational concepts.
CO3 & PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is only possible by skill development and inculcating motivating others
CO4 & PO1 Mapped at 3	Apply the knowledge of management theories and practices to solve cross cultural issues are very important hence highly aligned.
CO4 & PO2 Mapped at -	To be aware of individual, cultural difficulties of organizations and to be able to master over them and analytical and critical thinking abilities for data-based decision making Are not alligned
CO4 & PO3	To be aware of individual, cultural difficulties of organizations and to be able to master over them is not

Mapped at -	alligned with Learn new technologies with ease and be productive at all times
CO4 & PO4 Mapped at 3	Cultural issues are important to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO4 & PO5 Mapped at 1	To be aware of individual, cultural difficulties of organizations and to be able to master over them and Read, write, and contribute to Business literature are not totally aligned as CO 4 will ensure reading and writing ability but whether they will contribute to business literature is doubtful.
CO4 & PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible only when cultural aspects are taken into consideration

Mapped by: Dr.Deepali Nair, BVDU- Dapartment of Management Studies Navi Mumbai	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
I	105	Statistical Techniques	
Type	Credits	Evaluation	Marks
Core	4	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To introduce to the learner the importance of statistical techniques in business applications To familiarize with the basic concepts of statistical techniques. To expose to the Graphical representation of data. To impart skills in computation and application of correlation and regression. To understand the basics of probability and testing of hypotheses 			
Learning Outcomes:			
<p>After learning the concepts of Statistical Techniques, students will be able to have a</p> <ul style="list-style-type: none"> Develop numerical ability to solve examples on various topics and specifically formation and Testing of Hypothesis Have clear understanding of various statistical tools and their applications in Business. Analyze the importance of Statistical Techniques in different functional areas of Management. Apply Correlation and Regression Techniques in Business applications. To apply the statistical techniques to small data sets for analysis and interpretation 			

Unit	Contents	Sessions	COs Number	Teaching Methodology	Cognitive Level	Evaluation Tools
1	Introduction to Statistics: Introduction to Statistics, Importance of Statistics in modern business environment. Applications of Statistics. Frequency and Frequency Distribution, Diagrammatic and graphic representation of Data – Bar diagrams, Pie chart, Histogram, Frequency polygon, Frequency curve, Ogive curves	6	CO1, CO3	Lecture, Visual Aids	Understand, Analysis, Apply	Quizzes, Class Discussions, Case Studies
2	Measures of Central Tendency: Arithmetic mean, Median and Mode, examples on missing frequency, Positional averages - Quartiles, deciles and percentiles.	10	CO1, CO5	Lecture, Problem Solving	Analysis, Apply	Assignments, Case Studies
3	Measures of Dispersion – Range - Quartile	12	CO1, CO3, CO4	Lecture, Case	Analysis	Group

	deviations, Mean deviation, Standard Deviation, Variance, Coefficient of Variation. Applications in business and management.			Studies	, Apply	Projects, Case Studies
4	Correlation analysis: Correlation, Types of Correlation, Scatter diagram, Karl Pearson's correlation coefficient, Properties of Karl Pearson's correlation coefficient, Spearman's Rank Correlation Coefficient.	6	CO2, CO4	Lecture, Practical Exercises	Analysis, Apply	Practical Exercises, Quizzes, Case Studies
5	Regression analysis: Regression lines, Regression coefficients. Business application	6	CO2, CO4	Lecture, Case Studies	Analysis, Apply	Practical Application, Case Analysis
6	Probability & Probability Distributions: Elementary probability concepts: Random Experiment, Outcome, Sample space, Examples on Tossing of coins, throwing dice, playing cards. Probability Distributions- Binomial, Poisson and Normal Distribution	6	CO1, CO5	Lecture, Problem Sets	Analysis, Create	Problem Sets, Case Studies

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3	-	-	-	-
CO2	3	3	-	-	-	-
CO3	3	3	-	-	-	-
CO4	2	3	-	-	-	-

CO5	-	3	-	-	-	-
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1- Low, 2- Medium, 3- High, If no correlation, put '0'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping:

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class Participation/ Attendance	10	2	2	2	2	2
Case study discussion	10	2	2	2	2	2
Assignments/ Projects	10	2	2	2	2	2
Internal End Term Exam	20	4	4	4	4	4
Internal	50	10	10	10	10	10
End Term (Univ)	50					

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	S.C.Gupta& Indira Gupta	Business Statistics	2016	Himalaya Publishing House
2 – National	Bhardwaj R. S.	Business Statistics	2009	Excel Books India
3 _ National	R.P. Hooda	Statistics for Business and Economics	2013	Vikas Publishing House
4 _ International	Richard I. Levin & David	Statistics for Management	1994	Prentice Hall
5 _ International	Robert S. Witte, John S. Witte	Statistics	2014	John Wiley & Sons

6– International	Dr. Jim McClave, Dr. Terry Sincich	Statistics for Business and Economics	2011	Pearson
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Online Resources:

Online Resources No	Web site address
1	http://www.yourarticlelibrary.com
2	https://en.wikipedia.org
3	https://managementhelp.org
4	https://www.cleverism.com
5	https://commercemates.com

MOOCs:

Resources No	Web site address
1	www.swayam.gov.in
2	www.udemy.com
3	www.coursera.org

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	it involves developing numerical abilities, which are essential for data-based decision-making and problem-solving in business. However, it doesn't directly relate to the other program outcomes.
CO1 & PO2 Mapped at 3	it involves developing numerical abilities, which are essential for data-based decision-making and problem-solving in business. However, it doesn't directly relate to the other program outcomes.
CO2 & PO 1 Mapped at 3	it focuses on understanding statistical tools and their applications for data-based decision-making. It doesn't directly align with the other program outcomes.
CO2 & PO 2 Mapped at 3	it involves developing numerical abilities, which are essential for data-based decision-making and problem-solving in business. However, it doesn't directly relate to the other program outcomes.
CO3 & PO 1 Mapped at 3	it emphasizes the importance of statistical techniques in various functional areas of management. It doesn't directly relate to the other program outcomes.
CO3 & PO 2 Mapped at 3	it involves developing numerical abilities, which are essential for data-based decision-making and problem-solving in business. However, it doesn't directly relate to the other program outcomes.
CO4 & PO 1 Mapped at 2	it involves applying statistical techniques in business applications, which directly supports data-based decision-making and problem-solving.
CO4 & PO 2 Mapped at 3	it involves applying statistical techniques in business applications, which directly supports data-based decision-making and problem-solving.
CO5 & PO2 Mapped at 3	it emphasizes the application of statistical techniques for data analysis and interpretation, which aligns with fostering analytical and critical thinking abilities.

Mapped by: Dr.Nilesh Mate, CDOE,BVDU, Pune

BOS Chairperson: Prof. Dr. S.B. Sawant

Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
I	106	Organization Development and Change Management	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives :			
<ul style="list-style-type: none"> To understand principles and practices of behavioral science to identify the organizational changes and challenges to know the different intervention strategies 			
Learning Outcomes :			
<p>On the successful completion of this course the learner will be able to;</p> <ul style="list-style-type: none"> To apply behavioral science principles and practices to increase individual and organizational effectiveness To diagnose and address organizational challenges using planned intervention strategies 			

Unit	Contents	Sessions	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Types of Change: Continuous or Incremental Change; Discontinuous or Radial Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behavior Changes and Organizational Performance Changes	7	2	PPT	Understand Describe	Quizzes, Class Discussions, Case Studies
2	Implementing Change: Models and theories of planned change, System Theory, Parallel Learning Structure, Action Research, personal and organizational barriers to change, Overcoming Resistance to change	10	1,3	PPT	Understand Describe	Assignments, Case Studies
3	Organization Development	6	1,2,4	PPT, Discussion	Understand Describe	Group

	(OD) - Introduction To Organization Development (OD) : Definition ,growth and Historical overview of OD, Growth and evolution of OD, Managing The OD Process Entering and contracting- Entering into an OD Relationship and developing a contract, Diagnosing- The Need for Diagnostic Models ,Organizational-level, Group -level and Individual-level Diagnosis; Ethical issues in Client-Consultant relationship.			n		Projects, Case Studies
4	Designing Interventions: An overview of OD Interventions, Classification, Individual , Interpersonal and Team Interventions – Individual and Third - party Peace making Intervention, T-Groups, Behavioral Modeling, Life and Career Planning, Coaching and Mentoring, Transactional Analysis, TQM	10	1,4	PPT, Discussion	Understand Describe, Apply	Practical Exercises, Quizzes, Case Studies
5	Team Interventions: Importance of teams, characteristics of effective teams, types of team building_Group Diagnostic meeting, Role Analysis Technique(RAT),Role Negotiation Technique, Process consultation Approach	4	1,2,3,4	PPT, Discussion	Understand Describe, Apply	Practical Application, Case Analysis
6	Organization Theory, Design & Structure : Theories of Organization structure, Survey feedback Method, Beckhardts confrontation meeting, Grid organization Development, Organization	8	1,2,3,4	PPT, Discussion	Understand Describe, Apply	Problem Sets, Case Studies

	transformation, The MBO Approach to OD, Work redesign, Learning Organization, Organization Design and Work Culture					
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PO/CO Mapping

PO/CO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	3	3
CO2	3	2	-	3	2	1
CO3	3	2	1	3	-	2
CO4	2	3	2	2	2	3
TOTAL	2.75	2.25	1	2.5	2	2.25

1- Low, 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping:

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Class Test/Assignment	10	5	5		
Case study	5			2.5	2.5
Mid-term	15	5	5	2.5	2.5
End-Term	10	2.5	2.5	2.5	2.5
Total	50	15	15	10	10

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books: -

Sr. No.	Name of the Author	Title of the Book
1 National	Kavitha Singh	Organisational change and Development , Excel Books NewDelhi,2010
2 National	MadhukarShukla,	‘ _Understanding Organisations’ – _Organisational Theory &Practicein India’, Prentice Hall of India, 2005
3 National	Venkataratnam C.S., Varma, Anil	(ed) : Challenge of Change : IndustrialRelations in Indian Industry: Allied Pub. Ltd., New Delhi .

4. National	Pattanayak, Biswajeet and Kumar Pravash,	Change for Growth, Wheeler Publications, New Delhi
5. International	French Wendell L., Bell Cecil H. Jr	Organization Development, Pearson Education,
6. International	Gareth R. Jones,	„Organisational Theory“, Design & Change, Pearson Education, 2004

Online Resources:

Online Resource s No	Web site address
1	https://www.icsi.edu/media/portals/25/Management%20of%20Change%20and%20Organizational%20Development.pdf
2	msmgf.org/files/msmgf/documents/Org_Dev/Organizational%20Change%20and%20Development.pdf

MOOCs:

Resources No	Web site address
1	Swayam
2	Coursera

Rational for PO/CO mapping

PO1 - CO1 (high-3)	Insights from behavioral science to inform and enhance decision-making and problem-solving within the context of business management.
PO1 – CO2 (High – 3)	The knowledge of behavioral science helps application of management principles to develop effective strategies and solutions for addressing the identified organizational dynamics and issues.
PO1-CO3 (High – 3)	It helps The ability to leverage management principles to inform and conduct rigorous research that results in evidence-based solutions for complex business challenges
PO1-CO4 (High – 2)	The strategic use of management principles to guide and execute effective change initiatives, aligning organizational goals with practical solutions.
PO2-CO1 (Medium -2)	Helps to utilize behavioral science knowledge to inform and enhance data-driven decision-making processes.
PO2-CO2 (Medium -2)	It is useful in the application of data-driven analysis to better understand and address the dynamic organizational landscape.
PO2-CO3 (Medium-2)	The shared emphasis on utilizing critical analysis and data-driven approaches to inform effective decision-making and problem-solving processes.
PO2-CO4 (High-3)	The ability help to leverage data-driven insights to design and implement effective change initiatives that address specific needs and challenges within an organization.
PO3-CO1 (Low-1)	The adaptability and agility cultivated through the integration of technological proficiency and behavioral science knowledge to enhance productivity and problem-solving in diverse contexts.
PO3-CO2 (No Relation)	These competencies primarily pertain to different skill sets and objectives within an organization.
PO3-CO3 (Low-1)	The adaptability and agility cultivated through the integration of technological proficiency
PO3-CO4 (Medium-2)	As technological proficiency can enhance the efficiency of change initiatives within an organization.
PO4-CO1 (Medium-2)	to apply behavioral science knowledge to address complex global business challenges, considering both human behavior and ethical considerations within a global economic context
PO4-CO2 (High-3)	which considers both behavioral science insights and the broader global, legal, and ethical context when addressing organizational dynamics.
PO4-CO3 (High-3)	in the capacity to critically evaluate and research complex business challenges within a global context, leading to evidence-based solutions that consider economic, legal, and ethical implications.
PO4-CO4	To develop well-informed and ethically sound strategies for driving effective change initiatives within a

(Medium-2)	global business context.
PO5-CO1 (High-3)	It is evident in the capacity to integrate behavioral science knowledge into scholarly reading, enriching business literature with insights into human behavior and organizational dynamics.
PO5-CO2 (Medium - 2)	Reading about various business dynamics would contribute to understanding the changes, challenges.
PO5-CO3 No Relation (-)	No direct relation
PO5-CO4 (Medium -2)	Reading about various business dynamics would contribute to understanding the changes and understanding best way to design interventions
PO6-CO1 (High- 3)	Comprehensive understanding of the principles and practices of behavioral science is in the capacity to leverage behavioral science insights for effective leadership and team dynamics, ultimately contributing to organizational success.
PO6-CO2 (Low-1)	Helpful in the effective utilization of leadership skills and teamwork within the context of addressing dynamic organizational dynamics and achieving strategic objectives.
PO6-CO3 (Medium-2)	Helpful in developing the holistic approach to leadership and problem-solving, which integrates teamwork, critical analysis, and evidence-based solutions to drive organizational success.
PO6-CO4 (High-3)	Develop the capacity to apply effective leadership and teamwork to drive successful change initiatives within the organization.

Mapped by: Dr. Heema Mirji, BVDU Institute of Management & Entrepreneurship Development,Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
I	107	Business Communication	
Type	Credits	Evaluation	Marks
Core	03	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To familiarize the students with the process of communication, make them understand the principles and techniques of Business Communication. To enable students to comprehend the different dimensions of Business Communication. To enlighten about the communications strategy for managers. 			
Learning Outcomes:			
<ul style="list-style-type: none"> The Students should be able to communicate effectively in professional circles. There should be a positive change in the oral and written communication skills of the students after studying the subject. The students should be able to draft business letters, give effective presentations write formal reports and deliver speeches independently. 			

Unit	Contents	Sessions	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Basic Principles of Communication: Introduction, Understanding Communication, the Communication Process, Barriers to Communication, the Importance of Communication in the Workplace, Types of Communication channels, their effectiveness and limitations, Importance of Non-Verbal Communication	06	CO1	Lecture with PPTs Group Discussions/Debates	Understand	Test Assignment & Case Study solving
2	Communication in Organizations Communication needs of business organization, Strategies for improving Organizational communication, direction of flow of communication in organization, networks of flow of communication – wheel network, chain network, Y network, circle network. Feedback, types of feedback, importance of	06	CO1, CO2	Lecture with PPTs Group Discussions/Debates	Apply (Analyse)	Test Assignment & Case Study solving

	feedback Intra-organizational communication, inter-organizational communication. Inter-cultural communication – guidelines for effective communication across cultures					
3	Verbal & Non-verbal communication: Introduction, Advantages of verbal Communication, Public Speaking, Meaning, Importance, Uses of nonverbal communication, Body Language, Gestures, Postures, Para Language, nonverbal aspects of written communication. Presentation Skills – Techniques for effective Presentations, Qualities of a skillful Presenter. Group Discussions and Interviews: Introduction, What is a Group Discussion? Attending Job Interviews, Preparation for GD, and Interviews. Exercises for Oral Communications – Individual and Group Presentations, Group discussion, Extempore, Role Playing, Debates, and Quiz	06	CO2	Lecture with PPTs Group Discussions/Debates	Analyse	Test Assignment & Case Study solving
4	The Importance of Listening and Reading Skills: Introduction, what is listening? Barriers to Listening, Strategies for 06 Page 45 Effective Listening, Listening in a Business Context Reading Skills for Effective Business Communication: Introduction, what is reading? Types of reading, SQ3R Technique of Reading	06	CO1, CO2	Lecture with PPTs Group Discussions/Debates	Analyse	Test Assignment & Case Study solving
5	Guidelines for Written Business Communication: Introduction, General Principles of Writing, Principles of Business	15	CO3	Lecture with PPTs Group Discussions/Deb	Apply	Test Assignment & Case Study solving

	<p>Writing Internal Business Communication: Introduction, Writing Memos, Circulars, Notices, Meeting: agenda, minutes of the meeting, Email, Communication with Shareholders External Business, Writing Business Letters: Introduction, Types of Business Letters, Format for Business Letters (Types of business letters: office order, office circular, invitation letters, inquiry letters, trade reference letters, etc Letters from Purchase department, Letters from the different functional departments, Letters of social significance, Tenders, Quotations and Orders, Banking Correspondence, dealing with complaints) Exercises for Written Communications: Essay writing, Speech Writing, Creative Writing, Poster Making, Writing, an Advertisement Copy, Slogans, Captions, & preparing Press notes, Letter Of Acceptance, Letter Of Resignation Writing Business Reports: Introduction, What is a Report? Types of Business Reports, Format for Business Reports, Steps in Report Preparation Employment Communication Resumes and Cover Letters: Introduction, Writing a Resume, Writing Job Application Letters, And Other Letters about Employment</p>			ates/Letter writing		
6	Technology enabled communication role of technology, different forms of technology for communication, Telephone	06	CO1, CO2	Lecture with PPTs Group Discussions/Deb	Analyse/Apply	Test Assignment & Case Study solving

	Etiquette, Netiquette Communication Strategy for Managers: Communicating different types of messages – positive or neutral messages, negative messages, persuasive messages, effective team communication, motivational communication			ates/Pres entations		
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CO-PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	3	3	1
CO2	3	2	3	3	3
CO3	3	3	1	3	2

1- Low, 2- Medium, 3- High, If no correlation, put 0
(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping:

Parameter	Marks	CO1	CO2	CO3
Class Participation/ Attendance	10	3	3	3
MOOC	10	3	2	2
Case study discussion/ Assignments/ Presentations	10	3	3	3
Internal End Term Exam	20	5.5	5.5	4.5
Internal	50	14.5	13.5	12.5
End Term (Univ)	50			

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks

85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr. No.	Name of Author	Title of the Book	Publisher
1 National	MeenakshiRaman,Prakash Singh	Business Communication	Oxford Higher Education
2 National	R.K.Madhukar	Business Communication	Vikas Publications
3 National	UrmilaRai, S M Rai	Business Communication	Himalaya Publications
4 International	Shirley Taylor	Communication for Business	Pearson Longman Publications
5 International	<u>Kerry Patterson, Joseph Grenny</u>	Crucial Conversations: Tools for Talking When Stakes Are High	McGraw-Hill
6 International	John V. Thill, Courtland L. Bovee	Excellence in Business Communication	Pearson Publications

Online Resources:

Resource No.	Website Address
01	https://www.freebookcentre.net/business-books-download/Business-Communication.html
02	https://open.umn.edu/opentextbooks/textbooks/business-communication-for-success
03	https://courses.lumenlearning.com/wm-businesscommunicationmgrs/

MOOCs:

Sr. No.	Details
01	www.coursera.org
02	www.udemy.com
03	my-mooc.com

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	With the help of analytical and critical thinking abilities the students will be able to communicate effectively in the professional circles
CO1 & PO 2 Mapped at 2	With the help of new technologies the students will be able to communicate effectively
CO1 & PO 3 Mapped at 3	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.

CO1 & PO 4 Mapped at 3	The students will be able to read, write, and contribute to Business literature
CO1 & PO5 Mapped at 1	By communicating effectively the students will lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO2 & PO1 Mapped at 3	There will be a positive change in the oral and written communication skills of the students while fostering analytical and critical thinking abilities for data-based decision making
CO2& PO2 Mapped at 2	With the help of new technologies there will be a positive change in the oral and written communication skills of the students
CO2& PO3 Mapped at 3	Oral and written communication skills of the students will enable them to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO2& PO4 Mapped at 3	There will be a positive change in the oral and written communication skills which will enable them to read, write, and contribute to Business literature
CO2& PO5 Mapped at 3	With the oral and written communication skills the students will be able to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO3 & PO1 Mapped at 3	The students will be able to draft business letters, give effective presentations write formal reports and deliver speeches independently using analytical and critical thinking abilities.
CO3 & PO2 Mapped at 3	With the help of new technologies the students will be able to draft business letters, give effective presentations write formal reports and deliver speeches independently.
CO3 & PO3 Mapped at 1	The students will be able to draft business letters, give effective presentations write formal reports and deliver speeches independently understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO3 & PO4 Mapped at 3	The students will be able to draft business letters, give effective presentations write formal reports and deliver speeches independently and contribute to Business literature
CO3 & PO5 Mapped at 2	The students will be able to draft business letters, give effective presentations write formal reports and deliver speeches independently to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Mapped by: Dr.Shradha Vernekar, BVDU Institute of Management & Entrepreneurship Development ,Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
I	108	Fundamentals of Information Technology	
Type	Credits	Evaluation	Marks
Core	2	IE	IE = 100
Course Objectives			
<ul style="list-style-type: none"> To impart the IT skills and Knowledge required for managers. To help the students understand the basics of computer technology and Networking To help the students develop the use of Tools like Microsoft Word, Microsoft Excel and Power point To orient the students about the E-Commerce technology and its applications in Business world. To help the students understand various Information Systems implemented in organizations To acquaint the students with various current trends and concepts of computer Technology. 			
Learning Outcomes:			
<ul style="list-style-type: none"> Students will be able to gain the basic knowledge of Computer Technology Students will be able to know the basics of computer technology and Networking Students will be able to practically use the tools like Microsoft Word, Microsoft Excel and Power point Students will understand the E-commerce technology and its applications Students will have a greater understanding of with Information Systems implemented in organizations Students will be familiar with new terms and trends of computer technology 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Computer Technology, Basic operations and connecting Devices and External Operating devices, Types of Software: (system, Utility, Applications) types of application software (content access, end user, enterprise, simulation, application suite), examples, selecting and acquiring software options for procuring the software (licensed, sold, public domain, open source, freeware, shareware), software trends and issues (mobile applications,	6	CO 1	Discussion through practical examples + ppt + Smart board	Understand & remember	Test Assignment

	integration of in-house and outsourced services strategy, cloud based enterprise solutions), Data Base, Data Base Management Systems					
2	Networking: Definition of Network, Types of Networks, Advantages of Networks, Internet: Definition, concept, advantages, threats, applications	6	CO 2	Discussion + ppt + Smart board + Application based questions, Case Studies	Apply	Test Case Study solving
3	Microsoft Word, Microsoft Excel, Microsoft PowerPoint: IT Skills: Lab sessions necessary Microsoft Office- Introduction and working with MS Word, Features - insert headers and footers, insert table and table options, Mail Merge.etc MS Power point- Basic introduction, features, Creating & Formatting Content Collaborating – Track, Edit, Add, Delete Comments, Merge Managing & Delivering Presentations, design a template, entering data to graph, organization chart, slide transitions, creating slide shows. MS Excel Basic functions, Creating, Analyzing & Formatting Data & Content Collaborating – Insert, View, Edit etc. Managing Workbooks, advance functions,	6	CO 3	Discussion after visiting ICAI and IFRS website + ppt	Analyze	Assignment Project

	sensitivity analysis, Pivot tables etc.					
4	E-COMMERCE: E-commerce : Definition, evolution, advantages. Types of E-commerce: B2B, B2C, C2C, E-governance,. Impact of E-commerce on Banking Industry. How Banking Industry has evolved post E-commerce applications.	6	CO 4	Discussion through practical examples + ppt + Smart board	Understand & remember	Test Assignment
5	Introduction to MIS: Principles of MIS, Characteristics, functions, structure & Classification of MIS, information for decisions; MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; Brief idea about knowledge management, Information Technology in Knowledge Management, Roles of people in knowledge management. Types of information systems (TPS, MIS, DSS, ESS, ES, KWS), GIS Information systems and functional areas- Transaction processing system, Human Resource systems and Marketing systems, Operations and Financial Management Systems.	6	CO 5	Discussion + ppt + Smart board + Application based questions, Case Studies	Evaluate	Test Case Study solving
6	Current trends- Integrated enterprise system (ERP, CRM, and SCM), governance tool, ITIL. Concept of SMAC (Social, Mobile, Analytics and Communication), use of social media face book, Twitter, LinkedIn etc. for general communication and	6	CO 6	Discussion + ppt + White board + Application based questions, Case Studies	Create	Test Case Study solving

	business communication, social media for marketing, email and video conferencing tools for business communication, Analytical tools of data interpretation. Latest terms in computer technology: Business Intelligence, Cloud Computing, Content Management, Disruptive Technology, Green Technology, Artificial Intelligence, Wearable devices, GUI (Graphical User Interface), Audio-visual communication/meeting platforms such as Microsoft Teams, Zoom, Google Meet, social media communications for business					
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PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	2	-	-	-
CO2	3	-	2	-	-	-
CO3	-	-	3	-	2	-
CO4	3	-	-	2	-	-
CO5	2	-	-	1	-	-
CO6	-	-	3	-	-	2

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation/ Attendance	10	2	2	2	2	1	1
Case study discussion	10	1	1	2	2	2	2

Assignments/ Projects	10	2	1	1	2	2	2
Internal End- Term Exam	20	2	2	4	4	4	4
Internal	50	7	6	9	10	9	9
End Term (Univ)	50						

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Ramesh Bahl	Information Technology for Managers		Tata Macgraw Hill
2 – National	Pradeep K. Sinha	Computer Fundamentals		BPB Publications
3 – National	A. K. Saini, Pradeep Kumar	Computer Application in Management		Anmol Publications
4 – International	Geoff Walsham	-Interpreting Information Systems in Organizations		The Global Text Project , 2011, http://www.saylor.org/site/textbooks/Information%20Systems%20for%20Business%20and%20Beyond.pdf
5 – International	Henry C. Lucas	-Information Technology for Management		McGraw-Hill/Irwin , 2009
6 – International	David T. Bourgeois	-Information Systems for Business and Beyond		Saylor Foundation , 2014

Online Resources:

Online Resources No.	Web site address
1	https://www.webopedia.com/
2	http://intronetworks.cs.luc.edu/current/ComputerNetworks.pdf
3	https://www.managementstudyguide.com/understanding-e-commerce.htm
4	https://www.sigc.edu/departement/mba/studymet/ManagmentInformationSystem.pdf
5	https://www.tutorialspoint.com/management_information_system/basic_information_concepts.htm

MOOCs:

Resources No.	Web site address
1	https://www.coursera.org/browse/information-technology
2	https://www.udemy.com
3	https://alison.com

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Fundamental knowledge of computer technology equips students with the essential tools and understanding needed to implement and manage technological solutions in business contexts. This foundational knowledge allows them to effectively apply management theories and practices to solve business problems by leveraging appropriate technology.
CO1 & PO3 Mapped at 2	By gaining fundamental knowledge of computer technology, students build a base that makes it easier to learn and adapt to new technologies as they emerge. This foundational knowledge ensures that students can quickly become proficient with new tools and technologies, thereby maintaining high productivity in their professional roles.
CO2 & PO 1 Mapped at 3	Understanding the basics of computer technology and networking enables students to apply management theories and practices effectively in solving business problems that involve technological solutions. They can integrate their understanding of technology into strategic decision-making and problem-solving processes within organizations.
CO2 & PO 3 Mapped at 2	Knowledge of computer technology and networking basics lays a solid foundation for students to learn and adapt to new technologies efficiently. By understanding the fundamentals, students can easily grasp and adapt to emerging technologies, ensuring they remain productive in dynamic work environments where technology plays a crucial role.
CO3 & PO 3 Mapped at 3	Acquiring practical skills in using tools like Microsoft Word, Excel, and PowerPoint enables students to become proficient in technology usage. This proficiency not only allows them to adapt to new technologies efficiently but also helps them maintain productivity by effectively utilizing these widely-used tools in various professional contexts.
CO3 & PO 5 Mapped at 2	Proficiency in using Microsoft Word, Excel, and PowerPoint enhances students' ability to read, write, and contribute effectively to business literature. These tools are commonly used for creating reports, analyzing data, and preparing presentations, which are essential skills for engaging with and contributing to business literature in a meaningful way.
CO4 & PO 1 Mapped at 3	Understanding e-commerce technology and its applications equips students with valuable knowledge that can be applied to solve business problems. By comprehending how e-commerce works and its implications for various industries, students can leverage this knowledge to develop strategic solutions and make informed decisions in a business context.
CO4 & PO 4 Mapped at 2	E-commerce technology operates within a global context and is influenced by economic, legal, and ethical considerations. Students who comprehend e-commerce technology gain insight into its global impact, economic implications, legal regulations, and ethical challenges. This understanding enables them to analyze and communicate effectively about the broader business implications of e-commerce technology.
CO5 & PO1	Understanding information systems implemented in organizations allows students to apply

Mapped at 2	management theories and practices effectively. By comprehending how information systems support various business functions, students can identify opportunities for improvement, develop strategic solutions, and make informed decisions to address organizational challenges.
CO5 & PO4 Mapped at 1	Information systems implemented in organizations operate within a global context and are influenced by economic, legal, and ethical considerations. Students who have an in-depth understanding of information systems gain insight into their global impact, economic implications, legal regulations, and ethical challenges. This understanding enables them to analyze and communicate effectively about the broader business implications of information systems in organizations.
CO6 & PO3 Mapped at 3	Becoming familiar with new terms and trends in computer technology enhances students' ability to learn and adapt to emerging technologies efficiently. By staying updated on the latest developments in the field, students can quickly grasp new concepts and tools, ensuring they remain productive in dynamic work environments where technological advancements play a crucial role.
CO6 & PO6 Mapped at 2	Familiarity with new terms and trends in computer technology empowers students to lead themselves and others in achieving organizational goals related to technological innovation. By understanding the latest trends and emerging technologies, students can guide teams in leveraging new tools and approaches to drive innovation and contribute effectively to achieving organizational objectives.

Mapped by: Dr. Mahadev K. Patil , AKIMSS, Solapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	CourseCode	Course	
I	110 Open	Agriculture Business Management	
Type	Credits	Evaluation	M
Open	02	IE	IE = 100
CourseObjectives:			
<ul style="list-style-type: none"> To Understand Problems and prospectus of Agricultural sector in India To Demonstrate tools and techniques required to uplift managerial skills to develop advancements in agricultural sector To Identify and implement managerial initiatives in agricultural sector 			
LearningOutcomes:			
<ul style="list-style-type: none"> Students will be well equipped with Managerial Skills required in agricultural sector. Students can use managerial skills to become agricultural entrepreneur Students will new dimensions to the traditional agricultural pattern Students will well equipped with skills required for expansions of Agricultural sector 			

Unit	Contents	Sessions	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction: Agribusiness, Meaning, Scope and Importance, Current Scenario of agribusiness in India, Problems and Plausible solutions.	5	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Structure and Forms of Agri- Business Different forms of Agri-businesses ,Structure of Agri-Business, Marketing Problems and Solutions of Agricultural produce, Role of Cooperatives in development and marketing of Agricultural Sector	5	CO 3	Lecture with Ppts Case Study	Understand	Case Study , Newspaper Article End Term: Applied Questions
3	Financial Support: Micro financing, Institutes providing agricultural funds, Role of Financial institutions supporting agricultural	10	CO 2	Lecture with PPTs Case Study	Understand , Analyse	Case Study with Presentations End Term Exams: Case based Questions/Applied

	sector at central level, state level and district level cooperative in agricultural financing.					Questions
4	Distribution support: Organizations supporting in distribution of agricultural produce at national level ,state level and district level taluka level , Role of Co-operatives	5	CO1	Lectures with PPTs Case Studies Group Live project	Analyze, Evaluate	Group Projects End Term Exam: Short case and situation based questions
5	Role of Government: Role of Government in Price Determinations ,Impact of Government rules and regulations on price determinations	5	CO4	Lecture with PPTs	Apply, Analyse	Presentation Activity End Term: Theory Applied
6	Agri- Business Controlling : Agricultural produce quality Control ,Return on Investment , Agricultural productivity Control	5	CO4	Lectures with PPTs Case Studies Live project	Evaluate, Create	Activity End Term: Theory Applied

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2.5	-	2.5	1	1.5
CO2	1	3	2	2	1.5	2
CO3	2.5	3	2	3	1.5	2
CO4	2	2	1	2	2	3
CO	2	3	2	3	2	3

1- Low, 2- Medium, 3- High, If no correlation, put '-'
(Rationale in Appendix)

Evaluation:

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project – club activity	20			10	10

Case study discussion	10	2.5	2.5	2.5	2.5
Assignments/ Projects	10	2	2	3	3
Internal End Term Exam	50	10	13	13	14
Internal	100	17	25	26	32

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1.		American Institute of Co-operation Farmers in		
2.		Marketing by Framers for Farmers		NCDC New Delhi

Online Resources:

Online ResourcesNo.	Website address
1	Fundamentals-Of-AgriBusiness-Management-ICAR-ecourse-Free-PDF-Book-Download-e-krisshi-shiksha.html
2	https://www.agriexam.com/fundamentals-of-agri-business-management-book-pdf

MOOCs:

ResourcesNo	Websiteaddress
1	https://www.mooc-list.com/tags/agriculture-lean-
2	https://www.mooc-list.com/tags/agribusiness-
3	https://aims.gitbook.io/farm-data-mooc/
4	

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	Application of the knowledge of agri business management and practices to solve business problems is possible only if managers understand concept and nature of agri business
CO1 & PO 2 Mapped at 3	The development of managerial skills in the agricultural sector often demands the application of analytical and critical thinking, as students must effectively analyze data, assess situations, and make informed decisions to manage agricultural operations efficiently.
CO1 & PO 3 Mapped at 3	Their no correlation, between CO and PO
CO1 & PO 4 Mapped at 2	Helps to understand students who possess strong managerial skills in agriculture are more likely to have the capacity to comprehensively understand and navigate the multifaceted global business environment, including economic, legal, and ethical dimensions, and effectively communicate their insights and decisions in this context
CO1 & PO5 Mapped at 1	Developing strong managerial skills in agriculture often involves a deep understanding of industry practices, trends, and strategies. This knowledge encourages students to engage with business literature, allowing them to stay informed, analyze current research, and potentially contribute their own insights and research findings to the field.
CO1 & PO6 Mapped at 2	Managerial skills encompass not only the technical knowledge required for agriculture but also leadership and interpersonal abilities. Students who are well-versed in managerial skills are better prepared to take on leadership roles within agricultural organizations. They can effectively guide and motivate themselves and their teams toward achieving common organizational objectives, thus fostering a collaborative and productive team environment.
CO2 & PO1 Mapped at 1	As students acquire and hone their managerial skills in the agricultural sector, they are better equipped to identify, analyze, and address various business challenges that may arise in the context of agricultural entrepreneurship. The application of management theories and practices becomes a valuable tool for these aspiring agricultural entrepreneurs, allowing them to make informed decisions, optimize resource allocation, and develop effective strategies to achieve success in their agricultural ventures
CO2& PO2 Mapped at 3	As students aspire to become agricultural entrepreneurs, they must navigate a dynamic and data-driven environment. The application of managerial skills often involves the analysis of various data points and critical evaluation of information to make informed decisions. By developing analytical and critical thinking abilities, students are better prepared to gather, interpret, and utilize data effectively in their entrepreneurial endeavors, enhancing their decision-making processes and increasing their chances of success in the agricultural sector."
CO2& PO3 Mapped at 2	Managerial skills often include adaptability and the capacity to effectively manage resources, which are essential traits for entrepreneurial success in the modern agricultural sector. Entrepreneurs who have a strong foundation in managerial skills are better equipped to embrace and integrate new technologies into their agricultural practices, enabling them to stay competitive, improve productivity, and efficiently respond to industry changes.
CO2& PO4 Mapped at 2	As aspiring agricultural entrepreneurs, students with managerial skills are often required to operate in a complex business environment that transcends national boundaries. These skills enable them to grasp the intricate economic, legal, and ethical dimensions of the global agricultural industry. Additionally, the ability to effectively communicate these insights is enhanced by their managerial competencies, allowing them to make informed decisions and navigate the multifaceted landscape of international agricultural business successfully.
CO2& PO5 Mapped at - 2	It develop the necessary managerial skills for success in the agricultural sector, they often become more attuned to industry trends, best practices, and emerging challenges. This increased awareness encourages them to actively read and engage with Business literature to stay informed and learn from the experiences of others. Moreover, the acquired managerial skills equip them with the knowledge and confidence to contribute their own insights, research findings, and innovations to the field, thereby enriching the Business literature within the agricultural domain.
CO2& PO6 Mapped at 2	Managerial skills encompass not only technical knowledge but also leadership and interpersonal abilities. As students develop their entrepreneurial aspirations within the agricultural sector, they are better equipped to take on leadership roles. This prepares them to guide and motivate themselves and their teams toward the accomplishment of common organizational objectives, fostering a collaborative and productive team environment that is vital for entrepreneurial success in agriculture
CO3 & PO1 Mapped at 3	Students will be better equipped to apply their knowledge of management theories and practices to effectively address and solve contemporary business challenges within the agricultural sector. This highlights the importance of bridging the gap between traditional agricultural practices and modern management techniques to promote sustainable and innovative solutions in agribusiness.
CO3 & PO2 Mapped at 3	As students delve into the intricacies of traditional agricultural patterns, they will simultaneously develop and nurture their analytical and critical thinking abilities, enabling them to make informed, data-driven decisions within the agricultural domain. This correlation underscores the idea that a deeper understanding of traditional agricultural practices can serve as a catalyst for honing essential skills for effective decision-making.
CO3 & PO3 Mapped at 2	Students explore and expand their understanding of traditional agricultural patterns, they will acquire a strong foundation in adaptability and learning. This foundation will enable them to quickly grasp and harness new agricultural technologies, ensuring that they can remain highly productive and efficient in their work throughout their careers. The correlation here underscores how a comprehensive understanding of traditional agricultural practices can serve as a gateway to embracing and mastering evolving

	technologies.
CO3 & PO4 Mapped at 3	students delve into the exploration of new dimensions within traditional agricultural Patterns, they will simultaneously enhance their ability to comprehend, analyze, and effectively communicate the multifaceted aspects of global economics, legal considerations, and ethical issues within the business sphere. This correlation emphasizes that a deeper understanding of traditional agricultural practices can serve as a valuable foundation for addressing the broader global and ethical dimensions of business operations in the agricultural sector
CO3 & PO5 Mapped at -2	Students immerse themselves in exploring new dimensions within traditional agricultural patterns, they will cultivate their capacity to engage with and contribute to the body of business literature. This underscores the idea that gaining insights into traditional agricultural practices not only expands their agricultural knowledge but also equips them with the depth and expertise necessary to actively participate in the ongoing discourse within the field of business, particularly as it relates to agriculture.
CO3 & PO6 Mapped at 2	Students immerse themselves in the exploration of new facets within traditional agricultural patterns, they are not just accumulating knowledge; they are also honing critical leadership skills. The notion that a deeper comprehension of traditional agricultural practices can act as a cornerstone for the development of leadership aptitude. These competencies empower students to lead themselves and others adeptly while working towards achieving organizational objectives, thereby cultivating a spirit of collaboration and productivity
CO4 & PO1 Mapped at 2	Students develop the key skills required for advancing the Agricultural sector, they naturally position themselves to apply their knowledge of management theories and practices for addressing business challenges within agriculture. This correlation emphasizes that a robust skill set in agriculture not only fosters sectoral growth but also empowers individuals with the competence to adeptly employ management principles, effectively solving intricate problems and promoting sustainable growth in agricultural enterprises.
CO4 & PO2 Mapped at -2	Students develop proficiency in the skills essential for the advancement of the Agricultural sector, they concurrently cultivate their capacity for analytical and critical thinking. This connection highlights that a solid grounding in agricultural expertise not only enables sectoral growth but also empowers individuals to actively participate in data-informed decision-making processes. These augmented analytical and critical thinking abilities play a pivotal role in effectively tackling the multifaceted challenges and capitalizing on opportunities within the agricultural domain.
CO4 & PO3 Mapped at -1	Students become proficient in the skills essential for the growth of the Agricultural sector, they inherently develop the capability to adapt to and master emerging agricultural technologies. This highlights the idea that a strong foundation in agricultural skills not only supports sector expansion but also empowers individuals to quickly grasp and effectively utilize new technologies, ensuring their ongoing productivity and competitiveness within the agricultural field.
CO4 & PO4 Mapped at 2	Students acquire the necessary skills to contribute to the expansion of the Agricultural sector, they simultaneously develop a broader understanding of the interconnectedness of global economics, legal frameworks, and ethical considerations within the business landscape. This correlation underscores the idea that a strong foundation in agricultural skills not only drives sector growth but also equips individuals with the ability to comprehend, analyze, and effectively communicate the multifaceted global, economic, legal, and ethical dimensions that impact the agricultural business environment
CO4 & PO5 Mapped at 2	Students acquire the essential skills needed for the expansion of the Agricultural sector, they also enhance their ability to engage with and contribute to the broader business literature. This underscores a strong foundation in agricultural skills not only supports sector growth but also equips individuals with the knowledge and expertise to actively participate in the discourse of business literature, particularly as it relates to the Agricultural
CO4 & PO6 Mapped at 3	Students become well-equipped with the skills necessary to drive the expansion of the Agricultural sector, they inherently develop the capability to lead both themselves and others towards the successful accomplishment of organizational objectives. This emphasizes that a robust skill set in agriculture not only fosters sector growth but also empowers individuals to provide effective leadership, contributing to a collaborative and goal-oriented team environment within the Agricultural sector.

Mapped by: Dr. Rahul Manjare, BV DU-Abhjit Kadam Institute of Management and Social Sciences Solapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. -Year 2022 2023			
Semester	CourseCode	Cours	
I	110 - Open	Community Work-I	
Type	Credits	Evaluation	M
Open	02	IE	IE -100
Course Objectives:			
<ul style="list-style-type: none"> This Course aims to expose the students to social issues and help them to participate in community work through trips /events organized in the institute and to volunteer at events like fundraising activities, fair, festivals, slums and NGOS. To expose the students towards social reality and role of community development for social upliftment and well-being. To involve students in community work through active involvement and participation 			
Learning Outcomes:			
<ul style="list-style-type: none"> Students will be able to know the community needs and understand their role in to contribute meaningfully towards community development. Students will be developed and accepted by the society as very responsible youth of the nation Students will understand and impart the role of them in the society 			

Unit	Contents	Sessions (Hrs)	Cos Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction : History, meaning, Goals, values, functions, role and process of community work. Professional and voluntary community work. Attitudes, roles and skills of a community worker	5	CO1	Lectures with PPTs Group Activity Video Cases Discussions	Understand	Group Activity End Term Exam: Short case and situation based questions
2	Social concerns in India: poverty, unemployment, population, problems faced by women – dowry, domestic violence, etc. Social problems - terrorism, corruption, caste conflict, drug abuse, AIDS, ETC.	5	CO2	Lectures with PPTs and Discussion	Understand	CES (class test or assignment or end term)
3	Types of Community Work	5	CO2	Lectures with PPTs	Understand Analyze	

	Types of community work. Caring for needy, helping the poor, fundraising drives-organizing			Discussion s		
4	Community Work for Slums Learn the government facilities, NGOs which are working for the slums and try to connect any NGO.	5	CO3	Lectures with PPTs Discussion s	Understand Analyze	Group Activity ,Case Study with Presentations
5	Community Work for Environment Role of Govt.and NGOs which are working to save the environment, Initiatives like Clean your city drive, Cycle day, Awareness of Dry and wet waste classification, Tree Plantation Drive, Environemnt awareness activities etc	5	CO3	Lectures with PPTs Discussion s	Understand Analyze	Group Activity, Field work, End Term internal
6	Community Hours: Participate in community service trips/events organized at institute, state level etc , Volunteer at events like fundraising activities, fairs, festivals, slums, non profit organization etc , Submit a report on a particular type of community involvement undertaken	5	CO3	Lectures with PPTs	Understand Analyze	Seminar/ Workshop Participation, Field work

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	1	1	-
CO2	2	1	1	-	2	-
CO3	2	-	3	-	2	-

1- Low, 2- Medium, 3- High, If no correlation, put '-'
(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping:

Parameter	Marks	CO1	CO2	CO3
Class Participation/ Attendance	10	3	3	4
PPT	5	1.5	2	1.5
Case study discussion or assignment /projects	5	1.5	2	2
Internal End Term Exam	30	10	10	10
Internal	50	10	20	20
End Term (Uni)	50	50		

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1.	Rhonda Phillips, Robert Pittman	An Introduction to Community Development	2014	
2.	Manohar S. Pawar,	Community Development in Asia and The Pacific	2009	

Online Resources:

Online Resources	Website address
1	https://communitywealth.org/sites/clone.communitywealth.org/files/downloads/tool-
2	https://www.ahaprocess.com/solutions/communitye-nts-resources/free-resources/
3	

MOOCs:

ResourcesNo	Website address
1	https://alison.com/course/diploma-in-community-development

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	Students become more proficient in comprehending their role in contributing meaningfully to community development, they are also more likely to effectively utilize management knowledge to address business challenges.
CO1 & PO 2	There is no co-relation between Program outcome and Course outcome

Mapped at 0	
CO1 & PO 3 Mapped at 1	This synergy highlights the importance of a holistic education that equips students with both a social conscience and technological competence, enabling them to make significant contributions to their communities while remaining adaptable and productive in an ever-evolving technological landscape.
CO1 & PO 4 Mapped at 1	Students underscores the interconnectedness of social and ethical awareness with the broader understanding of the multifaceted dimensions of business. Students who are well-versed in community engagement are often better equipped to grasp the complex global, economic, legal, and ethical factors that influence businesses.
CO1 & PO5 Mapped at 1	Understanding community needs can provide students with valuable context and practical insights that can inform their business literature contributions. Likewise, a solid foundation in business literature equips students with the knowledge and communication skills necessary to effectively address community needs, whether it's through business strategies, entrepreneurship, or social responsibility initiatives.
CO1 & PO6 Mapped at 0	There is no co-relation between Program outcome and Course outcome
CO2 & PO1 Mapped at 2	Students develop a sense of responsible members of society, it reflects their commitment to ethical behavior, social responsibility, and making positive contributions to their communities and the nation. This mindset aligns well with the application of management theories and practices, as responsible individuals are more likely to consider the broader social and ethical implications of their business decisions.
CO2& PO2 Mapped at 1	This underscores the importance of cultivating both responsibility and critical thinking skills in students. Together, these qualities support their ability to make informed, data-based decisions that positively impact society, making them valuable assets as responsible youth
CO2& PO3 Mapped at 1	It highlight the importance of fostering both responsibility and technological proficiency in students, as it not only benefits their individual development but also supports their ability to thrive in a rapidly changing world while making meaningful contributions to their communities and the nation.
CO2& PO4 Mapped at 0	There is no co-relation between Program outcome and Course outcome
CO2& PO5 Mapped at 2	It highlights the importance of nurturing responsible citizenship alongside business education, as it not only benefits students as individuals but also contributes to the betterment of society as a whole.
CO2& PO6 Mapped at 0	There is no co-relation between Program outcome and Course outcome
CO3 & PO1 Mapped at 2	Students will excel at applying management knowledge to solve business problems are better prepared to make responsible, socially conscious decisions. Their ability to integrate management principles with a broader understanding of their societal roles contributes to their reputation as responsible and effective contributors to both the business world and society.
CO3 & PO2 Mapped at 1	Students will acquire strong analytical and critical thinking abilities are better prepared to make informed decisions that align with their societal roles and responsibilities. Their capacity to analyze data, consider various perspectives, and make ethical choices contributes to their reputation as responsible and thoughtful contributors to society.
CO3 & PO3 Mapped at 0	There is no co-relation between Program outcome and Course outcome
CO3 & PO4 Mapped at 1	This emphasizes the importance of fostering a sense of societal responsibility alongside proficiency in comprehending the diverse aspects of business among students. When these qualities are combined, it not only benefits students' personal development but also supports their capacity to make informed, ethical decisions that positively impact society, making them valuable assets as responsible members of their communities and the global business arena.
CO3 & PO5 Mapped at 1	This highlights the importance of cultivating a sense of societal responsibility alongside leadership skills among students. When these qualities are combined, it not only benefits students' personal development but also supports their capacity to lead ethically, foster teamwork, and contribute positively to their communities and organizational environments, making them valuable assets as responsible leaders.
CO3 & PO6 Mapped at 0	There is no co-relation between Program outcome and Course outcome

Mapped by: Dr.S.S.Sawant, , BV DU-Abhjit Kadam Institute of Management and Social Sciences Solapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
I	110 - Open	Current Affairs	
Type	Credits	Evaluation	Marks
Open	2	IE	IE-100
Course Objectives :			
<ul style="list-style-type: none"> Apply the knowledge of management theories and practices in resolving the business problems. Foster analytical and critical thinking abilities for data-based decision making. Learn new technologies with ease and be productive at all times Read, write, and contribute to Business literature Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. 			
Learning Outcomes:			
<ul style="list-style-type: none"> To enable the students to take decisions related to critical current business issues. To be able to Interpret and understand the current business issues. To analyze business current affairs. To acquaint with the current happenings in the business. To comprehend the current affairs and its implications on businesses at national and international level. 			

Unit	Contents	Sessions (Hrs)	Cos Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Economy: Monetary and Fiscal Policy, Budget Analysis, Digital Economy, Insolvency and Bankruptcy Code, UBI (Universal Basic Income), Banking Sector - Bank Mergers, Private Bank Licensing, Payment Banks etc.	6	CO4	Lecture with PPT	Understand	Quiz
2	Financial, Judicial and Political Reforms - National Issues, Indian Economy, Ease of Doing Business, Labor Laws, Enforcing of Contracts, Recent Employee Unrest in the Industry	6	CO1	Lecture with PPT Case Discussion	Apply	Short Answer Oral
3	Corporate Social Responsibility, Social Schemes, Reports, Committee and Commission Sustainability - Paris Climate Agreement and Protocol, Global Calamities, Science and Technology, Green Energy, etc.	6	CO2	Video Presentation Group Discussion Quiz	Analyse	Mid Term Quiz Applied Questions

4	Global Business Environment: Globalization and Protectionism, Trade Wars, Tariffs, Subsidies and Trade Barriers. Global Trade Treaties, RCEP, NAFTA, G20, Brexit.	6	CO3	Lecture with PPT Case Study	Create	Case Presentation
5	Article Reading and Discussion on Current Affairs: Economics Times Mint Business Line (by Hindu) Book Reading: Imagining India – Nandan Nilekani Breakout Nations – Ruchir Sharma Wings of fire- An autobiography of APJ Abdul Kalam	6	CO4	Group Activity Reading in Library	Understand	End Term Theory Question
6	Students are required to prepare a workbook (practical file) for assimilating data of different events. Make presentations, Study the related topic independently and analyze and relate the current decision with the issue.	-	CO5	Lecture Discussion on Workbook	Evaluate	Work book submission

PO-CO Mapping

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

1- Low, 2- Medium, 3- High, If no correlation, put '0'
(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping:

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class Participation/ Attendance	10	2	2	2	2	2
Live project – club activity	5	1	2	0	2	0

Case study discussion	10	2.5	2.5	2.5	2.5	0
Assignments/ Projects	5	0	1	1	0	3
Internal End Term Exam	20	5.5	5.5	4.5	4.5	0
Workbook	50	5	5	5	5	30
Internal	100	16	18	15	16	35

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1..National	Dr. Abdul Kalam&Arun Tiwari	Wings of fire- An autobiography of APJ Abdul Kalam	1999	University Press
2. National	Mahatma Gandhi	Mahatma Gandhi Autobiography : The story of my experiments with truth.	1948	Dover Publication
3 – National	Jawaharlal Nehru	The Discovery of India by Jawaharlal Nehru	2008	Penguin
4 – International	Loren B. Belker, Gary S. Topchick	The First- Time Manager	2005	Amacom
5 – International	Bear Grylls	A Survival Guide for life – How to achieve your goals, thrive in adversity, and grow in character.	2013	July
6 – International	Frans Johanson	The Medici Effect- What Elephants & Epidemics can teach us about Innovation.	2004	HBS Press
7 – International	Charles Futrell	ABC's of Selling	1989	Irwin

Online Resources:

Online Resources	Websiteaddress
1	https://dea.gov.in
2	https://finmin.nic.in
3	www.wto.org
4	www.commerce.nic.in
5	www.weforum.com
6	https://www.journals.elsevier.com/
7	http://www.jibs.net/
8	Open Textbook Library https://open.umn.edu/opentextbooks/textbooks/international-business

MOOCs:

Resources No	Web site address
1. Economics	https://www.es.corporatefinanceinstitute.com
2. Politics	https://www.classcentral.com/course/edx-contemporary-issues-in-world-politics-11431?utm_source=mooc_report&utm_medium=web&utm_campaign=new_courses_october_2018
3. Business	EDX https://www.edx.org/learn/international-business
4. Leadership	https://www.classcentral.com/course/edx-agile-leadership-principles-and-practices-11920?utm_source=mooc_report&utm_medium=web&utm_campaign=new_courses_october_2018
5. International Financial Environment	https://nptel.ac.in/courses/110105031/

Appendix : Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	After getting the knowledge of management theories and practices in resolving the business problems, increase the decision making capacity while solving the critical current business issues.
CO1 & PO 2 Mapped at 2	After learning the management theories and practices in resolving the business problems, enhance the ability of interpretation and understanding of present challenges in business.
CO1 & PO 3 Mapped at 3	After the exploration of theories of management and methods for addressing business problems, examine current business affairs
CO1 & PO 4 Mapped at 3	After learning about management theories and techniques for handling business issues, familiarize oneself with the latest developments in the industry.
CO1 & PO5 Mapped at 3	After learning management theories and practices for solving business problems, be aware of current events and how they affect businesses both domestically and internationally.
CO1 & PO6 Mapped at 3	After gaining knowledge of management theories and practices for addressing the business issues, boost the capability to comprehend, evaluate, and convey the international, financial, ethical, and legal facets of business.
CO2 & PO1 Mapped at 3	After developing the analytical and critical thinking skills in order to make data-driven decisions, high up the ability to decide on important contemporary business issues.
CO2 & PO2 Mapped at 2	After making decisions based on data, cultivate analytical and critical thinking skills, able to interpret and comprehend the business issues that are being faced today.
CO2 & PO3 Mapped at 1	After developing the analytical and critical thinking skills to enable data-driven decision-making, examine current events in business.
CO2 & PO4 Mapped at 2	After enhancing the analytical and critical thinking skills for data-driven decision-making, become acquainted yourself with the most recent events in the business world.
CO2 & PO5 Mapped at 2	After developing critical and analytical thinking skills to support data-driven decision-making, understand the state of affairs today and how it affects businesses both domestically and globally.
CO2 & PO6 Mapped at 2	After encouraging the critical and analytical thinking skills for making decisions based on facts, increase the capacity to comprehend, evaluate, and convey the international, financial, ethical,

	and legal facets of business.
CO3 & PO1 Mapped at 3	After acquiring new technologies effortlessly and remain productive consistently, capable of reaching decisions concerning important business matters of the day.
CO3 & PO2 Mapped at 2	After obtaining the new technologies seamlessly and stay productive consistently, in a position to interpret and comprehend the current business problems.
CO3 & PO3 Mapped at 1	After getting up the new skills and consistently produce results, evaluate the state of business affairs.
CO3 & PO4 Mapped at 2	After learning new technologies easily and remain productive at all times, get acquainted yourself with the latest events in the industry.
CO3 & PO5 Mapped at 2	After learning the new technologies with ease and maintain constant productivity, be aware of current events and how they affect businesses both domestically and internationally.
CO3 & PO6 Mapped at 2	After observing the all new skills and continuously produce results, level up the capacity to comprehend, evaluate, and convey business-related global, economic, legal, and ethical issues.
CO4 & PO1 Mapped at 1	After looking through, composing and making contributions to business literature, allow for the ability to decide on important matters concerning the business today.
CO4 & PO2 Mapped at 2	After writing, reading, and participating in business literature, capable of deciphering and comprehending the current business problems.
CO4 & PO3 Mapped at 1	After reading business literature, writing about it, and contributing into it, appraise the current condition of business affairs.
CO4 & PO4 Mapped at 2	After reading, writing, and contributing to the field of business literature, acquaint yourself with the most recent happenings in the field.
CO4 & PO5 Mapped at 2	After exploring, building, and making contributions to business literature, understand current events and their implications for businesses at the national and international levels.
CO4 & PO6 Mapped at 2	After reading the business literature, writing and contributing into it, enhance one's capacity to comprehend, evaluate, and convey the business world's international, economic, legal, and ethical facets.
CO5 & PO1 Mapped at 2	After guiding both oneself and others toward the accomplishment of organizational objectives, making a valuable contribution to a team atmosphere, permit decision-making concerning important contemporary business matters.
CO5 & PO2 Mapped at 1	After contributing to a team environment by leading both oneself and others in the accomplishment of organizational goals, able to Interpret and understand the current business issues.
CO5 & PO3 Mapped at 1	After leading themselves and others in the achievement of organizational goals, as well as contribute effectively to a team environment, review current business concerns.
CO5 & PO4 Mapped at 2	After being able to lead themselves and others in the achievement of organizational goals, in addition to provide successfully to a team environment, familiarize yourself with the latest events in the industry.
CO5 & PO5 Mapped at 3	After having the ability to successfully lead a team environment and guide others toward the accomplishment of organizational goals, recognize the present state of affairs and how it impacts businesses both locally as well as around the globe.
CO5 & PO6 Mapped at 3	After possessing the ability to successfully foster a team environment while also leading others in the accomplishment of organizational objectives, develop your capacity to comprehend, evaluate, and convey the business world's international, legal, and moral aspects.

Mapped by: Dr. Archana Sakure -, Yashwantrao Mohite Institute of Management, Karad

BOS Chairperson: Prof. Dr. S.B. Sawant

Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	CourseCode	Course Title	
I	110 - Open	Universal Human Values	
Type	Credits	Evaluation	M
Open	2	IE	IE-100
CourseObjectives:			
<ul style="list-style-type: none"> • To help the students appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations of all human beings. • To facilitate the development of a Holistic perspective among students towards life and profession as well as towards happiness and prosperity based on a correct understanding of the Human reality and the rest of existence. Such a holistic perspective forms the basis of Universal Human Values and movement towards value-based living in a natural way. • To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually fulfilling human behaviour and mutually enriching interaction with Nature, religion, ethnicity, gender, and development 			
LearningOutcomes:			
<p>At the end of the course, the students will be able to</p> <ul style="list-style-type: none"> • Evaluate the significance of value inputs in formal education and start applying them in their life and profession • Distinguish between values and skills, happiness and accumulation of physical facilities, the Self and the Body, Intention and Competence of an individual, etc. • Analyze the value of harmonious relationship based on trust and respect in their life and profession • Examine the role of a human being in ensuring harmony in society and nature. • Apply the understanding of ethical conduct to formulate the strategy for ethical life and profession. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction-Basic Human Aspiration, its fulfillment through All-encompassing Resolution The basic human aspirations and their fulfillment through Right understanding and Resolution, Right understanding and Resolution as the activities of the Self, Self being central to Human Existence; All-encompassing	5	CO1	Lecture with Ppts, Discussion	Understand	Discussion

	Resolution for a Human Being, its details and solution of problems in the light of Resolution					
2	Right Understanding (Knowing)- Knower, Known & the Process The domain of right understanding starting from understanding the human being (the knower, the experiencer and the doer) and extending up to understanding nature/existence – its interconnectedness and co-existence; and finally understanding the role of human being in existence (human conduct).	5	CO1	Lecture with Ppts, Discussion	Understand	Understand and Discussion
3	Module 3: Understanding Human Being Understanding the human being comprehensively as the first step and the core theme of this course; human being as co-existence of the self and the body; the activities and potentialities of the self; Basis for harmony/contradiction in the self	5	CO1, CO2	Lecture with PPTs,	Understand	Discussion
4	Understanding Nature and Existence A comprehensive understanding (knowledge) about the existence, Nature being included; the need and process of inner evolution (through self-exploration, self-awareness and self-evaluation), particularly awakening to activities of the Self: Realization, Understanding and Contemplation in the		CO1, CO2	Lectures with PPTs, and Case Studies	Understand	Discussion

	Self (Realization of Co-Existence, Understanding of Harmony in Nature and Contemplation of Participation of Human in this harmony/ order leading to comprehensive knowledge about the existence).					
5	Understanding Human Conduct, All-encompassing Resolution & Holistic Way of Living Understanding Human Conduct, different aspects of All-encompassing Resolution (understanding, wisdom, science etc.), Holistic way of living for Human Being with All-encompassing Resolution covering all four dimensions of human endeavor viz., realization, thought, behavior and work (participation in the larger order) leading to harmony at all levels from Self to Nature and entire Existence		CO1, CO2, CO3	Lectures with PPTs,	Understand	Discussion
6	Case Studies on Universal Human Values		CO1, CO2, CO3	Discuss Case studies	Understand	Discussion

PO-CO Mapping

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	-	-	3	-	-
CO2	3	3	-	3	-	3
CO3	-	-	-	3	-	-

1- Low , 2- Medium, 3- High, If no correlation, put '-'
(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3
Class Participation/ Attendance	10	3	4	3
Live project – club activity	5	1	2	2
Case study discussion	10	3	3	4
Assignments/ Projects	5	1	2	2
Internal Mid Term Exam	20	6	6	8
End Term Internal Exam	50	15	15	20

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher
1	R R Gaur, R Asthana, GP	A Foundation Course in Human Values and Professional Ethics	2019	Excel Books, New Delhi.
2	A N Tripathy,	Human Values,	2003	New Age International
3	P L Dhar, RR Gaur	Science and Humanism	1990	Commonwealth Publishers.
4	E G Seebauer & Robert L. Berry	Fundamentals of Ethics for Scientists & Engineers,	2000	Oxford University Press

Online Resources:

Online	Web site address
1	www.amnesty.org/en/human-rights-education/
2	www.hurights.or.jp
3	https://www.ohchr.org/

MOOCs:

Resources No	Web site address
1	www.coursera.org
2	www.cefims.as.uk
3	https://alison.com/
4	https://www.khanacademy.org/
5	swayam.gov.in

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO4 Mapped at 3	PO4: Ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of business. This objective emphasizes the importance of understanding and appreciating ethical aspects, which aligns with promoting values and skills complementarity for happiness and prosperity.
CO2 PO1,PO2,PO4,PO6 Mapped at 3	PO1: Apply the knowledge of management theories and practices to solve business problems. A holistic perspective can enhance problem-solving skills. PO2: Foster analytical and critical thinking abilities for data-based decision making. A holistic perspective encourages critical thinking. PO4: Ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of business. Holistic understanding is crucial for ethical aspects. PO6: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. A holistic perspective can enhance leadership skills.
CO3 & PO4 Mapped at 3	PO4: Ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of business. This objective focuses on ethical conduct and mutual enrichment.

Mapped by: Prof.S.N.Gambhire, , BVDU-Abhjit Kadam Institute of Management and Social Sciences Solapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	CourseCode	Course Title	
I	110 - Open	Counseling Psychology	
Type	Credits	Evaluation	M
Open	2	IE	IE:100
Course Objectives:			
<ul style="list-style-type: none"> To understand how human life unfolds from conception to late adulthood. To develop an understanding of basic concepts, processes, techniques of Counseling To help the students learn how to understand and manage their emotions and develop emotional competencies. To understand the main symptoms and sources of stress and learn ways of coping with stress 			
Learning Outcomes:			
<ul style="list-style-type: none"> Communication: Communicate clearly and effectively in both written and oral forms to an intended audience using appropriate strategies and methods. Critical Thinking: Students will demonstrate the ability to evaluate strengths and weakness of divergent psychological Domain. Quantitative Analysis and Reasoning: Students will demonstrate their ability to apply quantitative analytical processes to solving data analysis problems associated with psychological research. Problem Solving ability: Students will understand the ethical complexity of human interactions in an applied psychological context; students will demonstrate the skill of applying a formal ethical decision-making process. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction: Meaning and goals; Counseling process and relationship; Counselor effectiveness, Counseling in the Indian context	5	CO 1	Lecture with Ppts Case Study	Understand	Presentations , End Term , Case Presentation
2	Approaches: Overview of approaches to counseling: Psychodynamic,	5	CO 2	Lecture with Ppts Case Study	Apply	Presentations , End Term ,

	Behavioral, Person-centered and Cognitivebehavioral				(Analyse)	Case Presentati on
3	Stress: Nature of stress, symptoms of stress, sources of stress, Stress and health	5	CO 2	Lecture with Ppts Case Study	Analyse	Presentati ons , End Term , Case Presentati on
4	Emotional Competence: Importance of recognizing and understanding emotions in oneself and others, importance of managing one's emotions	5	CO3	Lecture with Ppts Case Study	Evaluate	Presentati ons , End Term , Case Presentati on
5	Techniques: Play, Relaxation, Yoga, Meditation	5	CO3	Lecture with Ppts Case Study	Apply (Analyse)	Presentati ons , End Term , Case Presentati on
6	Applications: Family Counseling; School and Career Counseling, Case studies	5	CO4	Lecture with Ppts Case Study	Apply	Presentati ons , End Term , Case Presentati on

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO 1	3	2	3	2	1	3
CO 2	3	3	2	3	-	3
CO 3	3	1	2	1	-	3
CO 4	3	-	-	3	1	3
CO.	3	1.5	1.75	2.25	.5	3
CO	3	2	2	2	1	3

1- Low , 2- Medium, 3- High, If no correlation,put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Case study discussion	30	10	10	15	15
Assignments/ Projects	20	5	5	5	5
End Term Exam	50	10	10	15	15
CCA (Open)	100	13.5	12.5	14.5	9.5

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher Company
1	Rao, S.N. & Sahajpal, P	Counselling and Guidance	2013	New Delhi: Tata McGraw Hill

2	Seligman,L.& Reichenberg ,L.W	Theories of Counseling and Psychotherapy: Systems, Strategies, and Skills	2010	3rd Ed. Indian reprint: Pearson.
3	Hogan, R.	Development of an Empathy Scale	1969	Journal of Consulting and Clinical
4	Gladding, S. T	Counseling: A Comprehensive Profession	2012	7th ed. Pearson

Online Resources:

Online ResourcesNo	Websiteaddress
1	https://www.shauntyhealing.com/
2	https://mindstrong.com/welcome/
3	https://in.searchley.com/

MOOCs:

Resources No	Websiteaddress
1	https://alison.com/
2	https://drvtx.com/
3	www.Coursera.org
4	www.Udemy.com
5	Swayam.gov.in

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at	Communication skills play a vital role in bridging the gap between the knowledge of management theories and the practical application of that knowledge to solve business problems. Clear and effective communication is the conduit through which management theories are conveyed, understood, applied, and refined in the context of real-world business challenges.
CO1 & PO 2 Mapped at	Effective communication supports the development of analytical and critical thinking abilities by providing a foundation for understanding and evaluating information. It encourages the exchange of ideas and data in a manner that promotes clear understanding, leading to more informed and data-based decision making. These two aspects are intricately linked and contribute to overall success in various personal and professional endeavors.
CO1 & PO 3 Mapped at	effective communication plays a crucial role in facilitating the learning of new technologies and being productive at all times. It simplifies the process of acquiring new skills, troubleshooting issues, collaborating with others, and adapting to change. Clear and efficient communication contributes to a more productive and technology-savvy workforce.
CO1 & PO 4 Mapped at	Effective communication is a foundational skill for understanding, analyzing, and communicating global, economic, legal, and ethical aspects of business. It facilitates the exchange of information, insights, and values, enabling individuals and organizations to navigate the complex landscape of business operations while maintaining transparency, compliance, and ethical standards.
CO1 & PO5 Mapped at	effective communication is vital for those who wish to read, write, and contribute to business literature. It encompasses the skills needed to create well-structured, compelling content, engage the intended audience, and establish credibility as a knowledgeable contributor to the field. Clear and persuasive communication is at the core of successful business literature contributions.
CO1 & PO6 Mapped at	Effective communication is a foundational skill for understanding, analyzing, and communicating global, economic, legal, and ethical aspects of business. It facilitates the exchange of information, insights, and values, enabling individuals and organizations to navigate the complex landscape of business operations while maintaining transparency, compliance, and ethical standards
CO2 & PO1 Mapped at	critical thinking skills developed through the evaluation of psychological domains are transferable to the application of management theories and practices in business. The ability to analyze, evaluate, make informed decisions, and communicate effectively is valuable in both fields and supports students in

	becoming more effective and adaptable problem solvers in the realm of business management.
CO2 & PO2 Mapped at	critical thinking skills developed through the evaluation of psychological domains can be transferred and applied to the fostering of analytical and critical thinking abilities for data-based decision making. The ability to analyze, identify patterns, make informed decisions, communicate effectively, and uphold ethical standards are valuable in both fields, supporting students in becoming skilled and ethical decision makers in a data-driven environment.
CO2 & PO3 Mapped at	critical thinking skills developed through the evaluation of psychological domains are transferable to the application of management theories and practices in business. The ability to analyze, evaluate, make informed decisions, and communicate effectively is valuable in both fields and supports students in becoming more effective and adaptable problem solvers in the realm of business management.
CO2 & PO4 Mapped at	critical thinking skills developed through the evaluation of psychological domains can be transferred and applied to the fostering of analytical and critical thinking abilities for data-based decision making. The ability to analyze, identify patterns, make informed decisions, communicate effectively, and uphold ethical standards are valuable in both fields, supporting students in becoming skilled and ethical decision makers in a data-driven environment.
CO2 & PO5 Mapped at -	critical thinking skills developed through the evaluation of psychological domains can be applied to reading, writing, and contributing to business literature. The ability to analyze, make informed judgments, problem-solve, conduct research, communicate effectively, integrate knowledge, and uphold ethical standards are valuable in both fields, supporting students in becoming knowledgeable and effective contributors to the realms of psychology and business literature.
CO2 & PO6 Mapped at	critical thinking skills developed through the evaluation of psychological domains can be applied to leadership within organizations. The ability to analyze, make informed judgments, problem-solve, conduct research, communicate effectively, collaborate within teams, integrate knowledge, and uphold ethical standards supports students in becoming effective leaders who can lead themselves and others in the achievement of organizational goals while contributing effectively to a team environment.
CO3 & PO1 Mapped at	The skills developed in quantitative analysis and reasoning in psychological research are highly applicable to solving business problems by applying management theories and practices. The ability to analyze and interpret data, use statistical methods, make evidence-based decisions, communicate effectively, and adapt to a changing environment supports students in becoming effective decision-makers and problem solvers in both the fields of psychology and business.
CO3 & PO2 Mapped at	The skills developed through quantitative analysis and reasoning in psychological research provide a strong foundation for fostering analytical and critical thinking abilities in data-based decision making. These skills include data analysis, statistical proficiency, evidence-based thinking, problem-solving, research integration, clear communication, adaptability, and ethical considerations. They are invaluable in making informed decisions and solving complex problems across different fields where data-driven decisions are required.
CO3 & PO3 Mapped at	The skills developed in quantitative analysis and reasoning in psychological research are highly applicable to solving business problems by applying management theories and practices. The ability to analyze and interpret data, use statistical methods, make evidence-based decisions, communicate effectively, and adapt to a changing environment supports students in becoming effective decision-makers and problem solvers in both the fields of psychology and business.
CO3 & PO4 Mapped at	The skills developed through quantitative analysis and reasoning in psychological research provide a strong foundation for fostering analytical and critical thinking abilities in data-based decision making. These skills include data analysis, statistical proficiency, evidence-based thinking, problem-solving, research integration, clear communication, adaptability, and ethical considerations. They are invaluable in making informed decisions and solving complex problems across different fields where data-driven decisions are required.
CO3 & PO5 Mapped at	The skills developed in quantitative analysis and reasoning in psychological research are highly applicable to solving business problems by applying management theories and practices. The ability to analyze and interpret data, use statistical methods, make evidence-based decisions, communicate effectively, and adapt to a changing environment supports students in becoming effective decision-makers and problem solvers in both the fields of psychology and business.
CO3 & PO6 Mapped at	The skills developed through quantitative analysis and reasoning in psychological research provide a strong foundation for fostering analytical and critical thinking abilities in data-based decision making. These skills include data analysis, statistical proficiency, evidence-based thinking, problem-solving, research integration, clear communication, adaptability, and ethical considerations. They are invaluable in making informed decisions and solving complex problems across different fields where data-driven decisions are required.
CO4 & PO1 Mapped at	The problem-solving ability and ethical decision-making skills developed in applied psychology can be applied to the application of management theories and practices in business. The skills include critical thinking, stakeholder consideration, effective communication, adaptability, data utilization, continuous learning, and promoting ethical business practices. They help individuals make ethical and informed decisions while effectively addressing complex business challenges.
CO4 & PO2 Mapped at	The problem-solving ability and ethical decision-making skills developed in applied psychology can be applied to fostering analytical and critical thinking abilities for data-based decision making. These skills, including analytical and critical thinking, stakeholder consideration, effective communication, adaptability, continuous learning, and ethical data handling, equip individuals to make informed and

	ethically responsible decisions based on data in various contexts, including business.
CO4 & PO3 Mapped at	The problem-solving ability and ethical decision-making skills developed in applied psychology can be applied to the application of management theories and practices in business. The skills include critical thinking, stakeholder consideration, effective communication, adaptability, data utilization, continuous learning, and promoting ethical business practices. They help individuals make ethical and informed decisions while effectively addressing complex business challenges.
CO4 & PO4 Mapped at	The problem-solving ability and ethical decision-making skills developed in applied psychology can be applied to fostering analytical and critical thinking abilities for data-based decision making. These skills, including analytical and critical thinking, stakeholder consideration, effective communication, adaptability, continuous learning, and ethical data handling, equip individuals to make informed and ethically responsible decisions based on data in various contexts, including business.
CO4 & PO5 Mapped at	The problem-solving ability and ethical decision-making skills developed in applied psychology can be applied to the application of management theories and practices in business. The skills include critical thinking, stakeholder consideration, effective communication, adaptability, data utilization, continuous learning, and promoting ethical business practices. They help individuals make ethical and informed decisions while effectively addressing complex business challenges.
CO4 & PO6 Mapped at	The problem-solving ability and ethical decision-making skills developed in applied psychology can be applied to fostering analytical and critical thinking abilities for data-based decision making. These skills, including analytical and critical thinking, stakeholder consideration, effective communication, adaptability, continuous learning, and ethical data handling, equip individuals to make informed and ethically responsible decisions based on data in various contexts, including business.

Mapped by: Mrs. Deepali Kothari , BVDU-Abhjjit Kadam Institute of Management and Social Sciences Solapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

MBA (HR) SEMESTER II

Revised Syllabus

With Effect from (2023 –24)

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	201	Marketing Management	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives :			
<ul style="list-style-type: none"> To understand the core concepts of Marketing and approaches to Marketing. To differentiate the Marketing and Selling processes. To study the Marketing Environment and understand its influence on Marketing Decisions. To study the concept of Segmentation, Targeting and Positioning. To understand the Marketing Mix Elements and their utility in Marketing. To Study the concept of Marketing Research and Marketing Information Systems. 			
Course Outcomes:			
<ul style="list-style-type: none"> Gain a solid understanding of key marketing concepts and skills. Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation. Develop the students' skills in applying the analytical perspectives on the concepts of marketing and the decisions related to segmentation, targeting and positioning, determining marketing mix etc. Develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services and control the marketing mix variables in order to achieve organizational goals. Develop strong marketing research plans and persuasively communicate your recommendations and rationale. Discuss the scope and managerial importance of marketing research and its role in the development of marketing strategy 			

Unit	Contents	Sessi ons (Hrs)	COs Num ber	Teaching Methodol ogy	Cognition Level	Evaluation Tools
1	Introduction: Meaning and definition of Marketing, Core concepts of Marketing -Need, Want, Demand, Value, Exchange, Customer satisfaction & Customer delight, Difference between Marketing and Selling, Business orientations towards marketplace: Production, Product, Selling, Marketing, Societal Marketing. Marketing environment – Micro and Macro marketing environment	6	CO1 & CO2	Lecture with PPT	Understand	CES (Written Test), Internal Examination & End Term Examination
2	Segmentation, Targeting and Positioning: Meaning, need and importance, bases for Consumer market segmentation and industrial	10	CO3	Lecture with PPT, Quiz, and Role Play	Understand, Remember and Apply	CES (MCQ Test), Internal Examination

	market segmentation, evaluation of identified segments and selection and evaluation of target market. Targeting strategies: Levels of market segmentation: segment marketing, niche marketing, local marketing and individual marketing. Positioning and Differentiation: meaning, concept, product, service, people and image differentiation, ways to position the Product					& End Term Examination
3	Marketing Mix: Concept, Seven P's of marketing mix: Product – meaning, levels of product, product mix- product line – decisions: line stretching, filling, pruning, width, length, depth. Product life cycle (PLC) – Concept, stages in PLC, characteristics and strategies for each stage of PLC. New product development process, Brand – Concept, Brand Creation Price – meaning, objectives of pricing, pricing approaches- cost based, competition based, and market based, pricing strategies- skimming pricing, penetrative pricing, psychological or odd pricing, perceived value pricing, loss leader pricing etc. Place-Importance of distribution in marketing of products or services, Types of intermediaries, levels of channels, Channel Management Decisions- factors considered for selection and motivation of dealers and retailers, channel conflict- concept, types of channel conflict, ways to resolve channel conflicts Promotion- Elements of promotion mix: meaning of advertising, sales promotion, personal selling, public relations, publicity, direct marketing and event sponsorship	15	CO4	Lecture with PPT & Case Study	Understand and Evaluate	CES (Viva Voce) Internal Examination & End Term Examination
4	Consumer Behaviour: Meaning and definition, importance of studying. consumer behaviour in the field of marketing, different buying roles, Consumer buying decision-making process steps.	4	CO1	Lecture with PPT and Research Paper	Understand and Analyze	Internal Examination, Research Paper Analysis & End Term Examination
5	Marketing Planning and Control: Marketing Planning Process –	6	CO5	Lecture with PPT	Understand	Internal Examination & End Term

	Steps, nature and contents of a marketing plan. Need of marketing control, Annual plan control, productivity control, Efficiency control and strategic control-marketing audit.					Examination
6	Marketing Research: Need and Importance of Marketing Research, Marketing Research Process, Types of Marketing Research. Marketing Information System- overview	4	CO5 & CO6	Lecture with PPT and Research Paper	Understand and Analyze	Internal Examination & End Term Examination

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO201.1	3	2	-	1	2	1
CO201.2	2	3	1	3	1	2
CO201.3	3	3	2	2	1	3
CO201.4	3	2	1	-	2	2
CO201.5	2	2	-	-	1	3
CO201.6	2	3	2	3	2	3
CO.	2.5	2.5	1	1.5	1.5	2.3
CO	3	3	1	2	2	2

1- Low, 2- Medium, 3- High, if no correlation, put -
(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Attendance	10	1.66	1.66	1.66	1.66	1.66	1.66
CES 1	3.3	1.65	1.65				
CES 2	3.3			1.65	1.65		
CES 3	3.3					1.65	1.65
Internal Examination 1	15	5	5	5			

Internal Examination 2	15				5	5	5
End Term University Examination	50	8.33	8.33	8.33	8.33	8.33	8.33

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year and edition	Publisher Company
1 – National	Dr. Rajan Saxena	Marketing Management	2016, Fifth edition	Tata McGraw Hill Publications
2 – National	V.S. Ramaswami and S. Namakumari	Marketing Management- Indian Context *Global Perspective	2013, fifth edition	Tata McGraw Hill Publications
3 – National	Dr. Tapan Panda	Marketing Management	2009, second edition	Excel Books India
4 – International	Philip Kotler, Garry Armstrong, Prafulla Agnihotri	Principles of Marketing	2018, seventeenth edition	Pearson Education
5 – International	Philip Kotler, Kevin Lane Keller	Marketing Management	2015, fifteenth edition	Pearson Education India

Online Resources:

Online Resources No	Web site address
1	https://managementhelp.org
2	https://bookboon.com/en/marketing-and-law-ebooks

MOOCs:

Resources No	Web site address
1	https://alison.com/course/introduction-to-marketing-management-revised
2	https://alison.com/course/understanding-your-audience-market-segmentation
3	https://alison.com/course/marketing-management-analysing-competitors-and-customers-revised

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems can be applied by gaining a solid understanding of key marketing concepts and skills.
CO1 & PO 2 Mapped at 2	In order to foster analytical and critical thinking abilities for data-based decision-making, a partial understanding of key marketing concepts and skills is required.
CO1 & PO 3 Mapped at -	To learn new technologies with ease and be productive at all times, it is not necessary to gain a solid understanding of key marketing concepts and skills.
CO1 & PO 4 Mapped at 1	Gaining a solid understanding of key marketing skills and concepts is very little required to understand, analyze, and communicate global, legal, and ethical aspects of business.
CO1 & PO5 Mapped at 2	To read, write, and contribute to business literature moderate understanding of key marketing concepts and skills is moderately required.
CO1 & PO6 Mapped at 1	In order to develop abilities to lead themselves and others in the achievement of organizational goals, and contribute effectively to a team environment, a very low understanding of key marketing concepts and skills is required.
CO2 & PO1 Mapped at 2	Identification and demonstration of the dynamic nature of the environment in which marketing decisions are taken and appreciation of the implication for marketing strategy determination and implementation will partially enable managers to apply the knowledge of management theories and practices to solve business problems.
CO2& PO2 Mapped at 3	Identification and demonstration of the dynamic nature of the environment in which marketing decisions are taken and appreciation of the implication for marketing strategy determination and implementation foster analytical and critical thinking abilities for data-based decision-making in a high manner.
CO2& PO3 Mapped at 1	Identification and demonstration of the dynamic nature of the environment in which marketing decisions are taken and appreciation of the implication for marketing strategy determination and implementation are less correlated to learn new technologies with ease and be productive at all times.
CO2& PO4 Mapped at 3	Identification and demonstration of the dynamic nature of the environment in which marketing decisions are taken and appreciation of the implication for marketing strategy determination and implementation are highly aligned with the development of the ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of the business.
CO2& PO5 Mapped at 1	In order to read, write, and contribute to business literature, it is less required to Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implication for marketing strategy determination and implementation.
CO2& PO6 Mapped at 2	To develop abilities to lead themselves and others in the achievement of organizational goals, and contribute effectively to a team environment, moderately required for Identification and demonstration of the dynamic nature of the environment in which marketing decisions are taken and appreciation of the implication for marketing strategy determination and implementation.
CO3 & PO1 Mapped at 3	Developing the student's skills in applying analytical perspectives on marketing concepts and the decisions related to segmentation, targeting and positioning, determining marketing mix, etc. can be done by fully applying the knowledge of management theories and practices to solve business problems.
CO3 & PO2 Mapped at 3	Developing the student's skills in applying analytical perspectives on marketing concepts and the decisions related to segmentation, targeting and positioning, determining marketing mix, etc. completely fostering analytical and critical thinking abilities for data-based decision-making.
CO3 & PO3 Mapped at 2	Learning new technologies and critical thinking abilities for data-based decision-making is averagely required for Developing the student's skills in applying analytical perspectives on marketing concepts and the decisions related to segmentation, targeting and positioning, determining marketing mix, etc.
CO3 & PO4 Mapped at 2	The ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of the business is moderately required for Developing the student's skills in applying analytical perspectives on marketing concepts and the decisions related to segmentation, targeting, and positioning, determining marketing mix, etc.

CO3 & PO5 Mapped at 1	In order to read, write, and contribute to business literature, there is less requirement for developing the student's skills in applying analytical perspectives on marketing concepts and the decisions related to segmentation, targeting and positioning, determining marketing mix, etc.
CO3 & PO6 Mapped at 3	Developing the student's skills in applying analytical perspectives on marketing concepts and the decisions related to segmentation, targeting, and positioning, determining marketing mix, etc. can contribute greatly to the development of the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO4 & PO1 Mapped at 3	Developing an understanding of the underlying concepts, strategies, and issues involved in the exchange of products and services and controlling the marketing mix variables in order to achieve organizational goals is fully indispensable for the application of management theories and practices to solve business problems.
CO4 & PO2 Mapped at 2	Developing an understanding of the underlying concepts, strategies, and issues involved in the exchange of products and services and controlling the marketing mix variables in order to achieve organizational goals is moderately possible by fostering analytical and critical thinking abilities for data-based decision-making.
CO4 & PO3 Mapped at 1	Learning new technologies and critical thinking abilities for data-based decision-making is less required for Developing an understanding of the underlying concepts, strategies, and issues involved in the exchange of products and services and controlling the marketing mix variables in order to achieve organizational goals.
CO4 & PO4 Mapped at -	The ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of the business is not required for Developing the student's skills in applying analytical perspectives on marketing concepts and the decisions related to segmentation, targeting, and positioning, determining marketing mix, etc.
CO4 & PO5 Mapped at 2	In order to read, write, and contribute to business literature, there is a partial requirement for developing the student's skills in applying analytical perspectives on marketing concepts and the decisions related to segmentation, targeting and positioning, determining marketing mix, etc.
CO4 & PO6 Mapped at 2	Developing the student's skills in applying analytical perspectives on marketing concepts and the decisions related to segmentation, targeting, and positioning, determining marketing mix, etc. can contribute averagely to the development of the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO5 & PO1 Mapped at 2	The development of strong marketing research plans and persuasively communicating recommendations and rationale can be done moderately by applying management theories and practices to solve business problems.
CO5 & PO2 Mapped at 2	The development of strong marketing research plans and persuasively communicating recommendations and rationale moderately foster analytical and critical thinking abilities for data-based decision-making.
CO5 & PO3 Mapped at -	Developing strong marketing research plans and persuasively communicating your recommendations and rationale are not aligned with learning new technologies with ease and be productive at all times.
CO5 & PO4 Mapped at -	Developing strong marketing research plans and persuasively communicating your recommendations and rationale are not mapped with the ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of business.
CO5 & PO5 Mapped at 1	Developing strong marketing research plans and persuasively communicating your recommendations and rationale are having less impact on reading, writing, and contribution to business literature.
CO5 & PO6 Mapped at 3	Developing strong marketing research plans and persuasively communicating your recommendations and rationale greatly develops the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO6 & PO1 Mapped at 2	Discussing the scope and managerial importance of marketing research and its role in the development of marketing strategy is partially supported by the application of knowledge of management theories and practices to solve business problems.
CO6 & PO2 Mapped at 3	Discuss the scope and managerial importance of marketing research and its role in the development of marketing strategy contributes heavily to fostering analytical and critical thinking abilities for data-based decision-making.
CO6 & PO3	Discuss the scope and managerial importance of marketing research and its role in the development of

Mapped at 2	marketing strategy moderately enabling learning new technologies with ease and be productive at all times.
CO6 & PO4 Mapped at 3	Discussing the scope and managerial importance of marketing research and its role in the development of marketing strategy is fully supported in developing the ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of business.
CO6 & PO5 Mapped at 2	Discussing the scope and managerial importance of marketing research and its role in the development of marketing strategy enables partially to read, write, and contribute to business literature.
CO6& PO6 Mapped at 3	Discussing the scope and managerial importance of marketing research and its role in the development of marketing strategy completely develops the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

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BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	202	Financial Management	
Type	Credits	Evaluation	Marks
Core	4	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To introduce the fundamentals of Financial Management To orient on the skills set required for Financial Decision Making Techniques To orient on Financial Statement Analysis and Interpretation To develop analytical skills which would help decision making in Business. To develop the entrepreneurial mind set 			
Learning Outcomes :			
<ul style="list-style-type: none"> Development of basic skill sets required for Financial Decision Making Development of analytical skill set to understand and interpret Financial Statements Graduates are able to improve their knowledge about functioning business, identifying potential business opportunities, evolution of business enterprises and exploring entrepreneurial opportunities (BEDK) Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, problem solving in the functional areas, i.e. Critical thinking-Business Analysis-Problem Solving and Innovative Solutions (CBPI) Developing Social Responsiveness to contextual social issues/ problems and exploring solutions. Graduates are expected to identify problems, explore the opportunities, design the business solutions and demonstrate ethical standards in organizational decision making.(SRE) 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction Meaning of Financial Management, Scope and Functions of Financial Management, Objectives of Financial Management Profit Vs Wealth Maximization, Finance Functions: Investment Decision, Liquidity Decision, Financing Decision and Dividend Decision, concept of Social Responsibility	7	CO 1,2 &4	Lecture, quiz, group activity, Library assignments	Knowledge and understanding	Presentations, Test
2	Investment Decision: Capital Budgeting Decision Meaning, Importance and process of Capital Budgeting, Concept of Time Value of Money, Capital Budgeting Techniques - Problems & case studies- Accounting Rate of Return, Payback Period, Net Present Value, Profitability Index, Discounted Payback Period, Internal Rate of Return Capital Budgeting under Risk and Uncertainty Concept and Techniques	10	CO 1,2 &3	Lecture, quiz, group activity, practical illustrations	Analyse (apply) and Create	Test, case study, Presentations
3	Liquidity Decision: Working Capital	6	CO	Lecture,		Illustratio

	Management: Meaning, Need and Types of Working Capital, Components of Working Capital, Factors determining Working capital, Estimation of Working Capital, Problems and Case Studies on Estimation of Working Capital, Sources of Working Capital Financing		1,2 &3	quiz, illustrations, Practical problems	Understand and Analyse (apply) and Create	n solving, case study, presentations, End term Exam
4	Financing Decision: Sources of Long Term Domestic Finance: Shares, Debentures, Retained Earnings, Capital Structure: Meaning and Principles of Capital Structure Management, Factors affecting Capital Structure, Cost of Capital: Meaning, Components, Cost of Debt, Cost of Preference Share, Cost of Equity Share, Cost of Retained Earnings, Weighted Average Cost of Capital, Leverage: Concept and Types of Leverage	8	CO 1,2, 4&5	Lecture, group activity, Library Assignment	Knowledge, Understanding, Apply and create	Practical problem solving, case study, presentations
5	Dividend Decision: Factors determining Dividend policy, Theories of Dividend- Gordon Model, Walter Model, MM Hypothesis, and Forms of Dividend Payment: Cash Dividend, Bonus Share and Stock Split, Stock Repurchase, Dividend Policies in Practice.	4	CO 1,3 &4	Lecture, quiz, group activity, illustrations	Knowledge, Understanding,	Case study, presentations, End Term Exam
6	Financial Statement Analysis: Meaning and Types, Techniques of Financial Statement Analysis: Common Size Statement, Comparative Statement, Trend Analysis and Ratio Analysis. (Orientation level Problems on Ratio analysis) Funds Flow Statement and Cash Flow Statement.	10	CO 1,2 &4	Lecture, quiz, case study	Understand and Analyse (apply), Create and Evaluate	Practical illustrations, case study, Group activity

PO-CO Mapping

PO-CO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	3	2	2	3	3	2
CO3	3	3	2	2	3	3
CO4	3	3	3	2	2	3
CO5	3	3	3	3	3	3
CO.	3	2.8	2.6	2.6	2.6	2.8

CO	3	3	3	3	3	3
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1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class Participation/ attendance	10	2	2	2	2	2
Projects/library Assignment	05	1	1	1	1	1
Case study/industry analysis	10	1	2	2.5	2.5	2.5
Assignment/Presentations/ quiz	05	1	1	1	1	1
Internal term end exam	20	3	5	5	3	4
Internal (50marks)	50	8	9	11	12	10
End Term (50 marks Univ)	50					

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1- National	SheebaKapil	Fundamentals of Financial Management		Pearson Publications
2- National	I.M. Pandey	Financial Management		Vikas Publication
3- National	Khan and Jain	Financial Management		TATA McGraw Hill

4- National	R.P. Rustogi	Financial Management		
4– International	Eugene F. Brigham, Michael C. Ehrhardt	Financial Management – Theory and Practice	11th edition.	
5– International	Jonathan Berk, Peter DeMarzo and Ashok Thampy	Financial Management		Pearson Publication
6– International		Financial Management And Accounting		Wiley Publication
7– International		Business Finance And Accounting		Wiley Publication

Online Resources:

Online Resources No	Resources Name	Web site address
1	Google Scholar	https://scholar.google.com/
2	Gutenberg	https://www.gutenberg.org/
3	Open Culture	http://www.openculture.com/free_ebooks
4	Open Library	https://openlibrary.org/

MOOCs:

Resources No	Resources Name	Web site address
1	Alison - free technology, language, science, health, humanities, business, math, marketing and lifestyle courses.	https://alison.com/
2	Khan Academy - free online courses and lessons	https://www.khanacademy.org/
3	Futurelearn	http://www.openculture.com/free_ebooks
4	SWAYAM which is a India MOOCs platform for which University Grants Commission has allowed upto 20% credit transfer facility.	https://swayam.gov.in/
5	University of Florida	www.coursera.org
6	University of London	www.cefims.as.uk
7	IIM ,Bangalore	www.edx.org

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is possible only if managers learn the basic skillsets required for Financial Decision Making
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CO1 & PO 2 Mapped at 3	Financial Principles and concepts would be delivered through lectures and presentations to foster analytical and critical thinking abilities for data-based decision making.
CO1 & PO 3 Mapped at 3	Helps to update oneself with the changing environment and within organizations and industry to cope with changes required
CO1 & PO 4 Mapped at 3	Understand the theory and practice in the business world globally, being align to the economic legal and ethical aspects of business is required which is taken care off.
CO1 & PO5 Mapped at 2	Understand the required principles and practices in financial management business world can lead to Read, write, and contribute to Business literature is aligned moderate as writing and contributing to business literature is not a necessary outcome
CO1 & PO6 Mapped at 3	Understand the practice of financial management along with its practical implications in business world and PO 6 are highly aligned as CO 1 Development of basic skill sets required for Financial Decision Making delineates the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to sound financial Management practices.
CO2 & PO1 Mapped at 3	Development of analytical skill set to understand and interpret Financial Statements will enable managers only with the knowledge of management theories and current financial management practices to solve business problems. So highly aligned.
CO2 & PO2 Mapped at 2	Development of analytical skill set to understand and interpret Financial Statements is aligned with fostering analytical and critical thinking abilities for data-based decision making
CO2 & PO3 Mapped at 2	Learning new technologies with ease due to Development of analytical skill set to understand and interpret Financial Statements will help the manager to be productive at all times, thus aligned
CO2 & PO4 Mapped at 3	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is due to Development of analytical skill set. Thus highly aligned
CO2 & PO5 Mapped at 3	Development of analytical skill set to understand and interpret Financial Statements will enable to write, and contribute to Business literature. Thus highly aligned
CO2 & PO6 Mapped at 2	Development of Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is due to analytical skill understood and ability to interpret learned
CO3 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems will equip the graduates to improve their knowledge about functioning business, identifying potential business opportunities, evolution of business enterprises and exploring entrepreneurial opportunities. Thus highly aligned
CO3 & PO2 Mapped at 3	Graduates knowledge about functioning business, identifying potential business opportunities, evolution of business enterprises and exploring entrepreneurial opportunities will be enhanced due to fostering of analytical and critical thinking abilities for decision making on basis of data.
CO3 & PO3 Mapped at 2	Graduates are able to improve their knowledge about functioning business, identifying potential business opportunities, evolution of business enterprises and exploring entrepreneurial opportunities as they will be Learning new technologies with ease thereby making them productive at all times
CO3 & PO4 Mapped at 2	The Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business will enable graduates to improve their knowledge about functioning business, identifying potential business opportunities, evolution of business enterprises and exploring entrepreneurial opportunities.
CO3 & PO5 Mapped at 3	Read, write, and contribute to Business literature will be possible if graduates improve their knowledge about functioning business, identifying potential business opportunities, evolution of business enterprises and exploring entrepreneurial opportunities. Thus, CO aligns well with the PO
CO3 & PO6 Mapped at 3	The improvement of knowledge about functioning business, identifying potential business opportunities, evolution of business enterprises and exploring entrepreneurial opportunities, will make the managers lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
CO4 & PO1 Mapped at 3	By Applying the knowledge of management theories and practices, Graduates will develop skills on analyzing the business data, application of relevant analysis, problem solving in the functional areas, i.e. Critical thinking, Business Analysis-Problem Solving and Innovative Solutions. Thus, high alignment
CO4 & PO2	

Mapped at 3	Foster analytical and critical thinking abilities for data-based decision making, will make the graduates develop skills on analyzing the business data, application of relevant analysis, problem solving in the functional areas, by doing Critical thinking. Business Analysis which will help in Problem Solving and Innovative Solutions
CO4 & PO3 Mapped at 3	New technologies acceptance by students will keep them productive, it will develop skills of analyzing the business data, application of relevant analysis, problem solving in the functional areas, Critical thinking, Business Analysis-Problem Solving and Innovative Solutions
CO4 & PO4 Mapped at 2	Developing skills on analyzing the business data, application of relevant analysis, problem solving in the functional areas, Problem Solving and Innovative Solutions will help students to understand, analyze and communicate global, economic, legal and ethical aspects of business. This aspect is medium aligned
CO4 & PO5 Mapped at 2	By develop skills on analyzing the business data, application of relevant analysis, problem solving in the functional areas, will help students contribute to Business literature. Thus CO is moderately aligned with the PO.
CO4 & PO6 Mapped at 3	The skills of analyzing the business data, application of relevant analysis, problem solving in the functional areas, i.e. Critical thinking, Business Analysis-Problem Solving and Innovative Solutions will empower the students to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. There is a high alignment
CO5 & PO1 Mapped at 3	Application of management theories and practices to solve business problems will contribute towards Social Responsiveness. Graduates will identify problems, explore the opportunities, design the business solutions and demonstrate ethical standards in organizational decision making.
CO5 & PO2 Mapped at 3	Fostering analytical and critical thinking abilities for data-based decision making will help graduates to identify problems, explore the opportunities, and solutions and exhibit ethical standards in organizational decision making.
CO5 & PO3 Mapped at 3	New technologies will ease in understanding social issues/ problems, exploring solutions, explore opportunities, and demonstrating ethical standards in organizational decision making.
CO5 & PO4 Mapped at 3	By creating the Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business graduates will identify problems, explore the opportunities, design the business solutions and demonstrate ethical standards in organizational decision making. Thus highly align
CO5 & PO5 Mapped at 3	By promoting Reading, writing, in this field, the graduates will identify problems, explore the opportunities, design the business solutions and demonstrate ethical standards in organizational decision making. and definitely contribute to Business literature
CO5 & PO6 Mapped at 3	By understanding and solving social issues/ problems. Graduates will explore the opportunities, demonstrate ethical standards in organizational decision making. Thereby leading themselves and others in the achievement of organizational goals. Thus, highly aligned

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BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS 2020 Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	203	Human Resource Management	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To explain the significance of HRM and changing role of HRM To explain the process of HRP, Recruitment and Selection. To discuss the concept of training and development To illustrate the job evaluation and wage determination concepts. To bring out the role of HR in organization's effectiveness and employee performance 			
Learning Outcomes :			
<ul style="list-style-type: none"> Understand and apply Human resource Management functions for effective management of organization. Ability of designing job analysis and ability to understand various manpower forecasting techniques Understand the techniques of recruitment, selection and interview and ability to conduct the recruitment process Understand the training needs in the organization and ability to design suitable training plan Understand the components of wages and salary and factors affecting it. Ability to analyze issues related to performance appraisal, career planning and rewards management. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to HRM: Definition, Nature and Scope of HRM, Objectives of HRM, Evolution of HRM, Challenges of HRM, HR Profession and HR Department, Functions of HRM, Global perspective of HRM	6 hrs	CO1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Human Resource Planning: Definition HRP, Demand and Supply forecasting, factors Affecting HRP, Job analysis and Job Design, Recruitment and Selection – Recruitment Process, Sources and Methods of Recruitment, Steps in selection process	8 hrs	CO 2	Lecture with Ppts Case Study	Design	Midterm exam
3	Training and Development: Definition of Training, Need and Importance of Training and Development,	09hrs	CO 3	Lecture with PPTs Case Study	Analyze	End Term Exams: Case based Questions/

	Training Need Analysis and techniques, Design Training Programme, Methods of training, Training evaluation process.					Applied Questions
4	Wages and salary Management Definition, Job Evaluation-Process and methods. Wage Determination, Types of Wages, Salary Structure, Fringe benefits, Executive Compensation, Understanding Stock Options and designing incentive plans	10hrs	CO4	Class exercise	Evaluate	Class presentation, Assignment.
5	Performance Appraisal: Definition, Need and Importance of Performance Appraisal, objectives PA, Performance Appraisal Process, Methods of Performance Appraisal	07hrs	CO5	Lecture, activity	Analyze	Case Presentation Activity End Term: Theory Applied
6	Overview of Employee Relations Management- Meaning and importance of Employee Relations Management, Employee Relation Management Tools, Issues in Employee Relation Management, Role of HR Manager in employee relations	05hrs	CO5	Lecture with PPTs Case Study	Understand	End Term Internals: long Answers.

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	3	3	-	2
CO2	2	3	3	1	-	3
CO3	3	3	2	3	1	3
CO4	3	3	1	2	1	3
CO5	3	3	3	3	-	3
CO	2	3	2	2	0.4	3

- Low, 2- Medium, 3- High, if no correlation, put ‘-’
(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5	2.5
Case study discussion	10		2.5	2.5		5
Assignments/ Projects	10				5	5
Class presentation						
Internal End Term Exam	20	5	5		5	5
Internal (50marks)	50	7.5	10	5	12.5	17.5
End Term (50 marks Univ)						

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	. SeemaSanghi	Human Resource Management	2011	Macmilan Publication,
2 – National	V.S.P. Rao	Human Resource Management	2006	Excel Books
3 – National	. K. Ashwathappa	Human Resource Management	2007	Tata McGraw-Hill

4 – International	Gary Dessler, BijuVarkey	Human Resource Management	2016	Pearson Publication, 12 th Edition
5 – International	Ronald J. Burke CaryL Cooper	Reinventing Human resources Management: Challenges and new Directions	2005	Routledge Place of Publishing London

Online Resources:

Online Resources No	Web site address
1	https://hbsp.harvard.edu/cases/
2	https://open.umn.edu/opentextbooks/textbooks/human-resource-management
3	https://www.icmrindia.org/case%20volumes/Case%20Studies%20in%20Human%20Resource%20Management%20Vol%20I.htm
4	https://www.citehr.com/
5	https://www.hr-guide.com/

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/specializations/human-resource-management
2	https://swayam.gov.in/nd1_noc20_mg15/preview
3	https://alison.com/course/introduction-to-modern-human-resource-management
4	https://www.classcentral.com/course/managing-human-resources-5462
5	https://swayam.gov.in/nd1_noc20_mg15/preview

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 1	Apply the knowledge of management practices to solve business problems correlates weakly with explanation and significance of HRM.
CO1 & PO 2 Mapped at 1	The linkage between significance of HRM in fostering analytical and critical thinking is moderate as it is more of conceptual understanding of HRM.
CO1 & PO 3 Mapped at 3	The significance of HRM and its changing role is strongly related to learning new technologies as HRM is also using many softwares Human resource analytics also has become an important part of HR.
CO1 & PO 4 Mapped at 3	HRM and its changing role has to be understood well and has legal and ethical aspects hence strongly correlated.
CO1 & PO6 Mapped at 2	It is moderately connected as only understanding the significance of HRM and its changing role will not lead towards achievement of organizational goals.
CO2 & PO1 Mapped at 2	It is moderately connected as the process of recruitment and selection to some extent require application of management theories and practice.
CO2 & PO2 Mapped at 3	It is strongly connected as the understanding the process of recruitment and selection does require analytical and critical thinking abilities.
CO2 & PO3 Mapped at 3	It is strongly connected process of recruitment and selection involves learning of new software's and technologies to make the job simpler and more efficient.
CO2 & PO4 Mapped at 1	The process of recruitment and selection is weakly aligned with ability to communicate global , ethical legal aspects of business.

CO2 & PO5 Mapped at -	The process of recruitment and selection does not require to necessarily Read, write, and contribute to Business literature
CO2 & PO6 Mapped at 3	The process of recruitment and selection should culminate in contributing effectively towards team environment and organizational goals so it is strongly aligned.
CO3 & PO1 Mapped at 3	Discussion of the concept of training and development requires Application of the knowledge of management practices to solve business problems hence strongly correlated.
CO3 & PO2 Mapped at 3	The concept of training and development does require analytical and critical thinking abilities to make it effective.
CO3 & PO3 Mapped at 2	Moderately connected to learning of new software's and technologies as not always required
CO3 & PO4 Mapped at 3	Discussion of the concept of training and development requires ability to communicate global , ethical legal aspects of business hence strongly aligned.
CO3 & PO5 Mapped at 1	training and development does not require to necessarily Read, write, and contribute to Business literature.
CO3 & PO6 Mapped at 3	training and development should culminate in contributing effectively towards team environment and organizational goals so it is strongly aligned.
CO 4 & PO1 Mapped at 3	Illustration Job evaluation and wage determination concept requires application of the knowledge of management practices to solve business problems hence strongly correlated.
CO 4 & PO2 Mapped at 3	Job evaluation and wage determination requires does require analytical and critical thinking abilities to make it effective.
CO 4 & PO3 Mapped at 1	Weakly connected to learning of new software's and technologies as not always required.
CO 4 & PO4 Mapped at 2	Moderately connected to learning of new software's and technologies as not always required
CO 4 & PO5 Mapped at 1	Illustration Job evaluation and wage determination does not require to necessarily Read, write, and contribute to Business literature. Poor alignment.
CO 4 & PO6 Mapped at 3	The objective of Job evaluation and wage determination is in contributing effectively towards team environment and organizational goals so it is strongly aligned
CO5 & PO1 Mapped at 3	Role of HR in organizations effectiveness and employee performance requires Application of the knowledge of management practices to solve business problems hence strongly correlated.
CO5 & PO2 Mapped at 3	HR in organizations effectiveness and employee performance does require analytical and critical thinking abilities to make it effective. Hence strongly related.
CO5 & PO3 Mapped at 3	HR functions and employee performance strongly requires learning of new software's and technologies .
CO5 & PO4 Mapped at 3	Highly aligned as the role of HR in organizational effectiveness and employee performance is the result of the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO5 & PO5 Mapped at -	Role of HR in organizational effectiveness and employee performance does not require to necessarily Read, write, and contribute to Business literature. No alignment
CO5 & PO6 Mapped at 3	The objective and role of HR is in contributing effectively towards team environment and organizational goals so it is strongly aligned.

Mapped by: Dr.Mona Sinha, BVDU-Department of Management Studies, Navi Mumbai

BOS Chairperson: Prof. Dr. S.B. Sawant

Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	204	International Business	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To prepare the students thoroughly with the domain knowledge and global issues of International business. To discuss the reason of entering into International business through various trade theories propounded by economist and practical aspects. To demonstrate through trade data analytics as to what to export and where to export from India. To discuss the role and functions of International organizations and trade organisation that is IMF, World Bank and WTO. To familiarize the students with the keytrade blocks such as NAFTA, EU etc. To demonstrate the role of exchange rates in global markets. 			
Learning Outcomes :			
<ul style="list-style-type: none"> To enable the students to take decisions related to global issues and policies. To be able to Interpret Foreign trade policy and avail incentives offered under various schemes. To analyze the trade data for decision making as to what to export and where to export. To recall the role and functions of Global Institutions IMF, WTO and World Bank. To acquaint with the trade blocks SAARC, NAFTA, EU etc. To comprehend the exchange rates practically and its implications on trade. 			

Unit	Contents	Sessi ons (Hrs)	COs Number	Teaching Methodol ogy	Cognition Level	Evaluation Tools
1	Introduction of International Business and Entry Strategies- Definition of International Business, Nature and Scope of International Business, Domestic Trade versus International Trade, Forms of Countertrade. Market Entry Strategies – Exporting, Importing, Joint venture, Franchising, Merger and acquisition.	6	CO1 & CO2	Lecture with PPT	Understand	Internal Examination
2	Globalization and Cultural Issues - Definition of Globalization, Globalization of Markets, Pros and cons of Globalisation, Drivers of Globalization , Cultural environment in International Business (Hofstede Theory—Application in trade). Ease of Doing Business (Parameters given by world bank) in India and across BRICS.	6	CO3	Lecture with PPT, and case study	Understand, Remember and Apply	& End Term Examination

3	Trade Theories, Trade Policy, Trade Analytics - Trade theories – Mercantilism, Absolute Advantage, Revealed Comparative Advantage, H.O Theory and Porters Diamond Model. International Trade Classification and Harmonized System (HS), Current Foreign Trade Policy in force (General Provisions), Incentives offered under FTP (Ch-3 and Ch-4 of Foreign Trade Policy). Trade Map Analytics and calculation of RCA, TII for various products, Ease of Doing Business.	10	CO4	Lecture with PPT & Case Study	Understand	Internal Examination
4	Balance of Payment and FEMA Act - Components of BOP (Current and Capital Account) , Credit and Debit Entries in BOP, Differentiate between BOT and BOP , Key Provisions of FEMA Act 1999 and difference between FERA and FEMA. Country Risk Analysis and Lessons from ASIAN financial Crisis in 1997.	8	CO1	Lecture with PPT and Research Paper	Understand and Analyze	& End Term Examination
5	International Financial and Trade Organizations - Role of GATT, WTO, IMF and World Bank group. Dispute settlement mechanism through WTO. Levels of trade integration. Basic conceptual note of NAFTA, SAARC and European Union. Role of BRICS.	9	CO5	Lecture with PPT	Understand	Internal Examination & End Term Examination
6	Foreign Exchange Market and Types of exchange rates - Direct and indirect Quotes, Concept of Nostro and Vostro Account, Types of Exchange - Fixed vs. Flexible Exchange Rate (Independent and Managed Float) , Factors affecting Foreign Exchange Rate , Role, Functions and Participants of Foreign Exchange Market	6	CO5 & CO6	Lecture with PPT and Research Paper	Understand and Analyze	Internal Examination & End Term Examination

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO204.1	3	2	1	1	3	3
CO204.2	2	3	1	3	1	3
CO204.3	3	3	2	2	1	3

CO204.4	3	2	1	2	2	1
CO204.5	2	2	3	-	3	1
CO204.6	3	3	2	3	1	1
CO.	2.5	2.5	1	1.5	1.5	2.3
CO	3	3	1	2	2	2

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Attendance	10	1.66	1.66	1.66	1.66	1.66	1.66
CES 1	3.3	1.65	1.65				
CES 2	3.3			1.65	1.65		
CES 3	3.3					1.65	1.65
Internal Examination 1	15	5	5	5			
Internal Examination 2	15				5	5	5
End Term University Examination	50	8.33	8.33	8.33	8.33	8.33	8.33

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1– National	Rakesh Mohan Joshi (IIFT)	International Business	2009	OXFORD

2 – National	V.K Bhalla	International Business	2013	S. Chand
3 – National	K. Aswathappa	International Business	6 th Edition 2017	McGraw Hill Education
4 – International	Donald Ball and Micheal Geringer	International Business: The Challenge of Global Competition	9 th Edition	McGraw-Hill Education
5 – International	Charles W. L. Hill	International Business: Competing in the Global Market	10 edition 2017	McGraw Hill Education

Online Resources:

Online Resources No	Web site address
1	www.imf.org
2	www.wto.org
3	www.trademap.org
4	www.commerce.nic.in
5	www.dgft.gov.in
6	International Business Review https://www.journals.elsevier.com/international-business-review
7	Journal of International Business Studies http://www.jibs.net/
8	Open Textbook Library https://open.umn.edu/opentextbooks/textbooks/international-business

MOOCs:

Resources No	Subject	Web site address
1	International Business	https://www.openlearning.com/courses/GFMA2023/
2	International Business Environment and Global Strategy-HMB (SushilVachani)	EDX https://www.edx.org/course/international-business-environment-and-global-strategy
3	International Business	EDX https://www.edx.org/learn/international-business
4	International Business I (Coursera) Taught by - Doug E Thomas (university of New Mexico)	COURSERA https://www.coursera.org/learn/international-business

5	International Financial Environment	https://nptel.ac.in/courses/110105031/
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Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve global issues and policies can be applied by gaining a good understanding of key International Business concepts and skills.
CO1 & PO 2 Mapped at 2	Decisions related to global issues and policies can be taken and critical thinking abilities for data-based decision-making, a partial understanding of key International business concepts and skills is required.
CO1 & PO 3 Mapped at 1	To learn new technologies with ease and be productive at all times, it is relatively less goes with learning to global issues and policies
CO1 & PO 4 Mapped at 1	To understand the global issues students required to understand, analyze, and communicate global, legal, and ethical aspects of business.
CO1 & PO5 Mapped at 3	To read, write, and contribute to business literature good understanding of global issues and policies required.
CO1 & PO6 Mapped at 3	In order to develop abilities to lead themselves and others in the achievement of organizational goals, and contribute effectively to a team environment, a very strong understanding global issues and policies required..
CO2 & PO1 Mapped at 2	Interpretation of Foreign trade policy and availing incentives offered by international agencies will partially enable managers to apply the knowledge of management theories and practices to solve business problems.
CO2& PO2 Mapped at 3	Interpretation of Foreign trade policy and availing incentives offered by international agencies foster analytical and critical thinking abilities for data-based decision-making in a high manner.
CO2& PO3 Mapped at 1	Interpretation of Foreign trade policy and availing incentives offered by international agencies are less correlated to learn new technologies with ease and be productive at all times.
CO2& PO4 Mapped at 3	Interpretation of Foreign trade policy and availing incentives offered by international agencies are highly aligned with the development of the ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of the business.
CO2& PO5 Mapped at 1	Interpretation of Foreign trade policy and availing incentives offered by international agencies are less correlated with read and write of literature
CO2& PO6 Mapped at 3	To develop abilities to lead themselves and others in the achievement of organizational goals, and contribute effectively to a team environment, highly required for Interpretation of Foreign trade policy and availing incentives offered by international agencies are
CO3 & PO1 Mapped at 3	Analyze the trade data for decision making as to what to export and where to export can be done by fully applying the knowledge of management theories and practices to solve business problems.
CO3 & PO2 Mapped at 3	Analyze the trade data for decision making as to what to export and where to export completely fostering analytical and critical thinking abilities for data-based decision-making.
CO3 & PO3 Mapped at 2	Learning new technologies and critical thinking abilities for data-based decision-making is averagely required analyze the trade data for decision making as to what to export and where to export
CO3 & PO4 Mapped at 2	The ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of the business is moderately required for Developing the student's skills in applying analytical perspectives on marketing concepts and the decisions related analyze the trade data for decision making as to what to export and where to export
CO3 & PO5 Mapped at 1	In order to read, write, and contribute to business literature, there is less requirement for developing the student's skills in analyze the trade data for decision making as to what to export and where to export
CO3 & PO6 Mapped at 3	Analyze the trade data for decision making as to what to export and where to export can contribute less to the development of the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO4 & PO1	Recall the role and functions of Global Institutions IMF, WTO and World Bank is fully indispensable for

Mapped at 3	the application of management theories and practices to solve business problems.
CO4 & PO2 Mapped at 2	Recall the role and functions of Global Institutions IMF, WTO and World Bank is moderately possible by fostering analytical and critical thinking abilities for data-based decision-making.
CO4 & PO3 Mapped at 1	Learning new technologies and critical thinking abilities for data-based decision-making is less required for Recall the role and functions of Global Institutions IMF, WTO and World Bank
CO4 & PO4 Mapped at 2	The ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of the business is not required for Developing the student's skills in applying analytical perspectives on marketing concepts and the decisions related Recall the role and functions of Global Institutions IMF, WTO and World Bank
CO4 & PO5 Mapped at 2	In order to read, write, and contribute to business literature, there is a partial requirement for developing the student's skills in recall the role and functions of Global Institutions IMF, WTO and World Bank
CO4 & PO6 Mapped at 1	Recall the role and functions of Global Institutions IMF, WTO and World Bank contribute less to the development of the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO5 & PO1 Mapped at 2	Acquaint student with the trade blocks SAARC, NAFTA, EU etc. can be done moderately by applying management theories and practices to solve business problems.
CO5 & PO2 Mapped at 2	Acquaint student with the trade blocks SAARC, NAFTA, EU etc moderately foster analytical and critical thinking abilities for data-based decision-making.
CO5 & PO3 Mapped at -	Acquaint student with the trade blocks SAARC, NAFTA, EU etc are not aligned with learning new technologies with ease and be productive at all times.
CO5 & PO4 Mapped at 3	Acquaint student with the trade blocks SAARC, NAFTA, EU etc are highly mapped with the ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of business.
CO5 & PO5 Mapped at 1	Acquaint student with the trade blocks SAARC, NAFTA, EU etc are having less impact on reading, writing, and contribution to business literature.
CO5 & PO6 Mapped at -	Acquaint student with the trade blocks SAARC, NAFTA, EU etc not develops the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO6 & PO1 Mapped at 3	Comprehend the exchange rates practically and its implications on trade is greatly supported by the application of knowledge of management theories and practices to solve business problems.
CO6 & PO2 Mapped at 3	Comprehend the exchange rates practically and its implications on trade contributes heavily to fostering analytical and critical thinking abilities for data-based decision-making.
CO6 & PO3 Mapped at 2	Comprehend the exchange rates practically and its implications on trade moderately enabling learning new technologies with ease and be productive at all times.
CO6 & PO4 Mapped at 3	Comprehend the exchange rates practically and its implications on trade is fully supported in developing the ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of business.
CO6 & PO5 Mapped at 1	Comprehend the exchange rates practically and its implications on trade enables less to read, write, and contribute to business literature.
CO6 & PO6 Mapped at 1	Comprehend the exchange rates practically and its implications on trade relatively less impact the development of the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Mapped by: Dr.Sanjay Roy, BVDU-BVIMR ,Delhi	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	205	Production and Operations Management	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives :			
<ul style="list-style-type: none"> To understand fundamentals of Production and Operations Management. To develop an understanding of the strategic importance of Production and Operations Management. To understand Production System. To learn EOQ concept. To acquaint the students with concepts of all the functions under the Manufacturing activities by introducing the Units Maintenance Management, SCM ,JIT, QA and ISO Certification etc. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Understand various concepts of Production and Operations Management. Analyze the importance of Production and Operations Management and compare various issues particular to manufacturing industry. Classify various Production Systems. Develop numerical ability to solve examples on EOQ. Describe the advantages of Maintenance Management, SCM, JIT, QA and ISO Certification. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to POM Nature, Scope, Importance and Functions of POM, Production Process, Difference between Production and Service operations, Responsibilities of Production Manager, Production process selection decisions, Production System, Classification of Production System.	7	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Production Planning Control Objectives of PPC & its various functions of common and optional nature, Coordination of PPC with other departments. Job sequencing, Assembly Line Balancing.	6	CO 2	Lecture with Ppts	Apply	End Term: Applied Questions
3	Plant Location and Layout Plant Location: Meaning, Need for selecting a suitable Location, Factors, and Plant Layout: objectives, types of Plant Layout.	8	CO 3	Lecture with PPTs Case Study	Analyze	Case Study with Presentations End Term Exams: Case based

						Questions/Applied Questions
4	Maintenance Management Concepts, Need of maintenance, Objectives & types of maintenance.	6	CO5	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	Inventory management Concept, Importance, Classification of Inventory System, EOQ Model with numerical, Basic concept of Material Requirement Planning(MRP).	8	CO4	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Emerging Trends in POM Supply Chain Management(SCM),Justintime (JIT),QualityControl,Quality Assurance(QA) ,ISOcertification,Enterprise Resource Planning(ERP), Total Quality Management(TQM),TPM, Quality Circles, Services Operations	10	CO5	Lectures with PPTs Case Activity	Evaluate	Activity End Term: Theory Applied

PO-CO Mapping

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

1- Low, 2- Medium, 3- High, if no correlation, put '-'
(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project – club activity	5	3		2	
Case study discussion	10	2.5	2.5	2.5	2.5
Assignments/ Projects	5		2	3	
Internal End Term Exam	20	5.5	5.5	4.5	4.5
Internal	50	13.5	12.5	14.5	9.5
End Term (Univ)	50				

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	L.C.Jhamb	Production Operations Management	2009	Everest Publishing House
2 – National	Chunawala &Patel	ProductionandOperations Management	2009	Himalaya Publishing House
3 – National	S.N.Chary	ProductionandOperations Management	2004	TataMcGrawHillLt d.
4 – International	EverettAda ms&Ronald Ebert.	ProductionandOperations Management	1992	Prentice Hall
5 – International	Martin Kenneth Starr	ProductionandOperations Management	2008	Cengage Learning
6 – International	James B. Dilworth, White	Production and Operations Management: An Overview	1993	Thomson Learning

Online Resources:

Online Resources No	Web site address
1	http://www.yourarticlelibrary.com
2	https://en.wikipedia.org
3	https://managementhelp.org
4	https://www.cleverism.com
5	https://commercemates.com

MOOCs:

Resources No	Web site address
1	www.swayam.gov.in
2	www.udemy.com
3	www.coursera.org

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	After understanding of the fundamentals of production and operations management, application of knowledge and management theories and practice to solve business problems is possible.
CO1 & PO 2 Mapped at 2	With the basic understanding of fundamentals of production and operations management we would not be able to foster analytical and critical thinking abilities for data based decision making.
CO1 & PO 3 Mapped at 3	After understanding of the fundamentals of production and operations management, the learning of new technologies is possible with ease and be productive at all times.
CO1 & PO 4 Mapped at 1	After understanding of the fundamentals of production and operations management, it would not be easy to understand, analyze and communicate global , economic, legal and ethical aspects of business
CO1 & PO5 Mapped at 1	After understanding of the fundamentals of production and operations management, it would not be easy to read, write and contribute to business literature.
CO1 & PO6 Mapped at 1	After understanding of the fundamentals of production and operations management, it would not be easy to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO2 & PO1 Mapped at 3	After Understanding of the strategic importance of production and operation management one can apply knowledge and management theories and practice to solve business problems is possible.
CO2& PO2 Mapped at 2	After Understanding of the strategic importance of production and operation management, analytical and critical thinking abilities for data based decision is possible for medium extent.
CO2& PO3 Mapped at 2	After Understanding of the strategic importance of production and operation management, learning of new technologies is possible to a lesser extent.
CO2& PO4 Mapped at 1	After Understanding of the strategic importance of production and operation management, , it would not be easy to understand, analyze and communicate global , economic, legal and ethical aspects of business
CO2& PO5 Mapped at -1	After Understanding of the strategic importance of production and operation management, it would not be easy to read, write and contribute to business literature.
CO2& PO6 Mapped at 1	After Understanding of the strategic importance of production and operation management, it would not be easy to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO3 & PO1 Mapped at 3	After understanding Production System , application of knowledge and management theories and practice to solve business problems is possible
CO3 & PO2 Mapped at 2	After understanding Production System, we would not be able to foster analytical and critical thinking abilities for data based decision making
CO3 & PO3 Mapped at 3	After understanding Production System, the learning of new technologies is possible with ease and be productive at all times
CO3 & PO4 Mapped at 1	After understanding Production System, it would not be easy to understand, analyze and communicate global , economic, legal and ethical aspects of business
CO3 & PO5	After understanding Production System, it would not be easy to read, write and contribute to business

Mapped at 1	literature.
CO3 & PO6 Mapped at 1	After understanding Production System, it would not be easy to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO4 & PO1 Mapped at 3	After learning of the concept of EOQ, application of knowledge and management theories and practice to solve business problems is possible
CO4 & PO2 Mapped at 2	After learning of the concept of EOQ, we would not be able to foster analytical and critical thinking abilities for data based decision making
CO4 & PO3 Mapped at 2	After learning of the concept of EOQ, the learning of new technologies is not possible with ease and be productive at all times.
CO4 & PO4 Mapped at 1	After learning of the concept of EOQ, , it would not be easy to understand, analyze and communicate global , economic, legal and ethical aspects of business
CO4 & PO5 Mapped at1	After learning of the concept of EOQ, it would not be easy to read, write and contribute to business literature.
CO4& PO6 Mapped at 2	After learning of the concept of EOQ, it would not be easy to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO5 & PO1 Mapped at 3	After acquainting the students to the concepts under manufacturing activity, application of knowledge and management theories and practice to solve business problems is possible
CO5 & PO2 Mapped at 3	After acquainting the students to the concepts under manufacturing activity, we would be able to foster analytical and critical thinking abilities for data based decision making
CO5 & PO3 Mapped at 3	After acquainting the students to the concepts under manufacturing activity, the learning of new technologies is not possible with ease and be productive at all times.
CO5 & PO4 Mapped at 2	After acquainting the students to the concepts under manufacturing activity, , it would not be that easy to understand, analyze and communicate global , economic, legal and ethical aspects of business
CO5 & PO5 Mapped at2	After acquainting the students to the concepts under manufacturing activity, it would not be that easy to read, write and contribute to business literature.
CO4& PO6 Mapped at 3	After acquainting the students to the concepts under manufacturing activity, it would not be easy to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Mapped by: Dr.Pawan Kaul, BVDU-DMS, Mumbai	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS -Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	206	Research Methodology	
Type	Credits	Evaluation	Marks
Core	4	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To introduce the role of research in business and management To introduce the concepts of scientific research and methods of conducting scientific enquiry To identify various sources of information for literature review and data collection. To familiarize the learners with the key concepts in sampling techniques and instruments for data collection To develop basic understanding of conducting surveys and reporting the research To educate on the ethical issues in conducting applied research. 			
Learning Outcomes :			
<p>At the end of the course the learner will</p> <ul style="list-style-type: none"> Develop understanding on different applications of research for managerial decision making Explain key research and summarize the research articles and research reports Have basic awareness of data analysis-and hypothesis testing procedures Design questionnaires and administer simple survey based projects. Describe sampling methods, measurement scales and instruments, and appropriate uses of each Explain the rationale for research ethics 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Research Methodology Meaning, definition and objectives of research, motivations for research, type of research, Importance of research in managerial decision making, research in Research in functional / business areas. Qualities of a good researcher.	6	CO 1	Lecture with Ppts, Discussion Quiz	Understand	Quiz, Discussion, Internal Evaluation
2	Research process: Steps in research process, Defining the research problem, Problem formulation and statement, Framing of hypothesis Research design: Meaning, characteristics, advantages and importance of	8	CO 1	Lecture with Ppts Case Study Reading & Analyzing Research Papers.	Apply (Analyse)	Case Study , Presentation of Published Research work. End Term: Applied Questions

	<p>research design.</p> <p>Measurement – types and errors in measurement.</p> <p>Development and designing of tools of data collection – Attitude</p> <p>measurement scales, Levels of measurement and questions of validity and reliability</p> <p>Designing of research projects – research proposal, Pilot surveys</p>					
3	<p>Sampling and Data Collection:</p> <p>Census and sample survey. Need and importance of sampling, probability and non-probability sampling technique.</p> <p>Data collection – Primary and secondary sources of data, methods of collecting primary data - interview, observation, questionnaires, schedules through enumerators, surveys. Advantages and Limitations of different methods of data collection. Use of secondary data, precautions while using secondary data.</p>	8	CO 3 and CO5	Lecture with PPTs Case Study, Preparing questionnaire	Understand and Analyse	Framing of questionnaire, End Term Exams: Case based
4	<p>Processing and Analysis of Data:</p> <p>Meaning, importance and steps involved in processing of data. Use of statistical tools and techniques for analysis of data.</p> <p>Testing of Hypotheses, Basic concepts, importance of hypothesis.</p> <p>Procedure of testing of hypothesis. Chi-square test., t test and z test –</p>	10	CO3 and CO5	<p>Lectures with PPTs</p> <p>Practical Questions Framing Hypothesis with Research Model</p>	Evaluate	<p>Group Activity , Hypothesis Framing</p> <p>End Term Exam: Short case and situation based questions and Evaluation of Questions .</p>

	Problems on Basic application of chi square test, t test and z test. Analysis and Interpretation of data – Interpretations of results, Concept of Univariate, Bi-variate and multivariate analysis of data					
5	Reporting of research: Importance of research reports, types of reports, Format of a research report, Precautions in writing a research report. Plagiarism and its types. References and Bibliography. Dissemination of research results. Ethical issues in conducting research.	8	CO2 and CO6	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Role of ICT in research: Information and Computer Technology(ICT), Important characteristics, Computer Applications for research, Use of Statistical Software Packages for research	6	CO1	Lectures and hand on Experience on SoftWare	understand	Activity End Term: Theory Applied

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO206.1	3	2	3	3	3	3
CO206.2	3	2	3	3	3	3
CO206.3	3	3	3	3	3	3
CO206.4	3	3	3	3	3	3

CO206.5	3	3	3	3	3	3
CO206.6	3	3	2	3	-	3
CO.	3	2.66	2.83	3	2.5	3
CO	3	3	3	3	3	3

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation/ Attendance	10	2	2	2	2	2	
Reading Existing Literature	5		2	1	2		
Presentation of Research Work/Article	5		2	2	1		
Internal Exam	30	5	5	5	5	5	5
End Term (Univ)	50						

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Kothari C R	Research Methodology – Methods & Techniques	2014	PHI Pvt Ltd New Delhi

2 – National	Uma Sekharan	Research Methods for business	2016	Oxford
3 – National	Ranjit Kumar	Research Methodology	2009	Pearson Education
4 – International	Donald Cooper and PS Schindler	Business Research Methods	2015	Tata McGraw Hill
5 – International	Neuman, W.L.	Social Research Methods – Qualitative and Quantitative	2008	Pearson
6 – International	Saunders, M., Lewis, P., & Thornhill, A.	Research Methods for Business Students	2011	Pearson

Online Resources:

Sr	Web site address
3	https://www.methodspace.com/open-access-sage-journals-with-a-research-methods-focus/
4	https://www.researchgate.net/deref/https%3A%2F%2Fwww.amazon.com%2Fhww-research-todays-tips-tools-ebook%2Fdp%2Fb01i5jjdxc http://www.ala.org/tools/research/larks/researchmethods
5	https://www.intechopen.com/online-first/research-design-and-methodology
6	https://lecturenotes.in/m/21513-research-methodology-
7	http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODOLOGY.pdf
1	https://www.manaraa.com/upload/43ef7b58-5c8a-4371-8aea-699609cd2aaf.pdf
2	http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODOLOGY.pdf

MOOCs:

Resources No	Web site address
1	https://swayam.gov.in/nd2_cec20_hs17/preview
2	https://www.classcentral.com/course/researchmethods-1767
3	https://www.coursera.org/learn/research-methods
4	https://www.classcentral.com/course/swayam-introduction-to-research-5221
5	https://www.edx.org/course/introduction-to-social-research-methods
6	https://www.coursera.org/learn/qualitative-methods

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is possible only if managers understand different applications of research for managerial decision making
CO1 & PO 2	Understanding of different applications of research for managerial decision-making support to foster

Mapped at 2	analytical and critical thinking abilities for data-based decision making to a decent extent.
CO1 & PO 3 Mapped at 3	Help to understand managers learn new technologies with comfort and cope with change to be productive.
CO1 & PO 4 Mapped at 3	Different applications of research help to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO1 & PO5 Mapped at 3	Understanding of different applications of research help managers to Read, write, and contribute to Business literature.
CO1 & PO6 Mapped at 3	Understanding of different applications of research and PO 6 are highly aligned as CO 1 outlines the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO2 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is possible only if managers have profound Knowledge of key research, research articles and research reports.
CO2& PO2 Mapped at 2	Knowledge of key research, research articles and research reports help to foster analytical and critical thinking abilities for data-based decision making to a decent extent.
CO2& PO3 Mapped at 3	Knowledge of key research, research articles and research reports help to understand managers learn new technologies with comfort and cope with change to be productive.
CO2& PO4 Mapped at 2	Knowledge of key research, research articles and research reports help to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO2& PO5 Mapped at 3	In-depth Knowledge of research help managers to Read, write, and contribute to Business literature.
CO2& PO6 Mapped at 3	In-depth Knowledge of research outlines the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
CO3 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is possible only if managers are aware of data analysis-and hypothesis testing procedures
CO3 & PO2 Mapped at 3	Basic awareness of data analysis-and hypothesis testing procedures helps to foster analytical and critical thinking abilities for data-based decision making to a decent extent.
CO3 & PO3 Mapped at 3	Learning new technologies and to be productive is possible only if students are aware of data analysis-and hypothesis testing
CO3 & PO4 Mapped at 3	Basic awareness of data analysis-and hypothesis testing procedures helps to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO3 & PO5 Mapped at 3	Managers will be able to Read, write, and contribute to Business literature only with the understanding of data analysis-and hypothesis testing
CO3 & PO6 Mapped at 3	Data analysis-and hypothesis testing outlines the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
CO4 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is imaginable if managers are aware of designing questionnaires and administer simple survey-based projects.
CO4 & PO2 Mapped at 3	Designing questionnaires and administer simple survey-based projects helps to foster analytical and critical thinking abilities for data-based decision making to a decent extent.
CO4 & PO3 Mapped at 3	Designing questionnaires and administer simple survey-based projects helps to Learn new technologies with ease and to be productive.
CO4 & PO4 Mapped at 3	Designing questionnaires and administer simple survey-based projects help to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO4 & PO5 Mapped at 3	Designing questionnaires and administer simple survey-based projects also help Managers to Read, write, and contribute to Business literature in an effective manner.
CO4& PO6 Mapped at 3	Designing questionnaires and administer simple survey-based projects enhance the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO5 & PO1	Application of the knowledge of management theories and practices to solve business problems is

Mapped at 3	conceivable if managers are aware of sampling methods, measurement scales, instruments and its appropriate use.
CO5 & PO2 Mapped at 3	Knowledge of sampling methods, measurement scales and instruments helps to foster analytical and critical thinking abilities for data-based decision making to a good extent.
CO5 & PO3 Mapped at 3	Mindfulness of sampling methods, measurement scales, instruments and its appropriate use helps to Learn new technologies with ease and to be productive.
CO5 & PO4 Mapped at 3	Mindfulness of sampling methods, measurement scales, instruments and its appropriate use help to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO5 & PO5 Mapped at 3	Knowledge of sampling methods and measurement scales also help Managers to Read, write, and contribute to Business literature in an effective manner.
CO5& PO6 Mapped at 3	Knowledge of sampling methods and measurement scales also enhance the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO6 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is somewhere also related with the rationale for research ethics.
CO6 & PO2 Mapped at 3	Rationale for research ethics helps to foster analytical and critical thinking abilities for data-based decision making to a great extent.
CO6 & PO3 Mapped at 2	Rationale for research ethics also helps to learn new technologies with ease and to be productive to some extent.
CO6 & PO4 Mapped at 3	Rationale for research ethics help to understand, analyze and communicate global, economic, legal and ethical aspects of business to a great extent.
CO6 & PO5 Mapped at -	Rationale for research ethics i.e CO6 is not much related to PO5 i.e. Read, write, and contribute to Business literature in an effective manner.
CO6 & PO6 Mapped at 3	Rationale for research ethics enhance the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Mapped by: Dr.Nitu Jain, BV DU-BVIMR ,Delhi

BOS Chairperson: Prof. Dr. S.B. Sawant

Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
II	207	Operations Research for Managers	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To introduce students to use quantitative methods and techniques for effective decisions making. To familiarize the students with the quantitative techniques for data analysis To formulate, analyze, and solve mathematical models that represent real-world problems. 			
Learning Outcomes:			
After completion of this course, students will be able to <ul style="list-style-type: none"> Understand Operations Research Concepts. Know the importance of Operations Research tools and techniques. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Operations Research: Introduction, Historical background, Meaning, Significance, Scope and Limitations of O.R. Features of Operations Research, Phases of Operations Research. Applications of O.R. in Business and Management.	2	CO 1	Lecture with Ppts & Quiz	Understand	Quiz End Term Internals: Short Answers
2	Linear Programming Problem (L.P.P.): Definition and Components of LPP, Formulation of LPP, Solution of LPP by Graphical Method, Examples on maximization and minimization, Examples on mixed constraints, Special cases in LPP: Alternative or multiple optimal solutions.	10	CO 2	Lecture with practical questions and LLP Formulation based on Cases Study	Evaluate, (Create)	Practice questions, Group Activity to prepare the Case Study, End Term: Short case and situation based questions / Applied Questions
3	Transportation problems (T.P.): Introduction and Formulation of TP, Initial Basic Feasible Solution I.B.F.S. by North West Corner Rule (NWCR), Matrix Minimum Method, Vogel's Approximation Method (VAM), Checking Optimality by Modified Distribution Method (MODI	10	CO 2	Lecture with practical questions and Applications of T.P. in business based on Cases Study	Evaluate, (Create)	Practice questions, Group Activity to prepare the Case Study, End Term Exam: Applied Questions

	Method), Special cases in TP: maximization, unbalanced TP, restricted TP, applications of T.P. in business					
4	Assignment Problems (A.P.): Meaning, definition of AP, Hungarian Method of solving AP, Assignment Problem for Maximization, minimization. unbalanced AP, restricted AP, Multiple /Optimal Solutions, applications of A.P. in business.	6	CO 2	Lecture with practical questions and Applications of A.P. in business based on Cases Study	Evaluate, (Create)	Practice questions, Group Activity to prepare the Case Study, End Term Exam: Applied Questions
5	Simulation: Introduction to Simulation, Types of Simulation, steps of simulation process, Monte Carlo technique, business applications and limitations. Decision Environments-risk & uncertainty Payoff table, regret table, Decision making under uncertainty, Maximin & Maximax criteria, Minimax regret criteria, Laplace Criterion, Hurwicz criterion, Expected monetary value criterion, Expected Pay off of Perfect Information (EPPI), Expected Value of Perfect Information (EVPI), Expected Opportunity Loss (EOL), Decision Tree.	7	CO 2	Lecture with practical questions, Case Activity	Apply, (Analyse)	End Term: Theory /Applied Questions
6	Network Analysis by PERT and CPM: Introduction to Networks, Basic differences between PERT and CPM, Network models – PERT/CPM network components and precedence relationships. Critical Path Analysis, forward pass computation for earliest event time, backward pass computation for latest	10	CO 2	Lecture with practical questions and Network Analysis Formulation based on Cases Study	Analyse, (Evaluate)	Practice questions, End Term Exam: Applied Questions

	allowable event time, Program Evaluation and Review Technique (PERT). Determination of PERT times.					
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PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO207.1	3	3	3	1	1	2
CO207.2	3	3	1	2	1	2
CO.	3	3	2	1.5	1	2
CO	3	3	2	1	1	2

1- Low, 2- Medium, 3- High, if no correlation, put ‘-’
(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2
Class Participation/ Attendance	10	5	5
Live Cases – club activity	5	-	5
Case study discussion	5	-	5
Assignments/ Projects	10	5	5
Internal End Term Exam	20	10	10
Internal	50	20	30
End Term (Univ)	50		

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Sharma J. K.	Operations Research – Theory and Applications	2009	Laxmi Publications Pvt. Ltd.
2 – National	R. Panneerselvam	Operations Research	2006	Prentice- Hall of India Pvt. Ltd. New Delhi
3 – National	S. Kalavathy	Operations Research	2013	Vikas Publishing House Company Pvt. Ltd.
4 – International	Michael Carter, Camille C Price, Ghaith Raba di	Operations Research- A Practical Introduction	2019	Taylor & Francis Group, LLC
5 – International	Greg H. Parlier, ociredeF ,erotarebiL craM egnameD	Operations Research and Enterprise Systems	2019	Springer
6 – International	S.A. Cropper, .C leahciM ,noskcaJ luaP syeK	Operations Research and the Social Sciences	2012	Springer

Online Resources:

Online Resources No	Web site address
1	en.wikipedia.org
2	www.springer.com
3	www.pearson.com
4	www.optimization-online.org

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

O1 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is possible only if managers understand Operations Research Concepts.
CO1 & PO 2 Mapped at 3	The concepts would be delivered through case studies to foster analytical and critical thinking abilities for data-based decision making.
CO1 & PO 3 Mapped at 3	Helps to understand how organizations learn and cope with change to be productive
CO1 & PO 4 Mapped at 1	Understand and analyze an expected outcome of business through Operations Research Concepts but economic, legal and ethical aspects of business are not very relevant to CO 1 hence the alignment of CO

	1 to PO 4 is low.
CO1 & PO5 Mapped at 1	Understanding of Operations Research Concepts can lead to Read, write, and contribute to Business literature is aligned very low as writing and contributing to business literature is not a necessary outcome
CO1 & PO6 Mapped at 2	Understanding of Operations Research Concepts can lead to achieve organizational goals. But contributing effectively to a team environment are not relevant to CO 1 . hence the alignment of CO 1 to PO 6 is moderate.
CO2 & PO1 Mapped at 3	Apply the knowledge of management theories and practices to solve business problems is possible through use of Operations Research tools and techniques. So highly aligned.
CO2& PO2 Mapped at 3	Foster analytical and critical thinking abilities for data-based decision making is possible through use of Operations Research tools and techniques.
CO2& PO3 Mapped at 1	Learn new technologies with ease and be productive at all times are not very relevant to CO 2 hence the alignment of CO 2 to PO 3 is low.
CO2& PO4 Mapped at 2	Understand and analyze an expected outcome of business through Operations Research tools and techniques but economic, legal and ethical aspects of business are not very relevant to CO 2 hence the alignment of CO 2 to PO 4 is moderate.
CO2& PO5 Mapped at 1	Knowledge of Operations Research tools and techniques can lead to Read, write, and contribute to Business literature is aligned very low as writing and contributing to business literature is not a necessary outcome hence the alignment of CO 2 to PO 5 is low.
CO2& PO6 Mapped at 2	Knowledge of Operations Research tools and techniques can lead to achieve organizational goals. But it is not contributing effectively to a team environment. hence the alignment of CO 2 to PO 6 is moderate.

Mapped by: Dr.S.S.Mane, BVDU-Abhjjit Kadam Institute of Management and Social Sciences Solapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	208	Business Ethics and Corporate Governance	
Type	Credits	Evaluation	Marks
Core Elective	02	IE	IA = 100
Course Objectives:			
<ul style="list-style-type: none"> To equip the learners with the knowledge and key concepts related to Indian ethos, culture and values To understand the reasons for ethical / unethical behaviour of individuals To help the students understand the importance of ethical values and principles in life. To enable students to comprehend the different dimensions of Business Ethics. To enlighten about the corporate social responsibility in the corporate business. to understand the importance of ethics and values in personal and professional life. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Develop a positive change in the attitude of the students towards morals, values and ethics after studying the subject. Display responsibility towards the society while running any business or as an employee. Apply the principles of ethics and values in personal and professional life. Use the principles of corporate governance to understand the business environment around them Evaluate the ethical dilemmas to arrive at suitable solutions and decisions Analyze situations involving governance issues and explore solutions for the same 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Overview of Business Ethics: Importance and need for Business Ethics, Theories of Ethics, Ethical Issues in Business, Ethics and Management. Ethics and values,, Norms, Beliefs, Morality	05	CO-1	As per individual faculty discretion	Remember	As per individual faculty discretion
2	Spirituality and Ethics: What is Spirituality? Importance, relationship between spirituality and ethics. Influence of Major religions on ethics: Hinduism, Islam, Christianity, Buddhism, Sikhism, and Zoroastrianism. Indian culture, Ethos and Values- Role of Indian ethos in managerial	06	CO-3	As per individual faculty discretion	Analyze	As per individual faculty discretion

	practices, management lessons from Vedas, Mahabharat, Bible, Quran, Kautilya's Arthshastra					
3	Ethical Decision Making : Ethical Decision Making process. Framework for ethical decision- making. Ethical Dilemma, resolving ethical dilemmas, Ethical dilemmas in different business areas, finance, Marketing, HRM, IB, and technology etc. Ethical culture in organizations, Developing code of ethics and conduct, professional ethics.	05	CO-2	As per individual faculty discretion	Apply	As per individual faculty discretion
4	Corporate Governance: Meaning and importance of corporate governance, Difference between governance and management, purpose of good governance, key pillars of corporate governance. Stakeholders: Rights and privileges; problems and protection, Board Of Directors – Role in Governance; Role and responsibilities of auditors Whistle blowing – concept of whistle blowing, whistle blowers, policy for whistle blowing . Corporate Social Responsibility (CSR) concept and models of CSR, CSR initiatives in India.	06	CO-6	As per individual faculty discretion	Evaluate	As per individual faculty discretion
5	Social, Environmental and Ethical Issues in Business: Business action that affects society (Ethical issues), Social responsibility of Business, Ethics and the Environment (pollution control and conserving	04	CO-5	As per individual faculty discretion	Understand	As per individual faculty discretion

	depletable resources), Legal and Regulatory Issues, Sexual Harassment and Discrimination					
6	Implementation of Business Ethics Need for organizational ethics program, Codes of Conduct, Ethics Audit and its 4 process, Corruption and Scams, Impact of Corruption on Society and Economy, Anti- Corruption Laws, Agencies such as Central Vigilance Commission(CVC) and Central Bureau of Investigation(CBI) for anti-corruption cases, Professional values for business and managerial values Case studies: Major Corporate Governance Failures : Enron (USA); World.com (USA); Vivendi (France); Satyam computer (India); Sahara (India); Kingfisher Ltd (India); etc.	04	CO-4	As per individual faculty discretion	Create	As per individual faculty discretion

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1	2	1	-	2
CO2	3	2	-	3	-	3
CO3	2	3	1	3	-	3
CO4	3	2	-	2	2	1
CO5	3	-	2	3	-	2
CO6	2	2	-	-	2	3
CO.	2.66	2	1	2.33	1.16	2.5

CO	3	2	1	2	1	3
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1- Low, 2- Medium, 3- High, if no correlation, put ‘-’

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation	10	2	1.5	1.5	1.5	1.5	2
Presentation	20	-	2.5	5	5	2.5	5
Case Study Discussion	15	-	5	5	5	-	-
Project Preparation	20	-	-	5	10	-	5
Live Project Activity	15	-	5	5	-	-	5
Class Test	20	3	3	3	5	3	3
Internal Exam	100	5	17	24.5	26.5	7	20

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr. No.	Name of Author	Title of the Book	Publisher
1 National	Murthy CSV	Business Ethics	Himalaya Publishing House
2 National	Hartman L, Chatterjee A	Perspectives in Business Ethics	McGraw Hill Publishing Co. Ltd
3 National	Ananda Das Gupta	Business Ethics-An Indian Perspective	Springer Publications

4National	Parthasarthy,	Corporate governance: Principles, mechanism, and practices	Biztantra
4 International	Velasquez Manuel G	Business Ethics	Eastern Economy Edition
5 International	Ferrell O C, Fraedrich John Paul, Ferrell Linda	Business Ethics, Ethical Decision Making and Cases	Biztantra
6 International	Boatright John	Ethics and the conduct of Business	Pearson Education
7Internatioal	Velasquez, Manuel G	Business ethics: Concepts & cases	Pearson

Online Resources:

Resource No.	Website Address
01	https://www.ethicssage.com/ethics-resources.html
02	https://maag.guides.ysu.edu/businessethics/web
03	https://www.researchgate.net/publication/226607374_Business_Ethics_Resources_on_the_Internet

MOOCs:

Sr. No.	Details
01	www.coursera.org
02	www.udemy.com
03	my-mooc.com

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	To develop a positive change in attitudes towards morals, values, and ethics, students need to understand and apply management theories and practices that encompass ethical decision-making.
CO1 & PO 2 Mapped at	Directly contribute to students' ability to display responsibility towards society while working in business or employment. It emphasizes the importance of ethical and responsible decision-making in the context of business management. Infuse discussions on ethics, morals, and values into your course content.
CO1 & PO 3 Mapped at	-
CO1 & PO 4 Mapped at	Developing a positive attitude towards morals, values, and ethics is a critical component of the broader ability to understand and communicate ethical aspects of business.
CO1 & PO5 Mapped at	-
CO1 & PO6 Mapped at	Development of a positive attitude towards morals, values, and ethics can influence a student's ability to lead with ethical values, promote teamwork, and contribute to the achievement of organizational goals in an ethical manner. Effective leadership often involves demonstrating ethical behavior and values.
CO2 & PO1 Mapped at	Demonstrating responsibility towards society often involves ethical decision-making and applying management theories in a way that benefits both the business and the broader community. Ethical and socially responsible practices are inherent to effective business problem-solving. This can contribute to the ethical and responsible application of management theories and practices in the business context.
CO2 & PO2 Mapped at	Responsibility towards society often requires analytical and critical thinking abilities to make ethically responsible decisions that benefit the community, employees, and other stakeholders. Responsible decision-making, in this context, involves analyzing through various real time examples and interpreting its implications for society

CO2 & PO3 Mapped at	Being responsible towards society often requires adaptability and the ability to incorporate new technologies that can enhance ethical and responsible practices in business or employment. For instance, adopting sustainable technologies to reduce an organization's environmental impact can be seen as a responsible act.
CO2 & PO4 Mapped at	Displaying responsibility towards society often involves a commitment to ethical practices, which includes adhering to corporate governance principles. Ethical and socially responsible business behavior often aligns with strong corporate governance.
CO2 & PO5 Mapped at -	-
CO2 & PO6 Mapped at	Displaying responsibility towards society often involves ethical leadership and the ability to work effectively within a team environment to achieve both organizational and societal goals. Ethical leadership is closely linked to being responsible towards society.
CO3 & PO1 Mapped at	Applying the principles of ethics and values is an integral part of solving business problems effectively and ethically. Ethical decision-making is a crucial component of management practices.
CO3 & PO2 Mapped at	Applying ethical principles and values in personal and professional life often leads to responsible and socially conscious behavior. Being ethically responsible is a key aspect of displaying responsibility towards society.
CO3 & PO3 Mapped at	-
CO3 & PO4 Mapped at	Applying ethical principles and values in personal and professional life can also be seen as a component of ethical corporate governance. Ethical behavior and decision-making are essential for good corporate governance.
CO3 & PO5 Mapped at	-
CO3 & PO6 Mapped at	Applying ethical principles and values in personal and professional life often involves ethical leadership and teamwork. Ethical behavior is a key component of effective leadership and team contributions.
CO4 & PO1 Mapped at	Understanding and applying the principles of corporate governance is a critical component of management practices. Corporate governance principles are essential for effective business management and problem-solving.
CO4 & PO2 Mapped at	Understanding corporate governance principles involves critical thinking and analysis, as students need to evaluate how these principles affect the business environment. By fostering analytical and critical thinking abilities, students will be better equipped to apply the principles of corporate governance effectively
CO4 & PO3 Mapped at	-
CO4 & PO4 Mapped at	Students' ability to comprehend and communicate various aspects of business, including global, economic, legal, and ethical dimensions.
CO4 & PO5 Mapped at	-
CO4 & PO6 Mapped at	Understanding corporate governance can be relevant in a leadership context, especially when making decisions that align with ethical and governance standards. Effective leaders should be aware of corporate governance principles and their implications for organizational success, ethics, and values. So, while not a direct alignment, there is some synergy between the two outcomes.
CO5 & PO1 Mapped at	Evaluating ethical dilemmas and making ethical decisions is an essential part of solving business problems, especially when these problems involve ethical considerations.
CO5 & PO2 Mapped at	-
CO5 & PO3 Mapped at	-
CO5 & PO4 Mapped at	Teaching students to evaluate ethical dilemmas and make ethical decisions, contributes to their ability to understand and analyze the ethical aspects of business.
CO5 & PO5 Mapped at	-
CO5 & PO6 Mapped at	Emphasizes the development of leadership skills and the ability to lead both oneself and others in achieving organizational goals, particularly in team environments.

CO6 & PO1 Mapped at	Analyzing governance issues and proposing solutions involves applying management theories and practices to address real-world business problems, especially those related to corporate governance.
CO6 & PO2 Mapped at	Emphasizes the development of analytical and critical thinking skills for making decisions based on data and evidence.
CO6 & PO3 Mapped at	-
CO6 & PO4 Mapped at	-
CO6 & PO5 Mapped at	Emphasizes students' ability to engage with business literature by reading, writing, and contributing to it.
CO6 & PO6 Mapped at	Emphasizes the development of leadership skills and the ability to lead oneself and others in achieving organizational goals, particularly in team environments.

Mapped by: Dr.Deepali Gala, BVDU-DMS,Mumbai, BVDU-Institute of Management Kolhapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	211 - Open	Data Analysis Using Ms Excel	
Type	Credits	Evaluation	Marks
Open	2	IE	IE = 100
Course Objectives:			
<ul style="list-style-type: none"> To train the student for using the spreadsheet package MS-Excel for business applications. To impart skills of analyzing data and presenting it using MS-Excel. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Understand the different functions of MS Excel Use MS Excel for analysis of Data 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Excel MS excel screen elements – Tool bar, title bar, ribbon, formula bar, status bar. Moving around a Worksheet, entering and formatting (e.g. Number, Text, Date and Currency) data. Cell referencing (relative, absolute, mixed), using formulae, Use of Find, Replace, Goto.	5	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals:Short Answers and Practical Test
2	Working with Excel Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grand totals. Validating data, protecting cells. Pivot Tables.	5	CO 2	Lecture with PPTs	Understand and Apply	End Term: Applied Questions and Practical Test
3	Conditional Formatting Once defined, it will automatically change the formats as per conditions user inputs	5	CO 2	Lecture with PPTs	Understand and Apply	End Term: Applied Questions and Practical Test
4	Commonly used functions Sum, Max, Min, Average, Count, Today, Now, Datedif, Countif, CountA, CountBlank, Round, Roundup, Round Down, ABS, Sign, Ceiling, Floor, Trim,	5	CO 2	Lecture with PPTs	Understand and Apply	End Term: Applied Questions and Practical Test

	Value, Clean, sqrt, if, sumif					
5	Data Viewing and Reviewing Inserting comments, spell checks and changes to the worksheet data etc, Viewing data in different ways eg. Page break, normal etc	5	CO 2	Lecture with PPTs	Understand and Apply	End Term: Applied Questions and Practical Test
6	Creating and managing charts Create and modify graphs / charts like Column, Line, Pie, Bar, Area, Scatter, 3D etc. Working with multiple sheets, hyper linking Work with spark lines. Perform Look UP tables. Analysis Tool pack: Correlation, Regression	5	CO 2	Lecture with PPTs	Understand and Apply	End Term: Applied Questions and Practical Test

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO211.1	3	2	3	2	1	3
CO211.2	3	3	2	3	1	3

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2
Class Participation/ Attendance	10	5	5
Practical Attendance	5	2	3
Assignments/ Projects	10	5	5

Internal End Term Practical Exam	5	2	3
Internal	20	10	10
End Term (Univ)	50	24	26

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:		
1.	Albright :	Data Analysis and Decision Making Using MS Excel
2.	Stwphen Nelson :	Data Analysis For DuMmIES
3.	Narayan Ash Sah:	Data Analysis Using Microsoft Excel 1/e, Excel

Online Resources:

Resource No.	Website Address
1	W3schools
2	geeksforgeeks.com

MOOCs:

Sr. No.	Details
1	Excel tutorials
2	Udemy.com
3	Microsoft.com
4	Alison
5	Coursea

Rationale for Mapping Program Outcomes and Course Outcomes:

CO No.	PO/PSO	CL	Justification
1	PO1	3	Strongly mapped as students gain the knowledge on MS-EXCEL syntax and semantics and be fluent in the use of MS-EXCEL in writing the programs
	PO2	2	Moderately mapped as only few students identify their own problem by conducting literature review for writing programs.
	PO3	3	Strongly mapped as designing and implementation is required to write the program for the given problem statement.

	PO4	2	Moderately mapped as students learn MS-EXCEL tools to perform the analysis.
	PO6	3	Strongly mapped as students apply the concepts learnt in continuing professional development and new developments.
2	PO1	3	Strongly mapped as the students need the knowledge of MS-EXCEL Functionalities to apply them in building the business analysis tools.
	PO2	3	Strongly mapped as problem analysis is necessary for solving /developing any application using MS-EXCEL.
	PO3	2	Moderately mapped as the process of design and implementation has to be followed while applying the concepts.
	PO4	3	Strongly mapped as students learn modern IDE tools for business analysis.
	PO6	3	Strongly mapped as students apply the concepts learnt in continuing professional development and new developments.

Mapped by: Prof.Alok Shah, BV DU-DMS, Mumbai	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	211 - Open	E-Commerce Application	
Type	Credits	Evaluation	Marks
Open	2	IE	IE = 100
Subject / Course Objectives :			
<ul style="list-style-type: none"> 12 			
Learning Outcomes :			
<ul style="list-style-type: none"> Basic concepts about E-commerce will be studied. Knowledge of business models will be used. Students will implement e-commerce security. Better usage will be down with help of E-payment system. Where e-commerce Applications are used. Use of M-commerce technology 			

Unit	Contents	Sessions	CO No.	Teaching Methodology	Cognitive Level	Evaluation Tools
1	Introduction to E-Commerce Brief history of e-commerce, definitions of e-commerce, technical components and their functions, e-commerce versus traditional business, requirements of e-commerce. Advantages and disadvantages of e-commerce, Value chain in e-commerce, current status of e-commerce in India.	5	CO1	Lectures with PPT Presentations	Understand	Short and Essay Type Questions, Term Exams
2	Business Models for e-commerce Types of business models (B2B, B2C, C2B,C2C) with examples. EDI Requirement of EDI, types of EDI, advantages and disadvantages of EDI.	5	CO2	Lectures with PPT Presentations	Remember	Short and Essay Type Questions, Term Exams
3	Types of ISP ISP, Types of ISP, Choosing an ISP, domain name, domain name types, how to register domain name.	5	CO2	Lectures with PPT Presentations	Remember	Short and Essay Type Questions, Term Exams
4	E-commerce Payment System Overview of Electronic payment technology,	5	CO3	Lectures with PPT Presentations	Apply	Short and Essay Type Questions, Term Exams

	limitations of the traditional payment system, requirements of e-payment system. B2B Electronic Payments, Third-Party Payment Processing, Electronic Payment Gateway Electronic or digital cash, properties of digital cash, how it works. Online credit card payment system, smart card.					
5	E-Commerce Applications E-Commerce and banking, e-commerce and retailing, e-commerce and online publishing, online marketing, e-advertising, e-branding.	5	CO4	Case Studies, Presentations	Analyse	Short and Essay Type Questions, Application Oriented Assessment, Term Exams
6	Mobile Commerce Overview of M-Commerce - Wireless Application Protocol(WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles Examples of M-Commerce, Current Status of M-Commerce in India, M-commerce applications, Mobile information Services, Mobile banking and trading.	5	CO5	Lectures with PPT Presentations	Understand	Short and Essay Type Questions, Term Exams

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO211.1	3	2	2	3	1	2
CO211.2	3	2	2	3	1	2
CO211.3	3	2	2	3	1	2
CO211.4	3	2	2	3	1	2
CO211.5	3	2	2	3	1	2

1- Low, 2- Medium, 3- High, if no correlation, put ‘-’

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class Participation/ Attendance	10	2	2	2	2	2
Quiz	10	2	2	2	2	2
Live project – club activity	10	2	2	2	2	2
Case study discussion	10	2	2	2	2	2
Assignments/ Projects	10	2	2	2	2	2
Internal End Term Exam / Viva	50	10	10	10	10	10
Internal	100	20	20	20	20	20
End Term (Univ)	NA	NA	NA	NA	NA	NA

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	C.S.V. Murthy	E-Commerce		Himalaya Publishing House
2 – National	P.T.Joseph	E-Commerce A Managerial Perspective		Prentice Hall of India
3 – International	Kalakota and Whinston	Frontiers of Electronic Commerce		Pearson Education

Online Resources:

Online Resources No	Web site address
1	www.udemy.com

MOOCs:

Resources No	Web site address
1	Alison
2	Sayam
3	Coursera

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	A strong grasp of e-commerce fundamentals in the Indian context is linked to more effective application of management theories for problem-solving in business. This correlation underscores how e-commerce knowledge enhances the practical use of management principles in addressing various business challenges.
CO1 & PO2 Mapped at 2	A strong foundational understanding of e-commerce and its Indian context correlates with the capacity to explore various e-commerce business models and gain in-depth knowledge of Electronic Data Interchange (EDI). This highlights the importance of establishing a solid e-commerce foundation before delving into more specific e-commerce concepts and technologies, facilitating more effective comprehension and application of these concepts.
CO1 & PO3 Mapped at 2	A solid foundation in e-commerce, especially in the Indian context, is associated with the capacity to easily grasp new technologies and sustain high productivity. This highlights how e-commerce knowledge positively influences technology proficiency and overall work efficiency, emphasizing the importance of understanding e-commerce for modern productivity.
CO1 & PO4 Mapped at 3	Gaining a strong foundation in e-commerce, especially with insights into its status in India, is linked to enhanced abilities to understand, analyze, and proficiently communicate global economic, legal, and ethical aspects of business. This connection underscores how e-commerce education contributes to a comprehensive understanding of the intricate dimensions of global business operations, including economics, legal issues, and ethics.
CO1 & PO5 Mapped at 1	A solid grasp of e-commerce, especially in the Indian context, is associated with an increased likelihood of actively participating in reading, writing, and contributing to business literature. This highlights the role of e-commerce education in fostering engagement and contributions to the business knowledge domain.
CO1 & PO6 Mapped at 2	Acquiring a solid e-commerce foundation, especially with insights into the Indian context, is associated with enhanced leadership skills for achieving organizational goals and effective teamwork. This correlation emphasizes how e-commerce education contributes to leadership development and teamwork within the organizational environment.
CO2 & PO1 Mapped at 3	Developing expertise in e-commerce models and Electronic Data Interchange (EDI) is linked to a greater capacity to apply management theories and practices effectively in solving business problems. This connection underscores the significance of specialized e-commerce knowledge in enhancing the application of management principles for effective problem-solving in the business context.
CO2 & PO2 Mapped at 2	Gaining expertise in e-commerce models and Electronic Data Interchange (EDI) is associated with the development of critical and analytical thinking skills for data-driven decision-making. Specialized e-commerce knowledge plays a significant role in enhancing these essential thinking abilities, enabling individuals to make more informed decisions based on data.
CO2 & PO3 Mapped at 2	Efforts to understand e-commerce models and Electronic Data Interchange (EDI) are linked to the capacity to easily grasp new technologies and maintain high productivity levels. This connection emphasizes the role of specialized e-commerce knowledge in enhancing technology proficiency and overall productivity.
CO2 & PO4 Mapped at 3	Gaining expertise in e-commerce models and Electronic Data Interchange (EDI) is associated with the ability to comprehensively understand, critically assess, and proficiently communicate global economic, legal, and ethical aspects of business. Specialized e-commerce knowledge plays a pivotal role in promoting a holistic understanding of the complex dimensions of global business operations.
CO2 & PO5 Mapped at 1	Efforts to understand e-commerce models and Electronic Data Interchange (EDI) are linked to active engagement in reading, writing, and contributing to business literature. Specialized e-commerce knowledge encourages individuals to play an active role in the business knowledge domain, emphasizing their participation in the field.
CO2 & PO6 Mapped at 2	Acquiring expertise in e-commerce models and Electronic Data Interchange (EDI) is associated with the capacity to lead oneself and others effectively in achieving organizational goals within a team environment. This highlights the critical role of specialized e-commerce knowledge in promoting leadership and teamwork within organizations.
CO3 & PO1 Mapped at 3	Having a comprehensive grasp of e-commerce payment systems, particularly electronic payment technology, is associated with the effective application of management theories for resolving business problems. Those who possess in-depth knowledge of e-commerce payments and related technology are more likely to successfully use management principles when facing various business challenges, highlighting the significance of specialized payment knowledge in enhancing practical problem-solving through management theories.
CO3 & PO2 Mapped at 2	Deep knowledge of e-commerce payment systems and electronic payment technology is associated with improved analytical and critical thinking abilities for data-driven decision making. Specialized e-commerce payment knowledge enhances individuals' capacity to think critically and analytically when making data-based decisions, emphasizing its value in informed decision-making.
CO3 & PO3 Mapped at 2	Having an in-depth understanding of e-commerce payment systems, including electronic payment technology, is linked to the ease of learning new technologies and maintaining consistent productivity. Individuals well-versed in e-commerce payment systems are better equipped to adapt to emerging technologies while staying productive, highlighting the significance of specialized knowledge in enhancing technology proficiency and overall productivity.
CO3 & PO4 Mapped at 3	Gaining an extensive understanding of e-commerce payment systems, including electronic payment technology, is associated with the ability to comprehensively grasp, critically assess, and proficiently communicate global economic, legal, and ethical aspects of business. Specialized knowledge in e-commerce payments equips individuals with the skills to navigate the

	interconnected dimensions of global business operations, highlighting its pivotal role in promoting a comprehensive understanding of these multifaceted aspects.
CO3 & PO5 Mapped at 1	A deep understanding of e-commerce payment systems, particularly electronic payment technology, is associated with active participation in reading, writing, and contributing to business literature. This emphasizes the role of specialized e-commerce payment knowledge in encouraging individuals to engage actively in the field of business literature.
CO3 & PO6 Mapped at 2	Acquiring an in-depth understanding of e-commerce payment systems, especially electronic payment technology, is associated with the capacity to effectively lead oneself and others in achieving organizational goals within a team environment. This underlines the critical role of specialized knowledge in e-commerce payments in fostering leadership and teamwork within an organizational context.
CO4 & PO1 Mapped at 3	Exploring various e-commerce applications is linked to the effective application of management theories for addressing and resolving diverse business problems. This connection highlights the importance of understanding the multifaceted nature of e-commerce in enhancing the practical use of management principles in solving a wide range of business challenges.
CO4 & PO2 Mapped at 2	Exploring the diverse applications of e-commerce is associated with the development of critical and analytical thinking skills for data-based decision making. This connection highlights the importance of e-commerce knowledge in enhancing essential thinking abilities for making informed decisions based on data.
CO4 & PO3 Mapped at 2	Exploring the various applications of e-commerce is linked to the capacity to easily adapt to new technologies and maintain high levels of productivity. This underlines the significance of e-commerce knowledge in enhancing technology proficiency and overall productivity, highlighting the correlation between the two.
CO4 & PO4 Mapped at 3	Exploring diverse e-commerce applications is associated with the ability to comprehensively understand, critically analyze, and effectively communicate global economic, legal, and ethical aspects of business. This connection highlights the importance of e-commerce knowledge in promoting a comprehensive understanding of the multifaceted dimensions of global business operations, underlining the correlation between the two.
CO4 & PO5 Mapped at 1	Exploring diverse e-commerce applications is linked to active participation in reading, writing, and contributing to business literature, emphasizing the role of e-commerce knowledge in engaging with the business knowledge domain.
CO4 & PO6 Mapped at 2	Exploring e-commerce applications correlates with the capacity to lead oneself and others in achieving organizational goals within a team environment. This highlights the importance of specialized e-commerce knowledge in fostering effective leadership and teamwork in organizational contexts.
CO5 & PO1 Mapped at 3	Having a deep understanding of Mobile Commerce is associated with the effective application of management theories to address and resolve business problems. This underscores the value of Mobile Commerce knowledge in enhancing the practical use of management principles in problem-solving within a business context.
CO5 & PO2 Mapped at 2	A deep understanding of Mobile Commerce is associated with the capacity to effectively familiarize with various e-commerce business models and gain in-depth knowledge of Electronic Data Interchange (EDI). This correlation underscores the role of Mobile Commerce knowledge in establishing a strong foundation for comprehending e-commerce models and technologies like EDI.
CO5 & PO3 Mapped at 2	Comprehensive knowledge of Mobile Commerce is associated with the ease of learning new technologies and maintaining consistent productivity, emphasizing its role in enhancing technology proficiency and overall productivity.
CO5 & PO4 Mapped at 3	Comprehensive knowledge of Mobile Commerce is associated with the capacity to understand, critically analyze, and proficiently communicate global economic, legal, and ethical aspects of business. This underscores the role of Mobile Commerce knowledge in promoting a comprehensive understanding of the multifaceted dimensions of global business operations.
CO5 & PO5 Mapped at 1	A profound understanding of Mobile Commerce is associated with active participation in reading, writing, and contributing to business literature, highlighting the role of Mobile Commerce knowledge in engaging with the business knowledge domain.
CO5 & PO6 Mapped at 2	A profound understanding of Mobile Commerce is associated with the ability to lead both oneself and others in achieving organizational goals within a team environment, underscoring the importance of specialized knowledge in Mobile Commerce for effective leadership and teamwork in organizational settings.

Mapped by: Dr.Suchta Kanchi , BV DU-IMED PUNE

BOS Chairperson: Prof. Dr. S.B. Sawant

Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	211 - Open	Managerial Skills for Effectiveness	
Type	Credits	Evaluation	Marks
Open	2	IE	IE = 100
Subject / Course Objectives :			
<ul style="list-style-type: none"> • To offer exposure of essential managerial skills to students and developing these skills in the students. • To emphasize the development of the skills and knowledge required for successful managerial performance. • To focus on such areas as developing self-awareness • To develop creative problem-solving, supportive communication • To focus on the use of power and influence, motivation techniques • To manage conflict 			
Learning Outcomes:			
<ul style="list-style-type: none"> • Demonstrate applicable knowledge of the common skills needed for managerial effectiveness within the functions of management. • Demonstrate applicable knowledge of various human behavior and motivation techniques relating to leading individuals and teams. • Demonstrate comprehension of values, power, and influence relating to organizational culture, change, and ethical decision-making in global contexts. • Identify and critically assess assumptions that influence decisions and actions on management, leadership, teamwork and relationship building • Receive and integrate feedback on decision-making practices, conflict resolution skills, and teamwork behaviors with the support of a team-based coach • Demonstrate writing business messages and reports 			

Unit	Contents	Sessions (Hrs)	COs No.	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to skills & personal skills: Importance of competent managers, skills of effective managers, developing self-awareness on the issues of emotional intelligence, self-learning styles, values, attitude towards change, learning of skills and applications of skills.	5	01	Lecture with PPT, Q and A session	Remember, Understand	Continuous Evaluation, Mid Term, End Term and University Examination
2	Problem solving and building relationship: Problem solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving, and impediments of creativity, multiple approaches to creativity, conceptual blocks, conceptual block bursting. Skills development and application for above areas.	8	03	Lecture with PPT, Case Study	Apply	Continuous Evaluation, Mid Term, End Term and University Examination
3	Building relationship Skills for developing positive interpersonal communication, importance of supportive communication, coaching and counseling, defensiveness and disconfirmation, principles of supportive communications. Personal interview management. Skill analysis and application on above areas.	8	02	Lecture with PPT, Case Study	Analyse	Continuous Evaluation, Mid Term, End Term and University Examination
4	Team building: Developing teams and teamwork, advantages of team, leading team, and team membership. Skill development and skill application.	8	04	Lectures with PPT, Group Activities	Create	Continuous Evaluation, Mid Term, End Term and University Examination
5	Empowering and delegating: Meaning of empowerment, dimensions of empowerment, how to develop empowerment, inhibitors of empowerment, delegating works. Skills development and skill application on above areas.	8	05	Lecture, Case study, Activities	Apply	Continuous Evaluation, Mid Term, End Term and University Examination
6	Communication related to course: How to make oral presentations, conducting meetings, reporting of projects, reporting of case analysis, answering in Viva Voce, Assignment writing	8	06	Lectures with PPT, Flip Classroom	Evaluate	Continuous Evaluation, Mid Term, End Term and University Examination

	Suggestion: Self Management • Identifying one's strengths and weaknesses • Planning & Goal setting • Managing self – emotions, ego, pride					
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PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO211.1	2	1	2	3	1	2
CO211.2	3	1	1	3	2	1
CO211.3	3	1	1	2	1	3
CO211.4	2	-	-	2	3	1
CO211.5	1	-	-	3	1	-
CO211.6	-	-	-	2	-	-

1- Low, 2- Medium, 3- High, if no correlation, put '-'
(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project – club activity	5	3		2	
Case study discussion	10	2.5	2.5	2.5	2.5
Assignments/ Projects	5		2	3	
Internal End Term Exam	20	5.5	5.5	4.5	4.5
Internal	50	13.5	12.5	14.5	9.5

End Term (Univ)	50				
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Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year /Edition	Publisher Company
1 – National	V.S.P.Rao	Managerial Skills	2010	Excel Books, New Delhi
2 – National	Bovee, Courtland L, Thill, John V. and Raina, RoshanLal	Business Communication Today	2017	Pearson Education, New Delhi
3 – National	RamnikKapoor	Managerial Skills		PathMakers, Bangalore
4 – International	Barun K. Mitra	Personality Development and Soft skills		Oxford University Press
5 – International	R. Alec Mackenzie	The Time Trap: The Classic book on Time Management		
6 – International	David A Whetten, Cameron	Developing Management skills	2008	Prentice Hall

Online Resources:

Online Resources No	Web site address
1	www.futurelearn.com
2	www.classcentral.com
3	www.onlinembapage.com
4	www.businessnewsdaily.com
5	www.alison.com

MOOCs:

Resources No	Web site address
1	www.mooc-list.com
2	www.mbacentral.org
3	www.my-mooc.com
4	www.accreditedschoolsonline.org

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	Application of management theories and practices to solve business problems is possible only if managers have interpersonal, communication skills etc.
CO1 & PO2 Mapped at 1	Develop abilities for undertaking qualitative and quantitative research is aligned very low as it is not a necessary outcome.
CO1 & PO3 mapped at 2	Application of knowledge about qualitative and quantitative research to an independently constructed piece of work improving managerial effectiveness.
CO1 & PO 4 Mapped at 3	Respond positively to problems in unfamiliar situations and apply common skills required for managerial effectiveness in the organization
CO1 & PO5 Mapped at 1	Identify and apply new ideas, methods and ways of thinking for increasing the managerial effectiveness is aligned very low.
CO1 & PO6 Mapped at 2	Understand the expected individual and team behavior in business world and PO 6 are moderately aligned as CO 1 demonstrate competence in communicating and exchanging ideas in a group context
CO2 & PO1 Mapped at 3	Apply the knowledge of management theories and practices aimed at leading individuals and teams.
CO2& PO2 Mapped at 1	Develop abilities for undertaking qualitative and quantitative research is aligned very low as it is not a necessary outcome.
CO2& PO3 Mapped at 1	Application of knowledge about qualitative and quantitative research to an independently constructed piece of work improving managerial effectiveness is aligned very low.
CO2& PO4 Mapped at 3	Respond positively to problems in unfamiliar situations and leading individuals and teams is highly aligned.
CO2& PO5 Mapped at 2	Identify and apply new ideas, methods and ways of thinking for improving the managerial effectiveness is moderately aligned.
CO2& PO6 Mapped at 2	Understand the expected individual and team behavior in business world and PO 6 are moderately aligned as CO 2 demonstrate competence in communicating and exchanging ideas in a group context
CO3 & PO1 Mapped at 3	Application of management theories and practices to solve business problems is possible only if managers have interpersonal, communication skills etc.
CO3 & PO2 Mapped at 1	Develop abilities for undertaking qualitative and quantitative research is aligned very low as it is not a necessary outcome.
CO3 & PO3 Is not Mapped	Application of knowledge about qualitative and quantitative research to an independently constructed piece of work improving managerial effectiveness is not aligned with CO3.
CO3 & PO4 Mapped at 2	Respond positively to problems in unfamiliar situations and apply knowledge culture, change and ethical decision making in the global context is moderately aligned.
CO3 & PO5 Mapped at 1	Identify and apply new ideas, methods and ways of thinking for ethical decision making in the global context is aligned very low with CO3.
CO3 & PO6 Mapped at 3	Demonstrate competence in communicating and exchanging ideas in a group context especially in ethical decision making in the global context.
CO4 & PO1 Mapped at 1	Application of management theories and practices to solve business problems is possible only with common skills required for managerial effectiveness is aligned very low CO4
CO4 & PO2 Is not mapped	Develop abilities for undertaking qualitative and quantitative research is not aligned to CO4.
CO4 & PO3 Is not mapped	Application of knowledge about qualitative and quantitative research to an independently constructed piece of work for improving managerial effectiveness is not aligned with CO4
CO4 & PO4 Mapped at 2	Respond positively to problems in unfamiliar situations for understanding the influence of assumptions on the management, leadership and teamwork is moderately aligned with CO4
CO4 & PO5 Mapped at 3	Identify and apply new ideas, methods and ways of thinking for improving the managerial effectiveness in respect of management, leadership, teamwork and relationship building is highly aligned with CO4.

CO4& PO6 Mapped at 1	Demonstrate competence in communicating and exchanging ideas in a group context is aligned very low with CO4.
CO5 & PO1 Mapped at 1	Application of management theories and practices to solve business problems is possible only with common skills required for managerial effectiveness is aligned very low CO5.
CO5 & PO2 is not mapped	Develop an ability to undertake qualitative and quantitative research is not aligned with CO5 as it is not a necessary outcome for the same.
CO5 & PO3 is not mapped	Application of knowledge about qualitative and quantitative research to an independently constructed piece of work improving managerial effectiveness is not aligned with CO5.
CO5 & PO4 Mapped at 3	Respond positively to problems in unfamiliar situations is highly aligned with CO5.
CO5 & PO5 Mapped at 1	Identify and apply new ideas, methods and ways of thinking is aligned very low with CO5.
CO5 & PO6 is not mapped	Demonstrate competence in communicating and exchanging ideas in a group context is not aligned with CO5 as it is not a necessary outcome for the same.
CO6 & PO1 is not mapped	Critically assess existing theory and practice in the field of HRM is not aligned with CO6.
CO6 & PO2 is not mapped	Develop an ability to undertake qualitative and quantitative research is not aligned with CO6 as it is not a necessary outcome for the same.
CO6 & PO3 is not mapped	Application of knowledge about qualitative and quantitative research to an independently constructed piece of work improving managerial effectiveness is not aligned with CO6.
CO6 & PO4 Mapped at 2	Respond positively to problems in unfamiliar situations is moderately aligned with CO6.
CO6 & PO5 is not mapped	Identify and apply new ideas, methods and ways of thinking is not aligned with CO6.
CO6 & PO6 is not mapped	Demonstrate competence in communicating and exchanging ideas in a group context is not aligned with CO6

Mapped by: Dr.Yogesh Gurav, BVDU-IMED PUNE	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	211 - Open	Social Media Management	
Type	Credits	Evaluation	Marks
Open	2	IE	IE=100
Course Objectives:			
<ul style="list-style-type: none"> To understand the concept of Social Media and its utility in marketing efforts. To study the implementation of social media campaign. To study the importance of social media in the promotion of a product or service. 			
Learning Outcomes:			
<ul style="list-style-type: none"> Effective utilization of Social Media in connecting with the target market. Using the social media for the implementation of marketing strategies 			

Unit	Contents	Sessions	CO No.	Teaching Methodology	Cognitive Level	Evaluation Tools
1	Defining your target customer based on the usual demographics, age, gender, identifying your target customer's marital status, where they live, or what their hobbies are, understanding their basic needs, identifying the topics of interests by studying the customer's feedback research analysis	02	1	As per individual faculty discretion	Understand	As per individual faculty discretion
2	Customer acquisition elements with human approach, why you'll use social media for business, and identify KPIs, Building a Community, designing a media planning strategy, use of social media for marketing strategies, four critical steps you'll need to take to stand out and learn the processes behind taking each step	04	1	As per individual faculty discretion	Understand & Application	As per individual faculty discretion
3	Designing the metrics with which you can measure the growth based on: <ul style="list-style-type: none"> Number of group members Engagement on your live videos 	08	1	As per individual faculty discretion	Application & Evaluate	As per individual faculty discretion

	<ul style="list-style-type: none"> Engagement on your daily posts Questions your group is asking 					
4	Increase brand awareness, use of metrics to assess brand awareness, boost engagement, customer engagement strategies based on their basic needs, targeting the customers and target strategy	04	2	As per individual faculty discretion	Application and Analysis	As per individual faculty discretion
5	Criteria of choosing the right social network to engage audience, monthly active users, utility and usage study of Twitter, facebook, Instagram, Pinterest, youtube and other social media sites, assess their pros and cons before launching your website or social media channel	02	2	As per individual faculty discretion	Synthesis (Create)	As per individual faculty discretion
6	Characteristics of creating content that will engage target audience, planning content calendar, designing keywords: transactional, informational, and navigational, create a content plan, building trust through consistent engagement, measure progress Concept of Influencer Marketing and Importance. Project/blog or website in development of content and hosting YouTube channel to be designed by the students in the area of their interest	10	2	As per individual faculty discretion	Create, Evaluation & Applications	As per individual faculty discretion

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	2	1	1	2

CO2	3	3	2	2	1	2
CO.	2.5	2.5	2	1.5	1	2
CO	3	3	2	2	1	2

1- Low, 2- Medium, 3- High, if no correlation, put ‘-’
(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2
Attendance/Class participation	10	5	5
Live Project-Club Activity	10	5	5
Case Study discussion	10	5	5
Assignments	20	10	10
Internal End Term Exam	50	25	25
Internal (100 marks)	100	50	50

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
4 – International	Jeff Abston	Youtube Growth Hacking	2018	CreateSpace Independent Publishing Platform

5 – International	Gary Vaynerchuk	Crushing It	2018	Harper Business
6 – International	Donald Miller	Building a StoryBrand: Clarify Your Message So Customers Will Listen	2017	HarperCollins Leadership

Online Resources:

Online Resources No	Web site address
1	https://www.socialmediaexaminer.com/how-to-create-social-media-marketing-content-plan-in-7-steps/
2	https://sproutsocial.com/insights/social-media-content-strategy/
3	https://www.smartinsights.com/social-media-marketing/social-media-strategy/creating-social-media-content-strategy-plan/
4	https://blog.hootsuite.com/books-social-media-manager-read/
5	https://business.linkedin.com/marketing-solutions/success/marketing-case-studies?src=go-pa&trk=sem_lms_gaw&veh=Google_Search_APAC_IN_NB-Social_Beta_DR_English_249875649279_%2Bsocial%20%2Bmedia%20%2Bcontent_c_aud-790231220534:kwd-

MOOCs:

Resources No	Web site address
1	https://www.udemy.com/course/social-media-content-creation-101/?utm_source=adwords&utm_medium=udemyads&utm_campaign=DSA_Catchall_1a.EN_cc.INDIA&utm_content=deal4584&utm_term=.ag_82569850245_.ad_398023114490_.kw_.de_c_.dm_.pl_.ti_dsa-302692350888_.li_9061696_.pd_.&matchtype=b&gclid=CjwKCAjwguzzBRBiEiwAgU0FT4Nw0wI0EFDvWkNXjH5HJAVwbz0wGrBf-w1sPG825KK75SXokKSHWRoCmwwQAvD_BwE
2	https://www.upgrad.com/digital-marketing-and-communication-pgc-mica/?utm_source=Google&utm_medium=Search&utm_campaign=mv_dm_pg_c_google_search_highintent-25-64_t1_all&utm_content=social_media_course&utm_term=%2Bsocial%20%2Bmedia%20%2Bcourse&gclid=CjwKCAjwguzzBRBiEiwAgU0FTwsPEZYDW

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	Apply the knowledge of management theories and practices to solve business problems. (Medium correlation - CO 1 involves applying management practices in the context of social media)
CO1 & PO 2 Mapped at 2	Foster analytical and critical thinking abilities for data-based decision making. (Medium correlation - CO 1 may require critical thinking and data analysis for effective utilization)
CO1 & PO 3 Mapped at 2	Learn new technologies with ease and be productive at all times. (Medium correlation - Social media is a technology, and the CO involves its utilization)

CO1 & PO 4 Mapped at 1	Ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of business. (Low correlation - CO 1 is more focused on the technical aspect of social media)
CO1 & PO5 Mapped at 1	Read, write, and contribute to business literature. (Low correlation - CO 1 is more about practical implementation)
CO1 & PO6 Mapped at 2	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. (Medium correlation - CO 1 may involve leadership and teamwork aspects in a business context)
CO2 & PO1 Mapped at 3	Apply the knowledge of management theories and practices to solve business problems. (High correlation - CO 2 involves applying management theories and practices in the context of social media marketing)
CO2 & PO2 Mapped at 3	Foster analytical and critical thinking abilities for data-based decision making. (High correlation - CO 2 requires critical thinking and data analysis for effective marketing)
CO2 & PO3 Mapped at 2	Learn new technologies with ease and be productive at all times. (Medium correlation - Social media is a technology, and CO 2 involves its use)
CO2 & PO4 Mapped at 2	Ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of business. (Medium correlation - CO 2 may involve considerations of the legal and ethical aspects of marketing)
CO2 & PO5 Mapped at 1	Read, write, and contribute to business literature. (Low correlation - CO 2 is more about practical implementation)
CO2 & PO6 Mapped at 2	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. (Medium correlation - CO 2 may involve leadership and teamwork aspects in a business context)

Mapped by: Dr.Mukund Kulkarni, BVDU-Institute of Management Kolhapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	CourseCode	Cour	
II	211 Open	Yoga and Mediation	
Type	Credits	Evaluation	Ma
Open	2	IE	IE=100
CourseObjectives:			
<ul style="list-style-type: none"> To introduce the practice of yoga and its benefits to students To impart practices of basic yogic kriyas 			
LearningOutcomes:			
<ul style="list-style-type: none"> Students will be able to understand the advantages of Yoga and practice basic yog kriyas Patanjal Yog Shastra Introduction* Meditation and its origin Concentration and Self Discipline Proper Food and Behaviour Omkar Meditation Omkar and its effects, Omkar Meditation Posture, Process, Benefits 			

Unit	Contents	Sessions	CO No.	Teaching Methodology	Cognitive Level	Evaluation Tools
1	Origin of Yoga & its brief development. ii) Meaning of Yoga & its importance iii) Yoga as a Science of Art (Yoga Philosophy). iv) Meaning of meditation and its types and principles.	4	CO 1	Lecture with PPTs	Understand , Apply	Quiz Mid and End Term Internals: Short Answers
2	Classification of Yoga/Types of Yoga ii) Hatha Yoga , Raja Yoga, Laya Yoga, Bhakti Yoga, Gyan Yoga, Karma Yoga. iii) Asthang Yoga.	4	CO 1 and CO 4	Lecture with PPTs Practical Demonstration of Asana Seminar on Stock Exchange	Understand , Apply	Case studies Quiz, Class Presentations End Term: Applied Questions

3	Principles of Yogic Practices. ii) Meaning of Asana, its types and principles. iii) Meaning of Pranayama, its types and principles. iv) Introduction of Kriya, Bandha and Mudra. i) ii) Importance of Kriya and its scientific approach. iii) Importance of BANDHA and its scientific approach. v) Importance of MUDRA and its scientific approach. vi) Effect of Asanas on various Systems vii) Difference between Asana and Exercise. viii) Difference between Pranayama and deep breathing. ii) Yogic Diet	8	CO 2 and CO 4	Lecture with PPTs Group Discussion Practical Demonstration of Asana	Analyze, Evaluate , Create	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions
4	Patanjal Yog Shastra Introduction* ii. Meditation and its origin Concentration and Self Discipline Proper Food and Behaviour iii. Omkar Meditation Omkar and its effects, Omkar Meditation – Posture, Process, Benefits	4	CO 2 and CO 4	Lectures with PPTs Group Activity Practical Demonstration of Asana	Analyze , Evaluate,	Group Activity End Term Exam: Short case and situation based questions
5	Yogasanas and Pranayam Basic Yogasanas for beginners Bhastrika, bhamari, Anulom Vilom Pranayam – process, practice and its benefits	4	CO1 & CO2	Lecture Case Activity	Understand and apply	Case Presentation Activity End Term: Theory Applied
6	Sun salutation Origin of Suryanamaskara and Yogasanas in India, Sun	6	CO4	Lectures with PPTs	Apply, Analyze, Evaluate	Mini Project

	Salutation -Process, Practice and Benefits, Influence of suryanamaskar on health and wellness of individual, impact on weight loss			Practical Demonstration of Asana		End Term: Theory Applied
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PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	2	3	3	2
CO2	2	2	3	3	1	2
CO3	1	2	2	1	2	3
CO4	2	3	3	1	2	3

1- Low, 2- Medium, 3- High, if no correlation, put 0

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation	20	5	5	5	5
Group Participation(Group Activity)	15	2.5	5	5	2.5
Practical Demonstration (Individual)	15	3.5	3.5	4	4
Assignments	20	5	5	5	5
Internal End Term Exam	30	6	6	8	10
Internal	100	22	24.5	27	26.5

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr. No.	Title of the Book	Name of Author	Year Edition	Publisher Company
1	The complete Book of Yoga	Swami Vivekananda	2019	Fingerprint! Publishing
2	Yoga Beyond Asana The Complete Guide for Blissful life	Satya karia	2012	Path to Andam
3	Yoga – Asanas, Pranayam, Mudras, Kriya, Vivekananda Ashram		2000	Fingerprint! Publishing
4	Yoga – Sivanand		2014	Yog Vedanta Center

Online Resources:

Online Resources No	Website address
1	https://www.yogatoday.com/
2	https://www.youtube.com/user/yogatoday
3	https://m.youtube.com/user/yogawithadriene/playlists

MOOCs:

Resources No	Website address
1	www.classcentral.com
2	www.edx.org
3	www.coursera.org

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	Students use management concepts to assess the advantages of Yoga in terms of stress reduction, improved focus, and overall well-being. Furthermore, they can apply management principles to plan and organize their yoga practice effectively.
CO1 & PO 2 Mapped at 2	The application of management theories involves strategic thinking and planning. Similarly, Patanjali Yog Shastra introduces the concept of "Dhyana" (meditation), which fosters mental clarity and strategic insight. Managers who understand both management and Yog Shastra can leverage meditation techniques to enhance their strategic decision-making abilities.
CO1 & PO 3 Mapped at 2	the application of management theories and practices is closely related to the concepts of Meditation and its origin, Concentration and Self-Discipline, and Proper Food and Behavior. Integrating these concepts into management can result in more mindful, ethical, and effective business leadership, contributing to improved decision-making, productivity, and overall organizational success.
CO1 & PO 4 Mapped at 3	the application of management theories and practices is closely related to Omkar Meditation, its understanding, posture, process, and benefits. Integrating the practice of Omkar Meditation into management can lead to more mindful, ethical, and effective business leadership, ultimately benefiting decision-making, employee well-being, and organizational success.
CO1 & PO5 Mapped at 3	The ability to critically evaluate information extends beyond Yoga practice and can be applied to broader health and wellness decisions. Students can use these skills to assess the advantages of Yoga in their overall well-being and incorporate it into their lifestyle choices based on data and evidence.
CO1 & PO6 Mapped at 3	skills empower students to make informed, data-driven choices regarding their physical and mental well-being, ultimately leading to a more holistic and effective approach to Yoga practice and overall health.
CO2 & PO1 Mapped at 2	ombining these two areas of knowledge can result in a more balanced, mindful, and effective approach to both personal growth and business problem-solving.
CO2& PO2 Mapped at -2	Yogic practices and life decisions with a more informed, analytical, and data-driven mindset, ultimately enhancing their overall well-being and personal growth.
CO2& PO3 Mapped at 3	Integrating these two areas of knowledge can result in individuals who are not only proficient in new technologies but also maintain a balanced, ethical, and productive approach to their use.
CO2& PO4 Mapped at 3	Yog Shastra's holistic approach, stress reduction benefits, ethical foundation, and emphasis on self-awareness can empower individuals to navigate the complexities of the global business environment while maintaining ethical integrity and promoting personal growth.
CO2& PO5 Mapped at 1	business literature in a more insightful, ethical, and effective manner, ultimately benefiting the broader business community and society as a whole.
CO2& PO6 Mapped at 2	tress management techniques, ethical foundation, and emphasis on personal growth can empower leaders to lead with empathy, integrity, and effectiveness, resulting in teams that are not only goal-oriented but also cohesive and well-balanced.
CO3 & PO1 Mapped at 1	the ability to learn new technologies with ease and be consistently productive aligns closely with the advantages of Yoga and practicing basic yog kriyas. Integrating these two areas of knowledge fosters personal well-being, stress reduction, improved concentration, and ethical use of technology, ultimately enhancing productivity in the modern technological landscape.
CO3 & PO2 Mapped at 2	These practices foster mental clarity, concentration, emotional intelligence, ethical considerations, and overall well-being, all of which are essential for effective data analysis and decision-making in a complex and data-driven world.
CO3 & PO3 Mapped at 2	practices cultivate holistic awareness, stress reduction, ethical conduct, effective communication, and other skills essential for navigating the complexities of the business world with mindfulness and ethical integrity.
CO3 & PO4 Mapped at 1	the practices of Meditation and its origin, Concentration and Self-Discipline, Proper Food, and Behavior align closely with the ability to read, write, and contribute to business literature. These practices foster enhanced concentration, effective communication, ethical conduct, stress reduction, and holistic awareness, ultimately enriching the quality and impact of contributions to the field of business literature.
CO3 & PO5 Mapped at -2	practices foster enhanced concentration, effective communication, ethical conduct, stress reduction, and holistic awareness, ultimately enriching the quality and impact of contributions to the field of business literature.
CO3 & PO6 Mapped at 3	Meditation and proper food practices contribute to overall well-being and resilience. Leaders who prioritize their well-being are better equipped to handle the challenges of leadership and maintain their focus on organizational goals.
CO4 & PO1	the practice of Omkar Meditation, encompassing Omkar and its effects, the Omkar Meditation process,

Mapped at -2	posture, and benefits, can significantly complement the application of management theories and practices in solving business problems.
CO4 & PO2 Mapped at - 3	practices promote mental clarity, stress reduction, ethical decision-making, innovative thinking, and effective communication, ultimately enhancing one's capacity to extract meaningful insights from data and make informed decisions in a data-driven world.
CO4 & PO3 Mapped at -3	these practices promote mental clarity, stress reduction, time management, adaptability, and a balanced lifestyle, ultimately enhancing one's ability to acquire and apply new technological skills effectively and productively.
CO4 & PO4 Mapped at 1	practices promote mental clarity, ethical awareness, cultural sensitivity, and effective communication, ultimately enhancing one's capacity to navigate and excel in the multifaceted world of global business.
CO4 & PO5 Mapped at 2	Yoga practices promote mental clarity, stress reduction, ethical awareness, cultural sensitivity, and effective communication, ultimately enhancing one's capacity to engage with and make meaningful contributions to the world of business literature.
CO4& PO6 Mapped at 3	Omkar Meditation practices foster emotional resilience, enabling leaders to handle the challenges of leadership and maintain their composure and focus on organizational goals, even in high-pressure situations.

Mapped by: Prof.S.C.Maindargi, BVDU-Abhjii Kadam Institute of Management and Social Sciences Solapur

BOS Chairperson: Prof. Dr. S.B. Sawant

Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	301	Strategic Management	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To provide a framework of strategic management To sensitize students about internal and external environments and enable them to integrate and practice strategic management skills 			
Learning Outcomes :			
<p>Having successfully completed this module, learner will be able to demonstrate knowledge and understanding of:</p> <ul style="list-style-type: none"> The key dimensions of strategic management – Analysis, Evaluation, Choice & Implementation Organizations' ability to implement chosen strategies and identify the areas requiring change Develop skills in generating alternative solutions to complex problem areas, underpinning each with a supportive and well researched rationale in order to achieve critical success Obtain, analyse and apply information from a variety of sources in the public domain 			

Lesson Plan

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
10	Introduction to Strategic Management: Concept, Definition, nature, scope, significance, Levels at which strategy Operates, Process, Strategic Intent: Vision, Mission, Business Purpose, Objectives and Goals.	C01	THEORY AND CASE STUDY	Understand and apply	CES 1, Class test
10	External and Internal Resource Analysis External Business Environment-SWOT Analysis. Industry Analysis-Porters Five Force Model. Resource Based View – Resources – Capabilities – Competencies – Competitive Advantage, Value Chain Analysis. Strategic Analysis and Choice : BCG Matrix, Ansoff Matrix, GE 9 Cell Matrix, Business	C02	Case study	Knowledge and understand	Class assignment

	portfolio Analysis				
10	Strategy Formulation Generic Strategies - Low Cost Differentiation Focus. Corporate Level Strategy – Stability – Expansion– Retrenchment Combination. Functional level Strategy: H.R. Strategies, Marketing Strategies, Financial Strategies, Operational Strategies	C03	Case study	Synthesize and analyze	Class test
10	Implementation of Strategy Issues in implementation of strategy; Strategy Structure relationship; Implementing changes in structure; Restructuring and Re- Engineering; Resource Allocation; Behavioral issues in strategy implementation - organizational culture and change; McKinsey's 7s framework	C04	case study	Comprehend and apply	presentation

CO-PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			3		
CO2						
CO3			4		2	3
CO4		3				

1- Low , 2- Medium, 3- High, If no correlation, put 0

(Rationale in Appendix)

Evaluation

Internal + External Assessment Total-100%

Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Knowledge	10	2	2	2	2	2
Comprehension	10	2	2	2	2	2
Application	20	5	5	5	5	5
Analysis	10	1	3	2	2	2
Synthesis and evaluation	50	10	10	10	10	10
Internal (50marks)	50	10	10	10	10	10
End Term (50 marks Univ)	50	10	8	12	10	10

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of	Publisher
1 – National	S.A. Sherlekar and V.S. Sherlekar	Principles of Business Management		Himalaya Publishing
2 – National	Dr. T. Ramasamy	Principles and Practice of Management		Himalaya Publishing
3 – National	L.M. Prasad	Principles and Practice of Management,		Sultan Chand &
4 – International	Koontz, Weihrich and A. Ramchandra	Principles of Management		Tata McGraw-
5 – International	Peter F. Drucker	Practice of Management		Harper Business.
6 – International	Richard L. Daft	Principles of Management		Cengage
7-Lead Textbook	Pravin Durai	Principles of Management – Text & Cases	2019	Pearson

Online Resources:

Online Resources No	Web site address
1	http://www.ft.com/business-education .
2	http://www.makeinindia.com/policy/new-initiatives .
3	https://india.gov.in/
4	http://pmindia.gov.in/en/
5	http://www.makeinindia.com/policy/new-initiatives
6	https://mygov.in/group/digital-india
7	www.skilldevelopment.gov.in/World%20Youth%20Skills%20Day.html

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/learn/management-fundamentals-healthcare-administrators

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at	The key dimensions of strategic management – Analysis, Evaluation, Choice & Implementation
CO1 & PO 2 Mapped at	Analysis, Choice & Implementation
CO1 & PO 3 Mapped at	Evaluation
CO1 & PO 4 Mapped at	Organizations' ability to implement chosen strategies and identify the areas requiring change
CO1 & PO5 Mapped at	Identify the areas requiring change
CO1 & PO6 Mapped at	Develop skills in generating alternative solutions to complex problem areas, underpinning each with a supportive and well researched rationale in order to achieve critical success
CO2 & PO1 Mapped at	To design researched rationale in order to achieve critical success
CO2 & PO2 Mapped at	Develop skills in generating alternative solutions to complex problem areas
CO2 & PO3 Mapped at	Obtain, analyze and apply information from a variety of sources in the public domain
CO2 & PO4 Mapped at	Analyze and apply information
CO2 & PO5 Mapped at -	Apply information from a variety of sources and case studies
CO2 & PO6 Mapped at	Obtain and apply information
CO3 & PO1 Mapped at	Analysis, Evaluation, Choice
CO3 & PO2 Mapped at	Organizations' ability to implement chosen strategies
CO3 & PO3 Mapped at	Develop skills in generating alternative solutions
CO3 & PO4 Mapped at	Developing analytical abilities and skills in generating practical solutions
CO3 & PO5 Mapped at	To sensitize students about internal and external environments and enable them to integrate and practice strategic management skills
CO3 & PO6 Mapped at	To provide a framework of strategic management

Mapped by: Dr. Ashima Bhatnagar, Institute of Management & Research, New Delhi	
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BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy
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Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
III	302	Legal Aspects of Business	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To create Dynamic and Effective Business Professionals To transform the stake holders to cater to the needs of the society and contribute to Nation building To improve decision making by having a sound knowledge of law. To develop entrepreneurs to register different aspects of their business under the law. 			
Learning Outcomes :			
<ul style="list-style-type: none"> To extrapolate the legal knowledge to business. The graduates' attributes reflect legal knowledge and understanding global Competencies. To demonstrate domain comprehensive knowledge. To articulate with business skills. To inculcate the culture of abiding law. To develop a coherent approach. 			

Lesson Plan

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
5	Introduction to Business laws, structure and sources of law, Law of contract- The Indian Contract Act, 1872 – Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent, Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi	302	Teaching methodology is through illustrations and role play	Understand & Apply	Quiz

	Contracts Contracts of Guarantee and indemnity, Bailment, Pledge				
10	Contract of Agency – Introduction, Agent and Agency, general rules, Modes of creation of Agency, Classification of Agents, Duties and Rights of Agents, Principal's Duties to the Agent and his Liability to Third Parties	302	Through Power Point Presentation	Understand and Apply	MCQ's
10	Law of sales of Goods – Essentials of contract of sale, Goods and their classification, Sale, Agreement to Sell and Hire Purchase, Conditions and Warranties (Implied and Expressed), Unpaid seller and his rights, rights of buyer. Law of Negotiable Instruments – Characteristics of Negotiable Instruments, Types of Negotiable Instruments, Classification of negotiable instruments	302	Through Bare Act reading	Remember and Apply	Short Answers
10	Consumer Protection Act-Introduction, Definitions – consumer, complaint, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers The Partnership Act, 1932 - types of partners, formation of partnership, rights and liabilities of partners.	302	Through Power Point Presentation	Analyse	Practical / Case law questions
5	The Company's Act, 2013 (Amended): Introduction and types	302	Through notes and drafting of MOA and AoA	Understand	Practical question based on

	of companies, Formation of a Company, Memorandum of Association, 5 Page 99 Articles of Association, Winding up. Arbitration and Conciliation Act, 1996 – Types of Arbitration, Alternative Dispute Resolution, Arbitration agreement, Arbitral Tribunal, Arbitral proceedings.		and understanding Arbitration		drafting MOA and AOA
5	Information Technology Act, 2000 Amended 2018, Definition – Certifying Authority, Controller, Digital Signature and electronic governance, Role of certifying authorities, Functions of controller, Offences Intellectual Property Laws- Introduction and types of IPR, Whistleblower Protection Act 2014. Introduction, Definitions, Salient Features, importance of the act	302	Videos	Apply	Application based question

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	3	3	2
CO2	3	1	3	3	1	2
CO3	3	1	1	1	3	3
CO4	--	3	1	3	--	2
CO. 5	---	1	---	3	2	---
CO 6	1	1	3	2	3	---
CO	1.66	1.5	1.5	2.5	2	1.5
CO	2	2	2	3	2	2

CO-PO Mapping

- 1- Low**
2- Medium,
3- 3- High,

4- If no correlation, put ‘-’

(Rationale in Appendix)

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.

Evaluation

Internal+ External Assessment

Total-100%

Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Internal (50marks)						
End Term (50 Univ)						

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	N.D. Kapoor	Mercantile Law	2019	Eastern Book Company
2 – National	Narayan	Intellectual Property Laws	2019	
3 – National	Bare Act	The Patent Act	2019	
4-National	Bare Act	The Trademark Act	2019	
5 – International	Bare	The Negotiable Act	2019	

Online Resources:

Online Resources No	Web site address
1	https://www.mca.gov.in/Ministry/pdf/CompaniesAct2013.pdf
2	http://www.ipindia.nic.in/writereaddata/Portal/IPOAct/1_43_1_trade-marks-act.pdf
3	http://legislative.gov.in/sites/default/files/A1996-26.pdf
4	http://www.ipindia.nic.in/writereaddata/Portal/IPOAct/1_31_1_patent-act-1970-11march2015.pdf
5	https://www.youtube.com/watch?v=vlk40C91HqQ

MOOCs Resources No	Web site address
1	Alisons
2	www.swayam.gov.in

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	The students will be able to extrapolate the legal knowledge to business, its theories and practices to solve business problems.
CO1 & PO 2 Mapped at 2	The students will be able to extrapolate the legal knowledge to business to foster analytical and critical thinking abilities for data-based decision making
CO1 & PO 3 Mapped at 1	The students will be able to extrapolate the legal knowledge to business to learn new technologies with ease and be productive at all times
CO1 & PO 4 Mapped at 3	The students will be able to extrapolate the legal knowledge to business and possess the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business
CO1 & PO5 Mapped at 3	The students will be able to extrapolate the legal knowledge to business so as to read and contribute to Business literature
CO1 & PO6 Mapped at 2	The students will be able to extrapolate the legal knowledge to business so as to possess the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO2 & PO1 Mapped at 3	The graduates 'attributes reflect legal knowledge and understanding global competencies. Apply the knowledge of management theories and practices to solve business problems
CO2 & PO2 Mapped at 1	The graduates 'attributes reflect legal knowledge and understanding global competencies. Foster analytical and critical thinking abilities for data-based decision making
CO2 & PO3 Mapped at 3	The graduates 'attributes reflect legal knowledge and understanding global competencies. Learn new technologies with ease and be productive at all times
CO2 & PO4	The graduates 'attributes reflect legal knowledge and understanding global

Mapped at 3	competencies. Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business
CO2 & PO5 Mapped at - 1	The graduates 'attributes reflect legal knowledge and understanding global competencies. Read, write, and contribute to Business literature
CO2 & PO6 Mapped at 2	The graduates 'attributes reflect legal knowledge and understanding global competencies. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO3 & PO1 Mapped at 3	To demonstrate domain comprehensive knowledge by Applying the knowledge of management theories and practices to solve business problems
CO3 & PO2 Mapped at 1	To demonstrate domain comprehensive knowledge so as to foster analytical and critical thinking abilities for data-based decision making
CO3 & PO3 Mapped at 1	To demonstrate domain comprehensive knowledge in order to learn new technologies with ease and be productive at all times
CO3 & PO4 Mapped at 1	To demonstrate domain comprehensive knowledge and the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business
CO3 & PO5 Mapped at 3	To demonstrate domain comprehensive knowledge in order to read, write, and contribute to Business literature
CO3 & PO6 Mapped at 3	To demonstrate domain comprehensive knowledge in order to be able to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO4 & PO1 Mapped at --	To demonstrate domain comprehensive knowledge for apply the knowledge of management theories and practices to solve business problems
CO4 & PO 2 Mapped at 3	To demonstrate domain comprehensive knowledge to foster analytical and critical thinking abilities for data-based decision making
CO4 & PO 3 Mapped at 1	To demonstrate domain comprehensive knowledge to Learn new technologies with ease and be productive at all times
CO4 & PO 4 Mapped at 3	To demonstrate domain comprehensive knowledge in order to be able to understand, analyze and communicate global, economic, legal and ethical aspects of business
CO4 & PO5 Mapped at --	To demonstrate domain comprehensive knowledge to Read, write, and contribute to Business literature
CO4 & PO6 Mapped at 2	To demonstrate domain comprehensive knowledge and have the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO5 & PO1 Mapped at --	To inculcate the culture of abiding law so as to apply the knowledge of management theories and practices to solve business problems
CO5 & PO2 Mapped at 1	To articulate (Speak Fluently) with business skills and foster analytical and critical thinking abilities for data-based decision making
CO5 & PO3 Mapped at --	To articulate (Speak Fluently) with business skills Learn new technologies with ease and be productive at all times

CO5 & PO4 Mapped at 3	To articulate (Speak Fluently) with business skills Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business
CO5 & PO5 Mapped at - 2	To articulate (Speak Fluently) with business skills Read, write, and contribute to Business literature
CO5 & PO6 Mapped at ---	To articulate (Speak Fluently) with business skills Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO6 & PO1 Mapped at 1	To develop a coherent (consistent) approach. Apply the knowledge of management theories and practices to solve business problems
CO6 & PO2 Mapped at 1	To develop a coherent (consistent) approach. Foster analytical and critical thinking abilities for data-based decision making
CO6 & PO3 Mapped at 3	To develop a coherent (consistent) approach. Learn new technologies with ease and be productive at all times
CO6 & PO4 Mapped at 2	To develop a coherent (consistent) approach. Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business
CO6 & PO5 Mapped at 3	To develop a coherent (consistent) approach. Read, write, and contribute to Business literature
CO6 & PO6 Mapped at ---	To develop a coherent (consistent) approach. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Mapped by: Dr. Rajlakshmi Wagh, Law college, Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f.-Year2022 2023			
Semester	Course Code	Course Title	
III	303	Innovation, Design, Thinking and Entrepreneurship Management	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To introduce students to the role of an entrepreneur, innovation, and technology in the entrepreneurial process. To provide background knowledge for understanding innovation management. To focus on the interconnection between entrepreneurial thinking and innovation. To inspire participants to innovate in business and prompt rapid growth. To acquire the knowledge and skills needed to manage the development of innovations. To enable students to evaluate new business opportunities effectively. To integrate entrepreneurial thinking and problem-solving into academic and professional aspirations. 			
Course Outcomes:			
<ul style="list-style-type: none"> Analyzing: Students will dissect business scenarios to identify opportunities and resources, utilizing both critical and creative thinking techniques. Evaluating: Students will assess and integrate diverse facets of innovation and its influence on business and societal contexts. Understanding: Students will interpret and relate to theoretical and practical dimensions of entrepreneurship and recognize the entrepreneur's role in novel enterprise creation. Applying: Students will employ knowledge of startup financing avenues and practice constructing and presenting compelling business proposals to prospective stakeholders. Applying: Students will implement entrepreneurial skills and strategies in real-world business contexts, showcasing their ability to bring theoretical concepts to life. Evaluating: Students will critically assess the viability and potential impact of innovative solutions in diverse business environments, ensuring they are both novel and applicable. 			

Lesson Plan

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Entrepreneurship: Entrepreneurs, entrepreneurial personality, and intentions. Characteristics, traits, and behavior of entrepreneurs. Entrepreneurial challenges.	5	CO 5 and CO 6	Lectures: Case Studies Guest Speakers Group Discussions Role-Playing and Simulations	Understanding Applying Analyzing Evaluating	Quizzes and Tests Case Study Analysis Group Projects Class Participation Presentations Reflection Essays End Term

						Internals:Short Answers
2	Innovation: Meaning and characteristics of innovation. Purpose/goals of innovation. Sources of innovation. Types of innovation (service, process, product). Radical vs incremental innovation. Technology innovation vs business model. Challenges to innovation. Differences between invention and innovation. Sustainability.	7	CO 5 and CO 6	Lecture with Ppts Case Study Psychometric Tools Lectures Case Studies Guest Speakers Group Discussions Workshops	Understanding Applying Analyzing Evaluating	Quizzes and Tests Case Study Analysis Group Projects Class Participation Presentations Essays on Innovation Topics
3	Innovation Management: Innovation management strategies. Definitions for innovation and innovation management. Innovation process. Intrapreneurship and innovation. Innovative work environments. Driving intra-organizational innovation.	6	CO 5 and CO 6	Lectures Case Studies Guest Speakers Group Workshops Role-Playing and Simulations	Understanding Applying Analyzing Evaluating	Quizzes and Tests Case Study Analysis Group Projects In-Class Debates Presentations Essays on Innovation Management Topics
4	Creativity: What is creativity? Components of creativity. Creativity process and techniques. Barriers to creativity. Organization and personal factors to promote creativity. Principles and techniques for creative ideas. Six Hat Thinking Exercises and Lateral Thinking Exercises.	7	CO 5 and CO 6	Lectures Workshops Group Discussions Role-Playing and Simulations Hands-on Activities (like Six Hat Thinking)	Understanding Applying Analyzing Evaluating	Quizzes and Tests Group Activities Assessment Individual Creativity Projects Class Participation Presentations Creative Problem-Solving Assignments

	Methods and tools for creative problem-solving.					
5	<p>Crafting Business Models and Lean Start-Ups:</p> <p>Introduction to business models. Creating value propositions. Conventional industry logic and value innovation logic. Customer-focused innovation. Building and analyzing business models. Business model canvas. Introduction to lean startups. Business pitching.</p>	7	CO 4 and CO 5	<p>Lectures Workshops Group Discussions Case Studies Role-Playing and Simulations</p>	<p>Understanding Applying Analyzing Evaluating</p>	<p>Quizzes and Tests Group Projects (like creating a business model canvas) Individual Assignments Class Participation Presentations (like business pitching) Case Study Analysis</p>
6	<p>Organizing Business and Entrepreneurial Finance:</p> <p>Forms of business organizations. Sources and selection of venture finance options and its managerial implications. Policy initiatives and the role of institutions in promoting entrepreneurship.</p>	4	CO 4 and CO 6	<p>Lectures Case Studies Guest Speakers (from financial institutions or experienced entrepreneurs) Group Discussions</p>	<p>Understanding Applying Analyzing Evaluating</p>	<p>Quizzes and Tests Group Projects (such as analyzing a financing option) Individual Assignments Class Participation Presentations (on different financing options or policy initiatives) Case Study Analysis</p>

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO104.1	2	3	1	2	2	1
CO104.2	2	2	1	3	2	1
CO104.3	3	2	1	3	1	2
CO104.4	2	3	2	2	2	1
CO.	3	2	3	2	1	2
CO	2	3	1	3	2	2

1- Low , 2- Medium, 3- High, If no correlation, put '0'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation/ Attendance	10	1.66	1.66	1.66	1.66	1.66	1.66
Case study discussion /quiz	5	0.83	0.83	0.83	0.83	0.83	0.83
Assignments/ Projects	5				1.66	1.66	1.66
Internal End Term Exam	15	2.5	2.5	2.5	2.5	2.5	2.5
Internal	15	2.5	2.5	2.5	2.5	2.5	2.5
End Term (Univ)	50	8.33	8.33	8.33	8.33	8.33	8.33

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.

Reference Books

Sr. No.	National/International	Name of the Author	Title of the Book	Year Edition	Publisher Company
1.	National	Mitra, Sramana	Entrepreneur Journeys (Volume 1),	2008	Book sage Publishing
2.	National	R. Gopal,Pradip Manjrekar.	Entrepreneurship and Innovation Management (an Industry Perspective)	2010	Excel Books
3.	National	Shlomo Maitaland D V R Seshadri,	Innovation Management: Strategies, Concepts and Tools for Growth and Profit.	2007	Response Books, Sage Publications, New Delhi.
4.	International	Davila, Tony , Epstein, Marc J. Boston,	The innovation paradox :why good businesses killbreakthroughs and how they can change.	2014	Massachusetts (2014)
5.	International	Govindarajan, Vijay & Trimble, Chris,	10 Rules for Strategic Innovators;	2005.	Boston: Harvard Business School Press,
6.	International	David Holt	Entrepreneurship :New Venture Creation	1998	Prentice Hall India.
7.	International	Timmons, Jeffry A., Gillin, L. M., Burshtein, S.,and Spinelli, Stephen Jr.	New Venture Creation: Entrepreneurship for the 21st Century– A Pacific Rim Perspective,ISBN: 0070277664	2011	1st Edition. McGraw-Hill Irwin.
8.	International	Davila, T., Epstein, M J.,Shelton, R.	Making innovation work : how to manage it, measure it, profit from it	2006 0-13-149786-3	Upper Saddle River Wharton School Publishing
9.	International	Hisrich,R.D., Peters,M.P.,and Shepherd, D.	Entrepreneurship	2013	McGraw-Hill

Journals:

Journals:	
1	Journal of Business Venturing
2	Entrepreneurship Theory and Practice
3	Journal of Small Business Management
4	Academy of Management Review
5	Journal of Small Business and Entrepreneurship
6	Venture Capital
7	Small Business Economics
8	Family Business review

Online Resources

Resource No.	Website Address
1	www.brikenbulbs.com
2	www.en.wikipedia.org/wiki/business.plan
3	www.brainstorming.co.uk
4	www.mind-mapping.co.uk
5	www.ecic.adelaide.edu.au
6	www.mckinsey.com/
7	www.ideo.com
8	www.business.gov.au
9	www.wdc-econdev.com
10	https://hbr.org/2013/07/innovation-isnt-an-idea-proble

MOOCs:

Resources Name	Website Address
University of Florida	www.coursera.org
University of London	www.cefims.as.uk
Alison	https://alison.com/
Khan Academy - free online courses and lessons	https://www.khanacademy.org/
Swayam	swayam.gov.in

Appendix:**Rationale for Mapping Program Outcomes and Course Outcomes:**

CO1: Analyzing: Students will dissect business scenarios to identify opportunities and resources, utilizing both critical and creative thinking techniques.

CO1 & PO1 Mapped at 2	Moderate correlation. While students apply management theories, they particularly focus on opportunities and resources, which isn't fully covered by PO1.
CO1 & PO2 Mapped at 3	Strong correlation. CO1 emphasizes analytical and critical thinking, directly aligning with PO2's focus.
CO1 & PO3	Weak correlation. Learning new technologies isn't the primary focus of dissecting

Mapped at 1	business scenarios.
CO1 & PO4 Mapped at 2	Moderate correlation. Understanding business scenarios often requires a grasp of global, economic, and legal contexts.
CO1 & PO5 Mapped at 2	Moderate correlation. Analyzing scenarios can contribute to business literature, especially case studies.
CO1 & PO6 Mapped at 1	Weak correlation. Leadership and team contribution are not the main focus of CO1.

CO2: Evaluating: Students will assess and integrate diverse facets of innovation and its influence on business and societal contexts.

CO2 & PO1 Mapped at 2	Moderate correlation. Students are applying management theories to evaluate innovation, but it's not the sole focus.
CO2 & PO2 Mapped at 2	Moderate correlation. Evaluating innovation requires analytical and critical thinking but is more specialized.
CO2 & PO3 Mapped at 1	Weak correlation. This CO doesn't primarily concern new technologies.
CO2 & PO4 Mapped at 3	Strong correlation. A thorough understanding of global, economic, and societal contexts is essential when evaluating innovation's influence.
CO2 & PO5 Mapped at 2	Moderate correlation. Evaluations can contribute to business literature, especially in the realm of innovation studies.
CO2 & PO6 Mapped at 1	Weak correlation. This CO doesn't directly emphasize leadership or team dynamics.

CO3: Understanding: Students will interpret and relate to theoretical and practical dimensions of entrepreneurship and recognize the entrepreneur's role in novel enterprise creation.

CO3 & PO1 Mapped at 3	Strong correlation. Understanding entrepreneurship inherently requires the application of management theories
CO3 & PO2 Mapped at 2	Moderate correlation. While it involves analytical thinking, it's more about understanding than evaluating.
CO3 & PO3 Mapped at 1	Weak correlation. New technologies aren't the main focus of this CO.
CO3 & PO4 Mapped at 3	Strong correlation. Understanding entrepreneurship often requires global, economic, and legal context.
CO3 & PO5 Mapped at 1	Weak correlation. While related, the emphasis here is more on understanding than on direct contribution to business literature.
CO3 & PO6 Mapped at 2	Moderate correlation. Entrepreneurship does involve leadership but isn't solely about team dynamics.

CO4: Applying: Students will employ knowledge of startup financing avenues and practice constructing and presenting compelling business proposals to prospective stakeholders.

CO4 & PO1 Mapped at 2	CO4 moderately aligns with PO1. This could suggest that foundational concepts central to PO1 are somewhat addressed when students learn about startup financing avenues and constructing business proposals.
CO4 & PO2 Mapped at 3	There is a strong correlation between CO4 and PO2. This could be because PO2 might emphasize critical thinking and analytical skills, both of which are crucial when understanding financing avenues and constructing compelling business proposals.
CO4 & PO3 Mapped at 2	CO4 moderately relates to PO3. If PO3 pertains to a specific skill set or knowledge area, students engaging with startup financing and business proposal construction might occasionally encounter elements related to PO3, but it might not be the primary focus.
CO4 & PO4 Mapped at 2	The moderate alignment between CO4 and PO4 suggests that while CO4 encompasses elements pertinent to PO4, it doesn't entirely focus on the depth of what PO4 may represent.
CO4 & PO5 Mapped at 2	CO4's moderate connection with PO5 implies that aspects of learning how to present to stakeholders or understanding financing could be somewhat related to the outcomes defined by PO5, though not exhaustively.

CO4 & PO6 Mapped at 1	The weak alignment between CO4 and PO6 suggests that the content of CO4 may touch upon topics or skills related to PO6 but in a very limited capacity. PO6's main themes or outcomes might not be directly relevant to the process of understanding startup financing or crafting business proposals
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CO5. Applying: Students will implement entrepreneurial skills and strategies in real-world business contexts, showcasing their ability to bring theoretical concepts to life.

CO5 & PO1 Mapped at 3	CO5 strongly correlates with PO1. This implies that the foundational concepts championed by PO1 are extensively practiced and applied when students implement entrepreneurial skills in real-world contexts.
CO5 & PO2 Mapped at 2	The alignment between CO5 and PO2 is moderate, suggesting that while critical thinking might be an aspect of applying entrepreneurial skills, it is not the sole focus of CO5.
CO5 & PO3 Mapped at 3	CO5 strongly aligns with PO3. This could mean that the specific skills or areas of knowledge embodied in PO3 are deeply connected to the application of entrepreneurial strategies.
CO5 & PO4 Mapped at 2	CO5 moderately relates to PO4. This might imply that while some elements of PO4 are evident when students bring theoretical concepts to life, they are not explored exhaustively.
CO5 & PO5 Mapped at 1	There's a weak link between CO5 and PO5, suggesting that CO5 might touch upon elements related to PO5 but does not majorly focus on them.
CO5 & PO6 Mapped at 2	The moderate correlation between CO5 and PO6 could indicate that aspects of evaluating or understanding diverse contexts are sometimes covered when applying entrepreneurial skills, but not consistently.

CO6. Evaluating: Students will critically assess the viability and potential impact of innovative solutions in diverse business environments, ensuring they are both novel and applicable.

CO6 & PO1 Mapped at 2	CO6 moderately addresses the foundational principles of PO1. Evaluating innovative solutions might sometimes require drawing from these foundational concepts.
CO6 & PO2 Mapped at 3	There's a strong emphasis in CO6 on critical assessment, which is likely a core aspect of PO2, highlighting the deep connection between evaluating innovative solutions and the skills or knowledge represented by PO2.
CO6 & PO3 Mapped at 1	CO6 has a weak alignment with PO3. This might suggest that the primary focus of CO6 does not delve deeply into the specific objectives of PO3.
CO6 & PO4 Mapped at 3	CO6 strongly correlates with PO4, indicating that the process of evaluating the impact of solutions in diverse business environments is central to the outcomes championed by PO4.
CO6 & PO5 Mapped at 2	CO6 moderately connects with PO5, implying that some elements of PO5 are relevant when assessing the applicability of solutions, though not exhaustively.
CO6 & PO6 Mapped at 2	The moderate connection between CO6 and PO6 suggests that aspects of understanding and evaluating diverse contexts are addressed, but not as the sole focus

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Course : MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	HR01	Human Resource Planning and Development	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> Understanding the process of Human resource planning Appraise the techniques of HR planning Formulating the HR procurement and deployment Understanding the role of training and executive development comparing and applying various methods of training Determining the training designs and evaluation 			
Learning Outcomes:			
<ul style="list-style-type: none"> Describe the process of human resource planning applying the techniques for human resource planning Identify the human resource procurement and deployment Explain the role of training and development distinguish different methods of training and their applications assess the design and outcome of training 			

Lesson Plan

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
10	Concept of Human Resource Planning ; Objectives ; Need and Importance ; Process ; Levels ; problems in HR planning and Factors influencing Human Resource Planning	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
0	Human Resource Demand & Supply forecasting tools and techniques – Managerial Judgment ; Work-study methods ; ratio-trend analysis ; work-force analysis; work-load analysis ; job analysis ; Staffing table ; markov analysis; skill	CO 3	Lecture with Ppts Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions

	inventory ; replacement chart ; labour supply ; cohort analysis ; scenario analysis ; Quantitative determination of human resource requirements: Work Study__The Human Factors and Issues in the Application of Work Study and Work Measurement – Labour Turnover				
10	Recruitment plan ; Recruitment Sources; Current practices in Recruitment: Outsourcing, e- recruitment career planning ; succession planning; redeployment planning; redundancy plan – retaining, retrenchment, VRS; Job-design	CO 2	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions
10	Concept of training, terms - education Knowledge, Skills, attitudes, need of training, importance, objectives of training, ADDIE model, Principles of training; concept of executive development: Objectives, importance, process of executive development	CO 2	Lectures with PPTs Group Activity Video Cases	Understand	Group Activity End Term Exam: Short case and situation based questions
10	Training needs analysis (TNA): Meaning and purpose of TNA, TNA at different levels, Process of TNA, output of TNA, Training and	CO 3	Lecture Case Activity	Apply (Analyse)	Case Presentation Activity End Term: Theory Applied

	Development methods : On-the-Job & Off-the-job, job instructions training, apprenticeship, internship, demonstrations, self-directed learning, coaching, job rotation, project assignment, simulation methods, lectures, case studies, group discussion, conferences, role playing, management games, in basket exercise, sensitivity training, vestibule training, e-training.				
10	Designing training programme – considerations in designing effective training programs selection of trainers, training material & aids, use of technology in training Evaluation of training – Need for evaluating training, Kirkpatrick evaluation criteria – reactions, learning, behavior, results, ROI, Cost-benefits analysis	CO 3	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

CO-PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	2	3	1	1	2
CO2	2	1	1	2	-	1
CO3	2	1	1	2	1	3
CO4	-	-	-	-	-	-
CO.	1.25	1	1.25	1.25	1	1.50
CO	1	1	1	1	1	2

1- Low , 2- Medium, 3- High, If no correlation,put '-'
(Rationale in Appendix)

Evaluation

Internal+ExternalAssessment
Total-100%

Assessment Mapping

Parameter	Marks	CO1	CO2	CO3
Class Participation/ Attendance	10	3	4	3
Live project – club activity	5	1	2	2
Case study discussion	10	3	4	4
Assignments/ Projects	5	2	1	2
Internal End Term Exam	20	7	7	6
Internal (50marks)	50	16	16	18
End Term (50 marks Univ)	50	16	18	16

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dr. Rishipal	Training and Development methods	2011	S. Chand
2 – National	Rolf, P., and UdaiPareek	Training for Development		Sage Publications Pvt. Ltd.
3 – National	J.W. Walker	Human Resource Planning		McGraw Hill.
4 – International	Noe, Raymond A., and Amitabh DeoKodwani	Employee Training and Development		Tata McGraw Hill.
5 – International	Edward, Leek	Manpower Planning, Strategy and Techniques in Organizational Context		Wiley
6 – International	Paul Turner	HR Forecasting and Planning		CIPD

Online Resources:

Online Resources No	Web site address
1	http://www.eiilmuniversity.co.in/downloads/Human-Resource-Planning-Development.pdf
2	https://www.pdfdrive.com/human-resource-planning-human-resource-planning-e15282999.html
3	https://www.pdfdrive.com/human-resource-planning-development-e38508079.html
4	https://www.pdfdrive.com/understanding-human-resource-development-philosophy-processes-practices-routledge-studies-in-human-resource-development-e184374786.html

MOOCs:

Resources No	Web site address
1	https://www.edx.org/
2	https://www.coursera.org/
3	https://alison.com/
4	https://swayam.gov.in/nc_details/NPTEL

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at	Application of the knowledge of management theories and practices to solve Human Resource problems is possible only if managers understand HR policies.
CO1 & PO 2 Mapped at	Human Resource Planning would be delivered through case studies and projects to foster analytical and critical thinking abilities for data-based decision making.
CO1 & PO 3 Mapped at	Implementation of new technologies regarding recruitment, selection, training and development to build up skilled leadership and team work.
CO1 & PO 4 Mapped at	Understanding the expected HR practices and communicate in the business world globally is important as well as economic, legal and ethical aspects of business are very important in HR.
CO1 & PO5 Mapped at	To read, write the various HR case studies to improve the qualities in HR which lead to produce best business literature.
CO1 & PO6 Mapped at	Understand the expected individual and team environment in business world and PO 6 is highly aligned with CO 1 delineates the ability to lead themselves and HR techniques in the achievement of organizational goals, contributing effectively to a team environment.
CO2 & PO1 Mapped at	Leadership for entrepreneurs / corporate / managers is possible only if managers apply the knowledge of HR techniques, theories and practices to solve problems of procurement and deployment. So highly aligned.
CO2 & PO2 Mapped at	Entrepreneurs / corporate / HR managers as leaders need to Foster analytical and critical thinking abilities for data-based decision making.
CO2 & PO3 Mapped at	HR managers as leaders need to Learn new technologies of procurement and deployment with ease and be productive at all times
CO2 & PO4 Mapped at	Highly aligned as The awareness of identification of HR procurement and deployment in the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO2 & PO5 Mapped at -	The various HR cases and practical problems of deployment should be recorded to provide experience to next generation to aware. Thus leaders require to necessarily Read, write, and contribute to Business literature.
CO2 & PO6 Mapped at	It highly aligned. Procurement and deployment is very important to produce great outcomes of business. It is essential for entrepreneurs / corporate / managers to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO3 & PO1 Mapped at	To develop and inculcate motivational concepts only when the application of the knowledge of HR management theories and practices to solve business problems is possible only when skills are developed and motivational concepts are inculcated.
CO3 & PO2 Mapped at	Motivational concepts and skills can be inculcated to foster analytical and critical thinking abilities through case studies of training and development projects for data based decision making to a limited extent hence the alignment is low.
CO3 & PO3 Mapped at	Learning new technologies to be productive is possible only if students get training and development knowledge to develop new skills.
CO3 & PO4 Mapped at	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is highly aligned with training and development skills for achieving great outcomes.
CO3 & PO5 Mapped at	Read, write, and contribute to Business HR literature is moderately aligned with training and development skills to inculcate employee engagement.
CO3 & PO6 Mapped at	Ability to train and develop themselves and others in the achievement of organizational goals, contributing effectively to a team environment is only possible by skill development.

Mapped by: **Prof. Vikas V. Patil**, YMIM, Karad

BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy
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Course : MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	HR02	Labour Laws-I	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To understand the laws and rules pertaining to labor To understand the various concepts and laws in Labour Welfare, health and safety To understand the laws and rules pertaining to social security To understand the laws related to discipline 			
Learning Outcomes:			
<ul style="list-style-type: none"> Understanding various importance's of labour laws in effective business management. Understanding the legislation related to Labour Welfare, health and safety. Understand various statutory provisions related with industrial relations and labour welfare. Analyze issues and challenges of applying provisions as per legislations in the industry Familiarizing, analyzing and applying the role of labor welfare in employee motivation and satisfaction. 			

Lesson Plan					
Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
10	Industrial Jurisprudence History and types of labour legislations, Concept of Jurisprudence, an overview of industrial jurisprudence, principles of social justice, natural justice, equity and economy, unique characteristics of Indian labour.	CO1	Lecture with Ppts. Quiz	Understand	Quiz End Term Internals: Short Answers
10	Laws relating to working condition – Factories Act 1948 Definition, provisions relating to health, safety and welfare, provisions relating working hours for adults, hazardous process, restriction on employment of women and children, Certifying officers, enforcement of the act and penalties	CO 2	Lecture with Ppts Case Study Psychometric Tools	Apply (Analyze)	Case Study, Newspaper Article End Term: Applied Questions

10	Laws relating to wages Payment of Wages Act 1936 ; definition, provisions for payment of wages, authorized deduction, enforcement of the act, Minimum Wages Act, the Equal Remuneration Act, 1976 – definitions, payment of equal remuneration, advisory committee, enforcement of the act	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based Questions/ Applied Questions
10	Social Security 1. The Employee Provident Fund, Miscellaneous Provisions Act, 1952 2. The Employee State Insurance Act, 1948 3. The Workmen Compensation Act 1923 4. The Bombay Labour Welfare Act The role of ILO in promoting social security, Contribution of ILO to Labour Welfare	CO 2	Lectures with PPTs Group Activity Video Cases	Understand	Group Activity End Term Exam: Short case and situation based questions
10	The Industrial Employment (St Orders) Act 1946 Definition, Special features, Ma be provided in Standing Submission and certification Standing Orders. Payment of Act,	CO 3 standing orders to orders, Submission of Bonus	Lecture Case Activity	Apply (Analyse)	Case Presentation n Activity End Term: Theory Applied
10	The Maternity Benefit Act Definition, right to payment of maturity benefit, provision pertaining to leave, forfeiture of the benefit, Minimum Wages Act – Definition, provisions – meaning of the term Wage ” – Wage Vs. Salary, “Workmen Compensation Act”	CO 3	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	2	3	1	1	2
CO2	2	1	1	2	-	1
CO3	2	1	1	2	1	3
CO4	1	1	1	1	-	1
CO5	2	1	1	2	1	2
CO	1.60	1.20	1.40	1.60	1	1.80
CO	2	1	1	2	1	2

1- Low, 2- Medium, 3- High, If no correlation, put -

(Rationale in Appendix)

Evaluation

Internal + External Assessment

Total-100%

Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class Participation/ Attendance	10	2	2	2	2	2
Live project – club activity	5	1	1	1	1	1
Case study discussion	10	2	2	2	2	2
Assignments/ Projects	5	1	1	1	1	1
Internal End Term Exam	20	5	5	5	5	5
Internal (50marks)	50	10	10	10	10	10
End Term (50 marks Univ)	50	10	10	10	10	10

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 1	Application of the knowledge of management theories and practices to solve Human Resource problems is possible only if managers understand Labor Laws.
CO1 & PO 2 Mapped at 2	Labor Laws would be delivered through case studies and projects to foster analytical and critical thinking abilities for data-based decision making.
CO1 & PO 3 Mapped at 3	Implementation of new ways regarding legislation provisions to build up skilled leadership and team work.

CO1 & PO 4 Mapped at 1	Understanding the expected statutory provisions and communicate in the business world globally is important as well as economic, legal and ethical aspects of business are very important.
CO1 & PO5 Mapped at 1	To read, write the various Legal case studies to improve the qualities in labor welfare which lead to produce best business literature.
CO1 & PO6 Mapped at 2	Understand the expected individual and team environment in business world and Familiarizing, analyzing and applying role of labor welfare in employee motivation and satisfaction
CO2 & PO1 Mapped at 2	Leadership for entrepreneurs / corporate / managers is possible only if managers apply the knowledge of Labor welfare facilities and theories and practices to solve problems of procurement and deployment. So highly aligned.
CO2 & PO2 Mapped at 1	Entrepreneurs / corporate / HR managers as leaders need to Foster analytical and critical thinking abilities for data-based decision making for providing labor safety and security.
CO2 & PO3 Mapped at 1	HR managers as leaders need to Learn new legal provisions with ease and be productive at all times
CO2 & PO4 Mapped at 2	Highly aligned as The awareness of identification of issues and challenges in the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO2 & PO5 Mapped at -	The various labor law cases and practical problems of deployment should be recorded to provide experience to next generation to aware. Thus leaders require to necessarily Read, write, and contribute to legal literature.
CO2 & PO6 Mapped at 1	It highly aligned. Health and safety is very important to produce great outcomes of business. It is essentialfor entrepreneurs / corporate / managers to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO3 & PO1 Mapped at 2	To develop and inculcate motivational concepts only when the application of the knowledge of HR management theories and practices to solve business problems is possible only when skills are developed and motivational concepts are inculcated.
CO3 & PO2 Mapped at 1	Motivational concepts and skills can be inculcated to foster analytical and critical thinking abilities through case studies of training and development projects for data based decision making to a limited extent hence the alignment is low.
CO3 & PO3 Mapped at 1	Learning new technologies to be productive is possible only if students get training and development knowledge to develop new skills.
CO3 & PO4 Mapped at 2	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of labor welfare is highly aligned with safety and security for achieving great outcomes.
CO3 & PO5 Mapped at 1	Read, write, and contribute to Business labor laws literature is moderately aligned with Statutory provisions to inculcate employee engagement.
CO3 & PO6 Mapped at 3	Ability to train and develop themselves and others in the achievement of organizational goals, contributing effectively to a legal environment is only possible by industrial relations.
CO4 & PO1 Mapped at 2	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business with labor welfare to provide safety and security.
CO4 & PO2 Mapped at 1	Labor Laws related issues would be delivered through case studies and projects to foster analytical and critical thinking abilities for data-based decision making.
CO4 & PO3 Mapped at 1	Implementation of new ways regarding legislation provisions to build up team work.
CO4 & PO4 Mapped at 2	Understanding the expected legislation provisions and communicate in the business world globally is important as well as economic, legal and ethical aspects of business are very important.
CO4 & PO5 Mapped at 1	To read, write the various Legal case studies to improve the qualities in labor welfare and industrial relations which lead to produce best business literature.

CO4 & PO6 Mapped at 3	Understand the expected environment in business world and Familiarizing, analyzing and applying role of industrial relations in employee motivation and satisfaction.
CO5& PO1 Mapped at 2	Managers apply the knowledge of Labor welfare facilities and theories and practices to solve problems of social security. So highly aligned.
CO5 & PO2 Mapped at 1	HR managers as leaders need to Foster analytical and critical thinking abilities for decision making for providing working conditions.
CO5 & PO3 Mapped at 1	HR managers as leaders need to Learn new legal provisions with ease and be productive at all times with relation to maturity benefits and social safety.
CO5 & PO4 Mapped at 2	Highly aligned as The awareness of identification of issues and challenges in the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business for the better compensation.
CO5 & PO5 Mapped at 1	The various labor law cases and practical problems should be recorded to provide experience to next generation to aware related to wages.
CO5 & PO6 Mapped at 3	It highly aligned. Health, safety and welfare is very important to produce great outcomes of business. It is essential for managers to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Mapped by: Dr. B.R. Patil , YMIM, Karad	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	307 Open	Digital Marketing	
Type	Credits	Evaluation	Marks
Open	2	IE	IE= 100
Learning Objectives:			
<ul style="list-style-type: none"> To introduce students to the fundamental concepts of Digital marketing To make students aware about changing consumer behavior in the digital world To give understanding of formulation digital marketing strategy To introduce students with various digital marketing platforms To introduce students with digital marketing analytics To introduce students with the concept of E-CRM 			
Learning Outcomes:			
<ul style="list-style-type: none"> Students will able to understand the concepts of Digital marketing Students will able to know the consumer behavior in the digital world Students will able to plan digital marketing strategy Students will able to understand significance of various digital marketing platforms for digital marketing Students will able to understand and use CRM in digital marketing 			

Lesson Plan

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
Common (as mentioned in the syllabus)	Common	Common	As per individual faculty discretion	Common	As per individual faculty discretion
5	Introduction to Digital Marketing : Introduction, Nature, scope and significance of digital marketing. Difference between traditional marketing and digital marketing. Digital marketing platforms. Digital Marketing Era and the way forwards	CO307.1		Understand	
5	Digital Consumer: Understanding Consumer behavior in digital world. Marketing Funnel. Digital marketing funnel. The digital revolution in India. Understanding the digital business. STP for digital marketing. Concept of	CO307.2		Understand	

	Online marketing Mix.				
5	Digital marketing Strategy: How to create effective digital marketing strategy, digital marketing planning- Strategy, Goal, Action. Digital marketing channels.	CO307.3		Apply	
5	Digital marketing Platforms: Search Engine Optimization (SEO) Concept, Significance, Optimizing website, On Page Optimization, Off Page Optimization. Introduction to SEM, introduction to E mail Marketing , Mobile Marketing, content marketing, affiliate marketing, social media marketing	CO307.3		Evaluate	
5	Digital marketing analytics : Introduction to digital marketing analytics, difference between why digital marketing analytics, what is DMA, digital marketing analyst. Tools for digital marketing analytics.	CO307.4		Analyse	
5	CRM : Concept, significance, e-CRM, difference between CRM and e-CRM., Tools for CRM, Mobile Apps for CRM	CO307.5		Create	

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO307.1	3	3	3	2	-	1
CO307.2	2	3	2	2	2	3
CO307.3	1	2	3	3	1	2
CO307.4	1	2	3	3	2	3
CO307.5	1	2	3	3	1	3
CO (Average)	1.6	2.4	2.8	2.6	1.2	2.4
CO (Rounded Off)	2	2	3	3	1	2

1- Low, 2- Medium, 3- High, If no correlation, put 0

(Rationale in Appendix)

Evaluation

Internal Evaluation
Total-100%

Assessment Mapping

Parameter	Marks	CO307.1	CO307.2	CO307.3	CO307.4	CO307.5
Attendance	10	2	2	2	2	2
Case Study Discussion	15	2	2	4	3	4
Class Test	10	2	2	2	2	2
Field Assignments / Projects	20		3	4	6	7
Presentation	15	2	3	4	3	3
Internal End Term Exam	30	4	4	8	6	8
Internal (100 Marks)	100					

Evaluation

Internal Evaluation
Total-100%

Assessment Mapping (CDOE Students)

Parameter	Marks	307CO1	307CO2	307CO3	307CO4	307CO5
Attendance	10	2	2	2	2	2
Online Case Study	15	2	2	4	3	4
Online Assignment	10	2	2	2	2	2
Online Business Plan	20		3	4	6	7
Online Quiz	10	2	2	2	2	2

Online Presentations	15	2	3	4	3	3
Online Test	20	3	3	5	4	5
Internal (100 Marks)	100					

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	RPrasad	Digital Marketing		
2 – National	SameerKulkarni	Virtual Marketing		
3 – National	:Vandana Ahuja (Oxford Universitypress	Digital Marketing		
4 – International	Arnold, etal	Web Marketing		
5 – International	Philip Kotler, HermawanKartajaya, Iw	Marketing 4.0: Moving from Traditional to Digital		
6 – International	Ryan Deiss, Russ Henneberry	Digital Marketing For Dummies		Wiley Publication

Online Resources:

Online Resources No	Web site address
1	https://neilpatel.com/what-is-digital-marketing/
2	https://www.digitalmarketer.com/digital-marketing/

MOOCs:

Resources No	Web site address
1	https://learndigital.withgoogle.com/digitalunlocked/certificationhttps://www.coursera.org/specializations/digital-marketing#courses

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO307.1 & PO1 Mapped at 3	Once the concepts are clear it can be used to solve the business problems
CO307.1 & PO2	Conceptual clarity will lead to improving analytical and critical thinking abilities

Mapped at 3	based on the available data.
CO307.1 & PO3 Mapped at 3	Strong fundamental knowledge helps to learn and adapt to new technologies with ease resulting in sustainable development.
CO307.1 & PO4 Mapped at 2	It helps to comprehend and relate easily with other aspects of business.
CO307.1 & PO5 Mapped at -	It is difficult to contribute to business literature without the application of the knowledge acquired.
CO307.1 & PO6 Mapped at 1	Understanding of concepts alone will not lead to notable contribution to achieve organizational goals
CO307.2 & PO1 Mapped at 2	Understanding of management theories and practices will help to know how the consumers may behave in the digital world.
CO307.2 & PO2 Mapped at 3	Various consumer behavior theories may be applied based upon the past data by critical analysis.
CO307.2 & PO3 Mapped at 2	A strong consumer behavior study will lead to come up with new technologies resulting in more productivity.
CO307.2 & PO4 Mapped at 2	If the approach is consumer centric it becomes easy to align and communicate the consumer preferences with respect to economic, legal and ethical aspects of business
CO307.2 & PO5 Mapped at 2	The best consumer behavior practices of a particular target area / segment may be propagated to other markets by contributing by way of speaking, writing in business magazines etc.
CO307.2 & PO6 Mapped at 3	It is easy to retain a happy consumer as it takes four times more effort to acquire a new one. A deep understanding of consumer behavior will lead to self-motivation, happy team and positive results for the organization.
CO307.3 & PO1 Mapped at 1	It is difficult to formulate strategies based upon theoretical knowledge alone.
CO307.3 & PO2 Mapped at 2	Analytical and critical thinking abilities may be useful to formulate strategies but the bases of the current available data, if not known may lead to ineffective strategies.
CO307.3 & PO3 Mapped at 3	Learning new technologies and applying them will save a lot of energy and resources resulting in good business.
CO307.3 & PO4 Mapped at 3	Having a thorough understanding of the business environment and empathy towards the consumers helps to achieving a long term and ethical business relationship.
CO307.3 & PO5 Mapped at 1	Consumers come from various backgrounds, preferences etc. Therefore, the information, even if shared on different domains may not yield the desired output.
CO307.3 & PO6 Mapped at 2	The consumers are always on the lookout of something new, if the strategies of the organization and the intent of the consumers match, only then the organizational goals are fulfilled.
CO307.4 & PO1 Mapped at 1	Basic knowledge of management theories may not be sufficient to understand the significance of the vibrant digital marketing platforms.
CO307.4 & PO2 Mapped at 2	Understanding the importance of digital marketing platforms gives a clear direction to critically think and take decisions based upon the data available.
CO307.4 & PO3 Mapped at 3	Thorough understanding of the significance of the various digital marketing platforms helps to learn new technologies with ease and to be productive at all times.
CO307.4 & PO4 Mapped at 3	In depth understanding of the digital marketing platforms helps to quantify and formulate strategies encompassing global economic, legal and ethical aspects of business.
CO307.4 & PO5 Mapped at 2	The significance of the various digital marketing platforms if propagated through business literature may help to reach out to large masses.
CO307.4 & PO6 Mapped at 3	A knowledgeable and passionate marketer will always contribute effectively in a team resulting in setting benchmarks and reaching organizational goals.
CO307.5 & PO1 Mapped at 1	Having theoretical knowledge alone may not be sufficient to put into use the CRM in digital marketing.
CO307.5 & PO2 Mapped at 2	As understanding of the CRM market dynamics is essential to succeed, analytical and critical thinking abilities may serve the purpose.
CO307.5 & PO3	Effective usage of CRM is the buzzword today. It is possible for those who learn

Mapped at 3	new technologies easily. It helps the organization to reach its goals.
CO307.5 & PO4 Mapped at 3	The usage of CRM in digital marketing with thorough understanding of economic, legal and ethical aspects of business communicated globally will result in profitable business.
CO307.5 & PO5 Mapped at 1	Digital marketing being relatively new compared to other school of thoughts, by reading, writing and contributing to business literature may not lead to substantial share of business.
CO307.5 & PO6 Mapped at 3	Usage of CRM in digital marketing by self-lead individuals has a positive effect on the team and the organization is bound to excel.

Mapped by: Venkatesh Kanthaswamy,	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	307 Open	Corporate Taxation	
Type	Credits	Evaluation	Marks
Open	2	IE	IE=100
Course Objectives:			
<ul style="list-style-type: none"> To introduce and orient the students with the definition and underlying provisions of Direct tax law and To develop broad understanding of the tax laws and accepted practices. To make them understood regarding practical aspects of tax planning as an important managerial decision making process. 			
Learning Outcomes:			
<ul style="list-style-type: none"> Understand various basic concepts/ terminologies related Taxation Calculation of Income under differential head of income Understand Basic concepts for taxation of companies Design/ Develop / Create tax saving plan. Explain how tax planning can be done Illustrate how online filling of various forms and returns can be done 			

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO307.1	3	2	3	3	1	1
CO307.2	3	3	1	3	1	2
CO307.3	3	2	1	1	-	2
CO307.4	3	2	-	3	1	3
CO307.5	3	2	-	3	-	2
CO307.6	3	2	3	2	-	3

1- Low, 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals:100%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation/ Attendance	10	2	2	1.5	1.5	1.5	1.5
Live project club activity	5		3				2
Case study discussion	10		2.5		2.5	2.5	2.5
Assignments/ Projects	5	3		2			
Internal Mid Term Exam	20	3.5	5.5	3.5	4	3.5	
End Term Internal Exam	50	7	10	8	10	10	5

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dr. V. K. Singhaniya	Corporate Tax planning and Business Tax Procedures*		, Taxman Publications New Delhi.
2 – National	Ahuja Girish, Gupta Ravi,	, =Simplified Approach to Corporate Tax planning and Management*		Bharat Law House Pvt. Ltd. New Delhi.
3 – National	Nitin Vashisht and B.B. Lal	Direct Taxes: Income Tax ,and Tax planning*,		Pearson Education
4 – International	Alex Easson	Tax Incentives for Foreign Direct Investment		(Kluwer Law Internation).

5– International	Daniel Q. Posin	Corporate tax planning		(Little Brown & Company, London)
6– International	Christiana HJI Panayi	Double Taxation, Tax Treaties, Treaty Shopping		(Kluwer Law International).

Online Resources:

Online Resources No	Web site address
1	https://www.investopedia.com/terms/c/corporatetax.asp
2	https://cleartax.in/s/corporate-tax
3	https://www.lexisnexis.com/uk/lexispsl/tax/document/393773/55KG-S061-F18C-V2X4-00000-00/Basic_principles_of_corporation_tax_overview

MOOCs:

Resources No	Web site address
1	www.coursera.org
2	www.classcentral.com
3	alison.com
4	www.edx.org

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is possible only if managers understand basic concepts of taxation.
CO1 & PO 2 Mapped at 2	Understanding terminologies related taxation concepts would be delivered through case studies and projects to foster analytical and critical thinking abilities for data-based decision making but is possible to a limited extent.
CO1 & PO 3 Mapped at 3	Helps to understand how individuals within organizations learn and cope with change to be productive.
CO1 & PO 4 Mapped at 3	Understand, analyze basic concept of tax is communicate in the business world globally is important
CO1 & PO5 Mapped at 1	Understand basic concept of tax in business world can lead to Read, write, and contribute to Business literature is aligned very low as writing and contributing to business literature is not a necessary outcome
CO1 & PO6 Mapped at 1	Understand the concept of tax in the business world and PO 6 are highly aligned as CO 1 delineates the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO2 & PO1 Mapped at 3	Calculation of Income under different head is possible only if managers apply the knowledge of management theories and practices to solve business problems. So highly aligned.

CO2& PO2 Mapped at 3	Entrepreneurs / corporate / managers as leaders need to Foster analytical and critical thinking abilities for data-based decision making.
CO2& PO3 Mapped at 1	Entrepreneurs / corporate / managers as leaders need to Learn new technologies with ease and be always productive, but that is out of the scope of this course.
CO2& PO4 Mapped at 3	Highly aligned as the calculation of income, results in the ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
CO2& PO5 Mapped at 1	Calculation of income under different heads do not require necessarily to Read, write, and contribute to Business literature. However, there exists research opportunity in this area of study. Therefore, it is mapped at 1.
CO2& PO6 Mapped at 2	Calculation of income under different head lead to themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO3 & PO1 Mapped at 3	To understand basic concepts for taxation of companies, only when the application of the knowledge of management theories and practices to solve business problems is possible only when skills are developed.
CO3 & PO2 Mapped at 2	Foster analytical and critical thinking abilities for data-based decision making. Understanding of basic concepts of tax can be inculcated to foster analytical and critical thinking abilities through case studies and projects for data-based decision making.
CO3 & PO3 Mapped at 1	Learning new technologies to be productive is possible only if students understand basic concept of tax to develop new skills but since it depends on many other variables the alignment is moderate.
CO3 & PO4 Mapped at 1	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is weakly aligned with Basic concepts of company tax
CO3 & PO5 Mapped at -	Read, write, and contribute to Business literature is not aligned with. Understand basic concepts of taxation of companies.
CO3 & PO6 Mapped at 2	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is only possible by understand basic concepts of company taxation.
CO4 & PO1 Mapped at 3	Apply the knowledge of management theories and practices to solve taxation issues are very important hence highly aligned.
CO4 & PO2 Mapped at 2	To develop tax saving plan able to master over them and analytical and critical thinking abilities for data-based decision making.
CO4 & PO3 Mapped at -	To design / develop tax saving plan is not aligned with Learn new technologies with ease and be productive at all times
CO4 & PO4 Mapped at 3	Create tax saving plan are important to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO4 & PO5 Mapped at 1	To develop tax saving plan is not aligned with Read, write, and contribute to Business literature.
CO4& PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible only develop tax saving plan.
CO5 & PO1 Mapped at 3	Apply the knowledge of management theories and practices required for tax planning very important hence highly aligned.

CO5 & PO2 Mapped at 2	To develop tax plan able to master over them and analytical and critical thinking abilities for data-based decision making.
CO5 & PO3 Mapped at -	To explain tax plan is not aligned with Learn new technologies with ease and be always productive
CO5 & PO4 Mapped at 3	To explain tax plan are important to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO5 & PO5 Mapped at -	Tax planning is not directly aligned with Reading, writing, and contributing to Business literature.
CO5& PO6 Mapped at 2	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible only tax plan done.
CO6 & PO1 Mapped at 3	Apply the knowledge of management theories and practices required for filling online various forms & ITR is very important hence highly aligned.
CO6 & PO2 Mapped at 2	To online filling of various forms required analytical and critical thinking abilities for data-based decision making.
CO6 & PO3 Mapped at 3	To online filling of various forms is most aligned with Learn new technologies with ease and be always productive
CO6 & PO4 Mapped at 2	To filling various online tax related form required to understand, analyze, and communicate global, economic, legal and ethical aspects of business.
CO6 & PO5 Mapped at -	To filling various online form with Read, write, and contribute to Business literature are not totally aligned.
CO6& PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible only while online filling of various forms & return.

Mapped by: Prof. Aakash Yadav	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	307 Open	Cross Cultural Issues and International HRM	
Type	Credits	Evaluation	Marks
Open	2	IE	IE = 100
Course Objectives:			
<ul style="list-style-type: none"> • Understand approaches to international operations • Explain the process of Global staffing • Define training and development and compensation issues. • Discuss international industrial relations. • Elaborate issues related to cultural diversity • Understand business practices in various countries. 			
Course Outcomes:			
After completion of course, student will able to <ol style="list-style-type: none"> 1. Explain concepts related to approaches to international operations. 2. Explain the various aspects global staffing 3. Contribute in the process of training and compensation. 4. Describe issues related to international industrial relations 5. Handle the issues related to Cultural Diversity 6. Explain business practices in various countries 			

Lesson Plan

Unit No	Unit Details	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Cross National HRM: Purpose, Macro influences on HRM systems, Approaches to international operations-The ethnocentric approach, polycentric approach, geocentric approach	5	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Global Staffing Practices Approach to multinational staffing global staffing practices Expatriation and repatriation-selection of Expatriates, barriers to expatriation.	5	CO 2	Lecture with Ppts Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Training Development and Compensation Issues Training & Development for expatriation and repatriation Global compensation practices-compensation for expatriates, Social security schemes in different countries.	5	CO 3	Lecture with PPTs Case Study	Understand and Analyze	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions
4	International Industrial Relations International industrial relations practices Impact of	5	CO4	Lectures with PPTs Group Activity	Evaluate Analyze	Group Activity End Term

	globalization on IR, Comparative study of IR in some countries			Video Cases		Exam: Short case and situation based questions
5	Cultural Diversity Understanding cultural diversity Managing cultural diversity Understanding cultural- Hofstede's theory and Trompenaars theories, Communication across various cultures, Cross cultural Negotiation.	5	CO5	Lecture Case Activity	Analyze	Case Presentation Activity End Term: Theory Applied
6	Business Practices In Various Countries Business practices and approaches of European countries, china and Japan and USA	5	CO6	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO307.1	2	1	-	3	1	2
CO307.2	1	2	-	3	-	1
CO307.3	2	-	-	3	-	2
CO307.4	1	-	-	1	-	3
CO307.5	2	1	-	2	-	2
CO 307.6	2	-	2	2	1	2

1- Low, 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals (CES- Continuous Evaluation): 100%

Internals (CES- Continuous Evaluation) Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project club activity	5	3		2	
Case study discussion	10	2.5	2.5	2.5	2.5
Assignments/ Projects	5		2	3	
Internal End Term Exam	20	5.5	5.5	4.5	4.5
Internal	50	13.5	12.5	14.5	9.5
End Term (Univ)	50				

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Bhatia S.K.	International Human Resource Management-A Global Perspective,	2007	Deep and Deep Publication
2 – National	Bhatia S.K. and Poonam Choudhary	Managing cultural Diversity in Globalization,	2003	Deep and Deep Publication
3–International	Mello Jeffery,	Strategic Human Resource Management,	2015	Thomson Publication
4–International	Dowling Welch,	International HRM-Managing People in International Context,	2004	Thomson Learning,South Western Publication

Online Resources:

Online Resources No	Web site address
1	https://kelleyflores.weebly.com/approaches.html
2	https://resources.workable.com/international-recruitment-policy
3	https://www.simplilearn.com/best-practices-for-training-global-employees-article
4	https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/key-steps-for-better-training-development-programs.aspx
5	https://renascencetalent.com/Pages/blog_details/8
6	https://www.worldatwork.org/docs/research-and-surveys/e157963gp04.pdf

MOOCs:

Resources No	Web site address
1	https://alison.com/course/international-and-strategic-human-resource-management
2	https://www.coursera.org/courses?query=hr
3	https://www.onlinestudies.com/Certificate/International-Human-Resource-Management/

Appendix:**Rationale for Mapping Program Outcomes and Course Outcomes:**

CO1 & PO1 Mapped at 2	Understanding different approaches to international operations allows students and professionals to make informed strategic decisions when it comes to expanding or operating in international markets. They can apply relevant management theories to assess the risks and opportunities associated with each approach.
CO1 & PO 2 Mapped at 1	Understanding various approaches to international operations requires critical thinking. It involves evaluating the advantages and disadvantages of each approach, considering market conditions, and making informed decisions. This process hones analytical thinking skills.
CO1 & PO 3 Mapped Nil	Explaining concept is not directly contributing in learning new technologies so it is mapped Nil
CO1 & PO 4 Mapped at 3	Concepts related to international operations often touch upon cultural aspects. Analyzing and understanding these cultural differences is crucial for successful global business. It involves understanding communication styles, consumer behavior, and cultural norms. Different countries have varying legal requirements. Analyzing and understanding international operations approaches in the context of legal aspects ensures compliance with local regulations. This is crucial to avoid legal issues and penalties.
CO1 & PO5 Mapped at 1	Explain concept and approaches to international operations alignment is low in contributing to business literature
CO1 & PO6 Mapped at 2	Explain concept and approaches to international operations alignment contributing medium in achieving organizational goal.
CO2 & PO1 Mapped at 1	Explain the various aspects global staffing ability is contributing low in application of concept and theories to solve business problem
CO2& PO2	Global staffing aspects moderately contributing to fostering analytical thinking

Mapped at 2	
CO2& PO3 Mapped at Nil	Explain the various aspects global staffing ability is not contributing in learning new technologies
CO2& PO4 Mapped at 3	Ability to explain the various aspects global staffing is highly contributing in understanding, analyzing global economic as well as legal aspects of international business.
CO2& PO5 Mapped at Nil	Ability to explain the various aspects global staffing is not directly contributing in writing business literature
CO2& PO6 Mapped at 1	Ability to explain aspects of global staffing contributing very less in team work.
CO3 & PO1 Mapped at 2	Contribute in the process of training and compensation is application of HR knowledge to solve business HR problem so it is mapped at average
CO3 & PO2 Mapped at Nil	Contribute in the process of training and compensation in not contributing in to analytical thinking so it is mapped Nil
CO3 & PO3 Mapped at Nil	Contribute in the process of training and compensation is not directly contributing to learning new technologies so mapped at Nil
CO3 & PO4 Mapped at 3	Contribute in the process of training and compensation is highly related with to understand analyze global legal and ethical issues so mapped at High
CO3 & PO5 Mapped at Nil	Ability to Contribute in the process of training and compensation is not contributing to literature of business so mapped at Nil
CO3 & PO6 Mapped at 2	Ability to Contribute in the process of training and compensation is contributing moderately in achieve organization goal.
CO4 & PO1 Mapped at 1	Describe issues related to international industrial relations is mapped low as it is contributing in applying IR Knowledge to solve trade union issues.
CO4 & PO2 Mapped at Nil	Describing issues related to international industrial relations is not directly contributing to achieve analytical thinking and data based decision.
CO4 & PO3 Mapped at Nil	Describing issues related to international industrial relations is mapped at Nil. IR knowledge is not contributing to new technologies.
CO4 & PO4 Mapped at 1	Describing issues related to international industrial relations is mapped at low. It contribute in understanding IR legal issues.
CO4 & PO5 Mapped at Nil	Describing issues related to international industrial relations is not directly contributing in writing business literature.
CO4& PO6 Mapped at 3	Describing issues related to international industrial relations is contributing high in organization goal and creating team environment.
CO5 & PO1 Mapped at 2	Ability to handle the issues related to Cultural Diversity is mapped at medium in application of cultural uses and problem
CO5 & PO2 Mapped at 1	Ability to handle the issues related to Cultural Diversity is fostering analytical thinking at low in issues related to international business decisions.

CO5 & PO3 Mapped at Nil	Learning new technologies and Ability to handle the issues related to Cultural Diversity is not related so mapped at Nil
CO5 & PO4 Mapped at 2	Ability to handle the issues related to Cultural Diversity contribute to understand global issues
CO5 & PO5 Mapped at Nil	Business literature and Ability to handle the issues related to Cultural Diversity mapped at Nil as there is no relation.
CO5& PO6 Mapped at 2	Achievement of business goals and contributing effectively to team environment moderately depends upon ability to handle the issues related to Cultural Diversity
CO6 & PO1 Mapped at 2	Explaining business practices in various countries contributes in the competencies of managers in the application to solve business problems at moderate level
CO6 & PO2 Mapped at Nil	No relation of analytical and critical thinking based decisions and ability of explaining business practices in various countries.
CO6 & PO3 Mapped at 2	Global business practices in various countries are implementing new technologies for improving business performance
CO6 & PO4 Mapped at 2	Explaining ability of business practices in various countries helps in understanding global issues pertaining to economy, law and ethics
CO6 & PO5 Mapped at 1	Ability to explain business practices in various countries contributes low in business literature
CO6& PO6 Mapped at 2	Understanding and ability of explain business practices in various countries contributes to lead themselves to achieve organization goals and team work .Particularly developing conducive. work environment in the cross cultural teams

Mapped by: Dr. Sachin Ayarekar, IMED,Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	CourseCode	CourseTitle	
III	307 Open	Artificial Intelligence in HR Practices	
Type	Credits	Evaluation	Marks
Open	02	IE	IE = 100
CourseObjectives:			
<ul style="list-style-type: none"> To develop the skills and knowledge needed to manage the complexity that comes from a more artificial intelligence driven world and explore how AI technology can be used to create revenue and generate business opportunities. It aims to bring you the latest thinking and up-to-date methods for AI technologies to create revenue and generate business opportunities. 			
CourseOutcomes:			
<ul style="list-style-type: none"> It gives more emphasis on hands on experience with consulting and live projects using AI tools. It will also develop the skills and knowledge needed to manage the complexity that comes from a more artificial intelligence driven world and explore how AI technology can be used to create revenue and generate business opportunities 			

Lesson Plan

unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Definition, Meaning, Scope of Artificial Intelligence, approaches of artificial Intelligence, reasons/purpose of Artificial Intelligence in HR Limitations of AI Points to consider in deploying AI in HR	5	CO 1	Lecture with Ppts	Understand	Assignments, End Term Internals: Short Answers
2	Tactical HRIS (T-HRIS), Applications of AI in HR, Deploying AI in HR, Challenges of AI in Human Resource Management, Impact of Artificial Intelligence on HR practices, Barriers to adopting AI in HR	5	CO 1	Lecture with Ppts Case Study	Understand	Assignments, Case Study, Newspaper Article End Term: Applied Questions
3	Role of Artificial Intelligence in recruitment, Types of Artificial Intelligence Hiring Bias, benefits/advantages of using AI in recruitment.	5	CO 2	Lecture with PPTs Case Study Live project	Analyse	Assignments, Case Study with Presentations End Term Exams: Case

	The Role of Artificial Intelligence in Training, Learning and Development, benefits of AI in corporate training and development, Machine Learning (ML), Types of Machine Learning					based Questions/Applied Questions
4	Scope of Artificial Intelligence in Performance Management , Role of AI in Performance Management, advantages & disadvantages of using AI in performance reviews,	5	CO1	Lectures with PPTs Case Studies	Evaluate	Assignments, Exam: Short case and situation based questions
5	Artificial Intelligence and Compensation Management, impact of Artificial Intelligence on workers Compensation, Artificial Intelligence into Pay Decisions, Future of AI in Compensation	5	CO 2	Lecture with PPTs	Analyze , Evaluate	Assignments, Presentation Activity End Term: Theory Applied
6	The Impact of Artificial Intelligence on the Labor Market: Globally, New Job Structures, Labor Relations. Impact on the Organization of Work.	5	CO 2	Lectures with PPTs Case Studies Live project	Analyze, Evaluate	Assignments, Activity End Term: Theory Applied

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	3	1	1	3
CO2	2	2	3	2	1	3
CO	2	2	3	2	1	3

1- Low , 2- Medium, 3- High, If no correlation, put '- '

(Rationale in Appendix)

Evaluation

Internals: 100%

Total : 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2
Class Participation/ Attendance	10	2.5	2.5
Live project club activity	20	10	10
Case study discussion	10	5	5
Assignments/ Projects	10	5	5
Internal End Term Exam	50	25	25
Internal	100	50	50

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Dr. Gerlind Wisskirchen	How Artificial Intelligence impacts labour and management	2018	
2	Agarwal, A., Gans, J., and Goldfarb, A	Rediction Machines: The simple economics of Artificial Intelligence	2018	Harward Buwsiness Review Press
3	Forster, E.M	The Machine Stops	2011	London: Penguin Books
4	Davidov, Guy.	A Purposive Approach to Labour Law,	2016	Oxford University Press
5	Deakin, Simon; Morris, Gillian	Labour Law, 4th ed	2005	Hart Publishing.
6	Stefan Strohmeier	Handbook of Research on Artificial Intelligence in HRM	2022	Saarland University, Germany

7	Vikas Garg, Richa Goel	Handbook of Research on Innovative Management Using AI in Industry 5.0	2022	www.igi-global.com
8	Ben Eubanks	Artificial Intelligence for HR use AI to Support and Develop a Successful		https://www.koganpage.com/product/artificial-
9	Tom Taulli	Artificial Intelligence Basics: A Non-Technical Introduction	2021	https://play.google.com/store/audiobooks/details?id=A
10	K.R. Chowdhary	Fundamentals of Artificial Intelligence	2020	Springer

Online Resources:

Online Resources No	Website address
1.	https://www.imercer.com/uploads/common/HTML/LandingPages/Analytical Hub/june2019-mercer-2019-global-performance-management-survey-
2.	https://hbr.org/2011/11/delivering-an-effective-perfor
3.	https://www.perlego.com/book/1589573/artificial-intelligence-for-hr-use-ai-to-support-and-develop-a-successful-workforce-pdf

MOOCs:

Sr.No.	Website address
1	https://www.upgrad.com/machine-learning-ai-pgd-iiitb/?utm_source=GOOGLE&utm_medium=NBSEARCH&utm_campaign=IND_ACQ_WEB_GOOGLE_NBSEARCH_DV_IIITB_EML_HIT_ROI&utm_content=AI_ML_Courses&utm_term=learn%20ai%20ml&gclid=Cj0
2	https://sl-onlinetraining.wharton.upenn.edu/ai-program-for-decision-making?utm_source=google&utm_medium=cpc&utm_te
3	https://oorwin.com/?gclid=CjwKCAjw4ayUBhA4EiwATWYBrEQOBcPrck68Oikzz-4Q3I-56snJqzHPdkpBNuOCpLli8aoI3mewRoC7r8QAvD_BwE

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	The emphasis on hands-on experience with consulting and live projects using AI tools complements the application of management theories and practices to address real-world business challenges. This gives students a practical exposure to AI tools not only enhances technical skills but also enriches the ability to utilize management principles effectively in solving complex business problems, bridging the gap between theory and practical application in the business landscape.
CO1 & PO 2 Mapped at 2	Students will get hands-on experience through consulting and live projects utilizing AI tools, individuals actively cultivate and enhance their analytical and critical thinking abilities essential for data-based decision making. The practical engagement with AI tools not only amplifies technical proficiency but also instills a data-centric mindset, enabling individuals to confidently and effectively make informed decisions while navigating and resolving intricate challenges in today's data-driven business landscape.
CO1 & PO 3 Mapped at 3	By prioritizing hands-on experience through consulting and live projects involving AI tools, students are better equipped to swiftly adapt to and excel in new technologies, ensuring continuous and sustainable productivity.
CO1 & PO 4 Mapped at 2	Prioritizing hands-on experience through consulting and live projects involving AI tools not only enhances technical skills but also cultivates a comprehensive grasp of the global, economic, legal, and ethical facets of the business environment. The practical exposure to AI tools equips individuals with not only technical proficiency but also the capacity to analyze and effectively convey the broader framework within which businesses function, thereby fostering a well-rounded perspective on the intricate dimensions of the business world.
CO1 & PO5 Mapped at 1	Placing a strong prominence on hands-on experience with accessing and live projects involving AI tools complements the ability to engage with and contribute to the body of Business literature.
CO1 & PO6 Mapped at 3	Students not only boosts technical proficiency but also cultivates leadership skills, enabling individuals to play pivotal roles in team environments and contribute significantly to the realization of organizational goals.
CO2 & PO1 Mapped at 3	It will help students to develop skills and knowledge to navigate the complexities of an AI-driven world and leverage AI for business opportunities aligns closely with the application of management theories and practices to address real-world business challenges.
CO2& PO2 Mapped at 3	Students are engage with AI technology, they not only enhance their technical expertise but also cultivate the capacity to think analytically and critically, enabling them to make data-informed decisions, tackle complex challenges, and capitalize on opportunities in the rapidly evolving business
CO2& PO3 Mapped at 2	The process of acquiring the skills and knowledge necessary to navigate the complexities of an AI-driven world and harness AI for business opportunities inherently fosters an environment of adaptability and Agility. By engaging with AI technology, students not only enhance their technical abilities but also develop a mindset that enables them to learn new technologies with ease, ensuring continuous productivity in a dynamic technological landscape
CO2& PO4 Mapped at 3	The development of skills and knowledge required to navigate the intricacies of an AI-driven world and harness AI technology for business opportunities is closely interconnected with the ability to comprehend, analyze, and effectively communicate the global, economic, legal, and ethical dimensions of business.
CO2& PO5	This develops skills and knowledge to navigate the complexities of an AI-driven

Mapped at -	world and harness AI for revenue generation also fosters a deeper engagement with Business literature. Students gain expertise in AI applications, they are better positioned to actively participate in the discourse of Business literature, contributing to a richer understanding of the evolving business landscape and fostering innovation at the intersection of AI and business practices.
CO2& PO6 Mapped at 3	Gaining expertise in managing the intricacies of an AI-driven world and harnessing AI technology for revenue generation and business opportunities equips students with not only technical proficiency but also cultivates leadership capabilities, enabling individuals to guide both themselves and others effectively within a team environment, contributing to the attainment of organizational objectives and fostering innovation.

Mapped by: Dr. Rahul N. Manjare , AKIMSS, Solapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course	
III	307 Open	Indian Culture	
Type	Credits	Evaluation	Marks
Open	2	IE	IE = 100
Course Objectives:			
<ul style="list-style-type: none"> To study stage wise development of Civilization To understand morals and ethics and cultural development laying foundation for progression of cultural history. To understand Pre – and proto – historic cultures. 			
Learning Outcomes:			
<ul style="list-style-type: none"> Understanding Religious movements in the sixth and fifth centuries. Understanding Evolution of Indian society. Understanding Indian polity and Economic life. 			

Lesson Plan

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
4	Meaning and process of culture; Sources – Archaeology, Literature. Elements of Culture, concept of Indianness and value system. Relation between culture and civilization	CO1	Case Study	Knowledge	IE
5	Historiography and approaches to the study of Indian Culture Stereotypes, Objectivity and Bias, Imperialist, Nationalist, Marxist and Subaltern. Heritage of India and world's debt to Indian Culture	CO2	Oral Questions	Comprehension	IE
6	Pre – and proto – historic cultures- Indus Civilization – Origin, extent, date, art, architecture, religion, society, economy. Stone age cultures, Protohistoric cultures, Harappan Culture, Vedic culture, Mauryan period, Gupta period, Early Medieval Period, Sultanate Period, Mughal Period.	CO3	Flipped Classroom	Knowledge	IE
	Religious movements in the sixth and fifth centuries: Buddhism and Jainism; Social and economic changes; Impact of Persian and Greek invasions; Role of Mauryan empire in Indian cultural unification; Asoka	CO4	Presentations	application	IE

	– his edicts and Dhamma; Mauryan art, polity and economy; Sangam age Society and economy.				
6	Evolution of Indian society- Varnasrama Dharma; Caste system, Asramas, Purushartas, Samsakaras, family, education, position of women, Parda system, Sati, slavery, untouchability, Festivals and pastimes; Legal Institutions sources of Hindu Law, Proprietary rights, succession, judicial procedure, attempts at social reforms in medieval and modern times	CO5	Group Discussion	analysis	IE
4	Indian polity and Economic life – nature of State, kingship, republics, and local self – government, inter State relations; taxation; Economic life – agriculture, trade, commerce, industries, guilds, urbanisation, towns and cities.	CO6	Debate	knowledge	IE

CO-PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	-	-	-	-	2
CO2	-	-	-	-	2	-
CO3	3	-	-	-	-	-
CO4	-	-	-	2	-	-
CO5	-	-	-	1	2	-
CO6	-	-	-	2	1	3

1- Low , 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internal+ External Assessment

Total-100%

Assessment Mapping

Total marks: 100

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Midterm	15	2.5	2.5	2.5	2.5	2.5	2.5
Endterm	15	2.5	2.5	2.5	2.5	2.5	2.5
Attendance	10						
CES	10	1.5	2	2	1.5	1.5	1.5
Internal (50marks)	50						
End Term (50 marks Univ) Viva	50	Viva					

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	J.L.Mehta, Sarita mehta	History of Ancient India	2012	
2	Shastri K. A. Nilakanth	History of India Part I – Ancient India		
3	R.C.Majumdar, H.C. Raychaudhari, Kalikinkar	An Advanced History of India	2020	
4	Kosambi D. D.	The culture and civilization of ancient India	1975	
5	Kosambi D. D.	An introduction to study of Indian History 1975	1975	
6	Sharma R. S.	Aspect of political ideas and institution in ancient India	1959	

Online Resources:

Online Resources No	Website address
1	https://www.researchgate.net/publication/339726396_A_Brief_History_of_India
2	https://www.pdfdrive.com/indian-history-books.html

MOOCs:

Resources No	Web site address
1	https://www.edx.org/course/natural-disasters
2	https://swayam.gov.in/
3	https://www.coursera.org/
4	https://nptel.ac.in/

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	It is mapped at PO1 as the concept of Indianness for understanding cultural and social problems of Business.
CO1 & PO 2 Mapped at	no correlation
CO1 & PO 3 Mapped at	no correlation
CO1 & PO 4 Mapped at	no correlation
CO1 & PO5	no correlation

Mapped at	
CO1 & PO6 Mapped at 2	Mapped at PO6 students to lead themselves and team to achieve organizational goals.
CO2 & PO1 Mapped at	no correlation
CO2 & PO2 Mapped at	no correlation
CO2 & PO3 Mapped at	no correlation
CO2 & PO4 Mapped at	no correlation
CO2 & PO5 Mapped at -2	As the understanding, evolution of Indian Society will be read, studied, which will contribute to Business Literature.
CO2 & PO6 Mapped at	no correlation
CO3 & PO1 Mapped at 3	Memorize and Apply the historic cultures which will lead in developing best Management Practices for improving culture in organization.
CO3 & PO2 Mapped at	no correlation
CO3 & PO3 Mapped at	no correlation
CO3 & PO4 Mapped at	no correlation
CO3 & PO5 Mapped at	no correlation
CO3 & PO6 Mapped at	no correlation
CO4 & PO1 Mapped at	no correlation
CO4 & PO2 Mapped at	no correlation
CO4 & PO3 Mapped at	no correlation
CO4 & PO4 Mapped at 2	Ability to understand, analyze, apply and communicate the learning from religious movements in the 6 th and 5 th centuries for improving organizational culture.
CO4 & PO5 Mapped at	no correlation
CO5 & PO1 Mapped at	no correlation
CO5 & PO2 Mapped at	no correlation
CO5 & PO3 Mapped at	no correlation
CO5 & PO4 Mapped at 1	Understand, Apply the evolution of Indian Society and Justify the learning in corporate world.
CO5 & PO5 Mapped at 2	Analyze read and apply the learning's to Business Literature which will enrich the best practices in business.
CO5 & PO6 Mapped at	no correlation
CO6 & PO1	no correlation

Mapped at	
CO6 & PO2 Mapped at	no correlation
CO6 & PO3 Mapped at	no correlation
CO6 & PO4 Mapped at 2	Mapped as to understand analyse global, economic, legal and ethical aspects of Business
CO6 & PO5 Mapped at 1	Read, understand Indian Polity and Economic life.
CO6 & PO6 Mapped at 3	Remember, read, analyse, understand the Indian Polity and Economic life and built environment for best Human Resource Practices in the organization.

Mapped by: Dr. Deepali Pisal , IMED, Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Specializations

Programme : MBA CBCS Revised Syllabusw.e.f.-Year2022 2023			
Semester	Course Code	Course Title	
III		Consumer Behavior	
Type	Credits	Evaluation	Marks
FullCredit	3	UE:IE	50:50
CourseObjectives:			
<ul style="list-style-type: none"> To understand the importance Consumer Behavior in the field of Marketing To study the environmental influences on the Consumer Behavior. To know the consumer and organizational buying decision making process. To study consumer research and its utility in Marketing Decision Making. 			
Course Outcomes:			
<ul style="list-style-type: none"> Gain a sound understanding of Consumers' Behaviour in the market-place and the concepts related to it. Analyze the business environment and understand its influence on the consumers' behavior. Identify new market segments. Understand the nitty-gritties of consumer and organizational buying decision Process Apply the knowledge of consumer behavior in devising marketing strategies,changing consumers' attitudes etc. Discuss the scope and managerial importance of consumer research and its role in designing marketing strategies. 			

Lesson Plan

Unit		Sessi ons (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluatio n Tools
1	Introduction: Introduction: Meaning and definition of consumer behavior. Importance of consumer behavior study in the field of marketing, buying roles in consumer behavior- initiator, influencer, gatekeeper, decider, buyer and user.	5	CO 1	Lecture with Ppts	Understand	Class Test
2	Individual Determinants of Consumer Behavior: Consumer Needs-	8	CO1 – CO2	Lecture with Ppts Case Study		Case Study, Article

	<p>Meaning of Consumer Needs, Maslow's Hierarchy of Needs. Motivation and Involvement</p> <p>Meaning of Motivation, Elements of Motivation, Buying Motives and its types, Positive and Negative Motivation. Involvement – Meaning and Types of Involvement, Measures of Involvement. Personality and Self-concept – Meaning of Personality, Nature of Personality. Self-concept</p> <p>Meaning of Self-concept, Components of Self-concept. Perception, Learning– Meaning of Perception, Elements of Perception. Learning - Behavioral learning theories – Theory of classical conditioning – three basic concepts emerged out of this theory: repetition, stimulus generalization, stimulus discrimination, implications of classical conditioning theory for the marketers. Theory of operant or instrumental conditioning: Types of reinforcement- positive and negative Consumer attitude–meaning of attitude, characteristics of attitude and strategies for bringing in attitudinal change.</p>			Psychometric Tools	Apply (Analyze)	Class Test: Applied Questions
3	<p>External Determinants of Consumer Behavior: Cultural influences, Sub cultural influences, Social Class influences, Social Group influences, Family influences and Personal influences on Consumer Behavior</p>	7	CO2, CO4	Lecture with PPTs Case Study	Analyze	Case Study with Presentations Class test:: Case based Questions /Applied Questions
4	<p>Consumer Buying Decision Making Process:</p>	8	CO4	Lectures with PPTs	Understand	Group Activity

	Need recognition, Information Search, Evaluation of alternatives, Purchase decision and Post Purchase behavior. Consumer Behavior Models: Howard Sheth Model, Engel-Kollat-Blackwell Model and Nicosia Model Organizational Buying Decision Process, Difference between organizational buying decision making process and consumer buying decision making process.			Group Activity Video Cases		End Term Exam: Short case and situation based questions
5	Diffusion of Innovation: Meaning of Diffusion of Innovation, Diffusion of Innovation Process, Meaning of Adoption of Innovation, Adoption of Innovation Process, Adopter categories Importance of Adoption and Diffusion of Innovation in Consumer Behavior	12	CO5	Lecture Case Activity	Analyze	Case Presentation Activity End Term: Theory Applied
6	Consumer research process – developing research objectives, collecting secondary data, designing primary research	5	CO6	Lectures with PPTs Flip Classroom	Understand	Activity End Term: Theory Applied

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COMK01.1	2	1	1	1	3	1
COMK01.2	3	1	1	1	3	1
COMK01.3	2	1	1	2	3	1
COMK01.4	1	2	1	2	3	1
CO	1	2	1	2	3	1
CO	1	2	1	2	3	1

1- Low , 2- Medium, 3- High, If no correlation, put ‘-’

(Rationale in Appendix)**Evaluation**

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project club activity	5	3		2	
Case study discussion	10	2.5	2.5	2.5	2.5
Assignments/ Projects	5		2	3	
Internal End Term Exam	20	5.5	5.5	4.5	4.5
Internal	50	13.5	12.5	14.5	9.5
End Term (Univ)	50				

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.

Reference Books

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1National	Dr. S.L. Gupta & Sumitra Pal	Consumer Behavior: An Indian Perspective Text & Cases	2 nd Edition 2014	Sultan Chand & Sons, New Delhi.
1National	Suja R. Nair	Consumer Behavior in Indian Perspective Text with Cases	2 nd Edition 2015	Himalaya Publishing House.
2National	Michael D. Hutt & Thomas W. Speh	Business Marketing Management: B2B	12 th Edition 2016	South-Western Publication.
1International	Blackwell, Miniard, Engel & Rehman	Consumer Behavior India Edition	10 th Edition 2017	Cengage Learning.
2International	Leon G. Schiffman, Joseph Wisenblit & S. Ramesh Kumar	Consumer Behavior	12 th Edition 2018	Pearson.
3International	David L. Loudon & Albert J. Della Bitta	Consumer Behavior: Concept and Applications	4 th Edition 2001	McGraw Hill Inc.

Online Resources

Online Resources No.	Website address
1	https://onlinelibrary.wiley.com/journal/14791838
2	https://www.westburn-publishers.com/journals/customer-b...
3	https://www.tandfonline.com/doi/ful
4	www.mheducation.com/hoghered/category.10366
	https://books.google.co.in/books/consumer behaviour

MOOCs:

Resources No.	Website address
1	https://onlinecourses.swayam2.ac.in/imb19_mg20/preview
2	https://onlinecourses.nptel.ac.in/noc20_mg14/preview
3	https://www.mooc-list.com/tags/consumer-behaviour
4	https://alison.com/humanities/psychology_courses/consumer behaviour
5	https://www.tandfonline.com/doi/full

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	Understand the meaning importance of consumer behavior: Students will be able to define consumer behavior and explain the significance of studying it in the field of marketing.
CO1 & PO 2 Mapped at 1	Identify the various buying roles in consumer behavior: Students will be able to distinguish between buying roles such as initiator, influencer, gatekeeper, decider, buyer, and user in consumer decision-making processes
CO1 & PO 3 Mapped at 1	Analyze the impact of buying roles on consumer behavior: Students will be able to explain how each buying role influences consumer behavior and purchase decisions
CO1 & PO 4 Mapped at 1	Apply consumer behavior concepts to marketing strategies: Students will be able to utilize their knowledge of consumer behavior to develop effective marketing strategies that align with the different buying roles.
CO1 & PO5 Mapped at 3	Enhance ethical and responsible marketing practices: Students will be able to understand the ethical implications of consumer behavior and apply responsible marketing practices that consider the well-being and interests of consumers.
CO1 & PO6 Mapped at 2	These course outcomes will equip students with a comprehensive understanding of consumer behavior and its relevance to the field of marketing, enabling them to make informed marketing decisions and contribute effectively to the industry.
CO2 & PO1 Mapped at 3	Understand consumer needs: Students will be able to explain the meaning and importance of consumer needs in the context of consumer behavior. They will have a clear understanding of Maslow's Hierarchy of Needs and its application in understanding consumer motivations and desires.
CO2& PO2 Mapped at 1	Analyze motivation and involvement: Students will understand the of and its elements such as needs, desires, and goals. They will be able to identify and differentiate between different types of buying motives that drive consumer behavior, including positive and negative motivations. Students will also understand the concept of involvement, its meaning, types, and measures
CO2& PO3 Mapped at 1	Explore personality and self-concept: Students will gain an understanding of personality and its significance in consumer behavior. They will learn about the nature personality, including traits and characteristics that influence consumer decision-making. Additionally, students will explore the of self-concept, its meaning, and the components that shape an individual's self impact on consumer behavior
CO2& PO4 Mapped at 1	Examine perception and learning: Students will understand the of perception and its influence on consumer behavior. They will learn about the different elements of perception, including sensory processes and cognitive interpretation. Additionally, students will explore of learning, specifically behavioral learning theories such as classical conditioning and operant conditioning. They will also grasp the implications of classical conditioning theory for marketers
CO2& PO5 Mapped at -3	Evaluate consumer attitudes: Students will understand meaning and characteristics of consumer attitudes. They will explore strategies for bringing about attitudinal change in consumers and understand how attitudes impact consumer behavior.
CO2& PO6 Mapped at 1	By achieving these course outcomes, students will gain a deep understanding of individual determinants of consumer behavior. They will be able to analyze and interpret consumer needs, motivations, involvement, personality, self-concept, perception, learning, and attitudes to develop effective marketing strategies. Additionally, they will equipped to identify and respond to changes in consumer attitudes and behaviors in the marketplace
CO3 & PO1 Mapped at 2	Understand cultural influences: Students will be able to explain the of culture in shaping consumer behavior. They will understand how cultural values, beliefs,, and symbols influence consumer preferences, attitudes, and purchasing decisions. They will be equipped to analyze and interpret the influence of culture, subcultures, social class, social groups, family, and personal factors on consumer attitudes, behaviors, and decision-making. This knowledge will enable them develop effective marketing strategies resonate with the target audience and align with their external influences.
CO3 & PO2	Analyze subcultural influences: Students will explore the impact of subcultures on

Mapped at 1	consumer behavior. They will understand the various subcultures that exist within a larger culture and how they can affect consumer attitudes, behaviors, and consumption patterns
CO3 & PO3 Mapped at 1	Evaluate social class influences: Students will understand social class can influence consumer behavior. They will the different social classes and their consumption patterns, preferences, and aspirations. Students will also the role of social class in shaping consumer attitudes and perceptions of products and brands.
CO3 & PO4 Mapped at 2	Examine social group influences: Students will explore social, such as reference groups and opinion leaders, influence consumer behavior. They will investigate the concepts of conformity, group norms, and social influence, and understand how these factors can impact consumer decision-making and consumption choices.
CO3 & PO5 Mapped at -3	Evaluate family influences: Students will understand of the family in consumer behavior. They will explore family dynamics, roles, and decision-making processes, and how they can influence the purchase decisions and consumption patterns of individuals
CO3 & PO6 Mapped at 1	Analyze personal influences: Students will examine personal factors, such as age, gender, lifestyle, and, and how they can shape consumer behavior. They will understand how these personal influences can affect consumer preferences, brand choices, and purchase decisions.
CO4 & PO1 Mapped at 1	The organizational buying decision-making process consists of eight stages: problem recognition, general need description, product specification, supplier search, proposal solicitation, supplier selection, order-routine specification, and performance review
CO4 & PO2 Mapped at -2	There are several models of consumer behavior, including the Howard Sheth Model , the Engel-Kollat-Blackwell Model , and the Nicosia Model .
CO4 & PO3 Mapped at -1	The organizational buying decision process is similar to the consumer buying decision-making process, but it involves more people and more complex procedures.
CO4 & PO4 Mapped at 2	The consumer buying decision-making process consists of five stages: need recognition, information search, evaluation of alternatives, purchase decision, and post-purchase behavior .
CO4 & PO5 Mapped at 3	The main difference between the organizational buying decision-making process and the consumer buying decision-making process is that the former involves more people, more complex procedures, and a higher level of risk .
CO4& PO6 Mapped at 1	Students will be able to learn consumer buying decision making process and will be able to develop different strategies .

Mapped by: Prof. C.R. Suryawanshi BVDU, AKIMSS, Solapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	MK02	Services Marketing	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50
Course Objectives:			
<ul style="list-style-type: none"> To provide in-depth insight in managing and delivering of quality services To create awareness about the services sector, the challenges and opportunities therein. To understand the need and importance of people, process and physical evidence in Services Marketing Mix. 			
Learning Outcomes:			
<ul style="list-style-type: none"> Understand the challenges and opportunities involved in services sector. Understand the aspects of developing new services, promoting the services and making it available in a convenient manner. 			

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
8	Introduction to Services: Meaning, Goods Vs Services, Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Classification of Services; Growth of Service Sector in India, Factors responsible for growth of service sector in India.	CO1	Lecture with ppt case study	To understand	Quiz End Term Internals: Short Answers
11	Services Marketing Mix: Introduction to the 7 Ps of Services Marketing Mix; Product-Levels of service product, the Flower of Service, Service Blueprint- the concept, components of service blueprint, Steps involved in preparing service blueprint, Stages in new service product development, Service Life Cycle Place : Place – Distribution Strategies for Services, channels of distribution in	CO1 CO2	Lecture with ppt Quiz	Apply, Analyse	End term tests, Group discussion

	<p>services, Challenges in distribution of Services</p> <p>Promotion: Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Services marketing triangle</p> <p>Pricing: Pricing objectives, Pricing strategies- market skimming , market penetration, synchro pricing, psychological or odd pricing , market segmentation pricing</p>				
5	<p>People: role of service employees in a service business, Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees</p> <p>Physical evidence: Nature, Importance of physical evidence in services; Service scope. Process: Service as a process & as a system– Strategies for managing inconsistency –Customers as co-producers* of services; Self Service Technologies</p>	CO1 CO2	Lecture with ppt, case study	Evaluate	Group discussion, surprise tests
4	Service Guarantee– Concept, Handling complaints effectively; Defects, Failures and Recovery.	CO1	Lecture with ppt, quiz	Create	End term tests
10	Service Quality: Meaning, Determinants /dimensions of service quality; How customers evaluate service performance, Service Quality Models- Gaps Model, SERVQUAL	CO1	Lecture with ppt, case study	Evaluate	End term test, group discussion
7	Managing the demand and supply of services: patterns and determinants of demand, strategies for managing the demand, managing the capacity- capacity planning – waiting line strategies, inventorying the demand through reservations.	CO1 CO2	Lecture with ppt, case study	Evaluate	End term test, group discussion

CO-PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COMK02.1	02	01	02	01	01	03
COMK02.2	02	02	01	03	01	02
CO	2	1.5	1.5	2	1	2.5
CO	2	1	1	2	1	2

1- Low , 2- Medium, 3- High, If no correlation, put ‘ - ’

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Evaluation

Internal + External Assessment

Total-100%

Assessment Mapping

Parameter	Marks	CO1	CO2
Class participation /Attendance	10	5	5
Mid-term	15	7.5	7.5
End-term	15	7.5	7.5
Class Tests, Assignments, MOOCs, Presentation / Project, case study	10	5	5
Internal (50marks)	50	25	25
End Term (50 marks Univ.)			

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Valarie A Zeithaml, Dwayne D. Gremler, MaryJo Bitner and Ajay Pandit	Services Marketing	4 th Edition	Tata McGraw Hill Publications
2 – National	K Ram Mohan Rao	Services Marketing	2 nd Edition	Pearson Education
4 – International	ChrostopherLovlock, JayantaChaterjee	Services Marketing	7 th Edition	Pearson Education

Online Resources:

Online Resources No.	Web site address
1	https://onlinelibrary.wiley.com/journal/14791838
2	https://www.tandfonline.com/doi/ful
3	www.mheducation.com/hoghered/category.10366

MOOCs:

Resources No.	Web site address
1	https://onlinecourses.swayam2.ac.in/imb19_mg20/preview
2	https://onlinecourses.nptel.ac.in/noc20_mg14/preview
3	https://www.tandfonline.com/doi/full

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	Applying the knowledge of management theories and practices to solve business problems is possible because of understanding the challenges and opportunities involved in service sector.
CO1 & PO 2 Mapped at 1	To understand the challenges and opportunities involved in service sector mapped at 1 because data base decision making is very rarely used.

CO1 & PO 3 Mapped at 2	New technologies are essential to understand the challenges and opportunities involved in service sector. Thus It is mapped at 2.
CO1 & PO 4 Mapped at 1	Economic, legal and ethical aspects of business are slightly relevant to CO1.
CO1 & PO5 Mapped at 1	To understand the challenges and opportunities involved in service sector is mapped at 1 as it is dependent on ability and skill of service provider to handle the situation.
CO1 & PO6 Mapped at 3	The understanding of the challenges and opportunities involved in service sector is helpful in achievement of organizational goals.
CO2 & PO1 Mapped at 2	Application of the knowledge of management theories and practices to solve business problems is moderately mapped to understand the aspects of developing new services, promoting the services.
CO2 & PO2 Mapped at 2	Understanding the aspects of developing new services and promoting the services is makes it possible to foster analytical and critical thinking abilities for data-based decision making.
CO2 & PO3 Mapped at 1	To learn new technologies is not always essential to understand the aspects of developing new services. Thus it is mapped at low.
CO2 & PO4 Mapped at 3	For developing new services, promoting them and availability of the same service, the ability to understand, analyze and communicate, economic, legal and ethical aspects of business, is required.
CO2 & PO5 Mapped at 1	Business literature reading is hardly used to avail the services. As the change in circumstances, decision related to promotion, development of new services also change.
CO2 & PO6 Mapped at 2	To promote the services properly and making availability of the services in well-mannered way contribute in achievement of organizational goals.

Mapped by: Dr. Sandeep N. Jagdale, BV DU, YMIM, Karad	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Lesson Plan

Programme:MBACBCS RevisedSyllabusw.e.f.-Year2022 2023			
Semester	Course Code	Course Title	
III	FM01	Investment Analysis and Portfolio Management	
Type	Credits	Evaluation	Marks
FullCredit	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To acquaint the students with basic concepts and avenues of investment, concept of risk and return related to investment. To explain the concept of Mutual Funds and derivatives and how to evaluate them. To explain the concept and applications of fundamental analysis and technical analysis for stock investments. To clarify how to construct the Investment plans for Individuals in different stages of life cycles and different situations. To explain the calculation of the risk and return for securities and for portfolios. To elucidate the modern portfolio theory and market efficiency using both theoretical and empirical arguments. . 			
Course Outcomes:			
<p>At the end of the programme students will able to-</p> <ul style="list-style-type: none"> Understand the risk and return relationship and various investment alternatives available in India. Comprehend the concept of Mutual Funds and derivatives and how to evaluate them. Understand how to use fundamental analysis and technical analysis for stock investments. Create a policy statement to showcase the objectives and risk tolerances of numerous categories of individual and institutional investors which can help in making Investment plans for Individuals in different stages of life cycles and different situations. Evaluate the effect of risk on investment decisions. Students will able to calculate the risk and return for securities and for portfolios. Understand the modern portfolio theory and market efficiency using both theoretical and empirical arguments. 			

Unit		Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
I	Introduction: Meaning, Scope, and Constraints Process of Investment, Avenues of Investments, Concepts of risk and return with reference to Investment, basic principles of risk management, risks involved in Investment, Current scenario of Investment in	8	CO 1	Lecture with Ppts Quiz, News article, case study, Flip Classroom	Knowledge, Understand and apply	Midterm exam , end term exam and CES

	India, Role of Securities Market in Indian economy					
2	Mutual Fund and Derivatives: Basic concepts, Functioning and Objectives of Mutual Fund, Types of Mutual Fund Schemes, Analysis of MF, Performance Evaluation of MF Schemes using Sharpe, Treynor and Jensen's Models, Basic concept and types of Derivatives, Developments in Derivative and MF market in India	7	CO 2	Lecture with Ppts Quiz, News article, case study, Flip Classroom	Knowledge, Understand Apply and Analyze	Midterm exam , end term exam and CES
3	Fundamental Analysis and Technical Analysis: Fundamental Analysis - Economic, Industry and Company analysis, Valuation of Equity and Preference shares, Technical Analysis - Concept, Importance and Limitations of Technical Analysis, Dow Theory, Technical Indicators and charts used in technical Analysis, Behavioral Finance and its impact on Investment decision making	8	CO 3	Lecture with Ppts Quiz, News article, case study, Flip Classroom	Understand Analyze and evaluate	Midterm exam , end term exam and CES
4	Portfolio Management: Portfolio Meaning, Characteristics and Objectives, Process of Portfolio Management, Investment policy statement and asset allocation, Equity Management Strategies, Systematic Investment Plan (SIP), Analysis of Debt Instrument, Bond Management Strategies, preparation of Investment plans for Individuals in different stages of life cycles and different situations	7	CO4	Lecture with Ppts Quiz, News article, case study Group Activity, Flip Classroom	Understand Analyze, evaluate and create	Midterm exam , end term exam and CES
5	Calculation for risk and return for Security/Portfolio: Problems on calculation of risk and return for security (mean, variance, and standard deviation), Problems on risk and return associated with	8	CO5	Lecture with Ppts , Problem sheets and case study, Flip Classroom	Understand Analyze and evaluate	Midterm exam , end term exam and CES

	portfolio consisting maximum three securities (mean, variance, and standard deviation), Capital Asset Pricing Model and its application					
6	Portfolio Theories: Efficient Market Hypothesis concepts and forms of EMH, Testing techniques of Weak Form, Random Walk Theory, High Frequency Trading and its impact on EMH, Arbitrage Pricing Theory, Efficient Frontier, Optimal Portfolio, Efficient Frontier and Investor Utility ,Indifference Curve	7	CO6	Lectures with PPTs, Flip Classroom	Knowledge, Understand and apply	Midterm exam , end term exam and CES

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COFM01.1	3	3	1	3	2	3
COFM01.2	3	3	1	3	2	3
COFM01.3	3	3	2	3	2	3
COFM01.4	3	3	2	3	2	3
COFM01.5	3	3	1	2	2	3
COFM01.6	3	3	2	3	2	3
CO	3	3	1.5	2.83	2	3

1- Low, 2- Medium, 3- High, if no correlation, put ‘-’

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation/ Attendance	10	1.6	1.7	1.7	1.7	1.7	1.6
Live project club activity	5		2	3			
Case study discussion	10	1	2	2	2	2	1
Assignments/ Projects	5	2				2	1
Internal Midterm and End Term Exam	20	3.3	3.3	3.4	3.4	3.3	3.3
Internal	50	7.9	9	10.1	7.1	9	6.9
End Term (Univ)	50						

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.

Reference Books

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Prasanna Chandra	Investment Analysis and Portfolio Management	2012, 4 th Edition	Tata McGraw Hill, New Delhi
2 – National	I M Pandey	Financial Management	2010, , 10 th revised Edition	Vikas Publishing House
3 – National	Bhalla, V.K.	Investment Management: Security Analysis and Portfolio Management	2010, 17 th Edition.	S.Chand& Sons,
4 – International	Frank K. Reilly, Keith C Brown	Investment Analysis and Portfolio Management	2012, 10 th Edition	Cengage Learning
5 – International	E. Fischer Donald , J.Jordan Ronald , K. Pradhan Ashwini	Security Analysis Portfolio Management	2018, 7 th edition.	Pearson Education,
6 – International	Eugene F. Brigham , Michael C. Ehrhardt	Financial Management :Theory and Practice	2017	Cengage Learning

Online Resources

Online Resources No	Web site address
1	https://www.moneycontrol.com
2	https://www.nseindia.com
3	https://www.sebi.gov.in
4	https://www.rbi.org.in
5	https://www.investopedia.com

MOOCs:

Resources No	Web site address
1	https://swayam.gov.in
2	https://www.edx.org
3	https://alison.com/certificate-courses

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is possible only if managers understand the concepts related to investment avenues, risk and return concept.
CO1 & PO 2 Mapped at 3	Investment avenues, risk and return relation associated concepts would be delivered through case studies and projects to foster analytical and critical thinking abilities for data-based decision making but is possible to a limited extent.
CO1 & PO 3 Mapped at 1	Helps to understand how individuals will learn and cope with change to be productive for investment understanding
CO1 & PO 4 Mapped at 3	Investment concept and types with risk and return component will assist for ability to understand, analyze and communicate global and economic aspects of business.
CO1 & PO5 Mapped at 2	Understanding the Investment avenues, risk and return related concepts can lead to Read, write, and contribute to Business literature is aligned as writing and contributing to business literature will depend upon the introduction of new alternatives of investment and changing risk and return expectations.
CO1 & PO6 Mapped at 3	Understand the Investment concept and types with risk and return component in business world and PO 6 are highly aligned as CO 1 delineates the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO2 & PO1 Mapped at 3	Leadership for entrepreneurs / corporate / managers is possible only if managers apply the knowledge of management theories and practices to solve business problems. So highly aligned as it cover mutual funds and derivative related concepts and analysis.
CO2& PO2 Mapped at 3	Understanding of mutual funds and how to evaluate the mutual fund schemes, Entrepreneurs / corporate / managers as leaders need to Foster analytical and critical thinking abilities for data-based decision making
CO2& PO3 Mapped at 1	Entrepreneurs / corporate / managers as leaders need to Learn new technologies with ease and be productive at all times related to mutual funds and derivative
CO2& PO4 Mapped at 3	Highly aligned Understanding of mutual funds, derivative and how to evaluate the mutual fund schemes for entrepreneurs / corporate / managers results in the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO2& PO5 Mapped at 2	The awareness of mutual funds and derivatives for Entrepreneurs / corporate / managers as leaders will lead to read, write, and contribute to Business literature.
CO2& PO6 Mapped at 3	Understanding of Mutual Funds and derivatives for entrepreneurs / corporate / managers to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. So highly aligned.

CO3 & PO1 Mapped at 3	Understanding of the concept of Fundamental and Technical analysis leads to the application of the knowledge of management theories and practices to solve business problems is possible only when skills are developed related to analysis.
CO3 & PO2 Mapped at 3	Foster analytical and critical thinking abilities for data-based decision making Fundamental and Technical analysis can be inculcated to foster analytical and critical thinking abilities through case studies and projects for data based decision making for stocks.
CO3 & PO3 Mapped at 2	Learning new technologies to be productive is possible only if students are motivated to develop new skills but since it depends on many other variables the alignment is moderate
CO3 & PO4 Mapped at 3	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is highly aligned. Developments of analytical skills with Fundamental and Technical analysis will leads to better equity related decisions.
CO3 & PO5 Mapped at 2	Read, write, and contribute to Business literature is aligned with Understanding of Fundamental and Technical analysis.
CO3 & PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is only possible by understanding Fundamental and Technical analysis and using the concepts for making better investment decisions.
CO4 & PO1 Mapped at 3	How to construct the Investment plans for Individuals in different stages of life cycles and different situations and portfolio understanding will lead to applying the knowledge of management theories and practices to solve business related problems.
CO4 & PO2 Mapped at 3	Analytical and critical thinking abilities for data-based decision making will be applied in making portfolios and in constructing the Investment plans for Individuals in different stages of life cycles
CO4 & PO3 Mapped at 2	Understanding portfolio management and constructing the Investment plans for Individuals in different stages of life cycles will be easy with Learning new technologies and be productive at all times
CO4 & PO4 Mapped at 3	Making the Investment plans for Individuals in different stages of life cycles will be effective with understanding, analyzing and communicating global, economic, legal and ethical aspects of business.
CO4 & PO5 Mapped at 2	Constructing the Investment plans for Individuals in different stages of life cycles contribute to read, write, and contribute to Business literature as new investments patterns can be recognized.
CO4& PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible only when you understand the concept of portfolio and will professionally able to construct the portfolios for the clients.
CO5 & PO1 Mapped at 3	Understanding calculation of the risk and return for securities and for portfolios leads to the application of the knowledge of management theories and practices to solve business problems.
CO5 & PO2 Mapped at 3	Calculation of the risk and return for securities and for portfolios can be inculcated to foster analytical and critical thinking abilities through case studies and projects for data based decision making for stocks.
CO5 & PO3 Mapped at 1	Learning new technologies to be productive is possible only if students are motivated to develop new skills but since it depends on many other variables the alignment is moderate
CO5 & PO4 Mapped at 2	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is highly aligned. Developments of analytical skills with calculation of the risk and return for securities and for portfolios.
CO5 & PO5 Mapped at 2	Read, write, and contribute to Business literature is aligned with Calculation of the risk and return for securities and for portfolios as can bring new observations.
CO5& PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is only possible by understanding the calculation of the risk and return for securities and for portfolios making better investment decisions.

CO6 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is possible only if managers understand the concepts related to the modern portfolio theory and market efficiency using both theoretical and empirical arguments. .
CO6 & PO2 Mapped at 3	Modern portfolio theory and market efficiency using both theoretical and empirical arguments would be delivered through case studies and projects to foster analytical and critical thinking abilities for data-based decision making but is possible to a limited extent.
CO6 & PO3 Mapped at 2	Helps to understand how individuals will learn and cope with change to be productive for business by understanding of modern portfolio theory and market efficiency using both theoretical and empirical arguments.
CO6 & PO4 Mapped at 3	Modern portfolio theory and market efficiency using both theoretical and empirical arguments will assist for ability to understand, analyze and communicate global and economic aspects of business.
CO6 & PO5 Mapped at 2	Modern portfolio theory and market efficiency using both theoretical and empirical arguments will lead to Read, write, and contribute to Business literature is aligned as writing and contributing to business literature.
CO6 & PO6 Mapped at 3	Modern portfolio theory and market efficiency using both theoretical and empirical arguments and PO 6 are highly aligned as CO 1 delineates the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Mapped by: Dr. Ranpreet Kaur , IMED, Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA HR CBCS Revised Syllabus w.e.f.-Year 2022 2023			
Semester	Course Code	Course Title	
III	FM02	Management of Financial Services	
Type	Credits	Evaluation	Marks
Elective	3	UE:IE	50:50
Course Objectives:			
<ol style="list-style-type: none"> 1. To create Dynamic and Effective Business Professional s and Leaders. 2. To transformtheindividualstocatertotheneedsofthesocietyandcontributetoNation building 3. To develop entrepreneurs to register different aspects of their business under remedial individual and team behavior. 4. To improve eorganizational Behavior by having a sound knowledge of cultural differences 			
Course Outcomes:			
<ol style="list-style-type: none"> 1. Understand the role and function of the Indian Financial System, Financial Market and Various instruments of Financial Services. 2. Demonstrate an awareness of the current structure and regulation of the Stock Exchange Mutual Fund Industry, Merchant Banking and Venture capital concept in Indian Context. 3. Understand the concept of Rural Banking, Microfinance in Indian Financial service. 4. Evaluate and create strategies to promote financial products and services. . 			

Lesson Plan

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Indian Financial System: Meaning and Functions of IFS, Development of Financial System in India, Weakness of Indian Financial Systems. Structure of Financial System- Financial Market, Financial Institutions /Intermediaries and Instruments. Financial Service : Meaning, Features of Financial Service, Classifications, Importance and Scope of Assets/Fund Based Services:- Hire purchase finance, Leasing , Factoring , Forfeiting, Loan Syndication, Consumer Credit, Challenges facing the financial services sector	5	CO 1	Lecture with PPTs Quiz	Understand, Apply	Quiz Mid and End Term Internals: Short Answers
2	Financial Market Operations: Recent Development of Indian Capital and Money Market, Capital Market Operation:	6	CO 1 and CO 4	Lecture with PPTs	Understand, Apply	Case studies Quiz,

	<p>New Issue Market- Functions of New issue market, players of New issue market, Primary and Secondary Market Operation, Procedure of (IPO), Book Building. Role of Capital market Intermediaries Recent cases of IPO's in India. Money Market Operation: features and objective of money market, Recent Developments, Composition of Money Market. Stock Market Operations: Stock Exchange functions in India, Listing of Securities-Stock Indices in India- SENSEX and NIFTY - BSE&NSE</p>			<p>Quiz</p> <p>Seminar on Stock Exchange</p>	,Analyze	<p>Class Presentations</p> <p>End Term: Applied Questions</p>
3	<p>Investment Banking Overview of commercial vs. Investment banking, capital raising, debt, equities, Merchant Banking: Origin, Nature and scope of merchant banking , Role of Merchant Banker, types of Merchant banking services, Project Counseling , Pre-issue and Post Issue Management ,Progress of Merchant banking in India, guidelines for merchant bankers issued by SEBI. Mutual Fund: Concept, Structure of Mutual fund Operations in India, Types of Mutual Fund, Advantages and Limitations of Mutual Fund, Problems for 10 Page 133 Slow growth of Mutual fund concept in India, Guidelines for Mutual fund service, Rights & facilities for Investors, Future of Mutual fund industry. Recent cases on Mutual Fund Industries in India.</p>	10	CO 2 and CO 4	<p>Lecture with PPTs</p> <p>Case Studies</p> <p>Group Discussion</p>	Analyze, Evaluate , Create	<p>Case Study with Presentations</p> <p>End Term Exams: Case based Questions/ Applied Questions</p>
4	<p>Venture Capital: Venture capital: Origin, concept, features, Advantages and Limitations, Stages in venture capital financing, Venture capital Guidelines Methods of venture financing. Case studies of Venture capitalist</p>	6	CO 2 and CO 4	<p>Lectures with PPTs</p> <p>Group Activity</p> <p>Class Presentations</p> <p>Case studies</p>	Analyze , Evaluate, Create	<p>Group Activity</p> <p>End Term Exam: Short case and situation based questions</p>

5	Credit Rating and Securitization: Credit Rating: Introduction, Meaning, functions of credit rating agencies, Major Players in credit rating agencies in India, Debt Rating System of CRISIL, ICRA and CARE. Securitization: Concept and Meaning, modus Operandi, Securitization in India and new guidelines on Securitization	5	CO1 & CO2	Lecture Case Activity	Understand and apply	Case Presentation Activity End Term: Theory Applied
6	Rural Banking and Microfinance: -Financing Rural Development: Functions and policies of RBI and NABARD; Rural Credit Institutions-Role and function, Regulation of Rural Financial Services. Microfinance: Origin, Meaning and Concept, advantages and Limitations, Micro credit, micro insurance scheme, SHGs/NGOs, linkages with banking, Role and Functions of Linkage banks towards development of Microfinance Industry in India.	4	CO4	Lectures with PPTs Guest lecture of NBF M/F	Apply, Analyze, Evaluate	Mini Project End Term: Theory Applied

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	3	2	2
CO2	3	1	2.5	3	3	3
CO3	3	2	2.5	3	3	2.5
CO4	1	2.5	1	2.5	3	2.5
CO	3	3	1	3	3	2

1- Low, 2- Medium, 3- High, if no correlation, put '-'

Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Class Presentation	7	2.5	2.5	-	2
Case study discussion	8	2	2	2	2
Assignments/ Projects	10	2.5	2.5	2.5	2.5
Internal End Term Exam	15	3.5	3.5	4	4
Internal	50	13	13	11	13
End Term (University)	50				

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.

Reference Books

Publication	Name of the Author	Title of the Book	Year Edition	Publisher Company
National	Kavita Singh	Organizational Behavior	2015,3 rd edition	Pearson Publication
International	Robbins, Timothy Judge, Seema Sanghi	Organizational Behavior	12 th edition	Stephen Pearson Prentice Hall
National	M N Mishra	Organizational Behavior	2010	Vikas Publishing House Pvt. Limited
International	Fred Lathan's	Organizational Behavior	13 th edition	McGraw Hill Inc.
International	John News tom and Keith Davis	Organizational Behavior	11 th edition	Tata McGraw Hill

Online Resources

Online Resources No.	Website address
1	www.bretlsimmons.com
2	https://www.youtube.com/watch?v=JIa7vP3gyL4
3	www.positivesharing.com
4	https://www.youtube.com/watch?v=r2Xv9Am7PWQ

MOOCs

Resources No.	Website address
1	Alisons
2	Swayam

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	By understanding the role and functions of the Indian financial system and financial market and various instruments of financial service only then apply the knowledge to solve the business problems.
CO1 & PO 2 Mapped at 2	To understand the role and functions of Indian financial markets and services concept helps to foster critical thinking abilities for data based decision making
CO1 & PO 3 Mapped at 3	Understanding various financial market trends will leads to apply new techniques and be productive all the times in Financial System.
CO1 & PO 4 Mapped at 3	With the help of understand the financial market trends will lead to apply and analyses economic, legal and ethical aspects of Financial system in the country in terms of financial system.
CO1 & PO5 Mapped at 2	Financial system concept leads to contribute to lead business literature by applying various financial services.
CO1 & PO6 Mapped at 2	Financial market and different financial services instruments leads to achieve the organizational goal and effectively contribute the team environment.
CO2 & PO1 Mapped at 3	Demonstrate the awareness of the current structure of the financial market and various financial services will help to solve the business problems
CO2& PO2 Mapped at -	Various financial services like Mutual fund, Merchant banking and venture capital concept will foster the analytical thinking abilities for data based decision making.
CO2& PO3 Mapped at 3	This knowledge equips professionals with the insights required to navigate these sectors successfully. Moreover, the ability to adapt to new technologies seamlessly and maintain productivity is equally crucial in this rapidly changing environment.
CO2& PO4 Mapped at 3	This knowledge provides a solid foundation for professionals to comprehend the intricate web of global economic, legal, and ethical aspects that underpin business

	operations. Moreover, the ability to synthesize and communicate these multifaceted dimensions is essential for informed decision-making and effective leadership.
CO2& PO5 Mapped at 3	he ability to read, write, and actively contribute to business literature serves as a conduit for sharing insights, best practices, and innovative ideas, fostering a richer intellectual ecosystem. By connecting this profound understanding of financial markets with the written word, individuals can not only navigate the complexities of these industries effectively but also shape and advance the broader conversation in the field of business, driving progress and innovation."
CO2& PO6 Mapped at 3	By combining this financial acumen with leadership skills, individuals can play a pivotal role in not only driving their own success but also fostering a cohesive team environment where collective contributions propel the organization toward its objectives, ultimately ensuring sustainable growth and prosperity.
CO3 & PO1 Mapped at 3	Applying the knowledge of management theories and practices is indispensable in effectively addressing the complex challenges prevalent in the Indian financial services sector, particularly in the realms of rural banking and microfinance. Management theories and practices provide valuable frameworks for decision-making, risk assessment, and resource allocation, which are pivotal in fostering sustainable rural banking and microfinance initiatives.
CO3 & PO2 Mapped at 2	Fostering analytical and critical thinking abilities is paramount for enabling data-based decision making, a skill set that forms the bedrock of success in the intricate landscape of rural banking and microfinance within the Indian financial services sector.
CO3 & PO3 Mapped at 3	The ability to learn new technologies with ease and maintain productivity at all times is instrumental in the effective implementation of concepts related to rural banking and microfinance within the Indian financial services sector. As the financial landscape evolves and embraces digitalization, professionals must continually adapt to emerging technologies to remain competitive and relevant.
CO3 & PO4 Mapped at 3	Understanding the concept of rural banking and microfinance in the Indian context demands a keen awareness of the economic, legal, and ethical dimensions specific to these sectors. It requires professionals to assess the economic challenges faced by rural populations, comprehend the legal frameworks governing financial services, and navigate ethical dilemmas unique to financial inclusion initiatives.
CO3 & PO5 Mapped at -3	A deep understanding of the concept of Rural Banking and Microfinance in Indian Financial services can enhance one's ability to contribute valuable insights to the field of Business Literature."
CO3 & PO6 Mapped at 2	Understanding of Rural Banking and Microfinance in the Indian Financial service sector are interconnected. Effective leaders who are well-versed in the specific challenges and opportunities of this sector can lead their teams more effectively toward achieving organizational goals.
CO4 & PO1 Mapped at -	Integrating management principles into the process of strategy development and problem-solving is key to achieving successful outcomes in the financial services industry.
CO4 & PO2	The importance of analytical and critical thinking abilities in the context of

Mapped at - 3	evaluating and creating strategies for promoting financial products and services. Such skills enable professionals to make data-driven decisions, leading to more effective and targeted promotional efforts in the financial industry.
CO4 & PO3 Mapped at -1	IT emphasize the interdependence of evaluating and creating strategies in the promotion of financial products and services. Continuous assessment and adjustment of strategies are integral to achieving success in the dynamic and competitive financial services sector
CO4 & PO4 Mapped at 2	This holistic approach ensures that strategies are not only effective but also ethically sound and legally compliant in a global context.
CO4 & PO5 Mapped at 3	Reading, writing, and contributing to Business Literature can provide valuable insights and resources that can enhance the effectiveness of strategies within the financial industry.
CO4& PO6 Mapped at 2	Effective leadership enhances teamwork, alignment with organizational goals, and the overall success of promotional efforts in the financial sector.

Mapped by: S.C. Maindargi , AKIMSS, Solapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Progeamme : MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	HR(E) 01	Employee Relations and Labour Welfare	
Type	Credits	Evaluation	Marks
Core Elective	3	IE:UE	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> To clarify the concept of employee relationship management To explain the components occupational health and safety To define collective bargaining and worker's participation To discuss labour welfare provisions To elaborate functions and contribution of to International Labour Organisation To understand the provision in Cooperative Societies Act 			
Learning Outcomes:			
<p>After completion of course, student will able to</p> <ul style="list-style-type: none"> Explain concepts related to employee relationship management Explain components of occupational health and safety. Contribute in collective bargaining process Handle the issues related to labour welfare Explain the functions of ILO Elucidate the provisions in The Co-Operative Societies Act 			

Lesson Plan

Sessio n (hrs.)	Topic	CO Numbe r	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
8	An introduction to Labor Management Relations	1	As per individual faculty discretion	Understand	As per individual faculty discretion
8	Concept and importance of Occupational Health and Safety In Industry.	2		Apply	
7	Collective Bargaining and Workers participation .	3		Analyse	
8	Labor Welfare	4		Analyse	
5	The role of International Labor Organization	4		Evaluate	
9	The Co-Operative Societies Act .	5		Create	

CO-PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	3	3	3
CO2	3	2	3	3	3	2
CO3	3	2	3	2	3	3
CO4	3	3	3	2	3	3
CO5	2	3	3	3	2	2
CO6	3	3	3	2	3	3
CO.	2.8	2.6	2.8	2.5	2.8	2.6
CO	3	3	3	3	3	3

1- Low , 2- Medium, 3- High, If no correlation, put '0'

(Rationale in Appendix)

Evaluation

Internal+ External Assessment

Total-100%

Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class participation/A ttendance	10	2	2	2	2	2
Live project-club activity	5	2		2		1
Case study discussion	10	2.5	2	2.5	2	1
Assignment /projects	5		2	2		1
Internal end term exam	20	5	5	4	3	3
Internal (50marks)	50	12	11	12	9	6
End Term (50 marks Univ)	50	11	12	9	12	6

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Addition	Publisher Company
National	C.B.Mamoria	Dynamics of Industrial Relations	2019	Himalaya
National	C.S.VenkataRatnam, Dhal	Industrial Relations ;	2017	Oxford press
International	Paul Blyton.	Dynamics of Employee Relations ;	2007	Red Globe press
National	V. P. Michael.	Industrial Relations;	2001	Himalaya

Online Resources:

Online Resources No	Web site address
1	https://www.managementstudyguide.com/employee-relationship-management.htm
2	https://www.britannica.com/topic/collective-bargaining
3	https://www.yourarticlelibrary.com/management/workers-participation-in-management-definition-characteristics-and-objectives/35395
4	https://www.businessmanagementideas.com/industries/labour-welfare-meaning- and-its-importance-industries/6292
5	https://www.ilo.org/global/publications/lang--en/index.htm

MOOCs:

Resources No	Web site address
1	https://collegedunia.com/courses/diploma-in-labour-laws-and-labour-welfare
2	https://www.coursera.org/courses?query=hr
3	https://alison.com/courses/diploma-in-human-resources/content/scorm/2491/module-11-employee-relations

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Employee Relations Management is a fundamental aspect of management in any organization. Understanding and effectively managing employee relations is crucial for solving a wide range of business problems ,such as improving productivity reducing turnover and enhancing organization culture
CO1 & PO 2 Mapped at3	It explaining concept related employee relations management requires analyze employee relationship ,student need to critically asses different approaches ,strategies' and its impact on the organization
CO1 & PO 3 Mapped at 2	Employee relationship management often involves communication, teamwork, conflict resolution, and interpersonal skills. Understanding and applying these concepts are crucial for creating a positive work environment.
CO1 & PO 4 Mapped at 3	Employee relationship management often involves understanding and applying ethical and legal principles, especially in areas like hiring, firing, discrimination, and workplace regulations.
CO1 & PO5 Mapped at 3	To effectively explain these concepts, students need to engage in research and analysis. This involves studying existing literature, conducting surveys, and analyzing data related to employee relationship management.
CO1 & PO6 Mapped at 3	Explaining concepts related to employee relationship management often includes strategies for resolving conflicts within the workplace. Leaders frequently encounter conflicts in team environments, and understanding how to address and resolve these conflicts is essential for effective leadership.
CO2 & PO1 Mapped at 3	Occupational health and safety is a critical aspect of maintaining employee well-being and ensuring their productivity. When employees are healthy and safe in the workplace, they are more likely to perform at their best.
CO2 & PO2 Mapped at 2	Analyzing the components of occupational health and safety involves assessing risks associated with workplace conditions and practices. This requires students to think critically about potential hazards and their impact.
CO2 & PO3 Mapped at 3	Many digital tools and technologies are designed to improve workplace productivity. Some of these tools are directly related to occupational health and safety, such as digital safety management systems and real-time monitoring solutions.
CO2 & PO4 Mapped at 3	Workplace accidents and health issues can have significant economic implications for businesses. Understanding and explaining occupational health and safety components can highlight the financial impact of safety measures and health-related incidents.
CO2 & PO5 Mapped at -3	Occupational health and safety often involve research and case studies. Students may need to analyze existing literature, research studies, and real-world cases to understand and explain safety components.
CO2 & PO6 Mapped at 2	Effective leadership within an organization includes the responsibility of ensuring the safety and well-being of employees. Leaders must understand the components of occupational health and safety to create a safe work environment, mitigate risks, and comply with legal requirements.
CO3 & PO1 Mapped at 3	Collective bargaining is closely tied to employee relations and labor management. Understanding the dynamics of collective bargaining provides insights into employee concerns, needs, and perspectives.
CO3 & PO2 Mapped at 2	Collective bargaining often involves negotiations on issues like salaries, benefits, and working conditions. To contribute meaningfully, individuals must performcost-benefit analyses to evaluate the potential impact of different proposals.
CO3 & PO3 Mapped at 3	In the modern workplace, technology plays an increasing role in various aspects of business, including labor negotiations. Many negotiations are conducted through digital platforms and communication tools.
CO3 & PO4 Mapped at 2	Collective bargaining is often subject to legal regulations and requirements. Participants need to understand labor laws, contract law, and other legal aspects

	that govern the bargaining process.
CO3 & PO5 Mapped at 3	Effective communication in collective bargaining often relies on written documents, including proposals, counteroffers, and contract agreements. To contribute effectively, individuals need strong written communication skills to convey their ideas, terms, and positions clearly and professionally.
CO3 & PO6 Mapped at 3	Collective bargaining can be a high-stakes negotiation process with potential conflicts and disputes. Participants must develop strong conflict resolution skills to address and resolve issues within the bargaining process.
CO4 & PO1 Mapped at 3	Labor welfare often involves compliance with labor laws and ethical standards. Understanding the legal and ethical aspects of labor welfare is vital for ensuring compliance and addressing concerns appropriately.
CO4 & PO2 Mapped at 3	Critical thinking is required to dig deep into the issues, understand their underlying factors, and develop comprehensive solutions. Analytical and critical thinking skills are essential for root cause analysis.
CO4 & PO3 Mapped at 3	Technology enables the collection, storage, and analysis of data related to labor welfare. To address labor welfare issues comprehensively, individuals must have the skills to manage and analyze data efficiently using technology. This aligns with the PO of learning new technologies.
CO4 & PO4 Mapped at 2	Labor welfare is a global concern. In an interconnected world, businesses often have a global presence or engage with global supply chains. Handling labor welfare issues effectively requires an understanding of how these issues vary across different regions and cultures.
CO4 & PO5 Mapped at 3	To effectively address labor welfare concerns, individuals must conduct research, gather data, and analyze information related to employee well-being, benefits, legal compliance, and ethical considerations.
CO4 & PO6 Mapped at 3	Handling labor welfare issues often requires leadership skills, as individuals responsible for labor welfare need to set policies, make decisions, and take initiatives to improve employee well-being. This aligns with the need for individuals to lead themselves in the achievement of organizational goals.
CO5 & PO1 Mapped at 2	Knowledge of the ILO's functions also encompasses awareness of the legal and ethical aspects of labor and employment practices. Many management theories and practices are built on principles of ethics and compliance with labor laws.
CO5 & PO2 Mapped at 3	Understanding the functions of the ILO often involves reviewing data related to labor practices, employment trends, and social justice issues on a global scale. Analytical and critical thinking abilities are essential for interpreting this data, identifying trends, and drawing insights from it.
CO5 & PO3 Mapped at 3	Many educational institutions and organizations provide digital resources and materials to learn about the ILO. This may include e-learning platforms, online courses, webinars, and multimedia presentations. Individuals need to adapt to and use these technologies with ease to access these resources and enhance their understanding.
CO5 & PO4 Mapped at 3	Labor standards and fair labor practices, as advocated by the ILO, have economic implications for businesses. Understanding the functions of the ILO means grasping the economic impact of labor practices, which can be significant for multinational corporations and international business operations.
CO5 & PO5 Mapped at 2	The ILO's work often provides case studies and examples of best labor practices from around the world. Understanding these practices and being able to explain them contributes to the development of case studies and best practices in business literature.
CO5 & PO6 Mapped at 2	The ILO is a global organization that sets international labor standards and promotes social justice and fair labor practices worldwide. Understanding the functions of the ILO provides individuals with a broader global perspective, which is essential for effective leadership in a globalized business environment.
CO6 & PO1 Mapped at 3	The Cooperative Societies Act often outlines specific operational requirements for cooperative businesses. Understanding and applying these provisions can improve operational efficiency. Efficient operations are a cornerstone of effective management, as they reduce costs and enhance productivity.

CO6 & PO2 Mapped at 3	Critical thinking comes into play when evaluating the implications of legal provisions. Individuals must assess how these provisions impact cooperative operations, governance, and compliance.
CO6 & PO3 Mapped at 3	Technology allows for efficient retrieval of legal information. Individuals need to learn how to use digital tools to search, access, and organize legal texts and relevant resources related to The Cooperative Societies Act. This skill enhances productivity by making it easier to find specific legal provisions and information.
CO6 & PO4 Mapped at 2	Legal provisions often include ethical considerations related to cooperative governance and operations. Analyzing these provisions enables individuals to grasp the ethical dimensions of how cooperatives function, which is essential for ethical business conduct and aligns with the ethical aspect of business.
CO6 & PO5 Mapped at 3	Knowledge of the legal provisions within the Act is essential for cooperative societies to ensure legal compliance. This often involves reporting on various legal aspects.
CO6 & PO6 Mapped at 3	Effective leadership in a cooperative society requires a deep understanding of the legal framework, including The Cooperative Societies Act. Leaders must ensure that the organization operates in compliance with the law, which is essential for achieving organizational goals and avoiding legal issues.

Mapped by: Dr. R.D. Jadhav , Institute of Management Kolhapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme:MBACBCS RevisedSyllabusw.e.f.-Year2022 2023			
Semester	CourseCode	CourseTitle	
III	HR(E)02	HRD Instruments	
Type	Credits	Evaluation	Marks
FullCredit	3	UE:IE	50:50
CourseObjectives:			
<ul style="list-style-type: none"> Understanding the usage of assessment center Appraise the techniques of personality assessment Formulating the assessment center for organizational development Understanding HRD instruments comparing and applying various methods of test and instruments Determining the use of organizational culture profile 			
CourseOutcomes:			
<ul style="list-style-type: none"> Describe usage of assessment center applying the techniques for personality assessment Identify the usage of assessment center for organizational development Explain the HRD instruments, distinguish different methods of test and instruments assess the organizational culture profile 			

Lesson Plan

Unit	C	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Assessment Centers What is an Assessment Center, Definition, Key features, tracing the growth of assessment center, strategic use of assessment center technology 10	6	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals:Short Answers
2	Concept of Assessment Why to assess, when to assess, What to assess, how to assess, methods and techniques of assessment	6	CO 2	Lecture with Ppts Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Application of assessment center method in organizational development OD interventions, managers' involvement, group skills improvement, management improvement, organizational improvement.	7	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based Questions/App lied Questions
4	Introduction of HRD	8	CO4	Lectures with	Evaluate	Group

	Instrument Difference between test and instrument, principles of test construction, reliability and validity of tests, ethical values, do's and don'ts and limitations of test, advantages and disadvantages of instruments			PPTs Reliability and validity of instrument Cases		Activity End Term Exam: Short case and situation based questions
5	Tests for personal and interpersonal orientation and behavior FIRO-B, PE Scale, Cattell's 16 PF test, Transactional Analysis, Ego states, LOCO inventory, MBTI, Johari Window, Leadership style test, managerial style test, MAO-C consulting style, Spiro-C, Aptitude tests, Team Building tests, Clerical test/ Mechanical test, Finger Dexterity test, Thematic Appreciation test, They X and Y theory, Peter Senge's Management game.	12	CO5	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Understanding the Organization's Atmosphere and culture PE Scale, Power enhancer scale, Organizational climate, MAO-C, Organizational learning, OLD, Organizational atmosphere, MAO-S, Organizational culture -Profile	6	CO6	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO 1	3	2	3	2	1	3
CO2	3	3	2	3	-	3
CO3	3	1	2	1	-	3
CO4	3	-	-	3	1	3
CO5	3	-	-	3	1	3
CO6	3	3	2	3	-	3
CO.	3	1.5	1.5	2.5	.5	3
CO	3	2	2	3	1	3

1- Low , 2- Medium, 3- High, If no correlation, put ‘-’

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5		
Live project club activity				2		3	
Case study discussion	10		2.5	2.5		2.5	2.5
Assignments/ Projects	5		2	3			
Internal midTerm Exam	10	4	3	3			
End term exam	10				3	4	3
Internal	50	6.5	10	13	5.5	9.5	5.5
End Term (Univ)	50						

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.

Reference Books

Sr. No.	NameoftheAuthor	TitleoftheBook	Year Edition	Publisher Company
1 – National	UdaiPareek	Training Instruments for HRD		
2-National	S.K. Bhatia	Training and Development – concept and practice		Sage publication Pvt. Ltd.
3National	Radha Sharma	360-degree Feedback, Competency mapping and Assessment center		McGraw Hill.
4International	P. Jansen and F. de Jongh	Assessment Centers : A Practical Handbook		Wiley and Sons Ltd.
5International	Anne Anastasi and Susana Urbina	Psychological Testing		Pearson
6 International	Margaret Dale and Paul les	Assessing Management Skills a guide to competencies and evaluation techniques		

Online Resources

OnlineResourcesNo.	Websiteaddress
1	https://rrbexamportal.com/ALP/psychological-test 2 https://www.123test.com/
2	https://www.123test.com/
3	https://www.16personalities.com/free-personality-tes
4	https://bookboon.com/en/assessment-centres-ebook

MOOCs:

Resources No.	Websiteaddress
1	https://www.edx.org/
2	https://www.coursera.org/
3	https://alison.com/
4	https://swayam.gov.in/nc_details/NPTEL

Appendix:**Rationale for Mapping Program Outcomes and Course Outcomes:**

CO1 & PO1 Mapped at 3	Application of the knowledge of Assessment Center and practices to solve employee issues is possible only if managers understand key feature and strategic use of assessment center.
CO1 & PO 2 Mapped at 2	Assessment center concepts would be delivered through case studies to foster analytical and critical thinking abilities for data-based decision making but is possible to a limited extent.
CO1 & PO 3 Mapped at 3	Assistances to understand how individuals and teams within organizations learn strategic use of assessment center technology.
CO1 & PO 4 Mapped at 2	Apprehend the expected usage of assessment and communicate in the business world globally is important but economic legal and ethical aspects of business are not very relevant to CO 1 hence the alignment of Co1 to PO 1is moderate.
CO1 & PO5 Mapped at 1	Understand the expected usage of assessment center in business world can lead to Read, write, and contribute to Business literature is aligned very low
CO1 & PO6 Mapped at 3	Understand the expected usage of assessment center in business world and PO 6 are highly aligned as CO 1 delineates the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. Leadership for
CO2 & PO1 Mapped at 3	Effective personality assessment is possible only if managers apply the knowledge of techniques of personality assessment to solve individual business problems. So highly aligned.
CO2& PO2 Mapped at 3	Understanding about assessment concept need to Foster analytical and critical thinking abilities for selection of appropriate assessment technique.
CO2& PO3 Mapped at 2	Learn new methods and technology of personality assessment with ease and be productive all times.
CO2& PO4 Mapped at 3	Highly aligned as The awareness about effective personality assessment methods for entrepreneurs / corporate / managers results in the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO2& PO5 Mapped at -	The awareness of effective personality assessment for Entrepreneurs / corporate / managers as leaders do not require to necessarily Read, write, and contribute to Business literature. No alignment
CO2& PO6 Mapped at 3	Ability to select right techniques of personality assessment an essential for entrepreneurs / corporate / managersto lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. So highly aligned.
CO3 & PO1 Mapped at 3	Ability of designing and using Organizational development interventions is possible when the application of the knowledge of management theories and practices to solve business problems is possible only when skills are developed and motivational concepts are inculcated
CO3 & PO2 Mapped at 1	Foster analytical and critical thinking abilities for data-based decision making Motivational concepts and skills can be inculcated by developing ability of utilization of assessment centers. To foster analytical and critical thinking abilities through case studies and projects for data based decision making to a limited extent hence the alignment is low.
CO3 & PO3 Mapped at 2	Learning new technologies to be productive is possible only if students are motivated to develop new skills for organizational development but since it depends on many other variables the alignment is moderate

CO3 & PO4 Mapped at 1	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is weakly aligned with formulating the assessment center for organizational development.
CO3 & PO5 Mapped at -	Read, write, and contribute to Business literature is not aligned with Organizational development interventions.
CO3 & PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is only possible by designing and implementation of organizational development interventions.
CO4 & PO1 Mapped at 3	Apply the knowledge of management theories and practices to understand HRD instrument issues are very important hence highly aligned.
CO4 & PO2 Mapped at -	To be aware of HRD instruments and to be able to master over them and analytical and critical thinking abilities for data-based decision making Are not aligned
CO4 & PO3 Mapped at -	To be aware of validity of instruments of organizations HRD and to be able to master over them is not aligned with Learn new technologies with ease and be productive at all times
CO4 & PO4 Mapped at 3	Reliability and validity of instruments are important to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO4 & PO5 Mapped at 1	To be aware of HRD instruments validity and reliability and to be able to master over them and Read, write, and contribute to Business literature are not totally aligned as CO 4 will ensure reading and writing ability but whether they will contribute to business literature is doubtful.
CO4 & PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible only when student can do reliability and validity of HRD instrument
CO5 & PO1 Mapped at 3	Apply the knowledge of management theories and practices to solve business issues by applying various HRD instrument hence highly aligned.
CO5 & PO2 Mapped at -	To apply HRD tests and instruments and to be able to master over them and analytical and critical thinking abilities for data-based decision making Are not aligned
CO5 & PO3 Mapped at -	To compare and apply HRD instruments and to be able to master over them is not aligned with Learn new technologies with ease and be productive at all times
CO5 & PO4 Mapped at 3	Applying right test or instruments are important to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO5 & PO5 Mapped at 1	To be aware of HRD instruments applicability value and to be able to master over them and Read, write, and contribute to Business literature are not totally aligned as CO 4 will ensure reading and writing ability but whether they will contribute to business literature is doubtful.
CO5 & PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible only when student can do compare and apply HRD instrument
CO6 & PO1 Mapped at 3	Effective use of organizational culture profile is possible only if managers apply the knowledge of organizational atmosphere to solve business problems. So highly aligned.
CO6 & PO2 Mapped at 3	Understanding about organizational culture need to Foster analytical and critical thinking abilities for selection of appropriate assessment technique.
CO6 & PO3	Learn new methods and technology of organizational atmosphere and culture with

Mapped at 2	ease and be productive all times.
CO6 & PO4 Mapped at 3	Highly aligned as The awareness about use of organizational culture profile methods for entrepreneurs / corporate / managers results in the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO6 & PO5 Mapped at -	The awareness of effective use of organizational culture profile for Entrepreneurs / corporate / managers as leaders do not require to necessarily Read, write, and contribute to Business literature. No alignment
CO6 & PO6 Mapped at 3	Ability to select right techniques of organizational atmosphere and culture profile is an essential for entrepreneurs / corporate / managers to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. So highly aligned.

Mapped by: Dr.Sachin Ayrekar , IMED, Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme : MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	IB01	Regulatory Aspects of International Business	
Type	Credits	Evaluation	Marks
Core elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> To enable the student to understand the international business transactions and legal compliances related to the smooth conduct of business. To give background of legal framework of Cross border trade. To make students aware of Regulatory framework and also keep abreast with latest cross border trade regulations 			
Learning Outcomes:			
<ul style="list-style-type: none"> The course will help students to understand the scenario of world trade and how regulations help the smooth conduct of trade processes. The course will help students to know the various legal compliances and documentations in the cross border trade. 			

Lesson Plan

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
10	International Business transactions –Nature of cross border trade, Need to govern the cross border trade, International Law, choice of Law, conflict of Laws, Legal & Regulatory aspects	CO1	Lecture with PPT's	Understand	End Term Internals: Short Answers
10	Framework of Statutes that govern cross border trade, Statutes framed by country of origin of transaction & International Guidelines	CO2	Lecture with PPT's	Apply	End Term Internals: Short Answers
10	Regulation of International Banking, High Financial gearing, BCCI International affair, Bank for International Settlement	CO2	Lecture with PPT's + Case Study on BCCI Scandal	Apply	End Term Internals: Short Answers
10	Regulation of Monetary System, Period between wars, Breton Woods, Euro, Smithsonian Agreement, Snake in Tunnel, Plaza & Louvre Accord, Regulatory Arbitrage, Labuan Model, Currency Board	CO1	Lecture with PPT's	Understand	End Term Internals: Short Answers

10	Indian scenario – Process of Regulation & Deregulation, Exchange Control Manual, An Introduction to FEMA, FEDAI Role & Rules, UCPDC – ICC Publication URC – ICC, Publication Important clauses & interpretation, Customs & Baggage Rules – Sale of Goods Act, INCOTERMS	CO2	Lecture with PPT's + Quiz	Evaluate	End Term Internals: Short Answers
10	International Debt Crises, Herstatt Bank Crisis, Asian & other crises, Sovereign Risk – State Immunity Act, International Accounting Standards, Trade related Intellectual Property Rights, World Transfer Pricing	CO2	Lecture with PPT's + Case Studies on Crises	Create	End Term Internals: Short Answers

CO-PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COIB01.1	3	2	1	3	-	3
COIB01.2	3	2	1	3	-	1
CO	3	2	1	3	-	2
CO	3	2	1	3	-	2

1- Low, 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internal + External Assessment

Total-100%

Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class Participation/ Attendance	10	5	5	--	--	--
Library Exercise	5	2.5	2.5	--	--	--
Case study discussion	10	5	5	--	--	--
Assignments/	5	2.5	2.5	--	--	--

Projects						
Internal End Term Exam	20	10	10	--	--	--
Internal (50marks)	50	25	25	--	--	--
End Term (50 marks Univ)	50					

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.

Reference Books:

Reference Books	Name of the Author	Publisher s
International	ICC Publication UCPDC -Uniform Customsand Practice for Documentary Credits	International Chamber ofCommerce
International	Global Business Regulation by John Braithwaite	Cambridge University Press (February 13, 2000)
International	Legal & Ethical Aspects of International	Wolters Kluwer Law & Business (February 27, 2014)
International	International Banking Legal and RegulatoryAspects(Diploma in International Banking and Finance) by Indian Institute of Banking and Finance, Mumbai 2007-2008	Publisher-Rajiv Beri fromMacmillan India Ltd.
National	Regulatory requirements under FEMA 1999 Vol I FEDAI Publication	FEDAI Publications,Govt.ofIndia

Online Resources:

Online Resources	Web site address
1	http://www.ipindia.nic.in/
2	https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf
3	https://dgft.gov.in/CP/
4	https://www.fieo.org/
5	https://www.trademapp.org/
6	https://msme.gov.in/know-about-msme
7.	https://www.google.co.in/books/edition/International_Banking_Legal_Regulatory_A/IhYsJqiKj8EC?hl=en&gbpv=1&dq=regulatory+aspects+of+international++business+books+indian+author&printsec=frontcover

MOOCs:

Resources No	Web site address
1	https://www.edx.org/learn/international-trade
2	https://www.openlearning.com/courses/GFML3073/

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at	To understand the scenario of world trade and how regulations help for smooth conduct of trade processes.
CO1 & PO 2 Mapped at	The statutes like International Law, etc. that govern the cross border trade foster analytical and critical thinking abilities for decision making related to cross border trade.
CO1 & PO 3 Mapped at	Helps to understand the regulations related to international banking, FEMA Act, FEDAI Rules for conducting international trade.
CO1 & PO 4 Mapped at	Understand the Customs & Baggage Rules, INCOTERMS and analyses how to apply them during import and export transactions
CO1 & PO5 Mapped at	As CO1 and PO5 does not seem to be related in any aspects
CO1 & PO6 Mapped at	Understand the rules and regulations regarding IPR, International Accounting Standards and follow the same for smooth conduct of trade.
CO2 & PO1 Mapped at	Understand the need to govern cross border trade
CO2 & PO2 Mapped at	Apply the international guidelines for decision-making related to cross border trade
CO2 & PO3 Mapped at	To know the new rules and regulations related to cross border trade
CO2 & PO4 Mapped at	Understand, analyse and communicate the Sales of Goods Act and Important Clauses of ICC Publication in import and export of goods
CO2 & PO5 Mapped at -	As CO2 and PO5 does not seem to be related in any aspects
CO2 & PO6 Mapped at	Learn lessons from Crisis and Apply them in practice.

Mapped by: Dr. Vrushali Kadam,, YMIM Karad	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme : MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	IB02	Export Import Policies Procedures and Documentation	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> To make students aware about the cross border trade procedures and practices in International Logistics 			
Learning Outcomes:			
<ul style="list-style-type: none"> The course will provide a clarity on the Import-Export cycle. The course will help students to know the various compliances and documentations in the Import Export Process The course will help students to know the logistic process and various agencies involved in the export-import process. 			

Lesson Plan

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	International Business – Nature & Scope, Framework of International Business, Meaning of Export/ Deemed Export/ Import	10	Co1	Lecture with Ppts	Understand	End Term: Applied Questions Presentations
2	World's Foreign Trade Scenario and Trade Composition, India's Foreign Trade, Important Statutes/Acts/Policies for International Trade, Export Procedure step by step from registration to final shipment and post shipment.	10	Co1	Lecture with Ppts Case Study Psychometric Tools	Understand Analyse	Case Study , End Term: Applied Questions Presentations
3	Documentation in Export/ Import required for Sales Contract, Shipment, Custom Clearance, Banks, Insurance and Transport etc.	10	Co2	Lecture with PPTs Case Study	Understand Analyse	Case Study , End Term: Applied Questions Presentations
4	Cross Border Payment Settlement Procedure	10	Co2	Lecture with PPTs		Case Study , End Term:

	with Advanced Payment Method, Open Account Method, Documentary Credit, Documentary Collection and Consignment Trading			Case Study	Understand Apply	Applied Questions Presentations
5	International Trade Logistics – Meaning, Objective, International Logistic Agencies in India and outside India, their functions.	10	Co3	Lecture with PPTs Case Study	Understand Apply	Case Study , End Term: Applied Questions Presentations
6	Warehousing, Ports in India, Port Efficiency and Productivity, Freight Forwarder, Custom House Agent, Multimodal Transport Operator, Containerization Types and Dimensions, Linear Shipping Services\ <u>Project</u> Students are supposed to select a product for export with the help of Product and Market selection techniques and need to explain each step involved in the export process from the registration stage to post shipment stage.	10	Co3	Lecture with PPTs Case Study	Understand Apply	Case Study , End Term: Applied Questions Presentations

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	1	1	1
CO2	3	3	1	2	1	2
CO3	3	2	3	3	1	3

1- Low , 2- Medium, 3- High, If no correlation, put ‘-’

(Rationale in Appendix)
Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3
Class Participation/ Attendance	10	3	3.5	3.5
Case study discussion	10	3	3.5	3.5
Assignments/ Projects	10	3	3.5	3.5
Presentations	10	3	3.5	3.5
Internal End Term Exam	10	3	3.5	3.5
Internal	50	15	17.5	17.5
End Term (Univ)	50			

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute.

Reference Books:

ReferenceBooks (Publisher)	Name of the Author	Title of theBook	Year Edition	Publisher Company
1-National	Aseem Kumar	Export Import Management	2007	Excel Books
2-National	C. Rama Gopal	Export Import Procedure and Documentation	2019	New age International Publisher_s, New Delhi
3-National	W.K. Acharya and Jain K.S	Export Import Procedure and Documentation	2019	Himalaya Publishing House,Mumbai
4-National	CA Shiva Chaudhary	How to start Export Import Business	2018	Educreation Publishing

Online Resources:

Online Resources No	Web site address
1	http://www.ipindia.nic.in/
2	https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf
3	https://dgft.gov.in/CP/
4	https://www.fieo.org/
5	https://www.trademap.org/
6	https://msme.gov.in/know-about-msme

MOOCs:

Resources No	Web site address
1	http://niryatbandhu.iift.ac.in/exim/
2	https://www.edx.org/learn/international-trade
3	https://www.openlearning.com/courses/GFML3073/

Appendix:**Rationale for Mapping Program Outcomes and Course Outcomes:**

CO1 & PO1 Mapped at 3	Combining knowledge of the Import-Export process with effective management techniques can lead to more successful, efficient, and profitable international business operations.
CO1 & PO 2 Mapped at 2	essential components for success in the field of international trade.
CO1 & PO 3 Mapped at 3	Import-Export cycle and learning new technologies can be significant when viewed in the context of international trade and business operations.
CO1 & PO 4 Mapped at 2	preparing individuals to thrive in the complex and dynamic world of international trade and business.
CO1 & PO5 Mapped at 1	knowledgeable about import-export operations and having strong communication and research skills can be a powerful combination for success in the field of international business.
CO1 & PO6 Mapped at 3	The knowledge of global trade can enhance leadership capabilities and help leaders make informed decisions that positively impact their teams and organizations. It's all about how these two seemingly different concepts can complement and reinforce each other in a business context.
CO2 & PO1 Mapped at 3	This integration equips students with a well-rounded skill set and knowledge base, enabling them to excel in the field of international trade and solve complex business problems effectively.
CO2& PO2 Mapped at 3	to equip students with practical knowledge of import-export processes, while also enhancing their analytical and critical thinking skills for making informed decisions based on data and evidence. These skills are crucial in the field of international trade, where compliance and effective decision-making play a significant role in the success of businesses and organizations involved in global commerce.
CO2& PO3 Mapped at 2	The effectiveness of this relationship, however, depends on the quality and content of the course, as well as the commitment and effort of the students.
CO2& PO4 Mapped at 3	the ability to understand and navigate the global, economic, legal, and ethical aspects of business is essential for long-term success and sustainability in the international marketplace. By combining these two areas in a course, students are better prepared to excel in the field of import-export and international business.
CO2& PO5 Mapped at -	their connection in various ways based on your specific educational or professional goals.
CO2& PO6 Mapped at 3	Both are important for the success of an organization engaged in international trade.

CO3 & PO1 Mapped at 3	This knowledge is then applied through the lens of management theories and practices to address business problems. The skills gained in understanding logistics and export-import processes are essential for resolving business problems in the context of international trade. Therefore, the relationship between these elements is significant in preparing students to excel in the field of international business and trade.
CO3 & PO2 Mapped at 1	learning about the logistics and agencies in the export-import process equips students with the foundational knowledge necessary to apply analytical and critical thinking in the context of international trade. It empowers them to make data-based decisions, solve complex logistical problems, and effectively manage global trade operations.
CO3 & PO3 Mapped at 2	Imparts knowledge about the logistics and export-import processes but also seeks to develop students' abilities to analyze situations, think critically, and make informed decisions based on data
CO3 & PO4 Mapped at 1	It combines the practical know-how with the strategic and ethical considerations necessary for success in international trade. This combination provides students with a well-rounded education that equips them to excel in the field of global business.
CO3 & PO5 Mapped at -	to educate students about logistics and the export-import process, and it also seeks to improve their business communication and research skills. Here's a potential Connection:
CO3 & PO6 Mapped at 3	knowledge of the export-import process is a foundational element for effective leadership in logistics. Leaders in this field must be well-versed in the complexities of international trade to make informed decisions and lead teams toward achieving organizational goals in a dynamic and often challenging environment.

Mapped by: Dr. P.P. Kothari, AKIMSS, Solapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme : MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	PM01	Quality Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> To understand the Quality Management concept and principles and the various tools available to achieve Quality Management. Provide a basic understanding of "widely-used" quality analysis tools and techniques. Create an awareness of the quality management problem-solving techniques currently in use. Stressing upon the importance of the quality principles on the business performance. 			
Learning Outcomes:			
<ul style="list-style-type: none"> Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems. Identify the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality. Critically appraise the organizational, communication and teamwork requirements for effective quality management Critically analyze the strategic issues in quality management, including current issues and developments, and to devise and evaluate quality implementation plans. 			

CO-PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	0	1	3
CO2	3	3	2	0	0	2
CO3	3	3	3	0	1	1
CO.	3.0	3.0	2.66	0	0.67	2.0
CO	3	3	3	0	1	2

1- Low , 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internal+ External Assessment
Total-100%

Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class Test	10	04	03	03		
Attendance	15	05	05	05		
Prelims	15	05	05	05		
Presentations	05	00	02	03		
Assignments	05	03	02	00		
Internal (50marks)	50	17	17	16		
End Term (50 marks Univ)	50	20	15	15		

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute

Reference Books:

ReferenceBooks (Publisher)	Name of theAuthor	Title of theBook	Year Edition	Publisher Company
1 –National	Sundarrajan	Total Quality Management 3rdEdition		PEARSON INDIA
2 –National	P. I. Jain	Quality Control& Total Quality Management		Tata McGraw-Hill Education
3 –National	John Bank	The essence ofTotal Quality Management		Prentice Hall
4 – International	N. Logothetis	Managing forTotal Quality		Prentice Hall; International Ed Edition
5 – International	Dale H Bester field	Quality Control		Pearson Education

Online Resources:

Online Resources No	Web site address
1	www.iso.org
2	www.bis.gov.in
3	https://asq.org/quality-resources/total-quality-management

MOOCs:

Resources No	Web site address
1	www.coursera.org
2	www.edx.org
3	www.openlearning.com

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	PO1 emphasizes the broader application of management knowledge in solving business problems, while CO1 specifically focuses on understanding Quality Management concepts, principles, and tools to ensure high-quality products or services in a business context.
CO1 & PO 2 Mapped at 3	PO2 emphasizes fostering analytical and critical thinking abilities for data-based decision making, CO1 focuses on understanding Quality Management concepts, principles, and tools to ensure high-quality products or services. These two outcomes share the common thread of promoting informed decision-making, with CO1 delving specifically into the quality management aspect.
CO1 & PO 3 Mapped at 2	PO3 emphasizes the capacity to adapt to new technologies and maintain productivity, CO1 focuses on understanding Quality Management concepts and tools to ensure high-quality products or services. These two outcomes are distinct, with PO3 addressing adaptability and productivity in the context of technology and CO1 delving into quality management principles.
CO1 & PO 4 Mapped at 0	PO4 focuses on understanding, analyzing, and communicating global, economic, legal, and ethical aspects of business, while CO1 is specific to understanding Quality Management principles and tools. These two outcomes address different facets of business education, with PO4 emphasizing the broader understanding of global business contexts, and CO1 delving into quality management.
CO1 & PO5 Mapped at 1	PO5 emphasizes the development of skills related to reading, writing, and contributing to business literature, while CO1 is specific to understanding Quality Management principles and tools. These outcomes address different aspects of business education, with PO5 focusing on communication and engagement with business literature, and CO1 delving into quality management.
CO1 & PO6 Mapped at 3	PO6 focuses on developing leadership and teamwork skills to achieve organizational goals, CO1 is specific to understanding Quality Management principles and tools. These two outcomes address different aspects of business education, with PO6 emphasizing leadership and teamwork, and CO1 delving into quality management.
CO2 & PO1 Mapped at 3	PO1 underscores the application of management knowledge to solve business problems, while CO2 specifically targets the understanding of quality analysis tools and techniques and their application in quality management problem-solving. These outcomes emphasize different aspects of business education, with PO1 focusing on management and problem-solving and CO2 delving into quality

	analysis tools and techniques.
CO2 & PO2 Mapped at 3	PO2 emphasizes fostering analytical and critical thinking skills for data-based decision making, CO2 specifically targets the understanding of quality analysis tools and techniques and their application in quality management problem-solving. These two outcomes share the common thread of promoting informed decision-making, with CO2 concentrating on the quality management aspect.
CO2 & PO3 Mapped at 2	PO3 underscores the capacity to adapt to new technologies and remain productive, CO2 specifically targets the understanding of quality analysis tools and techniques and their application in quality management problem-solving. These two outcomes address different aspects of education, with PO3 focusing on technology adaptation and productivity, and CO2 delving into quality analysis.
CO2 & PO6 Mapped at 2	PO6 emphasizes the development of leadership skills for achieving organizational goals and contributing to team success, while CO2 is specific to understanding quality analysis tools and techniques and their application in quality management problem-solving. These outcomes address different facets of education, with PO6 focusing on leadership and teamwork, and CO2 delving into quality analysis in the context of quality management.
CO3 & PO1 Mapped at 3	PO1 emphasizes applying management knowledge to solve business problems, CO3 specifically underscores the importance of quality principles in shaping business performance. These two outcomes address different aspects of business education, with PO1 focusing on management and problem-solving, and CO3 emphasizing the influence of quality principles on business outcomes.
CO3 & PO2 Mapped at 3	PO2 emphasizes fostering analytical and critical thinking for data-based decision making, CO3 specifically underscores the importance of quality principles in influencing business performance. These two outcomes are distinct but are interconnected in that they promote informed decision-making with CO3 delving into the role of quality principles in business success.
CO3 & PO3 Mapped at 3	PO3 emphasizes adaptability to new technologies and maintaining productivity, CO3 specifically underscores the importance of quality principles in influencing business performance. These outcomes address different aspects of education, with PO3 focusing on technology adaptation and productivity, and CO3 emphasizing the role of quality principles in business success.
CO3 & PO5 Mapped at 1	PO5 emphasizes the development of reading, writing, and contribution skills in business literature, CO3 specifically underscores the importance of quality principles in shaping business performance. These two outcomes address different aspects of business education, with PO5 focusing on communication and engagement with business literature, and CO3 emphasizing the influence of quality principles on business outcomes
CO3 & PO6 Mapped at 1	PO6 emphasizes the development of leadership and teamwork skills for achieving organizational goals, CO3 specifically underscores the importance of quality principles in influencing business performance. These outcomes address different facets of business education, with PO6 focusing on leadership and teamwork, and CO3 delving into the role of quality principles in business success.

Mapped by: Dr A.B. Nadaf, AKIMSS, Solapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme : MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	PM02	Business Process Reengineering	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> To explain how organizational performance in terms of efficiency and effectiveness can be improved through BPR. To introduce BPR as a change management tool. To explore and master the fundamental principles of BPR. 			
Learning Outcomes:			
<ul style="list-style-type: none"> DEFINE the key terms associated with Business Process Reengineering. EXPLAIN the various supporting and opposing forces to Business Process Reengineering in simple business situations. APPLYING APPLY modeling tools for simple business processes FORMULATE a working plan to establish a Business Process Reengineering team EVALUATE the success of a BPR initiative in relation to the impact on organizational KPIs. IMAGINE ways to improve business or non-business processes. 			

Lesson Plan

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
Common (as mentioned in the syllabus)	Common	Common	As per individual faculty discretion	Common	As per individual faculty discretion
10	Introduction to business processes: Definition of business process, Dimension of business process, Common business processes in an organization, Definition of business process redesign, Definitions of various management-related terms, Business processes improvement	1	Lecture with ppt, Quiz	Understand	Quiz end team internals
10	Introduction to Business Process Reengineering (BPR): Definition of business processes – Concept of BPR - Definition of business process redesign, BPR -Evolution, Definition, Need for reengineering,	1	Lecture, case study, ppt	Create	case study end term exam Applied Questions

	Benefits, Role of leader & manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR, Myths about BPR, What reengineering isn't, BPR and other quality management concepts, BPR and ERP relation. BPR and Process Simplification, BPR and Continuous Improvement				
10	Enablers of BPR: Enablers of BPR in manufacturing – Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Product design & development. Relationship between BPR and information technology, Role of information technology in reengineering Criticality of IT in Business Process. Factors related to IT infrastructure	2	Lecture with ppt, case study	Evaluate	Case study with presentation end term exam Applied Questions
10	BPR & Information Technology: Introduction, Relationship between BPR & Information Technology, Role of Information Technology in reengineering, Role of IT in BPR (with practical examples), Criticality of IT in business process, BPR tools & techniques, Enablers of process reengineering, Tools to support BPR, Future role of IT in reengineering	3	Lecture with ppt, Group activity	Evaluate	Group Activity end term exam, short case and situation based questions
10	BPR implementation methodology: Reasons of implementation of BPR, Necessary attributes, BPR team characteristics, Key concepts of BPR, BPR methodology, Different phases of BPR, BPR model, BPR methodology selection guidelines,	4	Lecture, case study	Create	Activity end term theory applied

	Common steps to be taken for BPR implementation				
10	The Power of Habit in organizations, Planned changes in business re-engineering projects; Factors relating to change management systems and culture, Committed and strong leadership, Factors relating to organizational structure, Factors related to BPR program management, Factors related to IT infrastructure, Factors Relating to BPR Failure, Problems in communication and organizational resistance, Lack of organizational readiness for change, Problems related to creating a culture for change, Lack of training and education, Factors related to management support, Ineffective BPR teams, A framework for barrier management. Success factors of BPR: Reengineering success factors, Critical success factors of BPR,	6	lecture with ppts	Evaluate	Case presentation end term exam

CO-PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	2	1	3
CO2	3	3	2	3	-	3
CO3	3	2	2	1	-	3
CO4	3	-	1	3	1	3
CO.	3	2	1.5	2.25	1.5	3
CO	3	1	2	2	1	3

1- Low , 2- Medium, 3- High, If no correlation, put '-'
(Rationale in Appendix)

Evaluation

Internal + External Assessment
Total-100%

Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation	10	2.5	2	2	2	1.5	-
Attendance	10	3	2	-	3	2	-
case discussion	5	2.5	1	-	-	-	1.5
Assignment	5	1	1	1	1	1	-
Internal end term exam	20	4.5	5.5	3	2	2.5	2.5
Internal (50marks)	50	13.5	11.5	6	8	7	4
End Term (50 marks Univ)							

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 -National	- Radhakrishnan, Balasubramanian	Business Process Reengineering		, PHI, Eastern Economy Edition, 2008
2 -National	- Jayaraman, Ganesh Natrajan and Rangaramanujan	Business Process Reengineering		MGH.
3 -National	- Dey,	Business Process Reengineering and Change Management		Biztantra.
4 -International	Harmon, P , Elsevier/Morgan	Business Process Change :A Guide for Business Managers and BPM and Six Sigma Professionals,		Kaufmann Publishers.

5 –International	Walford, R.B.,	Business Process Implementation for IT Professionals andManagers,		ArtechHouse.
6 –International	Hammer, M. and Champy, J,	Re-engineering the Corporation: A Manifesto for Business Revolution,		Harper Business

Online Resources:

Online Resources No.	Web site address
1	https://en.wikipedia.org/wiki/Business_process_re-engineering
2	https://searchcio.techtarget.com/definition/business-process-reengineering
3	https://www.minit.io/blog/business-process-reengineering-examples#accept
4	https://www.cleverism.com/business-competitive-business-process-reengineering-bpr/
5	https://www.sweetprocess.com/business-process-reengineering/#chapter-8

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Introduction, definition of business process reengineering, Definition of various management related terms business process improvement
CO1 & PO 2 Mapped at 2	helps to understand concept evaluation need for reengineering BPR and equality management concepts BPR and continuous improvement.
CO1 & PO 3 Mapped at 3	Understand dimensions of business process.
CO1 & PO 4 Mapped at 1	Definition of business process design.
CO1 & PO5 Mapped at 3	Understand definition of business process redesign.
CO1 & PO6 Mapped at 3	Can understand how to techniques of business process improvement .
CO2 & PO1 Mapped at 2	For solving business process reengineering problem getting information of benefits role of leader quality , management concepts, relation between ERP & BRP
CO2 & PO2 Mapped at 1	Models of break through reengineering.
CO2 & PO3 Mapped at 2	To know need of reengineering.
CO2 & PO4 Mapped at 3	process simplification for business process reengineering
CO2 & PO5 Mapped at -1	Business process reengineering and process improvement.
CO2 & PO6 Mapped at 2	Key targets of BPR , myths about BPR.

CO3 & PO1 Mapped at 2	To understand enablers of BPR , Myths about BPR.
CO3 & PO2 Mapped at 1	Collaborative Manufacturing, Intelligent manufacturing.
CO3 & PO3 Mapped at 3	to know product design and development relationship between BPR and information technology.
CO3 & PO4 Mapped at 2	Role of information technology in reengineering .
CO3 & PO5 Mapped at 2	critically of IT in business process.
CO3 & PO6 Mapped at 1	What factors are there related to IT infrastructure.
CO4 & PO1 Mapped at 1	Relation between BPR and information technology , Introduction concept objectives & importance.
CO4 & PO2 Mapped at 3	Role of information technology in reengineering with practical examples.
CO4 & PO3 Mapped at 3	critically of IT in business processes. Tools of BPR & techniques of BPR.
CO4 & PO4 Mapped at 2	To know enables of process reengineering.
CO4 & PO5 Mapped at 1	Tools to support BPR with practical examples.
CO4 & PO6 Mapped at 2	Future role of IT in reengineering.
CO5 & PO1 Mapped at 3	Methodology for implementation of Business process reengineering.
CO5 & PO2 Mapped at 2	Necessary attribute for BPR team characteristics.
CO5 & PO3 Mapped at 3	Team characteristics of BPR , key concepts of BPR
CO5 & PO4 Mapped at 2	Methodology of BPR , models of BPR different phases of BPR.
CO5 & PO5 Mapped at 1	Methodology selection guidelines for business process reengineering.
CO5 & PO6 Mapped at 2	Common steps to be taken for BPR implementation.
CO6 & PO1 Mapped at 3	Required passion/habit in organization required changes in reengineering projects, factors relating to change management systems.
CO6 & PO2 Mapped at 3	factors relating to change management systems and culture , committed & strong leadership.
CO6 & PO3 Mapped at 2	Required factors relating to organizational structure , factors related to BPR programme management.
CO6 & PO4 Mapped at 3	Factors related to information technology infrastructure factors related to BPR failure.
CO6 & PO5 Mapped at 2	What problems are there in communication and organizational resistance, getting information of lack of organizational readiness.
CO6 & PO6 Mapped at 2	Problems related to creating a culture for change lack of training and education, factors related to management concept/management support.

Mapped by: Prof. S.A. Jadhav, Institute of Management & Research, Kolhapour	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme:MBACBCS RevisedSyllabusw.e.f.-Year2022 2023			
Semester	CourseCode	CourseTitle	
III	IT01	System Analysis and Design	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> Explain what systems are and how they are developed. Identify and describe the phases of the systems development life cycle. Follow the analysis portion of the Systems Development Life Cycle in a disciplined manner. Develop and evaluate system requirements. Work effectively in a team environment. Describe the role and responsibilities of the systems analyst in the development and management of systems. 			
Course Outcomes:			
<ol style="list-style-type: none"> Explain the need for and value of a formalized step-by-step approach to the analysis, design, and implementation of computer information systems. Use tools and techniques for process and data modeling. Describe the role and responsibilities of the participants in information systems development. Develop a feasibility analysis of a proposed system. Develop and deliver a Requirements Definition Proposal for a new system in a well-structured business proposal. Explain the common ways projects fail and how to avoid these failures. Implement various project management tools. 			

Lesson Plan

Unit	Cs	Sessio ns (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to system concepts: Introduction to System, characteristic, elements of system, types of system, categories of information system	8	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	General phases of system development life cycle: SDLC, waterfall model, prototyping model, spiral model and 4GT, system analysis	8	CO1, CO3	Lecture with Ppts	Apply	Mid Term: Long Answer Questions
3	Requirement and Structured Analysis: Feasibility Study, Fact-finding techniques, Decision Tree and Decision Table Pseudocode, Structured English, DFD	8	CO2, CO4	Lecture with PPTs Cases	Analyse	End Term Exams: Case based Questions/ Applied Questions

4	Database Design and Documentation Techniques: ERD, System Flow Charts; Functional Decomposition Diagram; Structured Flow-Charts.	8	CO2, CO5	Lectures with PPTs Cases Flip Classroom	Analyse	Class Assignments End Term Exam: Applied Questions
5	User Interface Design: Interface Design Dialogue, Strategies, Screen Management	8	CO5	Lectures Cases Flip Classroom	Create	Case based Presentation Activity End Term: Theory Applied
6	Practical and case studies a) Hospital Management b) Hotel Management c) Library Management d) Inventory Management	5	CO6, CO7	Lectures Case Study Group projects	Evaluate	Activity: Group project Presentations

CO-PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO IT01.1	3	2	3	2	2	1
CO IT01.2	3	3	3	1	2	-
CO IT01.3	3	1	-	-	3	3
CO IT01.4	3	3	3	2	-	1
CO IT01.5	3	2	2	1	-	2
CO IT01.6	3	-	2	2	3	2
CO IT01.7	3	2	3	1	2	3

1- Low , 2- Medium, 3- High, If no correlation, ‘ - ’

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6	CO7
Class Participation/ Attendance	10	1.5	1.5	1.5	1.5	1.5	1.5	1
Group project / case presentation	5				2	2		1
Analysis and data modeling- Cases	5		2		2	1		
Assignments	5		2	2			1	
Internal Mid Term Exam	12.5	4.5	4	4				
Internal End Term Exam	12.5	2	2	2	2	2	1	1.5
Internal	50	8	12.5	9.5	7.5	6.5	3.5	3.5
End Term (Univ)	50							

Note: Actual Internal Evaluation will be carried out for more marks, but they will be proportionately converted into the figures as above.

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute

Reference Books

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1- National	Awad	System Analysis and Design	2015,3 rd edition	Pearson Publication
2- National	Senn	System Analysis and Design:	12 th edition	Stephen Pearson Prentice Hall
3- National	Roger S. Pressman	Software Engineering a Practioner's Approach	2010	Vikas Publishing House Pvt. Limited

Online Resources

Online Resources No.	Websiteaddress
1	https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_quick_guide.htm
2	https://www.yourarticlelibrary.com/management/mis-management/system-analysis-objectives-reasons-and-tools-mis/70388

MOOCs:

Resources No.	Website address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Knowledge of management theories and practices can be applied to solve business problems if managers know step-by-step approach to analysis, design and implementation of computer information systems.
CO1 & PO 2 Mapped at 2	Understanding the need for Step-by-step approach to the analysis, design, and implementation of computer information systems will facilitate to foster analytical and critical thinking abilities for data-based decision making to some extent, hence the alignment is moderate.
CO1 & PO 3 Mapped at 3	Step-by-step approach to the analysis, design, and implementation of computer information systems will support in learning new technologies and remain productive.
CO1 & PO 4 Mapped at 2	Step-by-step approach to the analysis, design, and implementation of computer information systems can lead to understand, analyze and communicate global aspects of business and economic aspects to some extent. But it will not uncover legal and ethical aspects, hence the alignment of CO1 to PO1 is moderate .
CO1 & PO5 Mapped at 2	Explaining formalized step-by-step approach to the analysis, design, and implementation of computer information systems will help to Read, write, and contribute to Business literature to a moderate extent.
CO1 & PO6 Mapped at 1	Ability to lead in the achievement of organizational goals and contributing effectively to a team environment is not the necessary outcome of formalized step-by-step approach to the analysis, design, and implementation of computer information systems. Hence the alignment is low.
CO2 & PO1 Mapped at 3	By using tools and techniques for process and data modeling, knowledge of management theories and practices get applied to solve business problems. So highly aligned.
CO2 & PO2 Mapped at 3	Tools and techniques for process and data modeling are used for data-based decision making, hence foster analytical and critical thinking abilities for data-based decision making.
CO2 & PO3 Mapped at 3	Highly aligned as tools and techniques for process and data modeling lead to learning new technologies which are productive at all times.
CO2 & PO4 Mapped at 1	Tools and techniques for process and data modeling may help to understand, analyze and communicate global aspects of business but not economic, legal and ethical aspects. Hence the alignment is low.
CO2 & PO5 Mapped at 2	Use of tools and techniques for process and data modeling can lead to read, write, and contribute to Business literature to moderate extent.
CO2 & PO6 Mapped at -	Tools and techniques for process and data modeling are not associated with team environment or leading oneself or others in the achievement of organizational goals, contributing effectively to a team environment. Hence no alignment.
CO3 & PO1 Mapped at 3	Describing the role and responsibilities of the participants in information systems development involves solving business problems by applying the knowledge of management theories and

	practices.
CO3 & PO2 Mapped at 1	Describing the role and responsibilities of the participants in information systems development may help to a small extent to foster analytical and critical thinking abilities for data-based decision making through role of systems analyst. Hence the alignment is low.
CO3 & PO3 Mapped at -	No learning of new technologies is associated with describing the role and responsibilities of the participants in information systems development. Hence no association.
CO3 & PO4 Mapped at -	Describing the role and responsibilities of the participants in information systems development does not involve ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO3 & PO5 Mapped at 3	Since participants in information systems development are part of business, describing their role and responsibilities leads to read, write, and contribute to Business literature, hence high alignment.
CO3 & PO6 Mapped at 3	The participants in information systems development have to work in team and they are responsible for information systems development which is part of organizational goals. Hence depending on the role, they possess ability to lead themselves and others in the achievement of organizational goals, and contribute effectively to a team environment.
CO4 & PO1 Mapped at 3	Developing a feasibility analysis of a proposed system to solve a business problem is directly concerned with applying the knowledge of management theories and practices to solve business problems, hence highly aligned
CO4 & PO2 Mapped at 3	Developing a feasibility analysis of a proposed system involves analytical and critical thinking for data-based decision making, hence highly aligned.
CO4 & PO3 Mapped at 3	Developing a feasibility analysis of a proposed system is a productive step towards the proposed business system and is based on learning new technologies with ease, hence highly aligned.
CO4 & PO4 Mapped at 2	Establishing feasibility analysis of a proposed system requires to consider, economic aspect i.e. cost of the system, legal aspects of the proposed business system and global aspects to some extent but not ethical aspects, hence moderately aligned.
CO4 & PO5 Mapped at -	Developing a feasibility analysis of a proposed system may not lead to reading, writing and contributing to Business literature, hence no alignment.
CO4 & PO6 Mapped at 1	Feasibility analysis of a proposed system is weakly aligned with team environment and ability to lead in the achievement of organizational goals as these are not very essential requirements of feasibility study but may be required to some extent.
CO5 & PO1 Mapped at 3	Developing a well-structured business proposal is based on applying the knowledge of management theories and practices to solve business problems. Hence delivering a Requirements Definition Proposal for a new system is highly aligned with PO1.
CO5 & PO2 Mapped at 2	Developing and delivering a Requirements Definition Proposal for a new system in a well-structured business proposal requires analytical and critical thinking abilities for data-based decision to medium extent, hence a moderate alignment.
CO5 & PO3 Mapped at 2	Development and delivery of a Requirements Definition Proposal leads to learning new technologies to a moderate extent. Doing it in the form of a well-structured business proposal emphasizes the plan to be productive for the business. Hence the alignment is medium.
CO5 & PO4 Mapped at 1	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is required to a small extent for development and delivery of a Requirements Definition Proposal in a well-structured business proposal. Hence weakly aligned.
CO5 & PO5 Mapped at -	Developing and delivering a Requirements Definition Proposal for a new system may not lead to reading, writing and contributing to Business literature, because only requirements of the proposed system are focused. Hence no alignment.
CO5 & PO6 Mapped at 2	The people involved in Development and delivery of a Requirements Definition Proposal have to work in team to some extent and focus towards achievement of organizational goals to a moderate extent. Hence the alignment is medium.
CO6 & PO1 Mapped at 3	Explaining the common ways of project failure and ways of avoiding these failures requires application the knowledge of management theories and practices to solve business problems. Hence high alignment.
CO6 & PO2 Mapped at -	Explaining the common ways of project failure and ways of avoiding these failures does not lead to any data-based decision making using analytical and critical thinking abilities. Hence no alignment.
CO6 & PO3 Mapped at 2	Explaining the common ways of project failure and ways of avoiding these failures may require understanding of new technologies to find the causes of failure and solutions to avoid them may lead increase in productivity to moderate extent. Hence the alignment is medium.
CO6 & PO4 Mapped at 2	Explaining the common ways projects fail and how to avoid these failures may lead to understand, analyze and communicate global, economic, legal and ethical aspects of business to moderate extent. Hence the alignment is medium.
CO6 & PO5 Mapped at 3	Explaining the common ways of project failure and ways of avoiding these failures is a part of business literature. Hence it will lead to read, write, and contribute to Business literature. Hence

	high alignment.
CO6 & PO6 Mapped at 2	Since project management involves team work, explaining the common ways of project failure and ways of avoiding these failures deals with ability to lead in the achievement of organizational goals to some extent and contributing effectively to a team environment is inherent. Hence the alignment is medium.
CO7 & PO1 Mapped at 3	By using various project management tools, the knowledge of management theories and practices get applied to solve business problems as required in planning of project. Hence the alignment is high.
CO7 & PO2 Mapped at 2	Implementing various project management tools requires analytical and critical thinking abilities for data-based decision making during planning of project, to moderate extent hence a medium alignment.
CO7 & PO3 Mapped at 3	Implementing various project management tools makes the project more productive and also leads to learning new technologies for project management with ease. Hence the alignment is high.
CO7 & PO4 Mapped at 1	Implementing various project management tools to plan the project, may require ability to understand, analyze and communicate global, economic, legal and ethical aspects of the concerned business project only, to a small extent. Hence low alignment.
CO7 & PO5 Mapped at 2	As various project management tools may be the part of Business literature, it may involve reading, writing and contributing to Business literature to moderate extent. Hence a medium alignment.
CO7 & PO6 Mapped at 3	Project management is based on team work, for the success of project. Hence ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is inherent. Hence high mapping.

Mapped by: Dr. Seema Tarnekar, CDOE (Centre for Distance and Online Education)	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme : MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	IT02	Information System Security & Audit	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> Describe the general framework for IT risks and control. Identify the unique elements of computer environment and discuss how they affect the audit process. Describe the security aspect and audit issues related to computer security. To enable the students to grasp knowledge of Auditing along with exposure to modern business information systems. Understand the audit objectives and procedures used to test data management controls. Discuss the stages in the SDLC 			
Learning Outcomes:			
<ul style="list-style-type: none"> Understand the difference between Security Metrics and Audits. Knowledge on Vulnerability Management Know the Information Security Audit Tasks, Reports and Post Auditing Actions Understand Information Security Assessments Examine the multiple layers of IS security in organizations. Analyze the risk management approach to information assets' security with respect to operational and organizational goals. Evaluate physical and logical security controls, and the automated approaches in IS security. 			

Lesson Plan

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	<p>Information Systems Audit: What is Information Systems (IS) Auditing?</p> <p>Need for control and audit of computers, Effects of computers on internal controls, Effects of computers on auditing, Foundations of Information Systems Auditing, Organizational Responsibilities (Executive management, Auditors, IT and Information security and General users)</p> <p>Information system control : Information system control techniques, categories of internal control, organizational controls, data processing environmental</p>	10	CO 1	Lecture with PPTs Quiz	Understand	Quiz Class test Home Assignment

	control, Business continuity planning control, user control, boundary control, input control, control over data					
2	Meaning of Risk, Business risk, audit risk, security risk, and continuity risk. SEI risk statement (two things needed to express risk clearly) Components of risk: threat, vulnerability, exposure, impact, consequence Risk response options: manage, reduce, transfer, ignore, monitor Threat classes: natural, accidental and unintentional, intentional, political unrest, Threat agents, threat agent motives, Four basic steps to a risk assessment.	10	CO 1	Lecture with Ppts Case Study Psychometric Tools	Understand and Analyze	Case Study , Newspaper Article End Term: Applied Questions
3	Information security programs- Relative importance of people, policy, and technology, Legal, Ethical and Professional Issues in Information Security Program foundation: policy, education, ownership, defined responsibilities Role of risk management in information security programs Information Security Management-Supporting role and purpose of: policy, training, culture, baselines, system acquisition and development, change management, configuration management, monitoring, personnel policies, assessments, metrics, and evaluation Incident response and basic steps: identification, containment, collection, recovery, analysis Cyber frauds, cyber attacks,	10	CO 3	Lecture with PPTs Case Study	Analyze	Case Study with Presentations End Term Exams: Case based Questions/ Applied Questions

	impact of cyber frauds on enterprise, techniques to commit cyber frauds.					
4	Software / System Development Life Cycle- Four basic steps in SDLC: analysis, development, testing, implementation General sense for SDLC risks , Differences between pre- and post implementation audits Pre-implementation and Post-implementation: approaches, role of auditor, advantages, disadvantages (in both phases)	10	CO1	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	Evidence Collection- Audit software, Code review, test data, and code comparison, Concurrent auditing techniques, Interview, questionnaires, and control flowcharts, Performance measurement tools. Evaluating Asset Safeguarding and Data Integrity Introduction, measures of asset safeguarding and data integrity, Nature of the global evaluation decision, Determinants of judgment performance, Audit technology to assist the evaluation decision, Cost-effectiveness considerations, Overview of the efficiency evaluation process, Performance indices, Workload models, System models, combining workload and system models, Overview of the	10	CO2	Lecture Case Activity	Apply	Case Presentation Activity End Term: Theory Applied

	effectiveness evaluation process, A model of Information System effectiveness, Evaluating system quality, Evaluating information quality, Evaluating perceived usefulness, Evaluating perceived ease of use, Evaluating computer self-efficacy, Evaluating Information System use, Evaluating individual impact, Evaluating Information System satisfaction, Evaluating organizational impact					
6	Audit planning - Scope, objectives, Audits vs. assessments Need for business continuity management, Business Continuity policy and Planning, objectives Goals, plan, implementation, testing, Types of Back up, Disaster recovery plan, Audit of BCP and DRP New trends- cloud computing, security issues, mobile computing, BYOD(bring your own device) threats of BYOD, web 2.0, social media and network –social network threats , Green IT security service and challenges	10	CO4	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	2	1	1	1
CO2	2	2	2	1	1	1
CO3	2	2	2	1	1	1
CO4	1	1	1	1	1	1
CO5	1	1	1	1	1	1
CO6	1	1	1	1	1	1

Very Low , 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project club activity	5	1	2	2	
Case study discussion	10	2.5	2.5	2.5	2.5
Assignments/ Projects	5		2	3	
Internal End Term Exam	20	5.5	5.5	4.5	4.5
Internal	50	13.5	12.5	14.5	9.5
End Term (Univ)	50				

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute

Reference Books

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Doug Dayton, Daug Dayton	Information Technology Audit Handbookl,	(1997),	Prentice Hall, ISBN: 0136143148
2 – National	Ron Weber	Information Systems Control and Auditl,		Pearson Education Inc., Ninth Impression, 2013, ISBN 978-81-317- 0472-1
3 – National	Richard E. Cascarino	Auditor's Guide to Information Systems Auditing		- 978-0-470- 00989-5 Willey publication
4 – International	Frederick Gallegos, Sandra Allen- Senft, Daniel P. Manson (1999)	Information Technology Control and Auditl		Auerbach Pub, ISBN: 0849399947

5 – International	James A. Hall	—Information Systems Auditing and Assurance.].		South Western College Publishing, 1999.
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Online Resources

Online Resources No	Web site address
1	https://core.ac.uk/download/pdf/6673169.pdf
2	https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_security_audit.htm
3	https://www.isaca.org/resources/isaca-journal/issues/2016/volume-5/information-systems-security-audit-an-ontological-framework
4	https://en.wikipedia.org/wiki/Information_security_audit
5	https://www2.deloitte.com/me/en/pages/technology/solutions/it_audit_and_information_system_security_deloitte_montenegro_technology_services_solutions.html

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in
Resources No.	Website address
1	Alisons
2	Swayam

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Alignment with Program Goals: Mapping helps align the specific learning objectives of individual courses (COs) with the broader educational goals and objectives of the program (POs). This ensures that the courses are directly contributing to the overarching program outcomes.
CO1 & PO1 Mapped at 3	Relevance and Applicability: It ensures that what students learn in each course is relevant and applicable to the skills and knowledge required to achieve program outcomes. In this context, the program aims to produce graduates who can apply management and business knowledge. Mapping ensures that course content is designed to meet this objective.
CO1 & PO1 Mapped at 1	Skill Development: Mapping helps identify which COs are related to developing specific skills or competencies required for achieving the program outcomes. For instance, if the program outcome is about fostering critical thinking abilities (PO2), mapping can identify which courses are developing this skill, such as CO2.
CO1 & PO1 Mapped at 1	Assessment and Evaluation: Mapping assists in creating a clear and systematic approach to assessment and evaluation. Faculty can design assessments that measure how well students are progressing toward achieving the program

	outcomes. For instance, CO1 and CO3 may contribute to students' ability to understand and communicate global, economic, legal, and ethical aspects of business (PO4).
CO1 & PO1 Mapped at 1	Curriculum Coherence: It helps in creating a cohesive curriculum. Each course plays a role in building the knowledge and skills that students need to meet the program outcomes. This avoids gaps or overlaps in the curriculum.
CO1 & PO1 Mapped at 3	Continuous Improvement: Mapping enables institutions to continuously improve the curriculum. By assessing the effectiveness of COs in achieving POs, educators can make necessary adjustments to better meet program goals.

Mapped by: Dr.H.M.Padalikar, BVDU,IMED,Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme : MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	AM01	Rural Marketing	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> • To sensitize the students towards the Agriculture and Rural Marketing environment so as to help them in understanding the emerging challenges in the Global Economic Environment • To familiarize the students with the basic concepts of Rural Marketing, • To make the students aware of nature of the Rural Consumer • To give insights of marketing of agricultural inputs and produce. 			
Learning Outcomes:			
<ul style="list-style-type: none"> • Understand the importance of Rural Markets • Sensitize to the needs and behavior of consumers and channels • Utilize the understanding on peculiarities of rural markets, channels and competition in marketing decision making • Understand the Rural Market Segmentation and Rural Products • Expose the students to Rural Market Distribution and services 			

Lesson Plan

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	3	2	3
CO2	3	2	3	3	-	2
CO3	1	3	1	3	-	1
CO4	3	2	-	1	3	2
CO5	3	3	-	1	1	2
CO.	2.6	2	1.2	2.2	1.2	2
CO	3	2	1	2	1	2

1- Low, 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
10	Unit 1-Rural Marketing- Concept	1	As per individual faculty discretion	Knowledge	As per individual faculty discretion
10	Unit 2- Rural Marketing in India	2		Application	
10	Unit 3- Information System for Rural Marketing	2		Comprehension	
10	Unit 4- Product Strategy for Rural Markets	3		Application	
10	Unit 5-Promotion towards Rural Audience	4		Synthesis	
10	Unit 6-Cases Related to the topics covered under earlier units	5		Analysis	

Evaluation

Internal+ External Assessment

Total-100%

Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Attendance/Class participation	10	2	2	2	2	2
Live Project-Club Activity	5	2	2	1	-	-
Case Study discussion	10	2	2	2	2	2
Assignments	5	2	1	1	1	-
Internal End Term Exam	20	4.5	4.5	4.5	4.5	2
Internal (50marks)	50	12.5	11.5	10.5	9.5	6
End Term (50 marks Univ)						

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan,	–Rural Marketin – Text and Cases		, Pearson education.
2 – National	C.S.G. Krishnamacharyulu &	–Cases in rural marketing an		Pearson education.
	Lalitha Ramakrishnan	integrated approach .		
3 – National	Robert Chambers	–Rural Development: Putting the last first		Pearson education.

Online Resources:

Online Resources No	Web site address
1	https://www.economicsdiscussion.net/marketing-management/rural-marketing-in-india/31957
2	https://www.ddegjust.ac.in/studymaterial/mba/mm-310.pdf
3	https://theinvestorsbook.com/rural-marketing-strategy.html

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Appendix:**Rationale for Mapping Program Outcomes and Course Outcomes:**

CO1 & PO1 Mapped at 3	Understanding the significance of rural markets is essential for business. By comprehending rural markets, management theories can be applied by learners to address the unique challenges and opportunities, thereby solving real world business problems effectively.
CO1 & PO 2 Mapped at 2	To understand the importance of rural markets, students need to collect and analyze data related to these markets, such as demographics, consumer behavior and market trends. This process fosters analytical thinking skills as students learn to interpret and make sense of data.
CO1 & PO 3 Mapped at 2	Rural markets can be geographically dispersed and remote. Being productive in such contexts often involves using technology for remote communication, market monitoring and data management. Learning new technologies can empower individuals to be more productive when dealing with rural markets, especially when physical presence is limited.
CO1 & PO 4 Mapped at 3	Rural markets are a significant part of a country's economy. Understanding their importance involves analyzing their economic impact, such as their contribution to GDP, employment, consumption patterns. Businesses often need to consider how their actions in rural market fit into a global context. Hence this is aligned at highest level.
CO1 & PO5 Mapped at 2	Understanding the importance of rural markets, they can apply this knowledge to contribute to business literature. Hence CO 1 is aligned with PO 5 at moderate level.
CO1 & PO6 Mapped at 3	After understanding the complexities of rural markets, strong adaptability skills may be developed. Students can apply their knowledge to lead and make informed decisions in a variety of contexts, which is essential for effective leadership.
CO2 & PO1 Mapped at 3	Understanding consumer needs and behavior is foundational to making effective management decisions. When managers are sensitive to consumer preferences and channel dynamics, they can apply this knowledge to make informed decisions regarding product development, marketing strategies and resource allocation.
CO2 & PO2 Mapped at 2	Combining knowledge of consumer behavior with analytical and critical thinking skills equips students to make holistic decisions. They can consider not only the data but also broader context when making business choices.
CO2 & PO3 Mapped at 3	Learning new technologies with ease is a vital skill in today's fast paced world. Sensitizing students to consumer needs and behaviors can foster an open mind set for technology adoption. Being aware of consumer preferences can drive individuals to proactively seek and adopt technologies that align with these preferences.

CO2 & PO4 Mapped at 3	CO 2 is aligned with PO4 at highest level and it is justified because consumer behavior is intertwined with economic, legal and ethical aspects. It helps to develop a well rounded skill set that's valuable for navigating the complexities of the global business landscape
CO2 & PO5 Mapped at “-“	Understanding consumers is a practical skill that can be applied to real world business scenarios. But doesn't contribute significantly to business literature. No alignment.
CO2 & PO6 Mapped at 2	Understanding consumer behavior is integral to making informed decisions, fostering teamwork, and ultimately contributing to the achievement of organizational goals.
CO3 & PO1 Mapped at 1	Management theories encompass various aspects of business, such as organizational behavior, strategy and leadership which can complement the specific knowledge of rural markets and channels.
CO3 & PO2 Mapped at 3	Critical thinking plays a key role in evaluating marketing strategies and assessing their potential impact. Analytical skills help in quantifying the expected outcomes of various marketing decisions, aiding in strategy selection.
CO3 & PO3 Mapped at 1	Understanding how to leverage technology tools for market analysis and communication can enhance productivity.
CO3 & PO4 Mapped at 3	Understanding rural market provides valuable insights into diverse market dynamics, which includes both rural and urban areas. This broad perspective enhances student's ability to understand global business scenarios, as rural markets often mirror some challenges faced in emerging economies around the world.
CO3 & PO5 Mapped at “-“	Real world insights gained from understanding rural markets and channels can provide valuable content for business literature. But practical examples and case studies are required to be added. No alignment.
CO3 & PO6 Mapped at 1	Leaders who understand peculiarities of rural markets and possess this knowledge are better equipped to guide their teams in making informed choices that align with market realities, thus contributing to the achievement of organizational goals.
CO4 & PO1 Mapped at 3	Management practices involve strategic decision making. Understanding rural markets is a strategic aspect of business, where students learn to identify opportunities, develop strategies and address challenges. This aligns with applying management theories to solve real world business problems.
CO4 & PO2 Mapped at 2	Understanding rural market segmentation and products often involves collecting and analyzing data. Students are required to assess factors like demographics, consumer behavior and market trends in rural areas. This process fosters analytical thinking as they work with data to gain insights into these markets.
CO4 & PO3 Mapped at “-“	While technology may play a role in market research and data analysis, the understanding of rural market segmentation and products doesn't inherently require learning new technologies. Hence No alignment.
CO4 & PO4 Mapped at 1	Rural markets can be complex and multifaceted, involving economic, legal and ethical dimensions. Understanding these aspects requires interdisciplinary learning, which contributes to a broader understanding of the global, economic, legal and ethical aspects of business.
CO4 & PO5 Mapped at 3	As students gain expertise in rural market segmentation and rural products, they may contribute to the field by conducting research, publishing articles or sharing insights through case studies and industry reports.
CO4 & PO6 Mapped at 2	To lead effectively in an organizational context, it's crucial to have a deep understanding of various markets, including rural markets. Rural market segmentation equips students with insights into a specific market segment, which can be valuable when leading initiatives or teams within an organization.
CO5 & PO1 Mapped at 3	The PO emphasizes the application of management theories and practices to address real world business challenges. When students are exposed to rural market distribution in the course, they can apply their management knowledge to solve problems to specific rural markets, aligning with the broader program objective.
CO5 & PO2 Mapped at 3	The CO of exposing students to rural market distribution provides a practical context for applying analytical and critical thinking skills. Analyzing data related to rural markets and making decisions based on this data can be a valuable learning experience.

CO5 & PO 3 Mapped at “—“	In the process of exposing students to rural market distribution, the course may incorporate use of various technologies. Additionally, being productive in business context often involves making informed decisions based on data and market insights. So there is no potential connection between CO and PO.
CO5 & PO 4 Mapped at 1	Rural market distribution has global implications. Understanding how rural markets fit into the larger global business landscape can broaden student’s perspectives and contribute to their ability to understand global aspects of business.
CO5 & PO 5 Mapped at 1	As students gain expertise in rural market distribution, they may contribute to the field by conducting research, publishing articles or sharing insights through case studies.
CO5 & PO6 Mapped at 2	Rural markets can be diverse and challenging requiring adaptability. The experience gained by students during course may enhance their ability to adapt to various situations and work effectively in different team environments within organizations.

Mapped by: Dr.Vaibhavi.Desai, BVDU-Institute of Management Kolhapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Lesson Plan

Programme: MBACBCS Revised Syllabus w.e.f.-Year 2022 2023			
Semester	Course Code	Course Title	
I	AM02	Supply Chain Management in Agribusiness	
Type	Credits	Evaluation	Marks
Core elective	3	CES	UE:IE 50:50
Program Outcomes:			
<p>P1-Apply the knowledge of management theories and practices to solve business problems</p> <p>P2-Foster analytical and critical thinking abilities for data-based decision making</p> <p>P3-Learn new technologies with ease and be productive at all times</p> <p>P4-Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.</p> <p>P5-Read, write, and contribute to Business literature</p> <p>P6-Ability to lead themselves and others in the achievement of organizational goals, contributing Effectively to a team environment.</p>			
Course Outcomes:			
<p>C1-Understand the principles of supply chain management and its importance in business management.</p> <p>C2-Know the emerging practices, challenges and trends in supply chains</p> <p>C3-Understand the Supply Chain Strategy</p> <p>C4-Understand the Logistics Management in Supply Chains</p> <p>C5-Understand the Information Technology for Supply Chain Management</p>			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.	10	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management	10	CO 1	Lecture with PPTs Case Study Psychometric Tools	Understand	Case Study , Newspaper Article End Term: Applied Questions

3	Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory.	10	CO 2	Lecture with PPTs Case Study	Analyze Evaluate	Case Study with Presentations End Term Exams: Case based Questions/ Applied Questions
4	Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; 28 Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.	10	CO2	Lectures with PPTs Group Activity Video Cases	Analyze	Group Activity End Term Exam: Short case and situation based questions
5	Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking.	10	CO3 CO5	Lecture Case Website activity	Apply Create	Case Presentation Activity End Term: Theory Applied
6	Food supply chain Networks, The advantages for supply chain members, Components of an Agri supply chain, Agri marketing and emergence of coordinated supply chains in India, Coordinated supply chains, Supply Chain Management in Horticulture, Value chain – Some Horticulture crops	10	CO1 CO2 CO3	Lectures with PPTs Flip Classroom Project	Remember create	Activity End Term: Theory Applied

1-	CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
	COAM02.1	3	1	2	2	1	3
	CO AM02.2	3	2	3	3	1	2
	COAM02.3	3	2	3	3	2	3
	COAM02.4	2	2	3	2	1	2
	COAM02.5	2	2	1	3	1	3
	CO.	2.1	1.5	2	2.1	1	2.1
	CO	2	2	2	2	1	2

Low, 2- Medium, 3- High, If no correlation, put '0'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project – club activity	5	3		2	
Case study discussion	10	2.5	2.5	2.5	2.5
Assignments/ Projects	5		2	3	
Internal End Term Exam	20	5.5	5.5	4.5	4.5
Internal	50	13.5	12.5	14.5	9.5
End Term (Univ)	50				

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 National	Altekar RV.	Supply Chain Management: Concepts and Cases	2006	Prentice Hall of India.
2 National	Monczka R, Trent R & Handfield R.	Purchasing and Supply Chain Management.	2002	Thomson Asia
3 National	vanWeele AJ	Purchasing and Supply Chain Management Analysis, Planning and Practice	2000	Vikas Publ. House
4 International	Fawcett, S., Ellram, L. and Ogden, J.	Supply Chain Management – From Vision to Implementation	2007	Pearson Prentice Hall, Upper Saddle River, NJ, USA.
5 International	Fischer, C. and Hartmann, M.	Agri-food Chain Relationships	2010	CAB International, UK

Online Resources

Online Resources No.	Website address
1	https://www.academia.edu/40734182/Principles_of_Agribusiness_Management
2	https://en.wikipedia.org/wiki/Agribusiness
3	https://zalamsyah.files.wordpress.com/2018/02/6-agribusiness-management.pdf
4	http://eagri.org/eagri50/AECO341/index.html

MOOCs:

Resources No.	Website address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Appendix:**Rationale for Mapping Program Outcomes and Course Outcomes:**

CO1 & PO1 Mapped at 1	Students will understand and will get the knowledge of supply chain management and evolution in supply chain management.
CO1 & PO 2 Mapped at 2	To know the demand management in supply chain management and forecasting the demand by analytical and critical thinking abilities.
CO1 & PO 3 Mapped at 3	Study the principles and importance of supply chain management by learning new technologies and to increase productivity
CO1 & PO 4 Mapped at 4	Understand , analyze and communicate the principles and importance of supply chain management at global, economic, ethical and legal aspect of business
CO1 & PO5 Mapped at 2	Students will learn to read, write and contribute to understand the principles of supply chain management and its importance in business.
CO1 & PO6 Mapped at 4	Using principles of supply chain management and lead themselves to lead themselves to achieve organizational goals and contribute effectively to team environment.
CO2 & PO1 Mapped at 5	Apply the knowledge of management theories and practices to Analyze the emerging practices, challenges and trends in supply chain
CO2& PO2 Mapped at 3	Create analytical and critical thinking abilities in procurement management in agri., purchase cycle and understand traditional inventory management.
CO2& PO3 Mapped at 2	To learn and analyze new technologies in logistics management, transportation management and innovation in logistics.
CO2& PO4 Mapped at 3	Understand , analyze and communicate supply chain management practices, challenges and trends in logistics management
CO2& PO5 Mapped at -4	Increase the business literature in supply chain management by studying service innovation and GPS technologies.
CO2& PO6 Mapped at 3	By applying the concepts of Just in time- and lead themselves towards achieving organizational goals and contribution towards team environment.
CO3 & PO1 Mapped at 3	Understanding supply chain strategies by using IT application in supply chain management., Role of knowledge in SCM
CO3 & PO2 Mapped at 1	Students can learn to evaluate the modern supply chain management approach and apply new strategies in SCM
CO3 & PO3 Mapped at 2	New technologies used inTPL/3PL, packaging for logistics, setting new benchmarking are exposed to students for remembering and creating new trend in SCM
CO3 & PO4 Mapped at 1	Students are given knowledge so as to make them understand, analyze and communicate global, economic, legal and ethical aspects of business in supply chain management.
CO3 & PO5 Mapped at -	Literate students about demand management, procurement management, logistic management in supply chain management
CO3 & PO6 Mapped at 3	Understand the modern SCM and elements of SCM,GPS technologies and SCM for Horticulture crops.

CO4 & PO1 Mapped at 3	Apply the knowledge of Evolution of SCM and practices to Analyze the emerging practices, challenges and trends in supply chain
CO4 & PO2 Mapped at -	To create critical thinking abilities in procurement management in agri., purchase cycle and understand traditional inventory management.
CO4 & PO3 Mapped at -	Apply, learn and analyze new technologies in logistics management, transportation management and innovation in logistics.
CO4 & PO4 Mapped at 3	Understand , analyze and communicate supply chain management practices, challenges and trends in value chain, Benchmarking in SCM
CO4 & PO5 Mapped at 1	Increase the business literature in supply chain management by studying service innovation and GPS technologies.
CO4& PO6 Mapped at 3	By applying the concepts of Just in time- and lead themselves towards achieving organizational goals and contribution towards team environment.
CO4 & PO1 Mapped at 3	Students will understand and will get the knowledge of supply chain management and evolution in supply chain management.
CO4 & PO2 Mapped at -4	To know the demand management in supply chain management and forecasting the demand by analytical and critical thinking abilities.
CO4 & PO3 Mapped at -5	Study the principles and importance of supply chain management by learning new technologies and to increase productivity
CO4 & PO4 Mapped at 3	Understand , analyze and communicate the principles and importance of supply chain management at global, economic, ethical and legal aspect of agribusiness management
CO4 & PO5 Mapped at 1	Students will learn to read, write and contribute to understand the principles of supply chain management and its importance in business. Establish their own agribusiness .
CO4& PO6 Mapped at 3	Understand food chain networks of supply chain management and lead themselves to lead themselves to achieve organizational goals and contribute effectively to team agri entrepreneurs

Mapped by: Dr. Pratap Desai BVDU, IMRDA, Sangli	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme : MBA (HR) CBCS Revised Sayllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	R01	Introduction to Retailing	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> To familiarize the students with evolution and growth of Retailing, expectations of customers and To study the importance of retailing in the current business scenario. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Enable the students to gain knowledge on concepts, formats and managerial practices of retailing Enable the students to gain skills on analysis and decision making in retailing management Understand to the Product Categories, Types and Formats Understand to the Retail Strategy Understand to the Store Operation and Services 			
Unit	Contents		Sessions
1	Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Retail as a career.		10
2	Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organization,		10
3	The changing Structure of retail, Classification of Retail Units, Retail Formats: Corporate chains, Retailer Corporate and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs.		10
4	4 Variety of Merchandising Mix, Retail Models and Theory of Retail Development, Business Models in Retail, Concept of Life cycle Retail.		10
5	Emergence of Organized Retailing, Traditional and Modern retail Formats in India, Retailing in rural India, Environment and Legislation For Retailing,		10
6	Case Studies in Retail Management		10

Lesson Plan

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
Common (as mentioned in the syllabus)	Common	Common	As per individual faculty discretion	Common	As per individual faculty discretion
10	Unit 1 - Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Retail as a career.	CO1		Understand	
10	Unit 2 - Developing and applying Retail Strategy, Strategic Retail Planning	CO3		Apply	

	Process, and Retail Organization.				
10	Unit 3- The changing Structure of retail, Classification of Retail Units, Retail Formats: Corporate chains, Retailer Corporative and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs.	CO2		Analyze	
10	Unit 4- Variety of Merchandising Mix, Retail Models and Theory of Retail Development, Business Models in Retail, Concept of Life cycle Retail.	CO4		Evaluate	
10	Unit 5- Emergence of Organized Retailing, Traditional and Modern retail Formats in India, Retailing in rural India, Environment and Legislation For Retailing,	CO5		Create	
10	Unit 6 - Case Studies in Retail Management	CO5		Create	

CO-PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	3	-	2
CO2	2	-	2	2	3	1
CO3	2	3	2	-	2	3
CO4	2	2	3	-	3	2
CO5	2	1	3	2	1	3
CO.	2	1.6	2.6	1.4	1.8	2.2
CO	2	2	3	1	2	2

1- Low , 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internal+External Assessment

Total-100%

Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Attendance/ Class participation	10	2.5	2.5	2	1	2
Live Project-Club Activity	5	3	2	-	-	-
Case Study discussion	10	-	-	2.5	2.5	5
Assignments	5	2	3	-	-	-
Internal End Term Exam	20	5.5	5.5	3.5	3.5	2
Internal (50marks)	50	15	15	8	7	5
End Term (50 marks Univ)						

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Swapana Pradhan-	Retailing Management		
2 – National	Dravid Gilbert	- Retail Marketing		
3 – National	George H, Lucas Jr., Robert P. Bush, Larry G Greshan-	Retailing		
4 – International	A. J. Lamba	The Art of Retailing		
5 – International	. Barry Berman, Joel R Evans	Retail Management; A Strategic Approach		

Online Resources:

Online Resources No	Web site address
1	https://www.businessmanagementideas.com/india/retailing/retailing-in-india-definition-nature-types-importance-examples-and-opportunities/18318
2	https://www.mbaknol.com/retail-management/retail-organization-and-classification-of-retail-units/
3	http://164.100.47.193/Refinput/New_Reference_Notes/English/FDI_Sector.pdf

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Appendix:**Rationale for Mapping Program Outcomes and Course Outcomes:**

CO1 & PO1 Mapped at 3	Retail management serves as a valuable tool for students to acquire knowledge about concepts, formats, and managerial practices in the retail industry. It analyzes practical, real-world examples that apply management theories and practices to solve business problems, helping students develop a deeper understanding of how retail businesses operate and make informed decisions based on theoretical knowledge.
CO1 & PO 2 Mapped at 2	Retail management is an educational tool that allows students to acquire knowledge about concepts, formats, and managerial practices in the retail industry. To analytical and critical thinking by presenting real-world scenarios and data, enabling students to make informed, data-based decisions in a business context.
CO1 & PO 3 Mapped at 3	Retail management empowers students to acquire knowledge and promotes productivity by allowing students to apply theoretical knowledge in practical settings, adapt to emerging technologies, and make informed decisions to enhance efficiency and effectiveness in retail operations.
CO1 & PO 4 Mapped at 3	Explore various types of retail, such as e-commerce, brick-and-mortar, pop-up stores, and hybrid models. Understand the advantages and disadvantages of each retail type and how they adapt to consumer trends and preferences..
CO1 & PO5 Mapped at -	The retail reflects the necessary skills to read, write, and contribute to the existing body of business literature, enabling students to engage with and contribute to the field's academic and practical knowledge. Retail management empowers students to acquire knowledge of essential concepts, formats, and managerial practices in the retail sector.
CO1 & PO6 Mapped at 2	Retail management helps students acquire knowledge of fundamental concepts, formats, and managerial practices in the retail industry. Additionally, it cultivates the ability to lead both themselves and others in the pursuit of organizational goals while being effective contributors in a team environment.
CO2 & PO1 Mapped at 2	Retailing management enables students to develop skills in analysis and decision-making within the context of the retail industry. It empowers them to apply their knowledge of management theories and practices to solve real-world problems and make informed, data-driven decisions in a retail management context.
CO2 & PO2	Students learn to apply theoretical knowledge to real-world scenarios, making informed

Mapped at -	decisions based on data and critical analysis. A case study in retailing management helps students acquire the skills needed for analysis and decision-making within the retail industry.
CO2 & PO3 Mapped at 2	Retail Management introduces and enhances their ability to quickly adapt to and learn new technologies, enabling them to remain productive and stay current with technological advancements in the fast-paced retail industry.
CO2 & PO4 Mapped at 2	Retailing management equips students with skills in analysis and decision-making, enabling them to understand, analyze, and effectively communicate the global, economic, legal, and ethical aspects of business within the context of the retail industry. It fosters a comprehensive understanding of the broader business environment and its implications for retail management.
CO2 & PO5 Mapped at 3	Retail Management empowers them to read, write, and contribute to the body of business literature, allowing them to engage with and contribute to the field's academic and practical knowledge.
CO2 & PO6 Mapped at 1	Retail management introduced and nurtures their ability to lead both themselves and others in accomplishing organizational objectives, effectively contributing to a collaborative team environment in the retail industry.
CO3 & PO1 Mapped at 2	To Learn to categorize products based on attributes like perishability, consumer demand, and pricing. Explore various types of retail, such as e-commerce, brick-and-mortar, pop-up stores, and hybrid models. Understand the advantages and disadvantages of each retail type and how they adapt to consumer trends and preferences.
CO3 & PO2 Mapped at 3	Retailing management equips students with skills in analysis and decision-making, enabling them to understand, analyze, and effectively communicate the global, economic, legal, and ethical aspects of business within the context of the retail industry. It fosters a comprehensive understanding of the broader business environment and its implications for retail management.
CO3 & PO3 Mapped at 2	To facilitate learning new technologies and maintain productivity in the context of understanding product categories, types, and formats in retail, students can focus on the retail strategy and new innovation in the market.
CO3 & PO4 Mapped at -	Analyze global market trends and consumer behavior related to different product categories. Understand the economic impact of product categories on global trade and supply chains. Consider legal and ethical aspects, such as environmental sustainability, when dealing with specific product categories.
CO3 & PO5 Mapped at 2	Students are integrating reading, writing, and contributing to business literature into their study of retail, students can deepen their understanding of product categories, retail types, and formats and actively participate in the broader discourse surrounding the retail industry.
CO3 & PO6 Mapped at 3	Develop leadership skills by overseeing the implementation of format-specific strategies within a team environment. Encourage open communication and collaboration within the team to achieve organizational goals.
CO4 & PO1 Mapped at 2	To understanding of the legal and ethical considerations in retail, including consumer protection laws, product safety, and labor regulations. Analyze the ethical implications of supply chain management, sustainability practices, and corporate social responsibility in retail.
CO4 & PO2 Mapped at 2	Students are realizing the data analysis skills by working with real-world retail data, such as sales figures, customer behavior, and market trends. Employ data analysis tools and techniques to extract valuable insights from retail data.
CO4 & PO3 Mapped at 3	Retail Management explores the technology adoption, continuous learning, experimentation, efficient implementation, and collaboration into their understanding of retail strategy, students can effectively adapt to new technologies and remain productive in the dynamic retail landscape.
CO4 & PO4 Mapped at “ “	Regularly evaluate the effectiveness and impact of new technologies on retail strategy and overall business performance. By combining these strategies with an understanding of retail strategy, students can not only learn new technologies with ease but also effectively apply them to enhance productivity in the dynamic and competitive retail industry.

CO4 & PO5 Mapped at 3	Develop strong communication skills to convey retail strategy, objectives, and expectations clearly to team members. Foster open and transparent communication within the team to encourage collaboration.
CO4 & PO6 Mapped at 2	To update on evolving research methodologies, tools, and publication platforms. Remain committed to lifelong learning and professional development to stay relevant in the field.
CO5 & PO1 Mapped at 2	Familiarize yourself with management theories like TQM, Lean, and Six Sigma regarding retail Management.
CO5 & PO2 Mapped at 1	To learn new technologies with ease and remain productive in store operations and services of products and study the detail of retail Management concepts.
CO5 & PO3 Mapped at 3	To lead oneself and others effectively in store operations and services to achieve organizational goals and contribute to a team environment of retail Management.
CO5 & PO4 Mapped at 2	Communicate clearly and set expectations for team members, fostering open and transparent communication related retailing management.
CO5 & PO5 Mapped at 1	To focus on business literature in the context of store operations and services of retail management.
CO5 & PO6 Mapped at 3	Integrating retailing strategies with their understanding of store operations and services, students can effectively lead teams, contribute to organizational goals, and maintain a cohesive and productive team environment in the retail sector.

Mapped by: Prof. Kirti R. Kadam , Institute of Management Kolhapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBACBCS Revised Syllabusw.e.f.-Year2022 2023			
Semester	Course Code	Course Title	
III	R02	Retail Management and Franchising	
Type	Credits	Evaluation	Marks
Full Credit	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> To familiarize the students with evolution and growth of Retailing, expectations of customers and to study the importance of retailing in present business scenario. 			
Course Outcomes:			
<ul style="list-style-type: none"> Understand the retail sector and the range of retail occupations. Describe the characteristics of the local retail environment Identify different retail occupations and the related skills, attributes and behaviors. State factors that influence customer expectations. Explain how a Point of Sale is used in retail. 			

Lesson Plan

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction: Definition, Relationship between retailing & marketing, Customer Relationship Management for retail store, Features of retailing, retailing structure. Retailing & channels of distribution, place of retailing in channels of distribution, Structural dynamics, alternative ways of classifying, retail structure, essentials of successful retailing, non-store retailing.	10	CO1 CO2	Lecture with Ppts Quiz	Understand	Class test End Term Internals :Short Answers
2	Retail Strategic Planning: Meaning, importance, steps involved in retail strategic planning.	5	CO 1	Lecture with Ppts Case Study	Understand Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Franchising: Introduction, meaning, Advantages & disadvantages of	7	CO 3	Lecture with PPTs Case Study	Understand	Case Study with Presentatio

	becoming a franchisee, Legal restrictions in franchising, types of franchises, elements of an ideal franchise programme, forms of franchise arrangement, Evaluating the franchise company, trends in franchising.					ns End Term Exams: Case based Questions/ Applied Questions
4	Location: Introduction, Geographic location decision, location site and types of retail development, location techniques, catchment area analysis, leasing of a retail outlet	7	CO3	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	Store Design & Layout: Introduction, Store & its image, The External Store, Internal Store, Display, visual merchandising & atmospherics, types of layout	8	CO4	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Consumerism & Ethics in Retailing: Introduction, Pressures for a company to be socially responsible, criticism of marketing activity, product misuse and safety issues, acceptability of social responsibility.	8	CO5	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO RO2.1	2	1	-	1	3	1
COR02.2	2	2	1	2	3	1
COR02.3	2	2	2	1	3	1
COR02.4	2	2	1	1	3	1
CO.	3	1.5	1.75	2.25	.5	3
CO	3	2	2	2	1	3

1- Low , 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project club activity	5	3		2	
Case study discussion	10	2.5	2.5	2.5	2.5
Assignments/ Projects	5		2	3	
Internal End Term Exam	20	5.5	5.5	4.5	4.5
Internal	50	13.5	12.5	14.5	9.5
End Term (Univ)	50				

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute

Reference Books

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1National	David Gilbert	Retail Marketing Management		Pearson Education
2International	Andrew J. Newman & Peter Cullen	Retailing Environment & operations		Change learning
3National	Barry Berman & Jeol R. Evans	Retail Management A Strategic Approach		Pearson Education
4International	Agarwal, Bansal, Yadav & Kumar	Retail Management, Pragati Prakashan		W.K. Road, Merut.

5International	Barbara E.Kahn	The Shopping Revolution		Wharton School Press
6International	John Stanley	Just About Everything a Retail Manager Needs to Know		Error! Hyperlink reference not valid.Gray & Nash
7-National	Swapna Pradhan	Retailing Management	2011	Tata McGraw-Hill Education

Online Resources

Online Resources No.	Website address
1	https://www.vectorconsulting.in/research-publications/consumer-industry-insights/leveraging-franchisees-for-profitable-growth-in-retail/
2	https://courses.lumenlearning.com/clinton-marketing/chapter/reading-types-of-retailers/
3	https://www.primaseller.com/knowledge-base/retail-store-management/

MOOCs:

Resources No.	Website address
1	https://www.shortcoursesportal.com/disciplines/244/retail-management.html
2	https://onlinecourses.swayam2.ac.in/cec19_mg40/preview

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	Clarify the concept and related terms in retailing.
CO1 & PO 2 Mapped at 1	Comprehend the ways retailers use marketing tools and techniques to interact with their customers.
CO1 & PO 3 Mapped at -	Understand various formats of retail in the industry.
CO1 & PO 4 Mapped at 1	Recognize and understand the operations-oriented policies, methods,
CO1 & PO5 Mapped at 3	and procedures used by successful retailers in today's global economy
CO1 & PO6 Mapped at 1	Understanding channels of distribution, Structural dynamics, alternative ways of classifying, retail structure, essentials of successful
CO2 & PO1 Mapped at 2	Clarify the concept and related terms in retailing.
CO2& PO2 Mapped at 2	Comprehend the ways retailers use marketing tools and techniques to interact with their customers.
CO2& PO3 Mapped at 1	Understand various formats of retail in the industry

CO2& PO4 Mapped at 2	Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy .
CO2& PO5 Mapped at 3	Understanding of different retail strategies
CO2& PO6 Mapped at 1	Develop Skills to formulate different strategies
CO3 & PO1 Mapped at 2	Clarify the concept and related terms in franchising.
CO3 & PO2 Mapped at 2	Understand the advantages and disadvantages of becoming a franchisee.
CO3 & PO3 Mapped at 2	Recognize legal restrictions in franchising.
CO3 & PO4 Mapped at 1	Identify different types of franchises.
CO3 & PO5 Mapped at -3	Understand the elements of an ideal franchise program
CO3 & PO6 Mapped at 1	Recognize forms of franchise arrangement and Evaluate the franchise company.
CO4 & PO1 Mapped at 2	Clarify the concept and related terms in retailing.
CO4 & PO2 Mapped at 2	Comprehend the ways retailers use marketing tools and techniques to interact with their customers.
CO4 & PO3 Mapped at 1	Understand various formats of retail in the industry.
CO4 & PO4 Mapped at 1	Recognize and understand the operations-oriented policies, methods
CO4 & PO5 Mapped at 3	procedures used by successful retailers in today's global economy
CO4& PO6 Mapped at 1	Understanding of catchment area analysis, leasing of a retail outlet

Mapped by: Prof.C.R.Suryawanshi, AKIMSS, Solapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme:MBA (HR) CBCS RevisedSyllabusw.e.f.-Year2022 2023			
Semester	CourseCode	CourseTitle	
III	PR01	Project risk Management	
Type	Credits	Evaluation	Marks
FullCredit	3	UE:IE	50:50
CourseObjectives:			
<ul style="list-style-type: none"> To understand how to apply customizable, industry-robust Templates to create a Risk Management Plan and Risk Register To understand how to Use Qualitative Risk analysis process to Identify Risk Exposure To understand how to Translate Risk into actual Time and Cost impact using proven Quantitative Risk Analysis Tools To understand how to Utilize Technique to Design your Risk Response Strategies To understand how to Monitor Risk Triggers to control uncertainties and maximize project payoff 			
CourseOutcomes:			
<ul style="list-style-type: none"> Develop skills to help you enhance your skills on project risk management. Help in identifying and measuring risks in project development and implementation, Learn to quantify risks and create risk response strategies to deliver projects that meet stakeholder expectations. 			

Lesson Plan

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Risk Management Difference between Risk and Issue Management, Definitions of Risk and Key Terms, Risk vs. Opportunities, Impact of Risk on Organizations, Internal Control and Risk Management, Maturity in Risk Culture, Risk Management Strategy, Perspectives – Strategic, Programme, Project, Operations, Risk Management Policy and Processes, Risk Management Responsibilities, Risk Management Templates for Risk Management, Strategy and Risk Register	8	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers

2	Risk Management Planning Risk Management Planning Process, Inputs to Risk Planning, Techniques for Risk Planning, Tailoring the Risk Register, Tailoring the Probability Impact Matrix, Define Roles and Responsibilities, Develop Project Risk Management Plan	8	CO 1	Lecture with Ppts Case Study Psychometric Tools	Understand , (Analyze) & Apply	Case Study , End Term: Applied Questions
3	Identify Risks Risk Identification Process, Inputs to Risk Identification, Techniques in Risk Identification, Determine Project Risk and Opportunities, Using Expert Judgment and historical Data Analysis, Discuss SWOT, Taxonomy, Checklist, Delphi, Cause and Effect, Pareto analysis, Where to look for Project Risks, Risk Breakdown Structure, Common risks in Software Project	8	CO 2	Lecture with PPTs Case Study	Analyze	Case Study with Presentations End Term Exams: Case based Questions/ Applied Questions
4	Risk Analysis Risk Analysis Process, Qualitative vs. Quantitative Risk Analysis, When to use Quantitative Risk Analysis, Inputs for Qualitative Risks Analysis, Determine Risk Probability and Impact, Risk Urgency Assessment, Categorize Risks, Update Risk Register, Quantifying with Expected Monetary Value, Decision Tree Analysis	8	CO2	Lectures with PPTs	Analyze	Case study Analysis End Term

				Group Activity Video Cases		Exam: Short case and situation based questions
5	Planning Risk Responses Risk Response planning process, Inputs for Risk response planning, Strategies for Negative Risks, Strategies for Positive Risks, Secondary Risks and Residual Risks, Assigning Risk Ownership and Responsibilities, Contingency Planning	8	CO3	Lecture Case Activity	Create	Case Presentatio n Activity End Term: Theory Applied
6	Monitoring and Controlling Risks Risk Monitoring and Controlling Process, Inputs to Risk Monitoring and Controlling Process, Techniques in Risk Monitoring and Controlling Risk Reassessment, Risk Audits, Variance and Trend Analysis Documenting Risk Data for future projects, Managing Issues	5	CO3	Lectures with PPTs Flip Classroom	Analyze & Apply, Create	Activity End Term: Theory Applied

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COPR01.1	3	2	3	1	3	3
COPR01.2	3	3	3	1	2	3
COPR01.3	3	3	3	1	2	3

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3
Class Participation/ Attendance	10	3	3	4
Case study discussion	10	3	3	4

Assignments/ Projects	10	3	3	4
Mid Term Exam	10	3	3	4
Internal End Term Exam	10	3	3	4
Internal	50	15	15	20
End Term (Univ)	50			

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute

Reference Books

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Tom Kendrick	Identifying and Managing Project Risk	3rd edition (16 April 2015)	AMACOM, United Kingdom
2 – International	Michel Crouhy	The Essentials of Risk Management	2nd Edition	2015 McGraw-Hill Education; 2nd edition, USA
3 – National	Yadav Manoj	101 Secrets of Project Risk Management	1st Edition 2016	Vitasta Publishing Pvt.Lt
4 – National	P Gopalakrishnan & V E Ramamoorthy	Textbook of Project Management	1st Edition 2017	Laxmi Publications
5 – National	IIBF	Risk Management	2nd edition	Macmillan Publishers India Pvt. Ltd.;

Online Resources

Online Resources No.	Websiteaddress
1	https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/practice-standard-project-risk-management.pdf?v=1e0b5985-74af-4c57-963c-b91a9af6fecb
2	https://www.edureka.co/blog/project-risk-management/
3	https://www.oreilly.com/library/view/pmp-project-management/9780470479582/9780470479582_monitor_and_control_risks.html
4	https://projectriskcoach.com/identify-project-risks/
5	https://www.greycampus.com/opencampus/project-management-professional/risk-categories

MOOCs:

ResourcesNo.	Websiteaddress
1	https://onlinecourses.swayam2.ac.in/cec21_ge06/preview
2	https://onlinecourses.swayam2.ac.in/nou21_ag10/preview
3	https://onlinecourses.swayam2.ac.in/cec21_ge06/preview

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is feasible when the skills on project risk management are developed.
CO1 & PO 2 Mapped at 2	Skills in project risk management will help to foster analytical and critical thinking abilities for data-based decision making but to a limited extent.
CO1 & PO 3 Mapped at 3	CO1 and PO3 are highly aligned as various technologies are included in project risk management.
CO1 & PO 4 Mapped at 1	Project Risk management skills are significant but economic legal and ethical aspects of business are not very relevant to CO 1 hence the alignment of Co1 to PO 1 is very low.
CO1 & PO5 Mapped at 3	Project Risk management skills are significant to business world and contribution to Business literature is highly aligned. Contribution to business literature can be made in the form of Risk management plan, Risk analysis, Risk management templates, Risk response planning process. (documents)
CO1 & PO6 Mapped at 3	Developing skills on Project Risk management in business world and PO 6 are highly aligned as CO1 develops the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment by successfully executing the projects.
CO2 & PO1 Mapped at 3	Identifying and Measuring risks in project development and implementation is highly aligned with the application of the knowledge of management theories and practices to solve business problems.
CO2& PO2 Mapped at 3	Managers need to Foster analytical and critical thinking abilities for data-based decision making and it is extensively applicable in identifying and measuring risks in project development and implementation.
CO2& PO3 Mapped at 3	Entrepreneurs / corporate / managers as leaders need to Learn new technologies with ease and be productive at all times. Hence CO2& PO3 are highly aligned.
CO2& PO4 Mapped at 1	Identifying and measuring risks are weakly highly aligned as entrepreneurs / corporate / managers does not result in the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO2& PO5 Mapped at - 2	Identifying and measuring risks in Project Development and implementation is moderately aligned to Reading, writing, and contributing to Business literature.
CO2& PO6 Mapped at 3	Identifying and measuring risks in Project Development and implementation is highly essential for entrepreneurs / corporate / managers to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment by successfully completing the projects. So highly aligned.
CO3 & PO1 Mapped at 3	CO3 and PO1 are highly aligned. To deliver projects that meet the stakeholder's expectations is feasible by integration of knowledge of quantifying risks and creating risk response strategies and knowledge of management theories and practices.
CO3 & PO2 Mapped at 3	Foster analytical and critical thinking abilities for data-based decision making CO3 includes creating risk response strategies and this is based on analytical and critical thinking abilities. So CO3 and PO2 are highly aligned.
CO3 & PO3 Mapped at 3	Learning new technologies to be productive is essential to deliver projects that meet the stakeholder expectations. So CO3and PO3 are highly aligned.
CO3 & PO4 Mapped at 1	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is weakly aligned with learning to quantify risks and create risk response strategies to deliver projects that meet the stakeholder expectations.

CO3 & PO5 Mapped at -2	Read, write, and contribute to Business literature is moderately aligned learning to quantify risks and create risk response strategies to deliver projects that meet the stakeholder expectations. Strategies will contribute to business literature however will change with types of projects and new technologies.
CO3 & PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is highly aligned with learning and skill development. (Learn to quantify risks and creating risk response strategies to deliver projects that meet the stakeholder expectations)

Mapped by: Dr Rajita Yogesh Dixit CDOE	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective - Project Management Programme: MBA (HR) CBCS – Revised Syllabus – w.e.f. - Year 2022–23						
Semester		Course Code		Course Title		
III		PR02		Software Project Management Tools		
Type		Credits		Evaluation		Marks
Core Elective		3		CES		UE:IE =50:50
Course Objectives:						
<ul style="list-style-type: none">To understand best in class templatesTo schedule tasks effectively.To collaborate with project partners with ease.To understand how to get updates and stay current						
Learning Outcomes:						
<ul style="list-style-type: none">Understand the Microsoft Project 2010 InterfaceLearn Best Practices in Planning and Scheduling using Microsoft Project and ChecklistsLearn Resource Planning, How to resolve Resource Workload, Re-Assignments and Performance Review						
Unit:	Contents	Sessions	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Best Practice Guidelines and Checklists on Project Scheduling Scheduling in a Nut Shell, Scheduling Best Practices and Guidelines, Do's and Don'ts, Overview of Microsoft Project 2010	8	CO1	Lecture with PPT, Quiz	Understand	Quiz End Term Internals: Short Answers
2	Resolving Resource Workload Over Allocation Determine Resource Workloads, Sharing Resources across Multiple Projects, Strategies for resolving Resource Workload over allocation, Level the Workload yourself, Let Microsoft Project level the Workload for you, Best practices on Workload Leveling	11	CO1	Lecture with PPT, Quiz, Case Study	Understand and Analyze	Case Study , End Term, Internals
3	Optimizing for Scope, Time, Cost and Resource Strategies for Optimizing the Schedule, Managing Critical Path using Microsoft Project, Running What-if Scenarios in Microsoft Project, Determining Critical Resources	5	CO2	Lecture with PPT, Quiz, Examples, Case Study	Understand and Analyze	Case Study with Group Project, End Term Exams: Case based Questions
4	Managing Multiple Projects Project, Program and Portfolio Management Concepts, Combining Projects for Progress Review, Creating and Managing Sub Projects and Master Projects, Managing Project Task	4	CO3	Lecture with PPT, Quiz, Examples, Case Study	Apply (Analyze)	Case Study with Group Project, End Term Exams: Case based Questions

	Dependencies, Sharing Resources amongst Projects					
5	Customizing and Sharing Objects Customizing Project Objects, Sharing Objects between Projects, Using Project Templates	10	CO1, CO2	Lecture with PPT, Quiz, Examples, Case Study	Understand and Apply	Group Activity, End Term Exam: Short case and situation based questions
6	Analyzing Projects Analyzing Project Progress, Measuring Performance using Earned Value Analysis, Responding to Changes in your Project	7	CO3	Lecture with PPT, Quiz, Examples, Case Study	Apply (Analyze)	Group Activity, End Term Exam: Short case and situation based questions
7	Best Practice Guidelines and Checklists on Project Scheduling Scheduling in a Nut Shell, Scheduling Best Practices and Guidelines, Do's and Don'ts, Overview of Microsoft Project 2010	8	CO4	Lecture with PPT, Quiz, Examples, Case Study	Understand , apply and Analyze	Case Study with Group Project, End Term Exams questions

CO-PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	2	3	2	1
CO2	2	2	1	2	-	3
CO3	3	2	1	1	2	3
CO4	2	1	3	2	1	2

1- Low, 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals (CES- Continuous Evaluation): 50%

Internals (CES- Continuous Evaluation) Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project club activity	5	3		2	
Case study discussion	10	2.5	2.5	2.5	2.5
Assignments/ Projects	5		2	3	
Internal End Term Exam	20	5.5	5.5	4.5	4.5
Internal	50	13.5	12.5	14.5	9.5
End Term (Univ)	50				

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Bonnie Biafore	Microsoft Project 2010: The Missing Manual	1 st Edition	O'Reilly Media, Inc.
2 – International	Nancy C. Muir	Project 2010 For Dummies	May 2010	For Dummies
3 – International	Robert Happy	Microsoft Project 2010 Project Management: Real World Skills for Certification and Beyond	1 st Edition	Sybex

Online Resources:

Online Resources No.	Web site address
1	http://cnaiman.com/PM/MIT-LabText/2013/microsoft-project-2013-step-by-step.pdf
2	http://www.asciutto.com/project2010/Project2010_eBook.pdf
3	https://www.uis.edu/informationtechnologyservices/wp-content/uploads/sites/106/2013/04/IntroductiontoProject2010.pdf

MOOCs:

Resources No.	Web site address
1	https://www.my-mooc.com/en/mooc/managing-projects-microsoft-project-microsoft-cld213x/
2	https://www.classcentral.com/course/edx-managing-projects-with-microsoft-project-6718
3	https://www.coursera.org/lecture/uva-darden-project-management/supplemental-tutorial-getting-started-with-microsoft-project-ojHba

Appendix:**Rationale for Mapping Program Outcomes and Course Outcomes:**

CO1 & PO1 Mapped at 1	Students will understand and using best-in-class templates in business operations can be a practical way to apply knowledge of management theories and practices to solve real-world business problems. Templates serve as tangible, structured tools that incorporate management principles and provide a framework for addressing challenges and improving business processes.
CO1 & PO 2 Mapped at 1	Microsoft Project 2010 is not only about applying pre-designed structures but also about fostering analytical and critical thinking abilities. These skills are essential for making data-based decisions related to template selection, customization, performance evaluation, and continuous improvement in project management.
CO1 & PO 3 Mapped 2	Here Students will learn new technologies with ease and being productive at all times go hand in hand with understanding and effectively using best-in-class templates in Microsoft Project 2010. These skills involve adaptability, data-driven decision-making, continuous improvement, and efficient technology adoption.
CO1 & PO 4 Mapped at 3	Microsoft Project 2010 can be closely correlated with the ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of business. Both involve data-driven decision-making, adherence to ethical standards, communication of insights, and the use of best practices to achieve efficiency and effectiveness.
CO1 & PO5 Mapped at 2	In Microsoft Project 2010 both areas involve knowledge sharing, standards, effective communication, data analysis, continuous learning, and innovation.
CO1 & PO6 Mapped at 1	Students will understand the ability to lead oneself and others in the achievement of organizational goals, contributing effectively to a team environment is closely correlated with understanding best-in-class templates in Microsoft Project 2010.
CO2 & PO1 Mapped at 2	Scheduling tasks effectively in Microsoft Project 2010 is a practical application of management theories and practices. It involves the application of principles related to project planning, resource management, critical path analysis, and communication, which are fundamental aspects of management in the context of project execution.
CO2& PO2 Mapped at 2	Students will learn about how fostering analytical and critical thinking abilities is crucial for making data-based decisions when scheduling tasks effectively in Microsoft Project 2010.
CO2& PO3 Mapped at 1	Students will be learning new technologies with ease and being productive at all times align with and can enhance the process of scheduling tasks effectively in Microsoft Project 2010.
CO2& PO4 Mapped at 2	Students will understand, analyze, and communicate global, economic, legal, and ethical aspects of business is closely related to scheduling tasks effectively in Microsoft Project 2010.
CO2& PO5 Mapped at Nil	To schedule task effectively and Read, write, and contribute to Business literature does not correlate.
CO2& PO6	In Microsoft Project 2010 both areas involve leadership, team collaboration, goal

Mapped at 3	alignment, effective communication, and adherence to deadlines, resource allocation, and motivation, which collectively contribute to achieving organizational and project goals effectively.
CO3 & PO1 Mapped at 3	Collaborating with project partners in Microsoft Project 2010 is not only a practical application of project management but also a means to apply knowledge of management theories and practices. It ensures that project teams work cohesively, communicate effectively, make informed decisions, and engage stakeholders, all of which are fundamental aspects of management in the context of project execution.
CO3 & PO2 Mapped at 2	Fostering analytical and critical thinking abilities is not only about individual skills but also about enhancing collaborative effectiveness. These skills enable you to contribute valuable insights, facilitate clear communication, support decision-making with data, and promote continuous improvement when working with project partners in Microsoft Project 2010.
CO3 & PO3 Mapped at 1	Learning new technologies with ease and being productive at all times align with and can enhance the process of collaborating with project partners with ease in Microsoft Project 2010.
CO3 & PO4 Mapped at 1	Students will learn the ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of business is closely related to collaborating with project partners with ease in Microsoft Project 2010. Both involve data-driven decision-making, adherence to legal and ethical standards, consideration of global and economic factors, resource allocation, and effective communication to achieve successful project management and collaboration.
CO3 & PO5 Mapped at 2	The correlation here will help students with the ability to read, write, and contribute to business literature is closely correlated with collaborating with project partners with ease in Microsoft Project 2010. Both areas involve effective communication, knowledge sharing, data-driven decision-making, adherence to best practices and standards, continuous learning, and creativity.
CO3 & PO6 Mapped at 3	Students will learn to improve the ability to lead oneself and others in the achievement of organizational goals, contributing effectively to a team environment is closely correlated with collaborating with project partners with ease in Microsoft Project 2010. Both areas involve leadership, team collaboration, goal alignment, effective communication, resource allocation, and motivation, which collectively contribute to achieving organizational and project goals through effective teamwork.
CO4 & PO1 Mapped at 2	Staying current with Microsoft Project 2010 updates is not only about technical proficiency but also about aligning with management theories and practices. It ensures that you can efficiently apply management principles, adapt to changes, manage risks, make data-driven decisions, and promote continuous learning and compliance within your project management processes.
CO4 & PO2 Mapped at 1	The correlation lies in fostering analytical and critical thinking abilities is not only about individual skills but also about enhancing your ability to stay current in software like Microsoft Project 2010. These skills enable you to assess software updates, make data-driven decisions about their adoption, troubleshoot issues, optimize workflows, invest in relevant training, and continuously improve your project management practices based on available data.
CO4 & PO3 Mapped at 3	Learning new technologies with ease and being productive at all times align with and can enhance the process of understanding how to get updates and stay current in Microsoft Project 2010. These skills involve adaptability, data-driven decision-making, continuous improvement, and efficient technology adoption, all of which contribute to increased productivity and up-to-date project management practices.
CO4 & PO4 Mapped at 2	The ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of business is closely related to understanding how to get updates and stay current in Microsoft Project 2010.
CO4 & PO5 Mapped at 1	Students will learn the ability to read, write, and contribute to business literature is closely correlated with the process of understanding how to get updates and stay current in Microsoft Project 2010. Both areas involve knowledge acquisition,

	effective communication, data-driven decision-making, adherence to best practices and standards, continuous learning, and creativity. These skills contribute to informed project management and the effective utilization of software updates.
CO4& PO6 Mapped at 2	The correlation gives the ability to lead oneself and others in the achievement of organizational goals, contributing effectively to a team environment is closely correlated with understanding how to get updates and stay current in Microsoft Project 2010. Both areas involve leadership, team collaboration, goal alignment, effective communication, change management, and motivation, which collectively contribute to achieving organizational goals and optimizing the use of software tools.

Mapped by: Ms. Deepti Deshmukh IMED, Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBACBCS RevisedSyllabusw.e.f.-Year2022 2023			
Semester	Course Code	Course Title	
III	BA01	Business Analytics for Managers	
Type	Credits	Evaluation	Marks
Core Elective	3	CE	UE:CA = 50 : 50
Course Objectives:			
<ul style="list-style-type: none"> To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making. To become familiar with the processes needed to develop, report, and analyze business 			
Course Outcomes:			
CO1 - Understand role of technology in decision making process in a business CO2 - Understand different cases in business where critical decision making is to be done CO3 - List different visualization techniques CO4 - Demonstrate selection of proper visualizations for different cases CO5 - Analyze different decision making case studies with reference to analytical techniques			

Lesson Plan

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Business Analytics (BA): Applications of Business Analytics in various fields, OLAP, Geographical Information system, Real time Business Intelligence Automated Decision support and Competitive Intelligence	07	CO 1, CO 2, CO 5	Lecture with Ppts Quiz	Understand , Analyze	Quiz End Term Internals: Short Answers
2	Visualization and Data Issues: Introduction to Data Visualization, Organization of Source of Data, Importance of Data Quality, Dealing with Missing or incomplete data, data classification	08	CO 3, CO 4	Lecture with Ppts Case Study	Remember, Apply	Case Study, End Term: Application oriented Questions
3	Introduction to Data Mining: Introduction, Data mining process, data mining tools XL MINER.	07	CO 1, CO 2	Lecture with PPTs	Understand	Short questions,
4	Applications of Business Analytics : Risk - Fraud Detection and Prediction, Recovery Management, Loss Risk	08	CO 2, CO 5	Lectures with PPTs	Understand , Analyze	End Term Exam: Short case and situation based questions

	Forecasting, Risk Profiling, Portfolio Stress Testing, Market share estimation and Sensitivity Analysis					
5	Analytics I : Loyalty Analytics, Customer Life Time Value, Propensity Analytics, Churn Analytics, Customer Analytics, Customer Segmentation, Cross- Sell or Up sell Models	08	CO 2, CO 5	Lectures with PPTs	Understand , Analyze	End Term Exam: Short case and situation based questions
6	Analytics II : Recruitment Analytics, Compensation Analytics, Talent Analytics, Training Analytics, Human Resource Retention Analytics, Workforce Analytics	07	CO 2, CO 5	Lectures with PPTs	Understand , Analyze	End Term Exam: Short case and situation based questions

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COBA01.1	3	2	3	2	1	-
CO BA01.2	3	3	-	3	-	-
CO BA01.3	-	2	2	-	-	-
CO BA01.4	3	2	1	-	-	-
CO BA01.5	2	2	2	-	-	-
CO.	2.75	2.2	2	2.5	1	-
CO	3	2	2	2	1	-

1- Low , 2- Medium, 3- High, If no correlation,put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class Participation/ Attendance	10	2	2	2	2	2
Case study discussion	10	-	2.5	2.5	2.5	2.5
Assignments/ Projects	10	2	2	2	2	2
Internal End Term Exam	20	4	4	4	4	4
Internal	50	8	10.5	10.5	10.5	10.5
End Term (Univ)	50					

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute

Reference Books

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Purba Halady Rao	Business Analytics – an application focus	2013	PHI Learning
2	Tanushree Banerjee Arindam Bannerjea	Business Analytics – Text and Cases	2019	SAGE Publications
3	Bhimasankaram Pochiraju, Sridhar Seshadri	Essentials of Business Analytics	2018	Springer
4	Gert H.N. Laursen, Jesper Thorland	Business Analytics for Managers	2010	Wiley and SAS
5	Mark J. Schniederjans, Dara G. Schniederjans and Christopher M Starkey	Business Analytics- Principles, Concepts and Applications	2014	Pearson
6	Jay Liebowitz	Business Analytics: An Introduction	2013	CRC Press, Taylor and Francis

Online Resources

Online Resources No.	Website address
1	https://www.managementstudyguide.com/business-analytics.htm
2	https://www.academia.edu/35314419/Bernard_Marr_Key_Business_Analytics_
3	https://www.researchgate.net/publication/320685945_Understanding_the_Role_of_Business

MOOCs:

Resources No.	Website address
1	www.swayam.com
2	https://www.coursera.org/specializations/business-analytics
3	https://www.edx.org/course/people-management-3
4	https://www.edx.org/course/data-models-and-decisions-in-business-analytics

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Technology like Data mining, GIS plays a vital role in managing knowledge (data) collected through business processes and using it for making decisions using systems like OLAP and hence a manager needs to understand role of technology.
CO1 & PO 2 Mapped at 2	Technology is not only helping to store data but also helps to retrieve required information using OLAP which helps in decision making with minimum required time.
CO1 & PO 3 Mapped at 3	Understand role of data mining and XLMiner in processing data and decision making process in a business
CO1 & PO 4 Mapped at 2	Understand the process of analysis of data using Data Mining process which helps in decision making process in a business with the help of latest technology
CO1 & PO5 Mapped at 1	With the knowledge of latest technology new applications of decision making can developed which contributes to Business Literature.
CO2 & PO1 Mapped at 3	Understand different cases which represents problems arising in business where critical decision making is to be done based on knowledge (data) collected through business processes.
CO2& PO2 Mapped at 3	The course explains techniques like OLAP, visualization of data used for Analytical Processing of data and helps in data-based decision making.
CO2& PO4 Mapped at 3	Understand various cases where business analytics process can be applied representing critical decision making situations.
CO3& PO2 Mapped at 2	For data based decision making one need to understand data which encourages analytical and critical thinking abilities
CO3 & PO 3 Mapped at 2	Learning new visualization techniques easily and applying proper visualization technique for data.
CO4& PO1 Mapped at 3	Demonstrate selection of proper visualizations for different cases, which helps in interpretation of data on which management theories can be applied to solve business problem.
CO4 & PO2 Mapped at 2	Demonstrate selection of proper visualizations for different cases which encourages to develop analytical and critical thinking abilities for decision making.
CO4 & PO3 Mapped at 1	Learning latest visualization techniques and selecting proper visualization for different cases representing different business problems which helps in making better decisions and consequently makes decision maker more productive

CO5 & PO1 Mapped at 2	Analyze different decision making case studies representing business problems where decisions are to be taken by applying management theories
CO5 & PO2 Mapped at 2	Analysis of case studies of various business problems encourages one to develop analytical and critical thinking abilities for data-based decision making.
CO5 & PO3 Mapped at 2	Learning to be productive one need to Analyze different decision making case studies with reference to analytical techniques

Mapped by: Dr. D.V.Sahasrabuddhe IMRDA, Sangli	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 23			
Semester	CourseCode	CourseTitle	
II	BA 02	Business Statistics and Analytics	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	50:50
CourseObjectives:			
<ul style="list-style-type: none"> Understand the different basic concept / fundamentals of business statistics. Understand the importance of measures of Descriptive statistics which includes measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance Understand the concept of Probability and its usage in various business applications. Understand the Hypothesis Testing concepts and use inferential statistics- t, F, Z Test and Chi Square Test Understand the practical application of Descriptive and Inferential Statistics concepts and their uses for Business Analytics. 			
Course Outcomes:			
CO 1: Develop numerical ability to solve examples on various topics. CO 2: Have clear understanding of various statistical tools and their applications in Business. CO 3: Analyze the importance of Statistical Techniques in different functional areas of Management. CO 4: Apply Correlation and Regression Techniques in Business applications. CO 5: To apply the statistical techniques to small data sets for analysis and interpretation.			

Lesson Plan

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Diagrammatic and Graphical representation of data: Frequency and Frequency Distribution, Diagrammatic and graphic representation of Data – Bar diagrams, Pie chart, Histogram, Frequency polygon, Frequency curve, Ogive curves.	7	CO 1	Lecture with interactive session & Quiz	Understand	Group Activity to convert qualitative data into quantitative data, Quiz End Term Internals: Short Answers/ Applied Questions
2	Measures of Central Tendency : Arithmetic mean, Median and Mode, examples on missing frequency, Examples on individual data, Discrete data and Grouped data, Positional averages - Quartiles, deciles and percentiles.	8	CO 2	Lecture with practical questions, Case based questions	Analyse Evaluate,	Practice questions, Group Activity to convert qualitative data into quantitative data, End Term: Short case and situation based

						questions / Applied Questions
3	Measures of Dispersion – Range, Quartile deviation, Mean deviation, Standard Deviation, Variance, Coefficient of Variation. Applications in business and management, Skewness and Kurtosis	8	CO 3	Lecture with practical questions, Case based questions	Analyse Evaluate,	Practice questions, Group Activity to collect live data for analysis, End Term Exam: Applied Questions
4	Correlation analysis: Correlation, Types of Correlation, Scatter diagram, Karl Pearson's correlation coefficient, Properties of Karl Pearson's correlation coefficient, Spearman's Rank Correlation Coefficient.	8	CO 4	Lecture with practical questions, Case based questions	Analyse Evaluate,	Practice questions, Group Activity to collect live data for analysis, End Term Exam: Applied Questions
5	Regression analysis: Regression lines, Regression coefficients. Business application	7	CO 4	Lecture with practical questions, Case based questions	Analyse Evaluate,	Practice questions, Group Activity to collect live data for analysis, End Term Exam: Applied Questions
6	Time series analysis: Concept, Components of time series, Trend analysis: Least Square method, Moving average method	7	CO 5	Lecture with practical questions, Case based questions	Analyse Evaluate,	Practice questions, End Term Exam: Applied Questions

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COBA02.1	3	3	1	2	1	2
COBA02.2	3	3	1	2	1	2
COBA02.3	3	3	1	2	3	2
COBA02.4	3	3	1	2	3	2
COBA02.5	3	3	1	2	1	2
CO.	3	3	1	2	1.8	2
CO	3	3	1	2	2	2

1- Low , 2- Medium, 3- High, If no correlation, put 0

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class Participation/ Attendance	10	2	2	2	2	2
Live Data Collection Group activity	5	1	1	1	1	1
Practice question/answer discussion	5	1	1	1	1	1
Assignments/ Projects	10	2	2	2	2	2
Internal End Term Exam	20	4	4	4	4	4
Internal	50	10	10	10	10	10
End Term (Univ)	50					

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute

Reference Books

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	S.P.Gupta	Business Statistics	2016	Himalaya Publishing House
2	Robert S. Witte, John S. Witte	Statistics	2014	John Wiley & Sons

Online Resources

Online Resources No.	Website address
1	http://www.yourarticlelibrary.com
2	https://en.wikipedia.org
3	https://managementhelp.org
4	https://www.cleverism.com
5	https://commerce mates.com

MOOCs:

Resources No.	Website address
1	www.swayam.gov.in
2	www.udemy.com
3	www.coursera.org

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is possible only if to develop numerical ability to solve examples on various topics of statistics.
CO1 & PO 2 Mapped at 3	Development of numerical ability is needed to foster analytical and critical thinking abilities for data-based decision making.
CO1 & PO 3 Mapped at 1	Develop numerical ability to solve examples on various topics are not very relevant to PO 3 hence the alignment of CO 1 to PO 3 is low.
CO1 & PO 4 Mapped at 2	Understand and analyze an expected outcome of business economically through numerical ability to solve examples on various statistical data but legal and ethical aspects of business are not very relevant to CO 1 hence the alignment of CO 1 to PO 4 is moderate.
CO1 & PO5 Mapped at 1	Develop numerical ability to solve examples on various topics can lead to Read, write, and contribute to Business literature is aligned very low as writing and contributing to business literature is not a necessary outcome
CO1 & PO6 Mapped at 2	Develop numerical ability to solve examples on various topics can lead to achieve organizational (financial) goals. But contributing effectively to a team environment are not relevant to CO 1. hence the alignment of CO 1 to PO 6 is moderate.
CO2 & PO1	Apply the knowledge of management theories and practices to solve business

Mapped at 3	problems is possible if manager have clear understanding of various statistical tools and their applications in Business. So highly aligned.
CO2& PO2 Mapped at 3	Foster analytical and critical thinking abilities for data-based decision making is possible if have a clear understanding of various statistical tools and their applications in Business.
CO2& PO3 Mapped at 1	Learn new technologies with ease and be productive at all times are not very relevant to CO 2 hence the alignment of CO 2 to PO 3 is low.
CO2& PO4 Mapped at 2	Understand and analyze an expected outcome of business economically through clear understanding of various statistical tools and their applications in Business but legal and ethical aspects of business are not very relevant to CO 2 hence the alignment of CO 2 to PO 4 is moderate.
CO2& PO5 Mapped at 1	Have clear understanding of various statistical tools and their applications in Business can lead to Read, write, and contribute to Business literature is aligned very low as writing and contributing to business literature is not a necessary outcome hence the alignment of CO 2 to PO 5 is low.
CO2& PO6 Mapped at 2	Have clear understanding of various statistical tools and their applications in Business can lead to achieve organizational (Financial) goals. But it is not contributing effectively to a team environment. hence the alignment of CO 2 to PO 6 is moderate.
CO3 & PO1 Mapped at 3	Apply the knowledge of management theories and practices to solve business problems is possible if manager analyze the importance of Statistical Techniques in different functional areas of Management. So highly aligned.
CO3 & PO2 Mapped at 3	Foster analytical and critical thinking abilities for data-based decision making is possible if manager analyze the importance of Statistical Techniques in different functional areas of Management
CO3 & PO3 Mapped at 1	Learn new technologies with ease and be productive at all times are not very relevant to CO 3 hence the alignment of CO 3 to PO 3 is low.
CO3 & PO4 Mapped at 2	Understand and analyze an expected outcome of business through study of Statistical Techniques in different functional areas of Management. But legal and ethical aspects of business are not very relevant to CO 3 hence the alignment of CO 3 to PO 4 is moderate.
CO3 & PO5 Mapped at 3	Analyze the importance of Statistical Techniques in different functional areas of Management can lead to Read, write, and contribute to Business literature. So highly aligned.
CO3 & PO6 Mapped at 2	Analyze the importance of Statistical Techniques in different functional areas of Management can lead to achieve organizational (Financial) goals. But it is not contributing effectively to a team environment. hence the alignment of CO 3 to PO 6 is moderate.
CO4 & PO1 Mapped at 3	Apply the knowledge of management theories and practices to solve business problems is possible if manager apply Correlation and Regression Techniques in Business applications. So highly aligned.
CO4 & PO2 Mapped at 3	Foster analytical and critical thinking abilities for data-based decision making is possible if manager analyze the importance of Statistical Techniques in different functional areas of Management.
CO4 & PO3 Mapped at 1	Learn new technologies with ease and be productive at all times are not very relevant to CO 4 hence the alignment of CO 4 to PO 3 is low.
CO4 & PO4	Understand and analyze an expected outcome of business through study of

Mapped at 2	Correlation and Regression Techniques in Business applications. But legal and ethical aspects of business are not very relevant to CO 3 hence the alignment of CO 4 to PO 4 is moderate.
CO4 & PO5 Mapped at 3	Apply Correlation and Regression Techniques in Business applications can lead to Read, write, and contribute to Business literature. So highly aligned.
CO4 & PO6 Mapped at 2	Apply Correlation and Regression Techniques in Business applications can lead to achieve organizational (Financial) goals. But it is not contributing effectively to a team environment. hence the alignment of CO 4 to PO 6 is moderate.
CO5 & PO1 Mapped at 3	Apply the knowledge of management theories and practices to solve business problems is possible if manager apply the statistical techniques to small data sets for analysis and interpretation. So highly aligned.
CO5 & PO2 Mapped at 3	Foster analytical and critical thinking abilities for data-based decision making is possible if manager apply the statistical techniques to small data sets for analysis and interpretation.
CO5 & PO3 Mapped at 1	Learn new technologies with ease and be productive at all times are not very relevant to CO 5 hence the alignment of CO 5 to PO 3 is low.
CO5 & PO4 Mapped at 2	Understand and analyze an expected outcome of business through application of statistical techniques on data sets for analysis and interpretation. But legal and ethical aspects of business are not very relevant to CO 5 hence the alignment of CO 5 to PO 4 is moderate.
CO5 & PO5 Mapped at 1	Application of statistical techniques to small data sets for analysis and interpretation can lead to Read, write, and contribute to Business literature is aligned very low as writing and contributing to business literature is not a necessary outcome hence the alignment of CO 5 to PO 5 is low.
CO5 & PO6 Mapped at 2	To apply the statistical techniques to small data sets for analysis and interpretation can lead to achieve organizational (Financial) goals. But it is not contributing effectively to a team environment. hence the alignment of CO 5 to PO 6 is moderate.

Mapped by: Dr.Shabnam S. Mane(Mahat), AKIMSS, Solapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR)CBCS Revised Syllabus w.e.f.-Year 2022 2023			
Semester	Course Code	Course Title	
III	EM-01	Event Marketing	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To help the students, understand events market. To enable them to acquaint with event marketing process; and To equip them with the necessary event marketing skills. 			
Course Outcomes:			
<ul style="list-style-type: none"> To enable the students to acquire a general knowledge about the "event management" To become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events. 			

Lesson Plan

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Event Marketing: Nature, need and importance - Marketing for events -Special features of event marketing mix: Product, Price, Promotion, Distribution, Partnership, Physical Evidence, Packaging, Programming - Market Research.	8	CO 1	Lecture with Ppts	Remember	Quiz End Term Internals: Short Answers
2	Understanding the Event Market: Concept of market in events - Segmentation and targeting of the market for events - Positioning in events and the concept of Event Property -Repositioning of events.	8	CO 1	Lecture with Ppts	Understand	Case Study , Newspaper Article Unit Test
3	Event Promotion: Trends and challenges - Marketing Communication: Image, Branding, Advertisement, Publicity, Public Relations - The Five _W's of event	8	CO 1 & CO 2	Lecture with PPTs Case Study	Apply	End Term Exams: Case based Questions

	marketing -Marketing equipment's and tools					
4	Concept of Pricing in Events: Setting pricing objectives in tune with marketing and business strategies - Feedback from the market - Skills required for negotiating the best price -Assessment of internal systems and overheads - Understanding of the discounting techniques - Checklist for pricing of events	8	CO 2	Lectures with PPTs Case Study	Analyze	Group Activity End Term Exam: Short case and situation based questions
5	Marketing skills for Event Management: Creativity & Innovation - Self Motivation - Emergency Preparedness - Team Building, Networking, Leadership and Coordination.	8	CO 2	Lectures with PPTs Case Study	Create	Case Presentation Activity End Term: situation based questions
6	Case Studies and Presentation	5	CO 2	Case Study Discussion	Evaluate	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COEM01.1	2	1	1	1	-	2
COEM01.2	3	1	2	1	-	3
CO.	2.5	1	1.5	1	-	2.5
CO	3	1	2	1	-	3

1- Low, 2- Medium, 3- High, If no correlation, put 0

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	
Class Participation/ Attendance	10	3	3	4	
Live project club activity					
Case study discussion	10	3	3	4	
Assignments/ Projects	10	4	3	3	
Internal End Term Exam	20	7	7	6	
Internal	50	17	16	17	
End Term (Univ)	50				

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
01	Leonard H. Hoyle	Event Marketing: How to Successfully Promote Events		Festivals.
02	John Wiley and Sons	Conventions and Expositions	2002	New York
03	Gaur,	Event Marketing and Management	2003	Vikas Publishing House
04	Kotler, Philip ,	Marketing Management	2006	PHI, New Delhi

Online Resources

Online Resources No.	Website address
1	https://www.cvent.com/en/blog/events/event-marketing-guide
2	https://www.studocu.com/en-gb/document/aston-university/events-marketing/eventsmarketing-notes/7679123
3	http://managementstudyguide.com/lms/course/view.php?id=291

MOOCs:

Resources No.	Website address
1	https://swayam.gov.in/

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	Application of the knowledge of event management theories and practices to solve problems and helps students to understand events market.
CO1 & PO 2 Mapped at 1	Individual and team behavior concepts would be delivered through case studies and helps to take critical decisions on the field.
CO1 & PO 3 Mapped at 1	Helps to understand event management and how individuals and teams within organizations learn and cope with change to be productive
CO1 & PO 4 Mapped at 1	Understand the expected individual and team behavior and communicate in the business world globally and external factors affecting the other aspects of business.
CO1 & PO5 Mapped at -	Understand the expected individual and team behavior in business world can lead to Read, write, and contribute to Business literature is aligned very low as writing and contributing to business literature is not a necessary outcome.
CO1 & PO6 Mapped at 2	Understand the expected individual and team behavior in business world and ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO2 & PO1 Mapped at 3	Apply the event management process and management theories to solve the business problems.
CO2& PO2 Mapped at 1	Enable them to introduce event management process and thinking abilities for decision making.
CO2& PO3 Mapped at 2	Students/Entrepreneurs /managers as leaders need to Learn new technologies with ease and be productive at all times
CO2& PO4 Mapped at 1	Allow them to familiar event management processes and understand the other aspects of business.
CO2& PO5 Mapped at -	To be familiar with management techniques and strategies does not relate to Read, write, and contribute to Business literature, no alignment.
CO2& PO6 Mapped at 3	Understanding event management techniques and strategies to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Mapped by: Dr.Jagdish Patil, BV DU-IMRDA,Sangali

BOS Chairperson: Prof. Dr. S.B. Sawant

Dean: Prof. Dr. Premashish Roy

Elective-Event Management Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022_23			
Semester	Course Code		Course Title
III	EM-02		Event Risk Management
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives :			
<ul style="list-style-type: none"> To aware need of risk management in event operations; To know the fundamental issues and application of risk management in event; and — To understand the risk management models 			
Learning Outcomes :			
The purpose of this course is to enable the students to acquire a general knowledge about the "event management" and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events.			

Unit	Contents	Sessions	CO No.	Teaching Methodology	Cognitive Level	Evaluation Tools
1	Risk Management for Events: concept and scope of risk management in events–Nature of risk in different events - Role of risk management for meetings and events - Integration of risk management and event management - Risk and opportunity.	8	CO1	Lectures	Understand	Short and Essay Type Questions, Term Exams
2	Risks in events: Emergencies and emergency preparedness - Critical issues for event safety - Outdoor events: Stage safety - Pyrotechnics, parades, and demonstrations.	8	CO1	Lectures, Practical Exposure to Events	Analysis	Short and Essay Type Questions, Practical Oriented Assessment, Term Exams
3	Risk identification: Describe challenges in the risk identification process – Select suitable risk identification mechanisms - Identify event and associated risks - Risk analysis and methods of analysis - Alcoholism and drugs, crowd control, fire safety and emergency medical services, food and water safety, outdoor events.	8	CO3	Lecture , Group Discussion	Remember	Short and Essay Type Questions, Practical Oriented Assessment, Presentations, Term Exams
4	Risk Mitigation– Process, tools, techniques– Risk mitigation - Practices, procedures, and safeguards associated with the identification -	8	CO2	Lectures	Create	Short and Essay Type Questions, Practical Oriented Assessment,

	Analysis, response planning, and control of the risks surrounding events of all types - Administrative Safeguards – Early warning system.					Term Exams
5	Health and safety codes - Public health issues - Occupational health and safety – Legal issues, contracts, Duty care - Future of Event Risk Management Relevant case studies.	8	CO2	Lectures	Apply	Short and Essay Type Questions, Practical Oriented Assessment, Term Exams
6	Case Studies and Presentation	5	CO1, CO2, CO3	Case Study, Group Discussion	Apply	Practical Oriented Assessment, Term Exams

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COEM02.1	2	1	1	2	1	2
COEM02.2	3	2	1	1	1	2
COEM02.3	1	2	2	1	1	2

1- Low, 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3
Class Participation/ Attendance	10	4	4	2
Live project club activity	5	2	3	0
Case study discussion	10	3	3	4
Assignments/ Projects	5	1	3	1
Internal End Term Exam	20	8	5	7
Internal	50	18	18	14
End Term (Univ)	50			

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Julia Rutherford Silvers	Risk Management for Meetings and Events	2007.	Butterworth Heinemann,
2	Peter E. Tarlow,	Event Risk Management and Safety	2002	Wiley
3	Gaur,	Event Marketing and Management	2003	Vikas Publishing House
4	Kotler, Philip ,	Marketing Management	2006	PHI, New Delhi

Online Resources:

No	Web site address
1	https://library.olivet.edu/subject-guides/communication/comm325/docs/risk-management-event-planning.pdf
2	https://study.com/academy/lesson/risk-management-in-event-conference-planning.html
3	https://www.slideshare.net/LinaKamarudin/event-risk-management

MOOCs:

Resources No	Web site address
1	https://swayam.gov.in/

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	The effective implementation of risk management principles in event operations draws heavily from established management theories and practices. By understanding and applying these theories, event organizers can proactively identify, assess, and mitigate potential risks, ensuring successful event execution. In turn, the application of these theories becomes a practical solution to real-world business problems, reinforcing the importance of integrating risk management into event operations.
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CO1 & PO2 Mapped at 1	Understanding the intricacies of risk management encourages individuals to apply analytical thinking to assess and mitigate risks effectively, ultimately enabling data-driven decisions that enhance the success and safety of events.
CO1 & PO3 Mapped at 1	Embracing risk management principles often involves utilizing technology, and the readiness to adopt new technologies enables event professionals to enhance their productivity while effectively addressing potential risks in event planning and execution.
CO1 & PO4 Mapped at 2	Understanding risk management encompasses recognizing the broader business environment, including its global, economic, legal, and ethical aspects, and effectively communicating these factors is essential for making informed decisions to mitigate risks in event operations.
CO1 & PO5 Mapped at 1	Being well-versed in risk management principles and practices often involves engaging with business literature, and in turn, actively contributing to this literature fosters a deeper understanding of effective risk management in event operations.
CO1 & PO6 Mapped at 2	Understanding risk management principles not only enhances decision-making but also fosters leadership skills critical for steering event operations toward success and fostering collaboration within the team.
CO2 & PO1 Mapped at 3	A comprehensive grasp of risk management principles draws from established management theories, enabling event professionals to effectively address challenges and make informed decisions, thus reinforcing the interdependence of risk management and business problem-solving.
CO2 & PO2 Mapped at 2	Proficiency in risk management not only hinges on analytical thinking but also enhances one's ability to make informed decisions, reinforcing the importance of developing these skills in event operations.
CO2 & PO3 Mapped at 1	Risk management often involves technology integration, and this proficiency enables event professionals to stay productive and effectively address potential risks in event planning and execution.
CO2 & PO4 Mapped at 1	Proficiency in risk management extends to recognizing and addressing broader business contexts, fostering the ability to make informed decisions while considering global, economic, legal, and ethical aspects.
CO2 & PO5 Mapped at 1	Proficiency in risk management often requires staying updated with the latest research and insights in business literature, and actively contributing to this body of knowledge further enhances the effectiveness of risk management practices in event operations.
CO2 & PO6 Mapped at 2	Expertise in risk management enhances leadership skills, as it requires not only making informed decisions but also fostering teamwork and aligning efforts to mitigate and manage risks successfully in the event context.
CO3 & PO1 Mapped at 1	Gaining an understanding of risk management models is intrinsically correlated with the application of management theories and practices to solve business problems. Proficiency in risk management models draws heavily from established management theories, enabling professionals to effectively address challenges and make informed, strategic decisions in the realm of business problem-solving.
CO3 & PO2 Mapped at 2	Proficiency in risk management models requires rigorous analysis and critical assessment of data, strengthening the capacity to make informed decisions and effectively mitigate risks.
CO3 & PO3 Mapped at 2	Skill in risk management models often involves utilizing technology, and the readiness to adopt new technologies streamlines processes, contributing to productivity and more effective risk management.
CO3 & PO4 Mapped at 1	Proficiency in risk management models requires a holistic view of the business environment, including global, economic, legal, and ethical dimensions, reinforcing the significance of developing these skills to effectively manage risks.
CO3 & PO5 Mapped at 1	Proficiency in risk management models often involves staying informed about the latest research and insights, and contributing to business literature enhances the depth of knowledge in this field, making it an integral part of effective risk management.
CO3 & PO6 Mapped at 2	Comprehending risk management models is closely correlated with the ability to lead oneself and others in achieving organizational goals while making effective

	contributions within a team environment. Proficiency in risk management models extends to leadership skills, as it requires informed decision-making, teamwork, and alignment to successfully manage and mitigate risks in an organizational context.
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Mapped by: Dr.V.Phalke, IMED, Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBACBCS RevisedSyllabusw.e.f.-Year2022 2023			
Semester	CourseCode	Course Title	
III	HM-01	Food Service operation	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
CourseObjectives:			
To understand Food service operation To understand the role and responsibility of Food service management To understand and manage meal experience To expose the concept of eating out To study methods of purchasing food			
Course Outcomes:			
CO1 understand Food service operation CO2 Focus role and responsibility of Food service management CO3 Learn to manage meal experience CO4 Familiarize with concept of eating out CO5 Recognize the methods of purchasing food			

unit	Contents	Sessio ns (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to food service operation Origin of food service industry Commercial and noncommercial Food service operation Subsidized and welfare catering establishments	5	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals:S hort Answers
2	Food and Beverage management , Responsibilities of food and Beverage management, Job description of food and Beverage manager, Constraints on food and beverage management – External- Government/ political, economic, social, technical and Internal – food and beverage, staff, control	5	CO2, CO 6	Lecture with Ppts Case Study Psychometric Tools	Understand	Case Study , Newspaper Article End Term: Applied Questions
3	Managing meal ExperienceFactors/ Reasons for using food services- such as Social, business,	5	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentatio ns

	convenience and time. Atmosphere of food service establishment, price and Menu.					End Term Exams: Case based Questions/ Applied Questions
4	Understanding eating out – Introduction , food and drink , variety in menu choice, level of service, price and value for menu , interior design, Atmosphere and mood , location and accessibility , food service employees.	5	CO4	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	Food service establishments- Fine dining, Bars, night clubs and pubs, Fast food establishments – Financial policy, Marketing policy, product and service style, staffing and technology	5	CO5	Lecture Case Activity	analyze	Case Presentation Activity End Term: Theory Applied
6	Food Menu- Introduction, type of menu, Table d' hote, A la carte, Banqueting menu, cyclic menu .	5	CO3	Lectures with PPTs Flip Classroom	apply	Activity End Term: Theory Applied

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	-	-	3	-	1
CO2	3	1	-	2	-	-
CO3	3	-	-	2	-	1
CO4	2	-	1	-	-	3
CO5	3	-	-	-	1	2

1- Low , 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class Participation/ Attendance	10	2	2	2	2	2
Assignments	10	2	2	2	2	2
Case study / discussion	10	2	2	2	2	2
Internal End Term Exam	20	4	4	4	4	4
Internal	50	10	10	10	10	10
End Term (University)	50					

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute

Reference Books

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Bernard Davis, Andrew lockwood, Ioannis Pantelieds , Peter Alcot	Food and Beverage Management	Fourth edition	ButterworthHeine mann
2	John Cousins , Dennis Lillicrap, Suzanne Weekes	Food and beverage Service	Ninth Edition	Hodder Education

Online Resources

Online Resources No.	Website address
1	1 https://www.greatsampleresume.com/job-responsibilities/food-service/food-and-beveragemanager 2 https://study.com/academy/lesson/food-service-industry-definition-history.html
2	1 https://www.greatsampleresume.com/job-responsibilities/food-service/food-and-beveragemanager 2 https://study.com/academy/lesson/food-service-industry-definition-history.html

Resources No.	Website address
1	https://swayam.gov.in/

Appendix:**Rationale for Mapping Program Outcomes and Course Outcomes:**

CO1 & PO1 Mapped at 2	Application of the knowledge of management theories and practices to solve business problems is possible only if managers understands proper communication skills and ne hospitable
CO1 & PO4 Mapped at 3	Food service operations facilitates global economical, legal ethical aspects of business
CO1 & PO6 Mapped at 1	Food service operations are the best examples of team work which Helps to understand how individuals and teams within organizations learn and cope with change to be productive.
CO2 & PO 1 Mapped at 3	Understand the basic concept of hospitality industry and apply the knowledge to make management decisions as departmentalization in hospitality is vast.
CO2 & PO2 Mapped at 1	Know the job role of each personnel in the food service industry and is aligned very low as writing and contributing to business literature is not a necessary outcome
CO2 & PO4 Mapped at 2	Key role of each person makes ability to analyze understand and communicate and handling situation in busy work culture lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO3 & PO1 Mapped at 3	Leadership for entrepreneurs / corporate / managers is possible only if managers apply the knowledge of meal experience and practices to solve business problems. So highly aligned.
CO3& PO4 Mapped at 2	Meal experience helps to understand tempo of other person which can be beneficial for understanding client.
CO3& PO6 Mapped at 1	Entrepreneurs / corporate / managers as leaders need to learn the behavior at fine dine restaurants
CO4& PO1 Mapped at 2	Highly aligned as The awareness eating out with stranger/ business client helps for leadership qualities for entrepreneurs / corporate / managers results in the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO4& PO4 Mapped at -1	The awareness of proper dining etiquettes qualities for Entrepreneurs / corporate / managers as leaders requires to necessarily Read, write, and contribute to Business literature.
CO4& PO6 Mapped at 3	Best speaking and dining qualities along with Leadership qualities an essential for entrepreneurs / corporate / managers to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. So highly aligned.
CO5 & PO1 Mapped at 3	To develop the habit of ordering right food for right occasion and inculcate motivational concepts only when the application of the knowledge of management theories and practices to solve business problems is possible only when skills are developed and motivational concepts are inculcated.
CO5 & PO5 Mapped at 1	Very limited alignment since ordering right food and business literature has no valid connection
CO5 & PO6 Mapped at 2	Learning new technologies to be productive is possible only if students are aware about various kinds of menu and cuisine and how to order them to develop new skills but since it depends on many other variables the alignment is moderate

Mapped by: Ajay Budke, BVIHMCT

BOS Chairperson: Prof. Dr. S.B. Sawant

Dean: Prof. Dr. Premashish Roy

Programme: BBA CBCS Revised Syllabus w.e.f.-Year2023 2024			
Semester	Course Code	Course Title	
V	HM 02	Tour Operations Management	
Type of Course	Credits	Evaluation	Marks
DSE	03	UE (60) + IE (40)	100
Course Objectives:			
<ul style="list-style-type: none"> To understand basic Tour Operation Management. To study various areas such as the basics of tourism, tourism destination, entire basics of tourism, geography, To have understanding of Basic tourism marketing, communication and other areas under tourism. To impart knowledge about various operational aspects of handling tourism operation 			
Course Outcomes:			
<p>At the successful completion of the course the learner will be able to</p> <ul style="list-style-type: none"> Able to understand basic evolution and development of tourism industry. Assess managerial practices required for handling tourism services and operations. To develop skills to handle travel agency, tour operators and its functions. Able to explain basic tourism policy and planning and to understand impacts on tourism 			

Lesson Plan

Unit		Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Tourism Industry : Understanding Tourism, Historical Evolution and Development , Tourism System, Constituents of Tourism Industry and Tourism Organizations, Tourism Regulations, Biodiversity, Seasonality and Destinations, Maps and Chart Work ,Cultural Heritage - Living Culture and Performing Arts, Use of History	15	CO 1	Lecture with PPTs, Videos Group Activity	Understand	Quiz, News Paper Article with Presentation, Activity Assignments End Term Internals: Applied Question

2	Basics Tourism Service and Operations with Marketing and Communication : Tourism Services and Operation - Modes of Transport, Tourist Accommodation, Informal Services in Tourism, Subsidiary Services, Travel Agency, Tour Operations, Guides and Escorts, Tourism Marketing, Role of Media, Communication Skills	15	CO 2 CO3	Lecture with PPTs, Videos Group Activity Case Study	Understand Apply (Analyse)	Quiz, News Paper Article with Presentation, Activity Assignments End Term Internals: Applied Question
3	Tour Operation Planning , Policy and its impact : Tourism Planning and Policy - Infrastructural Development, Local Bodies, Officials and Tourism, Development, Dependency and Manila Declaration Economic Impact, Social, Environmental and Political Impacts, Threats and Obstacles to Tourism	15	CO 4	Lecture with PPTs, Videos Group Activity Case Study	Understand	Quiz, News Paper Article with Presentation, Activity Assignments End Term Internals: Applied Question

CO/PO	PO1	PO2	PO3
CO 1	3	2	1
CO 2	1	3	1
CO 3	2	3	1
CO 4	1	2	3

1- Low, 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 40%

Externals: 60%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Assignments	10	2.5	2.5	2.5	2.5
Internal End Term Exam	20	5.5	4.5	5.5	4.5
Internal End Term (University)	40 60	10.5	9.5	10.5	9.5

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Sunetra Roday, Archana Biwal and Vandana Joshi	Tourism Operations and Management	25 th March 1990	Oxford Press
02	Sampad Kumar Swain	Tourism Principles and Practices	24 th November 2011	Oxford Press
03	Akhil Bali	Tourism and Travel Management		Notion Press
04	Arvind Kumar	Travel Agency Management & Operations	29 th August 2019	Walnut Publications
05	Saryu Doshi	Aspects of the Performing Arts of India	1993	Marg Publications

Online Resources:

Online Resource No.	Website address
1	https://onlinecourses.swayam.2.ac.in

MOOCs:

Resource No.	Website address
1	https://www.my-mooc.com

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Application of the knowledge of tourism industry development and evaluation would be delivered through presentation and different group activities for better understanding of tour operation management hence CO1 and PO1 are highly aligned.
CO1 & PO 2 Mapped at 2	The knowledge of tourism and industry development aspects are moderate with basic tourism services hence CO1 and PO2 are related medium so marked 2.
CO1 & PO 3 Mapped at 1	Helps to understand how individuals and teams within organizations learn and cope with change in tourism industry so alignment of CO1 to PO3 is moderate
CO2 & PO 1 Mapped at 1	Assess managerial practices required for handling tourism services and operations in tourism industry important but economic legal and ethical aspects of business are not very relevant to CO 1 hence the alignment of CO2 to PO 1 is moderate
CO2 & PO2 Mapped at 3	Assess managerial practices required for handling tourism services and operations related to tourism industry are aligned with different basic marketing and communication skills to increase business so CO2 to PO 2 are highly aligned so marked as 3.
CO2 & PO3 Mapped at 1	Assess managerial practices required for handling tourism services and operations related to tourism industry are not related with tour planning and impact of different environment so alignment is moderate.
CO3 & PO1 Mapped at 2	To develop skills to handle travel agency, tour operators and its functions are not aligned with basic knowledge of biodiversity, seasonality and destinations, maps and chart work ,cultural heritage - living culture and performing arts so marked medium.
CO3 & PO2 Mapped at 3	To develop skills to handle travel agency, tour operators and its functions are highly aligned with travel agency, tour operations, guides and escorts, tourism marketing, role of media, communication skills so highly marked.
CO3 & PO3 Mapped at 1	The knowledge of travel agency, tour operations, guides and escorts, tourism marketing, role of media, communication skills are not aligned much with basic understanding of tourism so marked moderate.
CO4 & PO1	Able to explain basic tourism policy and planning and to understand impacts on tourism is

Mapped at 1	not aligned much with basic understanding of tourism knowledge so marked as moderate.
CO4 & PO2 Mapped at 2	Able to explain basic tourism policy and planning and to understand impacts on tourism are related with planning and impact of different environment so marked moderate.
CO4& PO3 Mapped at 3	Highly aligned tourism planning and policy - infrastructural development, local bodies, officials and tourism, development, dependency and manila declaration economic impact, social, environmental and political impacts, threats and obstacles to tourism so marked 3.

Mapped by: Dr. Shailesh Ghanekar, BVDU- Hotel Management ,Mumbai	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS Revised Syllabus w.e.f. - Year 2022 23			
Semester	CourseCode	Course Title	
III	SM-01	Sports Marketing	
Type	Credits	Evaluation	Marks
Core Elective	03	UE : IE	50:50
CourseObjectives:			
<ul style="list-style-type: none"> The evolution of sports marketing into a global business Identifying, and assessing the role of sports in marketing and professional sports Identifying the changing role of the consumer Developing an awareness of the role of sponsorship Taking strategic and the operational decisions. Understanding the importance of athletes as Brands Identifying the ethical challenges associated with the application of the marketing programs Understanding the basic contents and structure of a sports marketing plan 			
LearningOutcomes:			
<ul style="list-style-type: none"> Understand the sports marketing environment and trends influencing marketers. Evaluate sports sponsorship decisions Understand the process and structure in sporting events 			

Lesson Plan

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
8	Introduction to Sport Marketing Marketing through sports and marketing of sport. Product decision in sport marketing. Integrated marketing communications for sport. The Four domains of Sport Marketing Basic principles of marketing Principles of Effective Sports Marketing in the 21st Century.	CO1	Lecture with Ppts Quiz	Understand	End Term Exam: Short case and situation based questions
8	Services Marketing Concepts Marketing Research Market Orientation Customer Relationship Management	CO2	Lecture with Ppts	Analyse	Case Presentation Activity End Term: Theory Applied

8	Broadcasting and Endorsements Sport funding through Broadcasting and Endorsements Basics of sports broadcasting rights, sports Leagues and their broadcasting rights, benefits to the broadcaster. Endorsement, Sports and celebrity endorsement, Sportspersons and their recent endorsements. Endorsement strategy. Marketing and endorsement, Benefits of endorsements.	CO3		Analyze	Activity End Term: Theory Applied
10	Promotional and pricing method in Sports Social Networking Platforms. Mega -Special -Event Promotions Ticket Prices Concessions Dynamic Dynamic Ticket Pricing Licensing and Sponsorship Concept of sports Licensing Goals and objectives Sponsorship meaning and its types. Selecting the Sports Property New Media and Technology use in corporate sponsorships Ambush Marketing	CO4		Evaluate	End Term Exam: Short case and situation based questions
8	The Global Market for Sports Industry and Industry Trends Professional Sport Leagues and global branding E-sports Brand building Sports patent. Career in sports and marketing.	CO5		Create	Case Presentati on Activity End Term: Theory Applied

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	3	3
CO2	3	3	2	2	3
CO3	3	2	2	-	3
CO4	3	2	-	1	3
CO.	3	1	-	1	3
CO	3	2	2	-	3

1- Low , 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internal+External Assessment

Total-100%

Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class attendance	10	2	2	2	2	2
Project	5	2		3		
Assignment	5		2		3	
Case study	10	2	2	2	2	2
Midterm exam	20	4	4	4	4	4
Internal (50marks)	50					
End Term (50 marks Univ)	50					
Written exam	50	10				

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Bernard JMullin, Stephen Hardy, William	Sport Marketing,	2014	Human Kinetics
2	Phil Schaaf.	Sports Marketing- It's not just a game anymore	1995	Amherst, N.Y. : Prometheus Books,
3	Larry DeGaris	Sports Marketing: A Practical Approach	2015	Larry Degaris
4	David Shilbury; Hans Westerbeek	Strategic Sport Marketing	2009	

Online Resources:

No	Web site address
1	https://www.docsity.com/en/sport-marketing-and-its-major-trusts-and-marketing-myopia-kin-3801/6672936/
2	https://www.bartleby.com/essay/Sport-Marketing-F3YV2HK86VS

MOOCs:

ResourcesNo	Websiteaddress
	https://www.my-mooc.com

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Students with requisite knowledge, skills & right attitude necessary to become an effective leadership in a global environment.
CO1 & PO 2 Mapped at 2	Sports marketing concepts would be delivered through case studies and projects to foster analytical and critical thinking abilities for data-based decision making.
CO1 & PO 3 Mapped at 1	Ability of Understanding and Communication aspects of marketing.
CO1 & PO 4 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is possible only if managers understand market demand.
CO1 & PO5 Mapped at 3	Communicate effectively with the business community and with society at large. Be able to comprehend and write effective reports documentation. Make effective presentations, and give and receive clear instructions.
CO2 & PO1 Mapped at 3	Competent management professionals with strong ethical values and leadership.
CO2 & PO2 Mapped at 3	Market Analyst/ leaders need to Foster analytical and critical thinking abilities for data-based decision making.
CO2 & PO3 Mapped at 2	Sponsorship and experiential marketing proposals with a brand activation strategy that provides value to the sponsor, event property and consumer.
CO2 & PO4 Mapped at 2	Knowledge to understand, analyses and control the operating environment in operations management.
CO2 & PO5 Mapped at -3	Effective communication and also be able to analyses different types' sponsorship
CO3 & PO1 Mapped at 3	To develop and understand the sports industry in relationship to the legal sector and effective leadership in a global environment.
CO3 & PO2 Mapped at 2	To have a boarder analyses of market and application of marketing principles.
CO3 & PO3 Mapped at 2	Deep of analyses of market and relationship between the industry and society.

CO3 & PO4 Mapped at-	To develop and use finance for the growth of sports organizations.
CO3 & PO5 Mapped at 3	To understand sports industry and develop effective communication.
CO4 & PO1 Mapped at 3	Execute common responsibilities and managing large sport events with leadership skills and right attitude.
CO4 & PO2 Mapped at 2	To manage sports marketing strategies, brand activation strategy entertainment events.
CO4 & PO3 Mapped at -	
CO4 & PO4 Mapped at 1	Common duties and responsibilities for managing, controlling, analyzing and operating market environment.
CO4 & PO5 Mapped at 3	To execute and communicate with business community and sport and entertainment community.
CO5 & PO1 Mapped at 3	To understand sports industries and develop skills and right attitude.
CO5 & PO2 Mapped at 1	To Evaluate and analyses endorsement through marketing.
CO5 & PO3 Mapped at -	Ability to lead themselves in the achievement of financial goal.
CO5 & PO4 Mapped at 1	To aware of market, analyses of market, technical skills and control the operating environment.
CO5 & PO5 Mapped at 3	To communicate effectively with society and develop new strategy about endorsement and sponsorship.

Mapped by: Prof. Rajat Sukladas, BVDU- Physical Education,Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	SM-02	Basics of Sports Medicine & Nutrition	
Type	Credits	Evaluation	Marks
Core Elective	3	IE:UE	50:50
Course Objectives:			
To impart knowledge of sport Nutrition. To enhance exercise and sports performance with due emphasis on Physiology and body composition. To impart knowledge of Nutritional requirements To impart knowledge of Weight Management. To impart knowledge of Holistic health and Ergogenic aid			
Course Outcomes:			
1. To understand the basic concepts of medicine & Nutrition. 2. To analyze and evaluate the drug abuse and doping in sports. 3. To understand and evaluate the requirements and sources of energy in sports. 4. To analyze the relation of nutrition and sport performance.			

Unit No	Unit Details	Session (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction Concept of Sports Medicine. Aim and objective of sports medicine. Need and scope of sports medicine. Role of sports physician, physical educator / sports coaches in sports medicine sports injuries introduction. Types of sports injuries. Reasons of sports injuries, prevention and management of sports injuries.	5	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Drug Abuse In Sports Meaning and Definition of Doping. Classification of Doping, Doping Methods., Why Drugs are used by Individual?, Why Drugs are used by Sports Persons? The Prevention of Doping.	5	CO 2	Lecture with Ppts Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Elements Of Physical Nutrition Cell and human physiology, human nutrition, functional anatomy, metabolism, nutritional physiology and biochemistry, nutritional requirements carbohydrates, fats, minerals,	5	CO 3	Lecture with PPTs Case Study	Understand Analyze	Case Study with Presentations End Term Exams: Case based Questions/ Applied Questions
4	Energy Requirements Individual caloric requirement – basal energy requirement, energy	5	CO3	Lectures with PPTs	Evaluate Analyze	Group Activity

	requirement during working hours nutritional medicines elements of health education, introduction to elements of medicines that help augmenting physical fitness and general strength and vigor,			Group Activity Video Cases		End Term Exam: Short case and situation based questions
5	Food –The Sources Of Energy Carbohydrates, mono, saccharides, disaccharides, polysaccharides, fats, proteins, enzymes, digestion.	5	CO3	Lecture Case Activity	Analyze	Case Presentation Activity End Term: Theory Applied
6	Nutrition And Physical Performance An Analysis of the Correlation between Nutrition and Physical Fitness and Performance in Sports	5	CO4	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COSM02.1	2	-	-	2	-	-
COSM02.2	2	2	-	2	-	-
COSM02.3	2	1	-	-	-	-
COSM02.4	2	2	-	-	-	-

1- Low, 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals (CES- Continuous Evaluation): 50%

External University Evaluation 50%

Internals (CES- Continuous Evaluation) Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project club activity	5	3		2	
Case study discussion	10	2.5	2.5	2.5	2.5
Assignments/ Projects	5		2	3	
Internal End Term Exam	20	5.5	5.5	4.5	4.5
End Term (University)	50	13.5	12.5	14.5	9.5

Attendance Policy

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Note: Whichever attendance policy is applicable to concern institute

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
01	Steven Ray, Irvin Richer,	Sports Medicine, Prentice Hall	1983	Prentice Hall,
02	Vinger and Roerner	Sports Injuries	1981.	PSG Publishing Co., Inc,
03	William J. G. P	Sports Medicine,		London Edwar Arnold Publishers
04	Armstrong and Tucker,	Injuries and Sports		London Scamples Press.

Online Resources:

No	Web site address
1	https://www.sportsmedtoday.com/what-is-a-sports-medicine-physician.htm
2	https://edurev.in/studytube/Revision-Notes--Doping--Physical-Education/6a3a682f-ada7-49a4-9684-738e13e28cd7_t
3	kairostechnology.io/the-role-of-diet-nutrition-in-sports-performance/

MOOCs:

Resources No	Websiteaddress
1	https://www.my-mooc.com

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 mapped with PO1 and PO4 mapped at level 2	Understanding the basic concept of medicine and nutrition knowledge and practices help to solve the problems of decision making in sports at medium level and basic knowledge and concept understanding develop ability to communicate business aspects.
CO2 mapped With PO1,PO2 and PO4 at level 2	Analyzing the cases of doping helps in solving problems and decision making in the cases of doping. It also contribute in understanding global and ethical issues of sport industries
CO3 mapped with PO1 at level 2 And PO2 Mapped at level 1	Understanding and evaluating requirement and sources of energy in sport contribute in the solving problems, decision making based of analytical thinking.
CO4 mapped with PO 4 Mapped at low and PO2 mapped at level 2	The study of coronation of nutrition and sport performance help in decision making and problem solving and analyzing issues

Mapped by: Dr. N. Jadhav, IMED, Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

MBA (HR) SEMESTER IV
Revised Syllabus
With Effect from (2022 –23)

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	401	Project Management	
Type	Credits	Evaluation	Marks
Core	3	UE : IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To understand the concepts of project planning and organization, budgeting and control, and project life cycles. To master several basic project scheduling techniques including WBS, CPM, PERT, GANTT CHARTS, and resource constrained scheduling. To understand the related concepts of organizational forms, conflict resolution, and issues related to leadership and task management in a project environment. To become familiar with Microsoft Project in performing simple project management tasks. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Evaluate project to develop scope of work, provide accurate cost estimation and to plan the various activities. Identify resources required for a project and to produce a work plan and resources schedule. Evaluate project for quality concept. Use of project management tools for project management. 			

Sessi on Hour s	Topic	CO No	Teaching Methodology	Cognition	Evaluation Tools
10	Introduction, Need for Project Management, characteristics of project, Problems with projects, All parties (stakeholders) involved in project. Role of Project Manager. Project management body of knowledge (PMBOK), Project Management Knowledge Areas, Phases of project management life Cycle.	CO 1	Lecture with PPT, White board	Understand	Quiz, Assignment Questions
10	Organizational Structure and Organizational Issues: Introduction, Organizational Structures, Team structures, Team development process, team building process, stages in developing a high performance project team, project team pitfalls, Roles and Responsibilities of Project Leader Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management	CO 3	Lecture with PPT, White board, Quiz,	Apply	Case Study, Assignment Questions

10	Project Planning and scheduling: Introduction, Project Planning, Need of ProjectPlanning, Project Planning Process, Work Breakdown Structure (WBS), Gantt chart, Network Planning models, formulating network model , Critical path analysis , PERT, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts	CO 2	Lecture with PPT, White board, Case Study	Analyze	Case Study, Assignment Questions ,Applied Questions
10	Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Risk prioritization, Risk mitigation.	CO 3	Lecture with PPT, White board,	Analysis & Evaluation	Case Study, Assignment Questions ,Applied Questions, Quiz
10	Project Quality management :Introduction, Quality, Quality Concepts, Place of quality in planning, importance of it, quality measures, ISO standards, CMM standards, Quality Assurance document	CO 4	Lecture with PPT,	Create	Case presentations, Assignment Questions ,Applied Questions,
10	Project Management Software: Introduction, Advantages of Using Project Management Software, Common Features Available In Most of the Project Management Software, Study of MS project or any other project management	CO 4	Lecture with PPT,LAB practicals	Analysis & Evaluation	LAB Projects, Live Prijects

PO-CO Mapping

	Program Outcomes					
Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6
CO 401.1	3	3	2	3	1	3
CO 401.2	3	3	3	3	-	3
CO 401.3	3	3	3	2	-	3
CO 401.4	3	3	3	1	-	3
CO	-	-	-	-	-	-
CO	-	-	-	-	-	-
Average	3	3	2.75	2.25	0.50	3

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4
Class Participation/Attendance	10	2.5	2.5	2.5	2.5
Live Project/ Club Activity	5	3		2	
Case Study/ Discussion	10	2.5	2.5	2.5	2.5
Assignments/Projects	5		2	3	
Internal End Term Exam	20	5.5	5.5	4.5	4.5
Internal	50	13.5	12.5	14.5	9.5
End Term (UE)	50				

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
National	John M Nicholas	Project Management For Business And Technology		Prentice Hall Of India Pvt Ltd
International	Clifford F Gray, Erik W Larson	-Project Management : The Managerial Process		Tata Mcgraw - Hill Publishing Co Ltd
International	Jack Meredith, Samuel J. Mantel Jr.	Project Management - A Managerial Approach		John Wileyand Sons

Online Resources:

Online Resources No	Web site address
1	https://en.wikipedia.org/wiki/Project_Management_Institute
2	https://www.projectengineer.net/the-10-pmbok-knowledge-areas/

3	https://en.wikipedia.org/wiki/Project_management
4	https://pmstudycircle.com/2012/03/stakeholders-inproject-management-definition-and-types/
5	https://opentextbc.ca/projectmanagement/chapter/chapter-8-overview-of-project-planning-project-management/

MOOCs:

Resources No	Web site address
1	Please refer these websites for MOOCS: NPTEL / Swayam
2	www. edx.com
3	www.coursera.com

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes

CO 1 & PO 1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is possible only if managers understand concept and characteristics of Project Management
CO 1 & PO 2 Mapped at 3	Project Management concepts would be delivered through case studies and projects to foster analytical and critical thinking abilities for data-based decision making
CO 1 & PO 3 Mapped at 2	Helps to understand how individuals and teams within organizations learn and cope with change to be productive Learning new Project Management technologies can lead to evaluate various project activities
CO 1 & PO 4 Mapped at 3	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is directly aligned to cost estimation, planning various project activities and evaluation of project.
CO 1 & PO 5 Mapped at 1	Project evaluation and read, write, and contribute to Business literature is aligned very low as writing and contributing to business literature is not a necessary outcome
CO 1 & PO 6 Mapped at 3	Project planning and evaluation is highly aligned to the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO 2 & PO 1 Mapped at 3	Identify the resources required for a project can get by knowledge of management theories and practices to solve business problems. So it is highly aligned.
CO 2 & PO 2 Mapped at 3	Project Managers need to Foster analytical and critical thinking abilities for data-based decision making such as planning and scheduling of the project. So it is highly aligned.
CO 2 & PO 3 Mapped at 3	Entrepreneurs / corporate / managers as leaders need to Learn new technologies with ease and be productive at all times for project planning and scheduling
CO 2 & PO 4 Mapped at 3	Highly aligned as identifying the resources for project by project manager results in the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO 2 & PO 5 Mapped at 0	Identifying the resources required for a project manager as leaders do not require necessarily reading, writing, and contributing to Business literature. There is no alignment
CO 2 & PO 6 Mapped at 3	Producing an effective work plan shows ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. So it is highly aligned.
CO 3 & PO 1 Mapped at 3	Applying the knowledge of management theories and practices is useful for evaluate the project. So it is highly aligned.

CO 3 & PO 2 Mapped at 3	Foster analytical and critical thinking abilities for data-based decision making are required for project evaluation So it is highly aligned.
CO 3 & PO 3 Mapped at 3	Learning new technologies is essential to evaluate project by smarter way and within less time. So it is highly aligned.
CO 3 & PO 4 Mapped at 2	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is weakly aligned with project evaluation.
CO 3 & PO 5 Mapped at 0	Read, write and contribute to business literature is not aligned to project evaluation.
CO 3 & PO 6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible in Project evaluation. Hence it is aligned.
CO 4 & PO 1 Mapped at 3	Apply the knowledge of management theories included the use of project management tools. Hence it is highly aligned.
CO 4 & PO 2 Mapped at 3	Project management tools are useful for Foster analytical and critical thinking. Hence it is highly aligned.
CO 4 & PO 3 Mapped at 3	Learning new project management tools means learning new technologies. Hence it is highly aligned.
CO 4 & PO 4 Mapped at 2	Ability to understand, analyze and communicate global economic legal and ethical aspects of business is slightly aligned to use of project management tools.
CO 4 & PO 5 Mapped at 1	Use of project management tools for project management is very low aligned to read, write and contribute to business literature.
CO 4 & PO 6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible only when project managers are using the project management tools. Hence it is highly aligned.

Mapped by: Dr.Vishal Deshmukh, Yashwantrao Mohite Institute of Management, Karad	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	HR03	Compensation and benefits management	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To understand the concept of compensation To explain the components of labour cost. To define executive compensation with various plans. To discuss wage policies and concepts related to labour market To elaborate issues related to reward management and global compensation To understand the rules for taxation and concept of tax friendly package. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Explain concepts related to compensation Explain components of labour cost. Contribute in designing executive compensation Describe issues related to wage policies and labour market. Handle the issues related to reward management and global compensation Explain rules of taxation and design tax friendly package 			

Session Hours	Topic	CO No	Teaching Methodology	Cognition	Evaluation Tools	Session Hours
1	Introduction: Concept, scope and importance of Compensation and Benefits Management; Factors affecting Compensation and Benefits decisions; Roles and responsibilities of Compensation and Benefit Managers	8	CO1, CO4, CO5,	Lecture with Ppts, Class discussion	Remember, Understand	Quiz End Term Internals Short Answers
2	Labour Cost: Components of Compensation package; Bonus: Method of Determining Bonus; Fringe Benefits: concept and types; Wage Incentives: Concept, different kinds of wage incentives plans and their application; Labour Turnover: causes, implications and costs.	8	CO 1, CO 2, CO3, CO4, CO5	Lecture with Ppts Case Study, Hand outs	Understand, Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Executive Compensation: Compensation and organization Structure; Aligning compensation to organization culture; Stock Options and Stock Purchase plans; Economic value added (EVA) as an alternative to Stock based compensation;	7	CO 2, CO3, CO4, CO5, CO6	Lecture with PPTs Case Study	Remember, Apply, Evaluate	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions

	Pay for performance; Competency based pay. Retirement benefits					
4	Company Wage Policy; National Wage Policy; Objectives, Concepts; Labour Market: Concept, broad types; Wage Determination; Pay Grades, Economic Principles; External Equity: Wage Surveys.	8	CO2, CO3, CO4, CO6	Lectures with PPTs Video Cases	Remember, Understand, Apply	Group Activity End Term Exam: Short case and situation based questions
5	Reward and Global Compensation - Total reward management processAssessment, Design, Execution and Evaluation, Global compensation - strategies, Best practices in global compensation.	6	CO1, CO2, CO3, CO4, CO5, CO6	Lecture, Hand outs, Case Activity	Understand, Apply, Evaluate	Case Presentation Activity Exams: Case based Questions/Ap plied Questions
6	Taxation Aspect: Current rules of taxation of salaries; Exemption in income tax-and the rationale; Fringe benefit tax and its implication for the employers and employees; Taxation of stock options; Designing a tax friendly package. Note: Simple problems on Income Tax Calculation to be taught.	8	CO2, CO3, CO4,CO5, CO6	Lectures with PPTs	Understand, Apply, Evaluate	Activity End Term: Exams: Case based Questions/Ap plied Questions

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO 1	3	2	2	3	2	3
CO 2	2	2	2	3	2	2
CO 3	3	3	2	2	2	2
CO 4	2	3	2	3	3	3
CO 5	3	2	2	3	2	3
CO 6	2	2	2	2	3	2

CO.	2.5	2.33	2	2.66	2.33	2.5
CO	3	2	2	3	2	3

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation/ Attendance	10	1.5	1.5	2	2	1.5	1.5
Live project – club activity	5	0.5	0.5	1	1	1	1
Case study discussion	10	1.5	1.5	1.5	1.5	2	2
Assignments/ Projects	5		2	3			
Internal End Term Exam	20	2.5	2.5	5	5	2.5	2.5
Internal	50	6	8	12.5	8.5	8	7
End Term (Univ)	50						

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
National	R.C.sharma, Sulabh Sharma	Compensation Management	2019	Sage Publishing

National	A.P. Rao	Labour Cost Accounting and Compensation Management	2000	Everest Publishing House.
National	B.D.Singh	Compensation & Reward Management	2007	Excel Books
International	Michele Dennis and Thomas Roth	Effective executive compensation	2008	American management Association

Online Resources:

Online Resources No	Web site address
1	https://www.iedunote.com/compensation-management
2	https://excomp.org/Basics/Basic/What-Is-Executive-Compensation
3	https://theinvestorsbook.com/labour-turnover.html
4	https://www.shrm.org/resourcesandtools/tools-and-samples/hr-qa/pages/totalrewardsstrategies.aspx
5	https://www.worldatwork.org/workspan/articles/global-compensation-considerations
6	https://www.incometaxindia.gov.in/pages/tax-laws-rules.aspx

MOOCs:

Online Resources No	Web site address
1	https://www.coursera.org/learn/compensation-management
2	https://alison.com/courses/diploma-in-modern-human-resource-management/content/scorm/5730/module-6-compensation-and-benefits
3	https://www.classcentral.com/course/managing-employee-compensation-5510

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Understanding the concept of Compensation can help to apply the knowledge of management theories and practices to solve business problems.
CO1 & PO 2 Mapped at 2	Knowledge of Compensation discussed through case studies and projects to foster analytical and critical thinking abilities for data-based decision making is possible to a certain extent, hence Co1 and PO2 have moderate alignment.
CO1 & PO 3 Mapped at 2	Concept of Compensation helps to understand how managers in organizations learn and cope with change to be productive at all times, thus CO1 is aligned to PO3 moderately.
CO1 & PO 4 Mapped at 3	Managers understand the components of Compensation and communicate in the global business world, accounting economic, legal and ethical aspects of business are very relevant to CO1 hence the alignment of Co1 to PO4 is High.
CO1 & PO5 Mapped at 2	Conceptual knowledge of Compensation can help to lead to Read, write, and contribute to Business literature is aligned very low as writing and contributing to business literature is not a necessary outcome
CO1 & PO6 Mapped at 3	Compensation concepts understanding ability to leads individuals themselves and others in the achievement of organizational goals, contributing effectively to a team environment hence highly aligned.

CO2 & PO1 Mapped at 2	Knowledge of components of Compensation is helpful to managers to apply the knowledge of management theories and practices to solve an organizational problem. So moderately aligned.
CO2& PO2 Mapped at 2	Compensation Components knowledge is needed to Foster analytical and critical thinking abilities for data-based decision making, so moderately aligned.
CO2& PO3 Mapped at 2	Managers as leaders need Compensation Components knowledge to Learn new technologies with ease and be productive at all times, so moderately aligned.
CO2& PO4 Mapped at 3	Highly aligned as the knowledge of Compensation Components results in the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO2& PO5 Mapped at 2	The awareness of Compensation Components helps managers to Read, write, and contribute to Business literature, hence moderately aligned.
CO2& PO6 Mapped at 2	Proper knowledge of Compensation Components can help managers to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. So moderately aligned.
CO3 & PO1 Mapped at 3	Contribute in designing executive compensation is possible only when the application of the knowledge of management theories and practices to solve business problems is done, so aligned highly.
CO3 & PO2 Mapped at 3	Foster analytical and critical thinking abilities for data-based decision making, with contributing in designing executive compensation is possible, thus alignment is Moderate.
CO3 & PO3 Mapped at 2	Learning new technologies to be productive is possible only if students are motivated to contribute in designing executive compensation is possible
CO3 & PO4 Mapped at 2	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is aligned moderately with Contribute in designing executive compensation.
CO3 & PO5 Mapped at 2	Read, write, and contribute to Business literature is moderately aligned with Contribute in designing executive compensation.
CO3 & PO6 Mapped at 2	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is only possible with Contribute in designing executive compensation.
CO4 & PO1 Mapped at 2	Apply the knowledge of management theories and practices to solve business problems are very important hence highly aligned to describe issues related to wage policies and labour market in the industry.
CO4 & PO2 Mapped at 3	Knowledge of describing issues related to wage policies and labour market in the industry are used for analytical and critical thinking abilities for data-based decision making thus are highly aligned.
CO4 & PO3 Mapped at 2	Issues related to wage policies and labour market in the industry is moderately aligned with Learn new technologies with ease and be productive at all times
CO4 & PO4 Mapped at 3	Describing issues related to wage policies and labour market in the industry are helpful to analyze and communicate global, economic, legal and ethical aspects of business.
CO4 & PO5 Mapped at 3	Analyzing issues related to wage policies and labour market in the industry and Read, write, and contribute to Business literature are totally aligned as CO 4 will ensure reading and writing ability will contribute to business literature to certain level only.
CO4& PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible with the knowledge to describe issues related to wage policies and labour market in the industry.
CO5 & PO1 Mapped at 3	To handle the issues related to reward management and global compensation is possible only if managers apply the knowledge of management theories and practices to solve an organizational problem. So highly aligned.
CO5 & PO2 Mapped at 2	Analytical and critical thinking abilities for data-based decision making are moderately aligned with to handle the issues related to reward management and global compensation
CO5 & PO3 Mapped at 2	Familiarizing & handling the issues related to reward management and global compensation is moderately aligned with Learn new technologies with ease and be productive at all times
CO5 & PO4 Mapped at 3	The skill to handle the issues related to reward management and global compensation are helpful to analyze and communicate global, economic, legal and ethical aspects of business thus highly aligned.
CO5 & PO5 Mapped at 2	Handle the issues related to reward management and global compensation knowledge is useful to read, write, and contribute to Business literature are moderately aligned.
CO5 & PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible with knowledge to handle the issues related to reward

	management and global compensation thus highly aligned.
CO5 & PO1 Mapped at 2	Explanation of rules of taxation and design tax friendly package to employee motivation and satisfaction is possible only if managers apply the knowledge of management theories and practices to solve an organizational problem. So moderately aligned.
CO5 & PO2 Mapped at 2	Analytical and critical thinking abilities for data-based decision making are moderately aligned with knowledge of rules of taxation and design tax friendly package.
CO5 & PO3 Mapped at 2	Skill of explaining rules of taxation and design tax friendly package is moderately aligned with learn new technologies with ease and be productive at all times.
CO5 & PO4 Mapped at 2	Knowledge of rules of taxation and design tax friendly package are helpful to analyze and communicate global, economic, legal and ethical aspects of business thus moderately aligned.
CO5 & PO5 Mapped at 3	Knowledge of rules of taxation and design tax friendly package Read, write, and contribute to Business literature are not totally aligned.
CO5 & PO6 Mapped at 2	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible with Familiarizing rules of taxation and design tax friendly package, thus moderately aligned.

Mapped by: Dr.Ganraj Mane -Assistant Professor BVDU-Abhjit Kadam Institute of Management and Social Sciences Solapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	HR04	Competency Mapping and Performance Management	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> • To understand managerial competencies in changing business environment and the resultant challenges. • To establish links between managerial competencies for effective work performance. • To introduce the concept of performance management and its importance in organizations. • To enable students, knowledge of managing performances for greater success. • To provide information about the latest development and trends in the practices of performance management. 			
Learning Outcomes :			
<ul style="list-style-type: none"> • Applied skills and knowledge that enable people to successfully perform in professional, educational, and other life contexts. • Understand the different types of Performance Planning strategies and develop various development plans for the employees. • Gain a practical understanding as how Performance Management plan is beneficial for the organization and also the employees. • Recognize how Competency Mapping works and affects at different levels of the organizations. • Appreciate the Performance Appraisal Process and gain knowledge for avoiding various rating errors. • Identify job ready competencies and how to detect them in a probable candidate. • Design and develop Competency Models for a particular job-role. 			

Session Hours	Topic	CO No	Teaching Methodology	Cognition	Evaluation Tools	Session Hours
1	Concept of Competencies: Meaning and significance of Managerial competencies for effective work performance, competency identification and its role in performance development, managerial competency in a dynamic business national and global workplace, environment, PJ Job fit Theory, PE fit Theory, Holland Theory.	10	CO1,CO6	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Competency Mapping for Effective HRM Development: Concept of Competency Mapping - and its scopes, significance of competency mapping for effective HRM, techniques for competency mapping, career planning, the role of competency mapping in career planning and development.	10	CO1, CO3, CO4,CO6	Lecture with Ppts Case Study	Apply (Analyze)	Case Study , Newspaper Article End Term: Applied Questions
3	Introduction to Performance Management: Definition and Importance of Performance Management, the contribution of competency mapping ineffective performance development. Linkage of Performance Management to Other HR Processes; Aims, Purposes and Principles of Performance Management.	8	CO 3, CO4	Lecture with PPTs Case Study	Analyze	Case Study with Presentations End Term Exams: Case based Questions/A pply Questions
4	Performance Management Planning and Development: Introduction: Performance Management Planning,	12	CO1,CO2	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and

	the Planning Process, Performance Management Documentation, Manager's Responsibility in Performance Planning Mechanics and Documentation, Employee's Responsibility in Performance Planning Mechanics and Documentation, Creation of PM Document					situation-based questions
5	Competency Appraisal and Performance Management: Need and benefits of effective appraisal system in Performance management. Traditional and Modern methods of Appraisal. Identifying training needs, and developing suitable training programs for competency management.	12	CO2,CO4	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Management Competencies and Performance Development in Organizations: Developing a model for competency mapping and management for effective HR development for a chosen firm. Ethics and Challenges in Performance Management.	8	CO4,CO5	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COHR04.1	3	2	3	3	1	2
COHR04.2	3	2	1	1	-	3

COHR04.3	-	2	1	1	-	1
COHR04.4	2	-	1	3	1	3
COHR04.5	3	2	-	1	1	3
COHR04.6	2	2	-	-	-	3
CO.	2.16	1.66	1	1.5	0.5	2.5
CO	3	2	1	2	1	3

1- Low, 2- Medium, 3- High, if no correlation, put ‘-’
(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation/ Attendance	10	2	2	2	2	2	
Live project – club activity	5			2			3
Case study discussion	10		2.5	2.5	2.5	2.5	
Assignments/ Projects	5		2		3		
Internal End-Term Exam	20	3.3	3.3	3.3	3.3	3.3	3.5
Internal	50	5.3	9.8	9.8	10.8	7.8	6.5
End Term (Univ)	50						

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Radha Sharma	360 degree Feedback, Competency Mapping and Assessment Center		
2 – National				
3 – National				
4 – International	Spencer and Spencer	Competencyat Work	-	Wiley Publication
5 – International	David D. Dubois , Deborah Jo King Stern , Linda K. Kemp	Competency-Based Human Resource Management		
6 – International	Michael Armstrong & Angela Baron	Performance Management		Jaico Publication

Online Resources:

Online Resources No	Web site address
1	aictefreecourses@gmail.com
2	https://www.emerald.com/insight/content/doi/10.1108/09685220610648373/full/html?journalCode=i
3	https://bdigital.ufp.pt/handle/10284/357

MOOCs:

Online Resources No	Web site address
1	Coursera -Managing Employee Performance, www.coursera.org
2	Alission- Performance Management and strategic planning

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is possible when individuals use this in professional, educational, and other life contexts.
CO1 & PO 2 Mapped at 2	To apply skill and knowledge to successfully perform in professional, educational, ethical, and other life contexts would be conveyed through case studies and projects, and role-play activities to foster analytical and critical thinking abilities for data-based decision making but this is possible to a limited extent.
CO1 & PO 3 Mapped at 3	Helps individuals to understand through performance management planning to learn and cope with change and be productive within organizations
CO1 & PO 4 Mapped at 3	To apply skills and knowledge that enable people to successfully perform in professional, educational, and other life contexts, it is highly necessary to understand, analyze, and communicate global, economic, legal, and ethical aspects of business, So CO1 and PO4 are very relevant hence the alignment of Co1 to PO 1 is higher.
CO1 & PO5 Mapped at 1	To apply skills and knowledge that enable people to successfully perform in professional, educational, and other life contexts can lead to Read, writing, and contribute to Business literature is aligned very low as writing and contributing to business literature is not a necessary outcome
CO1 & PO6 Mapped at 2	To apply skills and knowledge that enable people to successfully perform in professional, educational, and other life contexts and PO 6 are moderately aligned as CO 1 delineates the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO2 & PO1	Application of the knowledge of management theories and practices will be reflected in development plans

Mapped at 3	for employees through a proper understanding of different performance planning strategies. So highly aligned.
CO2& PO2 Mapped at 2	Employees/Individuals as performers do not deliberately need to foster analytical and critical thinking abilities for data-based decision-making. But managers as performance appraising authorities require it to a certain extent. Hence the CO2 and PO2 mapped moderately.
CO2& PO3 Mapped at 1	Employees/ managers need to learn new technologies with ease and be productive at all times is not directly aligned with understanding the different types of performance planning strategies but is moderately aligned with developing plans for employees.
CO2& PO4 Mapped at 1	Understanding different performance planning strategies and generating developmental plans for employees is weekly relatable to understanding, analyzing, and communicating a business's global, economic, legal, and ethical aspects of business.
CO2& PO5 Mapped at -	Understanding different performance planning strategies and generating developmental plans for employees do not necessarily Read, write, and contribute to Business literature. No alignment
CO2& PO6 Mapped at 3	Understanding different performance planning strategies and generating developmental plans for employees will effectively contribute to the achievement of organizational goals, contributing effectively to a team environment. So highly aligned.
CO3 & PO1 Mapped at -	Understanding the importance of a performance management plan for employees and organizations is not necessary for the application of the knowledge of management theories and practices to solve business problems. So no alignment.
CO3 & PO2 Mapped at 2	Understanding the importance of a performance management plan for employees and organizations will foster analytical and critical thinking abilities for data-based decision-making to a less than large extent hence the alignment is moderate.
CO3 & PO3 Mapped at 1	Employees/ managers as leaders need to learn new technologies with ease and be productive at all times is aligned very low with understanding the importance of a performance management plan hence the alignment of CO2 and PO3 is 1.
CO3 & PO4 Mapped at 1	The ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of business is feebly aligned with understanding the importance of a performance management plan for employees and organizations. Hence the alignment of CO3 and PO4 is 1
CO3 & PO5 Mapped at -	Reading, writing, and contributing to Business literature are not aligned with understanding the importance of a performance management plan for employees and organizations. Hence no alignment.
CO3 & PO6 Mapped at 1	The ability to lead themselves and others in the achievement of organizational goals, and is rarely possible through understanding the importance of a performance management plan for employees and organizations. Hence the alignment of CO3 and PO6 is 1
CO4 & PO1 Mapped at- 2	Recognize how the work of Competency Mapping affects different levels of the organizations and designing, and developing Competency Models for a particular job role is moderately associated with applying the knowledge of management theories and practices to solve business problems hence alignment of CO4 and PO1 is 2
CO4 & PO2 Mapped at -	Understanding how the work of Competency Mapping affects different levels of the organizations and designing, and developing Competency Models for a particular job role in an organization is not aligned with fostering analytical and critical thinking abilities for data-based decision-making. Hence no alignment.
CO4 & PO3 Mapped at -1	Understanding how the work of Competency Mapping affects different levels of the organizations is not aligned with Learning new technologies with ease and being productive at all times but designing, and developing Competency Models for a particular job role is associated with being productive so alignment with CO4 and PO2 is 1
CO4 & PO4 Mapped at 3	Understanding how the work of Competency Mapping affects different levels of the organizations and designing, and developing Competency Models for a particular job role is important to understand, analyze, and communicate global, economic, legal, and ethical aspects of business. So highly aligned.
CO4 & PO5 Mapped at1	Understanding how the work of Competency Mapping affects different levels of the organizations and designing, and developing Competency Models for a particular job role and reading, writing, and contributing to Business literature are not totally aligned as CO 4 will ensure reading ability but whether they will contribute to business literature is doubtful. Hence the alignment of CO4 and PO5 is 1
CO4& PO6 Mapped at 3	The ability to lead themselves and others in the achievement of organizational goals, and contribute effectively to a team environment is possible by reorganizing how the work of Competency Mapping affects different levels of the organizations and designing, and developing Competency Models for a particular job role is done. Hence the alignment of CO4 and PO5 is 3
CO5 & PO1 Mapped at 3	Appreciation of the performance appraisal process and gaining knowledge for avoiding various rating errors is only possible when the application of knowledge of management theories and practices ensues. Hence the alignment of CO4 and PO5 is 3
CO5 & PO2 Mapped at 2	The application of knowledge of management theories and practices will moderately evidence the appreciation of the performance appraisal process and gaining knowledge for avoiding various rating errors. Hence the alignment of CO4 and PO5 is 2

CO5 & PO3 Mapped at -	The learning of new technologies with ease and being productive will be weekly associated with appreciation of the performance appraisal process and gaining knowledge for avoiding various rating errors. No alignment.
CO5 & PO4 Mapped at 1	The application of knowledge of management theories and practices to understand, analyze, and communicate global, economic, legal, and ethical aspects of business is a weekly associated with appreciation of the performance appraisal process and gaining knowledge for avoiding various rating errors. Hence the alignment of CO5 and PO5 is 1
CO5 & PO5 Mapped at 1	Appreciation of the performance appraisal process and gaining knowledge for avoiding various rating errors can be associated with the reading aspect but writing and contribution is rarely possible. Hence the alignment of CO5 and PO5 is 1
CO5 & PO6 Mapped at 3	Appreciation of the performance appraisal process and gaining knowledge for avoiding various rating errors will able to lead themselves and others in the achievement of organizational goals and contribute effectively to a team environment. Hence the alignment of CO5 and PO6 is 3
CO6 & PO1 Mapped at 2	Identifying job-ready competencies and how to detect them in a probable candidate is moderately associated with applying the knowledge of management theories and practices to solve business problems hence alignment of CO4 and PO1 is 2
CO6 & PO2 Mapped at 2	Detecting job-ready competencies in a probable candidate is not aligned with the appreciation of the performance appraisal process but gaining knowledge of job-ready competencies for avoiding various rating errors and identifying job-ready competencies are perfectly aligned. Hence the half alignment of CO4 and PO5 is 2
CO6 & PO3 Mapped at -	Identifying job-ready competencies and how to detect them in a probable candidate is not aligned with learning new technologies with ease and being productive. Hence no alignment of CO6 and PO3
CO6 & PO4 Mapped at	The application of knowledge of management theories and practices to understand, analyze, and communicate global, economic, legal, and ethical aspects of business.is not aligned with the identification of job-ready competencies of a probable candidate. Hence no alignment of CO6 and PO4
CO6 & PO5 Mapped at	Identifying job-ready competencies and how to detect them in a probable candidate and reading, writing, and contributing to Business literature are hardly aligned. Hence no alignment of CO6 and PO5
CO6 & PO6 Mapped at 3	Identifying job-ready competencies and detecting them in a probable candidate will enable them to lead themselves and others in the achievement of organizational goals and contribute effectively to a team environment. Hence alignment of CO6 and PO6 is 3

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BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	402	Environment and Disaster Management	
Type	Credits	Evaluation	Marks
Core	2	IE	IE = 100
Course Objectives:			
<ul style="list-style-type: none"> Understand and realize the multi-disciplinary nature of the environment, its components, and inter-relationship between man and environment. Understand the relevance and importance of the natural resources in the sustenance of life on earth and living standard. Comprehend the importance of ecosystem, biodiversity and natural bio geo chemical cycle. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Understand the natural environment and its relationships with human activities. Characterize and examine human affects at the environment. Capacity to obtain, analyse, and communicate information on risks, relief needs and lessons learned from earlier disasters in order to formulate strategies for mitigation in future scenarios Integrate facts, concepts, and methods from multiple disciplines and apply to environmental problems of disaster events at a local and global level. Capacity to integrate knowledge and to analyse, evaluate and manage the different public health aspects 			

Unit	Topics	session	CO	Teachin g Method ology	Cognitive level	Evalua tion Tools
1	The Environment and Ecosystem: Environment and Environmental studies: Definition, concept, components and importance Ecosystem and Ecology: Structure and Function of ecosystem, Brief concept of Autecology and Synecology. Food chain, food web and ecological pyramids . Biogeochemical cycles in an ecosystems: (Carbon, Nitrogen and Phosphorous cycle) Ecological succession: Definition, types, concept and process (Hydrosere, Xerosere and Lithosere).	5	1,3	PPT	Understand Describe	Class Test
2	Environment as Science: Introduction, Types of environment- Physical & Cultural, Environmental Science- meaning and definition, nature and scope, methods and importance of study. Impact of Technology on the	5	1,3	PPT	Understand Describe	Case study

	environment, Environmental Degradation, Sustainable Development, Environmental Education.					
3	Biodiversity and its conservation: Definition, genetic, species and ecosystem diversity. Value of biodiversity : consumptive use, productive use, social, ethical, aesthetic and option values Biodiversity at global, National and local levels. India as a mega-diversity nation Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts. Endangered and endemic species of India Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.	5	1,2,4	PPT, Discussion	Understand Describe	Case study
4	Definition and types of disaster: Hazards and Disasters, Risk and Vulnerability in Disasters, Natural and Man-made disasters, earthquakes, drought, landside, land subsidence, cyclones, volcanoes, tsunamis, avalanches, global climate extremes. Man-made disasters: Terrorism, gas and radiations leaks, toxic waste disposal, oil spills, forest fires.	5	4 1,4	PPT, Discussion	Understand Describe, Apply	Class Test
5	Natural Disasters: Epidemic, Cyclone, Drought, Food, Landslide, Fire and forest fire, Earthquake and Volcanoes, Tsunami. Man- made Disasters: War, Arson / Sabotage / Internal Disturbances / Riots, Nuclear Explosion /Accidents / Radioactive Leakages. Ecological disasters like Deforestation / Soil Erosion / Air / Water Pollution. CORONA,HIV / AIDS, Life Style Diseases.	5	1,2,3, 4	PPT, Discussion	Understand Describe, Apply	Class Test Skill Builders
6	Disaster Management: Components of Disaster Management, Government's Role in Disaster Management through Control of Information, Actors in Disaster Management, Organizing Relief	5	1,2,3, 4	PPT, Discussion	Understand Describe,Apply	Quiz

	measures at National and Local Level, psychological Issues, Carrying Out Rehabilitation Work, Government Response in Disaster					
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PO-CO Mapping

PO/CO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	3	2	3	2	2
CO2	2	2	3	2	3	2
CO3	2	2	2	2	2	-
TOTAL	1.6	2.3	2.3	2.3	2.3	1.3

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Class Test/Assignment	10	5	5		
Case study	5			2.5	2.5
Mid-term	15	5	5	2.5	2.5
End-Term	10	2.5	2.5	2.5	2.5
Total	50	15	15	10	10

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dr. AlokSatsangi	Environment Management and Disaster Management	2014	Green Leaf Publication
2 – National	Gupta A.K., Niar S.S and Chatterjee S.	Disaster management and Risk Reduction, Role of Environmental Knowledge	2013	Narosa Publishing House, Delhi.

3 – National	Dr. Ponmani S, Mrs. Bharathi VS, Dr. Balusamy A	Environmental Studies & Disaster Management	2019	Agrobios (India)
4 – International	R. Rajagopalan	Environmental Studies	2015	Oxford University Press Publication
5 – International	Majid Husain	Environment And Ecology: Biodiversity, Climate Change And Disaster Management	2016	Access Publishing
6 – International	Thomas H. Tietenberg ,Lynne Lewis	Environmental and Natural Resource Economics	2018	Routledge Publishing

Online Resources:

Online Resources No	Web site address
1	environment-and-ecology-by-anil-kumar-d60361115.html
2	http://nammakpsc.com/wp/wp-content/uploads/2015/08/12.pdf
3	http://ndl.iitkgp.ac.in/document/Qm92bWdMVkJ2U1J3RjNWSDhFMWkwaGplSi9ObFJpd2VZQytMbkIjZGZ3RT0
4	https://www.journals.elsevier.com/international-journal-of-disaster-risk-reduction
5	https://www.omicsonline.org/environmental-journals.php

MOOCs:

Resources No	Web site address
1	https://www.edx.org/course/natural-disasters
2	https://swayam.gov.in/
3	https://www.coursera.org/
4	https://nptel.ac.in/

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

PO1 - CO1 (Low – 1)	The learner can gain knowledge of how the enterprises are progressively acknowledging the ecological sustainability.
PO1 – CO2 (Medium-2)	With the help of Management theories and practices can guide how to develop plans to reduce resources wastage and for developing sustainability initiatives that focus on responsible resource use and minimizing negative environmental impacts.
PO1-CO3 (Medium-2)	With the help of Management theories and Practices , utilization of resource can be done effectively, by applying the theories, learner can contribute to the sustainable management of nature resource which also includes Ecosystem Biodiversity.
PO2-CO1 (High – 3)	It will help to understand and acknowledges the various challenges like population, climate, social , economical. An analytical and critical thinking skill will help to synthesizing information for these.
PO2-CO2 (Medium -2)	Use of thinking skills, learner can make smart decision about the things (recourses)like water, land, forests, mineral & the variety of life on earth (Biodiversity). It also helps to understand the importance of natural resources in sustaining life and living standards.
PO2-CO3 (Medium -2)	Skills like analytical and critical thinking will enable learner to understand the complexities of these natural systems, ecosystem, biodiversity and natural biogeochemical cycle. Carefully examine data and think critically is crucial, But it will make learner to make choices that are well informed and based on analysis.
PO3-CO1	The learner can study a broad spectrum of fields, including technology business or

(Medium-2)	industry indicating their ability to adopt and apply knowledge to various domain. He can seek information of environmental interconnections, data collection and analysis using technology, and the application of technology for data-driven decision-making in various contexts.
PO3-CO2 (High-3)	Learner can grasp that technology is crucial for them to better protect and use natural resources wisely. This will help sustain life on earth and raise living standards.
PO3-CO3 (Medium-2)	The learning outcome emphasizes that technology mastery equips individuals and organizations with vital skills for efficient natural resource management, fostering sustainability and environmental conservation.
PO3-CO3 (Medium-2)	Learner can gather and analyze data related to ecosystem dynamics, biodiversity, and natural biogeochemical cycles
PO4-CO1 (High-3)	An effective communication skill, which is developed can be applied to convey complex environmental concepts, promoting a holistic understanding of the environment and its importance in various sectors, including business and industry.
PO4-CO2 (Medium-2)	Strong communication skills developed in the program can be used to convey the significance of natural resources, promoting awareness and informed decision-making about their sustainable use and conservation.
PO4-CO3 (Medium-2)	literacy skills in the business context can be applied to convey and contribute to discussions on environmental topics, fostering awareness and appreciation of the intricate relationships within ecosystems and the significance of biodiversity and natural cycles.
PO5-CO1 (Medium-2)	Can enhance one's understanding and recognition of the multi-disciplinary nature of the environment, its components, and the inter-relationship between humans and the environment.
PO5-CO2 (High-3)	The learner can bridge the gap between business literacy and environmental responsibility.
PO5-CO3 (Medium-2)	It promotes a holistic understanding of environmental factors within the business realm, fostering environmental awareness.
PO6-CO1 (Medium-2)	Learner can develop Leadership skills in this program and extend to fostering a holistic perspective on environmental issues within teams and organizations.
PO6-CO2 (Medium - 2)	Learner can inspire responsible resource management practices, aligning organizational goals with the sustainable use and conservation of natural resources.
PO6-CO3 No Relation (-)	No direct relation

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BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	404 Open	Introduction to Data Science	
Type	Credits	Evaluation	Marks
Open	2	IE	IE: 100
Course Objectives :			
<ul style="list-style-type: none"> Understanding the Role of Data Science in business. Understanding the basic concept of data management and data mining techniques To understand the basic concept of machine learning To understand the application of business analysis Understanding the basic concept of Data Science Project Life Cycle. 			
Learning Outcomes:			
<ul style="list-style-type: none"> Upon the successful completion of this course, the student will be able to: Understand the basics of business analysis and Data Science Knowledge (K2) Understand data management and handling and Data Science Project Life Cycle Understand the data mining concept and its techniques Applying (K4) Understand and Analyzing machine learning concept Analyzing (K5) Understand the application of business analysis in different domain Applying (K4) 			

Unit	Contents	Sessions (Hrs)	CO No.	Teaching Methodology	Cognitive Level	Evaluation Tools
1	Introduction: What is Data Science? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in , what is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility	6	CO1	Lecture with PPTs	Remember	Quiz, Short Answer Questions
2	Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data.	8	CO2	Lectures with PPTs, Flipped Classroom Method	Understand	Quiz, Short Answer Questions
3	Data Classification Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment.	6	CO5	Lectures with PPTs, Case Study	Apply	Case Study , Group Discussion, End Term Exam Essay Questions
4	Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association	8	CO2	Lectures with PPTs	Understand	End Term Exam, Short Answer Questions, Essay Questions

5	Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.	6	CO3	Lectures with PPTs	Analyse	End Term Exams, Essay Questions
6	Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.	8	CO4	Lectures with PPTs, Case Study, Group Discussion	Apply	Case Study with Presentations, End Term Exams: Case based Questions/App lied Questions

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO404.1	3	2	3	2	2	2
CO404.2	3	3	3	2	2	2
CO404.3	3	3	3	2	2	2
CO404.4	3	3	3	2	2	2
CO404.5	3	3	3	2	2	2

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class Participation/ Attendance	10	2	2	2	2	2
Quiz	10	2	2	2	2	2
Live project – club activity	10	2	2	2	2	2
Case study discussion	10	2	2	2	2	2
Assignments/ Projects	10	2	2	2	2	2
Internal End Term Exam / Viva	50	10	10	10	10	10
Internal	100	20	20	20	20	20
End Term (Univ)	NA	NA	NA	NA	NA	NA

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Editio	Publisher
1	Bhimasankaram Pochiraju, Sridhar Seshadri,	Essentials of Business Analytics: An Introduction to the methodology and its application,		Springer
2	Andreas C. Müller, Sarah Guido, O'Reilly	Introduction to Machine Learning with Python: A Guide for Data Scientists	1st Edition	
3	Pang-Ning Tan, Michael Steinbach, Vipin Kumar,	Introduction to Data Mining,		Pearson Education
4	Ger Koole, Lulu.com,	An Introduction to Business Analytics	2019	

Online Resources:

Online Resources No	Web site address
1	https://bdigital.uvhm.edu.mx/wp-content/uploads/2020/05/Essentials-of-Business-Analytics.pdf
2	https://michael.hahsler.net/SMU/EMIS3309/slides/Evans_Analytics2e_ppt_01.pdf
3	http://ndl.iitkgp.ac.in/document/Qm92bWdMVkJ2U1J3RjNWSDhFMWkwaGp1Si9ObFJpd2VZQytMbkljZGZ3RT0

MOOC:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Understanding Data Science's role in business and applying management theories are interrelated. It empowers informed, data-driven strategies that enhance business effectiveness. Data science gathers insights, while management theories provide a structured decision-making framework.
CO1 & PO2 Mapped at 2	Data Science and developing analytical thinking go hand in hand, as the former empowers data harnessing, while the latter aids effective tool utilization for informed decisions in business.
CO1 & PO3 Mapped at 3	Data Science boosts data proficiency and facilitates ease of adapting to new technologies. It ensures productivity in a rapidly evolving business environment driven by data insights.
CO1 & PO4 Mapped at 2	Data Science in business amplifies comprehension, analysis, and communication of global, economic, legal, and ethical aspects that facilitates data-driven, responsible, and strategic decision-making in a global context.
CO1 & PO5 Mapped at 2	Data Science in business enhances data proficiency and encourages active engagement and contribution in contemporary business literature.

CO1 & PO6 Mapped at 2	Data Science in business equips individuals with leadership skills, enabling them to guide themselves and others toward achieving organizational goals for business success.
CO2 & PO1 Mapped at 3	Data management and data mining connects with applying management theories for problem-solving in business. This synergy enables valuable insights and informed, strategic decisions, driving success.
CO2 & PO2 Mapped at 3	Comprehending data management and mining fosters analytical and critical thinking, enabling individuals to harness data effectively, make informed decisions, and contribute to problem-solving and strategic thinking in diverse business contexts.
CO2 & PO3 Mapped at 3	Data management and mining skills enhances adaptability and productivity, facilitating ease of learning new technologies and maintaining efficiency in a dynamic technological landscape.
CO2 & PO4 Mapped at 2	Comprehending data management and mining augments an individual's capacity to understand, analyze, and communicate global, economic, legal, and ethical aspects of business in an interconnected, data-driven world.
CO2 & PO5 Mapped at 2	Data management and mining enhances the ability to contribute to the evolving field of Business literature, where data-related insights are central to contemporary research and discourse.
CO2 & PO6 Mapped at 2	Comprehending data management and mining skills empowers leadership abilities for achieving organizational goals and effective teamwork in data-driven environments, vital for success.
CO3 & PO1 Mapped at 3	Understanding machine learning as a data analysis and prediction tool enhances data-driven decision-making in business.
CO3 & PO2 Mapped at 3	Understanding machine learning cultivates a foundation for data-driven insights and analytical thinking, that contributes effectively in problem-solving in domains where machine learning is crucial.
CO3 & PO3 Mapped at 3	The basics of machine learning is a fundamental skill that eases the adoption of new technologies and ensures its adaptability.
CO3 & PO4 Mapped at 2	Machine learning enhances the ability to comprehend, analyze, and communicate global, economic, legal, and ethical aspects of business, it intersects with various facets of modern business, influencing decision-making and global considerations.
CO3 & PO5 Mapped at 2	Machine learning forms the foundation for active engagement and contribution to the dynamic field of Business literature, where data-driven insights are central. It equips individuals to actively participate in the evolving discourse of business literature.
CO3 & PO6 Mapped at 2	Understanding machine learning develops proficiency, enabling individuals to lead themselves and others in achieving organizational goals within data-driven teamwork.
CO4 & PO1 Mapped at 3	Understanding business analysis means grasping practical methods for business process enhancement. Applying management knowledge with this understanding enhances problem-solving and decision-making alignments.
CO4 & PO2 Mapped at 3	Business analysis equips individuals with practical skills for optimizing business operations, fostering analytical and critical thinking, and enabling data-based decisions.
CO4 & PO3 Mapped at 3	Understanding business analysis leads to proficiency in assessing and improving processes, enhancing analytical skills for learning new technologies, and sustaining productivity in a dynamic technological landscape. Business analysis plays a vital role in adapting to new tools and systems.
CO4 & PO4 Mapped at 2	Business analysis aligns with a holistic understanding of the multifaceted business environment.
CO4 & PO5 Mapped at 2	Business analysis leads to a skillset for assessing and optimizing processes, fostering analytical thinking that enables contributions to business literature and active engagement in the evolving discourse within the field of Business.
CO4 & PO6 Mapped at 2	Business analysis not only aids in effective teamwork but also enhances leadership abilities in achieving organizational goals through optimized strategies and decision-making within team environments.
CO5 & PO1 Mapped at 3	The Data Science Project Life Cycle provides a structured framework for effective data-driven project management. This knowledge enhances problem-solving and decision-making in the business context by aligning project management strategies with data science methodologies.
CO5 & PO2 Mapped at 3	The Data Science Project Life Cycle cultivates a foundation for organized data-driven project management. This knowledge fosters analytical and critical thinking, enabling informed decision-making and contributions to data-based decision-making in contexts where structured project management is essential.
CO5 & PO3 Mapped at 3	Data Science Project Life Cycle offers a structured approach to data-centric project management and enhances adaptability to new technologies.
CO5 & PO4 Mapped at 2	The Data Science Project Life Cycle is foundational for effective data management and equips individuals to comprehend and communicate global business aspects.
CO5 & PO5 Mapped at 2	Data Science Project Life Cycle empowers individuals to engage in organized data projects and contribute insights to business literature.
CO5 & PO6 Mapped at 2	Data Science Project Life Cycle is key to effective project leadership.

Mapped by: Dr.Shweta Joglekar Assistant Professor BV DU-IMED PUNE	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	404 Open	HR Analytics	
Type	Credits	Evaluation	Marks
Open	2	IE	IE = 100
Course Objectives:			
<ul style="list-style-type: none"> To enable the learner towards critical thinking about data for HR decisions. Use of statistical software to manipulate and organize data. 			
Learning Outcomes:			
<ul style="list-style-type: none"> Enable learners to use statistical methods for analyzing data Learners can do inferring the data for managerial decisions on HR 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Data Analysis & Data Analytics a. What is Data Analysis & Data Analytics? b. Understand what is analytics and the difference between analysis and analytics c. What is data & Types of data d. Data Transformation: data → information → Knowledge → Discovery e. Data storage to data discovery f. What is Data Science and various stages of Data Science Process g. Understanding Data Analytics & Data Science h. Data Modelling	5	CO1	PPT and Demonstration	Understand	CES (class test or assignment or end term)
2	Introduction to HR Management, HR Data and Metrics Overview on Human resource management functions a. Employee life cycle - hire to or exit or retire i. Workforce Planning ii. Talent Acquisition or recruitment iii. Performance measurement and management iv. Talent Management v. Learning and organization development vi. HR Operations vii. Compensation and Benefits b. Understanding HR Data and Classifications c. HR Metrics	6 5	CO2	PPT and Discussion	Understand	CES (class test or assignment or end term)
3	Introduction to HR Technology and Analytics a. Overview of HR Technology and Systems b. HRIS and other systems for HR Data creation c. What is HR Analytics? d. Functional and Technical Skills for HR Analytics e. Making a case for HR Analytics and winning sponsorship f. Importance of data availability and governance	5	CO1	PPT and case study	Analyze	Flip class or End Term internal
4	Application of HR Analytics a. Understanding the various forms of HR Analytics b. People Analytics, Workforce Analytics & HR Functional Analytics c.	98	CO2	PPT and case study	Analyze	End Term internal

	HR Functional Analytics i. Workforce Planning Analytics ii. Recruitment & Selection Analytics iii. On-boarding Analytics iv. Training & Development Analytics v. Compensation Analytics vi. Employee Engagement Analytics vii. Performance Management Analytics viii. Employee Attrition Analytics ix. Various other HR Analytics Problems and their solutions for various industry domains.					
5	Application of Statistics in HR Analytics 5.1 Understanding statistical analysis on HR Data a. Descriptive Statistics b. Inferential Statistics 5.2 Applications of statistical techniques on HR Data c. Mean median & mode d. Correlation - HR Case study of correlation e. Linear regression - HR Case study of Linear regression f. Logistic regression - HR Case study of Logistic regression g. Understand how to pick a problem that is relevant, measuring outcome, checking data for Errors, Creating new variable from existing data h. Using trend lines and charts i. Data Preparation (cleaning) j. Data Analysis using statistical techniques k. Data Modeling l. Analytics reporting using Dashboard m. Use of slicers to filter data n. Creating Pivot Tables and Analysis o. Hypothesis Testing	5	CO2	PPT and Practical with hands on experience	Evaluate	End Term internal
6	Understanding Data Visualization in HR Analytics (using Advanced Excel, Power BI & Tableau) 6.1 Use of Advanced Excel Functionality in HR Analytics Reporting 6.2 Use of Microsoft Power BI for data visualization for HR Analytics Reporting a. "Utilize the VLOOKUP function to merge HR data b. Combine PivotTables and visualization techniques" c. Create an HR data model, Structure the HR data model, Prepare the HR data model for analysis 6.3 Understanding basics of Tableau for data visualization which helps in analyzing "Exporting data into Tableau and Visualization KPI Dashboard Tableau Dashboard Analysis	6	CO2	PPT and Practical with hands on experience	Create	CES (Flip class or end term)

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-2	1	1	1	-1
CO2	3	2	1	-	2	-

1- Low, 2- Medium, 3- High, if no correlation, put ‘-’

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2
Class Participation/ Attendance	10	2	2
PPT	5	3-	2-
Case study discussion or assignment /projects	5	3	3
Internal End Term Exam	30	5	5
Internal	50	9	9
Viva Voce	50	3	3

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books

(Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Kuldeep Singh and Ramesh Soundararajan	Winning on HR Analytics: Leveraging Data for Competitive Advantage	2016	SAGE Publishing
2	Kirsten Edwards and Martin Edwards	Predictive HR Analytics: Mastering the HR Metric	2019	Kogan Page
3	Tracey Smith	HR Analytics: The What, Why and How	2013	CreatespaceIndependent Pub

4	Rachael Johnson Murray,Lindsay McFarlane, Valerie Streets	The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions	2018	Society For Human Resource Management
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Online Resources:

Online Resources No	Web site address
1	https://www.cipd.ie/Images/Marianne-Lee-HR-Analytics-February-2017_tcm21-23091.pdf https://www.shrm.org/foundation/ourwork/initiatives/preparing-for-future-hr-trends/Documents/Workforce%20Analytics%20Report.pdf https://www.cipd.co.uk/Images/people-analytics-report_tcm18-43755.pdf
2	https://www.ijbmi.org/papers/Vol(6)7/Version-4/D0607042334.pdf

3	https://hrotodayforum.com/emea/wp-content/uploads/2013/11/EB-Analytics.pdf
4	https://www.publicatie-online.nl/files/8515/3675/1058/15810_vanderlaken_FLP.pdf

MOOC:

Resources No	Web site address
1	https://www.coursera.org/learn/wharton-people-analytics
2	https://www.coursera.org/learn/analytics-data-decisions
3	https://www.udemy.com/course/peopleanalytics101/
4	https://www.udemy.com/course/hr-analytics-using-excel/

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	Application of the knowledge of management theories and practices to solve business problems is possible only Enable learners to use statistical methods for analyzing data. Hence alignment of CO1 with PO1 has been kept at medium.
CO1 & PO 2 Mapped at 3	Analytical and critical thinking abilities for data based decision making can be developed only. Hence alignment of CO1 with PO2 has been kept at high
CO1 & PO 3 Mapped at 3	Understanding learners to use statistical methods for analyzing data can make learners to learn new technologies and be productive while working in organization at a high extent only. Hence alignment of CO1 with PO3 has been kept at high.
CO1 & PO 4 Mapped at 1	Understanding learners to use statistical methods with perspective of global, economic, legal and ethical aspects of business are relevant in Today's context. Alignment of CO1 with PO4 has been kept at low.
CO1 & PO5 Mapped at 2	Read, write and contribute to Business literature is aimed while making learners to use statistical methods for analyzing data but this knowledge. Hence alignment of CO1 with PO5 has been kept at medium
CO1 & PO6 Mapped at 0	Ability to lead cannot be achieved solely only through to use statistical methods for analyzing. Hence alignment of CO1 with PO6 has been kept at medium
CO2 & PO1 Mapped at 3	Learners can do inferring the data for managerial decisions on HR. Hence alignment of CO2 with PO1 has been kept at high.
CO2& PO2 Mapped at 3	Analytical and critical thinking abilities for data based decision making can be developed only. Hence alignment of CO2 with PO2 has been kept at high
CO2& PO3 Mapped at 1	Understanding learners to use statistical methods with perspective of global, economic, legal and ethical aspects of business are relevant in Today's context. Alignment of CO2 with PO4 has been kept at low.
CO2& PO4 Mapped at 1	Understanding learners to use statistical methods with perspective of global, economic, legal and ethical aspects of business are relevant in Today's context. Alignment of CO2 with PO4 has been kept at low.
CO2& PO5 Mapped at 2	Read, write and contribute to Business literature is aimed while making learners to use statistical methods for analyzing data but this knowledge. Hence alignment of CO2 with PO5 has been kept at medium.
CO2& PO6 Mapped at 3	Ability to lead can be achieved through to use statistical methods for analyzing. Hence alignment of CO2 with PO6 has been kept at high.

Mapped by: Dr. Ashima Bhatnagar, Institute of Management & Research, New Delhi	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	404 Open	Labour Laws-II	
Type	Credits	Evaluation	Marks
Open	2	IE	IE = 100
Course Objectives:			
<ul style="list-style-type: none"> To adopt good techniques to have healthy industrial relations This course is structured to give an insight to the students in the areas of maintaining employee relations and the welfare provisions to be made available to them To give an insight to the students in the areas of maintaining employee relations and the welfare provisions to be made available To adopt good techniques to have healthy industrial relations 			
Learning Outcomes :			
<ul style="list-style-type: none"> Understanding various importances of industrial relations in effective business management. Understanding the legislation related to industrial relations. Understand various statutory provisions related with industrial relations and labour welfare. Analyze issues and challenges of applying provisions as per legislations in the industry Familiarizing, analyzing and applying the role of labour welfare in employee motivation and satisfaction. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	INDUSTRIAL RELATIONS – An Overview Definition, Objectives, Scope in the context of changing Socio-economic, political and legal changes, Overview of Industrial Relations (IR), Perspectives/Approaches to IR, Major stakeholders of IR, Evolution of IR in India, Changing Dimensions of IR in India, Impact of globalization on IR, ILO	5	CO1, CO2	Lecture with Ppts	Understand	Quiz End Term Internals Short Answers
2	THE INDUSTRIAL DISPUTES ACT, 1947. The Industrial Disputes Act 1947 – Definitions, Scope and objectives of the Act, Machineries and Authorities under the Act-Conciliation, Adjudication and Arbitration, Provisions relating to Lay off, Retrenchment, Closure, Strikes and Lock outs. The	5	CO 1, CO 2, CO3, CO4	Lecture with Ppts Case Study	Understand, Apply (Analyse)	Case Study, Newspaper Article End Term: Applied Questions

	<p>authorities and their provisions, power and duties, references of disputes to boards, courts or tribunals, conciliation, arbitration proceedings , unfair labour practices ,provisions related to voluntary arbitration, awards and settlement, provision relating to strikes, lockout, closures, lay-off, retrenchments, offenses and penalties, Industrial Employment (standing orders) Act 1946 - Definitions, procedure for certifications of standing orders, provisions for model standing orders, nature of misconducts, domestic enquiry</p>					
3	<p>TRADE UNION ACT, 1926 Definitions, Registration of Trade union, rights of registered trade union, privileges of office bearers of trade unions, outside leadership of trade unions, dissolution, merger & amalgamation of trade unions, enforcement of the act. Concepts, Functions, Objectives, Structure, Kinds of Trade Unions, Problems of Trade Unions, Trade union movement in India, Trade Union Act, 1926, Applicability, Registration, Recognition of Trade union</p>	5	CO 1, CO 2, CO 3	Lecture with PPTs Case Study	Remember, Apply	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions
4	<p>COLLECTIVE BARGAINING Collective Bargaining Meaning, process and theories of common, Perlman, Hoxie, Tannenbaum Concept, Essential Pre requisites for collective bargaining, Levels of Collective Bargaining Plant Level, Industry Level and National Level, The collective Bargaining Process- Advantages and disadvantages of collective bargaining, Collective</p>	5	CO1, CO2, CO3	Lectures with PPTs Group Activity Video Cases	Remember, Understand, Apply	Group Activity End Term Exam: Short case and situation based questions

	Bargaining in India					
5	Labour Welfare: Meaning, Theories of Labour Welfare, Welfare Provisions in The Factory Act, 1948, Statutory and non statutory welfare facilities, Duties and responsibilities of Labour Welfare Officer, The Role Of International Labour Organisation	5	CO1, CO2, CO3, CO4, CO5	Lecture Case Activity	Understand, Apply	Case Presentation Activity Exams: Case based Questions/Ap plied Questions
6	THE CONTRACT LABOUR ACT Standing Orders and Grievance Procedure Object and Evolution of Standing Orders, Grievances and Procedure, Indiscipline/Misconduct, Disciplinary Action, procedure for Punishment. The Industrial Employment (Standing Orders) Act 1946. Strikes and lockout Forms of Strikes, Wage for the period of strike, strike and Punishment, Layoff retrenchment and closure, Strike and Punishment, Strike and execution of good conduct	5	CO1, CO2, CO3, CO4, CO5	Lectures with PPTs Flip Classroom	Understand, Apply	Activity End Term: Exams: Case based Questions/Ap plied Questions

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO 1	3	2	1	3	1	2
CO 2	2	1	1	3	1	2
CO 3	3	2	3	3	2	3
CO 4	3	2	2	3	1	3
CO 5	3	3	2	2	1	2
CO.	2.8	2	1.8	2.8	1.2	2.4
CO	3	2	2	3	1	2

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class Participation/ Attendance	10	2	2	2	2	2
Live project – club activity	5	3		2		
Case study discussion	10	2	2	2	2	2
Assignments/ Projects	5		2	3		
Internal End Term Exam	20	4	4	4	4	4
Internal	50	8	12.5	12.5	9	8
End Term (Univ)	50					

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book
2 – National	Punekar ,Deokar ,Sankaran	Labour Welfare ,Trade Unionism and Industrial Relations
3 – National	R.S.Dwivedi	. Managing Human Resources Industrial Relations in India
4 – International	Mamoria	Dynamics of Industrial Relations
5 – International	Dr.Avtar Singh	Introduction to Labour and Industrial Law

Online Resources:

Online Resources No	Web site address
1	https://www.ilo.org/inform/online-information-resources/research-guides/national-labour-law/lang--en/index.htm
2	https://guides.loc.gov/employment-and-labor-law/online-resources
3	https://guides.library.utoronto.ca/c.php?g=251198&p=1673409
4	https://labour.gov.in/
5	https://ec.europa.eu/social/main.jsp?catId=157

MOOC:

Resources No	Web site address
1	www.coursera.org
2	www.cefims.as.uk
2	https://alison.com/
2	swayam.gov.in

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Understanding importance of Industrial relations can help to apply the knowledge of management theories and practices to solve business problems.
CO1 & PO 2 Mapped at -	Knowledge of industrial relations delivered through case studies and projects to foster analytical and critical thinking abilities for data-based decision making is possible to a certain extent, hence Co1 and PO2 have moderate alignment.
CO1 & PO 3 Mapped at 1	Helps to understand how managers in organizations learn and cope with change to be productive at all times, thus CO1 is aligned to PO3 moderately.
CO1 & PO 4 Mapped at 3	Managers understand the expected behavior and communicate in the global business world, accounting economic, legal and ethical aspects of business are very relevant to CO1 hence the alignment of Co1 to PO4 is High.
CO1 & PO5 Mapped at 1	Understanding the expected industrial relations world can lead to Read, write, and contribute to Business literature is aligned very low as writing and contributing to business literature is not a necessary outcome
CO1 & PO6 Mapped at 2	Knowledge of individual and team behavior in business world and PO 6 are moderately aligned as CO 1 delineates the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO2 & PO1 Mapped at 2	Understanding the legislations related to industrial relations for managers is possible only if managers apply the knowledge of management theories and practices to solve an organizational problem. So moderately aligned.
CO2& PO2 Mapped at 1	Managers as leaders need to Foster analytical and critical thinking abilities for data-based decision making.
CO2& PO3 Mapped at 1	Managers as leaders need to Learn new technologies with ease and be productive at all times.
CO2& PO4 Mapped at 3	Highly aligned as the knowledge of legislations results in the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO2& PO5 Mapped at 1	The awareness of labour legislations helps managers to Read, write, and contribute to Business literature, hence low alignment.
CO2& PO6 Mapped at 2	Proper knowledge of legislations can help managers to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. So moderately aligned.
CO3 & PO1 Mapped at 3	Understanding various statutory provisions related with industrial relations and labour welfare, To develop and inculcate motivational concepts only when the application of the knowledge of management theories and practices to solve business problems is possible only when understanding of provisions is done.
CO3 & PO2 Mapped at 2	Foster analytical and critical thinking abilities for data-based decision making, with understanding statutory provisions and IR can be done to certain extent thus alignment is Moderate.
CO3 & PO3 Mapped at 3	Learning new technologies to be productive is possible only if students are motivated to understand various statutory provisions of IR and labour welfare
CO3 & PO4 Mapped at 3	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is aligned strongly with understanding various statutory provisions of IR and labour welfare
CO3 & PO5 Mapped at 2	Read, write, and contribute to Business literature is moderately aligned with understand various statutory provisions of IR and labour welfare.
CO3 & PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is only possible with proper understanding various statutory provisions of IR and labour welfare

CO4 & PO1 Mapped at 3	Apply the knowledge of management theories and practices to solve business problems are very important hence highly aligned to analyze issues and challenges of applying provisions as per legislations in the industry.
CO4 & PO2 Mapped at 2	Analyze issues and challenges of applying provisions as per legislations in the industry and analytical and critical thinking abilities for data-based decision making are moderately aligned.
CO4 & PO3 Mapped at 2	Analyze issues and challenges of applying provisions as per legislations in the industry is moderately aligned with Learn new technologies with ease and be productive at all times
CO4 & PO4 Mapped at 3	Issues and challenges of applying provisions as per legislations in the industry, are helpful to analyze and communicate global, economic, legal and ethical aspects of business.
CO4 & PO5 Mapped at 1	Analyze issues and challenges of applying provisions as per legislations in the industry and Read, write, and contribute to Business literature are not totally aligned as CO 4 will ensure reading and writing ability will contribute to business literature to certain level only.
CO4 & PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible with the knowledge to analyze issues and challenges of applying provisions as per legislations in the industry.
CO5 & PO1 Mapped at 3	Familiarizing, analyzing and applying the role of labour welfare in employee motivation and satisfaction is possible only if managers apply the knowledge of management theories and practices to solve an organizational problem. So highly aligned.
CO5 & PO2 Mapped at 3	Analytical and critical thinking abilities for data-based decision making are highly aligned with Familiarizing, analyzing and applying the role of labour welfare in employee motivation and satisfaction
CO5 & PO3 Mapped at 2	Familiarizing, analyzing and applying the role of labour welfare in employee motivation and satisfaction is moderately aligned with Learn new technologies with ease and be productive at all times
CO5 & PO4 Mapped at 2	Familiarizing, analyzing and applying the role of labour welfare in employee motivation and satisfaction are helpful to analyze and communicate global, economic, legal and ethical aspects of business thus moderately aligned.
CO5 & PO5 Mapped at 1	Familiarizing, analyzing and applying the role of labour welfare in employee motivation and satisfaction and Read, write, and contribute to Business literature are not totally aligned.
CO5 & PO6 Mapped at 2	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible with Familiarizing, analyzing and applying the role of labour welfare in employee motivation and satisfaction, thus moderately aligned.

Mapped by: Dr.Ganraj Mane -Assistant Professor BVDU-Abhjit Kadam Institute of Management and Social Sciences Solapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	404 Open	Cyber Security	
Type	Credits	Evaluation	Marks
Open	2	IE	IE = 100
Course Objectives:			
<ul style="list-style-type: none"> To study the types of threats. To explain various terminologies used in cyber attack. To understand difference malware, virus, hacking and cracking activities. 			
Learning Outcomes :			
<ul style="list-style-type: none"> To understand different encryption technique To understand Cryptography importance in computer forensics and cyber security To identify and avoid Cyber Crime. To study the defensive techniques against these attacks 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Cyber Security – What is Cyber security and Cyber Crimes, Cyber Security Techniques, IT Act, Computer Ethics and Security Policies, Guidelines to choose web browsers, Guidelines for setting up a Secure password, Online Banking Security, Mobile Banking Security, Web Application Security, Digital Infrastructure Security	5	CO1	Lecture with Ppts	Understand	Quiz Short Answers
2	Information Security - Threat to business continuity due to accidents related to information systems, Cyber space, Information assets, Vulnerabilities, Information security measures, Threats Unauthorized intrusion, Unauthorized access, Eaves dropping, Spoofing, Alteration, Cracking.	6	CO1	Lecture with Ppts	Understand	Quiz Short Answers
3	Cyber-attack Information leakage, DoS attack, Rumor, Flaming, SPAM e-	4	CO3	Lecture with PPTs Case Study	Analyse	Case Study Quiz Short Answers

	mail Computer virus, Macro virus, Worm, Bot (botnet, remote operated virus), Trojan horse, Spyware, Ransomware, Keylogger, Rootkit, Backdoor, Fake anti-virus software					
4	Cryptography- Encryption, Decryption (decryption key), Encoding/Decoding, Symmetric cryptography (common key), Public key cryptography (public key, private key)),	5	CO2	Lectures with PPTs	Understand	Quiz Short Answers
5	Encryption Technique -AES (Advanced Encryption Standard), S/MIME (Secure MIME), PGP (Pretty Good Privacy), Hybrid encryption, Hash function (SHA-256, etc.), Disk encryption, File encryption, Digital signature (signature key, verification key), Timestamp (time authentication), Message authentication / MAC (Message Authentication Code)	6	CO2	Lecture with PPT	Understand	Quiz Short Answers
6	Social Engineering: What is Social Engineering and how it works, Types of Social Engineering, How Cyber Criminal Works, How to prevent for being a victim of Cyber Crime	4	CO4	Lecture with PPTs Case Study	Apply	Quiz Short Answers Presentation

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO404.1	-	-	2	1	-	-
CO404.2	-	-	2	1	-	-
CO404.3	2	-	-	1	-	-

CO404.4	1		2	2	-	-
CO.	0.75	-	1.5	1.25	-	-
CO	1	-	2	1	-	-

1- Low, 2- Medium, 3- High, if no correlation, put ‘-’

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project – club activity	10	5		5	
Case study discussion	10	2.5	2.5	2.5	2.5
Assignments/ Projects	20		10	10	
Internal End Term Exam	50	13.5	12.5	14.5	9.5
Internal	100	27.5	27.5	27.5	17.5
End Term (Univ)	0				

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
International	<u>Mark Stamp</u>	Information Security By		
International	Mark Stamp	Information Security: Principles and Practice		

International	Jason Andress	Foundations of Information Security: A Straightforward Introduction		
National	<u>Nina Godbole</u> , Sunit Belapure	Cyber Security		
National	Bhushan Mayank	Fundamentals of Cyber Security		BPB Publications

Online Resources:

Online Resources No	Web site address
1	https://www.coursera.org
2	https://www.simplilearn.com/cyber-security
3	https://mrcet.com/pdf/Lab%20Manuals/IT/CYBER%20SECURITY%20(R18A0521).pdf

MOOCs:

Resources No	Web site address
1	Please refer these websites for MOOCs: NPTEL / Swayam
2	www.edx.com
3	www.coursera.com

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO3 Mapped at 2	Learning new technology in the form of Encryption technique.
CO1 & PO 4 Mapped at 1	Understand the various form of Encryption technique.
CO2 & PO 3 Mapped at 2	Learning importance of Cryptography in computer forensics and cyber security
CO2 & PO 4 Mapped at 1	Understanding importance of Cryptography in computer forensics and cyber security
CO3 & PO1 Mapped at 2	Apply the knowledge to identify the causes of Cyber Crime and avoid the cyber crime.
CO3 & PO4 Mapped at 1	Able to understand and analyze the causes of Cyber Crime and avoid the cyber crime
CO4 & PO1 Mapped at 1	Apply the defensive techniques for avoid the attacks
CO4 & PO3 Mapped at 2	Learning the defensive techniques which are used for attacks
CO4 & PO4 Mapped at 2	Understanding the defensive techniques against attacks

Mapped by: Dr.Suvarna Patil Assistant Professor -BVDU-IMRAD, Sangali	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	404 Open	Financial Planning and Instruments	
Type	Credits	Evaluation	Marks
Open	2	IE	IE = 100
Course Objectives:			
<ul style="list-style-type: none"> To explain the basic concept and process of Financial Planning To acquaint the students with basic concepts of investment, concept of risk and return related to investment. To enlighten the concept of various Financial Products. To explain the concept and applications of fundamental analysis and technical analysis. To clarify how to construct the Investment plans for Individuals in different stages of life cycles and different situations. To explain the calculation of the risk and return for securities and for portfolios. 			
Learning Outcomes:			
<ul style="list-style-type: none"> Understand the importance and process of Financial Planning Understand the risk and return relationship and various Financial Products available in India. Comprehend the concept of Mutual Funds, Insurance and derivatives and its importance. Understand how to use fundamental analysis and technical analysis. Create a policy statement to showcase the objectives and risk tolerances of numerous categories of individual and institutional investors which can help in making Investment plans for Individuals in different stages of life cycles and different situations. Evaluate the effect of risk on investment decisions. Students will be able to calculate the risk and return for securities and for portfolios. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Financial Planning -Meaning, Objectives, Characteristics of sound Financial Planning , Steps /Process involved preparation of sound Financial Plan, Factors affecting financial planning , Types of Financial Planning	4	CO 1	Lecture with Ppts Quiz	Understand	Quiz Mid Term Internals: Short Answers
2	Introduction to Investment -Meaning and objectives of Investment, Process of Investment, Concepts of risk and return with reference to Investment ,Time Value of Money, Behavioural Finance.	6	CO 2	Lecture with Ppts Case Study,	Understand and Apply	Case Study, Mid Term: Presentations .
3	Financial Products/Investment Avenues -Concept, Features and Limitations of Equity Shares, Bonds, real estate, PPF, Commodities Concept, Features, Types and	6	CO 3	Lecture with PPTs Case Study	Apply and Analysis	Case Study with Presentations Mid Term Exams: Case based Questions/ Ap

	Limitations of Banking Products, Mutual Fund, Derivatives, and Insurance, Concept of Digital Currency					plied Questions
4	Financial Products Analysis- Fundamental Analysis - Economic, Industry and Company Analysis, Concept, Importance and Limitations of Technical Analysis, Parameters for Analysis of Mutual Fund Schemes, Concept and importance of Tax Planning	6	CO4	Lectures with PPTs Group Activity Video Cases	Analysis and Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	Portfolio Management- Portfolio Meaning, Concept, Objectives and importance of Portfolio Management , Process of Portfolio Management, preparation of Investment plans for Individuals in different stages of life cycles and different situations.	4	CO6	Lecture Case Activity	Evaluate	Case Presentation Activity End Term: Theory Applied
6	Calculation for risk and return for Security/Portfolio-Problems on calculation of risk and return for security (mean, variance, and standard deviation), Problems on risk and return associated with portfolio consisting maximum three securities (mean, variance, and standard deviation).	4	CO4	Lectures with PPTs Flip Classroom	Create	Case Study, End Term: Theory Applied

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO404.1	3	2	2	1	3	2
CO404.2	1	3	-	-	2	-
CO404.3	3	2	3	1	1	-
CO404.4	-	1	3	3	-	-
CO404.5	3	-	1	2	3	2

CO404.6	3	3	1	3	3	3
CO.	2.5	1.5	1.5	1.5	2.0	0.83
CO	3	2	2	2	2	1

1- Low, 2- Medium, 3- High, if no correlation, put '0'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation/ Attendance	10	1.67	1.67	1.67	1.67	1.66	1.66
Live project club activity	5	1	1		1	1	1
Case study discussion	10	2.5			2.5	2.5	2.5
Assignments/ Projects	5		2	3			
Internal End Term Exam	20	3	4	4	3	2.5	3.5
Internal	50	8.17	8.67	8.67	8.17	7.66	8.66
End Term (UE)	50						

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr. No.	Title of the Book	Name of Author	Year Addition	Publisher Company
1	Prasanna Chandra	Investment Analysis and Portfolio Management	2012, 4 th Edition	Tata McGraw Hill, New Delhi
2	I M Pandey	Financial Management	2010, , 10 th revised Edition	Vikas Publishing House
3	Bhalla, V.K.	Investment Management: Security Analysis and Portfolio Management	2010, 17 th Edition.	S.Chand & Sons,
4	Frank K. Reilly, Keith C Brown	Investment Analysis and Portfolio Management	2012, 10 th Edition	Cengage Learning
5	E. Fischer Donald , J. Jordan Ronald , K. Pradhan Ashwini	Security Analysis Portfolio	2018, 7 th edition.	Pearson Education,
6	Fischer. and Jordon	Security Analysis and Investment Management -	2009 , 6 th Edition	Pearson Education

Online Resources:

Online Resources No	Web site address
1	https://www.moneycontrol.com
2	https://www.nseindia.com
3	https://www.sebi.gov.in
4	https://www.rbi.org.in
5	https://www.investopedia.com

MOOC:

Resources No	Web site address
1	https://swayam.gov.in
2	https://www.edx.org
2	https://alison.com/certificate-courses

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Understand the importance of Financial Planning is highly aligned with knowledge of management theories to enhance the managerial abilities to solve business problems.
CO1 & PO 2 Mapped at 2	Knowledge of Investment Decisions based on risks and return factors is very much essential for every for solving financial problems in business organization.
CO1 & PO 3 Mapped at 2	Understand the financial product with their effects on financial performance helps to understand the financial problems and solve them tactfully.
CO1 & PO 4 Mapped at -1	Knowledge of critical analysis of financial products to some extent makes leader to draw proper conclusion and select the proper financial products.
CO1 & PO5 Mapped at 3	Understand the concept of Portfolio Management helps the management to diversify the investments in order to reduce the risks and ensure the business stability.

CO1 & PO6 Mapped at -2	The risk and return analysis of securities/portfolio is essential to select proper set of securities or portfolio.
CO2 & PO1 Mapped at 1	Basic knowledge of financial planning does lead to improve the analytical skill and critical thinking, so we can say that CO2 is low aligned with PO1.
CO2& PO2 Mapped at 3	Knowledge of risk and return analysis of investment option can definitely improve the analytical skills and critical thinking of the management.
CO2& PO3 Mapped at -1	Basic knowledge of Investment Avenues may not necessarily improve the analytical skills or critical thinking, so low aligned.
CO2& PO4 Mapped at -2	Knowledge of analysis of financial products can definitely enhance the analytical skill to certain extent, therefore, it is moderately aligned.
CO2& PO5 Mapped at -	Conceptual knowledge of Portfolio Management can improve the analytical skill or critical thinking, so CO2 is not aligned with PO5.
CO2& PO6 Mapped at -3	Understanding the risk and return analysis of securities or portfolio can certainly enhance the analytical skill and critical thinking.
CO3 & PO1 Mapped at 3	Use of new technology would be of great importance in financial planning and resolving various financial problems.
CO3 & PO2 Mapped at 2	Knowledge of technological advancement may also be of significant use in the investment decision making process to analyse risk and return of the investment proposal.
CO3 & PO3 Mapped at 1	Understanding the various old financial products does not require the knowledge of technological changes, but digital currency requires technical knowledge also.
CO3 & PO4 Mapped at 2	Fundamental Analysis and Technical Analysis of any business concern can be done quickly and easily with the knowledge of technological advancement.
CO3 & PO5 Mapped at -	Understanding the concept of Portfolio Management and technological advancement are not that much concerned with each other and so low aligned.
CO3 & PO6 Mapped at 3	New technology can play significant role in analyzing the risks and return associated with any investment project or financial product.
CO4 & PO1 Mapped at 3	Basic knowledge of financial planning leads to understand global, economic, legal as well as ethical aspects of all business activities.
CO4 & PO2 Mapped at -2	Ability to analyse and select the best investment proposal is possible only if the management consider the impact of global, economic, legal and ethical aspects.
CO4 & PO3 Mapped at -2	Understanding the impact of various aspects like global, economic and legal on financial products can help the management in selecting proper financial products.
CO4 & PO4 Mapped at 1	Knowledge of global, economic, legal or ethical aspects have less effect on fundamental or technical analysis of any business unit.
CO4 & PO5 Mapped at -	Basic knowledge of Portfolio Management has cannot be directly relate with the various business aspects which affects the business performance.
CO4& PO6 Mapped at 2	Global, economic, legal and ethical aspects may affect the business exposed to any risk and return thereon.
CO5 & PO1 Mapped at -2	Knowledge of financial planning and various concepts related to it may motive the students contribute to business literature based on hands on experience.
CO5 & PO2 Mapped at -	Risk & return analysis of any investment proposal may not necessarily help or motivate the managers to contribute in business literature.
CO5 & PO3 Mapped at -1	Understanding the concepts of financial products and review the performance can some time help the students contribute to business literature.
CO5 & PO4 Mapped at -	Study of risk and return analysis of any investment proposal can not help to contribute in business literature, so are not aligned at all.

CO5 & PO5 Mapped at -2	Knowledge of Portfolio Management at the various stages of business may to some extent help the managerial people to contribute business literature.
CO5 & PO6 Mapped at -	Calculation of risk and return of any security will be of no use in contributing to business literature, so are not aligned properly.
CO6 & PO1 Mapped at -3	Financial Planning is one of the most significant functions of management in order to achieve the main goal of the business organized, so are aligned at high level.
CO6 & PO2 Mapped at -2	Ability to take correct investment decision leads to achieve the organizational both financial and non-financial goals in an efficient manner.
CO6 & PO3 Mapped at -1	Understanding the various financial products with their advantages and disadvantages may not help attain main goal of the organization.
CO6 & PO4 Mapped at -2	Fundamental analysis and technical analysis of business unit may help the management to achieve the organizational goal, so are aligned to some extent.
CO6 & PO5 Mapped at -	The study of Portfolio Management and knowledge of preparing investment plans at different levels of business organization can not be aligned with achievement main objective of business.
CO6 & PO6 Mapped at -1	Calculation of risk and return of the securities can help the management take appropriate decision which may help to achieve main goal.

Mapped by: Dr.R.D.Patil Assisant professor- BVDU- Institue of Managemnet Studies, Mumbai	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective - Marketing Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	MK03	Sales and Distribution Management & B2B	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To understand the Importance of Sales Management. To know the Emerging Trends in Sales Management. To learn the Sales Planning and Budgeting. To know Sales Territories and Quotas. To study Controlling of Sales force Performance. To learn Logistics and Supply Chain Management. 			
Learning Outcomes:			
<ul style="list-style-type: none"> To know the Role and Skills of Modern Sales Managers. To set Sales Objectives and design the Sales Strategies. To learn the various Methods of Sales Forecasting. To know the procedure of preparing Sales Budget. To learn the process for designing Sales Territories. To learn the methods of setting Sales Quota. 			

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
5	Introduction to Sales Management: Nature and Importance of Sales Management, Role and Skills of Modern Sales Managers, Personal Selling Objectives, Sales Process/ Personal Selling Process, Sales/ Personal Selling Strategies, Emerging Trends in Sales Management.	CO1, CO2	Lecture with ppt case study	To understand	Quiz End Term Internals :Short Answers
6	Sales Planning and Budgeting: Sales Planning Process, Developing Sales Forecast, Types of Sales Forecasts. Sales Forecasting Methods, Sales Budget, Purpose of Sales Budget, Methods	CO3, CO4	Lecture with ppt Quiz	Apply, Analyse	End term tests, Group discussion

	used for Deciding Sales Expenditure Budget, Sales Budgeting Process.				
6	Sales Territories and Quotas: Reasons for Setting or Reviewing Sales Territories, Procedure for Designing Sales Territories, Use of IT in Sales Territory Management, Territorial Coverage, Sales Quotas or Sales Targets, Objectives of Sales Quotas, Types Of Sales Quotas, Methods for Setting Sales Quotas.	CO5, CO6	Lecture with ppt, case study with use of practical problems	Evaluate	Group discussion, surprise tests
	Sales Organization and Salesforce: Sales Organization and its types, Specialization in Sales Organization, Staffing the Salesforce, Sales Training Process, Compensating the Salesforce, Motivating and Leading the Salesforce ,Evaluating and Controlling the Performance of the Salesforce, Sales Analysis and Sales Audit, Ethical and Social Responsibilities of Sales Personnel.	CO1, CO2,	Lecture with ppt, quiz	Create	End term tests
9	Distribution Management: Need for Distribution Channels, Different Types of Distribution Channels, Factors influencing the Channel selection. Channel Conflict, Ways of Managing the Channel Conflict. Retailing: Meaning of Retailing, Retailer as a Salesman, Types of Retailers, Role of Retailer, Retailing in Rural India, E-Retailing. Wholesaling: Meaning of Wholesaler, Functions of Wholesalers, Types of Wholesalers, Key Tasks of Wholesalers.	CO2, CO4	Lecture with ppt, case study	Evaluate	End term test, group discussion

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COMK03.1	3	2	2	2	2	3
COMK03.2	2	3	1	3	3	3
COMK03.3	3	3	3	3	2	3
COMK03.4	3	3	2	2	3	1
COMK03.5	2	2	3	3	1	3
COMM03.6	3	3	3	3	2	3
CO.	2.6	2.6	2.3	2.6	2.1	2.6
CO	3	3	2	3	2	3

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	COM K03.1	COM K03.2	COM K03.3	COM K03.4	COM K03.5	COM K03.6
Class participation /Attendance	10	2	2	2	2	1	1
Mid-term	15	2.5	2.5	2.5	2.5	2.5	2.5
End-term	15	2.5	2.5	2.5	2.5	2.5	2.5
Class Tests, Assignments, MOOCs, Presentation / Project, case study	10	1.7	1.7	1.6	1.7	1.6	1.7
Internal (50marks)	50	8.34	8.33	8.33	8.33	8.34	8.33
End Term (50 Univ.)							

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1–National	K. ShridharBhat	Sales and Distribution Management	1 st Edition 2017	Himalaya Publishing House.
2 – National	Dr. S.L.Gupta	Sales and Distribution Management Text & Cases An Indian Perspective	3 rd Edition 2018	Trinity Press
3 – National	Satish S. Uplaonkar	Sales and Distribution Management	1 st Edition 2019	Book Enclave.
4 – International	Tapan K. Panda & Sunil Sahadev	Sales and Distribution Management	2 nd Edition 2012	Oxford University Press.
5 – International	Krishna Havaladar & Vasant Cavale	Sales and Distribution Management Text & Cases	3 rd Edition 2017	McGraw Hill Education
6–International	Richard Still, Edward Cundiff, Norman Govoni & Sandeep Puri	Sales and Distribution Management	6 th Edition 2017	Pearson.

Online Resources:

Online Resources No.	Web site address
1	www.marketing91.com/sales-management
2	www.researchgate.net › journal › 0885-3134 Journal
3	www.iaset.us › index.php › international-journal-of-sal.
4	https://academic-accelerator.com/Impact-factor-if › Journal
5	www.tandfonline.com/loi/rpss20

MOOCs:

Resources No.	Web site address
1	www.mooc-list.com › tags › sales-management
2	https://alison.com › Business › Sales Courses
3	https://alison.com/course/diploma-in-sales-management
4	https://alison.com/course/introduction-to-sales-management
5	www.edx.org › learn › sales

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Apply the knowledge of management theories and practices to solve business problems is possible because either modern or old days managers, use all the management theories to find out solutions for various problems.
CO1 & PO 2 Mapped at 2	Individual and team behavior concepts would be delivered through case studies and projects to foster analytical and critical thinking abilities for data-based decision making
CO1 & PO 3 Mapped at 2	To forecast the sales, previous database and use of new technologies is essential.
CO1 & PO 4 Mapped at 2	Understand the expected individual and team behavior and communicate in the business world globally is important but economic legal and ethical aspects of business are slightly relevant to CO1. Hence mapping is moderate.
CO1 & PO5 Mapped at 2	Modern sales manager should read business literature to decide the various strategies. It is mapped at moderate, as managers are hardly ready to create business literature.
CO1 & PO6 Mapped at 3	Understand the expected individual and team behavior in business world and PO 6 are highly aligned as CO 1 delineates the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO2 & PO1 Mapped at 2	Management theories can be used to determine the sales strategy, but Due to change in circumstances it is always not enough. Hence it's a moderate
CO2 & PO2 Mapped at 3	To set Sales Objectives and design the Sales Strategies, analytical study with the use of database is vitally important. Thus it is highly aligned.
CO2 & PO3 Mapped at 1	To learn new technologies for determination of sales objectives is not always essential. Thus it is mapped at low.
CO2 & PO4 Mapped at 3	While determination of sales objectives and strategies, the sales manager should understand, analyze and communicate properly with channel members and should think on economic, legal and ethical aspects of business. Thus it is highly aligned.
CO2 & PO5 Mapped at 3	Business literature reading is vitally important each time of strategy determination and setting of objectives.
CO2 & PO6 Mapped at 3	To set sales objectives and strategies are highly contributed in achievement of organizational goals. It is highly mapped.
CO3 & PO1 Mapped at 3	To do future planning of sales, problem solving approach should highly appreciate. To do sales forecast, various management theories and methods are used.
CO3 & PO2 Mapped at 3	It's highly aligned. As the manager critical ly thinks while taking decisions of sales forecast.
CO3 & PO3 Mapped at 3	To learn new technologies with ease and be productive at all times . It is highly related to decision of sales forecast,
CO3 & PO4 Mapped at 3	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is mapped at 3 level as sales forecast is the decision economic, ethical and legal decision.
CO3 & PO5 Mapped at 2	Sales forecast is future goal and it will always not good to convert into literature . Thus mapped at 2.
CO3 & PO6 Mapped at 3	Positive team spirit is majorly contributed in sales forecasting decision. It is exactly match with level 3.
CO4 & PO1	Sales budget in one of the controlling activities in business. Thus manager apply his knowledge to solve

Mapped at 3	business problems. It is mapped at level 3.
CO4 & PO 2 Mapped at 3	Sales budget is outcome of analytical and critical thinking. It is totally based on previous database, thus it is highly mapped.
CO4 & PO 3 Mapped at 2	To learn new technology is not always effective while determination of sales budget, hence it is moderately mapped.
CO4 & PO 4 Mapped at 2	Economical , legal aspects of business should consider in making of sales budget. It is slight bit confusion about ethical aspects of business in making of sales budget. It is mapped at moderate level.
CO4 & PO5 Mapped at 3	Sales budget is dependent on various business literature or secondary data or stored data. It is highly aligned with level 3.
CO4 & PO6 Mapped at 1	Sales budget is the outcome of team work and is mapped at level one.
CO5 & PO1 Mapped at 2	To learn the process for designing Sales Territories, Apply the knowledge of management theories and practices to solve business problems
CO5 & PO 2 Mapped at 2	Appropriate sales territory can be designed with the analysis of available database. Sales manager is thinking critically so that he can assigned the sales territory to each sales force, hence it is moderately mapped.
CO5 & PO 3 Mapped at 3	When the sales territory is assigned to sales force perfectly then it will affect the productivity of the organization. Thus it is mapped at level 3.
CO5 & PO 4 Mapped at 3	Design of sales territory is economical decision. Sales manager should be unbiased i.e. ethically and legally also correct while assigning the sales territory to each sales force.
CO5 & PO5 Mapped at 1	Sales manager read the literature i.e. secondary data while assigning the sales territory but he should think critically because there are always changes in circumstances. Thus at mapped at 1.
CO5 & PO6 Mapped at 3	Effective sales territory is the outcome of good team work. Sales territory is the major component in achievement in organization goal. This it is highly aligned.
CO6 & PO1 Mapped at 3	Determination of sales quota is one of the major roles of sales manager. Thus it is mapped at 3.
CO6 & PO 2 Mapped at 3	Sales quota determination is based on database. Analysis of database is used in determination of sales quota. Hence it is mapped at level 3.
CO6 & PO 3 Mapped at 3	New technology always supports in increasing productivity of the organization. Learning of new technology is very essential in today 's scenario. Thus it is mapped at 3.
CO6 & PO 4 Mapped at 3	Sales quota is the economical, ethical and legal decision. Sales manager 's approach should be unbiased. CO and PO are exactly match with each other. Thus mapped at 3.
CO6 & PO5 Mapped at 2	Sales quota changes according to change in business environment. Thus literature will always not be applicable for determination of sales quota. Thus it is mapped at 2.
CO6 & PO6 Mapped at 3	Team work is contributed effectively in completion of sales quota or sales target assign to sales force (team). Thus it is mapped at 3.

Mapped by: Dr. Amruta Sane,Yashwantrao Mohite Institute of Management, Karad	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective - Marketing Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	MK04	Integrated Marketing Communications	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To provide an in-depth understanding of integrated marketing communications concepts To understand the importance of integrated marketing communication strategies in the contemporary market 			
Learning Outcomes:			
<ul style="list-style-type: none"> Apply the key terms, definitions, and concepts used in integrated marketing communications. Choose a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign. Structure an integrated marketing communications campaign based on the application of marketing concepts, principles, and practices within an organization. Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success. 			

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
8	Introduction to Integrated Marketing Communications (IMC): Concept, Components of Integrated Marketing Communications (IMC) - Above the Line (ATL), Below the line (BTL) and Through The line (TTL) promotion - Push and Pull strategy. Segmenting Markets, IMC Promotional Methods (Market Environment- Internal and External)	1	As per individual faculty discretion	Knowledge	As per individual faculty discretion
11	Advertising and Social Media - Meaning, Functions & Types of Advertising- Commercial advertising, corporate advertising, surrogate	1		Application	

	advertising, social advertising, Ad appeals – rational, emotional positive emotional, negative emotional appeal, humor, musical etc. Objections on Advertising. ASCI guidelines for the advertisers and celebrity endorsers. E-Commerce and digital media, Mobile advertising, Advertising Laws and Ethics, Intellectual Property Rights, ASCI (The Advertising Standards Council of India)				
8	Media Management: Introduction to Media mix, Media planning and selection decisions- steps involved and information needed for media planning. Types of media- Print, broadcast – Television and Radio, Outdoor, Transit, Social Media- Facebook , Instagram, Twitter etc. Media mix planning and scheduling.	2		Application	
4	Sales Promotion- Objectives of sales promotion, Trade promotion - Consumer promotion- coupons, Premiums, contests, Sweepstakes, refund and Rebate, Sampling. Event Sponsorships, Planning and developing marketing communication (MarCom) Measuring the effectiveness of all Promotional tools and IMC	2		Application and Analysis	
7	Public relation(PR)- Types of PR- Publicity -Corporate Reputation,imagebuilding, crisis management,Event Sponsorship, word of mouth (WOM) Marketing, Direct Marketing. SWOT of Public Relations,	3		Synthesis	

	Communication in contemporary era: Online & Mobile media				
7	Understanding Communication Process- Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, ELM model. Integrated Marketing Communications (IMC) Promotional Tools: Product placement and Branding in films, Product placement on television, Film Based Merchandising, Sponsorships for Reality Shows & TV serials, Ambushmarketing.	4		Evaluation	

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	2	1	3
CO2	3	3	2	3	-	3
CO3	3	1	2	1	-	3
CO4	3	-	-	3	1	3
CO.	3	1.5	1.75	2.25	0.5	3
CO	3	2	2	2	1	3

1- Low, 2- Medium, 3- High, if no correlation, put '-'
(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO 2	CO 3	CO4	CO5
Attendance/Class participation	10	3	3	2	2	
Live Project-Club Activity	5	3	2	-	-	
Case Study discussion	10	2.5	2.5	2.5	2.5	
Assignments	5	2	3	-		
Internal End Term Exam	20	5.5	5.5	4.5	4.5	
Internal (50marks)	50	16	16	9	9	
End Term (50 marks Univ)						

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1) –National	Chunawalla & Sethia	Foundations of Advertising	2008	Himalaya Publications
2) International	Sandra Moriarty, Nancy Mitchell, WilliamD. Wells	Advertising & IMC 2019	2019	Pearson College Div, 11 th edition

Online Resources:

Online Resources No.	Web site address
1	Swayam.gov.in , Nptel.ac.in
2	https://www.barcindia.co.in/

MOOCs:

Resources No.	Web site address
1	www.Swayam.org
2	www.Coursera.com

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1	Integrated marketing Communication is a crucial aspect of modern business. By teaching students to apply key IMC concepts, they can effectively communicate with customers and stakeholders, which is essential for solving various business problems such as increasing market share or launching new products.
Mapped at 3	
CO1 & PO 2	IMC decisions can significantly impact a company's success. By teaching students to apply IMC concepts,

Mapped at 2	the students will be prepared to make data driven decisions in a marketing context, which is a valuable skill for any manager or business professional.
CO1 & PO 3 Mapped at 3	IMC often includes digital marketing strategies, which heavily rely on technology platforms and tools. Learning IMC concepts equips students with a foundation in understanding and utilizing various digital marketing technologies effectively.
CO1 & PO 4 Mapped at 2	This CO with the PO focused on understanding, analyzing and communicating global economic, legal and ethical aspects of business is justified because IMC encompasses these dimensions. By mastering IMC concepts, students are better prepared to navigate the complexities of the business world while considering the global, legal, economic and ethical implications of their decisions.
CO1 & PO5 Mapped at 1	Matching CO 1 with PO 5 is justified as very low because though IMC equips students with necessary communication, analytical and critical thinking skills to engage with „it may not contribute meaningfully to discussions in the field of business research.
CO1 & PO6 Mapped at 3	IMC campaigns often involve cross-functional teams where individuals from different departments collaborate to achieve common objectives. After understanding IMC concepts, it will help in fostering a team oriented mindset. PO 6 is highly aligned to CO 1 as teamwork abilities needed to lead themselves and others towards the achievement of organizational goals in a collaborative environment.
CO2 & PO1 Mapped at 3	CO 2 and PO1 matches at high level that is application level. The CO involves selecting a marketing communication mix, which is a practical application of management knowledge and practices. It requires students to apply concepts from marketing communication and management theories to make informed decisions and implement strategies.
CO2 & PO2 Mapped at 3	This CO requires students critically evaluate the potential impact of different communication strategies and select the most suitable mix. This critical evaluation is essential for making well informed decisions, which is a key component of the PO 2.Hence aligned as high.
CO2 & PO3 Mapped at 2	Effectively choosing a communication mix to achieve IMC objectives requires students to utilize technology efficiently. They need to assess the productivity and effectiveness of different communication tools and platforms, which directly relates to being productive at all times.
CO2 & PO4 Mapped at 3	Integrated Marketing Communication often involves reaching global audiences. Students need to consider the global economic landscape ,legal regulations ,and ethical standards when selecting communication strategies. This aligns highly with global and legal aspects of PO.
CO2 & PO5 Mapped at “-”	To effectively choose a communication mix, students must critically assess various options such as target audience, budget and campaign objectives. This critical thinking may not align with the skills needed to read and write business literature. Hence No alignment
CO2 & PO6 Mapped at 3	Choosing the right marketing communication mix is a strategic decision that requires leadership skills. Students need to analyze options, make decisions and guide their team in implementing their chosen strategies. Hence it is highly aligned with PO 6.
CO3 & PO1 Mapped at 3	Structuring an integrated marketing communication campaign involves strategic decision making, where students need to apply marketing concepts, principles and practices. This aligns with the PO1’s emphasis on applying management theories and practices, as it is a strategic aspect of business problem solving.
CO3 & PO2 Mapped at 1	To create an effective IMC campaign, students need to critically evaluate different marketing concepts and practices. They must consider which strategies align best with the organization’s goals and target audience. This critical evaluation enhances their critical thinking skills.
CO3 & PO3 Mapped at 2	Proficiency in utilizing digital tools and platforms can significantly enhance productivity in marketing and communication .Learning how to structure IMC campaigns with technology enables students to be more productive, which is in line with productivity aspect of PO 3.Hence aligned at moderate level.
CO3 & PO4 Mapped at 1	Applying marketing concepts in a real world business context requires consideration of global, economic, legal and ethical dimensions. But alignment is at low level.
CO3 & PO5 Mapped at “-”	Structuring an effective IMC campaign requires critical thinking and analysis of marketing concepts and practices. This analytical approach doesn’t contribute much in writing business literature.
CO3 & PO6 Mapped at 3	IMC campaign often requires collaboration with team members from different departments, such as marketing, advertising and public relations. Students must contribute effectively to ensure successful execution of their campaigns.
CO4 & PO1 Mapped at 3	Determining the success of an IMC campaign can be viewed as solving a specific problem or addressing a business challenge. Students must analyze data, identify issues or opportunities and propose solutions or improvements, which aligns with broader problem solving aspect.
CO4 & PO2 Mapped at “-”	Application of marketing knowledge is must to assess campaign results. But it’s not that much consistent with data based decision making. No Alignment.
CO4 & PO3 Mapped at “-”	While measuring and evaluating IMC campaign results may involve the use of technology, the primary focus of this CO is on assessing communication effects and results. It does not inherently emphasize the learning of new technologies. Hence No Alignment.
CO4 & PO4 Mapped at 3	The CO involves synthesizing information, analyzing various aspects of business and effectively communicating findings, which aligns with the broader program objective of understanding, analyzing and communicating multifaceted aspects of business.
CO4 & PO5 Mapped at 1	This CO aligns with PO at very basic knowledge level. Where for measuring and evaluating success of an IMC campaign, it requires knowledge of marketing and communication concepts.
CO4 & PO6 Mapped at 3	Effective leaders ensure that their actions and decisions are aligned with the organizational goals. When measuring the success of an IMC campaign, students must ensure that their evaluations and recommendations contribute to achieving these goals.

Mapped by: Dr.Vaibhavi.Desai BVDU-Institute of Management Kolhapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective - Financial Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	FM03	Corporate Finance	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To orient the students regarding application of Corporate Finance To orient the students to understand basic concepts of Financial Planning and Liquidity Management To orient the students to understand the concept of Corporate Restructuring & forms of Business combination To orient the concept of International Business Combination Forms and structure. 			
Learning Outcomes :			
<ul style="list-style-type: none"> To acquire the concept of Corporate Finance and Financial decision in terms of Planning and Liquidity Management To gain the knowledge of Business combination structure and various forms of corporate restructuring in Indian and International Context Students can able to apply common frameworks and tools related to mergers and acquisitions. To acquire the knowledge of Restructuring decision while working for M&A process in organization with the help on various interaction of Cases in the Indian and International contexts. 			

Unit	Contents	Ses sio ns (Hr s)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Corporate Finance Meaning, Nature and Scope of Corporate Finance, Changing role of Corporate Finance in global economic environment, Corporate Governance.	5	CO 1	Lecture with PPTs	Understand and Apply	CES Mid Term End Term
2	Financial Planning Meaning, Objectives, Characteristics of sound Financial Planning, Steps / Process involved in preparation of sound Financial Plan, Factors affecting financial planning, Capitalization : Meaning, Over-Capitalization and Undercapitalization	6	CO 1 CO 2	Lecture with PPTs Case Studies	Understand and Analyze	CES Mid Term End Term

	alization-Meaning,CausesandRemedialMeasures.					
3	ValuationofBondsandShares: BasicValuationModel,ValuationofBonds/Debentures,ValuationofPreferenceShares,ValuationofOrdinaryShares,RelationshipAmongFinancialDecisions,Return,RiskandShareValues.	7	CO 1 CO 2	Lecture with PPTs Case Studies	Analyze& Apply	CES Mid Term End Term
4	Corporate Restructuring Meaning,differentforms,Motivesandapplicationsofcorporate restructuring,forms of restructuring Joint venture -sell off and spin off , divestitures, meaning of LBO, MBO,governance and mode of Purchased in LBO,Key motives behind MBO,StructureofMBO. Demerger - Meaning of Demerger, Characteristics of demerger, Structure ofDemerger,andTaximplicationofdemergers.	12	CO1 CO 3 CO 4	Lectures with PPTs Case studies Flip Classroom	Evaluate Analyze and Apply	CES Mid Term End Term
5	Mergersand Acquisition: Meaning ,Types of Mergers, motives behind the M & A, advantages anddisadvantagesofM&A ,Process ofmergerintegration, Methods of financing mergers , calculation and Significance of P/E RatiosandEPSAnalysis,MarketCapitalization,AnalysisofMergers&Acquisitions. The Legal and Regulatory framework of Mergers and Acquisition CompanyAct1956&2013. AccountingforMergers&Acquisitions AccountingmethodsforMergers&Acquisition-PurchaseMethodandPooling ofInterestMethod,TaxaspectsonMergers and Acquisitions.	12	CO1 CO 3 CO 4	Lecture Case Studies discussions Practical Problem solving (Numericals on the concepts) Flip Classroom	Understand Apply and Analyze	CES Mid Term End Term

	Prominent Cases of Mergers and Acquisitions - examples of M & A in the Indian and International contexts.					
6	International M&A Introduction of international M&A activity, the opportunities and threats, role of M&A in international trade growth. Impact of government policies and political and economic stability on international M&A decisions, recommendations for effective cross-border M&A.	8	CO1 CO 3 CO 4	Lectures with PPTs Flip Classroom	Evaluate, Apply and Create	CES Mid Term End Term

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	1	3	3	3
CO2	3	2	1	3	3	3
CO3	3	3	1	3	3	3
CO4	3	3	1	3	3	3

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project – club activity	5	3		2	
Case study discussion	10	2.5	2.5	2.5	2.5
Assignments/ Projects	5		2	3	

Internal Mid Term Exam	20	5.5	5.5	4.5	4.5
Internal	50	13.5	12.5	14.5	9.5
End Term (Univ)	50				

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	I.M. Pandey	Financial Management	2015	Vikas Publishing House Pvt Limited
2	R.P. Rustagi, Galgotia	Financial Management - Theory, Concepts and Problems	January 2018	Taxmann's
3	Richard A. Brealey	Principles of Corporate Finance	2007	Tata McGraw-Hill Education
4	Kamal Ghose Ray	Mergers, Acquisitions, Strategy and Integration	2010	Kindle Edition
5	Prasad Godbole	Mergers, Acquisitions and Corporate Restructuring	January 2013	Vikas Publication
6	A.P.Dash	Mergers & Acquisitions	Feb-2020	Dreamtech press-Wiley
7	William R Snow	Mergers & Acquisitions for Dummies –A willey brand	2008	John Willey&sons Inc
8	M. Y. Khan & P. K.Jain	Financial Management	2010	Tata McGraw-

Online Resources:

Online Resources No	Web site address
1	https://onlinelibrary.wiley.com/ - Mergers and Acquisitions: A Step-by Step Legal and Practical Guide, Second Edition
2	https://www.ebooks.com/ Mergers, Acquisitions and Corporate Restructuring
3	https://www.questia.com/library/economics-and-business/business/corporations/corporate-mergers-acquisitions

MOOCs:

Resources No	Web site address
1	http://ugcmoocs.inflibnet.ac.in
2	https://nptel.ac.in
3	https://swayam.gov.in
4	https://coursera

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is possible only if managers understands the basics of Corporate Finance. It can enhance decision-making capabilities, enabling individuals to make informed choices and address business challenges more effectively within the framework of corporate finance principles.
CO1 & PO 2 Mapped at 3	Proficient data-based decision-making in the domain of corporate finance involves analysing complex financial data, understanding market trends, assessing risk, and evaluating the financial implications of strategic choices. Therefore, fostering analytical and critical thinking skills is crucial for students to effectively grasp and apply the principles of corporate finance in practical situations. This correlation highlights the interdependence of these two aspects in preparing students for successful careers in finance and related fields.
CO1 & PO 3 Mapped at 1	Helps to understand the application of corporate finance that helps to individuals and teams within organizations to learn and cope with new technologies in order to be productive and more efficient at work place to certain extent.
CO1 & PO 4 Mapped at 3	The correlation between these two points emphasizes the importance of integrating the knowledge of corporate finance within a broader global business context By fostering an understanding of both corporate finance principles and global business dynamics, students can develop a comprehensive skill set that enables them to navigate the complexities of the international business landscape effectively.
CO1 & PO5 Mapped at 3	The correlation between the two points lies in the intersection of effective communication and the practical application of corporate finance. It suggests that in order to contribute to business literature effectively, individuals need to have a solid understanding of corporate finance principles. This understanding allows for the critical analysis and interpretation of financial data, enabling individuals to contribute valuable insights and research findings to the field of business literature.
CO1 & PO6 Mapped at 3	The correlation between the two points lies in the intersection of effective leadership and the application of corporate finance principles. It suggests that individuals with strong leadership skills can effectively guide their teams in making informed financial decisions that align with the organization's goals and overall financial strategy By correlating these two points, it becomes evident that strong leadership skills, coupled with a solid understanding of corporate finance, are essential for fostering a collaborative and goal-oriented work environment that contributes to the overall success of the organization.
CO2 & PO1 Mapped at 3	The correlation between these two points lies in the intersection of management principles and financial planning. By correlating these two points, it becomes evident that a comprehensive understanding of both management theories and financial planning concepts is essential for addressing business problems and ensuring sound financial management within an organization. This correlation highlights the importance of integrating management principles with financial planning strategies to achieve optimal business performance and long-term sustainability.
CO2& PO2 Mapped at 2	The correlation between these points lies in the need for analytical and critical thinking skills in the context of financial planning and liquidity management. It suggests that individuals must be able to analyze financial data, assess the implications of different financial strategies, and make sound decisions that support the organization's liquidity requirements and long-term financial goals. Hence aligned at moderate level.
CO2& PO3 Mapped at 1	The ability to learn new technologies and the understanding of financial planning and liquidity management concepts are essential for fostering a dynamic and productive approach to financial management. This correlation highlights the significance of utilizing technological advancements to streamline financial processes and ensure optimal liquidity management, contributing to the overall financial health and success of an organization. Hence mapped to a certain extent
CO2& PO4 Mapped at 3	This correlation highlights the significance of integrating global perspectives into financial planning strategies, ensuring effective liquidity management, and contributing to the sustainable growth and success of an organization in the global marketplace.
CO2& PO5 Mapped at 3	Students will learn about a strong foundation in financial planning and liquidity management is essential for students to engage meaningfully with business literature. It equips them with the knowledge and skills necessary to understand and analyze financial aspects of business scenarios, which are often central to business literature.
CO2& PO6 Mapped at 3	This correlation underscores the importance of integrating leadership skills with financial planning strategies to achieve optimal financial performance and long-term sustainability for the organization. It equips leaders with the financial acumen necessary to make informed decisions, allocate resources, and contribute to the achievement of organizational goals
CO3 & PO1 Mapped at 3	The correlation lies in the application of knowledge in the context of corporate restructuring and management theories. Students who understand these concepts can apply their management expertise to make strategic decisions and address business problems that arise during restructuring and other organizational changes.
CO3 & PO2 Mapped at 3	The correlation centers on the role of analytical and critical thinking in understanding corporate restructuring and making data-based decisions in this complex domain. Students who foster these skills are better prepared to analyze, evaluate, and make informed decisions about corporate restructuring and business combinations. Hence mapped at highest level.

CO3 & PO3 Mapped at 1	The correlation centers on the intersection of adaptability, change management, and productivity. Students who understand the concepts of corporate restructuring and business combinations are better prepared to apply their knowledge when adopting new technologies and remain productive in an ever-changing business environment. Hence mapped up to certain extent.
CO3 & PO4 Mapped at 3	This correlation underscores the significance of integrating global perspectives into the strategies and processes of corporate restructuring and business combinations, contributing to the sustainable growth and success of organizations in the global marketplace.
CO3 & PO5 Mapped at 3	The correlation centers on the intersection of foundational business knowledge and literary skills. Students who understand corporate restructuring and business combinations are better equipped to engage with, analyze, and contribute to business literature, effectively bridging the gap between theoretical knowledge and its practical application in real-world business scenarios.
CO3 & PO6 Mapped at 3	The ability to lead oneself and others in the achievement of organizational goals and the understanding of corporate restructuring and business combination concepts are essential for fostering a collaborative and goal-oriented work environment. This correlation emphasizes the importance of integrating leadership skills with the strategies and processes involved in corporate restructuring and business combinations, and during times of change.
CO4 & PO1 Mapped at 3	The correlation centers on the intersection of international business knowledge and management expertise. Students who understand international business combination forms and structures are better prepared to apply management theories and practices when addressing complex international business problems, ensuring they can navigate the global business landscape successfully.
CO4 & PO2 Mapped at 3	The correlation centers on the intersection of analytical and critical thinking and international business knowledge. Students who understand international business combination forms and structures are better prepared to apply analytical and critical thinking to make data-based decisions in the global business environment.
CO4 & PO3 Mapped at 1	The correlation centers on the intersection of technological adaptability and global business knowledge. Students who understand international business combination forms and structures are better prepared to apply their knowledge when integrating and adapting to new technologies, thus enhancing their effectiveness in global business environments.
CO4 & PO4 Mapped at 3	The correlation centers on the intersection of global business knowledge and the ability to understand and communicate global, economic, legal, and ethical aspects of business. Students who understand international business combination forms and structures are better prepared to apply their knowledge when analyzing and communicating the global, economic, legal, and ethical aspects of business, ultimately contributing to responsible and successful global business practices.
CO4 & PO5 Mapped at 3	The correlation centers on the intersection of foundational business knowledge and literary skills. Students who understand international business combination forms and structures are better prepared to engage with, analyze, and contribute to business literature, effectively bridging the gap between theoretical knowledge and its practical application in real-world business scenarios.
CO4 & PO6 Mapped at 3	The correlation centers on the intersection of global business knowledge and leadership skills. Students who understand international business combination forms and structures are better prepared to lead themselves and others effectively in achieving organizational goals within a global context and contributing to team success in international business environments.

Mapped by: Dr.A.Yesgude Assistant professor- Institute of Management & Entrepreneurship Development , Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective - Financial Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	FM04	International Financial Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> To understand the core concepts of International Finance and Domestic Finance. To study the International Flow of Funds and International Monetary System. To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and study the techniques of Foreign Exchange Risk Management. The course also aims to provide students with a thorough understanding of international investment, taxation and financing decisions. To gain the conceptual clarity of the theoretical aspects of international trade and finance. To identify the processes, risks and instruments used in the financing of international trade. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Gain understanding of core concepts of International Finance and Domestic Finance. Knowledge of International Flow of Funds and International Monetary System. Analyze and understand the nature and functioning of foreign exchange markets and develop the ability to manage the foreign exchange risk. Understanding of International Capital Budgeting and International Taxation. Knowledge of details of International Trade Settlement. Familiarize with the mechanism of International Trade Finance. 			

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
6	<p>Introduction: Overview, Scope and Objective of International Finance. Distinction between Domestic Finance and International Finance. Importance and Challenges of International Financial Management. Foreign Direct Investment: Concept, Cost and Benefits of Foreign Direct Investment, Concept of International Portfolio Management.</p>	CO1	Lecture with PPTs, Illustration	Remember	Quiz End Term Internals: Short Answers

7	<p>International Flow of Funds and International Monetary System: Concept, principles and components of Balance of Payments.</p> <p>International Monetary System: Evolution, Gold Standard, Bretton Woods System, The Flexible Exchange Rate regime, The Current Exchange Rate arrangement.</p>	2	Lecture with PPTs, Illustration	Understand	Quiz End Term Internals: Short Answers
11	<p>Foreign Exchange Market and Foreign Exchange Risk Management: Functions and structure of Foreign Exchange Market. Major participants.</p> <p>Types of transactions. Foreign Exchange Exposure. Various tools and techniques of Foreign Exchange Risk Management.</p> <p>Foreign Exchange Rate Determination: An overview, Factors influencing Exchange Rates, Foreign Exchange Quotations, International Arbitrage, Interest Rates Parity, Purchasing Power Parity, Relationship between Inflation, Interest Rates and Exchange Rates.</p>	3	Lecture with PPTs, Illustration, Case Study	Evaluate, Apply	Case Study, End Term: Applied Questions
10	<p>International Capital Budgeting and International Taxation: Introduction of international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis.</p> <p>International tax system, double taxation, double taxation avoidance agreement (DTAA), tax havens and transfer pricing.</p>	4	Lecture with PPTs, Illustration, Case Study	Evaluate, Create	Case Study End Term: Applied Questions
7	<p>International Trade Settlement: Concept, objectives and importance of International Trade, Risks involved in International Trade, Factors influencing International Trade, Settlement methods of International Trade viz. Open Account, Advance</p>	5	Lecture with PPTs, Illustration	Understand, Apply	Case Study with Presentations End Term: Applied Questions

	Payment, Documentary Credit, Documentary Collection, Consignment Trading.				
7	International Trade Finance: Pre shipment finance, Post shipment finance, Supplier's credit, Buyer's credit, Factoring, Forfeiting, Offshore banking documentary credit mechanism, Steps involved in Letter of Credit (L.C.) mechanism along with role played by the parties to L.C.	6	Lecture with PPTs, Illustration	Understand, Apply	Activity End Term: Theory Applied

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COFM04.1	2	2	3	3	1	1
COFM04.2	2	1	2	2	1	1
COFM04.3	3	3	3	3	1	2
COFM04.4	3	3	3	3	2	1
COFM04.5	2	2	3	2	1	1
COFN04.6	2	1	2	2	1	1
CO	2.33	2	2.67	2.5	1.17	1.17
CO	2	2	3	3	1	1

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation / Attendance	10	1	1	2	2	2	2
Mid-term	15	2.5	2.5	2.5	2.5	2.5	2.5

End-term	15	2.5	2.5	2.5	2.5	2.5	2.5
Class Tests, Assignments, MOOCs, Presentation/ Project, Case Study/Lab work etc.	10	1	1	2	2	2	2
Internal (50marks)	50	07	07	09	09	09	09
End Term (50 marks Univ)	50						

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	P.G.Apte.	International Financial Management	2014	Tata Mcgraw Hill
2 – National	VyuptakeshShar an	International Financial Management	2012	Prentice Hall of India Pvt Ltd
3 – National	MadhuVij	International Financial Management	2006	Excel Books
4 – International	Eiteman David, I. Stonehill Arthur, et al.	Multinational Business Finance	2017	Pearson
5 – International	Alan C. Shaprio	International Financial Management	2016	Wiley
6 – International	Cheol S. Eun, Bruce G. Resnick	International Financial Management	2017	Tata McGraw-Hill

Online Resources:

Online Resources No	Web site address
1	https://www.investopedia.com/
2	www.icmai.in
3	https://www.yourarticlelibrary.com
4	www.youtube.com
5	https://www.freebookcentre.net/

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/learn/global-financial-markets-instruments
2	https://www.coursera.org/specializations/global-challenges-business
3	https://nptel.ac.in/courses/110/105/110105057/
4	https://nptel.ac.in/courses/110/105/110105031/

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	After understanding of core concepts of International Finance and Domestic Finance, the knowledge will be helpful to solve business problems to a certain extent.
CO1 & PO 2 Mapped at 2	The understanding of core concepts of International Finance and Domestic Finance may foster analytical and critical thinking abilities for data-based decision making to a limited extent.
CO1 & PO 3 Mapped at 3	The understanding of core concepts of International Finance and Domestic Finance is essential for learning new and advanced technologies with ease and help the learner to be productive at all times.
CO1 & PO 4 Mapped at 3	The knowledge about core concepts of International Finance and Domestic Finance is required to enhance the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO1 & PO5 Mapped at 1	The understanding of core concepts of International Finance and Domestic Finance is of limited use for reading, writing, and contributing to Business literature.
CO1 & PO6 Mapped at 1	The understanding of core concepts of International Finance and Domestic Finance is of limited use for developing the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO2 & PO1 Mapped at 2	Knowledge of International Flow of Funds and International Monetary System can be applied to a certain extent for solving business problems.
CO2 & PO2 Mapped at 1	Knowledge of International Flow of Funds and International Monetary System is of limited use for fostering analytical and critical thinking abilities for data-based decision making.
CO2 & PO3 Mapped at 2	Knowledge of International Flow of Funds and International Monetary System is helpful to a certain extent in learning new technologies with ease and to be productive.
CO2 & PO4 Mapped at 2	Knowledge of International Flow of Funds and International Monetary System is helpful to a certain extent in developing the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO2 & PO5 Mapped at 1	Knowledge of International Flow of Funds and International Monetary System is of limited use for reading, writing, and contributing to Business literature.
CO2 & PO6 Mapped at 1	Knowledge of International Flow of Funds and International Monetary System is of limited use for developing the ability to lead oneself and others in the achievement of organizational goals, contributing effectively to a team environment.
CO3 & PO1 Mapped at 3	The ability to analyze and understand the nature and functioning of foreign exchange markets and to manage the foreign exchange risk is greatly helpful for managers in solving business problems.
CO3 & PO2 Mapped at 3	The ability to analyze and understand the nature and functioning of foreign exchange markets and to manage the foreign exchange risk is highly aligned with analytical and critical thinking abilities for data-based decision making.
CO3 & PO3 Mapped at 3	The ability to analyze and understand the nature and functioning of foreign exchange markets and develop the ability to manage the foreign exchange risk is highly aligned with the process of learning new technologies with ease and being productive at all times.
CO3 & PO4 Mapped at 3	CO3 related to analyzing and understanding the nature and functioning of foreign exchange markets and developing the ability to manage the foreign exchange risk is highly aligned with the PO4 of developing the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO3 & PO5 Mapped at 1	The ability to analyze and understand the nature and functioning of foreign exchange markets and develop the ability to manage the foreign exchange risk is of limited use in reading, writing, and contributing to Business literature.
CO3 & PO6 Mapped at 2	The ability to analyze and understand the nature and functioning of foreign exchange markets and develop the ability to manage the foreign exchange risk can be useful to a certain extent to managers in leading themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

CO4 & PO1 Mapped at 3	The understanding of International Capital Budgeting and International Taxation is very useful to managers in solving business problems.
CO4 & PO2 Mapped at 3	Understanding of International Capital Budgeting and International Taxation techniques are very helpful to managers for fostering analytical and critical thinking abilities for data-based decision making.
CO4 & PO3 Mapped at 3	Understanding of International Capital Budgeting and International Taxation can be very helpful to managers for learning new technologies with ease and be productive at all times.
CO4 & PO4 Mapped at 3	Understanding of International Capital Budgeting and International Taxation is required for developing the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO4 & PO5 Mapped at 2	Understanding of International Capital Budgeting and International Taxation is of moderate use in reading, writing, and contributing to Business literature.
CO4 & PO6 Mapped at 1	Understanding of International Capital Budgeting and International Taxation is of limited use to managers in contributing effectively to a team environment.
CO5 & PO1 Mapped at 2	The knowledge of details of International Trade Settlement can be applied for solving business problems to a moderate extent.
CO5 & PO2 Mapped at 2	The knowledge of details of International Trade Settlement can be used for data-based decision making to a moderate extent.
CO5 & PO3 Mapped at 3	Knowledge of details of International Trade Settlement are helpful to managers for learning new technologies in International Finance with ease and be productive at all times.
CO5 & PO4 Mapped at 2	Knowledge of details of International Trade Settlement can help in understanding, analyzing and communicate global, economic, legal and ethical aspects of business to a moderate extent.
CO5 & PO5 Mapped at 1	The knowledge of details of International Trade Settlement is of limited use in reading, writing, and contributing to Business literature.
CO5 & PO6 Mapped at 1	Knowledge of details of International Trade Settlement is weakly aligned with the ability of managers to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO6 & PO1 Mapped at 2	The CO to familiarize with the mechanism of International Trade Finance is moderately aligned with the PO of applying the knowledge of management theories and practices to solve business problems.
CO6 & PO2 Mapped at 2	The familiarization with the mechanism of International Trade Finance can moderately help managers to foster analytical and critical thinking abilities for data-based decision making.
CO6 & PO3 Mapped at 2	The familiarization with the mechanism of International Trade Finance can moderately help managers to learn new technologies with ease and be productive at all times.
CO6 & PO4 Mapped at 2	Familiarization with the mechanism of International Trade Finance can be useful in making the managers understand, analyze and communicate global, economic, legal and ethical aspects of business to a certain extent.
CO6 & PO5 Mapped at 1	Familiarization with the mechanism of International Trade Finance is of limited use to read, write, and contribute to Business literature.
CO6 & PO6 Mapped at 1	The CO to familiarize with the mechanism of International Trade Finance is weakly aligned with the PO of developing the ability to lead oneself and others in the achievement of organizational goals, contributing effectively to a team environment.

Mapped by: Dr.A.Rodrigues Yashwantrao Mohite Institute of Management, Karad	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective: Human Resource Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	HR(E)03	Negotiation and Counselling	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> Understanding the role of manager as counsellor Comparing the techniques of counseling Appraise the ethical, cultural and gender issues in counseling Understanding the process for negotiation Comprehending the role of HR manager in negotiation Improving and applying the negotiation skills 			
Learning Outcomes :			
<ul style="list-style-type: none"> Describe the role of counsellor Applying the techniques of counseling Identify the ethical, cultural and gender issues in counseling Planning the negotiation meeting Developing the negotiation skills Assess the role of HR manager as negotiator 			

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
8	Managers as Counsellors - Specific Role of HR managers in counselling - The Helping Relationship and the Helping Process - Helpers and Clients as diverse persons - Types of Counselling - Need for Counselling	CO1	Lecture using ppts and oral test	understand	Class test, unit test
8	Development of Counselling Skill – Internal Frame of Reference – Attention and Interest – Managing resistance and making referrals – Active listening – Problem-solving – Coaching, demonstrating and rehearsing	CO2	Exercises, case study, role plays	apply	Case study
9	Important issues in managerial counselling - Multi-cultural and gender issues - Ethical issues – Specific counselling issues for HR managers	CO3	Lecture using ppts, reports from newspapers	analyze	End term exam, application based questions

8	Significance of Negotiation skills for Managers – interpersonal skills – Understanding the Imperatives for negotiation – basic theoretical principles – Planning for effective negotiations – Negotiation Process	CO4	Lectures with ppts, role plays	understand	Class test, unit test
7	Negotiating integrative agreements – HR Manager as Negotiator – Background to Negotiation – Development of Negotiation Skill – Phases of Negotiation and the Role of HR Managers – Skills and Requirements of Negotiation	CO5	Regular lecture with case studies	evaluate	Presentation/ group activity
5	Current trends, issues and practices in Negotiation in Asian, European and American industries	CO6	Reports in newspapers/ business magazines	apply	Case study , application of theory

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	3	1	3	-	3
CO2	2	3	1	1	-	2
CO3	3	3	1	3	1	3
CO4	2	3	1	3	1	2
CO5	3	3	1	2	-	3
CO6	3	3	-	3	-	3
CO	2	3	1	3	0	3

1- Low, 2- Medium, 3- High, if no correlation, put ‘-’

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation / Attendance	10		2	2	2	2	2

Case study discussion	10		5			5	
Assignments/ Role Plays	10				5		5
Internal End Term Exam	20	5		5		5	5
Internal	50	5	7	7	7	12	12
End Term (Univ)	50						

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Richard Nelson-Jones	Basic Counselling Skills: A Helper's Manual	2015	Sage Publications Pvt. Ltd.	
2 – National	K. Singh	Counselling Skills for 2015 Managers		Prentice-Hall	
3 – International	Michael L Spangle, Myra Warren Isenhardt	Negotiation Communication for Diverse Settings	2002	Regis University	
4 – International	Stephen Palmer, Gladeana McMahon	Handbook of Counselling	1997	Psychology Press	

Online Resources:

Online Resources No	Web site address
1	https://www.knowledgehut.com/tutorials/project-management/negotiation-skills
2	https://www.pon.harvard.edu/daily/negotiation-skills-daily/top-10-negotiation-skills/
3	https://www.prweb.com/releases/2006/01/prweb329478.htm
4	https://www.academia.edu/24964222/New_Free_Download_Counseling_Skills_Resources_download_and_share
5	https://www.pdfdrive.com/counseling-books.html

MOOCs:

Online Resources No	Web site address
1	https://www.edx.org/
2	https://www.coursera.org/
3	https://alison.com/
4	https://swayam.gov.in/nc_details/NPTEL

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 1	Understanding the role of manager as counsellor does not necessarily need Application of the knowledge of management theories and practices to solve business problems hence mapped at 1
CO1 & PO 2 Mapped at 3	Understanding the role of manager as counsellor requires also analytical and critical thinking abilities thus mapped at 3
CO1 & PO 3 Mapped at 1	Weak correlation as role of manager as counsellor as does not require always to Learn new technologies with ease and be productive at all times.
CO1 & PO 4 Mapped at 3	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is essential for manager as counsellor hence a strong correlation.
CO1 & PO5 Mapped at	No correlation to Read, write, and contribute to Business literature.
CO1 & PO6 Mapped at 3	Management practices should reflect in Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment hence a strong correlation.
CO2 & PO1 Mapped at 2	Comparing the techniques of counseling moderately applies to Application of the knowledge of management theories and practices to solve business problems hence mapped at 2
CO2 & PO2 Mapped at 3	Comparing the techniques of counseling requires also analytical and critical thinking abilities thus mapped at 3
CO2 & PO3 Mapped at 1	Weak correlation as Comparing the techniques of counseling does not require always to Learn new technologies with ease and be productive at all times.
CO2 & PO4 Mapped at 1	comparison of counselling techniques does not culminate from the Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business hence weak correlation
CO2 & PO5 Mapped at -	No correlation to Read, write, and contribute to Business literature.
CO2 & PO6 Mapped at 2	Comparison of Counselling techniques does not strongly develop the Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment but does effect achievement of goals hence a moderate correlation.
CO3 & PO1 Mapped at 3	Appraising the ethical, cultural and gender issues in counseling requires Application of the knowledge of management theories and practices to solve business problems hence mapped at 3 as strongly related.
CO3 & PO2 Mapped at 3	Strongly related as Appraising the ethical, cultural and gender issues requires analytical and critical thinking abilities for data-based decision making.
CO3 & PO3 Mapped at 1	Weak relation as Appraising the ethical, cultural and gender issues in counseling does not require always to Learn new technologies with ease and be productive at all times.
CO3 & PO4 Mapped at 3	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is required to Appraise the ethical, cultural and gender hence strong correlation
CO3 & PO5 Mapped at 1	Experiences can be documented to some extent to Read, write, and contribute to Business literature.
CO3 & PO6 Mapped at 3	Appraising the ethical, cultural and gender issues in counseling should help to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment but does effect achievement of goals hence a strong correlation.

CO4 & PO1 Mapped at 2	Understanding the process for negotiation requires to some extent the knowledge of management theories and practices to solve business problems hence mapped at 2
CO4 & PO2 Mapped at 3	Process of negotiation requires analytical and critical thinking abilities for data-based decision making hence strongly related.
CO4 & PO3 Mapped at 1	Understanding Process of negotiation does not require to Learn new technologies with ease and be productive at all times, hence weak correlation.
CO4 & PO4 Mapped at 3	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is required for negotiations hence a strong correlation.
CO4 & PO5 Mapped at 1	Understanding Process of negotiation can be documented some extent to Read, write, and contribute to Business literature so mapped at 1.
CO4 & PO6 Mapped at 2	Understanding Process of negotiation is moderately related to achievement of organizational goals, contributing effectively to a team environment and achievement of goals .
CO5 & PO1 Mapped at 3	Comprehending the role of HR manager in negotiation requires the knowledge of management theories and practices to solve business problems hence mapped at 3
CO5 & PO2 Mapped at 3	Role of HR manager in negotiation requires analytical and critical thinking abilities for data-based decision making hence strongly related
CO5 & PO3 Mapped at 1	Role of HR manager in negotiation does not depend upon Learning new technologies with ease and be productive at all times, hence weak correlation
CO5 & PO4 Mapped at 2	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is required to some extent hence a moderate correlation.
CO5 & PO5 Mapped at -	CO5 and PO5 are not related.
CO5 & PO6 Mapped at -3	Comprehending the role of HR manager in negotiation is essential for achievement of organizational goals, contributing effectively to a team environment hence a strong correlation.
CO6 & PO1 Mapped at 3	Improving and applying the negotiation skills is not possible without the knowledge of management theories and practices hence mapped at 3
CO6 & PO2 Mapped at 3	Improving and applying the negotiation skills requires analytical and critical thinking abilities for data-based decision making hence strongly related and ,mapped at 3
CO6 & PO3 Mapped at -	Improving and applying the negotiation skills does not require to Learn new technologies with ease and be productive at all times, hence no relation.
CO6 & PO4 Mapped at 3	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is required in application of negotiation skills hence mapped at 3
CO6 & PO5 Mapped at -	CO6 and PO5 are not related
CO6 & PO6 Mapped at -3	Achievement of organizational goals, contributing effectively to a team environment is also an outcome of Improving and applying the negotiation skills hence a strong correlation,

Mapped by: Dr.Rikhi Yadav Assistant professor BVDU-DMS, Mumbai	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective: Human Resource Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	HR(E)04	HR Audit	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To understanding the concept and process of HR audit To study the performance of human resource department To study the gap, shortcomings in implementations of policy, procedures To Implementation of HR audit for development & legal compliance 			
Learning Outcomes :			
<ul style="list-style-type: none"> Understanding concept and process of HR audit Implementation of HR Audit to identify gap shortcomings in implementations of policy, procedures. Implementation of HR audit for development & legal compliance 			

Unit	Contents	Ses sio ns (Hr s)	COs Numbe r	Teaching Methodology	Cognition Level	Evaluation Tools
1	Conceptual Understanding of Human Resource Audit: Introduction, what is Human Resource Audit? Need for Human Resource Audit, Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit, and Benefits of Human Resource Audit; Components of Human Resource Development Audit, HR Audit Methodology and Issues: Introduction, Conducting a Human Resource Audit, Preliminary Steps, Goals of the Audit, Areas of the Audit, Issues in HR Audit	5	CO1	Lecture	Understand	Quiz Short and long Answers
2	The HR Audit Process: Introduction, Audit of Human Resource Function, Planning Questions, Collecting	5	CO1, CO2	Lecture	Understand	Quiz Short and long Answers

	Data, Analyzing the Audit Data, Interpretation: Assessing the Ability for Change, Post Audit Steps Human Resources Audit Structure: Introduction, Recruiting, Staffing, Employee Orientation Programmes, Employee and Supervisory Training, Benefit Administration;					
3	Areas for HR Audit: Introduction, Audit of HR Planning, Audit of HR Development, Audit of Training, Audit of Industrial Relations, Audit of Managerial Compliance, Audit of HR Climate, Audit of Corporate Strategies; Audit of HRD strategies. HR Audit and Workforce Issues: Introduction, Workforce Communication and Employee Relations, Performance Management, Compensation System, Teambuilding System.	5	CO3	Lecture	Apply	Quiz Short and longs Answers
4	Audit and HR Scorecard: Introduction, How to Approach a Human Resource Scorecard, Understanding the Reason for Implementing the Human Resource Scorecard, Understanding Business Context of Human Resource, Maintaining Human Resource Scorecard Framework, Measuring Human Resource Effectiveness – Human Resource Scorecard Design, Balanced Scorecard; Audit and Competency	5	CO2, CO3	Lecture	Evaluate	Quiz Short and longs Answers
5	Management: Introduction, Competency Management – Introduction, Competency Management Framework, Design					

	and implementation, Competency Mapping, Integration of Competency Based HR systems					
6	The HR Audit for Legal Compliance and Safe Business Practices: Introduction, what does the Human Resource Audit Cover? Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices; HR Audit as Intervention: Introduction, Effectiveness of Human Resource Development Audit as an Intervention, Human Resource Audit and Business Linkages	5	CO3	Lecture	Apply and Evaluate	Quiz Short and longs Answers
		5	CO1, CO2	Lecture, Case Study	Understand and Apply	Quiz Short and longs Answers

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO04.1	1	2	3	2	1	1
CO04.2	2	2	2	1	1	2
CO04.3	1	2	1	3	1	1
CO.	1.33	2	2	2	1	1.33
CO	1	2	2	2	1	1

1- Low, 2- Medium, 3- High, if no correlation, put '0'
 (Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3
Class Participation/ Attendance	20	2	2	2
Live project – club activity				
Case study discussion	10	2	2	2
Assignments/ Projects	10	2	2	2
Internal End Term Exam	10	2	2	2
Internal				
End Term (Univ)				

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book
1 – National	P. Subba Rao.	Personnel & Human Resource Management
2 – National	T.V.Rao	Human Resource and Audit
3 – National	T.V.Rao&UdaiPareek	Human Resource System

Online Resources:

Online Resources No	Web site address
1	https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/humanresourceaudits.aspx
2	https://blog.vantagecircle.com/hr-audit/
3	https://www.yourarticlelibrary.com/human-resource-development/human-resource-hr-audit-meaning-features-objectives-and-approaches/60236

4	https://www.businessmanagementideas.com/human-resource-management-2/human-resource-audit/human-resource-hr-audit-meaning-objectives-scope-process-and-advantages/19468
5	https://www.smarthrinc.com/services/hr-audit-compliance/

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/specializations/human-resource-management
2	https://www.my-mooc.com/en/categorie/human-resources

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO2 Mapped at 1	Apply the knowledge of management theories and practices to solve businessproblems and Understanding concept and process of HR audit- Little linkage is found
CO1 & PO2 Mapped at 2	Application of the knowledge of management theories and practices to solve businessproblems has medium linkage with understanding the concept and process of HR audit.
CO1 & PO3 Mapped at 3	Foster analytical and critical thinking abilities for data-based decision making and Implementation of HR Audit to identify gap shortcomings in implementations of policy, procedures- Strong linkage is found
CO1 & PO4 Mapped at -	Ability to understand, analyze and communicate global, economic, legal andethical aspects of business and Understanding concept and process of HR audit- medium linkage is found.
CO1 & PO5 Mapped at -	Read, write, and contribute to Business literature and Understanding concept and process of HR audit - Little linkage is found
CO1 & PO6 Mapped at 1	Ability to lead themselves and others in the achievement of organizationalgoals, contributing effectively to a team environment and Understanding concept and process of HR audit Little linkage is found.
CO2 & PO1 Mapped at 2	Apply the knowledge of management theories and practices to solve businessproblems and implementation of HR Audit to identify gap shortcomings in implementations of policy, procedures- medium linkage is found.
CO2 & PO 2 Mapped at 2	Foster analytical and critical thinking abilities for data-based decision making And Implementation of HR Audit to identify gap shortcomings in implementations of policy, procedures - medium linkage is found.
CO2 & PO3 Mapped at 2	Learn new technologies with ease and be productive at all times And Implementation of HR Audit to identify gap shortcomings in implementations of policy, procedures- medium linkage is found.
CO2 & PO4 Mapped at 1	Ability to understand, analyze and communicate global, economic, legal andethical aspects of business and Implementation of HR Audit to identify gap shortcomings in implementations of policy, procedures. - Little linkage is found.
CO2 & PO5 Mapped at 1	Read, write, and contribute to Business literature And Implementation of HR Audit to identify gap shortcomings in implementations of policy, procedures - Little linkage is found.
CO2& PO6 Mapped at 2	Ability to lead themselves and others in the achievement of organizationalgoals, contributing effectively to a team environment. and Implementation of HR Audit to identify gap shortcomings in implementations of policy, procedures - medium linkage is found.
CO3& PO1 Mapped at 1	Apply the knowledge of management theories and practices to solve businessproblems And Implementation of HR audit for development & legal compliance - - Little linkage is found.
CO3& PO2 Mapped at 2	Foster analytical and critical thinking abilities for data-based decision making And Implementation of HR audit for development & legal compliance- medium linkage is found.

Mapped by: Dr.Amarja Nargunde Assoicate Professor- BV DU- IMRDA,Sangli	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective: International Business Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	IB03	International Marketing	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
Subject / Course Objectives : <ul style="list-style-type: none"> • Apply the key terms, definitions, and concepts used in marketing with an international perspective. • Compare the value of developing global awareness vs. a local perspective in marketing. • Evaluate different cultural, political, and legal environments influencing international trade. • Distinguish the advantages and disadvantages Canadian products and services possess in international marketing in both emerging markets and mature markets. 			
Learning Outcomes :			
<ul style="list-style-type: none"> • Explain the impact of global and regional influences on products and services for consumers and businesses. • Apply basic internationally oriented marketing strategies (total product concept, pricing, place, and promotion). • Develop creative international market entry strategies. • Understand the importance of the Internet for global business. • Explain the differences in negotiating with marketing partners from different countries and the implications for the marketing strategies (4Ps). 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	International Marketing: Concept, Importance, International Marketing Research and Information System	8	CO 1	Lectures with Quiz	Understand	Quiz End Term Internals: Short Answers
2	Market Analysis and Foreign Market Entry Strategies, Future of International Marketing, India's Presence in International Marketing	8	CO 2	Lecture with PPT's Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological	8	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions
4	Selection of Retail Market, Study and Analysis of Retailing in Global Setting, Methods	8	CO4	Lectures with PPTs Group	Evaluate	Group Activity End Term

	of International Retailing, Forms of Entry-Joint Ventures, Franchising, Acquisition			Activity Video Cases		Exam: Short case and situation based questions
5	Competing in Foreign Market, Multi-country competition and Global Competition, Competitive Advantages in Foreign Market, Cross Market subsidization, Retail Structure, Global Structure	5	CO5	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Digital Revolution, Strategy and Leadership in International Marketing, Global E-commerce, Value Networks and Disruptive Technologies in the context of International Marketing, The Digital Revolution: New Products and Services, Global Competition and National Competitive Advantage, Leadership and Organisation for International Marketing, Ethics, Corporate Social Responsibility and Social Responsiveness in the context of International Marketing	8	CO6	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COIB103.1	3	2	3	2	1	3
COIB103.2	3	3	2	3	-	3
COIB103.3	3	-	1	3	-	-
COIB103.4	3	3	1	3	1	3
COIB103.5	3	3	2	3	2	3
COIB103.6	1	3	3	3	1	3

1- Low, 2- Medium, 3- High, if no correlation, put '-'
(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation/ Attendance	10	1.5	1.5	1.0	2.5	2.5	1.0
Live project – club activity	5	1		2		2	
Case study discussion	10		2.5	1.5	1.0	2.5	2.5
Assignments/ Projects	5		3			2	
Internal End Term Exam	20	1	5.5	2.5	4.0	5	2
Internal	50	5.5	10.5	14.5	9.5	5.5	4.5
End Term (Univ)	50						

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Swapana Pradhan-	Retailing Management		
2 – National	A. J. Lamba-	The Art of Retailing		
4 – International	Dravid Gilbert	Retail Marketing		
5 – International	. George H, Lucas Jr., Robert P. Bush, Larry G Greshan-	Retailing		
6 – International	Barry Berman, Joel R Evans- Retail Management	A Strategic Approach		

Online Resources:

Online Resources No	Web site address
1	https://gacbe.ac.in/pdf/ematerial/18BIB52C-U1.pdf
2	http://centre.uek.krakow.pl/CENTRUMPSiM/wp-content/uploads/2017/10/Horska_et_al_2014_mini.pdf

MOOCs:

Online Resources No	Web site address
1	https://www.edx.org/
2	https://www.coursera.org/
3	https://alison.com/
4	https://swayam.gov.in/nc_details/NPTEL

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is possible only if managers understand core concepts of International Marketing
CO1 & PO 2 Mapped at 2	Market Dynamics and Entry strategies concepts would be delivered through case studies and projects to foster analytical and critical thinking abilities for data-based decision making but is possible to a limited extent.
CO1 & PO 3 Mapped at 3	Helps to understand evolution of International Retailing in organizations and learn and cope with change to be productive
CO1 & PO 4 Mapped at 2	Comprehending the core concepts of International Marketing globally is important but economic legal and ethical aspects of business are not very relevant to CO 1 hence the alignment of Co1 to PO4 is moderate .
CO1 & PO5 Mapped at 1	Comprehending the core concepts can lead to Read, write, and contribute to Business literature is aligned very low as writing and contributing to business literature is not a necessary outcome
CO1 & PO6 Mapped at 3	Comprehending the core concepts and PO 6 are highly aligned as CO 1 delineates the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO2 & PO1 Mapped at 3	Analyzing market dynamics and developing market entry strategies is possible only if managers apply the knowledge of management theories and practices to solve business problems. So highly aligned.
CO2& PO2 Mapped at 3	Analyzing market dynamics and developing market entry strategies need to Foster analytical and critical thinking abilities for data-based decision making
CO2& PO3 Mapped at 2	Analyzing market dynamics and developing market entry strategies need to Learn new technologies with ease and be productive at all times
CO2& PO4 Mapped at 3	Analyzing market dynamics and developing market entry strategies results in the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO2& PO5 Mapped at -	Analyzing market dynamics and developing market entry strategies do not require to necessarily Read, write, and contribute to Business literature. No alignment
CO2& PO6 Mapped at 3	Analyzing market dynamics and developing market entry strategies facilitate in the achievement of organizational goals, contributing effectively to a team environment. So highly aligned.
CO3 & PO1 Mapped at 3	Examining the evolution of International retailing and its motives is possible only when skills are developed and motivational concepts are inculcated
CO3 & PO2 Mapped at -	Evolution of International Marketing may not foster analytical and critical thinking abilities. Hence there is no alignment
CO3 & PO3 Mapped at 1	Learning new technologies to be productive is possible only if students are motivated to develop new skills but since it depends on many other variables the alignment is low
CO3 & PO4	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is

Mapped at 3	aligned with examining the evolution of International Marketing and its motives
CO3 & PO5 Mapped at -	Read, write, and contribute to Business literature is not aligned with studying the evolution of International Retailing and its motives.
CO3 & PO6 Mapped at -	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is not aligned to examining the evolution of International Retailing and its motives.
CO4 & PO1 Mapped at 3	Apply the knowledge of management theories and practices to evaluate the selection of retail markets and International Retailing methods are very important hence highly aligned.
CO4 & PO2 Mapped at 3	To be aware of parameters of selection of retail markets and International Retailing methods facilitate analytical and critical thinking abilities for data-based decision making Hence highly aligned
CO4 & PO3 Mapped at 1	To be aware of parameters of selection of retail markets and International Retailing methods is not highly aligned with Learn new technologies with ease and be productive at all times
CO4 & PO4 Mapped at 3	To be aware of parameters of selection of retail markets and International Retailing methods are important to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO4 & PO5 Mapped at 1	To be aware of parameters of selection of retail markets and International Retailing methods and Read, write, and contribute to Business literature are not totally aligned as CO 4 will ensure reading and writing ability but whether they will contribute to business literature is doubtful.
CO4 & PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible only when managers are aware of parameters of selection of retail markets and International Retailing methods
CO5 & PO1 Mapped at 3	Apply the knowledge of management theories and practices to develop competitive advantages and understand Global Retail structures are very important hence highly aligned.
CO5 & PO2 Mapped at 3	To develop competitive advantages facilitate analytical and critical thinking abilities for data-based decision making Hence highly aligned
CO5 & PO3 Mapped at 2	Developing competitive advantages and understanding global retail structures is not highly aligned with Learn new technologies with ease and be productive at all times
CO5 & PO4 Mapped at 3	Developing competitive advantages and understanding global retail structures are important to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO5 & PO5 Mapped at 2	Developing competitive advantages and understanding global retail structures and Read, write, and contribute to Business literature are moderately aligned
CO5 & PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible only when managers can develop competitive advantages and understand global retail structures
CO6 & PO1 Mapped at 1	Apply the knowledge of management theories and practices to adapt to Digital Revolution and ethical consideration in International Marketing are not very important hence not highly aligned.
CO6 & PO2 Mapped at 3	Adopting digital technologies require analytical and critical thinking abilities for data-based decision making Hence highly aligned
CO6 & PO3 Mapped at 3	Adopting digital technologies is highly aligned with Learn new technologies with ease and be productive at all times
CO6 & PO4 Mapped at 3	Adopting digital technologies are very important to understand, analyze and communicate global, economic, legal and ethical aspects of business. Hence highly aligned
CO6 & PO5 Mapped at 1	Adopting digital technologies and Read, write, and contribute to Business literature are moderately aligned
CO6 & PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible only when managers can learn new digital technologies and ethical considerations in International Marketing

Mapped by: Prof. Deepak Navalgund Assistant professor-Institute of Management & Entrepreneurship Development , Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective: International Business Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	IB04	Global Business Strategies	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> Knowledge: Basic and broad knowledge in international business environment, strategies and management. Ability to apply concepts, principles and theories to simple business situations. Global Perspective: Awareness of the different thinking and viewpoints of diverse cultures. Awareness of the global business environment and its impacts on businesses. Practical Application: Use of excel tools in real world scenarios. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Explain the concepts in international business with respect to foreign trade/international business Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects Analyse the principle of international business and strategies adopted by firms to expand globally . Integrate concept in international business concepts with functioning of global trade 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Export – Import – Strategies, Third Party Intermediaries, Cause of Ethical dilemma _Is demand always Export_ Technology impact on Export Strategy	6	CO 1	Lecture with s Quiz	Understand	Quiz End Term Internals: Short Answers
2	Global Manufacturing Strategies, Global Supply Chain Management, Ethical Dilemma-supplier relations approach that yields best result	5	CO 2	Lecture with PPT's Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Control Strategies – Introduction, Planning, Organizational Structure, Location of Decision making, Control in process of Internationalization, Control Strategy Mechanisms Corporate Culture & Co-ordinating Methods, Control in special situations Acquisitions, Shared	8	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions

	ownership					
4	Role of legal structure in Control Strategies – Control or No control Constant Balancing Act	5	CO4	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	Collaborative Strategies – Motives for collaborative arrangements, Considerations in collaborative arrangements, Licensing/ Franchising / Contracts/ Joint Ventures/ Equity Alliances	8	CO5	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Problems of Collaborative Arrangements, Collaborative Importance, Differing Objectives, Control Problems, Cultural Difference, Compatible Partners, Steps to know how Innovation breeds collaboration	8	CO6	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COIB04.1	2	2	3	2	1	2
COIB04.2	1	2	2	3	2	1
COIB04.3	2	3	1	2	3	2
COIB04.4	2	2	1	2	3	1

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project – club activity	5	2	1	1	1
Case study discussion	1	3	1	4	4

Assignments/ Projects	5	1	2	1	1
Internal End Term Exam	20	5	5	5	5
Internal	50	12.5	12.5	12.5	12.5
End Term (Univ)	50				

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	T.K Das & Bing- Sheng Teng	A resource Based theory of Strategic Alliance		Journal of management 26, no.1 [2000:31- 61]
2 – National	Jeffery Reur	Collaborative Strategy J		The logic of Alliances – Financial Times Oct-4 1999- Page 12-13 3.
3 – National	Chakrawarthy B and Permutter H (1995)	Strategic Planning for Global Business		
4 – International	M Porter (1990)	Competitive Advantage of Nation)New York Free Press
5 – International	Engelwood Cliffs,	The Strategy Process		M J Prentice Hall
6 – International		The Dynamics of International Strategy		Strategy London – International Thompson Press

Online Resources:

Online Resources No	Web site address
1	https://www.global-strategy.net/what-is-global-strategy/
2	https://www.researchgate.net/publication/322789850_International_Business_Strategy

MOOCs:

Online Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	A strong foundation in international business knowledge correlates with effective use of management theories for problem-solving. This highlights the value of combining international business understanding with practical management skills for addressing business challenges.
CO1 & PO2 Mapped at 2	Having a strong foundation in international business knowledge is associated with improved analytical and critical thinking skills for data-driven decision-making. Those well-versed in international business concepts tend to excel in critical and analytical thinking when handling data-based decisions. This connection highlights how international business knowledge and critical thinking skills mutually reinforce each other for more informed decision-making.
CO1 & PO3 Mapped at 3	Having a strong background in international business correlates with the capacity to easily learn new technologies and sustain productivity. Individuals well-versed in international business concepts tend to adapt more effectively to emerging technologies while consistently maintaining their productivity levels. This correlation underscores the importance of international business knowledge in enhancing tech proficiency and productivity.
CO1 & PO4 Mapped at 2	Having a strong foundation in international business correlates with the capacity to understand, analyze, and communicate global economic, legal, and ethical aspects of business. Individuals with this knowledge are better equipped to grasp and convey the intricate dimensions of global economics, legal issues, and ethical considerations in the business sphere, highlighting the importance of international business knowledge in comprehending global operations comprehensively.
CO1 & PO5 Mapped at 1	A strong foundation in international business concepts and strategies is positively linked to the ability to apply this knowledge to real-world business scenarios and actively engage in creating and sharing business literature. This connection underscores the significance of a solid international business knowledge base for individuals aiming to contribute meaningfully to the field and succeed in practical business situations.
CO1 & PO6 Mapped at 2	A robust understanding of international business, encompassing its environment, strategies, and management, is positively connected to the aptitude for applying theoretical concepts to real-world business scenarios. This knowledge base is also associated with effective leadership skills, enabling individuals to lead themselves and others toward organizational goals while contributing collaboratively within a team. In summary, a strong foundation in international business knowledge supports both practical application of theory and successful leadership and teamwork, driving organizational success.
CO2 & PO1 Mapped at 1	Cultural awareness and a global perspective are positively linked to the effective application of management theories and practices for addressing complex business problems. Those who embrace a global mindset and appreciate diverse cultural viewpoints tend to excel in utilizing management knowledge for practical problem-solving in a global context. This correlation emphasizes the importance of cultural awareness in enhancing one's ability to apply management theory to real-world business challenges.
CO2 & PO2 Mapped at 2	Understanding diverse cultural perspectives as part of a global mindset is linked to the development of strong analytical and critical thinking skills for data-based decision-making. Those who appreciate cultural diversity tend to excel in analyzing data critically and making well-informed decisions based on it. This correlation highlights the vital role of cultural awareness in enhancing analytical and decision-making abilities within a global context.
CO2 & PO3 Mapped at 2	Embracing a global perspective, marked by cultural awareness, is linked to the ease of acquiring new technologies and sustaining high productivity. Those who appreciate diverse cultural viewpoints tend to adapt more effectively to technology, enabling consistent productivity across different contexts. This correlation underscores the significance of cultural awareness in technology adoption and maintaining productivity.
CO2 & PO4 Mapped at 3	A global perspective, rooted in cultural awareness, is positively associated with the capacity to comprehend, analyze, and communicate the intricate global economic, legal, and ethical aspects of business. Those who embrace diverse cultural viewpoints tend to excel in understanding and articulating the multifaceted dimensions of the global business landscape. This correlation highlights the pivotal role of cultural awareness in effectively navigating and communicating within a global business context.
CO2 & PO5 Mapped at 2	Fostering a global perspective, rooted in an understanding of diverse viewpoints, is linked to the capability to read, write, and actively contribute to the field of business literature. Those who embrace this global mindset and appreciate cultural diversity are more inclined to engage meaningfully in discussions and contribute to the evolving landscape of business literature. This connection highlights the pivotal role of cultural awareness in shaping one's ability to participate in and enhance the discourse within the realm of business literature.
CO2 & PO6 Mapped at 1	Embracing a global perspective and understanding diverse thinking positively relates to the capability to lead both oneself and others in accomplishing organizational goals within a collaborative team environment. Individuals who adopt a global mindset and appreciate cultural diversity tend to excel in guiding and cooperating with their team to achieve these objectives. This correlation underscores the pivotal role of cultural awareness in enhancing leadership and teamwork dynamics in a global context.
CO3 & PO1 Mapped at 2	A strong awareness of the global business environment and its consequences on businesses is associated with the effective application of management theories and practices to tackle complex business issues. Those well-versed in the global business landscape tend to excel in leveraging management knowledge for problem-solving. This correlation underscores the vital role of

	comprehending the global business context in applying management theory to real-world problem-solving scenarios.
CO3 & PO2 Mapped at 3	Having a deep understanding of the global business environment and its influence on various industries is connected to the development of strong analytical and critical thinking skills for making data-driven decisions. Those with this global awareness tend to excel in analyzing data critically and making well-informed decisions based on it. This correlation emphasizes the vital role of global awareness in enhancing analytical and decision-making abilities within a business context.
CO3 & PO3 Mapped at 1	Understanding the global business environment and its influence on industries is associated with the ease of learning new technologies and maintaining consistent productivity. Those with this awareness tend to adapt more effectively to technology, enabling sustained high productivity in a rapidly changing business landscape. This correlation underscores the significance of global awareness in facilitating technology adoption and productivity within the evolving business world.
CO3 & PO4 Mapped at 2	Comprehensive awareness of the global business environment and its effects on businesses is linked to the capability to understand, analyze, and proficiently communicate global economic, legal, and ethical dimensions in the business world. Those with deep insight into the global business landscape tend to excel in comprehending and articulating the intricacies of these global aspects. This correlation underscores the crucial role of global awareness in fostering proficiency in addressing and conveying the multifaceted dimensions of business.
CO3 & PO5 Mapped at 3	Comprehensive awareness of the global business environment's effects on businesses is linked to a greater likelihood of actively reading, writing, and contributing to the field of business literature. Those with deep insights into the global business landscape tend to be more engaged and influential within this literature. This correlation highlights the pivotal role of global awareness in shaping active participation in the discourse of business literature.
CO3 & PO6 Mapped at 2	Comprehensive awareness of the global business environment's effects on businesses is associated with a stronger ability to lead oneself and others in achieving organizational goals and effectively contributing to team dynamics. Those who deeply understand the global business landscape tend to excel in guiding and collaborating with their team to meet organizational objectives. This correlation highlights the crucial role of global awareness in enhancing leadership and teamwork within the global business context.
CO4 & PO 1 Mapped at 2	The hands-on use of Excel tools in real-world scenarios is associated with an improved ability to apply management knowledge for addressing complex business issues. Those who effectively employ Excel in practical situations tend to be more adept at utilizing their management expertise for problem-solving. This correlation highlights the importance of practical experience and technical tools in enhancing problem-solving skills within the realm of management.
CO4 & PO 2 Mapped at 2	Using Excel tools in practical situations is linked to the development of critical thinking and analytical abilities for data-driven decision-making. Those who effectively apply Excel in real-world scenarios tend to improve their capacity to critically analyze data and make well-informed decisions based on it. This correlation underscores the importance of hands-on experience and technical tools in enhancing critical thinking and data-driven decision-making skills.
CO4 & PO 3 Mapped at 1	The hands-on use of Excel tools in real-world situations is associated with an increased aptitude for easily learning new technologies and maintaining high levels of productivity. Those who effectively apply Excel in practical contexts tend to be more adaptable in quickly grasping and effectively using new technologies, which contributes to sustained productivity. This correlation underscores the significance of practical experience and technical proficiency in streamlining technology adoption and sustaining productivity.
CO4 & PO 4 Mapped at 2	Utilizing Excel tools in practical settings is associated with a stronger ability to understand, analyze, and communicate various complex aspects of global business, including economic, legal, and ethical dimensions. Those who effectively apply Excel in real-world situations tend to excel in comprehending and articulating these intricate facets within the business context. This correlation underscores the importance of practical experience and technical tools in enhancing proficiency in addressing and communicating multifaceted business aspects.
CO4 & PO 5 Mapped at 3	Practical application of Excel tools in real-world situations is linked to a greater likelihood of actively participating in business literature by reading, writing, and contributing. Those who effectively use Excel in practical contexts tend to engage more meaningfully in discussions and make valuable contributions to the field. This correlation emphasizes the importance of hands-on experience and technical tools in enhancing one's active involvement in business literature.
CO4 & PO 6 Mapped at 1	Using Excel tools in real-world applications is associated with a greater capacity to lead oneself and others in achieving organizational goals and effectively contributing to team dynamics. Those who effectively employ Excel in practical contexts tend to excel in guiding and collaborating with their team to meet organizational objectives. This correlation underscores the pivotal role of practical experience and technical tools in enhancing leadership and teamwork within a professional context.

Mapped by: Dr. Suchata Kanchi, Assistant professor-Institute of Management & Entrepreneurship Development, Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective: Production & Operations Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	PM03	Logistics & Supply Chain Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To gain the in depth knowledge, and importance of the subject of Supply Chain Management (SCM). To acquire the working knowledge. To understand the JIT and SCM concepts and applicability to industrial examples. To know the concept of 5R in achieving Customer satisfaction/ delight. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Develop a sound understanding of the important role of supply chain management in Today's business environment. Become familiar with current supply chain management trends. Learn logistics concepts and basic activities. Know the types of transportation systems. Know the third, fourth party logistics. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Logistics and SCM: Meaning, objectives, importance of various terms and concepts of SCM in relation to competitive global business. EOQ models, Customer Relationship Management and Supply Chain	10	CO 1	Lecture with Quizzes	Understand	Quiz End Term Internals: Short Answers
2	Planning and SCM: Planning Demand & Supply chain, types of distribution network, concept of 5R in achieving Customer satisfaction/ delight. Role of agent, Distributor, Warehouse, Retailer, and various types of distribution level.	10	CO 2	Lecture with PPT's Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Materials Management and Logistics: Meaning of logistics in reference to materials management, broader sense including transport selection, long term contracts for information flow	10	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based Questions/ Applied

	& material flow to reach the supply with 5R. Sourcing and pricing of logistics.					Questions
4	Transportation Systems: Types of transportation systems & their merits/demerits, selection of suitable type, complexities in trans shipment, and exporting the goods, role of forwarding and clearing agents and documentation requirements	10	CO4	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	Integration of Logistics functions: Developments in outsourcing of Logistics-stores functions-bar coding, layout, material handling, and suitable equipments for it, overall integration of various functions of material management, stores, procurement, distribution network tuned to information flow from customers to get the effectiveness.	10	CO5	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Current Trends in Logistics and SCM: Current developments/practices-MRP, MRPII. 3PL, 4PL, use of IT.	10	CO6	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COPM03.1	2	-	-	2	-	3
COPM03.2	3	3	3	3	2	1
COPM03.3	3	1	2	1	1	2
COPM03.4	3	1	1	3	1	2
COPM03.5	3	2	3	2	1	1

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project – club activity	5	2	1	1	1
Case study discussion	1	3	1	4	4
Assignments/ Projects	5	1	2	1	1
Internal End Term Exam	20	5	5	5	5
Internal	50	12.5	12.5	12.5	12.5
End Term (Univ)	50				

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Satish C. Ailawadi & Rakesh Singh	Logistics Management	2005	Prentice-Hall Of India Pvt. Limited
2 – National	D K Agrawal	Logistics and Supply Chain Management	2003	Macmillan Publishers India Limited,
3 – National	Janat Shah	Supply Chain Management- Text and Cases	2009	Pearson Education
4 – International	<u>Douglas Long</u>	International Logistics: Global Supply Chain Management	2003	<u>Springer US</u>
5 – International	Donald J. Bowersox & David J. Closs	Logistical Management	1996	McGraw-Hill Companies

6 – International	Donald Waters	Logistics- An Introduction to Supply Chain Management	2003	<u>Palgrave Macmillan</u>
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Online Resources:

Online Resources No	Web site address
1	www.poms.org
2	www.searchmanufacturingerp.techtarget.com
3	www.inderscience.com
4	www.logisticsmgmt.com
5	www.ionlogistics.eu

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	Understanding the role of supply chain management involves applying management theories and practices to address real-world business challenges
CO1 & PO 2	No mapping
CO1 & PO 3	No mapping
CO1 & PO 4 Mapped at 2	Supply chain management has significant global, economic, and legal aspects, and students must understand and analyze these to grasp its importance in the business environment.
CO1 & PO5	No mapping
CO1 & PO6 Mapped at 3	Students completing this course should develop a sound understanding of the important role of supply chain management and, in turn, gain the ability to lead themselves and others in achieving organizational goals.
CO2 & PO1 Mapped at 3	Understanding current trends in supply chain management is crucial for solving business problems effectively. By staying informed about the latest practices and theories, students can apply this knowledge to address real-world challenges in logistics and SCM.
CO2& PO2 Mapped at 3	Becoming familiar with current trends in SCM requires analytical and critical thinking. Students need to analyze the impact of trends on business operations and make data-based decisions to adapt to changing market dynamics.
CO2& PO3 Mapped at 2	Current trends in SCM often involve the adoption of new technologies. To stay familiar with these trends, students must be comfortable learning and adapting to new technologies, ensuring they can remain productive in a technology-driven business environment.
CO2& PO4 Mapped at 3	Supply chain trends are influenced by global, economic, legal, and ethical factors. Understanding these aspects is crucial for interpreting and adapting to current SCM trends. Communication skills are essential for conveying the implications of these trends to stakeholders.
CO2& PO5 Mapped at - 2	Staying familiar with current SCM trends involves reading and contributing to business literature. Students need to be able to access, comprehend, and contribute to literature discussing the latest practices and innovations in supply chain management.
CO2& PO6	Students completing this course should become familiar with current trends, contributing to their ability to

Mapped at 1	navigate and contribute in a changing organizational landscape.
CO3 & PO1 Mapped at 3	Understanding logistics concepts involves applying management theories to streamline material flow, optimize distribution networks, and solve logistical challenges within the supply chain. Students need to use management principles to make effective decisions in logistics.
CO3 & PO2 Mapped at 1	Logistics involves data-driven decision-making, such as optimizing transportation routes, managing inventory levels, and analyzing supply chain performance. Students learning logistics concepts will develop analytical and critical thinking skills for effective decision-making based on data.
CO3 & PO3 Mapped at 2	Logistics operations increasingly rely on technology, including tracking systems, inventory management software, and transportation management systems. Learning logistics concepts involves understanding and adapting to new technologies, aligning with the program outcome of learning new technologies with ease.
CO3 & PO4 Mapped at 1	Logistics has a global dimension involving the movement of goods across borders. Understanding logistics concepts includes considerations of global trade regulations, economic impacts on supply chains, and ethical aspects of procurement and distribution.
CO3 & PO5 Mapped at -1	Logistics is a critical aspect of business, and students learning logistics concepts will contribute to business literature by understanding, analyzing, and writing about logistics practices, innovations, and challenges.
CO3 & PO6 Mapped at 2	Students should gain a solid understanding of fundamental logistics concepts, contributing to their ability to operate effectively in the supply chain management field within a dynamic business context.
CO4 & PO1 Mapped at 3	Understanding the types of transportation systems involves not only technical knowledge but also managerial decision-making. The choice of transportation systems has direct implications for business operations and requires application of management theories to optimize logistical processes.
CO4 & PO2 Mapped at -1	Knowing the types of transportation systems requires analytical thinking, considering factors such as costs, efficiency, and reliability. Decision-making in logistics involves critical analysis of data related to transportation systems, route planning, and performance metrics.
CO4 & PO3 Mapped at 1	The logistics and transportation industry is increasingly reliant on technology, from tracking systems to route optimization software. Understanding different transportation systems involves familiarity with evolving technologies in the field, aligning with the goal of learning new technologies with ease.
CO4 & PO4 Mapped at 3	Transportation systems have significant implications for global supply chains, economic considerations (cost-effectiveness of different modes), legal aspects (regulations in various transportation modes), and ethical considerations (sustainability in transportation). Knowing the types of transportation systems requires understanding and analyzing these broader aspects.
CO4 & PO5 Mapped at 1	Understanding transportation systems involves engaging with business literature on logistics, supply chain management, and transportation. Students need to read and comprehend relevant literature to gain insights into the latest trends, best practices, and case studies in the field.
CO4 & PO6 Mapped at 2	Understanding transportation systems is vital in the supply chain, and individuals with this knowledge can effectively contribute to organizational goals, particularly in the context of logistics and supply chain management where transportation plays a critical role.
CO5 & PO1 Mapped at 3	Understanding third and fourth-party logistics involves applying management theories and practices to optimize and solve logistics and supply chain challenges. This knowledge is essential for addressing real-world business problems in the context of supply chain management.
CO5 & PO2 Mapped at 2	Knowing third and fourth-party logistics requires analytical thinking to evaluate the effectiveness of outsourcing logistics functions and making data-based decisions regarding when and how to engage with third-party logistics providers. Critical thinking is crucial in assessing the impact of such decisions on the overall supply chain.
CO5 & PO3 Mapped at 3	Third and fourth-party logistics often involve the use of advanced technologies such as tracking systems, inventory management software, and communication tools. Understanding these technologies is integral to being productive and efficient in a logistics and supply chain management setting.
CO5 & PO4 Mapped at 2	Ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of business. Understanding third and fourth-party logistics involves considering global, economic, legal, and ethical dimensions of business.
CO5 & PO5 Mapped at 1	Reading, writing, and contributing to business literature, as understanding third and fourth-party logistics involves staying informed and contributing to the discourse in the field.
CO5 & PO6 Mapped at 1	Understanding third and fourth party logistics aspects is crucial in the supply chain, and individuals with this knowledge can contribute effectively to organizational goals, especially in team environments within the logistics and supply chain management context

Mapped by: Dr.P.S.Patil Assoicate Professor- BVDU- IMRDA,Sangli	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective: Production & Operations Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	PM04	World Class Manufacturing Practices	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To gain in depth knowledge of World Class Manufacturing(WCM) systems in globally Leading Manufacturers. To gain concept of Strategic Decisions for business, JIT, Total Employee involvement. To get acquainted with the use of IT, ERP and MRP systems 			
Learning Outcomes :			
<ul style="list-style-type: none"> Demonstrate the relevance and basics of World Class Manufacturing. Understand the concepts of Business excellence, competitiveness and customization of product for manufacturing. Implementation of new technology concepts of world class manufacturing, dynamics of material flow, and Lean manufacturing. Understand recent trends in manufacturing to meet the current and future business challenges. Compare the existing industries with WCM industries. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to World Class Manufacturing (WCM): World Class manufacturing; Concept, Imperatives for success – Technology, systems approach and change in the mindset	10	CO 1	Lecture with s Quiz	Understand	Quiz End Term Internals: Short Answers
2	Planning for Manufacturing System: Strategic decisions in manufacturing management; choice of technology; capacity; Layout; Aggregate Planning and Master production scheduling.	10	CO 2	Lecture with PPT's Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Materials Planning: Resources planning - Materials Requirement (MRP). Manufacturing Resources	10	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based

	planning (MRP-II) Enterprise Resources Planning (ERP).					Questions/Applied Questions
4	Just in Time (JIT): Just-In-Time (JIT) - Concept, Advantages, Techniques of JIT, JIT Layout, Kanban system, JIT Purchasing.	10	CO4	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	World Class Manufacturing development Tools: Total employee Involvement and small group activities 5-S Concept, Total Productive Maintenance, Automation in design and manufacturing, Automated Material Handling equipment's, Product and Process Design Tools, Bar Code Systems.	10	CO5	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Recent Trends in World Class Manufacturing: Role of IT in World Class Manufacturing, Flexible Manufacturing Systems (FMS), Group Technology, Six Sigma.	10	CO6	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
C.O. 1 PM04	2	2	3	2	1	3
C.O. 2 PM04	3	3	2	3	3	3
C.O. 3 PM04	2	1	2	-	-	3
C.O. 4 PM04	3	2	1	3	1	3
C.O. 5 PM04	3	1	-	2	2	-

1- Low, 2- Medium, 3- High, if no correlation, put '-'
(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project – club activity	5	2	1	1	1
Case study discussion	1	3	1	4	4
Assignments/ Projects	5	1	2	1	1
Internal End Term Exam	20	5	5	5	5
Internal	50	12.5	12.5	12.5	12.5
End Term (Univ)	50				

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Editio n	Publisher Company
1 – National	B S Sahay K B C	World-Class	2018	Infinity press
	Saxena, Ashish Kumar	Manufacturing- A Strategic Perspective		
2 – National	L.C. Jhamb	Production Operations Management	2014	Everest publishing House
3 – National	S.A. Chunawalla, D.R. Patel	Production and Operations Management Systems	2018	Himalaya Publishing House
4– International	Richard J.Schonberger,	World Class Manufacturing	1986	Schonberger & Associates
5– International	Carlo Baroncelli&NoelaB allerio (eds.)	WCOM (World Class Operations Management) : Why You Need More Than Lean	2016	Springer International Publishing
6– International	Devistsiotis Kostas N,	Operations Management	1981	McGraw Hill

Online Resources:

Online Resources No	Web site address
1	https://www.wcm.fcagroup.com/
2	www.iso.org

MOOCs:

Online Resources No	Web site address
1	www.coursera.org
2	www.edx.org
3	www.openlearning.com
4	www.alison.com

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	Understanding the basics of World Class Manufacturing is essential to solving manufacturing-related business problems, making it relevant to management theories and practices.
CO1 & PO2 Mapped at 2	Its necessary to foster analytical and critical thinking abilities for data-based decision making. Demonstrating the relevance of WCM involves critical thinking and analysis of manufacturing processes.
CO1 & PO3 Mapped at 3	WCM often involves the implementation of new technologies, and understanding its basics is a prerequisite for adapting to these technologies.
CO1 & PO 4 Mapped at 2	WCM has global implications and understanding its basics contributes to a broader understanding of the economic and ethical aspects of manufacturing.
CO1 & PO5 Mapped at 1	Understanding the basics of WCM enables students to engage with and contribute to the literature on modern manufacturing practices.
CO1 & PO6 Mapped at 3	CO1 provides foundational knowledge for leadership in manufacturing and effective teamwork.
CO2 & PO1 Mapped at 3	CO2 is aligned with this outcome because it involves understanding the principles and concepts related to business excellence and competitiveness. It equips students with the knowledge required to apply management theories and practices in the context of WCM to address manufacturing and operational challenges effectively.
CO2& PO2 Mapped at 3	Understanding business excellence and competitiveness involves analyzing data and making data-based decisions to enhance manufacturing processes.
CO2& PO3 Mapped at 2	WCM involves the use of advanced manufacturing technologies and systems. CO2's focus helps students learn and adapt to new technologies and systems that are essential for achieving world-class manufacturing standards.
CO2& PO4 Mapped at 3	By grasping the concept of business excellence and competitiveness students become better equipped to analyze and communicate the global and ethical dimensions of manufacturing within a WCM framework.
CO2& PO5 Mapped at 3	WCM and its components contributes to the development of students' knowledge in the field. This knowledge allows them to read, write, and potentially contribute to the literature on business excellence and competitiveness in the context of WCM.
CO2& PO6 Mapped at 3	Understanding the principles of WCM, is crucial for leadership roles within manufacturing organizations. It enables students to lead themselves and teams effectively by implementing WCM concepts and methodologies to achieve organizational goals and improve manufacturing processes.
CO3 & PO1 Mapped at 2	Implementing new technology concepts in manufacturing, requires an understanding of management theories and practices related to world-class manufacturing.
CO3 & PO2 Mapped at 1	Understanding the dynamics of material flow and Lean manufacturing, requires analytical and critical thinking to optimize processes and reduce waste.
CO3 & PO3 Mapped at 2	Implementing new technology concepts and Lean manufacturing principles in World Class Manufacturing requires the ability to learn new technologies and adapt to them efficiently.
CO3 & PO4 --	No Mapping
CO3 & PO5 --	No Mapping
CO3 & PO6	Implementing Lean manufacturing principles, can lead to improved organizational efficiency and

Mapped at 3	effectiveness in achieving manufacturing goals.
CO4 & PO1 Mapped at 3	Its required that students understand recent manufacturing trends, which involves applying knowledge to solve business problems and making informed management decisions.
CO4 & PO2 Mapped at 2	It involves staying up-to-date with the latest manufacturing trends and requires analytical and critical thinking abilities to assess their relevance and impact on business.
CO4 & PO3 Mapped at 1	It is important of learn new manufacturing technologies to remain productive, which reflects the ability to learn new technologies with ease.
CO4 & PO4 Mapped at 3	Understanding recent trends in manufacturing is essential to adapt to global economic challenges and ethical considerations in business.
CO4 & PO5 Mapped at 1	Encouraging students to stay informed about current trends in manufacturing, can lead to reading, writing, and contributing to business literature on these topics.
CO4& PO6 Mapped at 3	Students develop the ability to lead and contribute effectively to a team environment, as they can apply their knowledge of recent manufacturing trends to help achieve organizational goals and navigate changing business challenges.
CO5&PO1 Mapped at 3	Students apply management knowledge, critical thinking skills, and an understanding of economic and ethical aspects in the context of comparing different manufacturing approaches.
CO5&PO2 Mapped at 1	Students apply management knowledge, critical thinking skills, and an understanding of economic and ethical aspects in the context of comparing different manufacturing approaches.
CO5&PO3 --	No Mapping
CO5&PO4 Mapped at 2	Students apply management knowledge, critical thinking skills, and an understanding of economic and ethical aspects in the context of comparing different manufacturing approaches.
CO5&PO5 Mapped at 2	Comparing existing industries with World Class Manufacturing involves analyzing and contributing to business literature to understand the differences and improvements.
CO5&PO6 --	No Mapping

Mapped by: Dr.P.S.Patil Assoicate Professor- BVDU- IMRDA,Sangli	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective: Information Technology Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	IT03	RDBMS with Oracle	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives :			
<ul style="list-style-type: none"> To understand and learn how to work with an Oracle database. To understand the Structured Query Language and be able to use it in conjunction with Oracle database. To understand Procedural Language SQL (PL/SQL) and be able to use it in conjunction with an Oracle database. 			
Learning Outcomes :			
At the end of this course, student should be able to: <ul style="list-style-type: none"> Simple Query using sample datasets Complex queries using SQL. Writing PL/SQL blocks 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to oracle RDBMS: DBMS VS RDBMS, CODD's Rules, Introduction to Oracle: History, Features, Versions of oracle, introduction to oracle RDBMS, Tools of Oracle: SQL, SQL*Plus, SQL Form, SQL Reports.	4	CO 1	Lecture with Ppts, Discussion	Understand	Discussion
2	SQL and Components of SQL Defining a database in SQL, Components of SQL: DDL, DML, DCL, DQL, SQL query Rules, Data types, Keywords, Delimiters, Literals. DDL Commands – Defining a database in SQL, Creating table, changing table definition, removing table. Truncating Table. DML Commands- Inserting, updating, deleting data, DQL Commands: Select Statement with all options. Renaming table, Describe Command, Distinct Clause, Sorting Data in a Table,	9	CO 1	Lecture with Ppts, Practical sessions on computer	Understand and execute basic SQL queries on sample datasets.	Understand and execute basic SQL queries on sample datasets.

	creating table from a table, Inserting data from other table, Table alias, and Column alias. Data Constraints: Primary key, Foreign Key, NOT NULL, UNIQUE, CHECK constraint					
3	Operators, Functions and Joins Arithmetic, Logical, Relational, Range Searching, Pattern Matching, IN & NOT IN Predicate, all, % any, exists, not exists clauses, Set Operations: Union, Union All, Minus, Intersect. Relating data through join concept. Simple join, equi join, non equi join, Self-join, Outer join, Sub queries, Aggregate Functions , Numeric Functions, String Functions, Conversion functions, Date conversion functions, Date functions.	8	CO 2	Lecture with PPTs, Practical sessions	Understand and analyze	Analyze and extract specific information from a database using SQL.
4	Database Objects Index: Creating index, simple index, composite index, unique index, dropping indexes, multiple indexes on table, using rowid to delete duplicate rows from a table, Sequence: Creating sequence, altering sequence, dropping sequence. Views: Defining, modifying, deleting views.	6	CO 2	Lectures with PPTs, Practical Sessions	Evaluate	Formulate and execute complex SQL queries involving multiple tables, conditions, and joins.
5	Introduction to PL/SQL programming Introduction, Advantages, PL/SQL Block, PL/SQL Execution Environment, PL/SQL Character set, Literals, Data types, Variables, Constants, Displaying User Message on screen, Conditional Control in PL/SQL, Iterative Control Structure: While Loop, For	9	CO 3	Lectures with PPTs, Write PL/SQL block, Practicing, Practical Sessions	Compose and execute	Compose and execute PL/SQL blocks for tasks such as data manipulation, transaction control, and stored procedures.

	Loop, Goto Statement.					
6	Advanced Programming Techniques of PL/SQL Cursors: Introduction, Types of Cursors: Implicit Cursor, Explicit Cursors, Parameterized cursors, Programs on cursors, Triggers: Introduction, Use of triggers, Types of Triggers, Creating triggers, Examples on Triggers	9	CO 3	Lectures with PPTs, Write PL/SQL block, Practicing, Practical Sessions	Demonstrate	Demonstrate proficiency in using PL/SQL for database development.

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	-	3	-	-
CO2	3	-				3
CO3	-	3	3	-	3	-

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation/ Attendance	10	2	2	2	2	2	
periodic assessments for analytical and critical thinking abilities	5		2	1	2		
coding challenges or assignments	5		2	2	1		
Internal Exam	30	5	5	5	5	5	5
End Term (Univ)	50						

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	P.S.Deshpande	SQL for oracle 9i	3 rd Edition	Dreamtech Press	
2–International	Ivan Bayross	PL/SQL The Programming Language of Oracle 3rd Revised Edition	3 rd Edition	BPB Publication	

Online Resources:

Online Resources No	Web site address
1	https://www.w3schools.com/sql/
2	https://www.tutorialspoint.com/sql/index.htm
3	https://www.javatpoint.com/sql-tutorial

MOOCs:

Online Resources No	Web site address
1	https://www.coursera.org/learn/intro-sql
2	https://www.coursera.org/projects/introduction-to-relational-database-and-sql
3	https://www.coursera.org/projects/intermediate-rdb-sql

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Students will be able to apply SQL queries to retrieve data from sample datasets and solve business-related problems by extracting relevant information.
CO2 & PO 1 Mapped at 3	Students will gain the ability to create more advanced SQL queries to address complex business challenges, involving multiple tables and data manipulation.
CO3 & PO 2 Mapped at 3	PL/SQL (Procedural Language/Structured Query Language) allows students to develop analytical and critical thinking skills by creating procedural code to handle and manipulate data within a database. This can aid in data-based decision-making processes.
CO3 & PO 3 Mapped at 3	PL/SQL is a valuable skill that can be leveraged to work with various database technologies. Learning and effectively using PL/SQL demonstrates the ability to adapt to new technologies and be productive when working with databases.
CO1 & PO4 Mapped at 3	Understanding and analyzing business data through SQL queries can help students grasp economic and legal aspects by examining financial data and compliance-related information.
CO3 & PO5 Mapped at 3	Understanding and analyzing business data through SQL queries can help students grasp economic and legal aspects by examining financial data and compliance-related information.
CO2 & PO6 Mapped at 3	The ability to create complex SQL queries can be essential in team projects and leadership roles, as it enables students to effectively extract, analyze, and present data to contribute to organizational goals.

Mapped by: Dr.S.N.Gambhire Assistant Professor -BVDU- Abhijit Kadam Institute of Management and Social Sciences Solapur

BOS Chairperson: Prof. Dr. S.B. Sawant

Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	IT04	Enterprise Business Applications	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To enable knowledge about E-commerce To enable knowledge about types of business models in E-commerce To enable knowledge about security issues of e-commerce To enable knowledge about payment systems of e-commerce. To enable knowledge about various e-commerce applications. To enable knowledge about Mobile commerce 			
Learning Outcomes :			
<ul style="list-style-type: none"> Recognize the impact of Information and Communication technologies, especially of the Internet in business operations. Recognize the fundamental principles of e-Business and e-Commerce Use tools and services of the internet in the development of a virtual e-commerce site 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction: Brief history of e-commerce, definition of e-commerce, Technical components and their functions, e-commerce versus traditional business, requirement of e-commerce. Advantages and disadvantages of e-commerce, Value chain in e-commerce, current status of e-commerce in India.	10	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Types of business models (B2B,B2C,C2B,C2C) with examples. EDI _ Requirement of EDI, types of EDI, Advantages and disadvantages of EDI, ISP, Types of ISP, choosing and ISP, domain name, domain name types, how to register domain name.	10	CO 2	Lecture with Ppts Case Study	Apply (Analyse)	Case Study , Business cases End Term: Applied Questions
3	Security issues, privacy issues, basic computer security, secure transaction, security threats, risk, security tools. Hacking, viruses, denial of service attacks, malicious code, Intruders, attacking	10	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based Questions/Applied

	methods, Cryptography, types of cryptography, symmetric and asymmetric cryptography. Firewall, types of firewall, Components of firewall, Digital signature ,digital certificate, secure electronic transactions, secure socket layer.					Questions
4	E-commerce Payment System – Overview of electronic payment technology, limitations of traditional payment system, requirement for e-payment system. B2B electronic payments, Third-party Payment Processing, Electronic Payment Gateway, Electronic or digital cash, properties of digital cash, how it works. Online credit card payment system, Smart card,	10	CO 4	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short business cases and situation based questions
5	E-commerce Applications : E-commerce and banking , e-commerce and retailing, e-commerce and online publishing, online marketing, e-advertising, e-branding.	10	CO 5	Lecture, Case Activity	Analyze / Evaluate	Case Presentation Activity End Term: Theory Applied Questions
6	Mobile Commerce: Overview of M-Commerce _ Wireless Application Protocol (WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles, Examples of M-commerce, Current status of M-Commerce in India, M-commerce applications , Mobile information services	10	CO 6	Lectures with PPTs Flip Classroom	Evaluate /Create	Case Presentation Activity End Term: Theory Applied Questions

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COIT04.1			1		1	
CO IT04.2	2		2			

CO IT04.3	2			3		
CO IT04.4		2		1		
CO IT04.5					3	2
CO IT04.6			2			3
CO	0.66	0.33	0.83	0.66	0.66	0.83
CO	1	0	1	1	1	1

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation/ Attendance	10	1	1	2	2	2	2
Case study discussion	10	-	-	2	2	3	3
Assignments/ Projects	10	2	2	2	2	2	
Internal End Term Exam	20	2	2	4	4	4	4
Internal	50	5	5	10	10	11	9
End Term (Univ)	50						

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Publisher Company
1 – National	Alexis neon	ERP Demystified	Mc Grawhill
2 – National	V.K. Garg & N.K. Venkita Krishnan	ERP Ware: ERP Implementation Framework	
3 – National	V.K. Garg & N.K. Venkita Krishnan	ERP Concepts & Planning	
4 – International	P.T. Joseph,	E-Commerce A Managerial Perspective	Prentice Hall of India
5 – International	Kalakota and Whinston	Frontiers of Electronic	Pearson Education

Online Resources:

Online ResourcesNo	Websiteaddress
1	http://index-of.co.uk/IT/Wiley%20-%20Enterprise%20Resource%20Planning.pdf
2	https://mrcet.com/downloads/digital_notes/ME/III%20year/ERP%20Complete%20Digital%20notes.pdf
3	https://www.analyticom.de/docs/erp/Booklet_EN_ERP.pdf
4	http://sim.edu.in/wp-content/uploads/2018/11/B.Com-CA-II-Semester.pdf

MOOCs:

Online ResourcesNo	Websiteaddress
1	https://onlinecourses.swayam2.ac.in/cec20_mg25/preview
2	https://www.coursera.org/courses?query=e-commerce
3	https://www.udemy.com/courses/business/e-commerce
4	https://www.edx.org/learn/ecommerce
5	https://www.classcentral.com/subject/ecommerce

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO3,5 Mapped at 2	E-commerce business applications are mapped with program learning outcome to learn new technologies with ease and be productive at all times with contribution to business literature.
CO2 & PO1, PO3 Mapped at 1	Various e-commerce business models with various internet service providers are mapped with program learning outcome to apply the knowledge of management theories and practice to solve business problems with learning new technology.
CO3 & PO4,1 Mapped at 2	Various security issues concern with e-commerce applications are mapped with program learning outcome to acquire ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO4 & PO2,4 Mapped at 2	E-commerce payment system with various electronic payment mode and payment gateway are mapped with program learning outcome to recognize the fundamental principles of e-business and e-commerce.
CO5 & PO5,6 Mapped at 3	E-commerce applications like banking, retailing, online marketing, e-advertising, e-branding are mapped with program learning outcome to use various tools and services of the internet in the development of e-commerce system.

CO6 & PO6,3 Mapped at 3	Mobile Commerce and ,wireless application protocol with current usage status in India are mapped with program learning outcome to use tools and services of the internet in the development of ecommerce system.
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Mapped by: Dr.B.D.Patil Assistant Professor- BVDU- IMRDA,Sangl	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective: Agribusiness Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	AM03	Use of Information Technology in Agribusiness Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> Gain a solid understanding of core concepts of ICT in agriculture, with a focus on used cases and potential impact. Learn about digital tools enhancing on-farm productivity. Understand how to empower smallholder farmers through ICT/Digital Tools in market access and financial services. Gain awareness of the forward-looking technologies and their scope in agriculture – artificial intelligence, remote sensing, crowd sourcing, and big data analytics. 			

Unit		Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Computers: Types of Computer systems, Basic Computer operations, Networks: Internet, Intranet and Extranet Applications, Functional units of Computers, Practical data processing application in business, and Computer applications in various areas of business.	8	CO1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	The Software: Software types, Systems Software, Classification of Operating System, Application Software, Introduction to Programming Language, Types of Programming Languages. Introduction to Microsoft Office, working with MS Word, MS Excel, MS Power point, Data Base, Data Base Management System	8	CO2	Lecture with Ppts Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Internet, Security and E-Commerce: Introduction, History and Core features of the Internet, Internet Applications, Internet and World Wide Web, Extranet and E-mail, Mobile Computing, Electronic Commerce, Types of ECommerce and their utilities	8	CO3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions

4	Management Information Systems: Introduction to MIS, Principles of MIS, Characteristics, functions, structure & Classification of MIS, information for decisions; strategic importance of MIS, MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; ERP: CRM	8	CO2, CO4	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	Managing Knowledge: Introduction to Knowledge Management, Organizational Learning and Memory, knowledge management activities, Approaches to Knowledge management, Information Technology in Knowledge Management, knowledge Management Systems implementation, Roles of people in knowledge management, Managerial Issues in Knowledge Management.	8	CO2, CO4	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Corporate Performance Management and Business Intelligence: A framework of Business Intelligence: Concepts and Benefits, Business Analytics: Online analytical processing reporting and querying, Data Text Web mining and Predictive Analytics, Data Visualization, Geographical Page, Information Systems and virtual reality, Real time business intelligence and competitive Intelligence, Business Performance Management Scorecards and Dashboards.	8	CO4	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COAM03.1	3	2	3	2	1	3
CO AM03.2	3	3	2	3	1	3

CO AM03.3	3	1	2	1	-	3
CO AM03.4	3	3	2	3	1	3

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project – club activity	5	3		2	
Case study discussion	10	2.5	2.5	2.5	2.5
Assignments/ Projects	5		2	3	
Internal End Term Exam	20	4.5	5.5	5.5	4.5
Internal	50	13.5	12.5	14.5	9.5
End Term (Univ)	50				

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1 – National	Turban, McLean, Wetherbe	Information technology for Management,		John Wiley & Son
2 – National	S. Sudalaimuthu, S. Anthony	Computer Application in Business		Himalaya Publishing House
3 – National	Jaiswal & Mittal, (2010),	. Management Information Systems,		5 Oxford University Press

4-International	. O'Brien, J.A. (2004	Management Information Systems: Managing IT in the		(6th edition) Prentice Hall
5- International	. Lucas, H. C. Jr. (2004).	4Information Technology For Management. (7th ed		New Delhi: TMH

Online Resources:

Online Resources No	Website address
1	http://ecoursesonline.iasri.res.in/mod/page/view.php?id=123663
2	https://knowledge4food.net/event/training-course-on-agribusiness-development-and-management/
3	https://cgspace.cgiar.org/bitstream/handle/10568/90119/1931_PDF.pdf
4	https://en.wikipedia.org/wiki/Information_and_communications_technology_in_agriculture
5	http://ecoursesonline.iasri.res.in/mod/page/view.php?id=123663

MOOCs:

Online ResourcesNo	Websiteaddress
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Application of the knowledge of Agribusiness management and practices to solve business problems is possible only if managers understand use of technology for business management.
CO1 & PO 2 Mapped at 2	Application Software, Introduction to Programming Language, Types of Programming Languages will foster analytical and critical thinking abilities for data-based decision making but is possible to a limited extent.
CO1 & PO 3 Mapped at 3	Helps to understand how to empower farmers through digital tools cope with change to be productive
CO1 & PO 4 Mapped at 2	Gain awareness of forward-looking technologies for agriculture and agribusiness to solve business problems.
CO1 & PO5 Mapped at 1	Understand the expected use of IT tools in agri-business management world which can lead to Read, write, and contribute to Business literature is aligned very low as writing and contributing to business literature is not a necessary outcome
CO1 & PO6 Mapped at 3	Understand the expected use of IT in agri-business management world and PO 6 are highly aligned as CO 1 delineates the ability to understand core concepts of ICT in agriculture which leads to the achievement of organizational goals.
CO2 & PO1 Mapped at 3	Developing understanding about digital tools is possible by learning about digital tools which will enhance farm productivity. So highly aligned.
CO2& PO2 Mapped at 3	Fostering analytical thinking is possible by learning about digital tools which will enhance farm productivity. This is possible only if managers apply the knowledge of digital tools to solve business problems. So highly aligned.
CO2& PO3 Mapped at 2	Entrepreneurs / corporate / managers as leaders need to Learn new technologies with ease and be productive at all times
CO2& PO4 Mapped at 3	Highly aligned as The awareness of digital tools for entrepreneurs / corporate / managers results in the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO2& PO5	The awareness of digital tools for Entrepreneurs / corporate / managers as leaders do require to

Mapped at - 1	necessarily Read, write, and contribute to Business literature.
CO2& PO6 Mapped at 3	Leadership qualities an essential for entrepreneurs / corporate / managers to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. So highly aligned.
CO3 & PO1 Mapped at 3	To develop and inculcate skills for empowerment of farmers to solve business problems is possible only when skills for ICT tools are developed and utilization of appropriate financial services are inculcated
CO3 & PO2 Mapped at 1	Foster analytical and critical thinking abilities for data-based decision making Digital tools and financial services can be inculcated to foster analytical and critical thinking abilities through case studies and projects for data based decision making to a limited extent hence the alignment is low.
CO3 & PO3 Mapped at 2	Learning new technologies to be productive is possible only if skills related to use of digital tools and financial services students can quire. But since it depends on many other variables the alignment is moderate
CO3 & PO4 Mapped at 1	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is weakly aligned with develop skills and inculcate ICT tools and financial services.
CO3 & PO5 Mapped at -	Read, write, and contribute to Agri-Business literature is not aligned with Developing skills and inculcate Financial services concepts.
CO3 & PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is only possible by skill development and inculcating awareness about financial services.
CO4 & PO1 Mapped at 3	Apply the knowledge of management theories and practices to gain understanding about forward looking technologies in agriculture to solve agri-business issues are very important hence highly aligned.
CO4 & PO2 Mapped at -3	To be aware of forward looking technologies in agri-business and to be able to master over them will develop analytical and critical thinking abilities for data-based decision making. Hence highly aligned.
CO4 & PO3 Mapped at -2	To be aware of forward looking technologies and to be able to master over them is aligned with Learn new technologies with ease and be productive at all times
CO4 & PO4 Mapped at 3	Forward looking technologies for agri-business management are important to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO4 & PO5 Mapped at 1	To be aware of forward looking technologies in agri-business management and to be able to master over them and Read, write, and contribute to Business literature are not totally aligned as CO 4 will ensure reading and writing ability but whether they will contribute to business literature is doubtful.
CO4& PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible only when forward looking technologies for agribusiness management aspects are taken into consideration

Mapped by: Dr.Pramod Pawar Associate professor Institute of Management & Entrepreneurship Development , Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective: Agribusiness Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	AM04	Cooperatives Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> The objective of the course is to provide the conceptual and practical understanding of cooperative management. The course will be helpful to provide the knowledge of functions, rules & regulations and the benefits of the cooperative management 			
Learning Outcomes :			
<ul style="list-style-type: none"> Communicate Concept and Characteristics of Cooperatives, • Explain Functional and Management aspects of Cooperatives • Organize a cooperative institution based upon grassroots level after analyzing market condition 			

Unit	Contents	Sessions (Hrs)	Cos Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	History of cooperative management. Cooperation ideology or origin, growth and development Principles of Agriculture Cooperation. Raiffeisen and Schulze concept of Agricultural Cooperatives Cooperation and other forms of Enterprise Cooperative Management- Nature and Function. Professionalized Management for Cooperatives	10	CO1	Lectures with PPTs Cases Discussions	Understand	CES (class test or assignment or end term)
2	Theory and practice of Agricultural Cooperative credit system critical study of organization and financial structure, operation and Management of selected cooperative credit Institutions- Central Cooperative Banks. State Cooperative Banks. Land Dev. Banks and NABARD	10	CO1 & CO2	Lectures with PPTs and Discussion	Understand Analyze	Class test or assignment or end term)
3	Formation and Management in Agriculture Cooperative Societies; Re-organization of Agricultural Credit Societies, Multipurpose cooperative Societies; Large-Sized Cooperative Societies, Service Cooperatives. Cooperative farming	10	CO2	Lectures with PPTs Discussions	Understand Analyze	Class test or End Term internal

	in India					
4	Cooperative Processing; Management of Cooperative Sugar Factories; Food processing industries, Cooperative Agricultural marketing; Growth and Development Problems and challenges. Cooperative Education and Training Management in India; Role of State in the progress Indian Cooperative Movement.	10	CO1 & CO2	Lectures with PPTs Discussions	Understand Analyze	End Term internal, MOOCS Online Courses
5	Dairy Cooperatives, Growth and Development, Problems, Measures to overcome these problems	10	CO 2	Lectures with PPTs Discussions	Understand Analyze	End Term internal, Online Quiz
6	Indian Cooperatives in this era of Globalization Challenges and prospects	10	CO2	Lectures with PPTs	Understand Analyze	End Term, Assignments.

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	-	2	1	1	-
CO2	2	2	1	-	1	-
CO3	-	1	3	1	-	1

1- Low, 2- Medium, 3- High, if no correlation, put ‘-’

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2
Class Participation/ Attendance	10	5	5
PPT	5	2.5	2.5
Case study discussion or assignment /projects	5	2.5	2.5
Internal End Term Exam	30	15	15
Internal	50	25	25
End Term (Uni)	50	50	

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	B.S. Mathur	Cooperation in India	Sahitya Bhawan, Agra	
2	Kamat	G.S. Cooperative Management,	HPH	
3	Bedi R.D.	Theory, History and Practical of Cooperation		
4	Fay, C.R.	Cooperation in India and Abroad		
5	Raj Krutia	Cooperative Farming some Critical Reflection		
6	Rais Ahmad	Cooperative Development and Management Text and Cases,	Mittal Pub. House	

Online Resources:

Online Resources No	Website address
1	http://unaab.edu.ng/wp-content/uploads/2009/12/451_AEM%20511.pdf
2	https://en.wikipedia.org/wiki/Cooperative_learning

MOOCs:

Online Resources No	Website address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	This perspective equips students with a more comprehensive toolkit for responsible and informed decision-making, facilitating the alignment of cooperative values with effective management strategies to address complex business challenges.
CO1 & PO 2 Mapped at 0	There is no co-relation between Course Outcome and Program Outcome
CO1 & PO 3 Mapped at 1	Students develop ability to communicate the core essence of cooperatives and their defining characteristics plays a pivotal role in fostering a culture of adaptability and productivity within these organizations. This adaptability extends to technology adoption, as cooperative members are more likely to embrace new technologies when they understand how these innovations align with the cooperative's mission and values, ultimately contributing to increased productivity.
CO1 & PO 4 Mapped at 1	It creates understanding of the global, economic, legal, and ethical facets of business. This holistic perspective equips students with a more comprehensive toolkit for responsible and informed decision-making, facilitating the

	alignment of cooperative values with ethical, legal, and economic considerations in the broader business arena.
CO1 & PO5 Mapped at 1	Students can adeptly articulate the fundamental concepts and characteristics of cooperatives, it establishes a foundation for mutual understanding and alignment. This shared understanding, in turn, amplifies collective decision-making and empowers the cooperative to harmonize its objectives with its democratic, community-centric principles.
CO1 & PO6 Mapped at 0	There is no co-relation between Course Outcome and Program Outcome
CO2 & PO1 Mapped at 2	This explain the functional and management aspects of cooperatives serves as a valuable foundation for applying management theories and practices in various business contexts. This understanding prepares students with a broader perspective, enabling them to align cooperative values with effective management strategies and to address complex business problems while fostering a sense of equity, inclusivity, and ethical responsibility.
CO2& PO2 Mapped at 1	Students can able to explain the functional and management aspects of cooperatives, which reflects a solid grasp of cooperative principles, governance, and organizational structure. This understanding provides a foundation for honing analytical and critical thinking skills in order to address complex issues and make data-driven decisions effectively.
CO2& PO3 Mapped at 1	This highlights the significance of a comprehensive understanding of cooperative principles and operations as a foundation for adapting to and effectively utilizing new technologies to boost productivity.
CO2& PO4 Mapped at 0	There is no co-relation between Course Outcome and Program Outcome
CO2& PO5 Mapped at 2	Students can proficiently explain the functional and management aspects of cooperatives, it reflects a comprehensive grasp of cooperative principles, governance, and organizational structure. This understanding provides a strong basis for not only understanding but also actively participating in discussions, research, and contributions to the field of business literature.
CO2& PO6 Mapped at 0	There is no co-relation between Course Outcome and Program Outcome
CO3 & PO1	There is no co-relation between Course Outcome and Program Outcome
CO3 & PO2	Students undertake the task of organizing a cooperative institution, they engage in a comprehensive analysis of market conditions, economic factors, and community needs. This process often requires analytical and critical thinking to gather, assess, and interpret data, enabling informed decision making at various stages of cooperative development.
CO3 & PO3	It increase the adaptability and problem-solving skills in students, which can facilitate the effective adoption of new technologies and sustained productivity.
CO3 & PO4	It gives comprehensive analysis of market conditions, economic factors, and community needs. This process often involves gathering, assessing, and interpreting data, which promotes analytical skills.
CO3 & PO5	There is no co-relation between Course Outcome and Program Outcome
CO3 & PO6	It enhance an students capacity to lead and collaborate in various organizational settings, promoting a culture of shared goals and teamwork.

Mapped by: Dr.S.B.Sawant Professor BVDU-Abhijit Kadam Institute of Management and Social Sciences Solapur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective:Retail Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	R03	Merchandising , Display & Advertising	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To familiarize the students with evolution and growth of Retailing, expectations of customers and to study the importance of retailing in present business scenario. Present and coordinate merchandise so that related goods are shown in a unique, desirable, and saleable manner. Use both written and oral English that emphasizes good organization, clarity, correct grammar which is appropriate for communication purposes in the business environment. Understand the fundamentals of basic financial problems, and use good reason in financial decision making. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Understand the basic functions of retail store operations including store location and layout, shopping centre analysis, retail market segmentation and strategies, and the merchandising mix. Prepare and execute displays for exhibitions and promotional events using the visual dynamics of light as a design element. Prepare illustrative matter and layout for posters and advertising using graphic design principles including perspective, lettering, and logo design. Understand basic personnel functions such as interviewing techniques, basic supervisory skills, motivation, and written and non verbal communication. 			

Unit		Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction: stages of merchandise, management process, developing merchandise plan (a) Decision related to buying organization and its process, (b) Factors to be considered in the process of devising merchandise plan	10	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Elements of Merchandise Management: Introduction, issues of merchandise management (a) Sales forecasting, (b) Inventory planning, (c)	10	CO 1	Lecture with Ppts Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions

	Logistic					
3	Implementing Merchandise Plan: Steps involved in implementing the plan, (a) Logistic performance goal, order processing & fulfillment, transportation & warehousing, customer transaction and customer service. (b) Inventory Management – Meaning, Retailer task, inventory levels, Merchandise security, Reverse logistic, Inventory analysis.	10	CO 2	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions
4	Fundamentals of Merchandising: (a) Product - Merchandise strategy, Planning, Sourcing, Arranging & display, space management. (b) Pricing – objectives, pricing for markets, pricing calculations, pricing policies, pricing strategies	10	CO3	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	Promoting the Store: Elements of promotion, communicating the image, selection of promotion mix, advertising and sales promotion, publicity, personal selling and relationship marketing.	10	CO4	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Display Advertisement: Types of promotion, promotion in the channel, promotional objectives, steps in planning and retail advertising campaign, Management of sales promotion & publicity.	10	CO5	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COR03.1	2	1	2	2	3	
COR03.2	2	1	1	1	3	
COR03.3	2	2	1	2	3	
COR03.4	2	1	1	2	3	
CO	3	2	1	2	1	
CO	3	2	2	2	1	

1- Low, 2- Medium, 3- High, if no correlation, put '-'
(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project – club activity	5	3		2	
Case study discussion	10	2.5	2.5	2.5	2.5
Assignments/ Projects	5		2	3	
Internal End Term Exam	20	5.5	5.5	4.5	4.5
Internal	50	13.5	12.5	14.5	9.5
End Term (Univ)	50				

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Edition	Year	Publisher Company
1	David Gilbert	Retail Marketing Management			Pearson Education
2	Agarwal, Bansal, Yadav & Kumar	Retail Management	.		PragatiPrakashan, W.K.Road, Merut
3	Barry Berman & Jeol R. Evans	Retail Management – A Strategic Approach			Pearson Education
4	Barry Barman & Joel R. Evans	Retail management,			Prentice Hall of India Pvt. Ltd.
5	Andrew J. Newman & Peter	Retailing Environment & operations			Change learning
6	MeenalDhotre	Channel management & Retail Marketing			Himalaya Publishing House, Mumbai

Online Resources:

Online Resources No	Website address
1	https://reflektion.com/resource/merchandising-types-and-examples
2	https://www.yotpo.com/blog/online-merchandising
3	https://www.smartinsights.com/ecommerce/merchandising/online-merchandising/
4	https://www.tickto.com/digital-displays-retail-store-tomorrow

MOOCs:

Online Resources No	Website address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	Students will be able to define the merchandise management and understand its importance for retail operations.
CO1 & PO 2 Mapped at 1	Students will be able to discuss planning of merchandise assortment and compare and contrast various options for different target markets, locations, formats, and trends.
CO1 & PO3 Mapped at 2	Students will be able to describe the buying process and explain the principles of buying, such as sourcing, negotiation, pricing, and timing.
CO1 & PO 4 Mapped at 2	Students will be able to determine product inventory levels and outline a system for controlling merchandise flow, such as open-to-buy, markdowns, and replenishment.
CO1 & PO5 Mapped at 3	Students will be able to develop an assortment plan that is aligned with the company's performance goals and customer preferences.
CO2 & PO1 Mapped at 2	Students will be able to understand the concept of merchandise management and its role in retailing.
CO2& PO2 Mapped at 1	Students will be able to apply various methods of sales forecasting and analyze the factors affecting sales performance.
CO2& PO3 Mapped at 1	Students will be able to apply various methods of sales forecasting and analyze the factors affecting sales performance.

CO2& PO4 Mapped at 1	Students will be able to plan inventory levels and optimize stock turnover, availability, and profitability
CO2& PO5 Mapped at 3	Students will be able to manage logistics and coordinate the flow of merchandise from suppliers to customers.
CO3 & PO1 Mapped at 2	Students will be able to understand the concept of merchandise management and its role in retailing . students will be able to set performance goals and measure the effectiveness of your logistics operations. You will be able to manage order processing and fulfillment and ensure timely and accurate delivery of products to customers
CO3 & PO2 Mapped at 2	Students will be able to perform retailer tasks such as planning, buying, allocating, and replenishing merchandise .And will be able to determine inventory levels and balance the trade-off between stock availability and holding costs.
CO3 & PO3 Mapped at 1	Students will be able to define inventory management and explain its importance for retail profitability and students will be able to ensure merchandise security and prevent theft, damage, or loss of products
CO3 & PO4 Mapped at 2	Students will be able to manage reverse logistics and deal with product returns, exchanges, or recalls.
CO3 & PO5 Mapped at 3	Students will be able to analyze inventory and use various metrics and tools to evaluate your merchandise performance.
CO4 & PO1 Mapped at 2	Students will be able to define merchandising and describe the factors that influence it.
CO4 & PO2 Mapped at 1	Students will be able to plan and manage products and understand the principles of brand management and types of brands.
CO4 & PO3 Mapped at 1	Students will be able to source merchandise from vendors and wholesalers at the best possible cost and quality.
CO4 & PO4 Mapped at 2	Students will be able to arrange and display merchandise in an attractive and effective way to draw customers' attention and increase sales. Students will be able to manage space and optimize the allocation of merchandise in different store locations and formats. Students will be able to set pricing objectives and align them with the company's goals and customer expectations .
CO4 & PO5 Mapped at 3	Students will be able to price for markets and consider the factors that affect the demand and supply of products in different segments. Students will be able to perform pricing calculations and use various methods and tools to determine the optimal price for each product, and will be able to apply pricing policies and follow the rules and regulations that govern the pricing of products in different markets .Students will be able to implement pricing strategies and choose the best approach to achieve competitive advantage and customer satisfaction.

Mapped by: Prof.C.R.Suryawanshi AKIMSS, Solpaur	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective: Retail Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	R04	Supply Chain Management in Retailing	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> Familiarize the students with organized retail and, the value it creates. The strategic and operational decision-making processes in the organized retail. Relate the supply chain activities which create the value in the organized retail industry 			
Learning Outcomes :			
<ul style="list-style-type: none"> Understand the functions of retail business and various retail formats and retail channels. Understand the difference between Retail and Manufacturing Supply Chain Understand, key drivers of retail supply chain and how to select a retail store location? Analyze Retail Market and Financial Strategy including product pricing. Integrate the various Supply Chain partners and how to collaborate with them? 			

Unit	Sub Unit	Sessions (in Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
Introduction to Supply Chain Management in Retailing	Meaning, Objectives and Importance, Decision phases, Process View, Competitive and supply chain strategies, Achieving strategic fit, Supply chain drivers.	8	CO1, CO2	Lecture with Ppt	Understand	Quiz Short Answers
Planning Demand and Supply Chain Retailing	Supply Chain integration, Demand Forecasting in a supply chain, Managing Demand and supply chain, Role of IT in forecasting for SCM in Retailing.	8	CO2	Lecture with Ppt	Apply (Analyse)	Case Study

Designing the Supply Chain Network for Retailing	- Designing the Distribution Network, Role of Distribution, Factors influencing distribution, Design, Modeling, Network for Supply Chain in Retailing.	11	CO3	Lecture with Ppt	Apply	Quiz Short answers
Logistics in Supply Chain Management in Retailing	Introduction, Elements, Logistics interfaces with other areas, Approach to analyze Logistics System, Logistics System Analysis-Techniques, Factors affecting the cost and Importance of logistics	8	CO4	Lecture with ppt	Create	Quiz
Sourcing and Pricing in Logistics in Retailing -	I. Sourcing- In-house or outsource, Supplier scoring and assessment, Procurement process, Sourcing-Planning and Analysis. II. Pricing- Pricing and Revenue management for multiple customers, Perishable products, Seasonal demand, Bulk and spot contracts	10	CO4	Lectures with PPTs	Understand	Quiz Short Answer

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
C.O. 1	3	--	-	3	-	2
C.O. 2	2	-	-	2	-	2
C.O. 3	2	2	1	2	-	--

C.O. 4	1	1	-	2	2	-
C.O. 5	1	-	-	-	1	2
Average	1.8	0.6	0.2	1.8	0.6	1.2

1- Low, 2- Medium, 3- High, if no correlation, put ‘-’

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project – club activity	5	3		2	
Case study discussion	10	2.5	2.5	2.5	2.5
Assignments/ Projects	5		2	3	
Internal End Term Exam	20	5.5	5.5	4.5	4.5
Internal	50	13.5	12.5	14.5	9.5
End Term (Univ)	50				

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Sunil Chopra, Peter Meindal, D.V.Kalra,	Supply Chain Management- Strategy, Planning and Operation,		Pearson Education.
2 – National	Braj Mohan Chaturvedi,	Supply Chain Management,		ICFAI University Press

3 – National	Rahul V.Altekar,	Supply Chain Management, Concepts and Cases,		Prentice Hall India, New Delhi.
4 – International	John Mentzer,	Supply Chain Management, Response Books,		Sage Publication, New Delhi

Online Resources:

Online Resources No	Web site address
1	https://www.vinculumgroup.com/the-role-of-scm-in-retail-scenario-of-today/
2	https://www.vendhq.com/blog/supply-chain-management/
3	https://www.slideshare.net/RahulJha6/retail-supply-chain-management

MOOCs:

Online Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 PO1 mapped at 3
Understanding the basis of retail business and apply management theory to applicable to retail business management
CO1PO4 MAPPED AT 3.
Supply chain management has global impact and understanding its basic concept helps to understand its economic, ethical aspects related to retail industry.
Co1po6 mapped at 2
Understanding of retail business and its various format helps to achieve organizational goals more effectively.
Co2 po1 mapped at 2
Understanding the difference between retail business and supply chain management. It helps student to acquire theory knowledge related to supply chain management to perform better problem solving in practical.
Co 2 po4 mapped at 2
By understanding retail and supply chain management students are able to understand various dimension of above subject with respect to global context. It also helps to understand economical and ethical prospect of supply chain management with relation to retail business.
Co 2 po 6 mapped at 2
Study of retail and supply chain management helps to develop effective team for achieving organizational goals.
Co3 po1 mapped at 2
To implement new technology concept in supply chain management it is needed to understand management theories and its implementation in practical
Co3 po2 mapped at 2
Understanding the key drivers of supply chain management helps for decision making with helps of developed analytical and critical thinking
Co 3 po 3 mapped at 1
Study new technology in field of supply chain management in order to select better store location
Co3 po4 mapped at2
Study of global, economical, ethical aspects of business helps to identify key drivers of retail business

which affects success of supply chain management
Co4 po1 mapped at 1
Its required that students understand recent retail business strategy, which involves applying knowledge to solve business problems and making informed management decisions
Co4 po2 mapped at 1
Understand and analyze better retail strategy with help of analytical and critical thinking about global context of retail business
Co 4 po3 mapped at1
understand impact of new technology on retail business strategy and find more effective pricing policy to face global competition well.
Co4po4 mapped at 2
By achieving these outcomes, students will gain a comprehensive understanding of the retail market, financial strategy, with context of global economic, legal and ethical aspects of business.
Co 4 po5 mapped at 2
Students should aware of recent retail business strategy and pricing policy which helps students to write , to read current retail business development and contributes in business literature on it
Co5po1 mapped at1

Mapped by: Dr.P.S.Patil Assoicate Professor- BVDU- IMRDA,Sangli	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective: Project Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	PR03	Managing Large Projects	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To understand the overall aspects of project management To view at the project from a holistic view To identify costs and control them while implementing project To understand quality aspects in project 			
Learning Outcomes:			
<ul style="list-style-type: none"> To know the details of project budgeting and costing To learn various aspects of project monitoring and implementation. To understand how to manage project quality and project audit To understand the aspects related to Human resource in Project Management 			

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Baseline Cost Structure Introduction to cost structure, Inputs for project costing, Project cost estimation, categories of costs such as Labor cost, Equipment cost, Cost of supplies, Travel cost, Training cost, Overhead cost, etc. Project Procurement process: Plan procurement, Conduct procurement, Control procurement and Close.	8	CO1	Lectures, Discussions	Understand,	Quizzes, Assignments
2	Project budgeting & activity costing Techniques to estimate project costs - Analogous Estimating, Parametric estimating, Bottom-up estimating, Project Budget planning, Identifying activities and Activity cost estimates, generation of Cost performance baseline, Project funding requirements, Project documents	8	CO1	Lectures, Case Studies	Analysis, Apply	Assignments, Midterm Exam

3	Project Monitoring General aspects of project monitoring, Importance of project monitoring and control, Monitoring and control method, Project monitoring activities, Project monitoring process, Project Monitoring Steps, Monitoring and control techniques, control with Gantt Chart, Earned Value Analysis	8	CO2	Lectures, Practical Demonstrations	Analysis, Apply	Group Projects, Presentations
4	Project Quality Management Project Quality Management Plan, identifying quality metrics and standard measures for project processes, regulatory compliance requirements, product functionality, documentation, etc., Development of Quality management plan, Process improvement plan, Quality metrics, Quality checklists, Project documents	8	CO3	Lectures, Workshops	Analysis, Apply	Quality Audits, Quality Plans
5	Project Audit Quality Assurance - analyzing project quality, improve project quality, checking whether the quality standards are met, Quality control measurements, Work performance information, checking Project management plan, Project documents updates, Organizational process assetsupdates	7	CO3	Lectures, Case Studies	Analysis, Create	Quality Audits, Reports
6	Project Human Resource Management Develop human resource plan with the help of Activity resource	6	CO4	Workshops, Group Discussions	Analysis, Create	Role Play, Project Team Evaluation

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	-	-	-	2
CO2	3	3	2	2	-	-
CO3	3	2	-	-	-	3
CO4	2	-	-	-	-	2

1- Low, 2- Medium, 3- High, if no correlation, put '-'
(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class Participation/ Attendance	10	2	2	2	2	2
Case study discussion	10	2	2	2	2	2
Assignments/ Projects	10	2	2	2	2	2
Internal End Term Exam	20	4	4	4	4	4
Internal	50	10	10	10	10	10
End Term (Univ)	50					

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Kenneth Rose	Project Quality Management- Why, What and How	2nd Edition	J. Ross Publishing
2 – International	Kim H. Pries, Jon M. Quigley	Total Quality Management for Project Management	1st Edition	Taylor & Francis
3 – International	Sunil Luthra, Dixit Garg, Ashish Agarwal, Sachin K. Mangla	Total Quality Management (TQM) - Principles, Methods, and Applications	1st Edition, 2021	CRC Press
4 – International	Martina Huemann	Human Resource Management in the Project-Oriented Organization - Towards a Viable System for Project Personnel	1st Edition, 2016	Taylor & Francis

Online Resources:

Online Resources No.	Web site address
1	https://www.guru99.com/learn-financial-planning-project-management.html
2	https://www.ispatguru.com/project-monitoring/
3	https://memory.ai/timely-blog/project-monitoring-what-it-is-and-how-to-do-it-well
4	https://www.greycampus.com/blog/project-management/top-4-project-monitoring-steps
5	https://www.projectmanagementqualification.com/blog/2019/10/21/project-

Resources No.	Web site address
1	https://www.mooc-list.com/course/preparing-manage-human-resources-coursera#.YC84K56SNGg.whatsapp
2	https://www.my-mooc.com/en/categorie/project-management
3	https://www.coursera.org/learn/uva-darden-project-management

Appendix:**Rationale for Mapping Program Outcomes and Course Outcomes:**

CO1 & PO1 Mapped at 3	Apply the knowledge of management theories and practices to solve business problems
CO1 & PO6	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment through the details of project budgeting and costing.

Mapped at 2	
CO2 & PO1 Mapped at 3	Foster analytical and critical thinking abilities for data-based decision making
CO2 & PO2 Mapped at 3	Foster analytical and critical thinking abilities for data-based decision making
CO2 & PO3 Mapped at 2	Learn new technologies with ease and be always productive by learning various aspects of project monitoring and implementation.
CO2 & PO4 Mapped at 2	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business by learning various aspects of project monitoring and implementation
CO3 & PO1 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
CO3 & PO2 Mapped at 2	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
CO3 & PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
CO4 & PO1 Mapped at 2	Apply the knowledge of management theories and practices to solve business problems related to Human resource in Project Management
CO4 & PO6 Mapped at 2	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment by understanding the aspects related to Human resources in Project Management.

Mapped by: Dr. Heema Mirji Assistant Professor BVDU Institute of Management & Entrepreneurship Development,Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective: Project Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	PR04	Social cost & benefit analysis of projects	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To understand the business environment impacts project management To understand how to scan internal business environment and to work on strengths and weaknesses To understand how to scan external business environment to identify opportunities and threats To understand the intricacies for preparing for unforeseen events. 			
Learning Outcomes:			
<ul style="list-style-type: none"> To know how to scan business environment To understand the impact of changes in business environment To identify, evaluate and deliver project benefits and value in the complex business environment To understand the impact of project on Organization culture through organizational change. 			

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Environmental Scanning for Implementing project Importance of environmental scanning for project management, internal and external environment, global environment, SWOT analysis for readiness for project, preparation for unforeseen changes.	8	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Evaluating Internal Business Environment Corporate mission, corporate culture, and leadership style, Organizational structure and suitability to project, Financial condition of organization, Skill sets of employees	11	CO 1	Lecture with Ppts Case Study	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Evaluating External business environment Monitoring external business environmental changes ((e.g., regulations, technology, geopolitical, market), Assessing and prioritizing impact on project scope/backlog based on changes in	5	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case

	external business environment, Identify options for scope/backlog changes					based Questions /Applied Questions
4	Plan and manage project compliance Project compliance requirements (e.g., security, health and safety, regulatory compliance), Analysing potential threats to compliance, Use methods to support compliance, Conditions of non-compliance, consequences of noncompliance, Approach and Action to address compliance needs (e.g., risk, legal), Measure the extent to which the project is in compliance	4	CO1	Lectures with PPTs Video Cases	Evaluate	End Term Exam: Short case and situation based questions
5	Evaluate and deliver project benefits and value Identifying Project Benefits, Creating agreement on ownership for ongoing benefit realization, Establishing measurement system to track benefits, Evaluation of delivery options to demonstrate value, Appraise stakeholders of value gain progress	10	CO2	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Support organizational change Assess organizational culture, Evaluating impact of organizational change to project, Impact of project on the organization culture	7	CO4	Lectures with PPTs	Evaluate	Activity End Term: Theory Applied

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
COPR04.1	3	2	3	2	1	3
COPR04.2	3	3	2	3	-	3
COPR04.3	3	1	2	1	-	3
COPR04.4	3	-	-	3	1	3
CO.	3	1.5	1.75	2.25	.5	3
CO	3	2	2	2	1	3

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project – club activity	5	3		2	
Case study discussion	10	2.5	2.5	2.5	2.5
Assignments/ Projects	5		2	3	
Internal End Term Exam	20	5.5	5.5	4.5	4.5
Internal	50	13.5	12.5	14.5	9.5
End Term (Univ)	50				

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Worthington, Ian, Britton, Chris, Thompson, Edward	The Business Environment: A Global Perspective	2018	Pearson Education Limited
2 – International	Avraham Shtub and ShlomoGloberson and Jonathan F Bard	Project Management: Processes, Methodologies, And Economics	2nd Edition	Pearson

3 – International	Robert J. Graham	Creating an Environment for Successful Projects: The Quest to Manage Project Management	1st Edition	Jossey-Bass
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Online Resources:

Online Resources No.	Web site address
1	https://twproject.com/blog/internal-external-corporate-environmental-factors-project-environment/
2	https://www.itmplatform.com/en/blog/corporate-environmental-factors-that-affect-project-management/
3	https://www.tefen.com/insights/services/operation_Organization/project_management_global_projects
4	https://www.knowledgehut.com/blog/project-management/projects-in-business-environments
5	http://www.opentextbooks.org.hk/system/files/export/15/15694/pdf/Project_Management_15694.pdf

MOOCs:

Online Resources No.	Web site address
1	https://www.mooc-list.com/course/global-business-environment-evolution-and-dynamics-futurelearn
2	https://www.udemy.com/course/project-management-course-udemy/
3	https://www.coursera.org/learn/global-business-environment

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Application of the knowledge of management theories and practices of global business environment scanning for implementing project.
CO1 & PO 2 Mapped at 2	Internal business environment concepts would be delivered through case studies and projects to foster analytical and critical thinking about corporate mission, corporate culture etc.,
CO1 & PO 3 Mapped at 3	Helps to understand how to monitor external business environmental
CO1 & PO 4 Mapped at 2	Understanding the assessing and prioritizing impact on project scope/backlog based on changes in external business environment.
CO2 & PO1 Mapped at 3	Understanding financial condition of organization & skill sets of employees. So highly aligned.
CO2& PO2 Mapped at 3	Understanding the monitoring of external business environmental changes. So highly aligned.
CO2& PO3 Mapped at 2	Understanding Project compliance requirements will help to evaluate the complex business environment.
CO2& PO4 Mapped at 3	Highly aligned as understanding corporate culture and leadership style will help in project assessment.
CO3 & PO1	

Mapped at 3	Understanding external business environment i.e., regulations, technology, geopolitical, market will help to identify project based opportunities and threats.
CO3 & PO2 Mapped at 1	Analytical and critical thinking abilities for regulations, technology, geopolitical market.
CO3 & PO3 Mapped at 2	Identifying and prioritizing impact on project scope/backlog is based on changes in external business environment.
CO3 & PO4 Mapped at 1	Ability to scan external business environment to identify opportunities and threats based on organization culture through organizational change.
CO4 & PO1 Mapped at 3	Apply the knowledge of management theories and practices to understand the intricacies for preparing for unforeseen events are very important hence highly aligned.
CO4 & PO2 Mapped at -	To be aware of intricacies for managing unforeseen events of project and to be able to master the impact of changes in business environment. Hence not aligned
CO4 & PO3 Mapped at -	To be aware of intricacies for managing unforeseen events of project and to be able to identify, evaluate and deliver project benefits and value in the complex business environment. Hence not aligned
CO4 & PO4 Mapped at 3	Understanding the impact of project on Organization culture through organizational change are important to understand the intricacies for preparing for unforeseen events.

Mapped by: Dr.Shyam Shukla Associate Professor BVDU Institute of Management &	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective: Business Analytics & Data Mining

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	CourseCode	Course Title	
IV	BA03	Business Research Methods for Analytics	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
CourseObjectives:			
<ul style="list-style-type: none"> To give the learner an understanding of the basic techniques and tools of business research. To provide an exposure to the learners about business research which they are expected to possess when they enter the industry as practitioners. To familiarize the learners with the key concepts in sampling techniques and instruments for data collection 			
LearningOutcomes:			
<ul style="list-style-type: none"> Learner will be able to understand and apply the steps involved in a research project. Students will be able to know the skill of writing a research report. Design questionnaires and administer simple survey based projects. Describe sampling methods, measurement scales and instruments, and their appropriate uses for analysis purpose. 			

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Business Research: Definition, Nature and Scope of Research, Types of business research, Role of Research in decision- making. Qualities of a good researcher	07	Co1	Lecture with Ppts	Understand	End Term: Applied Questions Presentations
2	Research process & Research design: Steps in research process, Defining the research problem, Problem formulation and statement, Framing of hypothesis	07	Co1	Lecture with Ppts Case Study Psychometric Tools	Understand Analyse	Case Study , End Term: Applied Questions Presentations
3	Research Design & Sampling techniques: Types of research design, Characteristics of good research design. : Concept of Population and Sampling, Probability and non-probability sampling techniques.	08	Co4	Lecture with PPTs Case Study	Understand Analyse	Case Study , End Term: Applied Questions Presentations
4	Data collection: Data collection – Primary and secondary sources of data, methods of collecting primary data - interview, observation, questionnaires, schedules through enumerators, surveys.	08	Co2	Lecture with PPTs Case Study	Understand Apply	Case Study , End Term: Applied Questions Presentations
5	Processing and Analysis of Data Measurement: Scales of Measurement - Nominal, Ordinal, Interval and Ratio.	08	Co3	Lecture with PPTs Case Study	Understand Apply	Case Study , End Term: Applied

	Steps involved in processing of data. Testing of Hypotheses, Basic concepts, importance of hypothesis. Procedure of testing of hypothesis. Chi- square test – Problems on Basic application of chi square test. Association of attributes. Analysis and Interpretation of data – Interpretations of results					Questions Presentations
6	Report Writing: Types of reports, steps in Writing Reports, Format of a good report, Precautions in report writing.	07	Co2	Lecture with PPTs Case Study	Understand Apply	Case Study , End Term: Applied Questions Presentations

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3	2	2	1	1
CO2	3	3	2	2	1	1
CO3	1	1	2	2	3	3
CO4	1	1	3	3	2	2

1- Low, 2- Medium, 3- High, if no correlation, put '0'
(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3
Class Participation/ Attendance	10	3	3.5	3.5
Case study discussion	10	3	3.5	3.5
Assignments/ Projects	10	3	3.5	3.5
Presentations	10	3	3.5	3.5
Internal End Term Exam	10	3	3.5	3.5
Internal	50	15	17.5	17.5
End Term (Univ)	50			

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

ReferenceBooks:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	C.R. Kothari	Research Methodology –	2004	New Age International
2	Dr. P. M. Herekar	Research Methodology	2014	Phadke Prakashan
3	Cooper & Schindler	Business Research Methods	2010	McGraw-Hill Education,
4	Dr. Mrs. Kirti Gupta	Research Methodology-	2019	Nirali Prakashan

OnlineResources:

Online ResourcesNo	Websiteaddress
1	https://www.manaraa.com/upload/43ef7b58-5c8a-4371-8aea-699609cd2aaf.pdf
2	http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODOLOGY.pdf
3	https://www.methodspace.com/open-access-sage-journals-with-a-research-methods-focus/
4	https://www.researchgate.net/deref/https%3A%2F%2Fwww.amazon.com%2Fh0w-research-todays-tips-tools-ebook%2Fdp%2Fb01i5jjdxc
5	http://www.ala.org/tools/research/larks/researchmethods
6	https://www.intechopen.com/online-first/research-design-and-methodology
7	https://lecturenotes.in/m/21513-research-methodology-
8	http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODOLOGY.pdf

MOOCs:

ResourcesNo	Websiteaddress
1	https://swayam.gov.in/nd2_cec20_hs17/preview
2	https://www.classcentral.com/course/researchmethods-1767
3	https://www.coursera.org/learn/research-methods
4	https://www.classcentral.com/course/swayam-introduction-to-research-5221

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1	By aligning each step of a research project with the application of management theories, learners can see the practical relevance of their research skills in solving real-world business problems.
CO1 & PO 2	By aligning each step of a research project with the development of analytical and critical thinking skills, learners can see how their research capabilities directly contribute to effective data-based decision making. This integrated approach ensures that learners are not only capable researchers but also skilled in applying their insights to solve real-world problems.
CO1 & PO 3	By integrating new technologies into each step of the research process, learners can enhance their efficiency and productivity, ensuring they are well-equipped to tackle research projects and technological advancements simultaneously.
CO1 & PO 4	By integrating global, economic, legal, and ethical aspects into each step of the research project, learners

	can develop a holistic understanding and approach that prepares them to address complex business challenges comprehensively and responsibly.
CO1 & PO5	By integrating each step of the research project with the skills required to read, write, and contribute to business literature, learners can develop a comprehensive understanding of how their research fits into the broader academic and professional context. This approach ensures that learners are prepared to make meaningful contributions to business knowledge and practice.
CO1 & PO6	By integrating leadership and teamwork skills into each step of the research project, learners can develop the ability to lead themselves and others towards achieving organizational goals while contributing effectively to a team environment. This approach ensures that learners not only conduct thorough research but also build strong leadership and collaborative skills essential for success in any organizational setting.
CO2 & PO1	By aligning each step of a research project with the application of management theories, learners can see the practical relevance of their research skills in solving real-world business problems.
CO2& PO2	By aligning each step of a research project with the development of analytical and critical thinking skills, learners can see how their research capabilities directly contribute to effective data-based decision making. This integrated approach ensures that learners are not only capable researchers but also skilled in applying their insights to solve real-world problems.
CO2& PO3	By integrating new technologies into each step of the research process, learners can enhance their efficiency and productivity, ensuring they are well-equipped to tackle research projects and technological advancements simultaneously.
CO2& PO4	By integrating global, economic, legal, and ethical aspects into each step of the research project, learners can develop a holistic understanding and approach that prepares them to address complex business challenges comprehensively and responsibly.
CO2& PO5	By integrating each step of the research project with the skills required to read, write, and contribute to business literature, learners can develop a comprehensive understanding of how their research fits into the broader academic and professional context. This approach ensures that learners are prepared to make meaningful contributions to business knowledge and practice.
CO2& PO6	By integrating leadership and teamwork skills into each step of the research project, learners can develop the ability to lead themselves and others towards achieving organizational goals while contributing effectively to a team environment. This approach ensures that learners not only conduct thorough research but also build strong leadership and collaborative skills essential for success in any organizational setting.
CO3 & PO1	By aligning each step of a research project with the application of management theories, learners can see the practical relevance of their research skills in solving real-world business problems.
CO3 & PO2	By aligning each step of a research project with the development of analytical and critical thinking skills, learners can see how their research capabilities directly contribute to effective data-based decision making. This integrated approach ensures that learners are not only capable researchers but also skilled in applying their insights to solve real-world problems.
CO3 & PO3	By integrating new technologies into each step of the research process, learners can enhance their efficiency and productivity, ensuring they are well-equipped to tackle research projects and technological advancements simultaneously.
CO3 & PO4	By integrating global, economic, legal, and ethical aspects into each step of the research project, learners can develop a holistic understanding and approach that prepares them to address complex business challenges comprehensively and responsibly.
CO3 & PO5	By integrating each step of the research project with the skills required to read, write, and contribute to business literature, learners can develop a comprehensive understanding of how their research fits into the broader academic and professional context. This approach ensures that learners are prepared to make meaningful contributions to business knowledge and practice.
CO3 & PO6	By integrating leadership and teamwork skills into each step of the research project, learners can develop the ability to lead themselves and others towards achieving organizational goals while contributing effectively to a team environment. This approach ensures that learners not only conduct thorough research but also build strong leadership and collaborative skills essential for success in any organizational setting.
CO4 & PO1	By aligning each step of a research project with the application of management theories, learners can see the practical relevance of their research skills in solving real-world business problems.
CO4 & PO2	By aligning each step of a research project with the development of analytical and critical thinking skills, learners can see how their research capabilities directly contribute to effective data-based decision making. This integrated approach ensures that learners are not only capable researchers but also skilled in applying their insights to solve real-world problems.
CO4 & PO3	By integrating new technologies into each step of the research process, learners can enhance their efficiency and productivity, ensuring they are well-equipped to tackle research projects and technological advancements simultaneously.
CO4 & PO4	By integrating global, economic, legal, and ethical aspects into each step of the research project, learners can develop a holistic understanding and approach that prepares them to address complex business challenges comprehensively and responsibly.
CO4 & PO5	By integrating each step of the research project with the skills required to read, write, and contribute to business literature, learners can develop a comprehensive understanding of how their research fits into the broader academic and professional context. This approach ensures that learners are prepared to make meaningful contributions to business knowledge and practice.
CO34& PO6	By integrating leadership and teamwork skills into each step of the research project, learners can develop the ability to lead themselves and others towards achieving organizational goals while contributing effectively to a team environment. This approach ensures that learners not only conduct thorough research but also build strong leadership and collaborative skills essential for success in any organizational setting.

Mapped by:	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective: Business Analytics & Data Mining

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023

Semester	CourseCode	CourseTitle	
IV	BA04	Optimization Techniques for Business Analytics	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
CourseObjectives:			
<ul style="list-style-type: none"> To introduce the students to use quantitative methods and techniques for effective decision making. To familiarized the students with the quantitative techniques for business data 			
LearningOutcomes:			
<ul style="list-style-type: none"> Understand Optimization techniques for Business Analysis. Know the importance of Optimization techniques for Business Analysis 			

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Linear Programming Problem (L.P.P.): Definition and Components of LPP, Formulation of LPP, Solution of LPP by Graphical Method, Examples on maximization and minimization, Examples on mixed constraints, Special cases in LPP: Alternative or multiple optimal	08	Co1	Lecture with Ppts	Understand	End Term: Applied Questions Presentations
2	Transportation problems (T.P.): Introduction and Formulation of TP, Initial Basic Feasible Solution (I.B.F.S.) by North West Corner Rule (NWCR), Matrix Minimum Method, Vogel's Approximation Method (VAM), Checking Optimality by Modified Distribution Method (MODI Method), Special cases in TP: maximization, unbalanced TP, restricted TP, applications of TP in business.	08	Co1	Lecture with Ppts Case Study Psychometric Tools	Understand Analyse	Case Study , End Term: Applied Questions Presentations
3	Assignment Problems (A.P.): Meaning, Definition of A.P., Hungarian Method of solving A.P., Assignment Problem for Maximization, minimization. Unbalanced A.P., restricted A.P., Multiple /Optimal Solutions, applications of T.P. in business	08	Co1	Lecture with PPTs Case Study	Understand Analyse	Case Study , End Term: Applied Questions Presentations
4	Simulation: Introduction to simulation, Types of simulation, steps of simulation process, Monte Carlo technique, simulation of inventory problems, simulation of queuing problems, business applications and limitations.	07	Co1	Lecture with PPTs Case Study	Understand Apply	Case Study , End Term: Applied Questions Presentations
5	Network Analysis by PERT and CPM: Introduction to Networks, Basic differences between PERT and CPM, Network models – PERT/CPM network components and precedence relationships,	08	Co2	Lecture with PPTs Case Study	Understand Apply	Case Study , End Term: Applied Questions

	Critical Path Analysis forward pass computation for earliest event time, backward pass computation for latest allowable event time, Program Evaluation and Review Technique (PERT). Determination of PERT times.					Presentations
6	Decision Theory: Introduction, elements of decision making, decision models, Decision making under Risk (EMV Criterion), Decision making under uncertainty: Maximin Criterion, Maximax Criterion, Hurwicz alpha Criterion, Laplace Criterion, Minimax Regret Criterion	06	Co2	Lecture with PPTs Case Study	Understand Apply	Case Study , End Term: Applied Questions Presentations

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	2	1	1
CO2	1	1	3	2	3	2

1- Low, 2- Medium, 3- High, if no correlation, put 0

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3
Class Participation/ Attendance	10	3	3.5	3.5
Case study discussion	10	3	3.5	3.5
Assignments/ Projects	10	3	3.5	3.5
Presentations	10	3	3.5	3.5
Internal End Term Exam	10	3	3.5	3.5
Internal	50	15	17.5	17.5
End Term (Univ)	50			

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

ReferenceBooks:

Sr.No	Name of the Author	Title of the Book	Year Edition	Publisher Company
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1	J. K. Sharma	Application of Operations Research- Theory & Applications	2009	Laxmi Publications Pvt Ltd.
2	R. Panneerselvam	Operations Research	2006	Prentice Hall of India Pvt Ltd New Delhi
3	S. Kalavathy	Operations Research	2006	Vikas Publishing House Company Pvt

OnlineResources:

Online ResourcesNo.	Websiteaddress
1	en.wikipedia.org
2	www.spinger.com
3	www.pearson.com
4	www.optimization-online.org

MOOCs:

Online ResourcesNo.	Websiteaddress
1	mooc.org
2	www.couresera.com
3	www.udemy.com
4	swayam.gov.in

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1	By systematically integrating optimization techniques with management theories, businesses can effectively address problems, enhance operational efficiency, and align solutions with strategic objectives. This holistic approach ensures that problem-solving is both scientifically rigorous and contextually relevant.
CO1 & PO 2	By combining optimization techniques with strong analytical and critical thinking abilities, businesses can make informed, data-driven decisions. This integrated approach ensures that optimization efforts are not only technically sound but also aligned with the strategic objectives and realities of the business environment.
CO1 & PO 3	By understanding optimization techniques and efficiently learning new technologies, businesses can improve their operations and maintain high productivity levels. This integrated approach ensures that employees are equipped with the necessary skills and tools to implement optimization strategies effectively while staying productive.
CO1 & PO 4	By integrating optimization techniques with a comprehensive understanding of global, economic, legal, and ethical aspects of business, organizations can make informed and responsible decisions that drive efficiency, profitability, and sustainability. This holistic approach ensures that optimization efforts align with broader business objectives while considering the impact on various stakeholders and society at large.
CO1 & PO5	By understanding and applying optimization techniques, and actively engaging in reading, writing, and contributing to business literature, professionals can enhance their analytical skills and establish themselves as thought leaders in the field. This integrated approach ensures continuous learning and dissemination of knowledge, driving both personal and organizational growth.
CO1 & PO6	By integrating optimization techniques with effective leadership and teamwork, organizations can leverage the collective skills and efforts of their teams to achieve organizational goals efficiently and effectively. This integrated approach ensures that optimization efforts are not only technically sound but also well-coordinated, collaborative, and aligned with broader strategic objectives.
CO2 & PO1	By systematically integrating optimization techniques with management theories, businesses can effectively address problems, enhance operational efficiency, and align solutions with strategic objectives. This holistic approach ensures that problem-solving is both scientifically rigorous and contextually relevant.
CO2& PO2	By combining optimization techniques with strong analytical and critical thinking abilities, businesses can make informed, data-driven decisions. This integrated approach ensures that optimization efforts are not only technically sound but also aligned with the strategic objectives and realities of the business environment.
CO2& PO3	By understanding optimization techniques and efficiently learning new technologies, businesses can improve their operations and maintain high productivity levels. This integrated approach ensures that

	employees are equipped with the necessary skills and tools to implement optimization strategies effectively while staying productive.
CO2& PO4	By integrating optimization techniques with a comprehensive understanding of global, economic, legal, and ethical aspects of business, organizations can make informed and responsible decisions that drive efficiency, profitability, and sustainability. This holistic approach ensures that optimization efforts align with broader business objectives while considering the impact on various stakeholders and society at large.
CO2& PO5	By understanding and applying optimization techniques, and actively engaging in reading, writing, and contributing to business literature, professionals can enhance their analytical skills and establish themselves as thought leaders in the field. This integrated approach ensures continuous learning and dissemination of knowledge, driving both personal and organizational growth.
CO2& PO6	By integrating optimization techniques with effective leadership and teamwork, organizations can leverage the collective skills and efforts of their teams to achieve organizational goals efficiently and effectively. This integrated approach ensures that optimization efforts are not only technically sound but also well-coordinated, collaborative, and aligned with broader strategic objectives.

Mapped by:	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective: Event Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022-2023

Semester	Course Code	Course Title	
IV	EM-03	Customer Relationship Management in Event Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives :			
<ul style="list-style-type: none"> To aware need of risk management in event operations; To know the fundamental issues and application of risk management in event; and To understand the risk management models 			
Learning Outcomes :			
<ul style="list-style-type: none"> Apart from traditional classroom teachings, students go through various Event Workshops, Event Practical. At the end of the subject, the student will have the competence in understanding the basic Principles of event management 			

U nit	Contents	Sessi ons (Hrs.)	COs Numbe r	Teaching Methodolo gy	Cognition Level	Evaluatio n Tools
1	Customer Relationship Management – Definition, Determinants of CRM - Stages in the development of Customer Relationship - Functions of CRM -Role of CRM - Significance of CRM.	8	Co1	Lecture with Ppts	Understand	End Term: Applied Questions Presentations
2	Customer Relationship Management Value chain - Goals of CRM - Stages of CRM value - Customer Acquisition and Retention..	8	Co1	Lecture with Ppts Case Study Psychometric Tools	Understand Analyse	Case Study , End Term: Applied Questions Presentations
3	Customer Relationship Management Value chain - Goals of CRM - Stages of CRM value - Customer Acquisition and Retention.	8	Co1	Lecture with PPTs Case Study	Understand Analyse	Case Study , End Term: Applied Questions Presentations
4	Customer portfolio strategy - Customer life cycle - Concepts of customersatisfaction and loyalty - Customer loyalty programs..	8	Co1	Lecture with PPTs Case Study	Understand Apply	Case Study , End Term: Applied Questions Presentations
5	Information technology for CRM - Origin of CRM technology - CRMapplications - Technology for the CRM value	8	Co2	Lecture with PPTs Case Study	Understand Apply	Case Study , End Term: Applied Questions Presentatio

	chain.					ns
6	Case Studies and Presentation	5	Co2	Lecture with PPTs Case Study	Understand Apply	Case Study , End Term: Applied Questions Presentations

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3	3	2	-	3
CO2	2	2	-	3	1	3

1- Low, 2- Medium, 3- High, if no correlation, put '-'
(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2
Class Participation/ Attendance	10	5	5
Case study discussion	10	5	5
Assignments/ Projects	10	5	5
Presentations	10	5	5
Internal End Term Exam	10	5	5
Internal	50	25	25
End Term (Univ)	50		

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books: -

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
01	Francis Buttle	Customer Relationship Management ; Concepts and Tools	2008.	Butterworth Heinemann,
02	Peter E.Tarlow,	Customer Relationship Management: Perspectives from the market place,	2003	Butterworth Heinemann,
03	Kristin Anderson, Carol Kerr,	Customer Relationship Management	2011	Mc.Graw Hills
04	Kotler, Philip ,	Marketing Management	2006	PHI, New Delhi

Online Resources:

Online ResourcesNo	Websiteaddress
1	https://www.uou.ac.in/sites/default/files/slm/HM-402.pdf
2	http://managementstudyguide.com/lms/course/view.php?id=291
3	https://www.techtarget.com/searchcustomerexperience/definition/CRM-customer-relationship-management

MOOCs:

Online ResourcesNo	Websiteaddress
1	https://swayam.gov.in/

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes:

CO 1 & PO1 Mapped at 2	Students taking part in event and workshops can provide students with experience This gives numerous opportunity to apply management theories and help develop the ability to solve business problems.
CO1 & PO2 Mapped at 3	Students attending event workshops and practicals often develop critical thinking and data-based decision making
CO1 & PO3 Mapped at 3	Use of new technology in event management and learning new technologies.
CO1 & PO4 Mapped at 3	Better understanding on the legality of business especially in event management.
CO1 & PO5 Mapped at	Apart from traditional classroom teachings, students go through various Event Workshops, Event Practical. Does not Align with Read, write, and contributing to Business Literature
CO1 & PO6 Mapped at 3	Taking part in workshops and practical involves teamwork and leadership experiences, thus the students will develop the ability to lead and contribute effectively to a team environment.
CO2 & PO1 Mapped at 2	Better Understanding the principles of event management and applying management theories in practices in event planning and execution.
CO2 & PO2 Mapped at 2	Developing critical thinking and decision-making skills by studying event management
CO2 & PO3 Mapped at	Learning new technologies with ease and be productive at all times do not align with understanding the basic Principles of event management
CO2 & PO4 Mapped at 3	Understanding legal and ethical considerations in event management is essential as students would need to understand legal implications in event management.
CO2 & PO5 Mapped at 1	Read, write, and contribute to Business literature, low level of alignment as students may contribute to literature or knowledge development in the future
CO2 & PO5 Mapped at 3	Expertise and Competence in event management involve leadership and teamwork, aligning with this learning outcome.

Mapped by: Dr.Dextre Assoicate Professor- BV DU- IMRDA,Sangli	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective: Event Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	EM-04	Human Resources In Event Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives :			
<ul style="list-style-type: none"> To understand the importance of human resources in the event management environment; To acquire the knowledge and skills of human resources practices; and To enlighten and appreciate role of human resources in organizing an event. 			
Learning Outcomes :			
<ul style="list-style-type: none"> At the end of the subject, the student will have the competence in understanding the human resource challenges, problems and opportunities faced by an organization in planning and execution of an event and see where recruiting the right people, training them and motivating them can make all the difference in this customer service oriented environment. 			

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
8	Human Resource Management for Events: Concept of human resources management -Context and key issues of people in an event organization—organizing system and functions of HR in event management –HR Structure and Strategy - HRM in the context of both mega events and smaller scale events.	CO 1	Lecture with PPTs	Understand	End Term: Applied Questions
8	Human resources planning for event: Manpower planning Job analysis in event operations - Recruitment sources, methods - Skill testing and selection of people for specific event.	CO 1	Lecture with Ppts Quiz	Apply (Analyse)	Quiz End Term Internals: Short Answers

8	Preparing human resources for event: Induction.-Training of employees – Training needs identification – Training methods and evaluation of training – Promotions – Performance and potential appraisal - Career development –Personnel empowerment. – Safety, welfare and employees health.	CO 1	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
8	Wage and salary administration: Meaning – Purpose – developing wage and salary structure – Job evaluation – Working conditions – Services. Performance of Evaluation–Methods of evaluation - Employee morale -Stress management and quality of work life.	CO 1	Lectures with PPTs	Analyse	Activity End Term: Theory Applied
8	Labour Laws Applicable to Event management organizations: Trade Unions – Managing Conflicts – Disciplinary Process – Collective Bargaining - Workmen's Compensation Act, 1923 – Industrial Disputes Act, 1947 – Trade Union Act, 1926 –PF and Bonus Act.	CO 1	Lecture with PPTs	Understand	End Term: Applied Questions
5	Case Studies and Presentation	CO 1	Lecture Case Activity	Evaluate	Case Presentation Activity

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	2	3	2	3
CO	2	2	2	3	2	3

1- Low, 2- Medium, 3- High, if no correlation, put '0'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1
Class Participation/ Attendance	10	10
Live project – club activity	5	5
Case study discussion	10	10
Assignments/ Projects	5	5
Internal End Term Exam	20	20
Internal	50	50
End Term (Univ)	50	50

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books :-

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Lynn Van der Wagen	Human Resource Management for Events: Managing the event workforce (Events Management)	2006.	Butterworth Heinemann,
2	Venkata Ratnam CS & Srivatsava BK,	Personnel Management and Human Resources,	2003	Tata Mc-Graw Hill, New Delhi,
3	S.K.Chakravarthy	Managerial Effectiveness and Qualityand Work Life	1987	TMH, New Delhi,.
4	Kotler, Philip ,	Marketing Management	2006	PHI, New Delhi

Online Resources:

Online ResourcesNo	Websiteaddress
1	https://study.com/academy/lesson/human-resources-management-in-event-conference-planning.html
2	https://brauss.in/hrm-basic-notes.pdf
3	https://www.uou.ac.in/sites/default/files/slm/HM-402.pdf

MOOCs:

Online ResourcesNo	Websiteaddress
1	https://swayam.gov.in/

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	Application of the knowledge of management theories and practices to solve business problems is possible only if managers understand the Human Resource challenges, problems and opportunities faced by the organization.
CO1 & PO 2 Mapped at 2	Planning and execution of event would be delivered through case studies and projects to foster analytical and critical thinking abilities for data-based decision making.
CO1 & PO 3 Mapped at 2	Helps to understand how event manager within organizations learn and cope with change to be productive.
CO1 & PO 4 Mapped at 3	Understand the Human resource challenges, problems and opportunities faced by organization in planning and execution of event and communicate in the business world globally is important.
CO1 & PO5 Mapped at 2	Understand the expected right people, training them and motivating them in business world can lead to Read, write, and contribute to Business literature is aligned at medium level.
CO1 & PO6 Mapped at 3	Understand the expected behavior of Event Manager in business world and ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Mapped by: Dr. Dhanashre Jadhav, Assistant Professor, Yashwantrao Mohite Institute of Management, Karad

BOS Chairperson: Prof. Dr. S.B. Sawant

Dean: Prof. Dr. Premashish Roy

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	HM-03	Hospitality Marketing Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives :			
<p>To define the role of marketing and discuss its core concept</p> <ul style="list-style-type: none"> To identify the service characteristics and management strategies that has an impact on hospitality marketing To understand the importance of service quality and customer satisfaction in winning customers and outperforming competitors. To understand the various models of consumer behavior and the factors affecting the same. To understand the advertising, promotional and customer handling strategies for food and beverage. 			
Learning Outcomes :			
<ul style="list-style-type: none"> To understand the concept of marketing and selling To learn the importance of advertising, sales promotion, personal selling, guest handling, customer relations in hotel industry 			

Unit	Topic	Sessions (Hrs)	Marks	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Marketing conceptual framework-marketing environment customer oriented organization marketing interface with other functional areas marketing in a globalized environment. -Marketing Mix	8		CO2	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Definition - Difference between goods and Services - Characteristics of services- management strategies for service business - role of employees in Service process - Internal marketing.	8		CO 1	Lecture with Ppts Quiz	Analyze	Quiz End Term Internals: Short Answers

3	Customer Value and satisfaction - Five gap model of service quality - Benefits of service quality - Retaining customers, handling customer complaints - Relationship marketing -Monitoring and measuring customer satisfaction	8		CO3,C O2	Lecture with Ppts Quiz	Create	Quiz End Term Internals: Short Answers
4	Definition - Consumer Behavior models - Factors affecting Consumer Behavior - Cultural, Social, Personal, Psychological	8		CO 1	Lecture with Ppts Quiz	Understand, Analyze	Activity End Term: Theory Applied
5	Guest handling – special occasion - Advertizing – promoting - merchandising food and beverage - overview identifying the media - Layout and design of advertisement - highlighting the message - Target audience - food and wine display - promoting room service - Telephone selling - persuasive and Suggestive selling. Guest handling – identifying guest needs – Maintaining guest history card and records - Effective public relationship - Effective Social skills - personalization. Special occasions - Type of special occasions - Creativity and Innovation -Special menu - planning - Coordinating the activities	8		CO 3	Lecture with Ppts Quiz	Understand, Analyze	Activity End Term: Theory Applied
6				CO 1	Lecture with	Evaluate	Case

	Case Studies and Presentation				Ppts Quiz		Study , Newspaper Article End Term: Applied Questions
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PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO	3	-	-	2	-	-
CO	1	1	-	-	2	1
CO	2	1	3	-	-	-
CO	1	-	-	1	-	1
CO.	2	1	1	1	1	1
CO	2	1	1	1	1	1

1- Low, 2- Medium, 3- High, if no correlation, put -

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project– club activity	5	3		2	
Case study discussion	10	2.5	2.5	2.5	2.5

Assignments/ Projects	5		2	3	
Internal End Term Exam	20	5.5	5.5	4.5	4.5
Internal	50	13.5	12.5	14.5	9.5
End Term (Univ)	50				

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books :-

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Philip Kotler, Bowen and Makens	Marketing for Hospitality&Tourism		Prentice-Hall Inc.
2	Neil Wearne	HospitalityMarketing		HospitalityPress Pvt Ltd.-Australia
3	M.K. Ram Pal& S.L. Gupta	Services Marketing		Galgotia Publishing Concept,Application & Cases Co. - New Delhi

Online Resources:

Online ResourcesNo	Websiteaddress
1	https://www.classcentral.com/course/edx-managing-marketing-in-the-hospitality-and-tourism-industry-7332
2	https://study.com/academy/course/hospitality-marketing.html

MOOCs:

Online ResourcesNo	Websiteaddress
1	https://swayam.gov.in/

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 are mapped at 3	Students will be able to understand the basic principles of Marketing and explain marketing concepts.
CO1 & PO 2 are mapped at 0
CO1 & PO3 are mapped at 0
CO1 & PO4 are mapped at 2	Students will be able to develop the marketing strategy as a part of simulation.
CO1 & PO5 are mapped at 0
CO1 & PO6 are mapped at 0
CO2 & PO1 are mapped at 1	The students will be able to differentiate between Need and Want.
O2 & PO2 are mapped at 1	The students will be able to define the basic principles of marketing mix.
CO2 & PO3 are mapped at 0
CO2 & PO4 are mapped at 0
CO2 & PO5 are mapped at 2	The students will be able to prepare the frame work of Marketing initiatives and decisions.
CO2 & PO6 are mapped at 1	The students will be able to define the basic principles of marketing mix.
CO3 & PO1 are mapped at 2	The students will be able to explain the hospitality product and value added services.
CO3 & PO2 are mapped at 1	Students will be able to develop the marketing strategy as a part of simulation.
O3 & PO3 are mapped at 3	Students will be able to understand the basic principles of Marketing and explain marketing concepts
CO3 & PO4 are mapped at 0
CO3 & PO5 a mapped at 0
CO3 & PO6 are mapped at 0
CO4& PO1are mapped at 1	Interpret the value chain linkage in hotel Industry, Customer expectation from Hospitality services.
O4 & PO2 are mapped at
CO4 & PO3 are mapped at 0
CO4 & PO4 are mapped at 1	Explain about pricing, Services pricing policy.
CO4 & PO5 are mapped at 0
CO4 & PO6 are mapped at 1	The students will be able to explain and apply the different means of reaching the organizational goals and how to work in a team.

Mapped by: Dr.Ashima Deshpande Assistant professor BVDU- Hotel Management ,Pune

BOS Chairperson: Prof. Dr. S.B. Sawant

Dean: Prof. Dr. Premashish Roy

Elective: Hospitality Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	HM-04	Accommodation Operations Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives :			
<p>To define the role of marketing and discuss its core concept</p> <ul style="list-style-type: none"> To identify the service characteristics and management strategies that has an impact on hospitality marketing To understand the importance of service quality and customer satisfaction in winning customers and outperforming competitors. To understand the various models of consumer behavior and the factors affecting the same. To understand the advertising, promotional and customer handling strategies for food and beverage. 			
Learning Outcomes :			
<ul style="list-style-type: none"> To understand the concept of marketing and selling To learn the importance of advertising, sales promotion, personal selling, guest handling, customer relations in hotel industry 			

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	<p>Role of House Keeping in the Hotel</p> <p>Function of the House Keeping department</p> <p>Organization of House Keeping department in small, medium and large Hotel – Duties and responsibilities of various personnel</p>	8		Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	<p>Cleaning equipment – Cleaning agents – Methods of cleaning – Cleaning public areas and standard supplies – Daily cleaning, Evening service – Spring cleaning</p> <p>Keys: computerized key cards – Control of keys.</p>	8		Lecture with Ppts Case Study Psychometric Tools	Apply (Analyse)	Quiz End Term Internals: Short Answers End Term:

	Dealing with guests – Lost and found					
3	Linen & Uniforms – Function of linen room – Types of linen & Uniforms – Storage and handling – Laundry and dry cleaning – Layout- Flow process – Laundry equipment and agents	8		Lecture with PPTs Case Study	Analyse	Presentations End Term Exams:
4	Purchasing in Housekeeping -Selection and purchase of recycled and non-recycled inventory items. controlling costs Inventories and record keeping Budgeting – Types of budgets	8		Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam:
5	Flower arrangement – Use and importance Interior decoration - Furniture arrangement – Colour and lighting – Wall covering - Floor covering – Types of carpet – Maintenance of carpet.	8		Lecture Case Activity	Create	Presentation Activity End Term: Theory Applied

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	-	2	-	-	1
CO2	-	-	2	-	-	1
CO3	-	-	2	-	-	1
CO4	-	-	-	-	-	-
CO.	-	-	1.5			0.75
CO	-	-	2			1

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project– club activity					
Case study discussion	10	2.5	2.5	2.5	2.5
Assignments/ Projects	10	2.5	2.5	2.5	2.5
Internal End Term Exam	20	5.5	5.5	4.5	4.5
Internal	50	13.5	12.5	14.5	9.5
End Term (Univ)	50				

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books: -

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	ColinDix	Accommodation Operations		
2	JaneFellows	Housekeeping Supervision		
3	ZulfikarMohammed	Introduction to Tourism & Hotel Industry		

Online Resources:

Online ResourcesNo	Websiteaddress
1	https://www.mlsu.ac.in/econtents/1186_e-book%20of%20Hotel_management_and_operations.pdf
2	https://study.com/academy/course/hotel-lodging-management-operations.html

MOOCs:

Online ResourcesNo	Websiteaddress
1	https://swayam.gov.in/

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 and PO1 mapped at 0	-----
CO1 and PO2 mapped at 0	-----
CO1 and PO3 mapped at 2	Being able to perform the procedures in standard manner using latest technology
CO1 and PO4 mapped at 0	-----
CO1 and PO5 mapped at 0	-----
CO1 and PO6 mapped at 1	To understand the role of housekeeping department as a team within the organization and perform effectively to achieve organizational goals
CO2 and PO1 mapped at 0	-----
CO2 and PO2 mapped at 0	-----
CO2 and PO3 mapped at 1	Being able to use the technology in purchasing and managing inventories
CO2 and PO4 mapped at 0	-----
CO2 and PO5 mapped at 0	-----
CO2 and PO6 mapped at 1	Use of effective purchasing procedures to implement cost control to achieve organizational goals
CO3 and PO1 mapped at 0	-----
CO3 and PO2 mapped at 0	-----
CO3 and PO3 mapped at 2	Use of technology in linen room and laundry operations
CO3 and PO4 mapped at 0	-----
CO3 and PO5 mapped at 0	-----
CO3 and PO6 mapped at 1	Use of SOPs to achieve clean and hygienic surroundings which adds to customer satisfaction being one of goals of the organisation
CO4 and PO1 mapped at 0	-----
CO4 and PO2 mapped at 0	-----
CO4 and PO3 mapped at 0	-----
CO4 and PO4 mapped at 0	-----
CO4 and PO5 mapped at 0	-----
CO4 and PO6 mapped at 0	-----

Mapped by: Prof. Prajкта Parasnis Assistant professor BVDU- Hotel Management ,Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective: Sports Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	SM 03	Sports Sponsorships	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> Understand that sponsorships play an important role in sports at all levels; Be able to discuss the positive and negative consequences of sponsorships on sports; Be aware that the sponsors often perceive their support differently than sponsoring organizations; Understand the Brand Spiral as it relates to developing sport sponsorship plans; Apply effective marketing strategies to sell sport sponsorships; 6 Apply course concepts to a case study and a final project; Understand that digital technology and changing consumer behavior are change 			
Learning Outcomes:			
<ul style="list-style-type: none"> Syllabus is focused on developing, selling, and successfully executing sport sponsorships to meet the branding and financial needs of both sponsoring organizations and sponsors. Topics include brand event alignment, identifying potential sponsors, sales planning, negotiation, management, adding value, digital technologies, and tracking 			

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
8	Meaning of sponsorship Sports and sponsorship Sports events likely to be sponsored Major sponsors in sports Team sponsors and individual sponsors. Concept of Sports sponsorship. Objectives of Sports	CO1	Lecture with ppt	Understand	End Term Exam: Short case and situation based questions

	Sponsorship Components of Sports Sponsorship.				
8	Benefits of sponsorship Effects of sponsorship How to get sponsors for- table tennis, football, badminton Cricket Sponsor Proposal- guidelines	CO2	Lecture with Ppts and group discussion	Analyse	Case Presentation Activity End Term: Theory Applied
8	Advertising and Sponsorship. Developing Sponsorship proposal. Sponsorship foundation. Developing and Selling the Sponsorship Proposal. Assessment of sponsorship opportunities. Leveraging techniques for sponsorship.	CO3		Analyze	Activity End Term: Theory Applied
8	Ambush marketing. Sponsorship evaluation: identifying reasons for sponsorship failure and success. Special sponsorship forms: Venue Naming Rights, Licensing, and Endorsement. Social media and big data in sport marketing and sponsorship. Ethical issues in sport marketing and sponsorship.	CO4		Evaluate	End Term Exam: Short case and situation based questions
8	What is broadcasting The basics of sports broadcasting rights, Where does the money go, Sports Leagues and their broadcasting rights Benefits to the broadcaster Who are the media	CO5		Create	Case Presentation Activity End Term: Theory Applied

	providers How do they fund sports Media provider owner of sports teams Why do media providers own teams Benefits to a media provider owning a team				
8	Meaning of sponsorship Sports and sponsorship Sports events likely to be sponsored Major sponsors in sports Team sponsors and individual sponsors. Concept of Sports sponsorship. Objectives of Sports Sponsorship Components of Sports Sponsorship.	CO1	Lecture with ppt	Understand	End Term Exam: Short case and situation based questions

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	3	3
CO2	3	3	2	2	3
CO3	3	2	-	2	3
CO4	3	-	2	1	3
CO5	3	1	-	1	3

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class attendance	10	2	2	2	2	2
Project	5		2		3	
Assignment	5	2			3	
Case study	10	2	2	2	2	2
Midterm exam	20	4	4	4	4	4
Internal (50marks)	50					
End Term (50 marks Univ)	50					
Written exam	50	10				

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
01	Wim Lagae	Sports Sponsorship and Marketing Communications a European Perspective	2005	
02	John A. Fortunato	Sports Sponsorship: Principles and Practices	2013	
03	Kim Skildum-Reid	The Corporate Sponsorship Toolkit Paperback	2012	
04	Lynn R. Kahle; Chris Riley Lawrence Erlbaum Associates	Sports Marketing and the Psychology of Marketing Communication	2004	

MOOCs:

Online Resources No	Website address
1	https://www.my-mooc.com

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Application of the knowledge and sports sponsorship concept would be delivered through lectures for discussing special characteristics of sports sponsorship.
CO1 & PO 2 Mapped at 2	To assist in developing marketing mix strategies and tools in the marketing through sports, events and the marketing of sports.
CO1 & PO 3 Mapped at 1	Helps to understand how an individual draft a proposal for sponsorship with financial needs.
CO1 & PO 4 Mapped at 3	Helps to understand how an individual operate marketing in sports and sponsorship.
CO1 & PO5 Mapped at 3	Communicate effectively with the business community and with market. Make effective presentations and give and receive clear instructions.
CO2 & PO1 Mapped at 3	Ability to understand different methods of identification of marketing and playing a role of a leader.
CO2 & PO2 Mapped at 3	Apply the knowledge of marketing needs and identify the exact situation of the market.
CO2 & PO3 Mapped at 2	Sponsorship and experiential marketing proposals with a brand activation strategy that develop financial growth of business organization.
CO2 & PO4 Mapped at 2	Understand, analyses, control and operate the market needs and demand.
CO2 & PO5 Mapped at - 3	Effective communication and also able to analyses different types' sponsorship
CO3 & PO1 Mapped at 3	Application of proper knowledge and skill of sports sponsorship to develop effective leadership and

	also problem solving skills.
CO3 & PO2 Mapped at 2	Entrepreneurs / corporate / managers as leaders need to learn new technologies and strategies of marketing.
CO3 & PO3 Mapped at -	Use of different methods of marketing for financial growth of sports organizations.
CO3 & PO4 Mapped at 3	To Understand, analyses, and operate different sponsorship alternative.
CO3 & PO5 Mapped at 3	To communicate effectively with the market for activating sponsorship and broadcasting in sports.
CO4 & PO1 Mapped at 3	Application of proper knowledge and right attitude for sponsorship opportunities and broadcasting in sports.
CO4 & PO2 Mapped at 2	To manage sports marketing strategies, brand activation and broadcasting in sports.
CO4 & PO3 Mapped at 1	Helps to assessment of different types of sponsorship in sports for financial benefits of sports organization.
CO4 & PO4 Mapped at	To Understand, analyses, control and operate different activities in sponsorship.
CO4 & PO5 Mapped at	To have an effective communication with business community and present sponsorship strategy clearly.
CO5 & PO1 Mapped at 3	Application of proper knowledge and right attitude to adjust with new technology and changing in behavior of sports fan.
CO5 & PO2 Mapped at 1	Helps students to understand about different aspect of marketing strategy. Also to provide value to the sponsors.
CO5 & PO3 Mapped at	Ability to develop proactive thinking so as to perform effectively and deal with changing behavior of sports fan and set financial goal accordingly.
CO5 & PO4 Mapped at 1	Awareness of market and understand digital technology and consumer behavior in the operation management.
CO5 & PO5 Mapped at 3	To communicate effectively with sponsors and sports fan for developing new strategy about endorsement and sponsorship.

Mapped by: Dr. Santosh Pawar Associate Professor BVDU- Physical Education,Pune	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective: Sports Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	CourseCode	CourseTitle	
IV	SM-04	Managing Sports Organization	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
CourseObjectives:			
<ul style="list-style-type: none"> To Define and understand management and organization To describe and demonstrate the skills necessary in the management of an organization To apply the functions of planning, organizing, leading, and evaluating to a variety of sport organizations To demonstrate the concepts of strategic planning and resource allocation To demonstrate effective knowledge of leadership theory and application. 			
LearningOutcomes:			
Students will be able to demonstrate basic knowledge and understanding of fundamental principles requisite for professional success in the sport management profession. These include, but are not limited to, management theories, sport law, sport marketing, sport communication, operations management, accounting practices, and sport.			

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
8	Sports Organization- Definition of Sports Organization, Organization Goals, Importance of understanding Organization Goals & effectiveness.	CO 1	Lecture with PPTs	Understand	End Term: Applied Questions
8	Sports Organization's Operating Environment- Meaning, Nature of Organizational Environment, Macro Environment & Micro Environment, Relationship	CO 1	Lecture with Ppts Quiz	Apply (Analyse)	Quiz End Term Internals: Short Answers

	between an Organization's Structure and its Environment.				
8	Sports Organization Culture-Meaning of Organization Culture, Strong VS. Weak organizational culture, Learning Organizational Culture, THICK & THIN Organizational Culture, Managing a Sports Organizational Culture.	CO 1	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
8	Sports Organization Strategy-Meaning, Deliberate & Emergent Strategies, Strategy Formulation & Implementation, SWOT analysis.	CO 1	Lectures with PPTs Case Activity	Analyse	Activity End Term: Theory Applied
8	Dealing With Organizational Change-Meaning of Organizational change, Planned Change, Resistance to change – Overcoming Resistance to change & implementation, Managing Resistance to change, Lewin's and Kotter's Model. Managing STRESS in work Place.	CO 1	Lecture with PPTs	Understand	Group Activity End Term: Applied Questions
5	Assignments On Sports Organization- CAB, IFA, Bengal Lawn Tennis Association, SAI etc.	CO 1	Video Cases Case Activity	Create Evaluate	Group Activity Case Presentation Activity

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	3	3	3	2
CO	2	2	3	3	3	2

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1
Class Participation/ Attendance	10	10
Live project – club activity	5	5
Case study discussion	10	10
Assignments/ Projects	5	5
Internal End Term Exam	20	20
Internal	50	50
End Term (Univ)	50	50

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Ruben Acosta Hernandez	Managing Sports Organizations	2002	Human Kinetics
2	Janet.B. Parks & Jerome Quarterman	Contemporary Sports management	2007	Human Kinetics

MOOCs:

Online ResourcesNo	Websiteaddress
1	https://www.my-mooc.com

Appendix:Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 2	Application of the knowledge of management theories and practices understanding of fundamental principles of sport management for professional success in the sport management.
CO1 & PO 2 Mapped at 2	Planning and execution of management theories would be delivered through case studies and projects to foster analytical and critical thinking abilities for data-based decision making.
CO1 & PO 3 Mapped at 2	Helps to understand how sport law, sport marketing, sport communication learn and cope with change to be productive.
CO1 & PO 4 Mapped at 3	Understand the resource challenges, problems and opportunities faced by sport management in planning and execution of event and communicate in the sports profession globally is important.
CO1 & PO5 Mapped at 2	Understand the expected right people, training them and motivating them in various sport events and cope up with recent innovative practices followed in various sport events.
CO1 & PO6 Mapped at 3	Understand the sport practices undertaken in international level and develop the ability to lead themselves for the achievements in various sport events and contributing effectively to build a team environment.

Mapped by: Prof. Prassna Rasal,Assistant Professor,Yashwantrao Mohite Institute of Management, Karad	
BOS Chairperson: Prof. Dr. S.B. Sawant	Dean: Prof. Dr. Premashish Roy

Elective - Infrastructure Management

Programme: MBA CBCS - Revised Syllabus– w.e.f. - Year 2023– 24			
Semester	Course Code	Course Title	
III	IM01	Infrastructure Project Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50
Course Objectives:			
<ul style="list-style-type: none"> To provide a comprehensive understanding of the core concepts and terminologies in infrastructure project management. To develop skills for financial analysis specific to infrastructure projects, including understanding various financing methods. To equip students with the ability to assess risks, manage uncertainties, and make informed decisions in infrastructure projects. To prepare students for managing disasters in infrastructure projects, emphasizing health, safety, and recovery plans. To impart knowledge on sustainable practices in infrastructure projects, highlighting global challenges and the importance of sustainable development. To provide an understanding of Public-Private Partnerships (PPP) in infrastructure, focusing on models and the status of PPP programs in India. 			
Course Outcomes:			
<ul style="list-style-type: none"> To gain a deep understanding of the fundamental concepts, lifecycle and challenges of infrastructure project management. Develop the skills to perform financial analyses of infrastructure projects, understanding financing options and stages. Understand the importance of sustainable practices in infrastructure development, recognizing global trends and social-economic benefits. 			

Unit	Contents	Sessions	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Infrastructure Project Management: Core Concepts of Infrastructure Project Management, Different types of Infrastructure Projects, Life Cycle of Infrastructure Project Management, Challenges of Infrastructure Project Management, Infrastructure Project Efficiency Tools	8	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Financial Analysis in Infrastructure Project Management Meaning, Features of Financing Infrastructure Projects, Components of Financial	8	CO 1	Lecture with Ppts and case Study	Understand & analyze	Case Study, Newspaper Article End Term: Applied Questions

	Analysis of Infrastructure Projects, Sponsors Financing the Project - Alternatives of Financing (Corporate Finance, Project Finance), Stages of Financing Infrastructure Projects					
3	Decision Taking in Infrastructure Projects Risk Assessment and Management – Concept, Risk, Risk Management, Decision Theory – Concept, Process, Decision Making Environment	8	CO 2	Lecture with PPTs Case Study	Analyze	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions
4	Disaster Recovery and Management Disasters in Infrastructure Projects, Hazards and Risks, Health, Safety, Environment and Safety, Infrastructure Disaster Recovery Plan	8	CO3	Lectures with PPTs Group Activity Video Cases	Evaluate & apply	Group Activity, Role play End Term Exam: Short case and situation-based questions
5	Sustainable Consideration in Infrastructure Projects Sustainable Infrastructure, Global challenges and trends necessitating sustainable infrastructure, Importance of sustainable practices in infrastructure development, Social and Economic Benefits of Sustainable Infrastructure	8	CO1	Lecture Case Activity	Understanding & analyze	Case Presentation Activity, Practical situation analysis End Term: Theory Applied
6	PPP Projects for Infrastructure Development Public-Private Partnership (PPP) in Infrastructure, Models of PPP, PPP Programmes in India: Current Status, Milestones and their impact on infrastructure growth	8	CO3	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO-IM01.1	3	2	3	2	1	3
CO-IM01.2	3	2	2	3	-	3
CO-IM01.3	3	2	2	2	-	3

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3
Class Participation/ Attendance	10	3.5	3.5	3
Live project – club activity	5		3	2
Case study discussion	10	3	3.5	3.5
Assignments/ Projects	5	2	3	
Internal End Term Exam	20	6.5	6.5	7
Internal	50	16.5	16.5	17
End Term (Univ)	50			

Attendance Policy

95-100%	10 marks
90-94%	9 marks

85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Alvin S Goodman and Makarand Hastak	Infrastructure Planning, Engineering and Economics	2nd Edition, 2015	McGraw-Hill Education
2 – International	Patrick S. Harper	Infrastructure Project Management: An Emerging Discipline	1st Edition, 2017	CRC Press
3 – National	K. N. Jha	Construction Project Management: Theory and Practice	2nd Edition, 2015	Pearson Education India
4 – National	Niraj Kumar	Infrastructure Development and Real Estate in India	1st Edition, 2018	Sage Publications India

Online Resources:

Online Resources No.	Web site address
1	https://www.pmi.org/learning/library/project-management-infrastructure-4647
2	https://open.umn.edu/opentextbooks/textbooks/528
3	https://www.manage.gov.in/studymaterial/PM.pdf
4	https://projectriskcoach.com/identify-project-risks/
5	https://lbre-pmr.stanford.edu/

MOOCs:

Resources No.	Web site address
1	https://onlinecourses.swayam2.ac.in/imb21_mg02/preview
2	https://onlinecourses.nptel.ac.in/noc21_mg81/preview
3	https://www.coursera.org/learn/construction-project-management
4	https://www.udemy.com/course/project-management-for-infrastructure-sector/

Appendix:**Rationale for Mapping Program Outcomes and Course Outcomes:**

CO1 & PO1 Mapped at 3	Understanding infrastructure project management involves applying management theories and practices to handle the complexities and challenges of large-scale projects effectively.
CO1 & PO 2 Mapped at 2	Infrastructure project management requires critical thinking to analyze project lifecycles, risks, and resource management, which are essential for making data-driven decisions.
CO1 & PO 3 Mapped at 3	Infrastructure projects often involve integrating new technologies for efficiency and productivity, requiring project managers to stay updated and adaptable.
CO1 & PO 4 Mapped at 2	Managing infrastructure projects involves navigating various global, economic, legal, and ethical considerations that impact project execution and outcomes.
CO1 & PO5 Mapped at 1	Project managers need to stay informed through literature on best practices, case studies, and research in infrastructure project management.
CO1 & PO6 Mapped at 3	Effective infrastructure project management requires leadership skills to guide teams through the project lifecycle, ensuring organizational goals are met.
CO2 & PO1 Mapped at 3	Leadership for entrepreneurs / corporate / managers if possible, performing financial analyses of infrastructure projects involves applying management theories and financial principles to assess project feasibility, profitability, and risk management.
CO2& PO2 Mapped at 2	Entrepreneurs / corporate / managers as leaders need financial analysis of infrastructure projects requires analytical skills to interpret financial data, assess project viability, and make informed decisions based on financial metrics.
CO2& PO3 Mapped at 2	Entrepreneurs / corporate / managers as leaders need to understand financing options for infrastructure projects may involve leveraging financial technologies (FinTech) and tools for efficient financial analysis and decision-making processes.
CO2& PO4 Mapped at 3	Financial analyses of infrastructure projects necessitate understanding global economic trends, legal frameworks for project financing, and ethical considerations in financial decision-making.
CO2& PO5	To effectively perform financial analyses of infrastructure projects, staying updated

Mapped at -	with current business literature on financial management, project finance, and infrastructure development is essential.
CO2& PO6 Mapped at 3	Project managers need financial analysis skills to lead teams in evaluating financial aspects of infrastructure projects, ensuring alignment with organizational goals and financial objectives.
CO3 & PO1 Mapped at 3	Apply principles of sustainable development to integrate environmental and social considerations into project management practices. Use management theories to implement sustainable strategies that balance economic, environmental, and social impacts.
CO3 & PO2 Mapped at 2	Develop critical thinking skills to analyze the environmental and social implications of infrastructure projects. Use data and metrics to evaluate sustainability performance and make informed decisions that optimize project outcomes for all stakeholders.
CO3 & PO3 Mapped at 2	Stay updated on new green technologies and sustainable practices relevant to infrastructure projects. Incorporate technologies that enhance energy efficiency, reduce environmental footprint, and promote sustainable resource management.
CO3 & PO4 Mapped at 2	Understand global sustainability standards, regulations, and ethical considerations applicable to infrastructure projects. Analyze economic impacts of sustainable practices and communicate the business case for sustainability to stakeholders.
CO3 & PO5 Mapped at -	Stay informed about current trends and research in sustainable infrastructure management. Contribute to literature by discussing the integration of sustainability principles into project management frameworks and practices.
CO3 & PO6 Mapped at 3	To adopt sustainable practices and foster a culture of environmental responsibility. Motivate others to align project goals with sustainability objectives, promoting collaboration and innovation in sustainable infrastructure development.

Elective - Infrastructure Management

Programme: MBA CBCS - Revised Syllabus– w.e.f. - Year 2023– 24			
Semester	Course Code	Course Title	
III	IM02	Contract and Claim Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50
Course Objectives:			
<ul style="list-style-type: none"> • Learn the concepts, lifecycle, formulation, and administration of contracts. • Gain knowledge of claim types, breaches, evaluation, and management challenges. • Identify and manage project risks, contract selection, and causes of claims. • Develop skills in presenting, evaluating, and managing claims effectively. • Understand ethical considerations, dispute avoidance, and resolution methods. • Improve the ability to choose appropriate methods for contract and claim management, ensuring optimal outcomes for projects. 			
Course Outcomes:			
<ul style="list-style-type: none"> • Demonstrate a thorough understanding of the principles, lifecycle, and administration of contracts and claims. • Identify project risks, evaluate claims accurately, and manage claims efficiently. • Exhibit strong ethical judgment and legal understanding in managing contracts and claims, including resolving disputes. • Possess the skills to make informed decisions in contract and claim management, leading to successful project outcomes. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Contract Management Concept and Need of Contract Management, Contract Management Lifecycle, Formulation of Contract, Contract Administration	6	CO1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Claim Management Concept, Needs, and Types of Claim Management, Breaches of Contract, Evaluating Claims and Counter Claims, Challenges of Managing Claims	7	CO1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
3	Project Risks & Causes of Claims	8	CO2	Lecture with PPTs Case Study	Understand and then analyze	Case Study with Presentatio

	Project Risk Management, Contract Selection, Causes of Claims, Legal Issues					ns End Term Exams: Case based Questions/ Applied Questions
4	Claim Evaluation Requirements of Claim Presentation, Defining Features of Claims Evaluation and Management, Claim Evaluation, Managing Claims	8	CO3	Lecture with PPTs Case Study	analyze	Case Study with Presentations End Term Exams: Case based Questions/ Applied Questions
5	Dispute Resolution in Contracts Meaning and types of disputes, Methods to Resolve Disputes, Choosing Appropriate Method to Resolve Dispute	8	CO3	Lecture with PPTs Case Study	Evaluate	Case Study with Presentations End Term Exams: Case based Questions/ Applied Questions
6	Ethical Consideration and Avoiding Disputes Ethical Concerns, Avoiding Disputes, Techniques to Avoid Disputes	8	CO3 & CO4	Lecture with PPTs Case Study	Analyze and Evaluate	Case Study with Presentations End Term Exams: Case based Questions/ Applied Questions

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO-IM02.1	2	3	2	2	1	3
CO-IM02.2	3	3	2	3	-	3

CO-IM02.3	2	2	2	2	-	3
CO-IM02.4	2	2	3	3	1	3

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3
Class Participation/ Attendance	10	3.5	3.5	3
Live project – club activity	5		3	2
Case study discussion	10	3	3.5	3.5
Assignments/ Projects	5	2	3	
Internal End Term Exam	20	6.5	6.5	7
Internal	50	16.5	16.5	17
End Term (Univ)	50			

Attendance Policy

95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

The student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
International	Jimmie Hinze	Construction Contracts	2010	McGraw-Hill Education
International	David Chappell	Understanding JCT Standard Building Contracts	2012	Routledge
International	Geoff Powell	Construction Contract Preparation and Management	2016	Palgrave Macmillan
International	Gajanan M. Sabnis	Construction Contracts: Practices and Procedures	2014	CRC Press
National (India)	R. L. Khanna	Project Management and Contract Administration	2011	PHI Learning Pvt. Ltd.

Online Resources:

Online Resources No.	Web site address
1	https://www.iapm.net/en/blog/contract-management-and-claim-management/
2	https://ppp-certification.com/ppp-certification-guide/9-claims-management-construction-phase
3	https://www.constructionplacements.com/construction-claims-management-the-ultimate-guide/
4	https://www.managementconcepts.com/course/id/1023
5	https://www.researchgate.net/publication/345085485_Research_on_Contract_Management_and_Claim_of_Construction_Project

MOOCs:

Resources No.	Web site address
1	https://www.udemy.com/course/introduction-to-contract-management/
2	https://www.udemy.com/course/contracts-management-in-construction-projects/?couponCode=ST9MT71624
3	https://www.coursera.org/learn/construction-management-project-delivery-methods--contracts

Appendix:**Rationale for Mapping Program Outcomes and Course Outcomes:**

CO1 & PO1 Mapped at 3	Contracts and Claims management are the indispensable part of any business unit. The students can apply Management Theory and practices to understand the principles, administration of contracts and Claim management. So CO1 and PO1 are highly aligned.
CO1 & PO 2 Mapped at 3	CO1 will help the students to understand the principles life cycle and administration of contracts and claims management based on this knowledge and understanding students will develop analytical and critical thinking abilities that will help them to take correct decisions does CO1 and PO2 are highly aligned.
CO1 & PO 3 Mapped at 3	Integration of new technologies combined with her on knowledge of contracts and claims management will help students in decision making, functioning, and developing the knowledge so CO1 and PO3 are highly aligned.
CO1 & PO 4 Mapped at 3	Having an induct understanding of contracts and claims management will help students to for the understand the role of contracts and claims in global, Economic, an ethical aspect of business so CO1 and PO4 are highly aligned.
CO1 & PO5 Mapped at 3	In depth Understanding of the concepts related to contracts and claims management can help students to carry out research, write minutes of meetings designed the reports, make presentations and training material in a better way all these documents contribute to the business literature and can be further referred for various reasons so CO1 and PO 5 are highly aligned.
CO1 & PO6 Mapped at 3	Knowledge of contracts and claims management will help students to understand the business perspective more effectively. This will help them to contribute in their work and help the team to be successful. This will ultimately help the organization to develop and grow. Therefore, CO1 and PO6 are highly aligned.
CO2 & PO1 Mapped at 3	Integration of Management theories and knowledge of contracts and claims management will help students to identify project risk, planes accurately and manage claims effectively. So CO2 and PO1 are highly aligned
CO2& PO2 Mapped at 3	Knowledge of contracts and claims management is applicable to identify risks, evaluate claims and manage them. This is possible if the students have gained analytical and critical thinking abilities. Students will be able to take right decisions by applying analytical and critical thinking skills. So CO2 and PO2 are highly aligned
CO2& PO3 Mapped at 3	New technologies are equipped with high end features. By learning new technologies students can identify project risks, evaluate and manage the claims and contracts more efficiently new technologies also help to generate reports in various formats.

	So CO2 and PO3 are highly aligned.
CO2& PO4 Mapped at 3	The process of identifying project risks , evaluating and managing claims has a direct impact on global, economical and legal aspects of business. So CO2 and PO4 are highly aligned.
CO2& PO5 Mapped at -3	The process of identifying project risks, evaluating and managing claims has to be recorded in a structure format and save for further reference and decision making. This will create business literature. So, CO2 and PO 5 are highly aligned.
CO2& PO6 Mapped at 3	The process of identifying project risks, evaluating and managing claims is a function of all important projects and work for all organizations. This has a direct impact on financial, economic aspects of the business so induct knowledge of contracts and claims management will facilitate the achievement of organizational goals.
CO3 & PO1 Mapped at 3	Integrated knowledge of managing contracts and claims and management theories will help the students to resolve the disputes. Resolving disputes will help to solve business problems and will contribute in the growth of the organization. So CO3 and PO1 are highly aligned.
CO3 & PO2 Mapped at 3	New technologies are equipped with high end features. By learning new technologies students can identify project risks, evaluate and manage the claims and contracts more efficiently new technologies also help to generate reports in various formats. So CO3 and PO3 are highly aligned.
CO3 & PO3 Mapped at 2	When the students understand the ethical judgement and legal aspects of managing contracts and claims they will be able to practice and communicate global economic legal and ethical aspects of business in the economic world. So CO3 and PO4 are moderately aligned.
CO3 & PO4 Mapped at 3	When the students understand the ethical judgement and legal aspects of managing contracts and claims they will be able to practice and communicate global economic legal and ethical aspects of business in the economic world. So CO3 and PO4 are moderately aligned.
CO3 & PO5 Mapped at -	Written communication in the business world is present in various forms like reports, MOU, work, agreements and contracts. This written communication is a part of business literature and is used for further reference by the organizations for various reasons. So CO3 and PO5 hello are highly aligned.
CO3 & PO6 Mapped at 3	Resolving disputes will help to achieve organizational goals. Exhibiting strong ethical judgments will create a very strong goodwill of the organization in the society. This will help the organization to grow on the right path. So CO3 and PO6 hello are highly aligned.
CO4 & PO1 Mapped at 3	Decision making is the most crucial element of any organization. Informed decision making will accelerate to successful project outcomes. So CO4 and PO1 are highly aligned
CO4 & PO2 Mapped at -	CO4 and PO2: Knowledge of contracts and claims management coupled with analytical and critical thinking abilities will help the students to make ethical and robust decision making. So CO4 and PO2 are highly aligned.
CO4 & PO3 Mapped at -3	New technologies are equipped with high end features. By learning new technologies students can identify project risks, evaluate and manage the claims and contracts more efficiently new technologies also help to generate reports in various formats. So CO4 and PO3 are highly aligned.
CO4 & PO4 Mapped at 2	When the students understand the ethical judgement and legal aspects of managing contracts and claims they will be able to practice and communicate global economic legal and ethical aspects of business in the economical world. So CO4 and PO4 are

	moderately.
CO4 & PO5 Mapped at 1	Written communication in the business world is present in various forms like reports, MOU, work, agreements and contracts. This written communication is a part of business literature and is used for further reference by the organizations for various reasons. So CO4 and PO5 are highly aligned.
CO4 & PO6 Mapped at 3	Knowledge of contracts and claims management leads to informed decisions. Right decision making will enable successful project outcomes. This will further facilitate achievement of organizational goals. Team building process is required for all types of projects. Students will learn the team building process and contribute to successful project completion and contribute to fulfillment of organizational goals.

Elective - Infrastructure Management

Programme:MBA CBCS - Revised Syllabus– w.e.f. - Year 2023– 24			
Semester	Course Code	Course Title	
IV	IM03	Health Safety and Environmental Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50
Course Objectives:			
<ul style="list-style-type: none"> To enable students understand need for a safe working environment and prevent damage to people and equipment. To enable understand ensure that students know their HSE responsibilities and have the knowledge and the attitudes needed to fulfill these responsibilities. Include knowledge and awareness of HSE as an important part of the education 			
Course Outcomes:			
<ul style="list-style-type: none"> Able to plan for safety measure in a given work place/environment Undertake to carry risk analysis when executing a given task View environment and health as a key issue for modern businesses See possibilities for turning good environmental practice into commercial advantage Provide working environment that supports good health Comprehend of relevant environmental legislation penalties and enforcement bodies Comprehend principles of assessing environmental aspects and impacts Able to implement an environmental management system 			

Unit:	Contents	Sessions	COs No.	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Health, Safety and Environmental Management – Definition and Scope of Health, Safety and Environmental Management, Importance of Health, Safety and Environmental Management, Principles of Health, Safety and Environmental Management, Unsafe Conditions and Unsafe Acts, Safety Plans to Employees	8	CO1 CO2	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Occupational Health and Safety – Common Health Hazards, Health and Safety Inspection, Concept of Industrial Hygiene, Monitoring and Controlling Workplace Exposures, Ergo Economics Steps to Improve Workplace Safety	8	CO1 CO2	Lecture with Ppts Case Study	Apply	Case Study, Newspaper Article End Term: Applied Questions

3	Workplace Health, Safety and Environmental Regulations – Workplace Violence and Communication Skills, Problem-solving Workplace Models, Policies for Positive Workplace Relationships, Decision-Making within The Safety Framework	8	CO3 CO4	Lecture with PPTs Case Study	Analyze	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions
4	Risk Assessment and Stress Management Hazards Identification, Safety risks (internal risks, financial risks, external risks), Risk Management, Identifying Signs of Stress, Actions to Reduce Unhealthy Stress, Steps to create a balanced life	8	CO4 CO5	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation-based questions
5	Health, Safety, and Environmental Reporting Health, Safety, and Environment Reporting, Notifying and Reporting Incidence, Reporting Procedures, Incidence Investigation	8	CO6 CO7	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Health, Safety, and Environmental Management - Safety Management Systems, Safety Management Policies, Internal Environmental Audits, Environmental Management System (EMS) , Emergency Response Planning, Corporate Social Responsibility and Sustainability	8	CO7 CO8	Lectures with PPTs	Evaluate Create	Activity End Term: Theory Applied

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO-IM03.1	3	2	3	2	2	3

CO-IM03.2	2	3	2	3	2	3
CO-IM03.3	3	3	2	2	2	3
CO-IM03.4	2	2	2	3	2	2
CO-IM03.5	3	2	2	2	2	3
CO-IM03.6	2	3	2	2	2	3
CO-IM03.7	3	3	2	2	2	3
CO-IM03.8	3	2	2	2	2	3

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5	CO6	CO7	CO8
Class Participation/ Attendance	10	1.5	1.5	1	1	1.5	1.5	1	1
Live project – club activity	5	0.5	0.5	0.5	0.5	1	1	0.5	0.5
Case study discussion	10	1.5	1.5	1	1	1.5	1.5	1	1
Assignments/ Projects	5	0.5	0.5	0.5	0.5	1	1	0.5	0.5
Internal End Term Exam	20	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Internal	50	8	8	7	7	5	5	5	5
End Term (Univ)	50								

Attendance Policy

95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 - National	R.K. Jain	Industrial Safety, Health and Environment Management	2014	Khanna Publishers
2 - National	K. U. Mistry	Safety Management	2016	Himalaya Publishing House
3 - National	K. S. Rao	Safety, Health and Environment Handbook	2017	Dreamtech Press
4 - International	Andrew Hopkins	Safety, Culture and Risk	2012	CCH Australia Limited
5 - International	Frank R. Spellman	The Handbook of Safety Engineering	2015	CRC Press

Online Resources:

Online Resources No.	Web site address
1	https://www.osha.gov/
2	https://www.cdc.gov/niosh
3	https://www.epa.gov/

4	www.ilo.org/safework
5	https://osha.europa.eu/

MOOCs:

Resources No.	Web site address
1	Coursera - HSE Management
2	edX - Occupational Health and Safety
3	FutureLearn - Environmental Management & Ethics

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to will help student to plan for safety measure in a given workplace/environment
CO1 & PO 2 Mapped at 2	Safety measures needed at workplace/environment which would be delivered through case studies and projects to foster analytical and critical thinking abilities
CO1 & PO 3 Mapped at 3	Helps to understand how individuals and teams within organizations should implement safety measures to have secure environment at workplace.
CO1 & PO 4 Mapped at 2	Understand the importance of safety measures at workplace from economic legal and ethical aspects of business.
CO1 & PO5 Mapped at 2	Understand the safety measures required in different industries that can lead to Read, write, and contribute to Business literature.
CO1 & PO6 Mapped at 3	PO 6 are highly aligned as CO 1 delineates the ability to lead themselves and others for implementing safety measures, contributing effectively to a safe environment
CO2 & PO1 Mapped at 2	Carrying risk analysis while executing a given task is possible only if managers apply the knowledge of management theories and practices to solve business problems. CO2 & PO1 are moderately aligned
CO2& PO2 Mapped at 3	Entrepreneurs / corporate / managers as leaders need to Foster analytical and critical thinking abilities for carrying out risk analysis, So CO2& PO2 are highly aligned.
CO2& PO3 Mapped at 2	Entrepreneurs / corporate / managers as leaders need to Learn new technologies with ease and always be productive for studying risk associated with different tasks
CO2& PO4 Mapped at 3	Highly aligned as the awareness of associated risk with respective business environment results in the ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO2& PO5 Mapped at 2	The awareness of associated risks according to different industries requires to necessarily Read, write, and contribute to Business literature.
CO2& PO6 Mapped at 3	Risk analysis is an essential aspect in the achievement of organizational goals, contributing effectively to a safe environment. So highly aligned.
CO3 & PO1 Mapped at 3	Developing policies for environment and health is possible only when the application of the knowledge of management theories and practices to solve business problems.
CO3 & PO2 Mapped at 3	Foster analytical and critical thinking abilities through case studies and projects for environment and health related issues in modern business. Highly aligned.
CO3 & PO3	Learning new technologies and become productive is possible only when students

Mapped at 2	View environment and health as a key issue since it depends on many other variables the alignment is moderate
CO3 & PO4 Mapped at 2	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business is moderately aligned with environment and health as a key issue for modern businesses.
CO3 & PO5 Mapped at 2	Read, write, and contribute to Business literature is slightly aligned with Viewing environment and health as a key issue for modern businesses.
CO3 & PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible by understanding importance of environment and health as a key factor.
CO4 & PO1 Mapped at 2	Applying the knowledge of management theories and practices to See possibilities for turning good environmental practice into commercial advantage is important hence moderately aligned.
CO4 & PO2 Mapped at 2	To See possibilities for turning good environmental practice into commercial advantage and to be able to master over them through analytical and critical thinking abilities.
CO4 & PO3 Mapped at 2	To be aware of good environmental practices of organizations and accordingly learning new technologies with ease is moderately aligned.
CO4 & PO4 Mapped at 3	Good Environmental practices into commercial advantage are important to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO4 & PO5 Mapped at 2	To be aware of environment practices and writing policies will contribute to Business literature.
CO4& PO6 Mapped at 2	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team is possible only when good environmental practices are taken into consideration
CO5 & PO1 Mapped at 3	Applying the knowledge of management theories and practices to provide a working environment that supports good health, CO5 & PO1 are highly aligned.
CO5 & PO2 Mapped at 2	To be aware of working environment that supports good health in the organizations should be considered while decision making.
CO5 & PO3 Mapped at 2	To be aware of working environment that supports good health is moderately aligned with learning new technologies with ease.
CO5 & PO4 Mapped at 2	Working environment that supports good health is important to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO5 & PO5 Mapped at 2	To be aware of working environment that supports good health and Read, write, and contribute to Business literature are moderately aligned.
CO5& PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible only when working environment and good health aspects are taken into consideration
CO6 & PO1 Mapped at 2	Apply the knowledge of management theories and practices to comprehend relevant environmental legislation penalties and enforcement bodies is moderately aligned.
CO6 & PO2 Mapped at 3	To comprehend of relevant environmental legislation penalties and enforcement bodies needs analytical and critical thinking abilities for decision making.
CO6 & PO3 Mapped at 2	To be aware of environmental legislation penalties and enforcement bodies is essential to learn new technologies.
CO6 & PO4	Relevant environmental legislation penalties and enforcement bodies are

Mapped at 2	important to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO6 & PO5 Mapped at 2	To be aware of environmental legislation penalties and enforcement bodies will contribute to Business literature
CO6& PO6 Mapped at 3	Ability to lead for achievement of organizational goals, is possible only when environmental legislation penalties and enforcement bodies are taken into consideration
CO7 & PO1 Mapped at 3	Applying the knowledge of management theories and practices to Comprehend principles of assessing environmental aspects and impacts is highly aligned.
CO7 & PO2 Mapped at 3	To comprehend principles of assessing environmental aspects and impacts and to be able to master over them by analytical and critical thinking are moderately aligned
CO7 & PO3 Mapped at 2	To be aware of principles of assessing environmental aspects and impacts is required to learn new technologies.
CO7 & PO4 Mapped at 2	The principles of assessing environmental aspects and impacts are important to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO7 & PO5 Mapped at 2	To be aware of principles of assessing environmental aspects and impacts will contribute to Business literature, CO7 & PO5 are moderately aligned.
CO7& PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible only when environmental aspects and impacts are assessed.
CO8 & PO1 Mapped at 3	Applying the knowledge of management theories and practices to implement an environmental management system is very important, hence highly aligned.
CO8 & PO2 Mapped at 2	To be aware of environmental management system is required for decision making. CO8 & PO2 are moderately aligned.
CO8 & PO3 Mapped at 2	To understand environmental management system and to be able to master over them is moderately aligned with learning new technologies
CO8 & PO4 Mapped at 2	Environmental management system will help to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO8 & PO5 Mapped at 2	Environmental management system will contribute to Business literature. CO8 & PO5 are moderately aligned.
CO8 & PO6 Mapped at 3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment is possible only when environmental management system is taken into consideration

Elective - Infrastructure Management

Programme: MBA CBCS - Revised Syllabus- w.e.f. - Year 2023- 24

Semester	Course Code	Course Title	
IV	IM04	Infrastructure Project Formulation, Assessment and Appraisal	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50

Course Objectives:

- To Explore how infrastructure drives economic development and enhances societal well-being.
- To Learn the steps involved in formulating infrastructure projects, including cost estimation and necessary clearances.
- To Acquire skills to evaluate infrastructure projects using criteria, key performance indicators (KPIs), and political considerations.
- To Learn how can manage infrastructure projects effectively, focusing on quality, safety, environmental factors, and risk assessment.
- To Analyze emerging technologies, private sector roles, and institutional responsibilities, and anticipate future challenges and opportunities in infrastructure development.

Course Outcomes:

- Students will proficiently navigate the phases of infrastructure project formulation, including cost estimation and regulatory clearances.
- Learners will be skilled in assessing infrastructure projects using criteria, key performance indicators (KPIs), and considering political and labor factors.
- Students will demonstrate the ability to manage infrastructure projects from planning to execution, ensuring quality, safety, environmental compliance, and effective risk management.

Unit		Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Infrastructure Project Formulation Definition and Importance of Infrastructure in Economic Development, Meaning of Project Formulation, Phases of Project Formulation, Stages of Project Formulation, Cost Estimation of Infrastructure Projects	8	CO 1	Lecture with Ppts Quiz	Understand, Apply	Quiz End Term Internals: Short Answers
2	Infrastructure Project Assessment	8	CO 1	Lecture with Ppts		Case Study, Newspaper

	Criteria for Infrastructure Project Assessment, Analysis of Infrastructure Projects, Required Project Clearance, Project Monitoring and Evaluation			Case Study Tools	Apply (Analyse)	Article End Term: Applied Questions
3	Infrastructure Project Appraisal Scope of Infrastructure Project Appraisal, Aspects of Infrastructure Project Appraisal, Key Performance Indicators (KPIs), Reporting and Feedback, Political and Labour Considerations	8	CO 2	Lecture with PPTs Case Study	Analyse (Apply)	Case Study with Presentations End Term Exams: Case-based Questions/Applied Questions
4	Infrastructure Project Implementation and Management Infrastructure Projects Implementation Process, Infrastructure Quality Management, Health, Safety, and Environmental Factors Risk Assessment and Provisions	8	CO3	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation-based questions
5	Infrastructure Development Projects Role of Private Sector in Infrastructure Developments Projects, Emerging Technologies in Infrastructure, Technology Transfer and Foreign Collaboration, Institutional Roles and Responsibilities Future Challenges and Opportunities	8	CO2	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO-IM04.1	3	2	3	2	-	3

CO-IM04.2	3	3	2	3	1	3
CO-IM04.3	3	2	2	2	-	3

(Rationale in Appendix)

Evaluation

Internals: 50%

Externals: 50%

Total : 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	10	2.5	2.5	2.5	2.5
Live project – club activity	5	3		2	
Case study discussion	10	2.5	2.5	2.5	2.5
Assignments/ Projects	5		2	3	
Internal End Term Exam	20	5.5	5.5	4.5	4.5
Internal	50	13.5	12.5	14.5	9.5
End Term (Univ)	50				

Attendance Policy

95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Student has to upgrade Knowledge by using the below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Alvin S Goodman and Makarand Hastak	Infrastructure Planning, Engineering, and Economics, 2nd Edition	2nd Edition, 2015	McGraw-Hill Education
2 – International	Harry Dimitriou, John Ward, Philip Wright	Planning, Appraisal, and Delivery of Infrastructure Mega Projects 1	1st Edition 5 January 2026	Routledge
3 – International	Stefano Gatti	"Infrastructure Project Finance and Project Bonds in Europe"	1st Edition 2015	Palgrave Macmillan
4 – International	Stefano Gatti	"Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects"	3rd Edition, 2018	Academic Press
5 – National	Dr. N. C. Saxena	Infrastructure Development and Finance	1st Edition	New Age International Publishers

Online Resources:

Online Resources No.	Web site address
1	https://www.worldbank.org/en/topic/infrastructure
2	https://www.infrastructureaustralia.gov.au/
3	https://www.iisd.org/
4	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.ihmnotes.in/assets/Docs/Ignou/TS-03/Unit-21%20Project%20Formulation%20&%20Appraisal.pdf

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	"Infrastructure Project Formulation" or "Project Management in Construction," ensures that students receive focused instruction and practical experience in critical skills like cost estimation and navigating regulatory processes.
CO1 & PO 2 Mapped at 2	This ensures students develop the practical competencies for effective decision-making in real-world project management scenarios.
CO1 & PO 3 Mapped at 3	Learning new technologies with ease aligns with courses that enhance students' proficiency in infrastructure project formulation, including cost estimation, and regulatory clearances, and effectively apply technological advancements to streamline project processes and boost productivity.
CO1 & PO 4 Mapped at 2	Understanding global, economic, legal, and ethical aspects of business with infrastructure project formulation courses ensures students can analyze and address regulatory and ethical considerations in project planning.
CO1 & PO5 Mapped at	Students can effectively communicate project plans, cost estimates, and regulatory compliance in written and verbal formats. This integration enhances their ability to document and articulate complex project details essential for professional communication and collaboration within the business context.
CO1 & PO6 Mapped at 3	Developing leadership abilities and contributing effectively to a team environment with infrastructure project formulation courses ensures students can lead project phases, facilitate regulatory clearances, and estimate costs while fostering teamwork and organizational goal achievement.
CO2 & PO1 Mapped at 3	Applying management theories and practices to solve business problems with infrastructure project assessment courses ensures learners can effectively utilize criteria, KPIs, and political and labor factors to evaluate projects.
CO2& PO2 Mapped at 3	By integrating analytical and critical thinking skills into infrastructure project assessment courses, students enhance their ability to analyze data effectively. This prepares them for making informed decisions crucial to managing infrastructure projects successfully.
CO2& PO3 Mapped at 2	By delineating specific assessing infrastructure projects using criteria, and KPIs, and considering political and labor factors, learners gain practical skills directly applicable to real-world scenarios. This enables them to quickly adopt new technologies and maintain high productivity, enhancing their readiness for professional challenges.
CO2& PO4 Mapped at 3	Learners gain practical skills in assessing infrastructure projects and understanding political and labor factors. This prepares them to analyze and communicate effectively about global economic, legal, and ethical aspects of business, making them well-rounded professionals ready for diverse challenges in the business world.
CO2& PO5 Mapped at - 1	Learners become proficient in assessing infrastructure projects using criteria, KPIs, and considering political and labor factors. This prepares them to read, write, and actively contribute to business literature, equipping them for informed and effective participation in the business world.
CO2& PO6 Mapped at 3	Students develop skills in assessing infrastructure projects using criteria, KPIs, and understanding political and labor factors. This prepares them to lead themselves and others toward organizational goals, fostering effective teamwork and leadership capabilities essential for professional success.

CO3 & PO1 Mapped at 3	Students learn to manage infrastructure projects from planning to execution, focusing on quality, safety, environmental compliance, and risk management.
CO3 & PO2 Mapped at 1	Acquiring practical skills in overseeing infrastructure projects, emphasizing quality, safety, environmental compliance, and risk management by students, cultivates their analytical and critical thinking capacity, crucial for making informed, data-driven decisions in professional settings.
CO3 & PO3 Mapped at 2	Students proficient in managing infrastructure projects also develop skills by learning new technologies effortlessly and maintaining high productivity, aligning specific skills with broader educational goals for comprehensive professional competence.
CO3 & PO4 Mapped at 1	Understanding global, economic, legal, and ethical aspects of business ensures that students gain both practical project management skills and a broad understanding of business environments, preparing them comprehensively for professional roles.
CO3 & PO5 Mapped at -	Students gain hands-on project management skills alongside the ability to engage effectively with business knowledge and communication by focusing on reading, writing, and contributing to business literature.
CO3 & PO6 Mapped at 3	Students acquire technical proficiency and interpersonal skills needed to lead and collaborate in organizational contexts by emphasizing leadership and effective team contributions.