

**Semester- II [Master of Engineering Management (MMEM)]**

	<b>MANAGEMENT AND ORGANIZATIONAL BEHAVIOR</b>		
Course Code	MMEM201	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	3-0-2	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
<b>Course Learning Objectives:</b> <ul style="list-style-type: none"> <li>➤ To enable students to understand the Evolution, Functions and Theories of Management</li> <li>➤ To orient on the aspects of planning and decision-making using relevant management processes</li> <li>➤ To impart knowledge on the processes of Organizing and Controlling with the help of various Types of Organization Structures</li> <li>➤ To describe the various aspects of individual and group behaviours in an organizational setting</li> <li>➤ To elaborate on the impact of leadership and motivation for employee high performance</li> </ul>			
<b>Module-1</b>			
<b>Introduction to Management:</b> The Management Process, Management Functions, Kinds of Managers, Managerial Roles and Skills. Evolution of Management, Theories of Management: Classical, Scientific, Administrative and Behavioral. Management Sciences Theories: Systems and Contingency Theory.			
<b>Module-2</b>			
<b>Planning and Decision Making:</b> Planning and Goal Setting, Organizational Planning, Vision, Mission and Goals, Types of Plans, Steps in Planning Process, Approaches to Planning, Planning in Dynamic Environment. Decision-making Process, Types of Decisions, Decision Making Styles, Vroom's Participative Decision-making Model.			
<b>Module-3</b>			
<b>Organizing and Controlling:</b> Organizational Structure, Principles of Organizing, Authority, Power and Influence, Designing Organizational Structure. Mechanistic and Organic Structures, Contemporary Organizational Design and its Challenges. Controlling: The Control Process, Controlling for Organizational Performance, Types of Control, Financial Controls, Balanced Scorecard, Bench Marking, Contemporary issues in Controlling.			
<b>Module-4</b>			
<b>Organizational Behavior:</b> Individual and Group Behavior: Importance of Organizational Behavior, Culture and Dynamics of Diversity, Personality Theories, Perception, Formation of Group Behavior, Classification of Groups, Group Properties, Group Cohesiveness, Building Teams.			
<b>Module-5</b>			

**Leadership and Motivation:** Leadership Traits, Leadership Styles, Leadership Theories, Power and Politics. Motivation: Approaches to Motivation, Maslow's Needs Hierarchy Theory, Two-factor Theory of Motivation, McGregor's Theory, ERG theory, McClelland's Needs Theory, Valance Theory.

**Assessment Details (both CIE and SEE)**

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/ course if the student secures not less than 50% (50 marks out of 100) in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

**Continuous Internal Evaluation:**

1. Two Unit Tests each of **25 Marks**
2. Two assignments each of **25 Marks** or **one Skill Development Activity of 50 marks** to attain the COs and POs

The sum of two tests, two assignments/skill Development Activities, will be **scaled down to 50 marks**

**CIE methods /question paper is designed to attain the different levels of Bloom's taxonomy as per the outcome defined for the course.**

**Semester-End Examination:**

1. The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
2. The question paper will have ten full questions carrying equal marks.
3. Each full question is for 20 marks. There will be two full questions (with a maximum of four sub-questions) from each module.
4. Each full question will have a sub-question covering all the topics under a module.
5. The students will have to answer five full questions, selecting one full question from each module

**Suggested Learning Resources:****Text Books**

- 1) **Organizational Behavior**–Stephen.P.Robbins–Prentice Hall, India. (- 9th edition 2001.)
- 2) **Organizational Behavior**–Fred Luthans–McGrawHill–1997

**Reference Books**

- (1) **Human Behavior at work**–Keith Davis–Prentice Hall India–2007.
- (2) **Organizational Psychology**–Robin,Kolb,etc–1996
- (3) **Organizational Behaviour**- K. Aswathappa, Himalaya Publications, 8e, 2021.

**Web links and Video Lectures (e-Resources):**

- <http://.ac.in/courses.php?disciplineID=111>
- <http://academicearth.org/>
- <http://www.bookstreet.in>.
- VTUe-Shikshana Program
- VTUEDUSAT Program.

**Skill Development Activities Suggested**

- Quizzes
- Assignments
- Seminars

**Course outcome (Course Skill Set)**

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Define organizational behavior, analyse discipline and area of application in business.	L1,L3
CO2	Understand personality, inter personal and inter group behaviour	L2
CO3	Understand group types, norms and decision making	L2
CO4	Understand nature and development of leadership and types of power.	L2
CO3		

**Program Outcome of this course**

Sl. No.	Description	POs
1	An ability to independently carry out research /investigation and development work to solve practical problems	PO1
2	An ability to write and present a substantial technical report/document	PO2
3	Students should be able to demonstrate a degree of mastery over the area as per the specialization of the program.	PO3

**Mapping of COS and POs**

	PO1	PO2	PO3
CO1	2	2	1
CO2	2	3	2
CO3	3	2	2
CO4	3	2	1

**Note : High - 1, Medium – 2, and Low – 3**

## Semester- II

HUMAN RESOURCES MANAGEMENT			
Course Code	MMEM 202	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	3-0-0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
<b>Course Learning objectives:</b> <ul style="list-style-type: none"> <li>➤ To understand the HRM concepts and theory.</li> <li>➤ To obtain an overview of various HRM functions and practices.</li> <li>➤ To gain an insight into the various statutory provisions</li> </ul>			
<b>Module-1</b>			
<b>HRM</b> in perspective, competitive challenges, uses of HR information, Demographics and employee concerns, social issues, diversity in HRM, <b>Relationship of Job Requirements and HRM functions:</b> Job Analysis, Job Description, Job Design, Designing work for groups, flexible work schedules, Industrial engineering and ergonomic consideration, HR Planning, Effective HRP, Forecasting and balancing supply and demand of HR, recruiting from inside and outside, Recruiting protected class, Recruiting older people.			
<b>Module-2</b>			
<b>Selection:</b> Matching people and job, sources of information about job candidate, The US Employee Polygraph Protection Act, graphology, medical examination, Drug test, Interview methods Guidelines for interviewers, appropriate and inappropriate interview questions, selection decision.			
<b>Module-3</b>			
<b>Developing effectiveness in HR:</b> Investment in Training, System approach, Conducting the needs assessment, designing training programs, trainee readiness and motivation, principles of learning, characteristics of trainees, training methods for non-managerial employees, OJT, Technology for training, training methods for MDP, Evaluating, benchmarking HR training.			
<b>Module-4</b>			
<b>Career development and Appraisal:</b> identifying career opportunity and requirements, gauging employee potential, career development initiative, Mentor check list, career development for women and minorities, dual career couples, personal career development, Behavioural methods of appraisal, balanced score card, personal score card appraisal interviews; performance diagnosis.			
<b>Module-5</b>			
<b>International HRM:</b> Managing across borders, international staffing, Skills of a global manager, content of training program. Non-verbal communications, developing local resources, compensation of host country employees, managers and expatriate managers. Case studies on appraisal system, developing a training session, evaluating a given training program. Preparation of structured and unstructured interviews.			

**Assessment Details (both CIE and SEE)**

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/ course if the student secures not less than 50% (50 marks out of 100) in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

**Continuous Internal Evaluation:**

1. Two Unit Tests each of **25 Marks**
2. Two assignments each of **25 Marks** or **one Skill Development Activity of 50 marks** to attain the COs and POs

The sum of two tests, two assignments/skill Development Activities, will be **scaled down to 50 marks**

**CIE methods /question paper is designed to attain the different levels of Bloom's taxonomy as per the outcome defined for the course.**

**Semester-End Examination:**

1. The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
2. The question paper will have ten full questions carrying equal marks.
3. Each full question is for 20 marks. There will be two full questions (with a maximum of four sub-questions) from each module.
4. Each full question will have a sub-question covering all the topics under a module.
5. The students will have to answer five full questions, selecting one full question from each module

**Suggested Learning Resources:****Books**

- (1)Managing Human Resources - Wayne F Cascio - Tata McGraw Hill, New Delhi
- (2)Managing Human Resources - George Bohlander and Scot Snell - Thompson South western

**Reference Books**

- (1)Human Resource Management – BiswajeetPattanayak - Prentice Hall of India Pvt. Ltd.
- (2)Human Resource Management - K. Ashwathappa,
- (3)Personnel Management - C.B.MMEMoria - Himalaya Publishing.

**Web links and Video Lectures (e-Resources):**

1. <https://usiu-ke.libguides.com/c.php?g=942900&p=6796683>.
2. <https://ebooks.inflibnet.ac.in/eadhyayan/site/genre?id=Human%20Resource%20Management>
3. VTU EDUSAT Program

**Skill Development Activities Suggested**

- Quizzes
- Assignments
- Seminars

**Course outcome (Course Skill Set)**

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Synthesize information regarding the effectiveness of recruiting methods & selection procedures.	L2
CO2	Identify the various training methods and design a training program.	L2
CO3	Design a job description and job specification for various levels of employees	L3
CO4	List out the regulations governing employee benefit practices	L2
CO5	Identify the required skill set for a global manager.	L2

**Program Outcome of this course**

Sl. No.	Description	POs
1	An ability to independently carry out research /investigation and development work to solve practical problems	PO1
2	An ability to write and present a substantial technical report/document	PO2
3	Students should be able to demonstrate a degree of mastery over the area as per the specialization of the program.	PO3



**Mapping of COS and POs**

	PO1	PO2	PO3
CO1	1	1	2
CO2	2	2	2
CO3	3	3	1
CO4	3	3	1
CO5	2	3	2

**Note : High - 1, Medium – 2, and Low – 3**

	<b>Marketing Management</b>		
Course Code	<b>MMEM 203</b>	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	3-0-0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	3	Exam Hours	
<b>Course Learning objectives:</b> To Understand the concept of marketing, its evolution and consumer behaviour along with various types of organizational markets. To inculcate basic knowledge of Product life cycle and new Product development process and product branding and advertisement			
<b>Module-1</b>			
<b>Introduction:</b> Role of marketing in today's organizations – core concepts of marketing – management – the evolution of marketing management concept. <b>Marketing Environment</b> – Marketing system – actors in the company's Micro and Macro Environment.			
<b>Module-2</b>			
<b>Consumer Markets and Buying Behaviors</b> – a Model of consumer behavior – Major factors influencing consumer behavior – the buying decision process.			
<b>Module-3</b>			
<b>Organizational Markets and Buying Behavior</b> – the industrial market – the reseller market – the government market.			
<b>Module-4</b>			
<b>Market Segmentation</b> – Market testing – market positioning – the marketing plan. Concept of Product life cycle and new Product development process.			
<b>Module-5</b>			
Pricing Decisions and Channel decisions, Product branding, packing and service, advertisement and media management, Communication and promotion mix decision.			

**Assessment Details (both CIE and SEE)**

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/ course if the student secures not less than 50% (50 marks out of 100) in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

**Continuous Internal Evaluation:**

1. Two Unit Tests each of **25 Marks**
2. Two assignments each of **25 Marks** or **one Skill Development Activity of 50 marks** to attain the COs and POs

The sum of two tests, two assignments/skill Development Activities, will be **scaled down to 50 marks**

**CIE methods /question paper is designed to attain the different levels of Bloom's taxonomy as per the outcome defined for the course.**

**Semester-End Examination:**

1. The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
2. The question paper will have ten full questions carrying equal marks.
3. Each full question is for 20 marks. There will be two full questions (with a maximum of four sub-questions) from each module.
4. Each full question will have a sub-question covering all the topics under a module.
5. The students will have to answer five full questions, selecting one full question from each module

**Suggested Learning Resources:****Text Books**

- (1)Marketing Management, Analysis, Planning and Control – Philip Kotler – PHI -1999.
- (2) Marketing Management– Willam J Stanton – John Wiley – Sales Force Chicago, Irwin – 1993.

**Web links and Video Lectures (e-Resources):**

- <http://.ac.in/courses.php?disciplineID=111>
- <http://academicearth.org/>
- <http://www.bookstreet.in>.
- VTU e-Shikshana Program
- VTU EDUSAT Program

**Skill Development Activities Suggested**

- Quizzes
- Assignments
- Seminars

**Course outcome (Course Skill Set)**

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand the importance of marketing and its evolution	L2
CO2	Acquire the knowledge on consumer behaviour	L1
CO3	Familiarization with various types of organisational markets	L2
CO4	Concept of Product life cycle and new Product development process	L2
CO5	Knowledge of product branding and advertisement	L1

**Program Outcome of this course**

Sl. No.	Description	POs
1	An ability to independently carry out research /investigation and development work to solve practical problems	PO 1
2	An ability to write and present a substantial technical report/document	PO 2
3	Students should be able to demonstrate a degree of mastery over the area as per the specialization of the program.	PO 3

**Mapping of COS and POs**

	PO1	PO2	PO3
CO1	2	2	2
CO2	2	2	2
CO3	2	3	2
CO4	1	2	2
CO5	1	2	1

**Note : High - 1, Medium – 2, and Low – 3**

**Semester- II**

	<b>Agile Manufacturing</b>		
Course Code	<b>MMEM214A</b>	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2-0-2	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	3	Exam Hours	03
<b>Course Learning objectives:</b> <ul style="list-style-type: none"> <li>➤ Course Learning objectives: Understanding the significance of an intuitive and agile manufacturing plan.</li> <li>➤ Focus on creating and executing an idea while gauging whether it is right for the business or not.</li> </ul>			
<b>Module-1</b>			
<b>Introduction</b> - What is agile Manufacturing? - Competitive environment of the future the business case for agile manufacturing conceptual frame work for agile manufacturing.			
<b>Module-2</b>			
<b>Four Core Concepts:</b> Strategy driven approach - integrating organization, people technology Interdisciplinary design methodology.			
<b>Module-3</b>			
Module-3 . Agile Manufacturing and Change Management: The change implications. Post failures in advanced manufacturing, changes on the way, traditional management accounting, paradigm, investment appraisal, product costing - performance, measurement and control systems, Traditional, control technological and design paradigms traditional problems in workplace organizational issues - role of technology.			
<b>Module-4</b>			
Agile Manufacturing Enterprise Design: Agile manufacturing - enterprise design. System concepts as the basic manufacturing theory - joint technical & organizational design and model for the design of agile manufacturing enterprise, enterprise design process insights into design processes, what is interdisciplinary design, Main issues - simple design example.			
<b>Module-5</b>			

Skill & Knowledge Enhancing Technologies for Agile Manufacturing: Skill and Knowledge enhancing Technologies - scheduling - technology design strategic-Design Concepts. Design and Skill of Knowledge enhancing Technologies for machine tool systems – Historical overview, Lessons, problems and Future development.

#### **Assessment Details (both CIE and SEE)**

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/ course if the student secures not less than 50% (50 marks out of 100) in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

#### **Continuous Internal Evaluation:**

1. Two Unit Tests each of **25 Marks**
2. Two assignments each of **25 Marks** or **one Skill Development Activity of 50 marks** to attain the COs and POs

The sum of two tests, two assignments/skill Development Activities, will be **scaled down to 50 marks**

**CIE methods /question paper is designed to attain the different levels of Bloom's taxonomy as per the outcome defined for the course.**

#### **Semester-End Examination:**

1. The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
2. The question paper will have ten full questions carrying equal marks.
3. Each full question is for 20 marks. There will be two full questions (with a maximum of four sub-questions) from each module.
4. Each full question will have a sub-question covering all the topics under a module.
5. The students will have to answer five full questions, selecting one full question from each module

#### **Suggested Learning Resources:**

- (1) Agile manufacturing - Forging new Frontiers - Paul T. Kidd - Addison Wesley Publication 1994.
- (2) Agile Manufacturing – Proceedings of International Conference - Dr. M.P Chowdiah (Editor)– Tata McGraw Hill Publications - 1996.
- (3) on agile manufacturing - Tata McGraw Hill Publications -1996

#### **Web links and Video Lectures (e-Resources):**

- <http://.ac.in/courses.php?disciplineID=111>
- <http://academicearth.org/>
- <http://www.bookstreet.in>.

#### **Skill Development Activities Suggested**

- Quizzes
- Assignments
- Seminars

#### **Course outcome (Course Skill Set)**

At the end of the course the student will be able to :

<b>Sl. No.</b>	<b>Description</b>	<b>Blooms Level</b>
CO1	Understand the agile manufacturing and conceptual framework.	L2
CO2	Analyse the four core concept of agile manufacturing.	L4
CO3	Study the implication of advanced manufacturing system.	L2
CO4	Understand and design the agile manufacturing enterprises.	L2
CO5	Design skill and knowledge enhancing technology for agile manufacturing.	L3

#### **Program Outcome of this course**

<b>Sl. No.</b>	<b>Description</b>	<b>POs</b>
1	An ability to independently carry out research /investigation and development work to solve practical problems	<b>PO1</b>
2	An ability to write and present a substantial technical report/document	<b>PO2</b>
3	Students should be able to demonstrate a degree of mastery over the area as per the specialization of the program.	<b>PO3</b>

**Mapping of COS and POs**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>
<b>CO1</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>CO2</b>	<b>2</b>	<b>3</b>	<b>2</b>
<b>CO3</b>	<b>3</b>	<b>2</b>	<b>2</b>
<b>CO4</b>	<b>2</b>	<b>1</b>	<b>1</b>
<b>CO5</b>	<b>2</b>	<b>2</b>	<b>3</b>



**Semester- II**

<b>OPERATIONS MANAGEMENT</b>			
Course Code	<b>MMEM214B</b>	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2-0-2	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	3	Exam Hours	03
<b>Course Learning objectives:</b> <ul style="list-style-type: none"> <li>➤ To get acquainted with the basic aspects of Production Management.</li> <li>➤ To expose the students to various aspects of planning, organising and controlling operations Management.</li> <li>➤ To understand different operational issues in manufacturing and services organisations.</li> <li>➤ To understand different problem-solving methodologies and Production Management techniques.</li> </ul>			
<b>Module-1</b>			
<b>Operations Planning Concepts:</b> Introduction, Operations Functions in Organizations, Historical development, Framework for managing operations, The trend: Information and Non-manufacturing systems, Operations management, Factors affecting productivity, International dimensions of productivity, The environment of operations, Production systems decisions- a look ahead. Introduction to ERP.			
<b>Module-2</b>			
<b>Operations Decision Making :</b> Introduction, Management as a science, Characteristics of decisions, Framework for decision making, Decision methodology, Decision Tree Problems, Economic models- Break Analysis in operations, P/V ratio, Statistical models. <b>System Design and Capacity:</b> Introduction, Manufacturing and service systems, Design and systems capacity, Capacity planning.			
<b>Module-3</b>			
<b>Forecasting Demand:</b> Forecasting objectives and uses, Forecasting variables, Opinion and Judgmental methods, Timeseries methods, Moving Average methods, Exponential smoothing, Trend adjusted Exponential Smoothing, Regression and correlation methods.			
<b>Module-4</b>			
<b>Aggregate Planning and Master Scheduling:</b> Introduction- planning and scheduling, Objectives of aggregate planning, Three Pure Strategies, Aggregate planning methods, Master scheduling objectives, Master scheduling methods. <b>Material and Capacity Requirements Planning: Overview:</b> MRP and CRP, MRP: Underlying concepts, System parameters, MRP logic, System refinements, Capacity management, CRP activities.			
<b>Module-5</b>			
<b>Scheduling and Controlling Production Activities:</b> Introduction, PAC, Objectives and Data requirements, Loading –Finite and Infinite Scheduling methodology, priority sequencing, capacity control <b>Single Machine Scheduling: Concept,</b> measures of performance, SPT rule, Weighted SPT rule, EDD rule.			

**Assessment Details (both CIE and SEE)**

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/ course if the student secures not less than 50% (50 marks out of 100) in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

**Continuous Internal Evaluation:**

1. Two Unit Tests each of **25 Marks**
2. Two assignments each of **25 Marks** or **one Skill Development Activity of 50 marks** to attain the COs and POs

The sum of two tests, two assignments/skill Development Activities, will be **scaled down to 50 marks**

**CIE methods /question paper is designed to attain the different levels of Bloom's taxonomy as per the outcome defined for the course.**

**Semester-End Examination:**

1. The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
2. The question paper will have ten full questions carrying equal marks.
3. Each full question is for 20 marks. There will be two full questions (with a maximum of four sub-questions) from each module.
4. Each full question will have a sub-question covering all the topics under a module.
5. The students will have to answer five full questions, selecting one full question from each module

**Suggested Learning Resources:****Books**

- (1) Monks, J.G., Operations Management, McGraw-Hill International Editions, 1987
- (2) Productions & operations management by Adam & Ebert.
- (3) Pannerselvam. R., Production and Operations Management, PHI.
- (4) Chase Jacobs Aquilano, Operations Management for Competitive

**Reference Books**

- (1) Buffa, Modern Production/Operations Management, Wiley Eastern L.
- (2) Chary, S.N., Production and Operations Management, Tata- McGraw Hill.
- (3) Operations management by James Dilworth.
- (4) Lee J Karjewski and Larry P Ritzman, Operations Management – strategy and Analysis, 6thEdn, Pearson Education Asia.

**Web links and Video Lectures (e-Resources):**

- <https://libguides.ius.edu/opsmgmt>.
- VTU e-Shikshana Program

### Skill Development Activities Suggested

- Quizzes
- Assignments
- Seminars

### Course outcome (Course Skill Set)

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Explain the concept and scope of operations management in a business context	L 2
CO2	Recognize the role of Operations management among various business functions and its role in the organizations" strategic planning and gaining competitive advantage	L 2
CO3	Analyze the appropriateness and applicability of a range of operations management systems/models in decision making	L 4
CO4	Assess a range of strategies for improving the efficiency and effectiveness of organizational operations	L 4
CO5	Evaluate a selection of frameworks used in the design and delivery of operations.	L 2

### Program Outcome of this course

Sl. No.	Description	POs
1	An ability to independently carry out research /investigation and development work to solve practical problems.	PO1
2	An ability to write and present a substantial technical report/document.	PO2
3	Students should be able to demonstrate a degree of mastery over the area as per the specialization of the program. The mastery should be at a level higher than the requirements in the appropriate bachelor program.	PO3

### Mapping of COS and Pos

	PO1	PO2	PO3
CO1	2	1	2
CO2	1	1	2
CO3	1	2	2
CO4	2	2	3
CO5	2	2	3

Quantitative Techniques in Decision Making			
Course Code	MMEM214C	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2-0-2	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	3	Exam Hours	03
<b>Course Learning objectives:</b> <ul style="list-style-type: none"> <li>➤ Course Learning objectives: To make the students understand the fundamentals of statistics and decision making during uncertainty and familiarize them with techniques to solve assignment and transportation problems.</li> <li>➤ The usage of Net work techniques in the completion of projects along with the simulation of Management systems will be taught.</li> </ul>			
<b>Module-1</b>			
<b>Introduction:</b> Statistics and managerial decisions, statistical data and Operations Research techniques. Fundamentals of Statistics, probability and probability distributions: Measures of central tendency and location, Measure of dispersion, skewness and kurtosis, Probability and rules of probability, Random variables and probability distributions – Binomial, Poisson, Hyper geometric and Normal.			
<b>Module-2</b>			
<b>Decision Making under Uncertainty:</b> Alternative criteria for decision under uncertainty, Bayesian approach and Incremental analysis. Linear Programming Problem: Formulation of L.P.P., Solution of L.P.P. by graphical method, Solution of L.P.P. by simplex method, Concept of duality and solution of dual problems, Solution of L.P.P. by dual simplex method .			
<b>Module-3</b>			
<b>Transportation and Assignment Problems:</b> Structure of transportation problem and various methods to find LB.F.S, Optimality test of transportation problems by MODI method, Solution of degeneracy and unbalanced transportation problems, Assignment problems and solution by Hungarian method and Traveling Salesman problem			
<b>Module-4</b>			
Two person zero sum game, Minimax & maximin strategies, Solution of game by dominance rules, arithmetic and algebraic methods, Solution of game by graphical method.			
<b>Module-5</b>			
<b>Network Analysis:</b> PERT and CPM, Network construction and determination of critical path, Calculation of ES, EF, LS, LF, TF, FF and IF, Crashing of a project, Scheduling of a project and resource leveling. Waiting Line: Basic structure of queuing systems and characteristics, Expressions for M/M/I queuing model. <b>Simulation of Management systems:</b> Simulation and Monte Carlo method, Waiting line and inventory simulationmodels.			

**Assessment Details (both CIE and SEE)**

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/ course if the student secures not less than 50% (50 marks out of 100) in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

**Continuous Internal Evaluation:**

1. Two Unit Tests each of **25 Marks**
2. Two assignments each of **25 Marks** or **one Skill Development Activity of 50 marks** to attain the COs and POs

The sum of two tests, two assignments/skill Development Activities, will be **scaled down to 50 marks**

**CIE methods /question paper is designed to attain the different levels of Bloom's taxonomy as per the outcome defined for the course.**

**Semester-End Examination:**

1. The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
2. The question paper will have ten full questions carrying equal marks.
3. Each full question is for 20 marks. There will be two full questions (with a maximum of four sub-questions) from each module.
4. Each full question will have a sub-question covering all the topics under a module.
5. The students will have to answer five full questions, selecting one full question from each module

**Suggested Learning Resources:****Books**

- 1 )Quantitative Techniques for managerial decisionsm – SrivastavaU.K. – New Age International Private Limited –ISBN Number:8122401899
- 2)Operations Research – H. Taha– Prentice Hall India – 8 Edition

**Reference Books**

- 1) Operations Research: An Introduction – Gupta and Heera – S.Chand and Company – 2002
- 2) Introduction to Operations Research – Hillier and Liberman– McGraw Hill International. – ISBN 10: 0072321695

**Web links and Video Lectures (e-Resources):**

- <http://.ac.in/courses.php?disciplineID=111>
- <http://academicearth.org/>
- <http://www.bookstreet.in>.
- VTU e-Shikshana Program
- VTU EDUSAT Program

### Skill Development Activities Suggested

- Quizzes
- Assignments
- Seminars

### Course outcome (Course Skill Set)

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Provide greater insight into decision-making processes, with strong fundamentals.	L 2
CO2	Understand better how people perceive and decide about risk and transform domain situation to LPP and solve it.	L 2
CO3	Formulate as Transportation, Assignment, and Travelling salesman problems and derive Optimum solutions	L 3
CO4	Formulate game theory problems and obtain solutions using different methods. Understand the fundamentals of Queues .	L 3
CO5	Develop an appropriate network diagram for the given problem and analyse the project using critical path, floats, slacks. Crash the project and obtained minimum cost/time schedule. Develop simulation models using Monte Carlo technique.	L 4

**Program Outcome of this course**

<b>Sl. No.</b>	<b>Description</b>	<b>POs</b>
1	An ability to independently carry out research /investigation and development work to solve practical problems.	PO1
2	An ability to write and present a substantial technical report/document.	PO2
3	Students should be able to demonstrate a degree of mastery over the area as per the specialization of the program. The mastery should be at a level higher than the requirements in the appropriate bachelor program.	PO3

**Mapping of COS and Pos**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>
<b>CO1</b>	<b>2</b>	<b>1</b>	<b>2</b>
<b>CO2</b>	<b>2</b>	<b>1</b>	<b>2</b>
<b>CO3</b>	<b>1</b>	<b>2</b>	<b>2</b>
<b>CO4</b>	<b>2</b>	<b>2</b>	<b>3</b>
<b>CO5</b>	<b>2</b>	<b>2</b>	<b>3</b>



**Semester- II**

<b>KNOWLEDGE MANAGEMENT</b>			
Course Code	<b>MMEM204D</b>	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2-0-2	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	3	Exam Hours	03
<b>Course Learning objectives:</b> The objective of this course is to understand the current theories, practices, tools and techniques in knowledge management to deal with the challenges with the organization and management of knowledge.			
<b>Module-1</b>			
<b>Knowledge Management:</b> -KM Myths–KM Life Cycle– Understanding Knowledge–Knowledge, intelligence – Experience – Common Sense – Cognition and KM – Types of Knowledge – Expert Knowledge – Human Thinking and Learning, Knowledge society-from data to information to knowledge- Drivers of knowledge management Intellectualcapital-KM and learning organizations- case studies. Strategic alignment- creating awareness-articulation- Evaluation and strategic alignment Infrastructural development and deployment- Leadership, measurement and refinement- Role of CKO			
<b>Module-2</b>			
<b>Knowledge Management System Life Cycle:</b> - Challenges in Building KM Systems–Conventional Versus KM SystemLife Cycle (KMSLS), Knowledge Creation and Knowledge Architecture – Nonaka’s Model of Knowledge Creation and Transformation. Knowledge Architecture Analyzing business environment-knowledge audit and analysis – designing KM team – creating KM system blue print- implementation- capture –store and sharing, Technology components – Internet, Intranet and Groupware solutions- tools for collaborative intelligence package choices, implementing security.			
<b>Module-3</b>			
<b>Capturing Knowledge:</b> Evaluating the Expert–Developing a Relationship with Experts–Fuzzy Reasoning and the Quality of Knowledge – Knowledge Capturing Techniques, Brain Storming – Protocol - Analysis – Consensus Decision Making – Repertory Grid- Concept Mapping –Definition – Computer based user machine system – Integrated system – Need for a database – Utilization of models – Evolution – Subsystems – Organizational subsystems – Activities subsystems.			
<b>Module-4</b>			
<b>Knowledge Codification:</b> - Modes of Knowledge Conversion– Codification Tools and Procedures – Knowledge, Developer’s Skill Sets – System Testing and Deployment – Knowledge Testing– Approaches to Logical Testing, User Acceptance Testing – KM System Deployment Issues – User Training – Post implementation, Operating elements –Physical components – Processing functions – Outputs – MIS support for decision making – Structured programmable decisions – Unstructured non-programmable decisions – MIS structure based on management activity and Organizational functions– Synthesis of MIS structure.			
<b>Module-5</b>			

**Knowledge Transfer and Sharing:** -Transfer Methods–Role of the Internet–Knowledge Transfer in e-world, KM System Tools – Neural Network– Association Rules – Classification Trees – Data mining and Business Intelligence –Decision Making Architecture – Data Management – Knowledge Management Protocols – Managing Knowledge Workers. Data Presentation – Communication Network – Distributed systems – Logical data concepts – Physical storage devices – File organizations – Database organization – Transaction processing.

**Assessment Details (both CIE and SEE)**

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/ course if the student secures not less than 50% (50 marks out of 100) in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

**Continuous Internal Evaluation:**

1. Two Unit Tests each of **25 Marks**
2. Two assignments each of **25 Marks** or **one Skill Development Activity of 50 marks** to attain the COs and POs

The sum of two tests, two assignments/skill Development Activities, will be **scaled down to 50 marks**

**CIE methods /question paper is designed to attain the different levels of Bloom's taxonomy as per the outcome defined for the course.**

**Semester-End Examination:**

1. The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
2. The question paper will have ten full questions carrying equal marks.
3. Each full question is for 20 marks. There will be two full questions (with a maximum of four sub-questions) from each module.
4. Each full question will have a sub-question covering all the topics under a module.
5. The students will have to answer five full questions, selecting one full question from each module

**Suggested Learning Resources:****Books**

- (1) Knowledge Management - Elias. M. Award & Hassan M. Ghaziri – Pearson Education-2003.
- (2) The essential guide to knowledge management, -Amrit Tiwana, ' Pearson education-2001
- (3) Knowledge Management – Sudhir Warier, Vikas Publishing House, ISBN:81-259-1363-7. 1st Edition

**Reference Books**

- (1) Hand book on Knowledge Management – C W Holsapple, Springer, 2003 Porter M Competitive Advantage, Free Press, 1985
- (2) Knowledge Engineering and Management - Gus Schreiber, Hans Akkermans, Anjo Anjewierden, Robert de Hoog, Nigel, Shadbolt, Walter Van de Velde and Bob Wielinga, Universities Press, 2001.

**Web links and Video Lectures (e-Resources):**

- <https://www.bdu.ac.in/cde/docs/ebooks/mba>

**Skill Development Activities Suggested**

- Quizzes
- Assignments
- Seminars

**Course outcome (Course Skill Set)**

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Apply complex theories and practice of knowledge and intellectual capital management	L 3
CO2	Apply theories to a wide range of scenarios	L 3
CO3	Formulate action plans for knowledge intensive organisations	L 2
CO4	Distinguish aspects of industrial era management that may be inappropriate for knowledge intensive organisations and provide alternatives	L 2
CO5	Formulate a framework for thinking about knowledge intensive organisations	L 2

**Program Outcome of this course**

<b>Sl. No.</b>	<b>Description</b>	<b>POs</b>
1	An ability to independently carry out research /investigation and development work to solve practical problems.	<b>PO1</b>
2	An ability to write and present a substantial technical report/document.	<b>PO2</b>
3	Students should be able to demonstrate a degree of mastery over the area as per the specialization of the program. The mastery should be at a level higher than the requirements in the appropriate bachelor program.	<b>PO3</b>

**Mapping of COS and POs**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>
<b>CO1</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>CO2</b>	<b>1</b>	<b>2</b>	<b>2</b>
<b>CO3</b>	<b>3</b>	<b>3</b>	<b>1</b>
<b>CO4</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>CO5</b>	<b>2</b>	<b>3</b>	<b>3</b>

**Note : High - 1, Medium – 2, and Low – 3**

**Semester- II**

<b>Strategic Management</b>			
Course Code	<b>MMEM215A</b>	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2-0-2	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	3	Exam Hours	03
<b>Course Learning objectives:</b> <ul style="list-style-type: none"> <li>● To provide a Strategic orientation in conduct of the business.</li> <li>● Understanding the significance of Strategic orientation</li> <li>● To provide a Strategic orientation in conduct of the business.</li> </ul>			
<b>Module-1</b>			
Introduction - Concepts in Strategic Management, Strategic Management Process, developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy, Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Value Chain Analysis and Competitive advantage.			
<b>Module-2</b>			
Tools and Techniques for Strategic Analysis - Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model - and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies- Strategy Formulation - Types of Strategies – offensive strategy, defensive strategy, Exit and entry barriers - Tailoring strategy to fit specific industry and company situations.			
<b>Module-3</b>			
Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalizing and institutionalizing strategy - Strategies for competing in Global markets and internet economy - Organizational Values and their impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.			
<b>Module-4</b>			
Turnaround and Diversification Strategies: Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures, Alliances and cooperative - Diversification Strategy: firms diversify different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation. International Strategies.			
<b>Module-5</b>			

Strategy Evaluation and control – Establishing strategic controls for Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

### **Assessment Details (both CIE and SEE)**

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/ course if the student secures not less than 50% (50 marks out of 100) in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

#### **Continuous Internal Evaluation:**

1. Two Unit Tests each of **25 Marks**
2. Two assignments each of **25 Marks** or **one Skill Development Activity of 50 marks** to attain the COs and POs

The sum of two tests, two assignments/skill Development Activities, will be **scaled down to 50 marks**

**CIE methods /question paper is designed to attain the different levels of Bloom's taxonomy as per the outcome defined for the course.**

#### **Semester-End Examination:**

1. The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
2. The question paper will have ten full questions carrying equal marks.
3. Each full question is for 20 marks. There will be two full questions (with a maximum of four sub-questions) from each module.
4. Each full question will have a sub-question covering all the topics under a module.
5. The students will have to answer five full questions, selecting one full question from each module

#### **Suggested Learning Resources:**

- Hitt & Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2013.
- Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009.
- Mason A.Carpenter, Wm Gerard Sanders, Prashant Salwan: Strategic Management A Dynamic Perspective, Pearson, 2e, 2017
- V.S.P. Rao, V. Hari Krishna; Strategic Management, 1e, Excel Books, 2012

**Web links and Video Lectures (e-Resources):**

- <http://.ac.in/courses.php?disciplineID=111>
- <http://academicearth.org/>
- <http://www.bookstreet.in>
- VTU e-Shikshana Program
- VTU EDUSAT Program

**Skill Development Activities Suggested**

- Quizzes
- Assignments
- Seminars .

**Course outcome (Course Skill Set)**

S. No.	Description	Blooms Level
CO1	Strategic management concepts	L 1
CO2	Tools and Techniques for Strategic analysis	L 2
CO3	Strategies for competing in globalised markets	L 2
CO4	Turnaround and Diversification Strategies	L 2
CO5	Strategy Evaluation and control	L 5

**Program Outcome of this course**

Sl. No.	Description	POs

<b>Sl. No.</b>	<b>Description</b>	<b>POs</b>
1	An ability to independently carry out research /investigation and development work to solve practical problems	PO1
2	An ability to write and present a substantial technical report/document	PO2
3	Students should be able to demonstrate a degree of mastery over the area as per the specialization of the program.	PO3

**Mapping of COS and POs**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>
<b>CO1</b>	<b>3</b>	<b>2</b>	<b>3</b>
<b>CO2</b>	<b>3</b>	<b>3</b>	<b>2</b>
<b>CO3</b>	<b>2</b>	<b>3</b>	<b>3</b>
<b>CO4</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>CO5</b>	<b>2</b>	<b>3</b>	<b>3</b>



**Semester- II**

<b>TECHNOLOGY MANAGEMENT</b>			
Course Code	<b>MMEM215B</b>	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2-0-2	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	3	Exam Hours	03
<b>Course Learning objectives:</b> <ul style="list-style-type: none"> <li>To understand the importance of technology in conduct of business, with emphasis on strategies R&amp;D, transfer, etc.</li> </ul>			
<b>Module-1</b>			
<b>The Process of Technological Innovation:</b> The need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation, Characteristics of Innovative firms, Dynamics of diffusion, A model of Innovation Adoption, Factors that drive the process of diffusion.			
<b>Module-2</b>			
<b>Technology Strategy:</b> Collaborative Arrangements in domains of Technology Strategy, Risks of Collaborative Activity, Evolution of Technology Appropriation principles, External Sourcing of Technological Capability, Productivity of in house R& D, influence of Environmental Trends.			
<b>Module-3</b>			
<b>Research and Development:</b> Programme Planning and Control, Portfolio Planning, Project Planning and Control, Project Termination, Resource Allocation and Management. <b>New Product Development:</b> New Product Development as a Competitive Strategy, Market Research For Developing New Products, Commercialization of Research Outcomes, Industrial Design, Product Architecture and Design For Manufacture, Developing Indigenous Substitute For Raw Materials.			
<b>Module-4</b>			
<b>Technological Forecasting for Decision Making:</b> Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organization for Technological Forecasting. <b>Transfer of Technology:</b> Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.			
<b>Module-5</b>			
<b>Technological Intelligence:</b> Levels of Technological Intelligence, External Vs Internal Technological Intelligence, Mapping Technological Environment, Mechanism for Data Collection, Analytic Tools, Managing Environmental Analysis in organizations, Contemporary challenges in mapping the technology environment.			

**Assessment Details (both CIE and SEE)**

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/ course if the student secures not less than 50% (50 marks out of 100) in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

**Continuous Internal Evaluation:**

1. Two Unit Tests each of **25 Marks**
2. Two assignments each of **25 Marks** or **one Skill Development Activity of 50 marks** to attain the COs and POs

The sum of two tests, two assignments/skill Development Activities, will be **scaled down to 50 marks**

**CIE methods /question paper is designed to attain the different levels of Bloom's taxonomy as per the outcome defined for the course.**

**Semester-End Examination:**

1. The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
2. The question paper will have ten full questions carrying equal marks.
3. Each full question is for 20 marks. There will be two full questions (with a maximum of four sub-questions) from each module.
4. Each full question will have a sub-question covering all the topics under a module.
5. The students will have to answer five full questions, selecting one full question from each module

**Suggested Learning Resources:****Books**

- (1) Tarek Khalil, Management of Technology -The Key to Competitiveness and Wealth, Tata McGraw Hill, Boston, 2015.
- (2) V. K. Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2015.
- (3) Norma Harison and Samson, Technology management – Text and cases, TMH, 2015.

**Reference Books**

- (1) Shane, Technology Strategy for Managers and Entrepreneurs, Pearson, 2015.
- (2) Khandwala, Corporate Creativity, TMH, 2015.
- (3) Lucy C. Morse, Daniel L. Babcock: Managing Engineering and Technology, 6e, Pearson.

**Web links and Video Lectures (e-Resources):**

- <https://ebooks.inflibnet.ac.in/lisp6/chapter/technology-management/>

**Skill Development Activities Suggested**

- Quizzes
- Assignments
- Seminars

**Course outcome (Course Skill Set)**

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Importance of Technological Innovation	L 2
CO2	Importance of Research and development in technology management	L 2
CO3	Forecasting of Technology	L 2
CO4	Understand the nature and extent of technological change and innovation	L 2
CO5	Critically assess and explain key current issues in our understanding of innovation as a field of study	L 4

**Program Outcome of this course**

Sl. No.	Description	POs
1	An ability to independently carry out research /investigation and development work to solve practical problems	<b>PO1</b>
2	An ability to write and present a substantial technical report/document	<b>PO2</b>
3	Students should be able to demonstrate a degree of mastery over the area as per the specialization of the program.	<b>PO3</b>

### Mapping of COs and POs

	PO1	PO2	PO3
CO1	1	2	2
CO2	1	1	2
CO3	2	3	1
CO4	3	2	2
CO5	2	2	3

**Note : High - 1, Medium – 2, and Low – 3**

	<b>MANAGERIAL ECONOMICS</b>		
Course Code	<b>MMEM215C</b>	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2-0-2	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
<b>Course Learning objectives:</b> <ul style="list-style-type: none"> <li>➤ To develop the understanding of demand, production and cost components.</li> <li>➤ To familiarize the students with Concepts of market structure with emphasis on competition, monopoly and oligopoly.</li> <li>➤ To impart the in-depth knowledge in Pricing and capital budgeting</li> </ul>			
<b>Module-1</b>			
<b>Demand Analysis:</b> Demand Theory, Preference and Choice, Empirical Demand Curves, Goods Characteristics Approach. <b>Production &amp; Cost:</b> Production Theory and Estimation: Organization of Production and the Production Function, Production Function with two variable inputs, optimal combination of inputs returns to scale. Empirical production functions. Cost Components – Cost functions, Empirical Cost functions			
<b>Module-2</b>			
<b>Market Structures:</b> Perfect Competition: Meaning characteristics and importance, price and output determination in the Short run and long run. Derived demand for inputs, shortcomings of perfect competition			
<b>Module-3</b>			
<b>Monopoly:</b> Meaning, characteristics and importance, comparison with perfect competition, short run and long run analysis evaluation. Monopolistic Competition: Meaning, Characteristics and Importance short run and long run analysis. <b>Oligopoly:</b> Meaning, characteristics and importance, Non-Collusive Oligopoly and the kinked demand curve, Collusive Oligopoly, efficiency implications of oligopoly.			
<b>Module-4</b>			
<b>Pricing in Practice:</b> Cost-plus pricing, Evaluation of cost plus pricing, Incremental Analysis in pricing.			
<b>Module-5</b>			
<b>Capital Budgeting:</b> Meaning and Importance, Protecting Cash Flows, Present Value and Internal Rate of Return, Comparison of NPV and IRR. Economic Growth, Development and planning economic aggregates and economic relationships.			

**Assessment Details (both CIE and SEE)**

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/ course if the student secures not less than 50% (50 marks out of 100) in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

**Continuous Internal Evaluation:**

1. Two Unit Tests each of **25 Marks**
2. Two assignments each of **25 Marks** or **one Skill Development Activity of 50 marks** to attain the COs and POs

The sum of two tests, two assignments/skill Development Activities, will be **scaled down to 50 marks**

**CIE methods /question paper is designed to attain the different levels of Bloom's taxonomy as per the outcome defined for the course.**

**Semester-End Examination:**

1. The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
2. The question paper will have ten full questions carrying equal marks.
3. Each full question is for 20 marks. There will be two full questions (with a maximum of four sub-questions) from each module.
4. Each full question will have a sub-question covering all the topics under a module.
5. The students will have to answer five full questions, selecting one full question from each module

**Suggested Learning Resources:****Books**

- 1 ) Economics: Principles, Problems and Policies – Campbell R. McConnell – McGraw Hill – 2005
- (2 )Theory and Problems of Micro Economic Theory – Dominic Salvator, McGraw Hill – 1991

**Reference Books**

- (1.) Managerial Economics – Joel Dean – PHI – 2005.
- (2) Managerial Economics – Dominic Salvator, McGraw Hill – 1995

**Web links and Video Lectures (e-Resources):**

- <http://.ac.in/courses.php?disciplineID=111>
- <http://academicearth.org/>
- <http://www.bookstreet.in>.
- VTU e-Shikshana Program
- VTU EDUSAT Program

**Skill Development Activities Suggested**

- Quizzes
- Assignments
- Seminars

**Course outcome (Course Skill Set)**

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand concept like flow of economic activity, profit and demand and price elasticity	L1
CO2	Estimate production functions with one and two input variables	L3
CO3	Find optimistic cost considering all relevant factors	L2
CO4	Compare monopoly and oligopoly competition in market and barriers to enter.	L4
CO5	Understand pricing on multiple product and employment of input	L1

**Program Outcome of this course**

Sl. No.	Description	POs
1	An ability to independently carry out research /investigation and development work to solve practical problems	PO1
2	An ability to write and present a substantial technical report/document	PO2
3	Students should be able to demonstrate a degree of mastery over the area as per the specialization of the program.	PO3

**Mapping of COS and POs**

	PO1	PO2	PO3
CO1	3	2	1
CO2	2	2	1
CO3	2	2	2
CO4	2	3	2
CO5	2	3	2

**Note : High - 1, Medium – 2, and Low – 3**





**Semester- II**

<b>ENTREPRENEURSHIP AND ETHICS</b>			
Course Code	<b>MMEM215D</b>	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2-0-2	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	3	Exam Hours	03
<b>Course Learning objectives:</b> <ol style="list-style-type: none"> <li>1. The objective of the course is to understand the the entrepreneurship concepts, develop entrepreneurial talents and generate innovative business ideas in emerging industrial scenario and to understand the ways of starting a company of their own and also to create a conscious effort to treat people and companies with respect and establish a positive working environment.</li> <li>2. To motivate the students on entrepreneurial opportunities and to run a business efficiently by various sources of financial supporting institutions for young entrepreneurs</li> </ol>			
<b>Module-1</b>			
<b>Introduction to Entrepreneurship</b>  Concepts of Entrepreneur and Entrepreneurship, Importance and Characteristics of Entrepreneurs, Types of Entrepreneurs, Benefits and Potential Risks of Entrepreneurship, Myths of Entrepreneurship, Factors Affecting Growth of Entrepreneurship in India, Role of Entrepreneurship in Economic Development, Competency Requirement for entrepreneurs - Awareness of Self-Competency and its Development.			
<b>Module-2</b>			
<b>Opportunity Assessment and Entrepreneurial Finance</b>  Opportunity Identification and Selection, Environmental Dynamics and Changes, Business Opportunities in Emerging Environment, Challenges of New Venture Start-ups, Pit Falls in Selecting New Ventures, Critical Factors for New Venture Development, why New Ventures Fail, Sources of Finance for New Venture. Institutional Support for Enterprises-Central & State Government Policy Regarding Small and Medium Scale Enterprises in India.			
<b>Module-3</b>			
<b>Feasibility Analysis and Business plan</b>  Feasibility Analysis of Industry, Market, Product or Service and Finance; Business Plan Meaning, Significance, Contents, Formulation and Presentation of Business Plan, Preparing a Model Project Report for Starting a New Venture, Final Project Report with Feasibility Study Common Errors in Business Plan Formulation.			
<b>Module-4</b>			

	<p><b>Legal Forms of Entrepreneurial Organisations</b></p> <p>Identifying Legal Structures, Selection of an Appropriate Legal Structure, Sole Proprietorship's, Partnerships, Companies, Companies under Section 25, Franchising, Legal Environment – Patents, Copyrights, Trademarks.</p>
	<p align="center"><b>Module-5</b></p>
	<p><b>Corporate Ethics</b></p> <p>Meaning and Need for Business Ethics, Arguments for and Against Business Ethics, Business Ethics in an Evolving Environment, Entrepreneurship and Start-Up Culture, Ethical Issues in Start-up, Ethics and Laws, Establishing Strategy for Ethical Responsibility, Approaches to Managerial Ethics, Ethics and Business Decisions, Frame Work for Ethical Decision Making, Why Ethics Still Matter, Becoming an Ethical Professional , Making a Difference in the Business World, CSR, Environmental Awareness, Ethical Leadership by Entrepreneurs, Corporate Citizenship.</p>
<p><b>Assessment Details (both CIE and SEE)</b></p> <p>The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/ course if the student secures not less than 50% (50 marks out of 100) in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.</p> <p><b>Continuous Internal Evaluation:</b></p> <ol style="list-style-type: none"> <li>1. Two Unit Tests each of <b>25 Marks</b></li> <li>2. Two assignments each of <b>25 Marks</b> or <b>one Skill Development Activity of 50 marks</b> to attain the COs and POs</li> </ol> <p>The sum of two tests, two assignments/skill Development Activities, will be <b>scaled down to 50 marks</b></p> <p><b>CIE methods /question paper is designed to attain the different levels of Bloom's taxonomy as per the outcome defined for the course.</b></p> <p><b>Semester-End Examination:</b></p> <ol style="list-style-type: none"> <li>1. The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.</li> <li>2. The question paper will have ten full questions carrying equal marks.</li> <li>3. Each full question is for 20 marks. There will be two full questions (with a maximum of four sub-questions) from each module.</li> <li>4. Each full question will have a sub-question covering all the topics under a module.</li> <li>5. The students will have to answer five full questions, selecting one full question from each module</li> </ol> <p>.</p>	

**Suggested Learning Resources:****Books**

1. Kanaka SS- Entrepreneurial development, S Chand -Fourth edition.
2. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, & Sabyasachi Sinha (2020), 'Entrepreneurship '. McGraw – Hill, Eleventh Edition
3. Laura Hartman & Abha Chatterjee (2017), Perspectives in Business Ethics, McGraw Hill, Third Edition
4. Vasant Desai , The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House. Single Edition

**References:**

1. Ashwathappa K "Essentials of Business Environment", Himalaya Publishing House, Fifteen Edition
2. Jeffry .A. Timmons & Stephen spinelli, New Venture Creation, Entrepreneurship for the 21st Century, Tata McGraw Hill, Seventh Edition
3. John R Boatright, "Ethics and the Conduct of Business". Pearson Education, Sixth Edition.
4. Prof. P S Baja] and Raj Agrawal. "Business Ethics — An Indian Perspective". Biztantra. New Delhi. 2004, Single Edition

**Web links and Video Lectures (e-Resources):**

- VTU e-Shikshana Program
- VTU EDUSAT Program

**Skill Development Activities Suggested**

- Assignments
- Quiz
- Presentations

**Course outcome (Course Skill Set)**

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand of starting a company by the various financial institutions support	L2
CO2	Develop new innovative business ideas.	L3
CO3	Understand the marketing demand in various forms of business	L2
CO4	Aware of alternative to jobs and employment which will make them job providers in an ethical manner	L2

**Program Outcome of this course**

Sl. No.	Description	POs
1	An ability to independently carry out research /investigation and development work to solve practical problems	<b>PO1</b>
2	An ability to write and present a substantial technical report/document	<b>PO2</b>
3	Students should be able to demonstrate a degree of mastery over the area as per the specialization of the program.	<b>PO3</b>

**Mapping of COS and POs**

	PO1	PO2	PO3
CO1	2	2	2
CO2	1	2	2
CO3	1	1	2
CO4	2	2	2

	TQM		
Course Code	<b>MMEM 206</b>	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	3-0-0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	3	Exam Hours	03

	<p><b>Course Learning objectives:</b></p> <ul style="list-style-type: none"> <li>➤ To make the student understand various approaches to TQM and quality leadership</li> <li>➤ Familiarization with Tools and Techniques of quality management</li> </ul>
	<b>Module-1</b>
	<p><b>Principles and Practice:</b> Definition, basic approach, gurus of TQM, TQM Framework, awareness, defining quality, historical review, obstacles, benefits of TQM.</p> <p><b>Quality Management Systems:</b> Introduction, benefits of ISO registration, ISO 9000 series of standards, ISO 9001 requirements.</p>
	<b>Module-2</b>
	<p><b>Leadership:</b> Definition, characteristics of quality leaders, leadership concept, characteristics of effective people, ethics, the Deming philosophy, role of TQM leaders, implementation, core values, concepts and framework, strategic planning communication, decision making.</p>
	<b>Module-3</b>
	<p>Customer Satisfaction and Customer Involvement: Customer Satisfaction: customer and customer perception of quality, feedback, using customer complaints, service quality, translating needs into requirements, customer retention, case studies. Employee Involvement – Motivation, employee surveys, empowerment, teams, suggestion system, recognition and reward, gain sharing, performance appraisal, unions and employee involvement, case studies.</p>
	<b>Module-4</b>
	<p><b>Continuous Process Improvement:</b> process, the Juran trilogy, improvement strategies, types of problems, the PDCA Cycle, problem-solving methods, Kaizen, reengineering, six sigma, case studies. Statistical Process</p> <p><b>Control:</b> Pareto diagram, process flow diagram, cause and effect diagram, check sheets, histograms, statistical fundamentals, Control charts, state of control, out of control process, control charts for variables, control charts for attributes, scatter diagrams, case studies.</p>
	<b>Module-5</b>
	<p><b>Total Productive Maintenance (TPM):</b> Definition, Types of Maintenance, Steps in introduction of TPM in an organization, Pillars of TPM – 5S, Jishu Hozen, Quality Maintenance, Planned Maintenance.</p> <p><b>Quality by Design (QbD):</b> Definition, Key components of QbD, Role of QbD in Pharmaceutical Industry, Benefits and Challenges of QbD.</p> <p><b>Environmental Management Systems (EMS):</b> Definition, Basic EMS, EMS under ISO 14001, Costs and Benefits of EMS.</p>

**Assessment Details (both CIE and SEE)**

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/ course if the student secures not less than 50% (50 marks out of 100) in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

**Continuous Internal Evaluation:**

1. Two Unit Tests each of **25 Marks**
2. Two assignments each of **25 Marks** or **one Skill Development Activity of 50 marks** to attain the COs and POs

The sum of two tests, two assignments/skill Development Activities, will be **scaled down to 50 marks**

**CIE methods /question paper is designed to attain the different levels of Bloom's taxonomy as per the outcome defined for the course.**

**Semester-End Examination:**

1. The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
2. The question paper will have ten full questions carrying equal marks.
3. Each full question is for 20 marks. There will be two full questions (with a maximum of four sub-questions) from each module.
4. Each full question will have a sub-question covering all the topics under a module.
5. The students will have to answer five full questions, selecting one full question from each module

**Suggested Learning Resources:****Books**

1. Total Quality Management Dale H. Besterfield Pearson Education India, Edition 03. ISBN: 8129702606.
2. Total Quality Management for Engineers M. Zairi Wood head Publishing ISBN:185573024
3. Managing for Quality and Performance Excellence James R. Evans and William M Lindsay Cengage Learning. 9th edition
4. Four revolutions in management Shoji Shiba, Alan Graham, David Walden Oregon 1990
5. Organizational Excellence through TQM H. Lal New age Publications

**Web links and Video Lectures (e-Resources):**

- VTU e-Shikshana Program
- VTU EDUSAT Program

**Skill Development Activities Suggested**

- Quizzes
- Assignments
- Seminars

**Course outcome (Course Skill Set)**

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand various approaches to TQM	L2
CO2	Understand the characteristics of quality leader and his role.	L2
CO3	Develop feedback and suggestion systems for quality management.	L3
CO4	Enhance the knowledge in Tools and Techniques of quality management	L2

**Program Outcome of this course**

Sl. No.	Description	POs
1	An ability to independently carry out research /investigation and development work to solve practical problems	<b>PO1</b>
2	An ability to write and present a substantial technical report/document	<b>PO2</b>
3	Students should be able to demonstrate a degree of mastery over the area as per the specialization of the program.	<b>PO3</b>

**Mapping of COS and POs**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>
<b>CO1</b>	<b>2</b>	<b>2</b>	<b>3</b>
<b>CO2</b>	<b>1</b>	<b>2</b>	<b>2</b>
<b>CO3</b>	<b>2</b>	<b>1</b>	<b>3</b>
<b>CO4</b>	<b>2</b>	<b>2</b>	<b>3</b>



STATISTICAL TOOLS LAB			
CourseCode	MMEML2 07	CIEMarks	50
TeachingHours/Week(L:T:P:S)	01:02:00	SEEMarks	50
Credits	2	ExamHours	03
<b>Course objectives:</b> To impart practical knowledge in the usage of Basic Statistical tools useful in management practice.			
Sl.NO	Experiment		
1	Creation of a database and presentation of data sets.		
2	Exploring Data Introduction and Describing Data -Relationships Among Variables.		
3	Probability Distributions Probability and Distributions-Normal and Binomial Distributions		
4	StatisticalInferenceSamplingandSamplingDistributions		
5	StatisticalInference-ConfidenceIntervals		
6	StatisticalInference-HypothesisTesting		
7	AnalysisofVariance(ANOVA)		
8	FactorAnalysis		
9	RegressionModellingandAnalysis		
10	BivariateandMultivariateAnalysis		
<b>Courseoutcomes(CourseSkillSet):</b>  Attheendofthecoursethestudentwillbeableto: 1. UnderstandCreationofadatabaseandpresentationofdatssets. 2. UnderstandtheProbabilityDistributions-NormalandBinomialDistribution. 3. UnderstandtheStatisticalInference -ConfidenceIntervals,HypothesisTesting. 4. UnderstandtheAnalysisofVariance(ANOVA).			

**Suggested Learning Resources:**

LINDO/Quantitative System Analysis (QSA)/TORA software/M.S. Projects/ARENA

## Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 50% of the maximum marks. A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each course. The student has to secure not less than 40% of maximum marks in the semester-end examination(SEE). In total of CIE and SEE student has to secure 50% maximum marks of the course.

### Continuous Internal Evaluation (CIE):

CIE marks for the practical course is **50 Marks**.

The split-up of CIE marks for record/ journal and test are in the ratio **60:40**.

- Each experiment to be evaluated for conduction with an observation sheet and record write-up. Rubrics for the evaluation of the journal/write-up for hardware/software experiments designed by the faculty who is handling the laboratory session and is made known to students at the beginning of the practical session.
- Record should contain all the specified experiments in the syllabus and each experiment write-up will be evaluated for 10 marks.
- **Total marks scored by the students are scaled down to 30 marks** (60% of maximum marks).
- Weightage to be given for neatness and submission of record/write-up on time.
- Department shall conduct 01 tests for 100 marks, test shall be conducted after the 14<sup>th</sup> week of the semester.
- In test, test write-up, conduction of experiment, acceptable result, and procedural knowledge will carry a weightage of 60% and the rest 40% for viva-voce.
- The suitable rubrics can be designed to evaluate each student's performance and learning ability.
- **The test marks is scaled down to 20 marks** (40% of the maximum marks).

The Sum of **scaled-down** marks scored in the report write-up/journal and marks of test is the total CIE marks scored by the student.

### Semester End Evaluation (SEE):

SEE marks for the practical course is 50 Marks.

SEE shall be conducted jointly by the two examiners of the same institute, examiners are appointed by the University.

All laboratory experiments are to be included for practical examination.

(Rubrics) Breakup of marks and the instructions printed on the cover page of the answer script to be strictly adhered to by the examiners. **OR** based on the course requirement evaluation rubrics shall be decided jointly by examiners.

Students can pick one question (experiment) from the questions lot prepared by the internal /external examiners jointly.

Evaluation of test write-up/ conduction procedure and result/viva will be conducted jointly by examiners.

General rubrics suggested for SEE are mentioned here, writeup-20%, Conduction procedure and result in -60%, Viva-voce 20% of maximum marks. SEE for practical shall be evaluated for 100 marks and scored marks shall be scaled down to 50 marks (however, based on course type, rubrics shall be decided by the examiners)

Change of experiment is allowed only once and 10% Marks allotted to the procedure part to be made zero.

The duration of SEE is 03 hours

	Executive Communication			
Course Code	MMEM 258 A	CIE Marks	50	
Teaching Hours/Week (L:P:SDA)	1-0-0	SEE Marks	50	
Total Hours of Pedagogy	14	Total Marks	100	
Credits	1	Exam Hours	02	
Examination Type (SEE)	Theory			
<b>Course Learning objectives:</b> To create awareness about the importance of communication in the business world and get acquainted with the suitable approaches				
Module-1				
<b>Communication:</b> Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.				
Module-2				
<b>Business Correspondence:</b> Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters for Different Kinds of Situation: Personalized Standard Letters, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proofreading and Evaluating- Letters of application and resume.				
Module-3				
<b>Business Reports and Proposals:</b> Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.				
Module-4				
<b>Conducting Meetings and Interviews:</b> Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.				
Module-5				
<b>Non-verbal Communication:</b> Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts, Diagrams and Tables- Visual and Audio-visual Aids for Communication.				

#### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 50% of the maximum marks (25 marks out of 50) and for the SEE minimum passing mark is 40% of the maximum marks (20 out of 50 marks). The student is declared as a pass in the course if he/she secures a minimum of 50% (50 marks out of 100) in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together

#### Continuous internal Examination (CIE)

- For the Assignment component of the CIE, there are 25 marks and for the Internal Assessment Test component, there are 25 marks.
- The first test will be administered after 40-50% of the syllabus has been covered, and the second test will be administered after 85-90% of the syllabus has been covered
- Any two assignment methods mentioned in the 22OB2.4, if an assignment is project-based then only one assignment for the course shall be planned. The teacher should not conduct two assignments at the end of the semester if two assignments are planned.
- For the course, CIE marks will be based on a scaled-down sum of two tests and other methods of assessment.

**Internal Assessment Test question paper is designed to attain the different levels of Bloom's taxonomy as per the outcome defined for the course.**

#### Semester End Examinations (SEE)

- a. The question paper shall consist of ten questions, with each question carrying 10 marks.**
- b. There shall be two questions from each module.** Each question may or may not include **sub-questions** (with a maximum of two sub-questions). The **mark distribution** for sub-questions may follow any of the following formats: **5+5, 4+6, or 3+7.**
- c. Students are required to answer any five full questions, selecting one full question from each module.**
- d. In order to pass the SEE, students must obtain a minimum of 40% of the maximum marks allotted for the examination.**
- e. The maximum duration of the examination is 02 hours**

**Suggested Learning Resources:**

1. Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.
2. Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.

**Reference:**

1. Chaturvedi, Business Communication, Person, 2 edition, 2011
2. Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008

**Web links and Video Lectures (e-Resources):**

- <https://www.skillsyouneed.com/ips/communication-skills.html>
- <https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers>
- <http://skillopedia.com>
- <https://www.habitsforwellbeing.com/9-effective-communication-skills>

**Skill Development Activities Suggested**

- Quizzes
- Assignments
- Seminars

**Course outcome (Course Skill Set)**

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	To acquire communication awareness they are going to get for the industry.	L2
CO2	To make the customer realize that you can provide them with information and other essential things	L2
CO3	To explore the skill of writing business proposals	L3
CO4	To develop a plan for the meetings and interviews	L3
CO5	To analyze the skills required for non-verbal communication	L 4

Sl. No	Description	PO's
1	An ability to independently carry out research /investigation and development work to solve practical problems	PO 1
2	An ability to write and present a substantial technical report/document	PO 2
3	Students should be able to demonstrate a degree of mastery over the area as per the specialization of the program.	PO 3

#### Program Outcome of this course

#### Mapping of COS and POs

	PO1	PO2	PO3
CO1	3	3	1
CO2	3	2	1
CO3	2	3	1
CO4	2	2	1
CO5	2	1	1

	<b>Legal aspects in Business</b>
Course Code	MMEM 258 B
Teaching Hours/Week (L:P:SDA)	1-0-0
Total Hours of Pedagogy	14
Credits	01
Examination Type (SEE)	Theory
	<b>Course Learning Objectives:</b> Familiarization of various labour laws and provide insights and awareness about the importance of consumer protection act, Cyber-crimes, Intellectual property Rights.
	<b>Module-1</b>

<p><b>The Law of Contracts:</b> Definition of Contract Offer and Acceptance. Essential Elements of a Valid Contract. Free Consent, Competency of Parties, Lawful Consideration, Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts. Performance of Contracts, Privity of Contracts, Assignment of Contracts, By Whom Contract must be Performed. Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts: By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts. Remedies for Breach of Contracts.</p>
<p style="text-align: center;"><b>Module-2</b></p>
<p><b>Sale of Goods Act:</b> Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller.</p> <p><b>Negotiable Instruments Act:</b> Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics.</p>
<p style="text-align: center;"><b>Module-3</b></p>
<p><b>Partnership Act:</b> Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution.</p> <p><b>Company Law:</b> Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies. General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.</p>
<p style="text-align: center;"><b>Module-4</b></p>
<p><b>Labour Law:</b> Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child Labour Abolition &amp; Regulation Act, 1986 – Inter-state Migrant Workmen (Regulation of Employment &amp; Conditions of services) Act 1979 – Bonded Labour system (Abolition) Act 1976 – Sexual Harassment of women at Workplace (Prevention, Prohibition &amp; Redressal) Act 2013 – Contract Labour (Regulation and Abolition) Act – Four Labour Codes and Rules – RTI Act 2005.</p>
<p style="text-align: center;"><b>Module-5</b></p>
<p><b>Consumer Protection Act,</b> Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNCTAD – United Nations Commission on International Trade Law.</p>



#### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 50% of the maximum marks (25 marks out of 50) and for the SEE minimum passing mark is 40% of the maximum marks (20 out of 50 marks). The student is declared as a pass in the course if he/she secures a minimum of 50% (50 marks out of 100) in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together

#### Continuous internal Examination (CIE)

- For the Assignment component of the CIE, there are 25 marks and for the Internal Assessment Test component, there are 25 marks.
- The first test will be administered after 40-50% of the syllabus has been covered, and the second test will be administered after 85-90% of the syllabus has been covered
- Any two assignment methods mentioned in the 22OB2.4, if an assignment is project-based then only one assignment for the course shall be planned. The teacher should not conduct two assignments at the end of the semester if two assignments are planned.
- For the course, CIE marks will be based on a scaled-down sum of two tests and other methods of assessment.

**Internal Assessment Test question paper is designed to attain the different levels of Bloom's taxonomy as per the outcome defined for the course.**

#### Semester End Examinations (SEE)

- f. The question paper shall consist of ten questions, with each question carrying 10 marks.**
- g. There shall be two questions from each module.** Each question may or may not include **sub-questions** (with a maximum of two sub-questions). The **mark distribution** for sub-questions may follow any of the following formats: **5+5, 4+6, or 3+7.**
- h. Students are required to answer any five full questions, selecting one full question from each module.**
- i. In order to pass the SEE, students must obtain a minimum of 40% of the maximum marks allotted for the examination.**
- j. The maximum duration of the examination is 02 hours**

**Suggested Learning Resources:****Text Books**

1. KapoorND.,LegalSystemsin Business,Edition2(2021), SultanChand& Sons.
2. Majumdar,A.K.andKapoor,G.K.,CompanyLaw,15thEdition,Taxmann Publications Pvt. Ltd., 2012.
3. Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17th Edition,Taxmann Publications Pvt. Ltd., 2012.

**Reference Books**

1. Daniel Albuquerque , Legal systems in Business, Oxford UniversityPress India, 2<sup>nd</sup> Edition, 2015

**Web links and Video Lectures (e-Resources):**

- <http://www.legalserviceindia.com/article/>
- <http://www.freebookcentre.net/Law/Law-Books.html2>
- <https://www.mooc-list.com/course/business-law-wma>
- <https://ilj.law.indiana.edu/>

**Course outcome (Course Skill Set)**

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Oncompletionofthiscourse,studentswill Haveknowledgeon understandingson lawofcontract.	L2
CO2	TodescribeaboutsaleofgoodsandNegotiableinstrumentact	L2
CO3	Tohavean overall understandingaboutpartnership act and companylaw.	L2
CO4	TofamiliarizevariouslaborlawsforeffectiveadministrationofHuman Resource of an organization.	L2
CO5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.	L 3

**Program Outcome of this course**

**Program Outcome of this course**

Sl. No	Description	PO's
1	An ability to independently carry out research /investigation and development work to solve practical problems	PO 1
2	An ability to write and present a substantial technical report/document	PO 2
3	Students should be able to demonstrate a degree of mastery over the area as per the specialization of the program.	PO 3

**Mapping of COS and POs**

	PO1	PO2	PO3
CO1	3	3	3
CO2	2	2	1
CO3	2	2	1
CO4	2	2	2

**Note : High - 1, Medium – 2, and Low – 3**

	InternationalBusiness			
	Course Code	MMEM 258 C	CIE Marks	50
	Teaching Hours/Week (L:P:SDA)	1-0-0	SEE Marks	50
	Total Hours of Pedagogy	14	Total Marks	100
	Credits	1	Exam Hours	02
	Examination Type (SEE)	Theory		
	<b>Course Learning objectives:</b> To make the students competent enough to understandandanalyzeinternationalsituationsand enter the business at international level.			
	Module-1			

	<p><b>Introduction:</b> Introduction to International Business: Importance, nature and scope of international business- International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of international business; Balance of Payments; Balance of Trade; Balance of Current Account. Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations-Internationalcollaborativearrangementsand strategic alliances- Counter Trade; Import-Export Process and Documentation.</p>
	<p style="text-align: center;"><b>Module-2</b></p>
	<p><b>International Business Environment and Cultural Differences:</b> International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education — Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage.</p>
	<p style="text-align: center;"><b>Module-3</b></p>
	<p><b>International Trade Theory:</b> Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond — General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)-GATS-UNCTAD- Trade Blocks; Customs Union-EU- PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP-SAPTA. Indian Ocean RIM Initiative- BIMSTEC- Bretton Woods Twins- World Bank &amp; IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).</p>
	<p style="text-align: center;"><b>Module-4</b></p>
	<p><b>Global Trading and Investment Environment:</b> Recent Trends in India's Foreign Trade, India's Commercial Relations and Trade Agreements with other countries- InstitutionalInfrastructureforexportpromotioninIndia-Export Assistance- Export Finance- Export Processing Zones(EPZs)-SpecialEconomicZones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market-ForeignDirectInvestments(FDI);formsofFDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Hostand Home Countries.</p>
	<p style="text-align: center;"><b>Module-5</b></p>
	<p><b>Contemporary Issues:</b> Contemporary Issues in International Business- International Sales Contract-Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solvingTrade disputes. <b>Export Regulations:</b> Procedure for export of goods- Quality Control and Pre- shipment Inspection-CustomsClearance- Portformalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.</p>

#### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 50% of the maximum marks (25 marks out of 50) and for the SEE minimum passing mark is 40% of the maximum marks (20 out of 50 marks). The student is declared as a pass in the course if he/she secures a minimum of 50% (50 marks out of 100) in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together

#### Continuous internal Examination (CIE)

- For the Assignment component of the CIE, there are 25 marks and for the Internal Assessment Test component, there are 25 marks.
- The first test will be administered after 40-50% of the syllabus has been covered, and the second test will be administered after 85-90% of the syllabus has been covered
- Any two assignment methods mentioned in the 220B2.4, if an assignment is project-based then only one assignment for the course shall be planned. The teacher should not conduct two assignments at the end of the semester if two assignments are planned.
- For the course, CIE marks will be based on a scaled-down sum of two tests and other methods of assessment.

**Internal Assessment Test question paper is designed to attain the different levels of Bloom's taxonomy as per the outcome defined for the course.**

#### Semester End Examinations (SEE)

- k. The question paper shall consist of ten questions, with each question carrying 10 marks.**
- l. There shall be two questions from each module.** Each question may or may not include **sub-questions** (with a maximum of two sub-questions). The **mark distribution** for sub-questions may follow any of the following formats: **5+5, 4+6, or 3+7.**
- m. Students are required to answer any five full questions, selecting one full question from each module.**
- n. In order to pass the SEE, students must obtain a minimum of 40% of the maximum marks allotted for the examination.**
- o. The maximum duration of the examination is 02 hours**

#### Suggested Learning Resources:

1. International Business: Competing in the Global Marketplace (SIE) | 11th Edition – 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)
2. International Business | Fourth Edition | By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)
3. Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.
4. Paul, J., International Business, 5th Edition, PHI Learning, 2010.
5. Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.

**Web links and Video Lectures (e-Resources):**

1. [www.internationalbusinesscorporation.com](http://www.internationalbusinesscorporation.com)
2. [www.business-ethics.org](http://www.business-ethics.org)
3. <https://www.jstor.org/journal/jintebusistud>
4. Journal of International Business and Management (JIBM)

**Skill Development Activities Suggested**

- Quizzes
- Assignments
- Seminars

**Course outcome (Course Skill Set)**

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.	L2, L3
CO2	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	L3
CO3	To throw light on international trade theories and the management of business functional operations in an international context.	L2
CO4	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.	L2
CO5	To know about regional economic integration and contemporary issues in international business.	L 4

Sl. No	Description	PO's
1	An ability to independently carry out research /investigation and development work to solve practical problems	PO 1
2	An ability to write and present a substantial technical report/document	PO 2
3	Students should be able to demonstrate a degree of mastery over the area as per the specialization of the program.	PO 3

**Program Outcome of this course**

**Mapping of COS and POs**

	PO1	PO2	PO3
CO1	2	2	1
CO2	3	2	1
CO3	2	2	1
CO4	2	2	1
CO5	2	1	1

Business Etiquettes			
Course Code	MMEM 258 D	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	1-0-0	SEE Marks	50
Total Hours of Pedagogy	14	Total Marks	100
Credits	1	Exam Hours	02
Examination type (SEE)	Theory		
Course Learning objectives:			
Module-1			
<p><b>Introduction to business etiquette:</b> The ABCs of etiquette Meeting and greeting scenariosDeveloping a cultureofexcellenceTheprinciplesofexceptionalwork behaviour - What is the role of Good Manners in Business?-Enduring Words.</p> <p><b>Greetings and Introductions:</b> Guideline for receptionists -Makingintroductionsandgreetingpeople- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.</p>			
Module-2			
<p><b>Meeting and Boardroom Protocol:</b> Guidelines for planning a meeting - Before the meeting - On the dayof theMeeting-GuidelinesforAttendingthemeeting-For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints.</p> <p><b>Entertaining Etiquette:</b> Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette-Multi-culturalHighlight:JapaneseDinning- SpecificfoodEtiquetteguidelines.</p>			
Module-3			
<p><b>TelephoneEtiquette:</b>Cellphoneetiquette-SocialMedia Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Takingat message - Voice Mail-Closingthe call - When Making calls - Closing the call- Handling rude or impatient clients</p> <p><b>Internet &amp; email etiquette:</b> Internet usage in the workplace. Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines.</p>			
Module-4			
<p><b>BusinessAttire&amp;Professionalism:</b>Businessstyleand professional image - Dress code - Guidelines for appropriate business attire - Grooming forsuccess -Guidelines for appropriate business attire - Grooming for success - Multicultural dressing</p> <p><b>Diversity Management-</b> Gender Sensitivity- Social Media and Communication with colleagues-Preventing sexual harassment-Disability Etiquette: Basic disability Etiquettepractices-Courtesiesforwheelchairusers. Courtesies for blind or visuallyimpaired - Courtesies for the deaf- People with speech impairments.</p>			
Module-5			



**Business Ethics:** Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical issues - Conflict Management - Conflict resolution strategies - Choosing the appropriate gift in the business environment

**Multi-cultural challenges:** Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette - onsite projects - Cultural Highlight: China - Cultural Highlight: India.

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- Students are required to answer any five full questions, selecting one full question from each module.**
- In order to pass the SEE, students must obtain a minimum of 40% of the maximum marks allotted for the examination.**
- The maximum duration of the examination is 02 hours**

**Suggested Learning Resources:**

1. Gonda,C.M.(2016)MasterofBusinessEtiquette:TheUltimateGuideto Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2. Mehra,S.K.(2012)BusinessEtiquetteAGuideForTheIndianProfessional. Noola: HarperCollins
3. Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
4. Past,K. (2008).IndianBusinessEtiquette: 1(First edition).Ahmedabad Jaico Publishing House.
5. Travis,R.(2013).Tech Etiquette:OMG,2Edition,RLTPublishing.

**Web links and Video Lectures (e-Resources):**

1. <https://accountingexplained.com/managerial/capital-budgeting/>
2. <http://www.studyfinance.com/lessons/workcap/>

**Skill Development Activities Suggested**

- Quizzes
- Assignments
- Seminars

**Course outcome (Course Skill Set)**

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	ToanalyzetheBusiness etiquetateatworkplace	L 4
CO2	TodeterminethePrinciplesofexceptionalworkbehavior	L 2
CO3	To exploreTechetiquetteinusingvarioustelecommunicationdevicesandchannels	L 2
CO4	TosuccessfullyhandleMulti-culturalchallenges	L 3
CO5	Toascertainsensitivitytonewandemergingissues inetiquette	L 2

Sl. No	Description	PO's
1	An ability to independently carry out research /investigation and development work to solve practical problems	PO 1
2	An ability to write and present a substantial technical report/document	PO 2
3	Students should be able to demonstrate a degree of mastery over the area as per the specialization of the program.	PO 3

**Program Outcome of this course**

**Mapping of COS and POs**

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CO1	1	2	1
CO2	2	1	1
CO3	2	1	1
CO4	2	2	1
CO5	2	1	1