



B.S. Abdur Rahman  
**Crescent**  
Institute of Science & Technology  
Deemed to be University u/s 3 of the UGC Act, 1956

**Open and Distance Learning (ODL) &  
Online Learning (OL)**

**Regulations 2021  
Curriculum and Syllabi**

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**M.B.A.**



**OPEN AND DISTANCE LEARNING (ODL) &  
ONLINE LEARNING (OL)**

**REGULATIONS 2021**

**CURRICULUM AND SYLLABI (I & II Semesters)**

**M.B.A.  
MASTER OF BUSINESS ADMINISTRATION**



## **VISION AND MISSION OF THE INSTITUTION**

### **VISION**

B.S. Abdur Rahman Crescent Institute of Science and Technology aspires to be a leader in Education, Training and Research in multidisciplinary areas of importance and to play a vital role in the Socio – Economic progress of the country in a sustainable manner.

### **MISSION**

- To blossom into an internationally renowned Institute
- To empower the youth through quality and value – based education
- To promote professional leadership and entrepreneurship
- To achieve excellence in all its endeavors to face global challenges
- To provide excellent teaching and research ambience
- To network with global institutions of Excellence, Business, Industry and Research Organizations
- To contribute to the knowledge base through scientific enquiry, applied research and Innovation



## **VISION AND MISSION OF CRESCENT SCHOOL OF BUSINESS**

### **VISION**

Crescent School of Business aspires to be an industry integrated world-class B-school.

### **MISSION**

- To foster a comprehensive management education with global perspective
- To help the students identify their potential and encourage them to manage uncertainty and complexity
- To excel in postgraduate management education, research and practice
- To conduct management development programmes for managerially competent, technically proficient, and socially purposeful professionals

## **VISION AND MISSION OF DEPARTMENT OF MANAGEMENT STUDIES**

The vision and mission statement of the Department of Management Studies is aligned with the vision and mission statements of the Institute.

### **VISION**

The Department of Management Studies aspires to become a Management Institution of national repute, providing industry-oriented, socially-responsible and research inclined management professionals.

### **MISSION**

1. To offer post graduate and research programmes of industry and social relevance
2. To provide functional specific knowledge through industry scenario study and analysis using multiple pedagogies
3. To enhance managerial and soft skills that augment the overall professional development
4. To encourage and support in fulfilling the drive for teaching and research
5. To pursue consultancy projects and collaborative research

**PROGRAMME EDUCATIONAL OBJECTIVES AND OUTCOMES****MASTER OF BUSINESS ADMINISTRATION****PROGRAMME EDUCATIONAL OBJECTIVES**

The students of MBA programme would be able to

1. Perform cross functional management tasks efficiently
2. Initiate and participate in organizational change process
3. Demonstrate multi faceted leadership skills in business scenario
4. Practice ethics in management
5. Become successful entrepreneurs

**PROGRAM OUTCOMES**

The students of MBA programme would be able to

1. Apply knowledge of management theories and practices to solve business problems
2. Foster analytical and critical thinking abilities for data-based decision making
3. Develop value-based leadership ability
4. Understand, analyze and communicate global, economic, legal, and ethical aspects of business
5. Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
6. Design strategies using the appropriate methodology for business development
7. Become an entrepreneur





**REGULATIONS – 2021**  
**MBA/MCA – ODL AND OL PROGRAMMMES**

**1.0 PRELIMINARY DEFINITIONS AND NOMENCLATURE**

In these Regulations, unless the context otherwise requires

- i) **“Programme”** means Post Graduate Degree Programme(MBA/MCA) offered under Open and Distance (ODL) and Online Learning (OL).
- ii) **“Course”** means a theory/ practical/ seminar/ Project work and any other subject that is normally studied in a semester.
- iii) **“Institution”** means B. S. Abdur Rahman Crescent Institute of Science & Technology.
- iv) **“Academic Council”** means the Academic Council, which is the apex body on all academic matters of B. S. Abdur Rahman Crescent Institute of Science & Technology.
- v) **“Dean (Academic Affairs)”** means Dean (Academic Affairs) of B.S. Abdur Rahman Crescent Institute of Science & Technology who administers the academic matters.
- vi) **“Dean(Student Affairs)”** means Dean(Student Affairs) of B. S. Abdur Rahman Crescent Institute of Science & Technology, who looks after the welfare and discipline of the students.
- vii) **“Controller of Examinations”** means the Controller of Examinations of B. S. Abdur Rahman Crescent Institute of Science & Technology who is responsible for the conduct of examinations and declaration of results.
- viii) **“Director”** means the Director of the Crescent Online and Distance Learning Center.
- ix) **“Open and Distance Learning”** means mode of providing flexible learning opportunities by overcoming separation of teacher and learner using a variety of media, including print, electronic, online and occasional interactive face-to-face meetings with the learners or Learner Support Services to

deliver teaching-learning experiences, including practical or work experiences.

- x) **“Online Learning”** means mode of providing flexible learning opportunities by overcoming separation of teacher and learner using internet, e-learning materials and full-fledged programme delivery through internet using technology assisted mechanism and resources.
- xi) **“Self-Learning e-Module (SLM) for Online mode”** means a modular unit of course material in e-learning form which is *inter alia* self-explanatory, self - contained, self-directed at the learner, and amenable to self-evaluation, and enables the learner to acquire the prescribed level of learning in a course of study and includes contents in the form of a combination of the following e-Learning content, namely:
- (a) e-Text Materials;
  - (b) Video Lectures;
  - (c) Audio-Visual interactive material;
  - (d) Virtual Classroom sessions;
  - (e) Audio Podcasts;
  - (f) Virtual Simulation; and
  - (g) Self-Assessment Quizzes or Tests;
- xii) **“Self-Learning Material (SLM) for Open and Distance Learning mode”** means and includes contents in the form of course material, whether print or in e-form, which is inter-alia self-explanatory, self-contained, self-directed at the learner, and amenable to self-evaluation, and enables the learner to acquire the prescribed level of learning in a course of study, but does not include text-books or guide-books.

## **2.0 PROGRAMMES OFFERED, MODE OF STUDY AND ADMISSION REQUIREMENTS**

## 2.1 P.G. Programmes Offered

The various P.G. Programmes and their modes of study are as follows:

Degree	Mode of Study	Pattern
MBA	ODL & OL	Semester
MCA	ODL & OL	Semester

## 2.2. Mode of Study

### 2.2.1 Open and Distance Learning (ODL)

Mode of providing flexible learning opportunities by overcoming separation of teacher and learner using a variety of media, including print, electronic, online and occasional interactive face-to-face meetings with the learners or Learner Support Services to deliver teaching-learning experiences, including practical or work experiences.

### 2.2.2 Online Learning (OL)

Mode of providing flexible learning opportunities by overcoming separation of teacher and learner using internet, e-learning materials and full-fledged programme delivery through internet using technology assisted mechanism and resources.

## 2.3 Eligibility for Admission

### 2.3.1 Eligibility for Admission into ODL & OL Programmes (MCA / MBA) are as follows:

S.No	Degree	Admission Eligibility
1	MBA (ODL & OL)	Indian students with any Under Graduate degree from UGC recognised institutions with 10+2+3 (or) 4 pattern and those appearing for their final examination (subject to passing) are eligible to apply.
2	MCA (ODL & OL)	Indian students with Bachelor Degree in any discipline with Mathematics as one of the subjects (or) Mathematics at +2 level or B.Sc. Computer Science / B.Sc.

		InformationTechnology / BCA and those appearing for their final examination (subject to passing) are eligible to apply.
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**2.3.2** For admission into OL programme other than Indian students stated in (2.3.1) above, foreign students are also eligible to enroll this programme.

**2.3.3** Admission Eligibility requirements for ODL & OL programmes (MCA / MBA) are same as programmes (MCA / MBA) offered in full time regular (conventional) mode under respective Regulations.

**2.3.4.** Eligibility conditions for admission such as class obtained, number of attempts in the qualifying examination and physical fitness will be as prescribed by this Institution from time to time.

### **3.0 DURATION AND STRUCTURE OF THE PROGRAMME**

**3.1** The minimum and maximum period for completion of the Programmes are given below:

<b>Programme</b>	<b>Min. No. of Semesters</b>	<b>Max. No. of Semesters</b>
MBA ODL & OL	4	8
MCA ODL & OL	4	8

**3.2** This programme consist of the following components as prescribed in the respective curriculum

- i. Core courses
- ii. Technology / Programme Elective courses
- iii. Practical Courses
- iv. Seminars
- v. Internship
- vi. Project work

The medium of instruction, examination and project report shall be in English.

- 3.3** The curriculum and syllabi of the MBA/MCA ODL and OL programme shall be as per the guidelines of the UGC and AICTE and approved by the Academic Council of this Institution.
- 3.4** Each academic year shall normally be for one year and divided into two semesters. The continuous assessments and semester end examinations shall follow the Academic Calendar and Examination Schedule.
- 3.5.** The curriculum and syllabi of ODL and OL programmes (MCA / MBA) are same as curriculum and syllabi of programmes (MCA / MBA) offered in full time regular (conventional) mode under respective regulations.
- 3.6** The structure for framing assessment patterns and monitoring teaching learning process of ODL and OL programmes (MCA / MBA) are same as for programmes (MBA / MCA) offered in full time regular (conventional) mode under respective regulations.
- 3.7** The curriculum of MBA/MCA ODL and OL programme shall follow the minimum prescribed credits required for the award of the degree as specified in the AICTE guidelines for this programme as given below:

Programme	Minimum prescribed credits
MBA ODL & OL	107
MCA ODL & OL	86

- 3.8** Delivery of Online Learning Materials (Online Learning Platform):
- 3.8.1** The Learning materials (Four Quadrant Approach, UGC online Regulation 2020) are delivered through Learning Management System (LMS), called as online learning platform. The unit wise continuous assessment (designed using blooms taxonomy) shall be conducted online in the LMS on adaptive basis as per the requirement of the course.

- i) **Quadrant-I** : e-Tutorial that shall contain - Video and Audio Contents, animation, simulations, virtual labs.
- ii) **Quadrant-II**: e-Content that shall contain - Portable Document Format or e-Books or Illustration, video demonstrations, documents and interactive simulations, Web Resources, that shall contain - Related Links, Open Contenton Internet, Case Studies, Historical development of the subject, Articles, wherever required.
- iii) **Quadrant-III**: Discussion Forum for raising of doubts and clarifying the same on real time basis by the course coordinator or team.
- iv) **Quadrant-IV**: Self-Assessment, that shall contain – MCQ, Problems, Quizzes, Assignments and solutions, Discussion forum topics and setting up the FAQ, Clarifications on general misconceptions.

### 3.8.2 The norms for delivery of courses through Open and Distance

Learning mode are as follows:

S. No.	Credit Value of the Course	Size of SLMs Range (in terms of units)	No.of Assignments	Practical Sessions (hrs.)	No. of Counseling Sessions Theory (10 Percent of Total Study Hours) (hrs.)	Study Hours of Learner (hrs.)
1.	2	6 – 10	1	60	6	60
2.	4	14 – 20	2	120	12	120
3.	6	20 – 28	3	180	18	180
4.	8	30 – 34	4	240	24	240

### 3.8.3 The norms for delivery of courses in online mode are as follows:

S. No.	Credit Value of the Course	No. of Weeks	No. of Interactive Sessions		Hours of Study Material		Self – Study including Assessment (hrs.)	Total Hours of Study (based on 30 Hours per Credit)
			Synchronous Online Counseling/ Webinars/ Interactive Live Lecturer (1 hour per Week) (hrs.)	Discussion Forum/ asynchronous Mentoring (2 hours per week) (hrs.)	e-Tutorial (hrs.)	e-Content (hrs.)		
1.	2	6	6	12	10	10	22	60
2.	4	12	12	24	20	20	44	120
3.	6	14	14	28	30	30	66	180
4.	8	16	16	32	40	40	88	240

**3.8.4** The contact sessions for theory and practical courses (on an indicative basis) for ODL Programmes are as follows:

<b>Four Courses, each of 4 Credits, with a total of 16 Credits per Semester</b>			
Number of Assignments	10 – 12 Credits for theory and 6 -4 Credits for Practical Courses		Counseling for theory Courses: Four Courses of 4 Credits each
	Contact Sessions – Practical	Contact Sessions – Theory	
Four Per Semester	60 Hours of Guided Experiments with support of internal supervisor per 2 credits	30 -36 Hours	12 Hours/Course

**3.8.5** Contact session up to the extent of twenty percent or as defined by the Commission from time to time shall be arranged by providing Massive Open Online Courses and other online programme delivery systems.



**3.8.6** Practical sessions to the extent of twenty percent or as defined by the Commission from time to time shall be provided through virtual lab mode.

### **3.9 ONLINE COURSES**

**3.9.1** Students are permitted to undergo department approved online courses under SWAYAM up to 20% of credits of courses in a semester excluding project semester with the recommendation of the Head of the Department / Dean of School and with the prior approval of Dean Academic Affairs during his/ her period of study. The credits earned through online courses ratified by the respective Board of Studies shall be transferred following the due approval procedures. The online courses can be considered in lieu of core courses and elective courses.

**3.9.2** Students shall undergo project related online course on their own with the mentoring of the faculty member.

### **4.0 CLASS ADVISOR AND FACULTY ADVISOR**

#### **4.1 CLASS ADVISOR**

A faculty member shall be nominated by the HOD/ Dean of School as Class Advisor for the whole class. He/she is responsible for maintaining the academic, curricular and co-curricular records of all students throughout their period of study.

#### **4.2 FACULTY ADVISOR**

To help the students in planning their courses of study and for general counseling on the academic programme, the Head of the Department / Dean of School of the students shall attach a certain number of students to a faculty member of the department who shall function as Faculty Advisor for the students throughout their period of study. Such Faculty Advisor shall offer advice to the students on academic and personal matters, and guide the students in taking up courses for registration and enrolment in every semester.

**5.0 CLASS COMMITTEE**

- 5.1** A class committee comprising faculty members handling the classes, student representatives and a senior faculty member not handling the courses as chairman will be constituted in every semester:
- 5.2** The composition of the class committee will be as follows:
- i) One senior faculty member preferably not handling courses for the concerned semester, appointed as chairman by the Head of the Department
  - ii) Faculty members of all courses of the semester
  - iii) All the students of the class
  - iv) Faculty advisor and class advisor
  - v) Head of the Department – Ex officio member
- 5.3** The class committee shall meet at least three times during the semester. The first meeting shall be held within two weeks from the date of commencement of classes, in which the nature of continuous assessment for various courses and the weightages for each component of assessment shall be decided for the first and second assessment. The second meeting shall be held within a week after the date of first assessment report, to review the students' performance and for follow up action.
- 5.4** During these two meetings the student members, shall meaningfully interact and express opinions and suggestions to improve the effectiveness of the teaching-learning process, curriculum and syllabus.
- 5.5** The third meeting of the class committee, excluding the student members, shall meet within 5 days from the last day of the semester end examination to analyze the performance of the students in all the components of assessments and decide their grades in each course. The grades for a common course shall be decided by the concerned course committee and shall be presented to the class committee(s) by the concerned course coordinator.

**6.0 COURSE COMMITTEE**

**6.1** Each common theory / laboratory course offered to more than one group of students shall have a “Course Committee” comprising all the teachers handling the common course with one of them nominated as course coordinator. The nomination of the course coordinator shall be made by the Head of the Department / Dean (Academic Affairs) depending upon whether all the teachers handling the common course belong to a single department or from several departments. The Course Committee shall meet as often as possible to prepare a common question paper, scheme of evaluation and ensure uniform evaluation of the assessment tests and semester end examination.

**7.0 REGISTRATION AND ENROLMENT**

**7.1** The students of first semester shall register and enroll at the time of admission by paying the prescribed fees.

**7.2** For the subsequent semesters registration for the courses shall be done by the student one week before the last working day of the previous semester.

**7.3** A student can withdraw from an enrolled course at any time before the first assessment test for genuine reasons, with the approval of the Dean (Academic Affairs), on the recommendation of the Head of the Department of the student.

**7.4** A student can change an enrolled course within 10 working days from the commencement of the course, with the approval of the Dean (Academic Affairs), on the recommendation of the Head of the Department of the student.

**8.0 TEMPORARY BREAK OF STUDY FROM PROGRAMME**

A student may be permitted by the Dean (Academic Affairs) to avail temporary break of study from the programme up to a maximum of one semester for reasons of ill health or other valid grounds. A student can avail the break of study before the start

of first assessment of the ongoing semester. However, the total duration for completion of the programme shall not exceed the prescribed maximum number of semesters (vide clause 3.1). If any student is debarred for want of attendance or suspended due to any act of indiscipline, it will not be considered as break of study. A student who has availed break of study has to rejoin in the same semester only in the subsequent year. The student availing break of study is permitted to write arrear examinations by paying the prescribed fees.

## **9.0 MINIMUM REQUIREMENTS TO REGISTER FOR PROJECT / DISSERTATION**

**9.1** A student is permitted to register for project semester, if he/she has earned the minimum number of credits specified below:

<b>Programme</b>	<b>Minimum no. of credits to be earned to enroll for project semester</b>
MCA	22
MBA	60

**9.2** If the student has not earned minimum number of credits specified, he/she has to earn the required credits, at least to the extent of minimum credits specified in clause 9.1 and then register for the project semester.

## **10.0 ATTENDANCE**

**10.1 For Open and Distance Learning mode:** the learner has minimum attendance of 75 percent in the programme specific Personal Contact Programme (excluding counseling) and lab component of each of the programmes; and detailed attendance records have been maintained by Learner Support Centre/Regional Centre/ Higher Educational Institution;

**10.2 For Online mode:** the learner has minimum participation of 75

percent in all the activities of Online programme prior to end semester examination or term end examination.

- 10.3** A student shall earn 100% attendance in the contact periods (as specified clause 10.1 & 10.2) of every course, subject to a maximum relaxation of 25% (for genuine reasons such as medical grounds, representing for the institution in approved events, etc.) to become eligible to appear for the semester end examination in that course, failing which the student shall be awarded “I” grade in that course. The courses in which the student is awarded “I” grade, shall register and redo the course when it is offered next.
- 10.4** The faculty member of each course shall cumulate the attendance details for the semester and furnish the names of the students who have not earned the required attendance in that course to the Class Advisor. The Class Advisor will consolidate and furnish the list of students who have earned less than 75% attendance, in various courses, to the Dean (Academic Affairs) through the Head of the Department / Dean of School. Thereupon, the Dean (Academic Affairs) shall announce the names of such students prevented from writing the semester end examination in each course.
- 10.5** A student who has obtained ‘I’ grade in all the courses in a semester is not permitted to move to next higher semester. Such student shall redo all the courses of the semester in the subsequent academic year. However he / she is permitted to redo the courses awarded with 'I' grade / arrear in previous semesters. They shall also be permitted to write arrear examinations by paying the prescribed fee.
- 10.6** A student shall register to redo a core course wherein “I” or “W” grade is awarded. If the student is awarded, “I” or “W” grade in an elective course either the same elective course may be repeated or a new elective course may be chosen with the approval of Head of the Department / Dean of School.

## 11.0 REDO COURSES

- 11.1** A student can register for a maximum of two redo courses per semester in the evening after regular working hours, if such courses are offered by the concerned department. Students may also opt to redo the courses offered during regular semesters, without affecting the regular academic schedule and not exceeding prescribed maximum credits.
- 11.2** The Head of the Department with the approval of Dean (Academic Affairs) may arrange for the conduct of a few courses in the evening after regular working hours, depending on the availability of faculty members and subject to a specified minimum number of students registering for each of such courses.
- 11.3** The number of contact hours and the assessment procedure for any redo course will be the same as those during regular semesters except that there is no provision for any substitute examination and withdrawal from an evening redo course.

## 12.0 ASSESSMENTS AND EXAMINATIONS

- 12.1** The weightage for different components of assessments for both Open and Distance Learning mode and Online mode shall be as under:
- (i) Continuous or formative assessment (in semester):  
Maximum 30 percent.
  - (ii) Summative assessment (end semester examination or term end examination): Minimum 70 percent.
- 12.2** For project work the assessment pattern are as follows:

Review of Project work		Dissertation & Viva voce	
Component	Marks	Component	Marks
First Review	15	Presentation	10
Second Review	15	Analysis	20
		Finding and Conclusion	20

		Viva Voce	20
<b>Total</b>	<b>30</b>		<b>70</b>

**12.3** End Semester Assessment Pattern for Open and Distance Learning Mode :

All end Semester examinations or term end semester for programmes offered through Open and Distance Learning mode shall be conducted through proctored examination (pen-paper or online or computer based testing) within Territorial Jurisdiction, in the examination centre as mentioned in these regulations. The Exams shall be under the direct control and responsibility of the Open and Distance Learning mode Institution.

**12.4** End Semester Assessment Pattern for Online Learning Mode :

The Examinations for online learning mode shall be conducted using the technology enabled to conduct online test with all the security arrangements ensuring transparency and credibility of the examinations, or through the Proctored Examination and in conformity with any other norms for such examination as may be laid down by the Commission.

**12.5** Appearing for semester end theory examination for each course is mandatory and a student should secure a minimum of 40% marks in each course in semester end examination for the successful completion of the course.

**12.6** The components of continuous assessment for theory and practical courses shall be finalized in the first class committee meeting.

**12.7** For the first attempt of the arrear theory examination, the internal assessment marks scored for a course during first appearance shall be considered for grading along with the marks scored in the semester end arrear examination. From the subsequent appearance onwards, full weightage shall be assigned to the marks scored in the semester end examination to award grades and the internal assessment marks secured

during the course of study shall not be considered.

- 12.8** The procedures followed for awarding marks and fixing grades for ODL & OL programmes (MCA / MBA) are same as for programmes (MCA / MBA) offered in full time regular (conventional) mode under respective regulations.

### **13.0 SUBSTITUTE EXAMINATIONS**

- 13.1** A student who is absent, for genuine reasons, may be permitted to write a substitute examination for any one of the two continuous assessment tests of a course by paying the prescribed substitute examination fee. However, permission to take up a substitute examination will be given under exceptional circumstances, such as accidents, admission to a hospital due to illness, etc. by a committee constituted by the Head of the Department / Dean of School for that purpose. However there is no substitute examination for semester end examination.

- 13.2** A student shall apply for substitute exam in the prescribed form to the Head of the Department / Dean of School within a week from the date of assessment test. However the substitute examination will be conducted only after the last working day of the semester and before the semester end examination.

### **14.0 SUPPLEMENTARY EXAMINATION**

- 14.1** Final Year students can apply for supplementary examination for a maximum of three courses thus providing an opportunity to complete their degree programme. Likewise students with less credit can also apply for supplementary examination for a maximum of three courses to enable them to earn minimum credits to move to higher semester. The students can apply for supplementary examination within three weeks of the declaration of results in both odd and even semester.

### **15.0 PASSING, DECLARATION OF RESULTS AND GRADE SHEET**



- 15.1** All assessments of a course shall be made on absolute marks basis. However, the Class Committee without the student members shall meet within 5 days after the semester end examination and analyze the performance of students in all assessments of a course and award letter grades. The letter grades and the corresponding grade points are as follows:

Letter Grade	Grade Points
S	10
A	9
B	8
C	7
D	6
E	5
U	0
W	0
I	0
AB	0

**"W"** denotes withdrawal from the course.

**"I"** denotes inadequate attendance and hence prevented from appearing for semester end examination

**"U"** denotes unsuccessful performance in the course.

**"AB"** denotes absence for the semester end examination.

- 15.2** A student who earns a minimum of five grade points ('E' grade) in a course is declared to have successfully completed the course. Such a course cannot be repeated by the student for improvement of grade.
- 15.3** The results, after awarding of grades, shall be signed by the Chairman of the Class Committee and Head of the Department/Dean of School and it shall be declared by the Controller of Examinations.
- 15.4** Within one week from the date of declaration of result, a student

can apply for revaluation of his / her semester end theory examination answer scripts of one or more courses, on payment of prescribed fee to the Controller of Examinations. Subsequently the Head of the Department/ Dean of School offered the course shall constitute a revaluation committee consisting of Chairman of the Class Committee as convener, the faculty member of the course and a senior faculty member knowledgeable in that course as members. The committee shall meet within a week to re-evaluate the answer scripts and submit its report to the Controller of Examinations for consideration and decision. \

- 15.5** After results are declared, grade sheets shall be issued to each student, which contains the following details: a) list of courses enrolled during the semester including redo courses / arrear courses, if any; b) grades scored; c) Grade Point Average (GPA) for the semester and d) Cumulative Grade Point Average (CGPA) of all courses enrolled from first semester onwards.

GPA is the ratio of the sum of the products of the number of credits of courses registered and the grade points corresponding to the grades scored in those courses, taken for all the courses, to the sum of the number of credits of all the courses in the semester.

If  $C_i$  is the number of credits assigned for the  $i^{\text{th}}$  course and  $GP_i$  is the Grade Point in the  $i^{\text{th}}$  course

$$GPA = \frac{\sum_{i=1}^n (C_i)(GP_i)}{\sum_{i=1}^n C_i}$$

Where  $n$  = number of courses

The Cumulative Grade Point Average (CGPA) is calculated in a similar manner, considering all the courses enrolled from first semester.

**"I" and "W"** grades are excluded for calculating GPA.

**"U", "I", "AB" and "W"** grades are excluded for calculating CGPA.

The formula for the conversion of CGPA to equivalent

percentage of marks is as follows:

Percentage Equivalent of Marks = CGPA X 10

- 15.6** After successful completion of the programme, the Degree shall be awarded upon fulfillment of curriculum requirements and classification based on CGPA as follows:

<b>Classification</b>	<b>CGPA</b>
First Class with Distinction	8.50 and above and passing all the courses in first appearance and completing the programme within the minimum prescribed period.
First Class	6.50 and above and completing the programme within a minimum prescribed period plus two semesters.
Second Class	Others

However, to be eligible for First Class with Distinction, a student should not have obtained 'U' or 'I' grade in any course during his/her period of study and should have completed the P.G. programme within a minimum period (except break of study). To be eligible for First Class, a student should have passed the examination in all the courses within the specified minimum number of semesters reckoned from his/her commencement of study plus two semesters. For this purpose, the authorized break of study is not considered. The students who do not satisfy the above two conditions shall be classified as second class. For the purpose of classification, the CGPA shall be rounded to two decimal places. For the purpose of comparison of performance of students and ranking, CGPA will be considered up to three decimal places.

## **16.0 DISCIPLINE**

- 16.1** Every student is expected to observe disciplined and decorous behaviour both inside and outside the campus and not to indulge in any activity which tends to affect the reputation of the Institution.

**16.2** Any act of indiscipline of a student, reported to the Dean (Student Affairs), through the HOD / Dean shall be referred to a Discipline and Welfare Committee constituted by the Registrar for taking appropriate action.

**17.0 ELIGIBILITY FOR THE AWARD OF THE MASTER DEGREE**

**17.1** A student shall be declared to be eligible for the award of the Masters Degree, if he/she has:

- i. Successfully completed the required credits as specified in the curriculum corresponding to his/her programme within the stipulated time (clause 3.1)
- ii. No disciplinary action is pending against him/her.
- iii. Enrolled and completed at least one value added course.
- iv. Enrollment in at least one MOOC / SWAYAM course (non-credit) before the final semester. (Applicable only for MCA)

**17.2** The award of the degree must have been approved by the Institute.

**18.0 POWER TO MODIFY**

Notwithstanding all that have been stated above, the Academic Council has the right to modify any of the above regulations from time to time.

**B.S. ABDUR RAHMAN CRESCENT INSTITUTE OF SCIENCE AND  
TECHNOLOGY**

**MASTER OF BUSINESS ADMINISTRATION  
CURRICULUM FRAMEWORK, REGULATIONS 2021**

**SEMESTER I**

<b>Sl. No.</b>	<b>Course Group</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1.	CC	MSE 6101	Management Concepts	3	1	0	4
2.	CC	MSE 6102	Managerial Economics	3	1	0	4
3.	CC	MSE 6103	Statistics for Decision Making	3	1	0	4
4.	CC	MSE 6104	Accounting for Managers	3	1	0	4
5.	CC	MSE 6105	Organisational Behaviour	3	1	0	4
6.	CC	MSE 6106	Legal Aspects of Business	3	1	0	4
7.	CC	MSE 6107	Entrepreneurship Development	3	1	0	4
<b>Career Oriented Practicals</b>							
8.	CC	MSE 6108	Computer applications in Business Laboratory	0	0	2	1
9.	CC	MSE 6109	Business Communication Laboratory	0	0	2	1
<b>Credits</b>							<b>30</b>

**SEMESTER II**

<b>Sl. No.</b>	<b>Course Group</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1.	CC	MSE 6201	Strategic Management	3	1	0	4
2.	CC	MSE 6202	Human Resources Management	3	1	0	4
3.	CC	MSE 6203	Corporate Finance	3	1	0	4
4.	CC	MSE 6204	Operations Management	3	1	0	4

M.B.A.	Management Studies			Regulations 2021			
5.	CC	MSE 6205	Marketing Management	3	1	0	4
6.	GEC		General Elective I				4
7.	GEC		General Elective II				4
<b>Career Oriented Practicals</b>							
10.	CC	MSE 6206	Current Affairs in Business Laboratory	0	0	2	1
11.	CC	MSE 6207	Psychometrics and Corporate connect Laboratory	0	0	2	1
				<b>Credits</b>	<b>Min: 30</b>		

Students have to undergo summer internship after the end-term examination of II semester for 8 weeks. The report on internship along with the company certificate should be submitted within one week of the reopening date of third semester. Other details relating to summer internship are given in regulation.

### SEMESTER III

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	CC	MSE 7101	Managing Disruptive Technologies	3	1	0	4
2.	GEC		General Elective III				4
3.	FEC		Functional Elective I				4
4.	FEC		Functional Elective II				4
5.	FEC		Functional Elective III				4
6.	FEC		Functional Elective IV				4
7.	FEC		Functional Elective V				4
8.	FEC		Functional Elective VI				4
9.	PROJ	MSE 7102	Summer Internship *	0	0	8	4
				<b>Credits</b>	<b>Min: 36</b>		

\* Though the summer internship is mentioned in the III semester, Students have to undergo summer internship in a business organization after the end-term examination of II semester. Details are given in the regulation.

**SEMESTER IV**

<b>Sl. No.</b>	<b>Course Group</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1.	PROJ	MSE 7201	Project work	0	0	16	8
2.			MOOC (General Management Course) *				3
						<b>Credits</b>	<b>Min: 11</b>

\* any one course from Management discipline from Massive Open Online Courses (From SWAYAM portal) not less than 3 credits to be taken.

**Total Credits – 107**

**LIST OF FUNCTIONAL ELECTIVE COURSES****Specialization I – Marketing Management**

<b>Sl. No.</b>	<b>Course Group</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1.	FEC	MSEY 001	Retail Marketing	3	1	0	4
2.	FEC	MSEY 002	Services Marketing	3	1	0	4
3.	FEC	MSEY 003	Marketing Communications and Media Management	3	1	0	4
4.	FEC	MSEY 004	Consumer Behaviour	3	1	0	4
5.	FEC	MSEY 005	Product and Brand Management	3	1	0	4
6.	FEC	MSEY 006	Business – to – Business Marketing	3	1	0	4
7.	FEC	MSEY 007	Customer Relationship Management and Marketing	3	1	0	4
8.	FEC	MSEY 008	Sales and Distribution Management	3	1	0	4
9.	FEC	MSEY 009	Digital and Social Media Marketing	3	1	0	4

**Specialization II – Financial Management**

<b>Sl. No.</b>	<b>Course Group</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1.	FEC	MSEY 016	Behavioural and Personal Finance	3	1	0	4
2.	FEC	MSEY 017	Derivatives Management	3	1	0	4
3.	FEC	MSEY 018	Financial Management	3	1	0	4
4.	FEC	MSEY 019	Financial Markets and Services	3	1	0	4
5.	FEC	MSEY 020	Financial Technology	3	1	0	4
6.	FEC	MSEY 021	International Financial Management	3	1	0	4



M.B.A.	Management Studies			Regulations 2021			
7.	FEC	MSEY 022	Risk Management and Insurance	3	1	0	4
8.	FEC	MSEY 023	Security analysis and Portfolio Management	3	1	0	4
9.	FEC	MSEY 024	Working Capital Management	3	1	0	4

### **Specialization III – Human Resources Management**

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 031	Managerial Behaviour and Strategic Leadership	3	1	0	4
2.	FEC	MSEY 032	Human Resources Accounting and Audit	3	1	0	4
3.	FEC	MSEY 033	Performance Management and Training	3	1	0	4
4.	FEC	MSEY 034	Industrial Relations and Labour Legislation	3	1	0	4
5.	FEC	MSEY 035	Organizational Structure and Design	3	1	0	4
6.	FEC	MSEY 036	Strategic Human Resource Management	3	1	0	4
7.	FEC	MSEY 037	International Human Resources Management	3	1	0	4
8.	FEC	MSEY 038	Talent Acquisition and Retention	3	1	0	4

### **Specialization IV – Systems Management**

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 046	Business Analysis and System Development	3	1	0	4
2.	FEC	MSEY 047	Database Management Systems	3	1	0	4
3.	FEC	MSEY 048	E-Commerce Technology	3	1	0	4
4.	FEC	MSEY 049	Strategic Information Technology for	3	1	0	4

Management

5.	FEC	MSEY 050	Enterprise Resource Planning and Management	3	1	0	4
6.	FEC	MSEY 051	Web Technologies	3	1	0	4

**Specialization V – Operations Management**

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 061	Supply Chain Management	3	1	0	4
2.	FEC	MSEY 062	Purchase Management	3	1	0	4
3.	FEC	MSEY 063	Logistics Management	3	1	0	4
4.	FEC	MSEY 064	Materials Management	3	1	0	4
5.	FEC	MSEY 065	Total Quality Management	3	1	0	4
6.	FEC	MSEY 066	Service Operations Management	3	1	0	4
7.	FEC	MSEY 067	Management of Manufacturing System	3	1	0	4
8.	FEC	MSEY 068	Project Management	3	1	0	4
9.	FEC	MSEY 069	Applied Operations Research	3	1	0	4

**Specialization VI – Alternative Finance**

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 076	Introduction of Islamic Economics	3	1	0	4
2.	FEC	MSEY 077	Fundamentals of Islamic Finance	3	1	0	4
3.	FEC	MSEY 078	Islamic Insurance (Takaful)	3	1	0	4
4.	FEC	MSEY 079	Islamic Bonds (Sukuk)	3	1	0	4

M.B.A.	Management Studies			Regulations 2021			
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5.	FEC	MSEY 080	Islamic Asset and Fund Management	3	1	0	4
6.	FEC	MSEY 081	Islamic Banking Products and Services	3	1	0	4

### **Specialization VII – Entrepreneurship**

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 086	Entrepreneurship, Family Enterprises and Successful Ventures	3	1	0	4
2.	FEC	MSEY 087	Financial Institutions and Funding for Entrepreneurs	3	1	0	4
3.	FEC	MSEY 088	Marketing for Entrepreneurs	3	1	0	4
4.	FEC	MSEY 089	Startup Management	3	1	0	4
5.	FEC	MSEY 090	Social Enterprise Management	3	1	0	4

### **Specialization VIII – International Business Management**

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 096	EXIM Procedures and Documentation	3	1	0	4
2.	FEC	MSEY 097	International Trade and Economic Environment	3	1	0	4
3.	FEC	MSEY 098	International Legal Issues and Governance	3	1	0	4
4.	FEC	MSEY 099	International Marketing Management	3	1	0	4
5.	FEC	MSEY 022	International Financial Management	3	1	0	4
6.	FEC	MSEY 037	International Human Resources Management	3	1	0	4

**Specialization IX – Logistics and Supply Chain Management**

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 061	Supply Chain Management	3	1	0	4
2.	FEC	MSEY 062	Purchase Management	3	1	0	4
3.	FEC	MSEY 063	Logistics Management	3	1	0	4
4.	FEC	MSEY 064	Materials Management	3	1	0	4
5.	FEC	MSEY 111	Distribution and Transportation Management	3	1	0	4
6.	FEC	MSEY 112	International Logistics	3	1	0	4
7.	FEC	MSEY 113	Warehouse Management	3	1	0	4
8.	FEC	MSEY 114	Packing and Packaging Management	3	1	0	4

**Specialization x – Business Analytics**

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 121	R Programming for Business Research Analytics	3	1	0	4
2.	FEC	MSEY 122	Python Programming	3	1	0	4
3.	FEC	MSEY 123	Data Visualization	3	1	0	4
4.	FEC	MSEY 124	Financial Modelling using Spreadsheet	3	1	0	4

**Specialization XI – Banking Operations**

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 131	Fundamentals of Banking	3	1	0	4
2.	FEC	MSEY 132	Legal Aspects of Banking	3	1	0	4

M.B.A.	Management Studies			Regulations 2021			
3.	FEC	MSEY 133	Risk Management in Banks	3	1	0	4
4.	FEC	MSEY 134	Retail Banking	3	1	0	4
5.	FEC	MSEY 135	Treasury and Derivative Management	3	1	0	4
6.	FEC	MSEY 136	International Banking and Forex Management	3	1	0	4

**Specialization XII – List of General Electives**

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	GEC	GEEY 126	Management Information System	3	1	0	4
2.	GEC	GEEY 127	Food and Agri Tech Business	3	1	0	4
3.	GEC	GEEY 128	Research Methodology and Data Analysis	3	1	0	4
4.	GEC	GEEY 129	Business Analytics	3	1	0	4
5.	GEC	GEEY 130	NGO Management	3	1	0	4
6.	GEC	GEEY 131	Management of Rural Business	3	1	0	4

**SEMESTER- I**

<b>MSE 6101</b>	<b>MANAGEMENT CONCEPTS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 4</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVES:**

**COB1:** Provide insight into various functions and principles of management

**COB2:** Introduce planning and decision-making techniques

**COB3:** Familiarize the students with organizing and staffing activities practiced in business

**COB4:** Give inputs on directing and controlling functions in Organizations

**COB5:** Create awareness about the corporate' social responsibility, governance and ethical aspects

**MODULE I INTRODUCTION 5+1**

Forms of Business Organizations- Management: definition, nature, process, functions, science or art, levels – Roles and skills of managers - Approaches to Management – Schools of Management thought – Overview of entrepreneurs and Intrapreneurs.

**MODULE II PLANNING 6+2**

Planning: purposes, premises, steps, types, hierarchy, limitations – Strategies, Policies, Objectives – Management by Objectives: definition, process, benefits and weakness; Management by Exception – Decision making: Importance, types & process.

**MODULE III ORGANIZING AND STAFFING 6+2**

Organizing: definition, purpose, process – Organisation: chart and manual – Types of organizations – Line & staff authority/relationship - Span of Management – Departmentation – span of control, Line and staff - Centralization and Decentralization - Delegation - Staffing: definition, overview of the sub-functions.

**MODULE IV DIRECTING AND CONTROLLING 6+2**

Directing: meaning, requirements – Motivation: definition, types of motives, theories – Leadership: definition, styles, theories, managers vs leaders – Communication: types, process, barriers, principles of effective communication – Controlling: purpose, process, types and techniques.

**MODULE V ETHOS AND ETHICS 7+3**

Business environment- managing diverse workforce, factors influencing business environment, Indian ethos: role of Indian ethos in Managerial practices - management lessons from vedas, Mahabharatha, Bible, Quran, Arthasasthra etc; Ethos Vs. Ethics; Ethics: Definition of ethics, nature, elements, sources, benefits – Principles of ethical conduct – Factors Influencing Managerial Ethics – Ethics in Marketing, advertising, Product safety, Accounting HR, Cyberspace – Values: Concept, importance – Corporate Social Responsibility: Concept, nature, reasons for growing concern – Corporate Governance: Definition, need and significance and strategies.

**L – 30; T – 10; TOTAL HOURS – 40**

**TEXT BOOKS:**

1. Koontz Harold & Weihrich Heinz “Essentials of Management”, Tata McGraw Hill, 10th Edition, 2015.

**REFERENCES:**

1. Prasad, L.M, “Principles and Practices of Management” Sultan Chand & Sons, 2019.
2. Tripathy P. C. and Reddy P. N., “Principles of Management”, 5th Edition, Tata McGraw Hill, 2015.

**COURSE OUTCOMES:**

- CO1:** Prepare different types of functional plans and take suitable managerial decisions
- CO2:** Develop organizational charts and explain staffing process.
- CO3:** Choose the right ways and means to motivate and lead Teams
- CO4:** Apply appropriate control techniques
- CO5:** Identify / adopt ethical practices in various functional areas

**Board of Studies (BoS) :**

11<sup>th</sup> BoS of MBA held on 17.06.2021

**Academic Council:**

17<sup>th</sup> AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H		M		H	H	
CO2	H	H			H	M	
CO3	H		H		H	H	
CO4	H		H		H	M	
CO5	L		H		H		H

**Note:** L - Low Correlation    M - Medium Correlation    H - High Correlation  
SDG 9 : Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation.

The holistic understanding of building materials and components leads to construction of resilient infrastructure and sustainable industrialization)



<b>MSE 6102</b>	<b>MANAGERIAL ECONOMICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVES:**

**COB1:** To introduce students to the fundamentals of economics relevant from a managerial perspective

**COB2:** To study about the application of economic theory into a practical business

**COB3:** To study about the economic tools and analyses that help make better business decisions and forward planning

**COB4:** To expose students with an overview of an exchange based economy and draws out the relationship between crucial macroeconomic variables like level of income, employment, money supply, inflation, growth etc.

**COB5:** To provide a comprehensive of the changing business environment resulting from monetary and fiscal policies and different economic policies introduced by the government

**MODULE I INTRODUCTION 6+2**

Economics: Definition, Subject matter and Scope of Economics; Fundamental Economic Problems; Basic Terms and Concepts; Micro and Macro Economics, Managerial Economics: Definition, Nature and Scope; Basic principles of Managerial Economics: Marginal & Incremental Concept, Opportunity Cost, Time Perspective & Discounting Concept etc.

**MODULE II DEMAND & SUPPLY ANALYSIS 6+2**

Demand: Meaning, Types, Determinants; Demand Function; Law of Demand: Demand Schedule, Demand Curve, Shift in Demand Curve; Exceptions to Law of Demand; Elasticity of Demand: Price Elasticity, Income Elasticity, Cross Elasticity, Promotional Elasticity

Supply: Meaning, Determinants; Supply Function, Law of Supply: Supply Schedule & Supply Curve; Shift in Supply Curve; Elasticity of Supply; Market Equilibrium: Meaning, Excess Supply, Excess Demand; Price Adjustment Mechanism, Changes in Market Equilibrium;

Demand Forecasting; Techniques: Subjective Methods and Quantitative Methods.

**MODULE III MARKET STRUCTURE AND COST ANALYSIS 6+2**

Forms of Market: Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Duopoly; Pricing Methods; Cost Concepts; Kinds of Cost; Cost in Short-run & Long-run: Total Cost Function & Curve (Fixed & Variable),

Average and Marginal Cost Function; Link Between Cost, Revenue and Output: Total Revenue, Average Revenue & Marginal Revenue; Profit Maximization Rule ( $MR=MC$ ); Economies of Scale, Diseconomies of Scale.

#### **MODULE IV MONEY SUPPLY, INFLATION & 6+2 UNEMPLOYMENT**

Money: Functions of Money; Money Supply and its Various Measures;  
Inflation: Types, Causes, Inflation and Decision Making, Effects of Inflation;  
Measurement of Inflation: Price Indices (WPI & CPI), Control of Inflation:  
Monetary and Fiscal Measures; Taxation: Direct & Indirect (GST);  
Unemployment: Various Kinds.

#### **MODULE V NATIONAL INCOME, BUSINESS CYCLE & 6+2 LPG POLICY**

National Income Concepts: GDP, GNP, GDP at Factor Cost, GDP at Market Price, Nominal GDP Vs Real GDP, NDP, NNP, Private Income, Personal Income (PI), Disposable Income (DI), Per Capita Income (PCI);  
Measurement of National Income: Expenditure Method, Income Method, Value Added or Net Product Method; Business Cycle: Various Phases;  
Liberalization, Privatization and Globalization (LPG): Pros & Cons and Their Impact on Economy.

**L – 30; T – 10; TOTAL HOURS – 40**

#### **TEXT BOOKS:**

1. Geetika, Piyali Ghosh, Purba Roy Choudhury, "Managerial Economics", Tata McGraw-Hill Education, 3<sup>rd</sup> edition, New Delhi, 2017.
2. Dominick Salvatore, Ravikesh Srivastava, "Managerial Economics - Principles and Worldwide Applications", Oxford University Press, 8<sup>th</sup> edition, New Delhi, 2016.
3. D.N. Diwivedi, "Macroeconomics - Theory and Policy", Tata McGraw-Hill Education, 4<sup>th</sup> edition, New Delhi, 2017.

#### **REFERENCES:**

1. N. Gregory Mankiw, "Principles of Economics", Cengage Learning, 6<sup>th</sup> Edition, India, 2012. (ISBN: 9780357698563)
2. D.N. Diwivedi, "Macroeconomics - Theory and Policy", Tata McGraw-Hill Education, 5<sup>th</sup> edition, New Delhi, 2018. (ISBN: 9789353163334)
3. H.L. Ahuja, "Managerial Economics", S. Chand Publishing, 9<sup>th</sup> edition, New Delhi, 2017. (ISBN: 9789352535187)

4. Soumyen Sikdar, "Principles of Macroeconomics", Oxford University Press, 2<sup>nd</sup> edition, New Delhi, 2011. (ISBN 13: 9780198077367)

**COURSE OUTCOMES:**

- CO1:** Understand basic concepts of economics, applied in managerial decision making and analyze real-world business problems with a systematic theoretical framework.
- CO2:** Calculate demand function, supply function, the equilibrium price and quantity, production function, cost function and profit function and apply them analytically in decision making.
- CO3:** Understand and explain various dimensions of macroeconomic variables like national income, money supply, employment, etc. in analyzing the effects on business.
- CO4:** Explain how RBI and government decision with respect to monetary and fiscal policy greatly affects the business
- CO5:** Analyze and interpret current events relating to globalization, privatization and Economic ups and downs affecting the local economy and businesses.

**Board of Studies (BoS) :**

11<sup>th</sup> BoS of MBA held on 17.06.2021

**Academic Council:**

17<sup>th</sup> AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	L	L	M	H	H	L
CO2	H	H	L	M	H	M	L
CO3	H	H	L	M	H	H	L
CO4	H	L	L	H	H	M	L
CO5	H	L	L	H	H	M	L

Note: L - Low Correlation    M - Medium Correlation    H - High Correlation

SDG 12 : Ensure sustainable consumption and production patterns.

The understanding of the theories and concepts of managerial economics enables individuals towards the economical production, distribution and consumption of goods and services in an economy.



run test.

## **MODULE V PREDICTIVE STATISTICS**

**6+2**

Simple linear Correlation- Rank Correlation - Simple linear Regression - Time series analysis: Methods of Semi-average, Weighted average, Moving averages, Least squares, Ratio-to-trend - Application in business decision

**L – 30; T-10; TOTAL HOURS – 40**

### **TEXT BOOKS:**

1. Anderson D.R., Sweeney D.J. and Williams T.A., “Statistics for Business and Economics”, Thomson (South – Western) Asia, 11th edition, Singapore, 2012.
2. Levin R.I., Rubin D.S., Rastogi, S. and Siddiqui, M.H. “Statistics for Management”, Prentice Hall of India, 7th edition, New Delhi, 2014.

### **REFERENCES:**

1. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, Tata McGraw –Hill Publishing Company Ltd., 6th Edition, New Delhi, 2011.
2. Ken Black, Applied Business Statistics, Wiley India Edition, 7th Edition, 2012.
3. Srivastava, T. N. and Shailaja, R. “Statistics for Management”, Tata Mc Graw Hill, 2nd Edition, New Delhi, 2012.

### **COURSE OUTCOMES:**

**CO1:** Recognize and apply probability distributions, and assess if underlying assumptions for the distribution seem applicable in business areas.

**CO2:** Perform basic statistical calculations and graphical analyses in all the areas of business decision making.

**CO3:** Analyze research questions based on statistical data and draw relevant Conclusions

**CO4:** Apply the non-parametric tests such as Chi-Square, F-Test and Anova for better interpretation

**CO5:** Analyze time series data and apply relevant statistical tools like correlation, regression, etc to arrive at conclusions.

### **Board of Studies (BoS) :**

11<sup>th</sup> BoS of MBA held on 17.06.2021

### **Academic Council:**

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L	M				L	
CO2	M	H				M	
CO3		M				L	
CO4	H	H				L	L
CO5	H	H				M	L

**Note:** L - Low Correlation    M - Medium Correlation    H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement : The holistic understanding of Statistics for decision making leads to create an opportunity to get employment and decent pay.

<b>MSE 6104</b>	<b>ACCOUNTING FOR MANAGERS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG:9</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVES:**

**COB1:** To understand the accounting system in small businesses.

**COB2:** To prepare financial statements as per the reporting standards.

**COB3:** To analyze the company's performance using ratio analysis

**COB4:** To apply the marginal costing techniques in profit planning

**COB5:** To formulate different types of budgets and to have a control over the budget

**MODULE I INTRODUCTION 6+2**

Accounting Concepts and Conventions – Double Entry System of book keeping – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet.

**MODULE II COMPANY ACCOUNTING 6+2**

Reporting Standards, preparation of Income Statement, Statement of Financial Position, Shareholders' Equity, and Statement of Cash flows.

**MODULE III FINANCIAL STATEMENTS ANALYSIS 6+2**

Financial Ratio Analysis: managerial uses, Major Classifications, Computation of financial ratios, limitations.

**MODULE IV COST MANAGEMENT 6+2**

Importance of cost accounting, Types of costs, absorption vs marginal costing, Break-even analysis: assumptions, uses, limitations, BEP Chart - Managerial applications of Marginal Costing: pricing decision, sales mix decision, make or buy decision.

**MODULE V BUDGETS AND BUDGETARY CONTROL 6+2**

Budget: classifications – Fixed budget – Flexible budget - Cash Budget. Zero Base Budgeting : Uses and limitations - Budgetary Control : meaning – uses – limitations.

**L – 30; T – 10: TOTAL HOURS- 40**

**TEXT BOOKS:**

1. S N Maheshwari, Suneel K Maheshwari, and Sharad K Maheshwari , "A Textbook of Accounting for Management, 4<sup>th</sup> Edition, Vikas Publishing House, 2018.

- Colin Drury, "Management and Cost Accounting", Cengage Learning India Pvt.Ltd., New Delhi, 2014.

#### REFERENCES:

- S N Maheshwari, Suneel K Maheshwari, and Sharad K Maheshwari, "An Introduction to Accountancy", 12<sup>th</sup> edition, 2018 Vikas Publishing House.
- Soumiya Mukerjee, and Abkik Mukerjee, 'Corporate Accounting', First edition, Oxford University Press, 2019.
- N Arora, "Cost Accounting: Principles & Practice", Vikas Publishing House; Twelfth edition, 2012.

#### COURSE OUTCOMES:

**CO1:** Differentiate between different types of accounting

**CO2:** Prepare Trading, Profit or loss account and Balance sheet of organisation

**CO3:** Analyze and interpret the company's performance using Ratio analysis, fund flow and cash flow statements.

**CO4:** Apply the marginal costing techniques in managerial decisions

**CO5:** Prepare different types of budgets and to have a control over the budget.

#### Board of Studies (BoS) :

11<sup>th</sup> BoS of MBA held on 17.06.2021

#### Academic Council:

17<sup>th</sup> AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H			M	M	L
CO2	H	H			M	M	
CO3	H	H			M	M	L
CO4	H	H			M	M	L
CO5	H	H			M	M	L

Note: L - Low Correlation    M - Medium Correlation    H - High Correlation

SDG No. 9 : Industry, Innovation, & Infrastructure

Statement : This course is related to maintaining of proper accounting system which helps to measure company performance.





Organizational Structure: Meaning, Determinants and Role - Organizational Culture: Concept, Creating and Sustaining Culture, - Organizational Climate-Organization Development: Reasons for Change, Resistance to Change, Change Process, Organization Development Intervention Techniques; Lewin's Three Step Model.

**MODULE V THE CHANGING MILIEU OF ORGANIZATIONS 5+  
2**

Changing Profiles of Employees and Customers–Globalization: Threats and Opportunities–Information Technology: Benefits and Limitation-Diversity: Bases of Diversity, Promoting Diversity-Concerns for OB: Employee Retention, Gender Issues at the workplace; Employee Engagement, Employee Productivity, Talent Management, Work-Life Stress, Work Ethics: Competitive Strategy and CSR.

**L – 30; T – 10; TOTAL HOURS – 40**

**TEXT BOOKS:**

1. Stephen P. Robbins., Timothy A. Judge. and Neharika Vohra, "Organizational Behavior", Pearson, 18th Edition, New Delhi, 2018.
2. Fred Luthans, Brett C. Luthans and Kyle W. Luthans, "Organizational Behavior, An Evidence Based Approach", McGraw Hill Education, 13th Edition, New Delhi, 2013.

**REFERENCES:**

1. Udai Pareek. Understanding Organizational Behaviour, Oxford University Press, 4<sup>th</sup> Edition, New Delhi, 2016.
2. Mirza S. Saiyadain (Editor). Organizational Behaviour, Tata McGraw Hill, New Delhi, 2010.
3. Debra L. Nelson; James Campbell Quick and Preetam Khandelwal, "Organisational Behaviour", Cengage Learning, New Delhi, 2016.

**COURSE OUTCOMES:**

**CO1:** The students will be able to identify and understand clearly their own personality dimensions and that of other individuals and groups

**CO2:** The course would help them adapt to different work environment

**CO3:** It would facilitate application of their OB knowledge in the management of human resources

**CO4:** The students will be able to apply various OB theories and concepts during their career journey

**CO5:** Will help them to synergize their team spirit and enhance their people's skill.

**Board of Studies (BoS) :**

11<sup>th</sup> BoS of MBA held on 17.06.2021

**Academic Council:**

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L		L	L	L	L	
CO2	H	M	H	M	H	M	M
CO3	M	H	H	M	H	M	M
CO4	H	M	H	M	H	M	H
CO5	M		H		M	M	

**Note:** L - Low Correlation    M - Medium Correlation    H - High Correlation

SDG No 8: Ensure decent work for all through enhancement of organization working skills, promoting self-development, contributing subsequently to the development of nation's economy.

Statement: A comprehensive understanding of self and people's behavior in organization and role playing organizational dynamics leads to the development of competent workforce which ultimately helps in finding a decent job and building nation's economy.



**MODULE IV CONSUMER PROTECTION ACT-1986****4+2**

Rights of Consumer - Complaint - Procedure for filing Complaint –Remedial Process. Types of consumer Redressal Machineries and Forums.

**MODULE V INFORMATION TECHNOLOGY ACT 2002 & 4+2  
RIGHT TO INFORMATION ACT**

Introduction of IPR –Copy rights, Trade marks, Patent Act-Important Provisions of Cyber Laws (380) – Remedies - Important Provisions of Right to Information Act.

**L – 30; T – 10; TOTAL HOURS – 40****TEXT BOOKS:**

1. Kapoor N. D., “Elements of mercantile law”, Sultan Chand and company, New Delhi, 2007.
2. Kapoor N. D., “Business Law”, Sultan Chand and Company, New Delhi, 2011.
3. Pillai, R. S. N and Bagavathi, “Legal Aspects of Business”, S. Chand and Company Ltd., New Delhi, 2011.

**REFERENCES:**

1. Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 2012
2. Daniel Albuquerque, Legal Aspect of Business, Oxford, 2012
3. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
4. Richard Stim, Intellectual Property-Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008
5. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.

**COURSE OUTCOMES:**

- CO1:** Analyze various cases relating to contracts of sale & agency to take suitable decisions.
- CO2:** Differentiate various provisions in the company law and industrial law.
- CO3:** Analyze the legal problem in industry with applicable industrial law.
- CO4:** Comprehend IPR and Consumer Protection Act and apply in appropriate situations.
- CO5:** comprehend the importance of tools such RTI, IT act

**Board of Studies (BoS) :**11<sup>th</sup> BoS of MBA held on 17.06.2021**Academic Council:**

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	M		H			
CO2				H			
CO3				H			H
CO4			L		L	M	
CO5							M

**Note:** L - Low Correlation    M - Medium Correlation    H - High Correlation

SDG 16 : Promote peaceful and inclusive societies and sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all level.

Statement : Understanding the basics laws of business helps in acting in ethical way and build economically strong society.

<b>MSE 6107</b>	<b>ENTREPRENEURSHIP DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVES:**

- COB1:** Realize the skills required to be an entrepreneur
- COB2:** Acquaint the students with challenges of starting new Ventures
- COB3:** Enable them to investigate, comprehend and internalize the process of setting up a business by identifying the business opportunity.
- COB4:** Identify the right sources of fund for starting a new Business
- COB5:** Locate a business which contributes to the society at Large

**MODULE I INTRODUCTION TO ENTREPRENEURSHIP 6+2**

Entrepreneurship: knowledge and skills requirement - characteristic of successful entrepreneurs - entrepreneurship process; factors impacting emergence of entrepreneurship - managerial vs. Entrepreneurial approach and emergence of Entrepreneurship - Need for Achievement, National Policy on Skill Development and Entrepreneurship 2015. An overview of Digital India and Make in India flagship programme of Government of India.

**MODULE II STARTING THE VENTURE 6+2**

Generating business idea – sources of new ideas, methods of generating ideas - creative problem solving, opportunity recognition - environmental scanning – competitor and industry analysis - Forms of ownership - procedure for registration in small industry. Overview of Government of India start up India Scheme.

**MODULE III FUNDAMENTALS OF MANAGEMENT 6+2**

Overview of Marketing - Human resources, finance and Operation requirement for new venture -sources of funds –overview of venture capital and angel investment. Overview of project management. The role and Functions of Business Incubators and Accelerators in entrepreneurship Development.

**MODULE IV BUSINESS PLAN REPORT PREPARATION 6+2**

Understanding the value of a business plan - Developing an investor presentation - Preliminary Project Report, students' business plan

presentation.

## **MODULE V      IMPACT OF SOCIAL ENTREPRENEURSHIP ON      6+2 SOCIETY**

Social Entrepreneurship: Definition, Types, and Issues, Static Impact of social Entrepreneurship, Impact of For- Profit companies Vs social entrepreneurship - case studies on social entrepreneurs.

**L – 30; T-10; TOTAL HOURS –40**

### **TEXT BOOKS:**

1. Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill,2014.
2. Rashmi bansal, Arise awake: the inspiring stories of young entrepreneur who graduated from college into A Business of their own, westland books private Ltd,2015.

### **REFERENCES:**

1. Barringer, Brace R., and R., Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA), 2012.
2. Kishore Biyani & DipayanBaishya, It happened in India: The story of pantaloons, Big Bazaar, Central and the great Indian consumer. Rupa & co, 2011.
3. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. CengageLearning. 2012
4. Rashmi Bansal: Take me Home: The Inspiring story of 20 Entrepreneurs from small town India with Big Time Dream, Westland, 2014.
5. Moloy K. Bannerjee, Siddharth Bannerjee, P. Ranganath Sastry, Start-up City: Ten Tales of Exceptional Entrepreneurship from Bangalore's Software Miracle, Collins Business, 2014.
6. The Portfolio Book of Great Indian Business Stories: Riveting Tales of Business Leaders and Their Times, portfolio, 2015.
7. Shereen Bhan&SynaDenuhgara, Young Turks: Inspiring Stories of Tech Entrepreneurs, Random House India,2014.
8. Ronnie Screwvala, Dream with Your Eyes Open: An Entrepreneurial Journey Hardcover, Rupa Publication, 2015.

### **COURSE OUTCOMES:**

- CO1:** Turn out to be an expert to recognize a business opportunity that fits the individual
- CO2:** Demonstrate the ability to provide a self-analysis in the context of



an entrepreneurial career

**CO3:** Construct an appropriate business model

**CO4:** Develop a well-presented business plan

**CO5:** Start socially relevant new ventures

**Board of Studies (BoS) :**

11<sup>th</sup> BoS of MBA held on 17.06.2021

**Academic Council:**

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L	M				L	
CO2	M	H				M	
CO3		M				L	
CO4	H	H				L	L
CO5	H	H				M	L

**Note:** L - Low Correlation    M - Medium Correlation    H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement : The holistic understanding of entrepreneurship leads to create an opportunity to start a new venture.

<b>MSE 6108</b>	<b>COMPUTER APPLICATIONS IN</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>	<b>BUSINESS LABORATORY</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

**COURSE OBJECTIVES:**

**COB1:** To get acquainted with a working knowledge of Microsoft Excel

**COB2:** To learn to use basic function in excel.

**COB3:** To learn to create different type of graphs

**COB4:** To learn to use advanced excel functions

**COB5:** To learn to create, use Macros and user defined function

**MODULE I EXCEL FUNCTIONS 1 4**

Cell references, Count and Sum functions, Logical functions, Date and Time Functions, Text related functions, Financial functions. Lookup & References

**MODULE II EXCEL FUNCTIONS 2 4**

Statistical functions, Financial functions, Round off function, Formula error and Formula array. Sort, filter and conditional formatting.

**MODULE III CHARTS AND PIVOT TABLE 4**

Column Chart, Line Chart, Pie Chart, Bar Chart, Area Chart, Treemap Charts, Sparkline Charts, Bridge chart and Pivot table.

**MODULE IV ADVANCED EXCEL FUNCTIONS 1 4**

What if analysis, Solver, Analysis Tool pack, Create macro, Work book and work sheet objects, If then statement, loop and Macro Error.

**MODULE V ADVANCED EXCEL FUNCTIONS 2 4**

User defined functions, Application object, ActiveX controls and user forms.

**P – 20; TOTAL HOURS – 20**

**TEXT BOOKS:**

1. Greg Harvey, "Excel 2016 All-in-One for Dummies", Wiley, 1<sup>st</sup> Edition, New Jersey, 2015.

**REFERENCES:**

1. Michael Alexander, Richard Kusleika, John Walkenbach, "Excel 2019 Bible", Wiley, 1<sup>st</sup> Edition, New Jersey, 2018. (ISBN 13: 9781119514763)

**COURSE OUTCOMES:**

**CO1:** Perform Basics function using Microsoft Excel

**CO2:** Perform Advanced function using Excel

**CO3:** Represents data through Pictorial forms

**CO4:** Perform Scenario Analysis

**CO5:** Design forms and define their own functions

**Board of Studies (BoS) :**

**Academic Council:**

11<sup>th</sup> BoS of MBA held on 17.06.2021

17<sup>th</sup> AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		H			L		
CO2		H			L		
CO3		H			L		
CO4		H			L		
CO5		H			L		

**Note:** L - Low Correlation    M - Medium Correlation    H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement: The understanding, learning and ultimate usage of excel functions lead to the development of skill sets and employability of an individual.

<b>MSE 6109</b>	<b>BUSINESS COMMUNICATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>	<b>LABORATORY</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

**COURSE OBJECTIVES:**

**COB1:** To train students on speaking skills

**COB2:** To hone the listening skills

**COB3:** To enhance students' written communication skills

**COB4:** To encourage them in using oral skills effectively.

**COB5:** To familiarise students for interpreting a graph, table, chart or diagram

**PRACTICALS****List of Experiments:****Speaking & Reading**

1. One Minute Presentation
2. Debate
3. Reading Newspaper & inferencing
4. Skimming through a reading material

**Listening**

1. Listening & Typing/ writing
2. Listening & sequencing of sentences
3. Listening and fill in the blanks
4. Listening & answering questions

**Writing**

1. Letter writing
2. Job applications letter
3. Email drafting
4. Writing agenda of a meeting
5. Minutes of the meeting
6. Product review writing
7. Memo, Notice, Circulars & general correspondence
8. Interpretation or inferencing of a graph, table, chart or diagram

**P – 20 ; TOTAL HOURS – 20**

**TEXT BOOKS:**

1. Loewy, D. and Guffey, M. E., "Business Communication: Process & Product", South-Western College Publishing; 10th edition, 2021.

**REFERENCES:**

1. Kaul, A. "Business Communication", Prentice Hall of India, 2009
2. Murphy, H., Hildebrandt, H. and Thomas, J.P., "Effective Business

Communication”, McGraw Hill Education; 7th edition, 2017

3. Rao, P. S., Anitakar, B. and Hinabandu, “Business Communication”, Cengage Learning, 2012.
4. Whitby, N. “Business Benchmark” Pre-intermediate to Intermediate, Cambridge University Press, Cambridge. 2014.

### **COURSE OUTCOMES:**

At the end of the course, the students will be

**CO1:** Able to speak in English more effectively

**CO2:** Improved in their listening skills

**CO3:** Able to enhance the writing skills

**CO4:** Better in comprehending messages through active listening

**CO5:** Able to inference data more effectively

### **Board of Studies (BoS) :**

11<sup>th</sup> BoS of MBA held on 17.06.2021

### **Academic Council:**

17<sup>th</sup> AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H	M	H	H	H	H
CO2	M	H	H	H	H	H	H
CO3	H	H	H	H	H	H	H
CO4	H	H	H	H	H	H	H
CO5	H	H	H	H	H	H	H

**Note:** L - Low Correlation    M - Medium Correlation    H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement : Proficiency in communication leads to an inclusive and sustainable growth providing a decent work for all.

<b>MSE 6201</b>	<b>STRATEGIC MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 4</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVES:**

**COB1:** Impart conceptual knowledge on strategies, process and management of strategies

**COB2:** Lay the basics of environmental appraisal through environmental, industry and competitive analysis

**COB3:** Learn different types and levels of strategies

**COB4:** understand the various factors influencing the choice of Strategies

**COB5:** Provide various approaches and strategies for implementation and control

**MODULE I INTRODUCING STRATEGY, GOVERNANCE & 5+1 SUSTAINABILITY**

Strategy – Nature - Definition - levels of strategy - Process of strategic management – Strategic Intent- Vision – Mission –Leadership, Corporate governance; Sustainability – Dimensions and Strategies.

**MODULE II ENVIRONMENT, SCENARIOS AND NEW NORMAL 7+3**

External environment scanning (ETOP- PEST Analysis) - Industry analysis- Competition analysis

Appraisal of internal environment (SWOT analysis & audit, TOWS matrix) - Competitive advantage- core competency.

Scenarios-definition- need- types of scenarios; Scenario analysis tools - Steps for performing Scenario analysis- its uses and drawbacks-Scenario planning.

Impact of Pandemic situations- New normal- Strategic perspective.

**MODULE III STRATEGY FORMULATION 6+2**

Levels and choices in strategy – Generic Strategies- Grand strategies - Stability strategies - Expansion strategies - Retrenchment strategies - Combination strategies - Business level strategies. M.Porter's approach for Globalization.

**MODULE IV STRATEGY ANALYSIS AND CHOICE 6+2**

Process of making choice - Subjective factors influencing choice - Pyramid of strategy implementation - Procedural implementation – Economic contribution and resource allocation , Business portfolio analysis: BCG, GE; Multi business strategies and practices; strategies for Not for profit organization.

**MODULE V IMPLEMENTATION & CONTROL****6+2**

Various approaches to implementation of strategy - Change Management Strategies-Matching organization structure with strategy - 7S model for implementation; strategic evaluation; Strategic control process - Du Pont's control model - Balanced score card.

**L – 30; T – 10; TOTAL HOURS – 40****TEXT BOOKS:**

1. John A. Pearce II, Richard B. Robinson, Jr., Amita Mital, "Strategic Management", McGraw Hill India, 14th Edition, 2018.

**REFERENCES:**

1. Thomas L. Wheelen and J. David hunger, "Concepts in strategic management and Business policy toward global sustainability", Pearson education, 13<sup>th</sup> Edition, 2013.
2. Azhar Kazmi, "Business Policy & Strategic Management", Tata McGraw Hill, 3<sup>rd</sup> Edition, 2008.
3. L. M. Prasad, "Strategic Management", Sultan Chand & Sons, 2008.
4. Michael E. Porter, "Competitive Strategy: Techniques for Analyzing Industries and Competitors", Simon, New Edition, 2010.

**COURSE OUTCOMES:**

- CO1:** Define and explain various terminologies associated with strategic management
- CO2:** Analyze the environments to identify the core competencies of the Firm
- CO3:** Appraise the resources and capabilities of the firm to confer sustainable competitive advantage and formulate strategies
- CO4:** Exhibit the ability to think critically with relevance to various situations and formulate strategic decisions through real world scenarios
- CO5:** Develop the ability to identify strategic issues and design appropriate course of action

**Board of Studies (BoS) :**11<sup>th</sup> BoS of MBA held on 17.06.2021**Academic Council:**17<sup>th</sup> AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H		M		H	H	
CO2	H	H			H	M	
CO3	H		H		H	H	
CO4	H		H		H	M	
CO5	L		H		H		H

**Note:** L - Low Correlation    M - Medium Correlation    H - High Correlation

SDG 4 : To empower students with knowledge, skills and values on strategic formulation and implementation.

Statement: Provides holistic way of imparting knowledge, skills and values to achieve the sustainable organizational goals and objectives through formulation and implementation of suitable strategies.



<b>MSE 6202</b>	<b>HUMAN RESOURCES MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVES:**

**COB1:** Provide knowledge about the fundamentals of HRM & HRIS

**COB2:** Facilitate awareness building on Economics of Human Resources and HRP

**COB3:** Discuss the various functional components of HRM with respect to recruitment and selection

**COB4:** Analyze the various performance appraisal and training Methods

**COB5:** Keep students updated with the contemporary practices in HRM.

**MODULE I FUNDAMENTALS OF HRM AND HRIS 6+2**

HRM: Introduction and Evolution of HRM – Difference Between HRM and HRD - Objectives and Scope of HRM – Functions and Responsibility of Human Resources Manager – HR Model by David Ulrich – Human Resource Information System – HR Analytics and AI in Managing employees - Adoption of HR Cloud.

**MODULE II ECONOMICS OF HUMAN RESOURCES AND HRP 6+2**

Demand and Supply of Labour – Labour Market Equilibrium: Wage determination, Investment in Human Capital – Employment Contracts, Labour Union and Collective bargaining, Labour mobility, Discrimination in the Labour market – Fundamental of Industrial Relation and Labour Law- HRP: Objective, process, Factors of HRP, HRP model – Forecasting methods.

**MODULE III RECRUITMENT AND SELECTION 6+2**

Difference between recruitment and Selection – Selection Process – Types of selection test – Recruitment Source– Constraints on recruitment efforts – Promote Diversity and Inclusion – Alternatives to Recruitment: Overtime, Repurposing human capital, Temporary Help Service, Employee Leasing, Independent Contractors, Internships,– Placement, Induction and Socialization.

**MODULE IV PERFORMANCE APPRAISAL AND TRAINING 6+2**

Performance Appraisal: Definition, Performance Appraisal Process, Methods- Differences between Performance Appraisal and Performance Management – Performance Appraisal Benefits, Appraisal Errors, Appraisal Outcomes –

Training: Definition, Benefits of Training, On the job and Off the job training methods.

**MODULE V THE CONTEMPORARY PRACTICES IN HRM 6+2**

Disruptions in HRM – The Trend of Work From Home (WFH) – Importance of Critical Thinking, Soft Skills and Digital Skills among employees – Collaborative Learning and Virtual Learning, Compensation and Reward Management – Performance Related Pay – Competency Mapping, Balance Score card, Knowledge Transfer, Work-Life Mentoring, Employer Branding, Talent Management – Talent Poaching Employee engagement in Virtual Workplace – Retention — Green HRM.

**L – 30; T – 10; TOTAL HOURS – 40**

**TEXT BOOKS:**

1. Aswathappa, K, “Human Resource Management”, McGraw Hill Education, 8th Edition, 2017
2. David A. DeCenzo and Stephen P. Robbins. “Human Resource Management”, John Wiley and Sons, 11th Edition, New York, 2013.
3. Dessler, G and Varkkey, B , “Human Resource Management”, Edition Pearson, 16<sup>th</sup> Edition, 2020
4. Seema Sanghi. “Human Resource Management”, Macmillan, New Delhi, 2012.

**REFERENCES:**

1. Ivancevich, Human Resource Management, McGraw Hill, 7th edition, 2010.
2. Saiyadain, M.S. “Human Resource Management”, 4th edition, New Delhi: Tata McGraw Hill, 2009.

**COURSE OUTCOMES:**

- CO1:** The students would be able to match roles and responsibilities associated with different functional areas of HRM.
- CO2:** The course would also help them to develop HR Policies and carry out Human Resources Planning effectively in organizations
- CO3:** The students would be able to suggest suitable recruitment and selection methods to the organizations
- CO4:** They will be able to develop simple performance appraisal templates for appraising employees’ performance and design appropriate training program modules for different jobs.
- CO5:** The module on contemporary practices would enable the students

to stay updated with current developments and participate in discussions confidently.

**Board of Studies (BoS) :**

11<sup>th</sup> BoS of MBA held on 17.06.2021

**Academic Council:**

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	L	H	M	H	L	M
CO2	H	H	H	H	H	H	H
CO3	L	M	H	H	L	H	H
CO4	M	M	H	H	H	H	H
CO5	M	M	M	L	H	H	H

**Note:** L - Low Correlation    M - Medium Correlation    H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement : The knowledge on the holistic approach of managing human resources brings a sustainable growth to the economy by providing employment and decent work for all.

<b>MSE 6203</b>	<b>CORPORATE FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG:9</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVES:**

**COB1:** understand the financial functions and different financial instruments in corporate environment.

**COB2:** Obtain knowledge on the sources of raising finance for companies and the stock market operations.

**COB3:** Understand the time value of money and apply the same to value stocks, bonds, and futures and options.

**COB4:** Compute the weighted average cost of capital, and to understand the theories of capital structure.

**COB5:** Understand the types of dividends and different forms of dividend policies.

**MODULE I INTRODUCTION 2+2**

Corporate Finance- Objectives, functions, separation of ownership and management. Profit Maximisation vs. Wealth Maximisation. Financial instruments: equity, preference shares, debt, and derivatives.

**MODULE II SOURCES OF FINANCE 10+2**

Corporate finance sources: Equity financing, debt financing. Financial market: Primary market - Private Placement, Initial Public Offer (IPO), Secondary market – BSE, NSE, and Commodity market. Listing, Investment and Trading in stock markets. Financial Intermediaries, Regulation of capital market - SEBI guidelines.

**MODULE III VALUATION OF SECURITIES 4+2**

Risk and return analysis, Time value of money, Stock and bond valuation.

**MODULE IV COST OF CAPITAL AND CAPITAL STRUCTURE 8+2**

Computation of Cost of equity, debt, preference stock, and retained earnings. Weighted average cost of capital. Theories of capital structure- MM Approach.

**MODULE V DIVIDEND POLICY 6+2**

Dividend decisions: meaning, significance – Dividend policy: forms of dividend policy -Types of dividend.

**L – 30; T – 10: TOTAL HOURS- 40**

**TEXT BOOKS:**

1. Jonathan Berk, Peter DeMarzo, Jarrad Harford, ' Fundamentals of Corporate Finance' 3<sup>rd</sup> edition 2019, Pearson.
2. Siddhartha Sankar Saha, Indian Financial System: Financial Markets, Institutions and Services, 2<sup>nd</sup> edition, 2020, McGraw Hill.

**REFERENCES:**

- 1.S.N.Maheshwari, "Financial Management - Principles and Practice," Sultan Chand and Sons, 14th revised edition, 2011.
2. M Y. Khan and P.K Jain, "Financial Management - Text, Problems and Cases," Tata Mc Graw Hill Education Pvt. Ltd., 3<sup>rd</sup> reprint, 2012.

**COURSE OUTCOMES:**

- CO1:** Understand the financial functions and different financial instruments in corporate environment.
- CO2:** Get knowledge of the sources of raising finance for companies and the stock market operations.
- CO3:** Understand the time value of money and apply the same to value stocks, bonds, and futures and options.
- CO4:** Compute the weighted average cost of capital, and to understand the theories of capital structure.
- CO5:** Understand the types of dividends and different forms of dividend policies.

**Board of Studies (BoS) :**11<sup>th</sup> BoS of MBA held on 17.06.2021**Academic Council:**

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L						
CO2			H				
CO3					M		
CO4							H
CO5				M			

**Note:** L - Low Correlation    M - Medium Correlation    H - High Correlation

SDG No. 9 : Industry, Innovation, & Infrastructure

Statement : This course focuses on corporate finance which is essential for the sustainable industrial infrastructure.

<b>MSE 6204</b>	<b>OPERATIONS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVES:**

**COB1:** To learn the concepts of operations management and related contemporary issues

**COB2:** To learn to forecast demand, design capacity and take location and layout decisions.

**COB3:** To gain insight into design of product, process and work Systems

**COB4:** To learn to manage materials and control inventory in an Organization

**COB5:** To learn to schedule and complete projects in a business Environment

**MODULE I INTRODUCTION TO OPERATIONS MANAGEMENT 6+2**

Operations Management – nature, importance, evolution, differences between goods and services, system perspective, functions and sub-functions, challenges, recent trends; Operations strategy - building operations strategies on competitive priorities; Measuring productivity and methods to improve productivity.

**MODULE II DEMAND FORECASTING, CAPACITY AND FACILITY DESIGN 6+2**

Demand – types, patterns - demand forecasting – objectives and types, overview of qualitative and quantitative methods; Capacity Planning – types, considerations, approaches; Overview of MRP, MRP II and ERP. Facility Location – factors to be considered, location models; Facility Layout – principles, types, planning tools and techniques.

**MODULE III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS 6+2**

Product Design – influencing factors, approaches, legal, ethical and environmental issues. Process – planning, selection, major decisions. Work Study – method study and motion study, work measurement.

**MODULE IV MATERIALS MANAGEMENT 6+2**

Materials Management - Objectives - Sub-functions – Sourcing - Purchasing – Storekeeping – Role - Importance; Types of Inventory - Need for Inventory - Inventory Costs - Economic Order Quantity (EOQ) - Basic Inventory Models

– Reorder level - Safety Stock.

## **MODULE V PROJECT MANAGEMENT**

**6+2**

Project Management – Network construction - PERT - CPM - Computation of project completion time – Critical path - Floats – Resource Allocation – Gantt Charts.

**L – 30; T – 10; TOTAL HOURS – 40**

### **TEXT BOOKS:**

1. Gaither Norman, “Operations Management: Concepts, Techniques & Applications”, Cengage Learning, 9th Edition, New Delhi, 2002.
2. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, “Operations and Supply Management”, Tata McGraw Hill, 12th Edition, New Delhi, 2010.

### **REFERENCES:**

1. Aswathappa, K., Shridhara Bhat, K., “Production and Operations Management”, Himalaya Publishing House, 2<sup>nd</sup> Edition, New Delhi, 2011. (ISBN 13: 9789350971888)
2. William J Stevenson, “Operations Management”, Tata McGraw Hill, 12<sup>th</sup> Edition, New Delhi, 2009. (ISBN: 9788131756218)
3. Chary S. N., “Production and Operations Management”, Tata McGraw Hill, 3<sup>rd</sup> Edition, New Delhi, 2008. (ISBN: 9781259051234)
4. Pannerselvam R., “Production and Operations Management”, Prentice Hall India, 3<sup>rd</sup> Edition, New Delhi, 2012. (ISBN: 9788120345553).

### **COURSE OUTCOMES:**

**CO1:** Appreciate basic operation management concepts

**CO2:** Forecast demand to design capacity and make better location and layout decisions

**CO3:** Design product, process and work systems

**CO4:** Manage materials flow and control inventory in an organization

**CO5:** Schedule and complete projects in the shortest possible time

**Board of Studies (BoS) :**

11<sup>th</sup> BoS of MBA held on 17.06.2021

**Academic Council:**

17<sup>th</sup> AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	L	M	M	H	H	M
CO2	H	H	M	M	H	H	M
CO3	H	H	M		H	H	L
CO4	H	H	M		H	M	L
CO5	H	H	M		H	M	L

**Note:** L - Low Correlation    M - Medium Correlation    H - High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

Statement: The holistic understanding of the concepts of operations management leads to the production of goods and services for the mankind without adversely affecting the environment.



<b>MSE 6205</b>	<b>MARKETING MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 4</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVES:**

- COB1:** Familiarize with the fundamentals and core concepts of Marketing
- COB2:** Learn the bases of market segmentation and identify strategies for differentiating, targeting & positioning and strategies to meet competition
- COB3:** Gain insight about consumer decision making & purchasing behavior, get acquainted with marketing research process & some marketing metrics / analytics.
- COB4:** Receive conceptual insights about product and price elements of marketing mix
- COB5:** Gain knowledge about place and promotion elements

**MODULE I MARKETING: BASIC CONCEPTS 6+1**

Marketing: definition, evolution, objectives, concepts, process, organization structure, relationship with other functions - Impact of micro and macro environment on marketing; Marketing mix for products and services - Typology of products and markets - Goods & Services, Durables, FMCG, White goods etc. - B2B and B2C – Services Marketing - Marketing ethics - Trends in marketing: Introduction to Relationship marketing, Demarketing, Neuro marketing, Viral marketing, Web enabled marketing, Digital marketing, Remarketing, Social media marketing, Green marketing, Societal marketing.

**MODULE II S-T-P AND COMPETITIVE STRATEGIES 6+2**

Segmentation: Objectives, approaches, bases - Characteristics of effective segmentation - Patterns of segmentation; Differentiating market offerings- Purposes-Tools for competitive differentiation; Market Targeting- Factors for evaluating and selecting market segments for targeting; Product positioning – Purposes - Principles - Positioning strategies - Perceptual mapping - Competitive Marketing Strategies: strategies for market leader, challenger, follower and niche markets – Guerrilla marketing - Ansoff's Matrix - Michael Porter's generic strategies.

**MODULE III MARKETING RESEARCH, ANALYTICS AND CONSUMER BEHAVIOUR 6+3**

Marketing information system - Steps in marketing research - Essential features of marketing research - Marketing metrics & analytics: definition,

importance, introduction to components and tools - Consumer behavior: need, overview of the influencing (individual and group) factors - Organizational & institutional customers - Influencing factors - Consumer decision process - Post purchase behavior - Consumer adoption process and diffusion.

#### **MODULE IV PRODUCT AND PRICE**

**6+2**

Elements of marketing mix - Product: definition, levels, hierarchy, systems & mix, Product line decisions - New product development stages – Product planning-Product life cycle and Strategies – Packaging- Labeling- Branding - Types of brands - Pricing: objectives, strategies, methods.

#### **MODULE V PLACE & PROMOTION**

**6+2**

Marketing channel: importance, functions, flows, levels, characteristics - Selection, design and management of channel members - Promotion Mix: elements / promotion tools - Integrated communication model - Communication process - Steps in developing effective communication - Setting promotion budget and promotion mix - Basics of advertising, sales promotion, personal selling and public relations.

**L – 30; T-10; TOTAL HOURS – 40**

#### **TEXT BOOKS:**

1. Kotler Philip , Marketing Management, Prentice Hall of India, New Delhi, 2017.

#### **REFERENCES:**

1. Baines Paul, Fill Chris, Page Kelly & Sinha K Piyush, Marketing, Oxford University Press, New Delhi, 2015.
2. Schiffman Leon G, Wisenblit Joseph and. Ramesh Kumar S Consumer Behaviour, Pearson Education, New Delhi, 2015.
3. Sexena Rajan, Marketing Management, Himalaya Publishing House, New Delhi 2017.
4. Ramaswamy V.S and Namakumari S, Marketing Management, 3rd Edition, Macmillan, New Delhi, 2019.

#### **COURSE OUTCOMES:**

**CO1:** Recognize and apply the knowledge of marketing concepts

**CO2:** Choose the right bases for segmenting a market and design strategies to differentiate, target & position the products as well as strategies to meet competition

**CO3:** Comprehend the marketing research process & consumer decision process and identify some marketing metrics

**CO4:** Identify products and services suitable to target markets and choose appropriate pricing techniques

**CO5:** Suggest distribution channels and promotional tools suitable for target markets

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M			H			
CO2	L	H	H			H	M
CO3	L	H	H	L	M	H	M
CO4	M	H	H	H	M	H	M
CO5	M	H	H	H	M	H	M

**Note:** L - Low Correlation    M - Medium Correlation    H - High Correlation

SDG 4 : Empower students with knowledge and skills and acts as a force for sustainable development.

Statement : Providing inputs related to the elements of marketing mix and STP strategies for sustainable development of the environment for consumer behavior and satisfaction.

<b>MSE 6206</b>	<b>CURRENT AFFAIRS IN BUSINESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>	<b>LABORATORY</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

**COURSE OBJECTIVES:**

The objectives of this lab course would be to

- COB1:** facilitate the students to update knowledge on the recent trends and developments in the business world
- COB2:** make them acquainted the drivers of changes in business Scenario
- COB3:** provide opportunity to get knowledge on local, national and international environment of business
- COB4:** familiarize the role of government and society in business
- COB5:** enable the students to gain information about CEOs/ Entrepreneurs

**PRACTICALS****List of Experiments:**

1. Industry profile (e.g., Automobiles, Textiles, Information Technology, Retailing, Banking, Manufacturing, Telecom, etc.)
2. Company Locations
3. CEOs / Boards of various Companies
4. Entry / Exit of Companies
5. Mergers, Acquisitions, Take-Overs, etc.
6. Products / brands launched by companies
7. Successful Entrepreneurs
8. Government Policies, Regulations and Impact on Business
9. Inflation / Deflation
10. Stock Market
11. Comparison of Global and National Business Scenario
12. Financial Institutions & Regulatory Bodies

**P – 20 ; TOTAL HOURS – 20**

**PEDAGOGY / METHODOLOGY FOR CLASS:**

A suitable mix of the following:

1. Participative learning
2. Guided training
3. Group Discussion
4. Presentation

(Throughout this course students will keep them updated with business affairs appearing in sources such as: newspapers, business magazines, television channels, etc. This means that the students need to make it a habit to read the newspaper on daily basis and

search the archives as well)

### ASSESSMENT COMPONENTS / METHODS:

1. Assessment pattern would be based on the following components:
2. Quality of presentation
3. Students' participation
4. Timely submission of presentation material
5. Quiz
6. Assignment

### COURSE OUTCOMES:

Students who complete this course would

**CO1:** have updated knowledge on business affairs in a variety of Industries

**CO2:** be able to analyse the dynamics of happenings in companies and business environment

**CO3:** be equipped to relate the current business practices with the subsequent courses offered in the degree programme

**CO4:** appreciate the knowledge of current affairs in managing Enterprises

**CO5:** assess the different issues in business to reduce the impact in business and comprehend the impact of government and society on business

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M			L			
CO2			M			M	H
CO3	H				M		
CO4						M	H
CO5					H		

**Note:** L - Low Correlation    M - Medium Correlation    H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement: Thorough knowledge and understanding on different industries helps in managing different areas of business effectively with employment productivity.

<b>MSE 6207</b>	<b>PSYCHOMETRICS AND CORPORATE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 4</b>	<b>CONNECT LABORATORY</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

**COURSE OBJECTIVES:**

- COB1:** To equip students for campus placement
- COB2:** To help in identifying individual student's strengths and Weakness
- COB3:** To enhance the communication ability & self-confidence level of students
- COB4:** To hone their human skills for effective corporate adaptability
- COB5:** To facilitate in establishing a brand image of themselves in the corporate arena

**PRACTICALS**

**List of Experiments:**

1. Self-Introspection & SWOT Analysis
2. Developing Assertiveness and Self-Confidence
3. Barriers and Filters of Communication (Corporate Communication and Public Speaking) - Just A Minute Talk
4. Managing Emotions
5. Being Expressive - SMART Goals
6. Positive Attitude and Lateral Thinking - Creativity based Exercise
7. Personality assessment - Holland Code Career Test, MBTI test, etc.
8. In-Basket technique
9. Time and Stress Management
10. Corporate Dressing Etiquette
11. Dining Etiquette
12. Business Etiquettes
13. Meeting & Telephonic Etiquette
14. Social Etiquette
15. Group Discussion
16. Resume Writing
17. Mock Interview
18. Learning Life skills through Film Reviews

**P – 20 ; TOTAL HOURS – 20**

**TEXT BOOKS:**

1. Hurlock, E.B (2006). Personality Development, 28th Reprint. New Delhi: Tata Mc Graw Hill.
2. Pravesh Kumar (2005). All about Self- Motivation. New Delhi: Goodwill

Publishing House.

3. Smith, B (2004). Body Language. Delhi: Rohan Book Company.
4. Stephen P. Robbins, Phillip L. Hunsaker Training in Interpersonal Skills: TIPS for Managing People at Work (2012), 6th Edition, Prentice.

#### REFERENCES:

1. Dorch, Patricia. What Are Soft Skills? New York:Execu Dress Publisher, 2013.
2. Kamin, Maxine. Soft Skills Revolution: A Guide for Connecting with Compassion for Trainers, Teams, and Leaders. Washington, DC: Pfeiffer & Company, 2013.
3. Klaus, Peggy, Jane Rohman& Molly Hamaker. The Hard Truth about Soft Skills. London:HarperCollins E-books, 2007.
4. Petes S. J., Francis. Soft Skills and Professional Communication. New Delhi: Tata McGraw-Hill Education, 2011.
5. Stein, Steven J. & Howard E. Book. The EQ Edge: Emotional Intelligence and Your Success. Canada: Wiley & Sons, 2006.

#### COURSE OUTCOMES:

**CO1:** Meet corporate expectations

**CO2:** Imbibe professional approach towards execution of corporate Assignments

**CO3:** Exhibit enhanced level of confidence

**CO4:** Communicate effectively

**CO5:** Display right etiquettes and emotions in their workplace

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H	H	H	H	H	L
CO2	H	H	H	H	H	H	H
CO3	H	H	H	H	H	H	H
CO4	H	H	H	H	H	H	H
CO5	H	H	H	H	H	M	H

**Note:** L - Low Correlation    M - Medium Correlation    H - High Correlation



SDG 4 : Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Statement : Opportunities for growth is ensured by meeting corporate expectations leading to an inclusive quality education thereby promoting lifelong learning opportunities.