



Programme Specifications

**M.B.A. (Financial Management)
Degree Programme**

Programme Code: 045

Faculty of Management and Commerce

Batch 2020-2021

University's Vision, Mission and Objectives

The M. S. Ramaiah University of Applied Sciences (MSRUAS) will focus on student-centric professional education and motivate its staff and students to contribute significantly to the growth of technology, science, economy and society through their imaginative, creative and innovative pursuits. Hence, the University has articulated the following vision and objectives.

Vision

MSRUAS aspires to be the premier university of choice in Asia for student centric professional education and services with a strong focus on applied research whilst maintaining the highest academic and ethical standards in a creative and innovative environment

Mission

Our purpose is the creation and dissemination of knowledge. We are committed to creativity, innovation and excellence in our teaching and research. We value integrity, quality and teamwork in all our endeavors. We inspire critical thinking, personal development and a passion for lifelong learning. We serve the technical, scientific and economic needs of our Society.

Objectives

1. To disseminate knowledge and skills through instructions, teaching, training, seminars, workshops and symposia in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to equip students and scholars to meet the needs of industries, business and society
2. To generate knowledge through research in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to meet the challenges that arise in industry, business and society
3. To promote health, human well-being and provide holistic healthcare
4. To provide technical and scientific solutions to real life problems posed by industry, business and society in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences
5. To instill the spirit of entrepreneurship in our youth to help create more career opportunities in the society by incubating and nurturing technology product ideas and supporting technology backed business
6. To identify and nurture leadership skills in students and help in the development of our future leaders to enrich the society we live in
7. To develop partnership with universities, industries, businesses, research establishments, NGOs, international organizations, governmental organizations in India and abroad to enrich the experiences of faculties and students through research and developmental programmes

Programme Specifications: M.B.A. (Financial Management)

Faculty	Management and Commerce
Department	Management Studies
Programme Code	045
Programme Name	M.B.A. (Financial Management)
Dean of the Faculty	Dr. H. S. Srivatsa
Head of the Department	Dr. H. S. Srivatsa

1. **Title of the Award:** M.B.A. (Financial Management)
2. **Mode of Study:** Full-Time
3. **Awarding Institution /Body:** M. S. Ramaiah University of Applied Sciences, Bengaluru
4. **Joint Award:** Not Applicable
5. **Teaching Institution:** Faculty of Management and Commerce, M. S. Ramaiah University of Applied Sciences, Bengaluru
6. **Date of Programme Specifications:** October 2020
7. **Date of Programme Approval by the Academic Council of MSRUAS:** 23-Oct-2020
8. **Next Review Date:** May 2022
9. **Programme Approving Regulating Body and Date of Approval:** All India Council for Technical Education, New Delhi, 30-Jun-2020
10. **Programme Accredited Body and Date of Accreditation:** Not Applicable
11. **Grade Awarded by the Accreditation Body:** Not Applicable
12. **Programme Accreditation Validity:** Not Applicable
13. **Programme Benchmark:** Not Applicable
14. **Rationale for the Programme**

Finance Management deals with aspects related to asset selection, financing, and profit sharing. As firms internationalise, they are subject to risks from the global economic environment. There is a constant pressure to increase shareholder value while minimising exposure to global economic risks. Therefore, it is imperative to impart advanced finance skills to manage the organisations. India is an important emerging market in the world economy today. There is a need to adapt Finance Management as inflation and interest rates are mostly higher than those in developed countries. The Financial Services sector in India is seeing robust growth and with an average savings rate of 25 per cent, India is a preferred investment destination. Thus there is an increasing demand for Finance professionals in India, across industries. Karnataka recorded the highest growth rates in terms of Gross State Domestic Product (GSDP) and per capita GSDP in the last decade compared to other states. With an overall GSDP growth of 56.2% and a per capita GSDP growth of 43.9% in the last decade, Karnataka surpassed all other states in India, pushing Karnataka's per capita income in Indian Rupee terms to sixth place. Bengaluru is the knowledge capital of India due to its rich heritage of knowledge industries, universities, colleges and schools. It is an important industrial hub with an immense appetite for knowledge and expertise in

financial management. This creates a requirement to develop talent in the field of Finance Management. The programme is designed to maximise student ability to understand and apply techniques and tools to real life problems in Finance. The student will have a fulfilling experience in terms of understanding the manner in which different financial decisions impact firm shareholder value. The student will gain knowledge, understand concepts, analyse and apply frameworks taught with the goal of improving firm shareholder value. MS Ramaiah University of Applied Sciences (MSRUAS) is offering a unique industry relevant programme in Financial Management. In addition, the faculty curriculum has been designed considering feedback from various industries and foreign universities to make it more comprehensive. MSRUAS acquires reputation because it has created graduates with a good foundation and knowledge in the important and growing field of Finance in Industry. It will attract talented students from diverse locations as being a leading University in imparting knowledge on Finance Related Subjects. Further, the University can get project work related to Finance issues and problems from different organisations.

15. Programme Mission

The aim of the programme is to create professional management graduates specialising in financial management who can devise strategies, plan, optimise and control resources to achieve the stated business goals

16. Graduate Attributes (GAs)

- GA-1. Knowledge of Business Management:** Demonstrate deep understanding of conceptual knowledge in their chosen specialisation
- GA-2. Ethics and social responsibility:** Demonstrate ethical and socially responsible behaviour in Business decisions
- GA-3. Relevant technological literacy:** Ability to leverage appropriate technology for business decisions
- GA-4. Problem Solving and Decision Making:** Utilise critical and innovative thinking to identify and solve business problems
- GA-5. Entrepreneurial awareness:** Acquire relevant knowledge to establish entrepreneurial ventures
- GA-6. Global citizenship:** Exhibit teamwork and effective communication to adapt to cross-functional and multicultural work environments
- GA-7. Research and lifelong learning:** Ability to conduct business research and solve problems in a dynamic business environment
- GA-8. Leadership:** Exhibit Initiative, intrapreneurial skills and lead teams effectively

17. Programme Outcomes (POs)

M.B.A. postgraduates will be able to:

- PO-1. Knowledge and Understanding:** Gain knowledge of recognising the functions of businesses, identifying potential business opportunities, evolution of business

enterprises and exploring the entrepreneurial opportunities within the purview of legal and regulatory frameworks

- PO-2. Environment and sustainability:** Understand the impact of the management decisions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development
- PO-3. Social responsibility and Ethics:** Apply ethical principles and adhere to corporate ethics and social responsibilities of a business enterprise.
- PO-4. Problem identification and solution:** Apply functional knowledge to identify and solve business management problems using appropriate qualitative and quantitative tools and techniques
- PO-5. Management decision making:** Analyse business opportunities and challenges using appropriate business data, relevant data analysis techniques and logical thinking to suggest suitable solutions for business decision making
- PO-6. Management methodologies:** Evaluate the use of management concepts for business decision making
- PO-7. Business research:** Critical review of research literature, identify and articulate the research problem, apply appropriate research methodologies, tools and techniques to solve research problem
- PO-8. New Knowledge creation:** Create frameworks and models using specialised functional and statistical methodologies, tools and techniques for management decision making
- PO-9. Leadership and teamwork:** Function effectively as an individual, and as a member or leader in diverse teams, in multidisciplinary settings, cross-cultural and global teams
- PO-10. Communication:** Effectively communicate with prospective employers, post-employment being able to convey management decisions to the organisation and its stakeholders appropriately (comprehend and write effective reports, make effective presentations, and give and receive clear instructions, use of digital communication, social networking platforms and so on)
- PO-11. Lifelong Learning:** Analyse the need for ability to engage in independent and lifelong learning in broader business context and adapt according to the changes

18. Programme Goal

The programme goal is to develop management professionals with specialized skills and applied competencies in theoretical and practical knowledge of Banking and Financial services catering to the contemporary needs of industry and academia by providing student-centric learning ambience backed with critical thinking and problem-solving capabilities

19. Program Educational Objectives (PEOs)

The objectives of the M.B.A. (Financial Management) Programme are to:

- PEO-1.** Provide students with a strong foundation in Financial Management, and tools to mitigate financial risk and to deliver efficient solutions in managing financial operations.
- PEO-2.** Impart analytic and cognitive skills required to develop innovative solutions for Research & Development, Financial sector and societal requirements
- PEO-3.** Provide sound theoretical and practical knowledge of valuation concepts in the context of maximizing firm value and decision-making skills to enable students to contribute to the well-being and welfare of the society
- PEO-4.** Inculcate strong human values and social, interpersonal and leadership skills required for professional success in evolving global professional environments

20. Programme Specific Outcomes (PSOs)

At the end of the M.B.A. (Financial Management) program, the graduate will be able to:

- PSO-1.** Apply the knowledge and understanding of principles of management in general and Financial management in particular to develop innovative and safe solutions to real-world problems
- PSO-2.** Apply Financial Management principles to Investment Analysis and Portfolio decisions, Mergers and Acquisition with Capital re-structuring decisions, Valuation of Bonds and Equities, Behavioral Finance studies for the successful execution of decisions of individuals and business enterprises for enhanced efficiency.
- PSO-3.** Demonstrate leadership qualities, teamwork and strive for the betterment of organization, environment, and society
- PSO-4.** Demonstrate an understanding of the importance of life-long learning through, continuous professional development, practical training, and specialized certifications

21. Programme Structure:

Semester 1							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA501B	Managerial Skills	3	0	0	3	100
2	19MBA502B	Human Resource Management	4	0	0	4	100
3	19MBA503B	Managerial Economics	3	0	0	3	100
4	19MBA504B	Managerial Accounts	4	0	0	4	100
5	19MBA505B	Marketing Management	4	0	0	4	100
6	19MBA506B	Operations Management	4	0	0	4	100
7	19MBA507B	Business Communication	3	0	0	3	100

Programme Specifications, M.B.A. (Financial Management)

8	19MBA508B	Review of Mathematics	3	0	0	3	100
Total			28	0	0	28	800
Total number of contact hours per week			28				

Semester 2							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA509B	Strategic Management	4	0	0	4	100
2	19MBA510B	Business Statistics & Analytics	4	0	0	4	100
3	19MBA511B	Management Information System	4	0	0	4	100
4	19MBA512B	Business Law	3	0	0	3	100
5	19MBA513B	Corporate Finance	4	0	0	4	100
6	19MBA514B	Ethics, CSR & Sustainability	3	0	0	3	100
7	19MBA515B	Entrepreneurship Development	4	0	0	4	100
Total			26	0	0	26	700
Total number of contact hours per week			26				

Semester 3							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19FMT501B	Investment Analysis and Portfolio Management	3	0	0	3	100
2	19FMT502B	Managing banks and Financial Institutions (Financial Market)	3	0	0	3	100
3	19FMT503B	Valuation	3	0	0	3	100
4	19FMT504B	Mergers Acquisitions and Corporate Restructuring	3	0	0	3	100
5	19FMT505B	International Finance	3	0	0	3	100
6	19FMT506B	Behavioral Finance	3	0	0	3	100
7	19FMT507B	Taxation	3	0	0	3	100
8	19FMT598A	Summer Internship 2,3	0	0	6	6	100
Total			21	0	6	27	800
Total Number of Contact Hours per week			27				

Semester 4							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA516B	Research Methodology	2	0	0	2	100
2	19FMT599A	Group Project ⁴	0	0	5	5	100
3	19FMT600A	MBA Thesis & Publication	0	0	14	14	200
Total			2	0	19	21	400
Total number of contact hours per week			21				

Note:

1. The Vacations and other activities shall be as per the Time-Table for the corresponding batch.
2. Students will undergo Summer Internship between 2nd and 3rd Semesters.
3. Summer Internship will be evaluated in the 3rd Semester.
4. Group Project will be initiated in Semester 3 and evaluated in Semester 4.

22. Course Delivery: As per the Timetable

23. Teaching and Learning Methods

1. Face to Face Lectures using Audio-Visuals
2. Workshops, Group Discussions, Debates, Presentations
3. Cases, Case study, Caselets
4. Demonstrations
5. Guest Lectures
6. Laboratory work/Field work
7. Industry Visit
8. Seminars/ Conferences
9. Group Exercises
10. Project Exhibitions
11. Management Festivals

24. Assessment and Grading

24.1. Components of Grading

There shall be **two components** of grading in the assessment of each course:

Component 1, Continuous Evaluation (CE): This component involves multiple subcomponents (SC1, SC2, etc.) of learning assessment. The assessment of the subcomponents of CE is conducted during the semester at regular intervals. This subcomponent represents the formative assessment of students' learning.

Component 2, Semester-end Examination (SEE): This component represents the summative assessment carried out in the form of an examination conducted at the end of the semester.

Marks obtained CE and SEE components have equal weightage (CE: 50% and SEE: 50%) in determining the final marks obtained by a student in a Course.

The complete details of Grading are given in the Academic Regulations.

24.2. Continuous Evaluation Policies

Continuous evaluation depends on the type of the course as discussed below:

24.2.1 Theory Courses

Option 1 for a Theory Course:

Theory Course			
SC1	SC2	SC3	SC4
25 Marks	25 Marks	25 Marks	25 Marks

In Option 1, there shall be four subcomponents of CE (SC1, SC2, SC3 and SC4). Each subcomponent is evaluated individually for 25 marks. It is mandatory that two of the four subcomponents are term-tests. The remaining two subcomponents can be of any of the following types:

- a) Online Test
- b) Assignments/Problem Solving
- c) Field Assignment
- d) Open Book Test
- e) Portfolio
- f) Reports
- g) Case Study
- h) Group Task
- i) Any other

After the four subcomponents are evaluated, the CE component marks are determined as:

CE Component Marks = (Total of the marks obtained in all the four subcomponents) ÷ 2

An additional subcomponent (SC5) may be used at the discretion of the Faculty/Department. The department can conduct the 5th subcomponent SC5 if this subcomponent gives benefit to students. If the Department/Faculty conducts the SC5 subcomponent of evaluation, and the score obtained by the student in SC5 is greater than the lowest score of the previous four subcomponents SC1 to SC4, then it replaces the lowest of the four scores.

25. Student Support for Learning

1. Course Notes
2. Reference Books in the Library
3. Magazines and Journals
4. Internet Facility
5. Computing Facility
6. Laboratory Facility
7. Staff Support
8. Lounges for Discussions
9. Any other support that enhances their learning

26. Quality Control Measures

1. Review of Course Notes
2. Review of Question Papers and Assignment Questions
3. Student Feedback
4. Moderation of Assessed Work
5. Opportunities for students to see their assessed work
6. Review by external examiners and external examiners reports
7. Staff Student Consultative Committee meetings
8. Student exit feedback

9. Subject Assessment Board (SAB)
10. Programme Assessment Board (PAB)

27. Programme Map (Course-PO-PSO Map)

Sem.	Course Title	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PSO-1	PSO-2	PSO-3	PSO-4
1	Managerial Skills	3	1		3	3	3		2	3	3	2	3		3	2
1	Human Resource Management	1	2	2		3				3	3	2	3	1	2	1
1	Managerial Economics	2	3		3	3	2				2	2	3			1
1	Managerial Accounting	3			3	3	3				3	1	3		2	1
1	Marketing Management	3	3	3	2	3	3	3	3	3	3	3	3	1	2	1
1	Operations Management	3	1	1	3	3	3	2			1		3	3	2	1
1	Business Communication	1		3	2	2				2	3	2			3	2
1	Review of Mathematics	3	1	1	3	3	2						2	2		1
2	Strategic Management	1			2	2	1		2				3	2	2	1
2	Business Statistics & Analytics	1			3	3		3	2		2	2	3	2		1
2	Management Information System	1	2		3	3							1	2	3	2
2	Business Law	2		3	3			3		3	3	3	2	2	2	2
2	Corporate Finance	3	3	3	3	3	2								1	1
2	Ethics, CSR & Sustainability	2	3	2	1	1							3		2	
2	Entrepreneurship Development	3	2	2	2	3	3		3	3	3	3	2	3	3	3
3	Investment Analysis and Portfolio Management	3	1	1	3	2	2						3	1	2	1
3	Managing banks and Financial Institutions (Financial Market)	3	2	2	3	2	2			2	1	2	3	3	2	1
3	Valuation	3	1		3	2	2								3	2
3	Mergers Acquisitions and Corporate Restructuring	3	2		3	3							2	2		1
3	International Finance	3	2	1	2	3	3						3	2	2	1
3	Behavioral Finance	3		2	3	2	2				1	2	3	2		1
3	Taxation	3			2	3						2	3	1	2	1
3	Summer Internship	2			3	3	2						2	3	2	2
4	Research Methodology				3	2		3							3	
4	Group Project	3		1	3	3	3	3					2		3	2
4	MBA Thesis & Publication							3	3		2		3			3

28. Co-curricular Activities

Students are encouraged to take part in co-curricular activities like seminars, conferences, symposia, paper writing, attending industry exhibitions, project competitions and related activities for enhancing their knowledge and networking.

29. Cultural and Literary Activities

Annual cultural festivals are held to showcase the creative talents of students. They are involved in planning and organizing the activities.

30. Sports and Athletics

Students are encouraged to take part in sports and athletic events regularly. Annual sports meet will be held to demonstrate sportsmanship and competitive spirit.



Programme Specifications

M.B.A. (Human Resource Management) Degree Programme

Programme Code: 048

Faculty of Management and Commerce

Batch 2020-2021

University's Vision, Mission and Objectives

The M. S. Ramaiah University of Applied Sciences (MSRUAS) will focus on student-centric professional education and motivates its staff and students to contribute significantly to the growth of technology, science, economy and society through their imaginative, creative and innovative pursuits. Hence, the University has articulated the following vision and objectives.

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Mission

Our purpose is the creation and dissemination of knowledge. We are committed to creativity, innovation and excellence in our teaching and research. We value integrity, quality and teamwork in all our endeavors. We inspire critical thinking, personal development and a passion for lifelong learning. We serve the technical, scientific and economic needs of our Society.

Objectives

1. To disseminate knowledge and skills through instructions, teaching, training, seminars, workshops and symposia in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to equip students and scholars to meet the needs of industries, business and society
2. To generate knowledge through research in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to meet the challenges that arise in industry, business and society
3. To promote health, human well-being and provide holistic healthcare
4. To provide technical and scientific solutions to real life problems posed by industry, business and society in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences
5. To instill the spirit of entrepreneurship in our youth to help create more career opportunities in the society by incubating and nurturing technology product ideas and supporting technology backed business
6. To identify and nurture leadership skills in students and help in the development of our future leaders to enrich the society we live in
7. To develop partnership with universities, industries, businesses, research establishments, NGOs, international organizations, governmental organizations in India and abroad to enrich the experiences of faculties and students through research and developmental programmes

Programme Specifications: M.B.A. (Human Resource Management)

Faculty	Management and Commerce
Department	Management Studies
Programme Code	048
Programme Name	M.B.A. (Human Resource Management)
Dean of the Faculty	Dr. H. S. Srivatsa
Head of the Department	Dr. H. S. Srivatsa

- 1. Title of the Award:** M.B.A. (Human Resource Management)
- 2. Mode of Study:** Full-Time
- 3. Awarding Institution /Body:** M. S. Ramaiah University of Applied Sciences, Bengaluru
- 4. Joint Award:** Not Applicable
- 5. Teaching Institution:** Faculty of Management and Commerce, M. S. Ramaiah University of Applied Sciences, Bengaluru
- 6. Date of Programme Specifications:** October 2020
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- 10. Programme Accredited Body and Date of Accreditation:** Not Applicable
- 11. Grade Awarded by the Accreditation Body:** Not Applicable
- 12. Programme Accreditation Validity:** Not Applicable
- 13. Programme Benchmark:** Not Applicable
- 14. Rationale for the Programme**

Human Resource Management (HRM) deals with responsibilities, functions, behaviors and importance of employees. The world has become a global community making it possible for Human Resource (HR) to move across boundaries. As a result of globalisation, the world economy is interlinked and subject to regulation by international bodies. According to McKinsey's Survey 2012, the demand for employees in advanced economies is expected to increase by about 16 million over next six years. More and more people are working for international organisations and the labour force is becoming more culturally diverse and firms have to compete at global level. Hence, management of human resources is increasingly becoming crucial.

The economic growth of India has created unprecedented demand for talented and trained human resources. To meet this demand, the Government of India is encouraging private and public sectors to establish more management courses. The bustling activity in many Indian business sector organisations, indicate the criticality of managing the human resources in any organisation. Human Resource Specialists are in great demand for deploying their skills to hire, manage and retain talent

in times of downturn as well as economic growth.

Karnataka State Level Skill Survey report highlights requirement of 3.5 million additional workforce by 2020. Sectors such as IT, fashion, manufacturing, retail, public and government etc. would require this infusion of workforces in order to match the growth. In addition, there is need for skilled HR professionals for competitive enterprises.

An organisation's success is critically dependent on effective management of its employees. It is increasingly vital to have skilled, committed and empowered employees in the challenging business scenario. The current developments in corporate social responsibility, talent and knowledge management are the topics of interest for research. The programme inculcates a research culture to innovate and adapt advanced human resource practices.

Higher requirement of quality human resources for managing organisations has led to increase in demand for HR personnel. Realising the vital need for adequately trained HR managers, M.S. Ramaiah University of Applied Sciences (MSRUAS) gives an ideal platform for the students by exposing them to different aspects of HRM and thereby expanding their horizon. The M.B.A. in HRM provides students with managerial and leadership skills that will enable them to inculcate best HR practices.

Ramaiah group is well known for its brand in higher education, aims to offer M.B.A. programme with interdisciplinary approach on industry relevant education. MSRUAS offers post graduate degree programme in M.B.A. with Human Resource Management specialisation, enrolls students from all over the world. The university is benefited by growing its expertise, breadth and depth of knowledge in global context. Further, the University has opportunity for collaborative research and industry relevant projects to resolve HR challenges.

The main strength of the University is the faculty. The strength of the faculties lies within it well qualified, experienced and student-friendly staff members. Our faculty members adopt innovative research philosophy, teaching excellence and insight of a wide range of management issues in their delivery. The in-house faculty members are well supported by the adjunct faculty members from overseas universities, industries and research establishments. University incorporates Industry visits and lectures from industry experts as an integral part of module delivery. In this regard, University has established good tie-up with around 100 industries to help students to identify and bridge the gap between academia and industry to resolve managerial problems. The University aims to focus its programmes on student- centric higher education so that graduates are equipped with both theoretical knowledge and practical skills expected by industry and business. In addition, the faculty curriculum has been designed considering feedback from various industries and foreign universities to make it more comprehensive.

15. Programme Mission

The purpose of the programme is to create professional management graduates specialising in human resource management, able to identify talent, recruit, train, deploy, continuously motivate and retain the talent to achieve the stated business goals of the organisation.

16. Graduate Attributes (GAs)

- GA-1. Knowledge of Business Management:** Demonstrate deep understanding of conceptual knowledge in their chosen specialisation
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- GA-7. Research and lifelong learning:** Ability to conduct business research and solve problems in a dynamic business environment
- GA-8. Leadership:** Exhibit Initiative, intrapreneurial skills and lead teams effectively

17. Programme Outcomes (POs)

M.B.A. postgraduates will be able to:

- PO-1. Knowledge and Understanding:** Gain knowledge of recognising the functions of businesses, identifying potential business opportunities, involvement of business enterprises and exploring the entrepreneurial opportunities within the purview of legal and regulatory frameworks
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- PO-5. Management decision making:** Analyse business opportunities and challenges using appropriate business data, relevant data analysis techniques and logical thinking to suggest suitable solutions for business decision making
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- PO-7. Business research:** Critical review of research literature, identify and articulate the research problem, apply appropriate research methodologies, tools and techniques to solve research problem
- PO-8. New Knowledge creation:** Create frameworks and models using specialised functional and statistical methodologies, tools and techniques for management decision making
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- PO-10. Communication:** Effectively communicate with prospective employers, post-employment being able to convey management decisions to the organisation and its stakeholders appropriately (comprehend and write effective reports, make effective presentations, and give and receive clear instructions, use of digital communication, social networking platforms and so on)
- PO-11. Lifelong Learning:** Analyse the need for ability to engage in independent and lifelong learning in broader business context and adapt according to the changes

18. Programme Goal

The programme goal is to produce postgraduates who will be able to apply the knowledge, understanding and skills acquired to optimally use scarce resources and emphasize on total factor productivity approach to improve transparency and mitigate risks for a business process.

19. Program Educational Objectives (PEOs)

The objectives of the M.B.A. (HR Management) Programme are to:

- PEO-1.** Equip students with professional skills in Human Resource Management, its models and Processes to enable them to devise and deliver efficient solutions to human resource related problems
- PEO-2.** Inculcate competence in Human Resource Management and enable proactive, creative and innovative approach to manage cross cultural teams with a diverse workforce
- PEO-3.** Provide sound theoretical and practical knowledge of Human Resource Management, functions and managerial decision-making skills to enable students to contribute to the well-being and welfare of the society.
- PEO-4.** Strengthen human values, social, interpersonal and leadership skills required for success in evolving global professional environments

20. Programme Specific Outcomes (PSOs)

At the end of the M.B.A. (Human Resource Management) program, the graduate will be able to:

PSO-1. Apply the knowledge and understanding of principles of management in general and Human Resource Management principles in particular, to improve organizational performance through appropriate HR strategies

PSO-2. Apply imbibed principles of Human Resource Management to forecast human resource requirements and develop strategies for enhanced organisation performance, plan and allocate human resources for execution of operations, design HR models for enhanced organization efficiency to manage culture and diversity across cross cultural teams

PSO-3. Demonstrate global leadership qualities and strive for safety and welfare of employees, betterment of organization, environment and society

PSO-4. Demonstrate an understanding of the importance of life-long learning through human resource standards, metrics, practices, practical training and specialized certifications

21. Programme Structure:

Semester 1							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA501B	Managerial Skills	3	0	0	3	100
2	19MBA502B	Human Resource Management	4	0	0	4	100
3	19MBA503B	Managerial Economics	3	0	0	3	100
4	19MBA504B	Managerial Accounts	4	0	0	4	100
5	19MBA505B	Marketing Management	4	0	0	4	100
6	19MBA506B	Operations Management	4	0	0	4	100
7	19MBA507B	Business Communication	3	0	0	3	100
8	19MBA508B	Review of Mathematics	3	0	0	3	100
Total			28	0	0	28	800
Total number of contact hours per week			28				

Semester 2							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA509B	Strategic Management	4	0	0	4	100
2	19MBA510B	Business Statistics & Analytics	4	0	0	4	100
3	19MBA511B	Management Information System	4	0	0	4	100
4	19MBA512B	Business Law	3	0	0	3	100
5	19MBA513B	Corporate Finance	4	0	0	4	100
6	19MBA514B	Ethics, CSR & Sustainability	3	0	0	3	100
7	19MBA515B	Entrepreneurship Development	4	0	0	4	100
Total			26	0	0	26	700
Total number of contact hours per week			26				

Semester 3							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19HRM501A	Manpower Planning, Recruitment and Selection	3	0	0	3	100
2	19HRM502A	Business Leadership and Team Dynamics	3	0	0	3	100
3	19HRM503A	Strategic HRM (OC)	3	0	0	3	100
4	19HRM504A	Compensation and Performance Management	3	0	0	3	100
5	19HRM505A	Legal Aspects of HRM (Employee Relations)	3	0	0	3	100
6	19HRM506A	HR Metrics and Analytics	3	0	0	3	100
7	19HRM507A	International HRM (Cross Culture Management)	3	0	0	3	100
8	19OPM598A	Summer Internship ^{2,3}	0	0	6	6	100
Total			21	0	6	27	800
Total Number of Contact Hours per week			27				

Semester 4							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA516B	Research Methodology	2	0	0	2	100
2	19HRM599A	Group Project ⁴	0	0	5	5	100
3	19HRM600A	MBA Thesis & Publication	0	0	14	14	200
Total			2	0	19	21	400
Total number of contact hours per week			21				

Note:

1. The Vacations and other activities shall be as per the Time-Table for the corresponding batch.
2. Students will undergo Summer Internship between 2nd and 3rd Semesters.
3. Summer Internship will be evaluated in the 3rd Semester.
4. Group Project will be initiated in Semester 3 and evaluated in Semester 4.

22. Course Delivery: As per the Timetable

23. Teaching and Learning Methods

1. Face to Face Lectures using Audio-Visuals
2. Workshops, Group Discussions, Debates, Presentations
3. Cases, Case study, Caselets
4. Demonstrations
5. Guest Lectures
6. Laboratory work/Field work
7. Industry Visit
8. Seminars/ Conferences
9. Group Exercises
10. Project Exhibitions
11. Management Festivals

24. Assessment and Grading

24.1. Components of Grading

There shall be **two components** of grading in the assessment of each course:

Component 1, Continuous Evaluation (CE): This component involves multiple subcomponents (SC1, SC2, etc.) of learning assessment. The assessment of the subcomponents of CE is conducted during the semester at regular intervals. This subcomponent represents the formative assessment of students' learning.

Component 2, Semester-end Examination (SEE): This component represents the summative assessment carried out in the form an examination conducted at the end of the semester.

Marks obtained CE and SEE components have equal weightage (CE: 50% and SEE: 50%) in determining the final marks obtained by a student in a Course.

The complete details of Grading are given in the Academic Regulations.

24.2. Continuous Evaluation Policies

Continuous evaluation depends on the type of the course as discussed below:

24.2.1 Theory Courses

Option 1 for a Theory Course:

Theory Course			
SC1	SC2	SC3	SC4
25 Marks	25 Marks	25 Marks	25 Marks

In Option 1, there shall be four subcomponents of CE (SC1, SC2, SC3 and SC4). Each subcomponent is evaluated individually for 25 marks. It is mandatory that two of the four subcomponents are term-tests. The remaining two subcomponents can be of any of the following types:

- a) Online Test
- b) Assignments/Problem Solving
- c) Field Assignment
- d) Open Book Test
- e) Portfolio
- f) Reports
- g) Case Study
- h) Group Task
- i) Any other

After the four subcomponents are evaluated, the CE component marks are determined as:

CE Component Marks = (Total of the marks obtained in all the four subcomponents) ÷ 2

An additional subcomponent (SC5) may be used at the discretion of the Faculty/Department. The department can conduct the 5th subcomponent SC5 if this subcomponent gives benefit to students. If the Department/Faculty conducts the SC5 subcomponent of evaluation, and the score obtained by the student in SC5 is greater than the lowest score of the previous four subcomponents SC1 to SC4, then it replaces the lowest of the four scores.

25. Student Support for Learning

1. Course Notes
2. Reference Books in the Library
3. Magazines and Journals
4. Internet Facility
5. Computing Facility
6. Laboratory Facility
7. Staff Support
8. Lounges for Discussions
9. Any other support that enhances their learning

26. Quality Control Measures

1. Review of Course Notes
2. Review of Question Papers and Assignment Questions
3. Student Feedback
4. Moderation of Assessed Work
5. Opportunities for students to see their assessed work
6. Review by external examiners and external examiners reports
7. Staff Student Consultative Committee meetings
8. Student exit feedback
9. Subject Assessment Board (SAB)
10. Programme Assessment Board (PAB)

27. Programme Map (Course-PO-PSO Map)

Sem.	Course Title	P O - 1	P O - 2	P O - 3	P O - 4	P O - 5	P O - 6	P O - 7	P O - 8	P O - 9	P O - 10	P O - 11	P S O - 1	P S O - 2	P S O - 3	P S O - 4
1	Managerial Skills	3	1		3	3	3		2	3	3	2	3	1	2	3
1	Human Resource Management	1	2	2		3				3	3	2	2	3	3	2
1	Managerial Economics	2	3		3	3	2				2	2	1		2	1
1	Managerial Accounting	3			3	3	3				3	1		1	1	2
1	Marketing Management	3	3	3	2	3	3	3	3	3	3	3	1		2	2
1	Operations Management	3	1	1	3	3	3	2			1		2	1	2	2
1	Business Communication	1		3	2	2				2	3	2	2	3	3	2
1	Review of Mathematics	3	1	1	3	3	2						1	2	2	
2	Strategic Management	1			3	2	3		2				2	2		1
2	Business Statistics & Analytics	1			3	3		3	2		2	2	1	2	2	2
2	Management Information System	1	2		3	3							1	2	2	
2	Business Law												1	1	3	2
2	Corporate Finance	2	2	3	2	2	1								1	1
2	Ethics, CSR & Sustainability												2	3	3	2
2	Entrepreneurship Development	3	3	2	2	2	2		3	3	3	3	2	2	3	2
3	Manpower Planning, Recruitment and Selection	3	3		2	2			3		2	3	3	3	2	2
3	Business Leadership and Team Dynamics	2	1			2	2		2	3	3		3	2	3	2
3	Strategic HRM (OC)	2		2	2	2	2		3	3	3	2	3	3	2	2
3	Compensation and Performance Management	2	2	2	2	2		3	1		2	2	3	3	2	2
3	Legal Aspects of HRM(Employee Relations)	3	2	2	3	2	2	2	2	2	2	2	2	3	3	2
3	HR Metrics and Analytics	2			3	2	2	2	3	3	2	3	2	3	2	2
3	International HRM (Cross Culture Management)	2	3		2	2	2		3		3	3	3	3	2	2
3	Summer Internship	2			3	3	2						3	2	2	2
4	Research Methodology				3	2		3	2		3				3	2
4	Group Project												3	2	3	2

4	MBA Thesis & Publication							3	3		2		2	3	2	2
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28. Co-curricular Activities

Students are encouraged to take part in co-curricular activities like seminars, conferences, symposia, paper writing, attending industry exhibitions, project competitions and related activities for enhancing their knowledge and networking.

29. Cultural and Literary Activities

Annual cultural festivals are held to showcase the creative talents in students. They are involved in planning and organizing the activities.

30. Sports and Athletics

Students are encouraged to take part in sports and athletic events regularly. Annual sports meet will be held to demonstrate sportsmanship and competitive spirit.



Programme Specifications

**M.B.A (Business Analytics)
Degree Programme**

Programme Code: 090

Faculty of Management and Commerce

Batch 2020-2021

University's Vision, Mission and Objectives

The M. S. Ramaiah University of Applied Sciences (MSRUAS) will focus on student-centric professional education and motivates its staff and students to contribute significantly to the growth of technology, science, economy and society through their imaginative, creative and innovative pursuits. Hence, the University has articulated the following vision and objectives.

Vision

MSRUAS aspires to be the premier university of choice in Asia for student centric professional education and services with a strong focus on applied research whilst maintaining the highest academic and ethical standards in a creative and innovative environment

Mission

Our purpose is the creation and dissemination of knowledge. We are committed to creativity, innovation and excellence in our teaching and research. We value integrity, quality and teamwork in all our endeavors. We inspire critical thinking, personal development and a passion for lifelong learning. We serve the technical, scientific and economic needs of our Society.

Objectives

1. To disseminate knowledge and skills through instructions, teaching, training, seminars, workshops and symposia in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to equip students and scholars to meet the needs of industries, business and society
2. To generate knowledge through research in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to meet the challenges that arise in industry, business and society
3. To promote health, human well-being and provide holistic healthcare
4. To provide technical and scientific solutions to real life problems posed by industry, business and society in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences
5. To instill the spirit of entrepreneurship in our youth to help create more career opportunities in the society by incubating and nurturing technology product ideas and supporting technology backed business
6. To identify and nurture leadership skills in students and help in the development of our future leaders to enrich the society we live in
7. To develop partnership with universities, industries, businesses, research establishments, NGOs, international organizations, governmental organizations in India and abroad to enrich the experiences of faculties and students through research and developmental programmes

Programme Specifications: M.B.A (Business Analytics)

Faculty	Management and Commerce
Department	Management Studies
Programme Code	090
Programme Name	M.B.A in Business Analytics
Dean of the Faculty	Dr. H.S Srivatsa
Head of the Department	Dr. H.S Srivatsa

1. **Title of the Award:** M.B.A in Business Analytics
2. **Mode of Study:** Full-Time
3. **Awarding Institution /Body:** M. S. Ramaiah University of Applied Sciences, Bengaluru
4. **Joint Award:** Not Applicable
5. **Teaching Institution:** Faculty of Management and Commerce, M. S. Ramaiah University of Applied Sciences, Bengaluru
6. **Date of Programme Specifications:** October 2020
7. **Date of Programme Approval by the Academic Council of MSRUAS:** 23-10-2020
8. **Next Review Date:** May 2022
9. **Programme Approving Regulating Body and Date of Approval:** All India Council for Technical Education, New Delhi, 30-Jun-2020
10. **Programme Accredited Body and Date of Accreditation:** Not Applicable
11. **Grade Awarded by the Accreditation Body:** Not Applicable
12. **Programme Accreditation Validity:** Not Applicable
13. **Programme Benchmark:** Not Applicable
14. **Rationale for the Programme**

There is large scale adoption of Business Analytics all over the world. Especially in the developed world, mere information consumption of historic events (Descriptive Statistics) has progressed into probability and forecasting models (Predictive Analytics). This leads to prediction of future events before they occur and offer recommendation to managers to improve business decisions (Prescriptive Analytics). Applied thinking is being implemented to achieve superior value for all stakeholders. Hence, there is a growing need for trained analytics professionals who can implement various business analytics solutions for profitability and eventually, competitive advantage of their firm.

The below table lays out some applications in various Industries for the various types of business analytics solutions.

Industry	Descriptive	Predictive	Prescriptive
Fraud and Risk Detection	Characteristics of defaulting customers	Probability that a customer will default	Impact of lost sale versus long term profit
Oil and Gas	Characteristics of wells with greatest production	Probability that the next well will yield results Probability of finding oil at x feet	Isolation of variables with greatest impact on Production
Health Care	Patient profile Traffic of patients currently Trend in past few years	Probability of increase in number of patients Forecast of demand for hospital services	Planning for addition of new beds, expansion of existing facility versus adding a new one
Logistics	Most profitable routes Best delivery time and accuracy Cost efficient means of transport	Probability that a shipment is delayed Probability that Customer is dissatisfied with late or inaccurate delivery	Which routes to close, which to expand, which to consolidate Where to increase warehousing How many trucks to add to fleet
Marketing	Market Basket Reports Customer	Likelihood that customer will churn	Store Layout Marketing Messages

	profitability Reports Product Profitability Reports	Prediction of future customer purchases	Maintain inventory Recommendation Engines
Insurance	Existing Risk Profile Profitability of regions Profitability of Customers Profitability of products	Prediction of default in premium Prediction of Insurance Fraud	Which customer to target and which to avoid Detection of fraud and reduction of false payouts
Human Resource Management	Report on employee performance Report on attrition levels	Predict productivity level by department Predict level of compensation	Which employee should be compensated more How to lower attrition
Finance	Performance of client portfolio Performance relative to Market portfolio Sectoral and firm wise analysis	Prediction of profitability Prediction of EPS	Improvement required in firm operations to increase profitability

There is a gap in knowledge as evidenced by the large number of jobs available in Data Science and Business Analytics domains. Skills required for the job of Data Scientist and Business Analytics professionals include analyzing reports on the business as to how it has performed in the past (Descriptive Analytics), creating prediction models as to what variables in the Business get impacted (Predictive Analytics) and discovering how the business needs to adapt in order to capitalize on the specific opportunity (Prescriptive Analytics)

This Analytics program aims to be innovative with the use of state-of-the-art tools and techniques. The program will use excellence in teaching with the help of case studies. It will help promote integrity and quality using objective and factual solutions. Quality will be improved with the help of accurate and timely information to facilitate managerial decision making.

Student will uncover hidden or unexpected connections, correlations, patterns, and trends to drive better decisions, to develop big data solutions that are usable and deliver value, explore the future of big data, machine learning, and artificial intelligence, use conceptual frameworks and tools to recognize the power and potential of data to implement strategic initiatives and drive competitive advantage, network with peers from diverse industries and functional areas to get fresh ideas about how data can be used effectively.

The impact on Society will be good because the standard of decision making will be of better quality. The dissemination of data will empower common people and will create a sense of objectivity in decision making in both public and private domains.

15. Programme Mission

Programme Aim is to impart knowledge in the domain of Business analytics so that students are able to convert data into actionable insights to improve business performance

16. Graduate Attributes (GAs)

- GA-1. Knowledge of Business Management:** Demonstrate deep understanding of conceptual knowledge in their chosen programme specialisation
- GA-2. Ethics and social responsibility:** Demonstrate ethical and socially responsible behaviour in Business decisions Design and Development of Solutions
- GA-3. Relevant technological literacy:** Ability to leverage appropriate technology for business decisions
- GA-4. Problem Solving and Decision Making:** Utilise critical and innovative thinking to identify and solve business problems
- GA-5. Entrepreneurial awareness:** Acquire relevant knowledge to establish entrepreneurial ventures
- GA-6. Global citizenship:** Exhibit Team work and effective Communication to adapt to Cross functional and Multicultural work environments
- GA-7. Research and lifelong learning:** Ability to conduct business research and solve problems in dynamic business environment
- GA-8. Leadership:** Exhibit Initiative, intrapreneurial skills and lead teams effectively

17. Programme Outcomes (POs)

M.B.A. graduates will be able to:

- PO-1. Knowledge and Understanding:** Gain knowledge of recognising the functions of businesses, identifying potential business opportunities, involvement of business enterprises and exploring the entrepreneurial opportunities within the purview of legal and regulatory frameworks.
- PO-2. Environment and sustainability:** Understand the impact of the management decisions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development.

- PO-3. Social responsibility and Ethics:** Apply ethical principles and adhere to corporate ethics and social responsibilities of a business enterprise.
- PO-4. Problem identification and solution:** Apply functional knowledge to identify and solve business management problems using appropriate qualitative and quantitative tools and techniques
- PO-5. Management decision making:** Analyse business opportunities and challenges using appropriate business data, relevant data analysis techniques and logical thinking to suggest suitable solutions for business decision making.
- PO-6. Management methodologies:** Evaluate the use of management concepts for business decision making
- PO-7. Business research:** Critical review of research literature, identify and articulate the research problem, apply appropriate research methodologies, tools and techniques to solve research problem.
- PO-8. New Knowledge creation:** Create frameworks and models using specialised functional and statistical methodologies, tools and techniques for management decision making.
- PO-9. Leadership and teamwork:** Function effectively as an individual, and as a member or leader in diverse teams, in multidisciplinary settings, cross-cultural and global teams.
- PO-10. Communication:** Effectively communicate with prospective employers, post-employment being able to convey management decisions to the organisation and its stakeholders appropriately (comprehend and write effective reports, make effective presentations, and give and receive clear instructions, use of digital communication, social networking platforms and so on).
- PO-11. Lifelong Learning:** Analyse the need for ability to engage in independent and lifelong learning in broader business context and adapt according to the changes.

18. Programme Goal

The programme goal is to produce graduates having critical, analytical and problem-solving skills, and ability to think independently, and to pursue a career in Business Analytics

19. Program Educational Objectives (PEOs)

The objectives of the M.B.A (Business Analytics) Programme are to:

- PEO-1.** Enhance the understanding and knowledge of business strategies with the help of Business Analytics, Big Data, Data Analytics to achieve Organizational Goals
- PEO-2.** Provide a critical review of concepts and principles of Management and relation with Business Analytics
- PEO-3.** Identify Organizational Problems in the context of Business Analytics

PEO-4. Develop appropriate metrics for development of effective Business Reports

20. Programme Specific Outcomes (PSOs)

At the end of the M.BA (Business Analytics) program, the graduate will be able to:

- PSO-1.** Apply the knowledge and understanding of principles of management in general and business analytics principles in particular, to develop innovative solutions to real-world problems
- PSO-2.** Improve organisation's effectiveness and efficiency with the use of Big Data management, Social media and network analysis, Machine Learning, Artificial Intelligence algorithms and data visualisation techniques
- PSO-3.** Demonstrate leadership qualities, teamwork and strive for the betterment of organization, environment, and society
- PSO-4.** Demonstrate an understanding of the importance of life-long learning through, continuous professional development, allied skill and practical training, and specialized certifications

21. Programme Structure:

Semester 1							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA501A	Managerial Skills	3	0	0	3	100
2	19MBA502A	Human Resource Management	4	0	0	4	100
3	19MBA503A	Managerial Economics	3	0	0	3	100
4	19MBA504A	Managerial Accounts	4	0	0	4	100
5	19MBA505A	Marketing Management	4	0	0	4	100
6	19MBA506A	Operations Management	4	0	0	4	100
7	19MBA507A	Business Communication	3	0	0	3	100
8	19MBA508A	Review of Mathematics	3	0	0	3	100
Total			28	0	0	28	800
Total number of contact hours per week			28				

Programme Specifications, M.B.A (Business Analytics)

Semester 2							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA509A	Strategic Management	4	0	0	4	100
2	19MBA510A	Business Statistics & Analytics	4	0	0	4	100
3	19MBA511A	Management Information System	4	0	0	4	100
4	19MBA512A	Business Law	3	0	0	3	100
5	19MBA513A	Corporate Finance	4	0	0	4	100
6	19MBA514A	Ethics, CSR & Sustainability	3	0	0	3	100
7	19MBA515A	Entrepreneurship Development	4	0	0	4	100
Total			26	0	0	26	700
Total number of contact hours per week			26				

Programme Specifications, M.B.A (Business Analytics)

Semester 3							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19BNA501A	Data Analytics	3	0	--	3	100
2	19BNA502A	Data Management	3	0	--	3	100
3	19BNA503A	Business Intelligence and Visual Analytics	3	0	--	3	100
4	19BNA504A	Introduction to Python / MOOC	3	0	--	3	100
5	19BNA505A	Introduction to R / MOOC	3	0	--	3	100
6	19BNA506A	Social Media & Network Analysis	3	0	--	3	100
7	19BNA507A	Machine Learning for Business	3	0	--	3	100
8	19BNA598A	Summer Internship ^{2,3}	--	0	6	6	100
		Total	21	--	6	27	800
Total Number of Contact Hours per week			27				

Semester 4							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA516A	Research Methodology	2	0	0	2	100
2	19BNA599A	Group Project ⁴	0	0	5	5	100
3	19BNA600A	MBA Thesis & Publication	0	0	14	14	200
		Total	2	0	19	21	400
Total number of contact hours per week			21				

Note:

1. The Vacations and other activities shall be as per the Time-Table for the corresponding batch.
2. Students will undergo Summer Internship between 2nd and 3rd Semester
3. Summer Internship will be evaluated in the 3rd semester
4. Group Project will be initiated in Semester 3 and evaluated in Semester

22. Course Delivery: As per the Timetable

23. Teaching and Learning Methods

1. Face to Face Lectures using Audio-Visuals
2. Workshops, Group Discussions, Debates, Presentations
3. Demonstrations
4. Guest Lectures
5. Laboratory work/Field work/Workshop
6. Industry Visit
7. Seminars
8. Group Exercises
9. Project Work
10. Project
11. Exhibitions
12. Technical Festivals

24. Assessment and Grading

24.1. Components of Grading

There shall be **two components** of grading in the assessment of each course:

Component 1, Continuous Evaluation (CE): This component involves multiple subcomponents (SC1, SC2, etc.) of learning assessment. The assessment of the subcomponents of CE is conducted during the semester at regular intervals. This subcomponent represents the formative assessment of students' learning.

Component 2, Semester-end Examination (SEE): This component represents the summative assessment carried out in the form an examination conducted at the end of the semester.

Marks obtained CE and SEE components have equal weightage (CE: 50% and SEE: 50%) in determining the final marks obtained by a student in a Course.

The complete details of Grading are given in the Academic Regulations.

24.2. Continuous Evaluation Policies

Continuous evaluation depends on the type of the course as discussed below:

24.2.1 Theory Courses

The following **TWO options** are available for each Faculty to perform the CE exercise.

Option 1 for a Theory Course:

Theory Course			
SC1	SC2	SC3	SC4
25 Marks	25 Marks	25 Marks	25 Marks

In Option 1, there shall be four subcomponents of CE (SC1, SC2, SC3 and SC4). Each subcomponent is evaluated individually for 25 marks. It is mandatory that two of the four subcomponents are term-tests. The remaining two subcomponents can be of any of the following types:

- a) Online Test
- b) Assignments/Problem Solving
- c) Field Assignment
- d) Open Book Test
- e) Portfolio
- f) Reports
- g) Case Study
- h) Group Task
- i) Any other

After the four subcomponents are evaluated, the CE component marks are determined as:

$$\text{CE Component Marks} = (\text{Total of the marks obtained in all the four subcomponents}) \div 2$$

An additional subcomponent (SC5) may be used at the discretion of the Faculty/Department. The department can conduct the 5th subcomponent SC5 if this subcomponent gives benefit to students. If the Department/Faculty conducts the SC5 subcomponent of evaluation, and the score obtained by the student in SC5 is greater than the lowest score of the previous four subcomponents SC1 to SC4, then it replaces the lowest of the four scores.

Option 2 for a Theory Course:

Theory Course			
SC1	SC2	SC3	SC4
25 Marks	25 Marks	25 Marks	25 Marks

In Option 2, there shall be four subcomponents, each carrying 25 marks. Out of these, there shall be two assignments and two term-tests. The assignments can be of any of the following types:

- a) Online Test
- b) Problem Solving
- c) Field Assignment
- d) Open Book Test
- e) Portfolio
- f) Reports
- g) Case Study
- h) Group Task
- i) Any other

After the four subcomponents of CE are evaluated, the CE component Marks are determined as:

CE Component Marks = (Best of two Assignment Marks) + (Best of two Term-Test Marks)

Each Faculty Dean, in consultation with the heads of all departments in the Faculty and the Faculty Academic Registrar, decides whether Option 1 or Option 2 is adopted for each programme offered by the Faculty. He/she notifies the students about the option at the beginning of the semester.

24.2.2 Laboratory Course

For a laboratory course, the scheme for determining the CE marks is as under:

Laboratory Course		
SC1	SC2	SC3 (Optional)
25 Marks	25 Marks	25 Marks

The subcomponents can be of any of the following types:

- a) Laboratory / Clinical Work Record
- b) Experiments
- c) Computer Simulations
- d) Creative Submission
- e) Virtual Labs
- f) Viva / Oral Exam
- g) Lab Manual Report
- h) Any other (e.g., combinations)

After the subcomponents of CE are evaluated, the CE component Marks are determined as:

CE Component Marks = (Total of the best two subcomponent marks out of the three) ÷ 2

24.2.3 Course Having a Combination of Theory and Laboratory

For a course that contains the combination of theory and laboratory sessions, the scheme for determining the CE marks is as under:

For a Course having a Combination of Theory and Laboratory Sessions			
SC1 (Theory)	SC2 (Theory)	SC3 (Theory)	SC4 (Laboratory)
25 Marks	25 Marks	25 Marks	25 Marks

There shall be four subcomponents, each carrying 25 marks. Out of these, there shall be two term-tests and an assignment to evaluate the students' performance in theory. The fourth subcomponent shall be set to evaluate the students' performance in the laboratory.

The theory assignment can be of any of the following types:

- a) Online Test
- b) Problem Solving
- c) Field Assignment
- d) Open Book Test
- e) Portfolio
- f) Reports
- g) Case Study
- h) Group Task
- i) Any other

The laboratory subcomponent can be of any of the following types:

- a) Laboratory / Clinical Work Record
- b) Experiments
- c) Computer Simulations
- d) Creative Submission
- e) Virtual Labs
- f) Viva / Oral Exam
- g) Lab Manual Report
- h) Any other (e.g. combinations)

After the four subcomponents are evaluated, the CE component marks are determined as:

$$\text{CE Component Marks} = (\text{Total of the marks obtained in all the four subcomponents}) \div 2$$

25. Minor Programme

The details of the following aspects of the minor programmes are presented in the **Academic Regulations** for the B. Tech. Degree Programme:

- 1. Programme Structure
- 2. Eligibility to Minor Programme
- 3. Registration to Minor Programme
- 4. Certification for Minor Programme

26. Student Support for Learning

- 1. Course Notes
- 2. Reference Books in the Library
- 3. Magazines and Journals
- 4. Internet Facility
- 5. Computing Facility
- 6. Laboratory Facility
- 7. Workshop Facility
- 8. Staff Support
- 9. Lounges for Discussions
- 10. Any other support that enhances their learning

27. Quality Control Measures

1. Review of Course Notes
2. Review of Question Papers and Assignment Questions
3. Student Feedback
4. Moderation of Assessed Work
5. Opportunities for students to see their assessed work
6. Review by external examiners and external examiners reports
7. Staff Student Consultative Committee meetings
8. Student exit feedback
9. Subject Assessment Board (SAB)
10. Programme Assessment Board (PAB)

28. Programme Map (Course-PO-PSO Map)

Sem.	Course Title	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PSO-1	PSO-2	PSO-3	PSO-4
1	Managerial Skills	3	1		3	2	3		2	3	3	2	3	2	1	1
1	Human Resource Management	2	2	2		3				3	3	2	3	3	3	3
1	Managerial Economics	2	3		3	3	2				2	2	2	2	2	2
1	Managerial Accounting	3			2	3					1		3	3	1	1
1	Marketing Management and Marketing Research	3	2	2	2	3	3	3	2	2	3	2			3	2
1	Operations Management	3	1	1	3	3	3	2			1		2	3	2	2
1	Business Communication	1		3	2	2				2	3	2	2		1	2
1	Review of Mathematics	3	1	1	3	3	2						2	1	2	
2	Strategic Management	1			3	2	3		2				2	3		1
2	Business Statistics & Analytics	2			3	3		3	2		2	2	2	3	2	2
2	Management Information System	1	2		3	3							1	2	3	
2	Business Law												1	1	3	2
2	Corporate Finance	3	3	3	3	3	2						3	3	1	1
2	Ethics, CSR & Sustainability	2	3	2	1	1							3		2	
2	Entrepreneurship Development	3	3	2	2	2	3		3	3	3	3	2	2	3	3
3	Data Analytics	2					3						2	3	3	2
3	Data Management	1	2		2	3							2	3		1
3	Business Intelligence and Visual Analytics	1	1		3	3							3	2	1	1
3	Introduction to Python	2			3	2	3						3	1	2	1
3	Introduction to R	1	2		3	3							2	3	2	1
3	Social Media and Network Analysis	3			3	3	3			1	1				1	
3	Machine Learning for Business	1			3	2	3		2				2	3	2	
3	Summer Internship															
4	Research Methodology			3	2		3	2		3			2		3	2
4	Group Project	3		1	3	3	3			3				2	3	2
4	Thesis and Publication							3	3	2			2	2		

29. Co-curricular Activities

Students are encouraged to take part in co-curricular activities like seminars, conferences, symposia, paper writing, attending industry exhibitions, project competitions and related activities for enhancing their knowledge and networking.

30. Cultural and Literary Activities

Annual cultural festivals are held to showcase the creative talents in students. They are involved in planning and organizing the activities.

31. Sports and Athletics

Students are encouraged to take part in sports and athletic events regularly. Annual sports meet

will be held to demonstrate sportsmanship and competitive spirit.



Programme Specifications

**M.B.A. (Hospitality Management)
Degree Programme**

Programme Code: 099

Faculty of Management and Commerce

Batch 2020-2021

University's Vision, Mission and Objectives

The M. S. Ramaiah University of Applied Sciences (MSRUAS) will focus on student-centric professional education and motivates its staff and students to contribute significantly to the growth of technology, science, economy and society through their imaginative, creative and innovative pursuits. Hence, the University has articulated the following vision and objectives.

Vision

MSRUAS aspires to be the premier university of choice in Asia for student centric professional education and services with a strong focus on applied research whilst maintaining the highest academic and ethical standards in a creative and innovative environment

Mission

Our purpose is the creation and dissemination of knowledge. We are committed to creativity, innovation and excellence in our teaching and research. We value integrity, quality and teamwork in all our endeavors. We inspire critical thinking, personal development and a passion for lifelong learning. We serve the technical, scientific and economic needs of our Society.

Objectives

1. To disseminate knowledge and skills through instructions, teaching, training, seminars, workshops and symposia in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to equip students and scholars to meet the needs of industries, business and society
2. To generate knowledge through research in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to meet the challenges that arise in industry, business and society
3. To promote health, human well-being and provide holistic healthcare
4. To provide technical and scientific solutions to real life problems posed by industry, business and society in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences
5. To instill the spirit of entrepreneurship in our youth to help create more career opportunities in the society by incubating and nurturing technology product ideas and supporting technology backed business
6. To identify and nurture leadership skills in students and help in the development of our future leaders to enrich the society we live in
7. To develop partnership with universities, industries, businesses, research establishments, NGOs, international organizations, governmental organizations in India and abroad to enrich the experiences of faculties and students through research and developmental programmes

Programme Specifications: M.B.A. (Operations Management)

Faculty	Management and Commerce
Department	Management Studies
Programme Code	099
Programme Name	M.B.A. (Hospitality Management)
Dean of the Faculty	Dr. H. S. Srivatsa
Head of the Department	Dr. H. S. Srivatsa

1. **Title of the Award:** M.B.A. (Hospitality Management)
2. **Mode of Study:** Full-Time
3. **Awarding Institution /Body:** M. S. Ramaiah University of Applied Sciences, Bengaluru
4. **Joint Award:** Not Applicable
5. **Teaching Institution:** Faculty of Management and Commerce, M. S. Ramaiah University of Applied Sciences, Bengaluru
6. **Date of Programme Specifications:** October 2020
7. **Date of Programme Approval by the Academic Council of MSRUS:** 23-Oct-2020
8. **Next Review Date:** May 2022
9. **Programme Approving Regulating Body and Date of Approval:** All India Council for Technical Education, New Delhi, 30-Jun-2020
10. **Programme Accredited Body and Date of Accreditation:** Not Applicable
11. **Grade Awarded by the Accreditation Body:** Not Applicable
12. **Programme Accreditation Validity:** Not Applicable
13. **Programme Benchmark:** Not Applicable
14. **Rationale for the Programme**

The Hospitality Industry is a diverse and specialised service sector employing millions of people in a wide array of jobs around the globe. United Nations World Travel Organisation estimates an annual growth rate of about 10% in the Hospitality Industry and the need for middle and senior level management professionals is estimated to grow proportionately. There is a dearth for qualified personnel in the higher management positions in the hospitality industry. The undergraduate programmes offered by most institutions have limitations in the management component of hospitality studies which limits the growth prospects in the industry.

A Masters programme which addresses the continuous need for competent professionals in the higher echelons of hospitality management is the need of the day. At the managerial level there is a growing need for high quality education and training in hospitality to fill the gap between industry expectations and hospitality education offered today.

A Master of Business Administration in Hospitality Management will ensure a strong managerial approach and well developed entrepreneurship orientation. Feedback from the alumnus of our institute, who currently occupy senior management positions in hospitality industry, has indicated that a Master's programme with specialisation in hospitality will be of great value for aspiring hospitality managers.

Keeping the above in mind and the phenomenal growth of the hospitality industry, Faculty of Hospitality Management and Catering Technology of MSRUAS offers a Master of Business Administration in Hospitality Management degree to meet the needs of the hospitality industry and academia at all levels. It prepares students/delegates to be action-oriented leaders of executive management teams and entrepreneurial ventures with a strong theoretical and practical foundation. Graduates will be well versed in foundational principles, current best practices and ethical considerations.

The Faculty of Hospitality Management and Catering Technology of MSRUAS has highly experienced and qualified teaching fraternity to guide the student/delegate to make sound professional decisions and career plans. State-of-the-art infrastructure and other resources to facilitate academic excellence, research opportunities and professional development to prepare the students/delegates to become proficient in the operations, revenue management and marketing capabilities required for top level managers in hospitality industry. The Faculty has nurtured and maintained a long lasting goodwill with the industry, which plays a vital role in academic quality improvement, training and placement. The presence of other Faculty of applied sciences in the campus enable the students/delegates experience multi-disciplinary environment. In addition, the students/delegates benefit from the contributions of practitioners from hospitality industry.

Individuals who will benefit from the programme include hospitality employees seeking to gain expertise and hospitality managers who want to learn about new technologies and global opportunities in the field. This Master's programme will also be beneficial to entrepreneurs looking for avenues to succeed in the hospitality business and college graduates interested in entering the hospitality service sector at a managerial level.

15. Programme Mission

The aim of the programme is to create highly motivated graduates who can efficiently and effectively manage the present day complex Hospitality Industry. It also aims to promote creative and innovative thinking among graduates to develop entrepreneurial and consultative abilities.

16. Graduate Attributes (GAs)

- GA-1. Knowledge of Business Management:** Demonstrate deep understanding of conceptual knowledge in their chosen specialisation
- GA-2. Ethics and social responsibility:** Demonstrate ethical and socially responsible behaviour in Business decisions

- GA-3. Relevant technological literacy:** Ability to leverage appropriate technology for business decisions
- GA-4. Problem Solving and Decision Making:** Utilise critical and innovative thinking to identify and solve business problems
- GA-5. Entrepreneurial awareness:** Acquire relevant knowledge to establish entrepreneurial ventures
- GA-6. Global citizenship:** Exhibit team work and effective communication to adapt to cross-functional and multicultural work environments
- GA-7. Research and lifelong learning:** Ability to conduct business research and solve problems in a dynamic business environment
- GA-8. Leadership:** Exhibit Initiative, intrapreneurial skills and lead teams effectively

17. Programme Outcomes (POs)

M.B.A. postgraduates will be able to:

- PO-1. Knowledge and Understanding:** Gain knowledge of recognising the functions of businesses, identifying potential business opportunities, involvement of business enterprises and exploring the entrepreneurial opportunities within the purview of legal and regulatory frameworks
- PO-2. Environment and sustainability:** Understand the impact of the management decisions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development
- PO-3. Social responsibility and Ethics:** Apply ethical principles and adhere to corporate ethics and social responsibilities of a business enterprise.
- PO-4. Problem identification and solution:** Apply functional knowledge to identify and solve business management problems using appropriate qualitative and quantitative tools and techniques
- PO-5. Management decision making:** Analyse business opportunities and challenges using appropriate business data, relevant data analysis techniques and logical thinking to suggest suitable solutions for business decision making
- PO-6. Management methodologies:** Evaluate the use of management concepts for business decision making
- PO-7. Business research:** Critical review of research literature, identify and articulate the research problem, apply appropriate research methodologies, tools and techniques to solve research problem
- PO-8. New Knowledge creation:** Create frameworks and models using specialised functional and statistical methodologies, tools and techniques for management decision making

- PO-9. Leadership and teamwork:** Function effectively as an individual, and as a member or leader in diverse teams, in multidisciplinary settings, cross-cultural and global teams
- PO-10. Communication:** Effectively communicate with prospective employers, post-employment being able to convey management decisions to the organisation and its stakeholders appropriately (comprehend and write effective reports, make effective presentations, and give and receive clear instructions, use of digital communication, social networking platforms and so on)
- PO-11. Lifelong Learning:** Analyse the need for ability to engage in independent and lifelong learning in broader business context and adapt according to the changes

18. Programme Goal

The programme goal is to produce postgraduates who will be able to apply the knowledge, understanding and skills acquired to effectively and efficiently manage the Hospitality business operations, promote innovations and entrepreneurial opportunities.

19. Program Educational Objectives (PEOs)

The objectives of the M.B.A. (Hospitality Management) Programme are to:

- PEO-1.** To provide students with knowledge of principles of management in general, Hospitality Operations, Revenue Management, Hospitality Information Systems, Customer Relationship & Public Relations, Hospitality Legal Environment & Entrepreneurship, Travel & Tourism Management, trends in the hospitality sector.
- PEO-2.** To facilitate proficiency in communication, team skills and enhance professional qualities to be a globally competent professional.
- PEO-3.** To provide research opportunities to develop critical thinking abilities in the students and enable them and augment creative and innovative abilities of students to meet the challenges of the constantly evolving hospitality industry.
- PEO-4.** To inculcate professional ethics, strong human values and social skills for the development of leadership skills required for professional success in evolving global professional environments.

20. Programme Specific Outcomes (PSOs)

At the end of the M.B.A. (Hospitality Management) program, the graduate will be able to:

PSO-1. Apply the knowledge and understanding of principles of management in general and Hospitality Management in particular, to develop innovative solutions to real-world problems.

PSO-2. Apply Hospitality Management principles to interpret Hospitality Operations, Revenue Management, Hospitality Information Systems, Customer Relationship & Public Relations, Hospitality Legal Environment & Entrepreneurship, Travel & Tourism Management requirements, develop and propose strategies for efficient and effective performance, plan and allocate resources for success in the area of Hospitality.

PSO-3. Demonstrate leadership qualities and strive for the betterment of organization, environment, and society with ethics.

PSO-4. Demonstrate an understanding of the importance of life-long learning through professional development, and practical training.

Programme Structure:

Semester 1							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA501B	Managerial Skills	3	0	0	3	100
2	19MBA502B	Human Resource Management	4	0	0	4	100
3	19MBA503B	Managerial Economics	3	0	0	3	100
4	19MBA504B	Managerial Accounts	4	0	0	4	100
5	19MBA505B	Marketing Management	4	0	0	4	100
6	19MBA506B	Operations Management	4	0	0	4	100
7	19MBA507B	Business Communication	3	0	0	3	100
8	19MBA508B	Review of Mathematics	3	0	0	3	100
Total			28	0	0	28	800
Total number of contact hours per week			28				

Semester 2							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA509B	Strategic Management	4	0	0	4	100
2	19MBA510B	Business Statistics & Analytics	4	0	0	4	100
3	19MBA511B	Management Information System	4	0	0	4	100
4	19MBA512B	Business Law	3	0	0	3	100
5	19MBA513B	Corporate Finance	4	0	0	4	100
6	19MBA514B	Ethics, CSR & Sustainability	3	0	0	3	100
7	19MBA515B	Entrepreneurship Development	4	0	0	4	100
Total			26	0	0	26	700
Total number of contact hours per week			26				

Semester 3							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19HPM501A	Hospitality Operations Management	3	--	2	4	100
2	19HPM502A	Hospitality Revenue Management	3	--	2	4	100
3	19HPM503A	Hospitality Information Systems	2	--	2	3	100
4	19HPM504A	Customer Relationship Management and Public Relations	3	--	2	4	100
5	19HPM505A	Hospitality Legal Environment and Entrepreneurship	3	--	--	3	100
6	19HPM506A	Travel & Tourism Management	2	--	2	3	100
7	19HPM598A	Summer Internship ^{2,3}	--	--	6	6	100
Total			16	--	16	27	700
Total Number of Contact Hours per week				32			

Semester 4							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA516A	Research Methodology	2	--	--	2	100
2	19HPM599A	Group Project	--	--	5	5	100
3	19HPM600A	MBA Thesis & Publication	--	--	14	14	200
Total			2	0	19	21	400
Total number of contact hours per week				21			

Note:

1. The Vacations and other activities shall be as per the Time-Table for the corresponding batch.
2. Students will undergo Summer Internship between 2nd and 3rd Semesters.
3. Summer Internship will be evaluated in the 3rd Semester.
4. Group Project will be initiated in Semester 3 and evaluated in Semester 4.

21. Course Delivery: As per the Timetable

22. Teaching and Learning Methods

1. Face to Face Lectures using Audio-Visuals
2. Workshops, Group Discussions, Debates, Presentations
3. Cases, Case study, Caselets
4. Demonstrations
5. Guest Lectures
6. Laboratory work/Field work
7. Industry Visit

8. Seminars/ Conferences
9. Group Exercises
10. Project Exhibitions
11. Management Festivals

23. Assessment and Grading

23.1. Components of Grading

There shall be **two components** of grading in the assessment of each course:

Component 1, Continuous Evaluation (CE): This component involves multiple subcomponents (SC1, SC2, etc.) of learning assessment. The assessment of the subcomponents of CE is conducted during the semester at regular intervals. This subcomponent represents the formative assessment of students' learning.

Component 2, Semester-end Examination (SEE): This component represents the summative assessment carried out in the form an examination conducted at the end of the semester.

Marks obtained CE and SEE components have equal weightage (CE: 50% and SEE: 50%) in determining the final marks obtained by a student in a Course.

The complete details of Grading are given in the Academic Regulations.

23.2. Continuous Evaluation Policies

Continuous evaluation depends on the type of the course as discussed below:

23.2.1 Theory Courses

Option 1 for a Theory Course:

Theory Course			
SC1	SC2	SC3	SC4
25 Marks	25 Marks	25 Marks	25 Marks

In Option 1, there shall be four subcomponents of CE (SC1, SC2, SC3 and SC4). Each subcomponent is evaluated individually for 25 marks. It is mandatory that two of the four subcomponents are term-tests. The remaining two subcomponents can be of any of the following types:

- a) Online Test
- b) Assignments/Problem Solving
- c) Field Assignment
- d) Open Book Test
- e) Portfolio
- f) Reports
- g) Case Study

- h) Group Task
- i) Any other

After the four subcomponents are evaluated, the CE component marks are determined as:

$$\text{CE Component Marks} = (\text{Total of the marks obtained in all the four subcomponents}) \div 2$$

An additional subcomponent (SC5) may be used at the discretion of the Faculty/Department. The department can conduct the 5th subcomponent SC5 if this subcomponent gives benefit to students. If the Department/Faculty conducts the SC5 subcomponent of evaluation, and the score obtained by the student in SC5 is greater than the lowest score of the previous four subcomponents SC1 to SC4, then it replaces the lowest of the four scores.

24.2.2 Specialization Courses with a combination of theory and laboratory

For a course that contains the combination of theory and laboratory sessions, the scheme for determining the CE marks is as under:

There shall be four subcomponents of CE, two for theory and two for laboratory (SC1, SC2, SC3 and SC4). Each subcomponent is evaluated individually for 25 marks. It is mandatory that the theory subcomponents are term-tests.

Core Elective Courses (with a combination of theory and laboratory)			
SC1 (Theory)	SC2 (Theory)	SC3 (Laboratory)	SC4 (Laboratory)
25 Marks	25 Marks	25 Marks	25 Marks

The laboratory subcomponents can be of any of the following types:

Lab Activity	Seminars	Group Discussion
Online Test	Presentations	Reviews
Problem Solving	Mini-Projects	Role Play
Field Survey	Practical tasks	Quiz
Open Book Test	Practical Record	Posters
Portfolios	Group Work	Models
Reports	Viva Voce	Computer Simulation
Case Studies	Assignments	Any other

After the four subcomponents are evaluated, the CE component marks are determined as: CE Component Marks = (Total of the marks obtained in all the four subcomponents) ÷ 2

24. Student Support for Learning

1. Course Notes
2. Reference Books in the Library
3. Magazines and Journals

4. Internet Facility
5. Computing Facility
6. Laboratory Facility
7. Staff Support
8. Lounges for Discussions
9. Any other support that enhances their learning

25. Quality Control Measures

1. Review of Course Notes
2. Review of Question Papers and Assignment Questions
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4. Moderation of Assessed Work
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7. Staff Student Consultative Committee meetings
8. Student exit feedback
9. Subject Assessment Board (SAB)
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26. Programme Map (Course-PO-PSO Map)

Sem.	Course Title	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PSO-1	PSO-2	PSO-3	PSO-4
1	Managerial Skills	3	1		3	3	3		2	3	3	2	3		3	2
1	Human Resource Management	1	2	2		3				3	3	2	3	1	2	1
1	Managerial Economics	2	3		3	3	2				2	2	3			1
1	Managerial Accounting	3			3	3	3				3	1	3		2	1
1	Marketing Management	3	3	3	2	3	3	3	3	3	3	3	3	1	2	1
1	Operations Management	3	1	1	3	3	3	2			1		3	3	2	1
1	Business Communication	1		3	2	2				2	3	2			3	2
1	Review of Mathematics	3	1	1	3	3	2						2	2		1
2	Strategic Management												3	2	2	1
2	Business Statistics & Analytics												3	2		1
2	Management Information System															
2	Business Law															
2	Corporate Finance															
2	Ethics, CSR & Sustainability															
2	Entrepreneurship Development															
3	Hospitality Operations Management	3	1	3	2	1		1	1	2	1	3	3	1	2	3
3	Hospitality Revenue Management	3	2	3	3	3	3	2	2	2	2	3	3	2	2	2
3	Hospitality Information Systems	2			2	1	1	1	1	1	2	1	2	1	1	1
3	Customer Relationship Management and Public Relations	3	2	3	3	3	3	2	2	2	3	2	3	2	1	2
3	Hospitality Legal Environment and Entrepreneurship	3	3	2	2	1	1	1	1	1	1		3	1	1	
3	Travel & Tourism Management	3	2	2	2	3	2	3	3	2	2	3	3	2	1	2
3	Summer Internship	2			3	3	2						2	3	2	2
4	Research Methodology															
4	Group Project															
4	MBA Thesis & Publication															

27. Co-curricular Activities

Students are encouraged to take part in co-curricular activities like seminars, conferences, symposia, paper writing, attending industry exhibitions, project competitions and related activities for enhancing their knowledge and networking.

28. Cultural and Literary Activities

Annual cultural festivals are held to showcase the creative talents in students. They are involved in planning and organizing the activities.

29. Sports and Athletics

Students are encouraged to take part in sports and athletic events regularly. Annual sports meet will be held to demonstrate sportsmanship and competitive spirit.



Programme Specifications

**M.B.A. (Operations Management)
Degree Programme**

Programme Code: 049

Faculty of Management and Commerce

Batch 2020-2021

University's Vision, Mission and Objectives

The M. S. Ramaiah University of Applied Sciences (MSRUAS) will focus on student-centric professional education and motivates its staff and students to contribute significantly to the growth of technology, science, economy and society through their imaginative, creative and innovative pursuits. Hence, the University has articulated the following vision and objectives.

Vision

MSRUAS aspires to be the premier university of choice in Asia for student centric professional education and services with a strong focus on applied research whilst maintaining the highest academic and ethical standards in a creative and innovative environment

Mission

Our purpose is the creation and dissemination of knowledge. We are committed to creativity, innovation and excellence in our teaching and research. We value integrity, quality and teamwork in all our endeavors. We inspire critical thinking, personal development and a passion for lifelong learning. We serve the technical, scientific and economic needs of our Society.

Objectives

1. To disseminate knowledge and skills through instructions, teaching, training, seminars, workshops and symposia in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to equip students and scholars to meet the needs of industries, business and society
2. To generate knowledge through research in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to meet the challenges that arise in industry, business and society
3. To promote health, human well-being and provide holistic healthcare
4. To provide technical and scientific solutions to real life problems posed by industry, business and society in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences
5. To instill the spirit of entrepreneurship in our youth to help create more career opportunities in the society by incubating and nurturing technology product ideas and supporting technology backed business
6. To identify and nurture leadership skills in students and help in the development of our future leaders to enrich the society we live in
7. To develop partnership with universities, industries, businesses, research establishments, NGOs, international organizations, governmental organizations in India and abroad to enrich the experiences of faculties and students through research and developmental programmes

Programme Specifications: M.B.A. (Operations Management)

Faculty	Management and Commerce
Department	Management Studies
Programme Code	049
Programme Name	M.B.A. (Operations Management)
Dean of the Faculty	Dr. H. S. Srivatsa
Head of the Department	Dr. H. S. Srivatsa

1. **Title of the Award:** M.B.A. (Operations Management)
2. **Mode of Study:** Full-Time
3. **Awarding Institution /Body:** M. S. Ramaiah University of Applied Sciences, Bengaluru
4. **Joint Award:** Not Applicable
5. **Teaching Institution:** Faculty of Management and Commerce, M. S. Ramaiah University of Applied Sciences, Bengaluru
6. **Date of Programme Specifications:** October 2020
7. **Date of Programme Approval by the Academic Council of MSRUAS:** 23-Oct-2020
8. **Next Review Date:** May 2022
9. **Programme Approving Regulating Body and Date of Approval:** All India Council for Technical Education, New Delhi, 30-Jun-2020
10. **Programme Accredited Body and Date of Accreditation:** Not Applicable
11. **Grade Awarded by the Accreditation Body:** Not Applicable
12. **Programme Accreditation Validity:** Not Applicable
13. **Programme Benchmark:** Not Applicable
14. **Rationale for the Programme**

Operations management deals with transformation process of input resources into goods or services. Globally, operations account for more than 60 per cent of cash outflow. In particular, operations manager deals with devising strategies, designing processes, planning and controlling of scarce resources. Due to opening up of global markets, managing operations for diverse organisations is becoming complex. According to Deloitte's report, availability of high quality human talent to manage operations is viewed as critical competitiveness driver. Moreover, organisations are strategically moving their operations closer to their end markets in order to reduce costs and risks.

Based on competitiveness index survey 2013-14, emerging markets like India is considered as one of the competitive regions for conducting business. Due to this unprecedented growth, there exists scope for adapting effective operations management practices to improve performance. Bengaluru houses many world class companies like Toyota, Capgemini, Honeywell, Tesco along with large number of medium and small scale industries. To survive and grow, these

organisations require around 500-600 operations personnel and managers annually with a postgraduate degree in management for the next 5-6 years. It is the primary responsibility of the universities to produce quality graduates to leverage growth. Hence, a post graduate degree is essential to carryout analysis and recommend suitable competitive strategies for sustainable growth.

In order to fill this gap, M.S. Ramaiah University of Applied Sciences (MSRUAS) has been offering operations management programme at the postgraduate level since 2007. The programme inculcates a research culture to develop, analyse and adapt appropriate operations strategy for a process and is designed in consultation with industry professionals and foreign Universities. Once organisations stabilise their operations process, they look for universities for academic research to enhance their productivity. This culture envisages MSRUAS to create knowledge base in operations management and share experiences to student community through case studies. The graduates are getting opportunities in the well known business houses mentioned earlier; a few of them are taking entrepreneurship route and many of them have taken research route for growth. In fact, operations management is one of the flagship courses of Faculty of Management and Commerce. Over the years, the department has grown intellectually and has developed a reputation amongst students, parents, and corporates. The Faculty of Management and Commerce plans for further development of operations management programme to compete with the best universities in the world by attracting high quality graduates as well as teaching talent from all over the country and abroad.

15. Programme Mission

The purpose of the programme is to create professional management graduates specialising in operations management who can devise strategies, design processes, plan and control resources to achieve the stated business goals.

16. Graduate Attributes (GAs)

- GA-1. Knowledge of Business Management:** Demonstrate deep understanding of conceptual knowledge in their chosen specialisation
- GA-2. Ethics and social responsibility:** Demonstrate ethical and socially responsible behaviour in Business decisions
- GA-3. Relevant technological literacy:** Ability to leverage appropriate technology for business decisions
- GA-4. Problem Solving and Decision Making:** Utilise critical and innovative thinking to identify and solve business problems
- GA-5. Entrepreneurial awareness:** Acquire relevant knowledge to establish entrepreneurial ventures
- GA-6. Global citizenship:** Exhibit team work and effective communication to adapt to cross-functional and multicultural work environments
- GA-7. Research and lifelong learning:** Ability to conduct business research and solve problems in a dynamic business environment

GA-8. Leadership: Exhibit Initiative, intrapreneurial skills and lead teams effectively

17. Programme Outcomes (POs)

M.B.A. postgraduates will be able to:

- PO-1. Knowledge and Understanding:** Gain knowledge of recognising the functions of businesses, identifying potential business opportunities, involvement of business enterprises and exploring the entrepreneurial opportunities within the purview of legal and regulatory frameworks
- PO-2. Environment and sustainability:** Understand the impact of the management decisions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development
- PO-3. Social responsibility and Ethics:** Apply ethical principles and adhere to corporate ethics and social responsibilities of a business enterprise.
- PO-4. Problem identification and solution:** Apply functional knowledge to identify and solve business management problems using appropriate qualitative and quantitative tools and techniques
- PO-5. Management decision making:** Analyse business opportunities and challenges using appropriate business data, relevant data analysis techniques and logical thinking to suggest suitable solutions for business decision making
- PO-6. Management methodologies:** Evaluate the use of management concepts for business decision making
- PO-7. Business research:** Critical review of research literature, identify and articulate the research problem, apply appropriate research methodologies, tools and techniques to solve research problem
- PO-8. New Knowledge creation:** Create frameworks and models using specialised functional and statistical methodologies, tools and techniques for management decision making
- PO-9. Leadership and teamwork:** Function effectively as an individual, and as a member or leader in diverse teams, in multidisciplinary settings, cross-cultural and global teams
- PO-10. Communication:** Effectively communicate with prospective employers, post-employment being able to convey management decisions to the organisation and its stakeholders appropriately (comprehend and write effective reports, make effective presentations, and give and receive clear instructions, use of digital communication, social networking platforms and so on)
- PO-11. Lifelong Learning:** Analyse the need for ability to engage in independent and lifelong learning in broader business context and adapt according to the changes

18. Programme Goal

The programme goal is to produce postgraduates who will be able to apply the knowledge,

understanding and skills acquired to optimally use scarce resources and emphasize on total factor productivity approach to improve transparency and mitigate risks for a business process.

19. Program Educational Objectives (PEOs)

The objectives of the M.B.A. (Operations Management) Programme are to:

PEO-1. Provide students with a strong foundation in Operations Management models and tools to enable them to devise and deliver efficient solutions to challenging decision problems in organisations

PEO-2. Impart analytic and cognitive skills required to develop innovative solutions for Research & Development, Industry, and societal requirements

PEO-3. Provide sound theoretical and practical knowledge of Operations Management principles, managerial, entrepreneurial, and decision-making skills to enable students to contribute to the well-being and welfare of the society

PEO-4. Inculcate strong human values and social, interpersonal and leadership skills required for professional success in evolving global professional environments

20. Programme Specific Outcomes (PSOs)

At the end of the M.B.A. (Operations Management) program, the graduate will be able to:

PSO-1. Apply the knowledge and understanding of principles of management in general and operations management principles, to develop innovative and safe solutions to real-world problems

PSO-2. Apply Operations Management principles to interpret supply chain management and logistic requirements and develop strategies for enhanced operational performance, plan and allocate physical and human resources for execution of operations and design operations models for enhanced business efficiency

PSO-3. Demonstrate leadership qualities and strive for the betterment of organization, environment, and society

PSO-4. Demonstrate an understanding of the importance of life-long learning through professional development, practical training, and specialized certifications

21. Programme Structure:

Semester 1							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA501B	Managerial Skills	3	0	0	3	100
2	19MBA502B	Human Resource Management	4	0	0	4	100
3	19MBA503B	Managerial Economics	3	0	0	3	100
4	19MBA504B	Managerial Accounts	4	0	0	4	100
5	19MBA505B	Marketing Management	4	0	0	4	100
6	19MBA506B	Operations Management	4	0	0	4	100
7	19MBA507B	Business Communication	3	0	0	3	100

8	19MBA508B	Review of Mathematics	3	0	0	3	100
Total			28	0	0	28	800
Total number of contact hours per week			28				

Semester 2							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA509B	Strategic Management	4	0	0	4	100
2	19MBA510B	Business Statistics & Analytics	4	0	0	4	100
3	19MBA511B	Management Information System	4	0	0	4	100
4	19MBA512B	Business Law	3	0	0	3	100
5	19MBA513B	Corporate Finance	4	0	0	4	100
6	19MBA514B	Ethics, CSR & Sustainability	3	0	0	3	100
7	19MBA515B	Entrepreneurship Development	4	0	0	4	100
Total			26	0	0	26	700
Total number of contact hours per week			26				

Semester 3							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19OPM501B	Production & Services Management	2	1	0	3	100
2	19OPM502B	Quantitative Methods for Decision Making	3	0	0	3	100
3	19OPM503B	Inventory Management	3	0	0	3	100
4	19OPM504B	Quality Toolkit for Managers/ MOOC	3	0	0	3	100
5	19OPM505B	Project Management / MOOC	3	0	0	3	100
6	19OPM506B	Logistics & Supply Chain Management	3	0	0	3	100
7	19OPM507B	Machine Learning for Business	3	0	0	3	100
8	19OPM598A	Summer Internship ^{2,3}	0	0	6	6	100
		Total	21	0	6	27	800
Total Number of Contact Hours per week			27				

Semester 4							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA516B	Research Methodology	2	0	0	2	100
2	19OPM599A	Group Project ⁴	0	0	5	5	100
3	19OPM600A	MBA Thesis & Publication	0	0	14	14	200
		Total	2	0	19	21	400
Total number of contact hours per week			21				

Note:

1. The Vacations and other activities shall be as per the Time-Table for the corresponding batch.
2. Students will undergo Summer Internship between 2nd and 3rd Semesters.
3. Summer Internship will be evaluated in the 3rd Semester.
4. Group Project will be initiated in Semester 3 and evaluated in Semester 4.

22. Course Delivery: As per the Timetable

23. Teaching and Learning Methods

1. Face to Face Lectures using Audio-Visuals
2. Workshops, Group Discussions, Debates, Presentations
3. Cases, Case study, Caselets
4. Demonstrations
5. Guest Lectures
6. Laboratory work/Field work
7. Industry Visit
8. Seminars/ Conferences
9. Group Exercises
10. Project Exhibitions
11. Management Festivals

24. Assessment and Grading

24.1. Components of Grading

There shall be **two components** of grading in the assessment of each course:

Component 1, Continuous Evaluation (CE): This component involves multiple subcomponents (SC1, SC2, etc.) of learning assessment. The assessment of the subcomponents of CE is conducted during the semester at regular intervals. This subcomponent represents the formative assessment of students' learning.

Component 2, Semester-end Examination (SEE): This component represents the summative assessment carried out in the form an examination conducted at the end of the semester.

Marks obtained CE and SEE components have equal weightage (CE: 50% and SEE: 50%) in determining the final marks obtained by a student in a Course.

The complete details of Grading are given in the Academic Regulations.

24.2. Continuous Evaluation Policies

Continuous evaluation depends on the type of the course as discussed below:

24.2.1 Theory Courses

Option 1 for a Theory Course:

Theory Course			
SC1	SC2	SC3	SC4
25 Marks	25 Marks	25 Marks	25 Marks

In Option 1, there shall be four subcomponents of CE (SC1, SC2, SC3 and SC4). Each subcomponent is evaluated individually for 25 marks. It is mandatory that two of the four subcomponents are term-tests. The remaining two subcomponents can be of any of the following types:

- a) Online Test
- b) Assignments/Problem Solving
- c) Field Assignment
- d) Open Book Test
- e) Portfolio
- f) Reports
- g) Case Study
- h) Group Task
- i) Any other

After the four subcomponents are evaluated, the CE component marks are determined as:

$$\text{CE Component Marks} = (\text{Total of the marks obtained in all the four subcomponents}) \div 2$$

An additional subcomponent (SC5) may be used at the discretion of the Faculty/Department. The department can conduct the 5th subcomponent SC5 if this subcomponent gives benefit to students. If the Department/Faculty conducts the SC5 subcomponent of evaluation, and the score obtained by the student in SC5 is greater than the lowest score of the previous four subcomponents SC1 to SC4, then it replaces the lowest of the four scores.

25. Student Support for Learning

1. Course Notes
2. Reference Books in the Library
3. Magazines and Journals
4. Internet Facility
5. Computing Facility
6. Laboratory Facility
7. Staff Support
8. Lounges for Discussions
9. Any other support that enhances their learning

26. Quality Control Measures

1. Review of Course Notes
2. Review of Question Papers and Assignment Questions
3. Student Feedback
4. Moderation of Assessed Work
5. Opportunities for students to see their assessed work
6. Review by external examiners and external examiners reports
7. Staff Student Consultative Committee meetings
8. Student exit feedback
9. Subject Assessment Board (SAB)
10. Programme Assessment Board (PAB)

27. Programme Map (Course-PO-PSO Map)

Sem.	Course Title	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PSO-1	PSO-2	PSO-3	PSO-4
1	Managerial Skills	3	1		3	3	3		2	3	3	2	3		3	2
1	Human Resource Management	1	2	2		3				3	3	2	3	1	2	1
1	Managerial Economics	2	3		3	3	2				2	2	3			1
1	Managerial Accounting	3			3	3	3				3	1	3		2	1
1	Marketing Management	3	3	3	2	3	3	3	3	3	3	3	3	1	2	1
1	Operations Management	3	1	1	3	3	3	2			1		3	3	2	1
1	Business Communication	1		3	2	2				2	3	2			3	2
1	Review of Mathematics	3	1	1	3	3	2						2	2		1
2	Strategic Management												3	2	2	1
2	Business Statistics & Analytics												3	2		1
2	Management Information System															
2	Business Law															
2	Corporate Finance															
2	Ethics, CSR & Sustainability															
2	Entrepreneurship Development															
3	Production & Services Management	3	2	2	3	3	3						3	3	2	1
3	Quantitative Methods for Decision Making	2		2	3	2	2						3	3	2	1
3	Inventory Management	3	1	1	3	2	3						3	3	2	1
3	Quality Toolkit for Managers / MOOC	3	1	2	2	3	3						3	3	2	1
3	Project Management / MOOC	3		2	3	3	2		3	2	2	2	3	3	2	2
3	Logistics & Supply Chain Management	3	2	2	3	3	2		2	1	2		3	3	2	1
3	Machine Learning for Business	1			3	2	3		2				3	3	2	2
3	Summer Internship	2			3	3	2						2	3	2	2
4	Research Methodology															
4	Group Project															
4	MBA Thesis & Publication															

28. Co-curricular Activities

Students are encouraged to take part in co-curricular activities like seminars, conferences, symposia, paper writing, attending industry exhibitions, project competitions and related activities for enhancing their knowledge and networking.

29. Cultural and Literary Activities

Annual cultural festivals are held to showcase the creative talents in students. They are involved in planning and organizing the activities.

30. Sports and Athletics

Students are encouraged to take part in sports and athletic events regularly. Annual sports meet will be held to demonstrate sportsmanship and competitive spirit.



Programme Specifications

**M.B.A. (Banking and Financial Services)
Degree Programme**

Programme Code: 089

Faculty of Management and Commerce

Batch 2020-2021

University's Vision, Mission and Objectives

The M. S. Ramaiah University of Applied Sciences (MSRUAS) will focus on student-centric professional education and motivates its staff and students to contribute significantly to the growth of technology, science, economy and society through their imaginative, creative and innovative pursuits. Hence, the University has articulated the following vision and objectives.

Vision

MSRUAS aspires to be the premier university of choice in Asia for student centric professional education and services with a strong focus on applied research whilst maintaining the highest academic and ethical standards in a creative and innovative environment

Mission

Our purpose is the creation and dissemination of knowledge. We are committed to creativity, innovation and excellence in our teaching and research. We value integrity, quality and teamwork in all our endeavors. We inspire critical thinking, personal development and a passion for lifelong learning. We serve the technical, scientific and economic needs of our Society.

Objectives

1. To disseminate knowledge and skills through instructions, teaching, training, seminars, workshops and symposia in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to equip students and scholars to meet the needs of industries, business and society
2. To generate knowledge through research in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to meet the challenges that arise in industry, business and society
3. To promote health, human well-being and provide holistic healthcare
4. To provide technical and scientific solutions to real life problems posed by industry, business and society in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences
5. To instill the spirit of entrepreneurship in our youth to help create more career opportunities in the society by incubating and nurturing technology product ideas and supporting technology backed business
6. To identify and nurture leadership skills in students and help in the development of our future leaders to enrich the society we live in
7. To develop partnership with universities, industries, businesses, research establishments, NGOs, international organizations, governmental organizations in India and abroad to enrich the experiences of faculties and students through research and developmental programmes

Programme Specifications: M.B.A. (Banking and Financial Services)

Faculty	Management and Commerce
Department	Management Studies
Programme Code	089
Programme Name	M.B.A. (Banking and Financial services)
Dean of the Faculty	Dr. H. S. Srivatsa
Head of the Department	Dr. H. S. Srivatsa

1. **Title of the Award:** M.B.A. (Banking and Financial Services)
2. **Mode of Study:** Full-Time
3. **Awarding Institution /Body:** M. S. Ramaiah University of Applied Sciences, Bengaluru
4. **Joint Award:** Not Applicable
5. **Teaching Institution:** Faculty of Management and Commerce, M. S. Ramaiah University of Applied Sciences, Bengaluru
6. **Date of Programme Specifications:** October 2020
7. **Date of Programme Approval by the Academic Council of MSRUAS:** 23-Oct-2020
8. **Next Review Date:** May 2022
9. **Programme Approving Regulating Body and Date of Approval:** All India Council for Technical Education, New Delhi, 30-Jun-2020
10. **Programme Accredited Body and Date of Accreditation:** Not Applicable
11. **Grade Awarded by the Accreditation Body:** Not Applicable
12. **Programme Accreditation Validity:** Not Applicable
13. **Programme Benchmark:** Not Applicable
14. **Rationale for the Programme**

Banking and Financial Services focuses on the basic concepts of banking and financial services industry and its application on global banking environment. This course is designed to provide students with an understanding of the operations in the banking and financial services sector. Banking and Financial Services deals with an ideal mix of subject knowledge, analytical skills and a thorough understanding of the real-world banking business. The primary objective of Banking and Financial Services is to offer hands-on, practically oriented education in the area of banking and financial services which will prepare students for the necessities of this sector. Financial inclusion drive from RBI has expanded the target market to semi-urban and rural areas by increasing Credit, and investment penetration. In this program, students will be equipped with the fundamental theoretical concepts necessary to understand banking and financial services. Students will be furnished with the analytical and practical knowledge about corporate banking. The Faculty of Management and Commerce of M.S. Ramaiah University of Applied Sciences offers the M.B.A. in Banking and Financial services with an emphasis on qualitative approach, standards and practices to deal with practical issues in banking and financial sectors. M.B.A. in Banking and Financial services Programme is structured to produce Post Graduates in Management with

specialized skills and applied competence in theoretical and practical knowledge of standard practices in banking and financial institutions

15. Programme Mission

This programme aims to develop management professionals with specialized skills and applied competencies in theoretical and practical knowledge of Banking and Financial services catering to the contemporary needs of industry and academia by providing student-centric learning ambience backed with critical thinking and problem solving capabilities

16. Graduate Attributes (GAs)

- GA-1. Knowledge of Business Management:** Demonstrate deep understanding of conceptual knowledge in their chosen specialisation
- GA-2. Ethics and social responsibility:** Demonstrate ethical and socially responsible behaviour in Business decisions
- GA-3. Relevant technological literacy:** Ability to leverage appropriate technology for business decisions
- GA-4. Problem Solving and Decision Making:** Utilise critical and innovative thinking to identify and solve business problems
- GA-5. Entrepreneurial awareness:** Acquire relevant knowledge to establish entrepreneurial ventures
- GA-6. Global citizenship:** Exhibit team work and effective communication to adapt to cross-functional and multicultural work environments
- GA-7. Research and lifelong learning:** Ability to conduct business research and solve problems in a dynamic business environment
- GA-8. Leadership:** Exhibit Initiative, intrapreneurial skills and lead teams effectively

17. Programme Outcomes (POs)

M.B.A. postgraduates will be able to:

- PO-1. Knowledge and Understanding:** Gain knowledge of recognising the functions of businesses, identifying potential business opportunities, involvement of business enterprises and exploring the entrepreneurial opportunities within the purview of legal and regulatory frameworks
- PO-2. Environment and sustainability:** Understand the impact of the management decisions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development
- PO-3. Social responsibility and Ethics:** Apply ethical principles and adhere to corporate ethics and social responsibilities of a business enterprise.

- PO-4. Problem identification and solution:** Apply functional knowledge to identify and solve business management problems using appropriate qualitative and quantitative tools and techniques
- PO-5. Management decision making:** Analyse business opportunities and challenges using appropriate business data, relevant data analysis techniques and logical thinking to suggest suitable solutions for business decision making
- PO-6. Management methodologies:** Evaluate the use of management concepts for business decision making
- PO-7. Business research:** Critical review of research literature, identify and articulate the research problem, apply appropriate research methodologies, tools and techniques to solve research problem
- PO-8. New Knowledge creation:** Create frameworks and models using specialised functional and statistical methodologies, tools and techniques for management decision making
- PO-9. Leadership and teamwork:** Function effectively as an individual, and as a member or leader in diverse teams, in multidisciplinary settings, cross-cultural and global teams
- PO-10. Communication:** Effectively communicate with prospective employers, post-employment being able to convey management decisions to the organisation and its stakeholders appropriately (comprehend and write effective reports, make effective presentations, and give and receive clear instructions, use of digital communication, social networking platforms and so on)
- PO-11. Lifelong Learning:** Analyse the need for ability to engage in independent and lifelong learning in broader business context and adapt according to the changes

18. Programme Goal

The programme goal is to develop management professionals with specialized skills and applied competencies in theoretical and practical knowledge of Banking and Financial services catering to the contemporary needs of industry and academia by providing student-centric learning ambience backed with critical thinking and problem solving capabilities

19. Program Educational Objectives (PEOs)

The objectives of the M.B.A. (Banking and Financial services) Programme are to:

- PEO-1.** Provide students with a strong foundation in operations of Indian Banking and Financial services, develop competency in understanding laws and regulations in banking and tools to enable them to devise and deliver efficient solutions to Banking and Financial services
- PEO-2.** Impart analytic and cognitive skills required to develop innovative solutions for Banking and Financial Services sector in order to serve the society

PEO-3. Provide sound theoretical and practical knowledge of Banking operations, managerial, entrepreneurial and decision-making skills to enable students to contribute to the well-being and welfare of the society

PEO-4. Inculcate strong human values and social, interpersonal and leadership skills required for success in evolving global professional environments

20. Programme Specific Outcomes (PSOs)

At the end of the M.B.A. (Banking and Financial Services) program, the graduate will be able to:

PSO-1. Apply the knowledge and understanding of principles of management in general and Banking and Financial Services management in particular to develop innovative and safe solutions to real-world problems

PSO-2. Apply Banking and Financial services knowledge to mitigate risk in financial sectors, Execute international trade finance transactions, manage treasury, design and market Financial instruments to suit investment profiles and guide in investment decisions of individuals, domestic and global business enterprises

PSO-3. Demonstrate leadership qualities, teamwork and strive for the betterment of organization, environment, and society

PSO-4. Demonstrate an understanding of the importance of life-long learning through, continuous professional development, allied skill and practical training, and specialized certifications

21. Programme Structure:

Semester 1							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA501B	Managerial Skills	3	0	0	3	100
2	19MBA502B	Human Resource Management	4	0	0	4	100
3	19MBA503B	Managerial Economics	3	0	0	3	100
4	19MBA504B	Managerial Accounts	3	1	0	4	100
5	19MBA505B	Marketing Management	4	0	0	4	100
6	19MBA506B	Operations Management	4	0	0	4	100
7	19MBA507B	Business Communication	3	0	0	3	100
8	19MBA508B	Review of Mathematics	3	0	0	3	100
Total			28	0	0	28	800
Total number of contact hours per week			28				

Semester 2							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA509B	Strategic Management	4	0	0	4	100
2	19MBA510B	Business Statistics & Analytics	4	0	0	4	100
3	19MBA511B	Management Information System	3	1	0	4	100
4	19MBA512B	Business Law	3	0	0	3	100
5	19MBA513B	Corporate Finance	4	0	0	4	100
6	19MBA514B	Ethics, CSR & Sustainability	3	0	0	3	100
7	19MBA515B	Entrepreneurship Development	4	0	0	4	100
Total			26	0	0	26	700

Total number of contact hours per week				26			
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Semester 3							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19BFS501B	Treasury Management (Banking Law and Practices)	3	0	0	3	100
2	19BFS502B	Managing Banks and Financial Institutions (Financial Markets)	3	0	0	3	100
3	19BFS503B	Financial Management and Corporate Banking	3	0	0	3	100
4	19BFS504B	Startups and Trade Finance	3	0	0	3	100
5	19BFS505B	International Finance	3	0	0	3	100
6	19BFS506B	Risk Management and Derivatives	3	0	0	3	100
7	19BFS507B	Investment Banking and Financial Services	3	0	0	3	100
8	19BFS598A	Summer Internship ^{2,3}	0	0	6	6	100
Total			21	0	6	27	800
Total Number of Contact Hours per week				27			

Semester 4							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA516B	Research Methodology	2	0	0	2	100
2	19BFS599A	Group Project ⁴	0	0	5	5	100
3	19BFS600A	MBA Thesis & Publication	0	0	14	14	200
Total			2	0	19	21	400
Total number of contact hours per week				21			

Note:

1. The Vacations and other activities shall be as per the Time-Table for the corresponding batch.
2. Students will undergo Summer Internship between 2nd and 3rd Semesters.
3. Summer Internship will be evaluated in the 3rd Semester.
4. Group Project will be initiated in Semester 3 and evaluated in Semester 4.

22. Course Delivery: As per the Timetable

23. Teaching and Learning Methods

1. Face to Face Lectures using Audio-Visuals
2. Workshops, Group Discussions, Debates, Presentations
3. Cases, Case study, Caselets
4. Demonstrations
5. Guest Lectures
6. Laboratory work/Field work
7. Industry Visit
8. Seminars/ Conferences
9. Group Exercises
10. Project Exhibitions

11.Management Festivals

24. Assessment and Grading

24.1. Components of Grading

There shall be **two components** of grading in the assessment of each course:

Component 1, Continuous Evaluation (CE): This component involves multiple subcomponents (SC1, SC2, etc.) of learning assessment. The assessment of the subcomponents of CE is conducted during the semester at regular intervals. This subcomponent represents the formative assessment of students' learning.

Component 2, Semester-end Examination (SEE): This component represents the summative assessment carried out in the form an examination conducted at the end of the semester.

Marks obtained CE and SEE components have equal weightage (CE: 50% and SEE: 50%) in determining the final marks obtained by a student in a Course.

The complete details of Grading are given in the Academic Regulations.

24.2. Continuous Evaluation Policies

Continuous evaluation depends on the type of the course as discussed below:

24.2.1 Theory Courses

Option 1 for a Theory Course:

Theory Course			
SC1	SC2	SC3	SC4
25 Marks	25 Marks	25 Marks	25 Marks

In Option 1, there shall be four subcomponents of CE (SC1, SC2, SC3 and SC4). Each subcomponent is evaluated individually for 25 marks. It is mandatory that two of the four subcomponents are term-tests. The remaining two subcomponents can be of any of the following types:

- a) Online Test
- b) Assignments/Problem Solving
- c) Field Assignment
- d) Open Book Test
- e) Portfolio
- f) Reports
- g) Case Study
- h) Group Task
- i) Any other

After the four subcomponents are evaluated, the CE component marks are determined as:
CE Component Marks = (Total of the marks obtained in all the four subcomponents) ÷ 2

An additional subcomponent (SC5) may be used at the discretion of the Faculty/Department. The department can conduct the 5th subcomponent SC5 if this subcomponent gives benefit to students. If the Department/Faculty conducts the SC5 subcomponent of evaluation, and the score obtained by the student in SC5 is greater than the lowest score of the previous four subcomponents SC1 to SC4, then it replaces the lowest of the four scores.

25. Student Support for Learning

1. Course Notes
2. Reference Books in the Library
3. Magazines and Journals
4. Internet Facility
5. Computing Facility
6. Laboratory Facility
7. Staff Support
8. Lounges for Discussions
9. Any other support that enhances their learning

26. Quality Control Measures

1. Review of Course Notes
2. Review of Question Papers and Assignment Questions
3. Student Feedback
4. Moderation of Assessed Work
5. Opportunities for students to see their assessed work
6. Review by external examiners and external examiners reports
7. Staff Student Consultative Committee meetings
8. Student exit feedback
9. Subject Assessment Board (SAB)
10. Programme Assessment Board (PAB)

27. Programme Map (Course-PO-PSO Map)

Sem.	Course Title	P O - 1	P O - 2	P O - 3	P O - 4	P O - 5	P O - 6	P O - 7	P O - 8	P O - 9	P O - 10	P O - 11	P S O - 1	P S O - 2	P S O - 3	P S O - 4
1	Managerial Skills	3	1		3	3	3		2	3	3	2	3		3	2
1	Human Resource Management	1	2	2		3				3	3	2	3	1	2	1
1	Managerial Economics	2	3		3	3	2				2	2	3			1
1	Managerial Accounting	3			3	3	3				3	1	3		2	1
1	Marketing Management	3	3	3	2	3	3	3	3	3	3	3	3	1	2	1
1	Operations Management	3	1	1	3	3	3	2			1		3	3	2	1
1	Business Communication	1		3	2	2				2	3	2			3	2
1	Review of Mathematics	3	1	1	3	3	2						2	2		1
2	Strategic Management	1			3	2	3		2				2	3		1
2	Business Statistics & Analytics	2			3	3		3	2		2	2	2	3	2	2
2	Management Information System	1	2		3	3							1	2	3	
2	Business Law												1	1	3	2
2	Corporate Finance	3	3	3	3	3	2						3	3	1	1
2	Ethics, CSR & Sustainability	2	3	2	1	1							3		2	
2	Entrepreneurship Development	2	3	2	1	1							3		2	
3	Treasury Management (Banking Law and Practices)	3	1	1	3	3	2						3	3	1	1
3	Managing Banks and Financial Institutions (Financial Markets)	3	2	2	3	2	2			2	1	2	3	3	2	1
3	Financial Management and Corporate Banking	3		2		2	3			2	1	3	3	3	2	1
3	Startups and Trade Finance	3		2		2	2			3	2	2	3	3	2	1
3	International Finance	3	2	1	2	3	2						3	3	2	2
3	Risk Management and Derivatives	3		2	3	3	2	2	2			2	3	3	1	1
3	Investment Banking and Financial Services	2	1		2	3							2	2	3	1
3	Summer Internship	2			3	3	2						2	3	1	2
4	Research Methodology			3	2		3	2		3			2		3	2
4	Group Project	3		1	3	3	3			3				2	3	2
4	MBA Thesis & Publication									3	3	2	2	2		

28. Co-curricular Activities

Students are encouraged to take part in co-curricular activities like seminars, conferences, symposia, paper writing, attending industry exhibitions, project competitions and related activities for enhancing their knowledge and networking.

29. Cultural and Literary Activities

Annual cultural festivals are held to showcase the creative talents in students. They are involved in planning and organizing the activities.

30. Sports and Athletics

Students are encouraged to take part in sports and athletic events regularly. Annual sports meet

will be held to demonstrate sportsmanship and competitive spirit.



Programme Specifications

**M.B.A. (Marketing Management)
Degree Programme**

Programme Code: 046

Faculty of Management and Commerce

Batch 2020-2021

University's Vision, Mission and Objectives

The M. S. Ramaiah University of Applied Sciences (MSRUAS) will focus on student-centric professional education and motivates its staff and students to contribute significantly to the growth of technology, science, economy and society through their imaginative, creative and innovative pursuits. Hence, the University has articulated the following vision and objectives.

Vision

MSRUAS aspires to be the premier university of choice in Asia for student centric professional education and services with a strong focus on applied research whilst maintaining the highest academic and ethical standards in a creative and innovative environment

Mission

Our purpose is the creation and dissemination of knowledge. We are committed to creativity, innovation and excellence in our teaching and research. We value integrity, quality and teamwork in all our endeavors. We inspire critical thinking, personal development and a passion for lifelong learning. We serve the technical, scientific and economic needs of our Society.

Objectives

1. To disseminate knowledge and skills through instructions, teaching, training, seminars, workshops and symposia in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to equip students and scholars to meet the needs of industries, business and society
2. To generate knowledge through research in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to meet the challenges that arise in industry, business and society
3. To promote health, human well-being and provide holistic healthcare
4. To provide technical and scientific solutions to real life problems posed by industry, business and society in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences
5. To instill the spirit of entrepreneurship in our youth to help create more career opportunities in the society by incubating and nurturing technology product ideas and supporting technology backed business
6. To identify and nurture leadership skills in students and help in the development of our future leaders to enrich the society we live in
7. To develop partnership with universities, industries, businesses, research establishments, NGOs, international organizations, governmental organizations in India and abroad to enrich the experiences of faculties and students through research and developmental programmes

Programme Specifications: M.B.A. (Marketing Management)

Faculty	Management and Commerce
Department	Management Studies
Programme Code	046
Programme Name	M.B.A. (Marketing Management)
Dean of the Faculty	Dr. H. S. Srivatsa
Head of the Department	Dr. H. S. Srivatsa

1. **Title of the Award:** M.B.A. (Marketing Management)
2. **Mode of Study:** Full-Time
3. **Awarding Institution /Body:** M. S. Ramaiah University of Applied Sciences, Bengaluru
4. **Joint Award:** Not Applicable
5. **Teaching Institution:** Faculty of Management and Commerce, M. S. Ramaiah University of Applied Sciences, Bengaluru
6. **Date of Programme Specifications:** October 2020
7. **Date of Programme Approval by the Academic Council of MSRUAS:** 23-Oct-2020
8. **Next Review Date:** May 2022
9. **Programme Approving Regulating Body and Date of Approval:** All India Council for Technical Education, New Delhi, 30-Jun-2020
10. **Programme Accredited Body and Date of Accreditation:** Not Applicable
11. **Grade Awarded by the Accreditation Body:** Not Applicable
12. **Programme Accreditation Validity:** Not Applicable
13. **Programme Benchmark:** Not Applicable
14. **Rationale for the Programme**

Marketing management is a business discipline focused on practical application of marketing techniques. It includes planning and execution of pricing, promotion, distribution of products and services to satisfy customer needs and wants. Globalisation has taken firms beyond the borders. The trend is to adapt marketing practices to achieve competitive advantages and increase profitability. Thus marketing management is important to provide superior customer value. As reported by the Ministry of Statistics, the Gross Domestic Product in India is maintaining a healthy average growth of around 6 percent during the last ten years. Further, expanding market intense competition and new opportunities enabled by leapfrogging technology are leading to 'customer-centric marketing' in Indian scenario. It is anticipated that Indian companies need efficient marketing professionals to meet challenges in dynamic environment. The turn of the millennium has witnessed the growth of Karnataka state on the industrial development front. Bengaluru, known as the silicon valley of India, is home to IT industry, Automobile industry, Health care, Hospitality, etc. engaged in marketing of goods and services. Thus there is a huge need for marketing professionals in both goods and service sectors. The specialisation in

marketing management provides opportunity for students to conduct market research and analyse on the contemporary issues, challenges and strategies. The development of marketing frame work, business model, service marketing and branding strategies are the topics of interest. This course will imbibe research culture to analyse marketing strategies

This program combines the broad-based curriculum of M.B.A. programme with specialised study on marketing management, prepare students for managerial positions. M.S. Ramaiah group is a well- known group for its brand in higher education, aims to offer M.B.A. programme with interdisciplinary approach on industry relevant education. M S Ramaiah University of Applied Sciences (MSRUAS) offers post graduate degree programme in M.B.A. with Marketing Management specialisation, enrolling students from all over the world. The University has benefited by growing its expertise, breadth and depth of knowledge in national and international marketing affairs. Further, the University has opportunity for collaborative research and industry relevant projects to resolve marketing challenges faced by various organisations. The main strengths of the University are well qualified, experienced faculty who are able to provide insights on a wide range of management issues. The inhouse faculty members are well supported by the adjunct faculty members from overseas universities, industries and research establishments. In this regard, University has established good tie-ups with various industries to help students to identify and bridge the gap between academia and industry to resolve managerial problems. In addition, the faculty curriculum has been designed considering inputs from various industries and foreign universities to make it more comprehensive.

Programme Mission

The aim of the programme is to create professional management graduates specialising in sales and marketing management, who can devise sales and marketing strategies, plan and execute sales and marketing activities, capture customer feedback for continuous product improvement to achieve the stated business goals of the organisation.

15. Graduate Attributes (GAs)

- GA-1. Knowledge of Business Management:** Demonstrate deep understanding of conceptual knowledge in their chosen specialisation
- GA-2. Ethics and social responsibility:** Demonstrate ethical and socially responsible behaviour in Business decisions
- GA-3. Relevant technological literacy:** Ability to leverage appropriate technology for business decisions
- GA-4. Problem Solving and Decision Making:** Utilise critical and innovative thinking to identify and solve business problems
- GA-5. Entrepreneurial awareness:** Acquire relevant knowledge to establish entrepreneurial ventures
- GA-6. Global citizenship:** Exhibit team work and effective communication to adapt to cross-functional and multicultural work environments
- GA-7. Research and lifelong learning:** Ability to conduct business research and solve

problems in a dynamic business environment

GA-8. Leadership: Exhibit Initiative, intrapreneurial skills and lead teams effectively

16. Programme Outcomes (POs)

M.B.A. postgraduates will be able to:

- PO-1. Knowledge and Understanding:** Gain knowledge of recognising the functions of businesses, identifying potential business opportunities, involvement of business enterprises and exploring the entrepreneurial opportunities within the purview of legal and regulatory frameworks
- PO-2. Environment and sustainability:** Understand the impact of the management decisions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development
- PO-3. Social responsibility and Ethics:** Apply ethical principles and adhere to corporate ethics and social responsibilities of a business enterprise.
- PO-4. Problem identification and solution:** Apply functional knowledge to identify and solve business management problems using appropriate qualitative and quantitative tools and techniques
- PO-5. Management decision making:** Analyse business opportunities and challenges using appropriate business data, relevant data analysis techniques and logical thinking to suggest suitable solutions for business decision making
- PO-6. Management methodologies:** Evaluate the use of management concepts for business decision making
- PO-7. Business research:** Critical review of research literature, identify and articulate the research problem, apply appropriate research methodologies, tools and techniques to solve research problem
- PO-8. New Knowledge creation:** Create frameworks and models using specialised functional and statistical methodologies, tools and techniques for management decision making
- PO-9. Leadership and teamwork:** Function effectively as an individual, and as a member or leader in diverse teams, in multidisciplinary settings, cross-cultural and global teams
- PO-10. Communication:** Effectively communicate with prospective employers, post-employment being able to convey management decisions to the organisation and its stakeholders appropriately (comprehend and write effective reports, make effective presentations, and give and receive clear instructions, use of digital communication, social networking platforms and so on)
- PO-11. Lifelong Learning:** Analyse the need for ability to engage in independent and lifelong learning in broader business context and adapt according to the changes

17. Programme Goal

The programme goal is to produce postgraduates who will be able to apply the knowledge, understanding and skills acquired to optimally use scarce resources and emphasize on total factor productivity approach to improve transparency and mitigate risks for a business process.

18. Program Educational Objectives (PEOs)

The objectives of the M.B.A. (Marketing Management) Programme are to:

PEO-1. Provide students with a strong foundation in Marketing Management and marketing research to enable them to devise and deliver appropriate solutions to Sales and Marketing problems of an organisation

PEO-2. **Impart cognitive**, analytical, problem-solving and research skills required to develop appropriate, innovative solutions in the functional domains of Sales and Marketing

PEO-3. Provide sound theoretical and practical knowledge of principles and practices of Management, Marketing Management, managerial skills, entrepreneurial skills and decision-making skills to enable students to contribute to the growth and welfare of organisations in particular and the society in general

PEO-4. Inculcate strong human values and social, interpersonal and leadership skills required for success in evolving global business environments

19. Programme Specific Outcomes (PSOs)

At the end of the M.B.A. (Marketing Management) program, the graduate will be able to:

PSO-1. Apply the knowledge and understanding of principles of management in general and Marketing Management in particular, to develop innovative solutions to real-world problems

PSO-2. Apply Marketing Management principles to interpret Consumer Behaviour, Sales, Marketing, Brand Management and Digital Marketing requirements and develop and propose strategies for efficient and effective performance, plan and allocate resources for success in the area of Sales and Marketing

PSO-3. Demonstrate leadership qualities and strive for the betterment of organization, environment, and society

PSO-4. Demonstrate an understanding of the importance of life-long learning through professional development, practical training, and specialized certifications

20. Programme Structure:

Semester 1							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA501B	Managerial Skills	3	0	0	3	100
2	19MBA502B	Human Resource Management	4	0	0	4	100
3	19MBA503B	Managerial Economics	3	0	0	3	100
4	19MBA504B	Managerial Accounts	4	0	0	4	100
5	19MBA505B	Marketing Management	4	0	0	4	100
6	19MBA506B	Operations Management	4	0	0	4	100
7	19MBA507B	Business Communication	3	0	0	3	100
8	19MBA508B	Review of Mathematics	3	0	0	3	100
Total			28	0	0	28	800
Total number of contact hours per week			28				

Semester 2							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA509B	Strategic Management	4	0	0	4	100
2	19MBA510B	Business Statistics & Analytics	4	0	0	4	100
3	19MBA511B	Management Information System	4	0	0	4	100
4	19MBA512B	Business Law	3	0	0	3	100
5	19MBA513B	Corporate Finance	4	0	0	4	100
6	19MBA514B	Ethics, CSR & Sustainability	3	0	0	3	100
7	19MBA515B	Entrepreneurship Development	4	0	0	4	100
Total			26	0	0	26	700
Total number of contact hours per week			26				

Semester 3							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MMT501B	Product and Brand management	3	0	0	3	100
2	19MMT502B	Sales and distribution Management	3	0	0	3	100
3	19MMT503B	Consumer Behavior	3	0	0	3	100
4	19MMT504B	International Marketing Management	3	0	0	3	100
5	19MMT505B	Retail Marketing	3	0	0	3	100
6	19MMT506B	Services Marketing	3	0	0	3	100
7	19MMT507B	Digital and Social Media Marketing	3	0	0	3	100
8	19MMT598B	Summer Internship ^{2,3}	0	0	6	6	100
Total			21	0	6	27	800
Total Number of Contact Hours per week			27				

Semester 4							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MMT516B	Research Methodology	2	0	0	2	100
2	19MMT599B	Group Project ⁴	0	0	5	5	100
3	19MMT600B	MBA Thesis & Publication	0	0	14	14	200
Total			2	0	19	21	400
Total number of contact hours per week			21				

Note:

1. The Vacations and other activities shall be as per the Time-Table for the corresponding batch.
2. Students will undergo Summer Internship between 2nd and 3rd Semesters.
3. Summer Internship will be evaluated in the 3rd Semester.
4. Group Project will be initiated in Semester 3 and evaluated in Semester 4.

21. Course Delivery: As per the Timetable

22. Teaching and Learning Methods

1. Face to Face Lectures using Audio-Visuals
2. Workshops, Group Discussions, Debates, Presentations
3. Cases, Case study, Caselets
4. Demonstrations
5. Guest Lectures
6. Laboratory work/Field work
7. Industry Visit
8. Seminars/ Conferences
9. Group Exercises
10. Project Exhibitions
11. Management Festivals

23. Assessment and Grading

23.1. Components of Grading

There shall be **two components** of grading in the assessment of each course:

Component 1, Continuous Evaluation (CE): This component involves multiple subcomponents (SC1, SC2, etc.) of learning assessment. The assessment of the subcomponents of CE is conducted during the semester at regular intervals. This subcomponent represents the formative assessment of students' learning.

Component 2, Semester-end Examination (SEE): This component represents the summative assessment carried out in the form an examination conducted at the end of the semester.

Marks obtained CE and SEE components have equal weightage (CE: 50% and SEE: 50%) in determining the final marks obtained by a student in a Course.

The complete details of Grading are given in the Academic Regulations.

23.2. Continuous Evaluation Policies

Continuous evaluation depends on the type of the course as discussed below:

23.2.1 Theory Courses

Option 1 for a Theory Course:

Theory Course			
SC1	SC2	SC3	SC4
25 Marks	25 Marks	25 Marks	25 Marks

In Option 1, there shall be four subcomponents of CE (SC1, SC2, SC3 and SC4). Each subcomponent is evaluated individually for 25 marks. It is mandatory that two of the four subcomponents are term-tests. The remaining two subcomponents can be of any of the following types:

- a) Online Test
- b) Assignments/Problem Solving
- c) Field Assignment
- d) Open Book Test
- e) Portfolio
- f) Reports
- g) Case Study
- h) Group Task
- i) Any other

After the four subcomponents are evaluated, the CE component marks are determined as:

$$\text{CE Component Marks} = (\text{Total of the marks obtained in all the four subcomponents}) \div 2$$

An additional subcomponent (SC5) may be used at the discretion of the Faculty/Department. The department can conduct the 5th subcomponent SC5 if this subcomponent gives benefit to students. If the Department/Faculty conducts the SC5 subcomponent of evaluation, and the score obtained by the student in SC5 is greater than the lowest score of the previous four subcomponents SC1 to SC4, then it replaces the lowest of the four scores.

24. Student Support for Learning

1. Course Notes
2. Reference Books in the Library
3. Magazines and Journals
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25. Quality Control Measures

1. Review of Course Notes
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4. Moderation of Assessed Work
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6. Review by external examiners and external examiners reports
7. Staff Student Consultative Committee meetings
8. Student exit feedback
9. Subject Assessment Board (SAB)
10. Programme Assessment Board (PAB)

26. Programme Map (Course-PO-PSO Map)

Sem.	Course Title	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PSO-1	PSO-2	PSO-3	PSO-4
1	Managerial Skills	3	1		3	3	3		2	3	3	2	3		3	2
1	Human Resource Management	1	2	2		3				3	3	2	3	1	2	1
1	Managerial Economics	2	3		3	3	2				2	2	3			1
1	Managerial Accounting	3			3	3	3				3	1	3		2	1
1	Marketing Management	3	3	3	2	3	3	3	3	3	3	3	3	1	2	1
1	Operations Management	3	1	1	3	3	3	2			1		3	3	2	1
1	Business Communication	1		3	2	2				2	3	2			3	2
1	Review of Mathematics	3	1	1	3	3	2						2	2		1
2	Strategic Management												3	2	2	1
2	Business Statistics & Analytics												3	2		1
2	Management Information System															
2	Business Law															
2	Corporate Finance															
2	Ethics, CSR & Sustainability															
2	Entrepreneurship Development															
3	Product and Brand management	3	2	2	3	3	3						3	3	2	1
3	Sales and distribution Management	2		2	3	2	2						3	3	2	1
3	Consumer Behavior	3	1	1	3	2	3						3	3	2	1
3	International Marketing Management	3	1	2	2	3	3						3	3	2	1
3	Retail Marketing	3		2	3	3	2		3	2	2	2	3	3	2	2
3	Services Marketing	3	2	2	3	3	2		2	1	2		3	3	2	1
3	Digital and Social Media Marketing	1			3	2	3		2				3	3	2	2
3	Summer Internship	2			3	3	2						2	3	2	2
4	Research Methodology															
4	Group Project															
4	MBA Thesis & Publication															

27. Co-curricular Activities

Students are encouraged to take part in co-curricular activities like seminars, conferences, symposia, paper writing, attending industry exhibitions, project competitions and related activities for enhancing their knowledge and networking.

28. Cultural and Literary Activities

Annual cultural festivals are held to showcase the creative talents in students. They are involved in planning and organizing the activities.

29. Sports and Athletics

Students are encouraged to take part in sports and athletic events regularly. Annual sports meet will be held to demonstrate sportsmanship and competitive spirit.



Programme Specifications

**M.B.A. (Pharma Business Management)
Degree Programme**

Programme Code: 100

Faculty of Management and Commerce

Batch 2020-2021

University's Vision, Mission and Objectives

The M. S. Ramaiah University of Applied Sciences (MSRUAS) will focus on student-centric professional education and motivates its staff and students to contribute significantly to the growth of technology, science, economy and society through their imaginative, creative and innovative pursuits. Hence, the University has articulated the following vision and objectives.

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Our purpose is the creation and dissemination of knowledge. We are committed to creativity, innovation and excellence in our teaching and research. We value integrity, quality and teamwork in all our endeavors. We inspire critical thinking, personal development and a passion for lifelong learning. We serve the technical, scientific and economic needs of our Society.

Objectives

1. To disseminate knowledge and skills through instructions, teaching, training, seminars, workshops and symposia in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to equip students and scholars to meet the needs of industries, business and society
2. To generate knowledge through research in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to meet the challenges that arise in industry, business and society
3. To promote health, human well-being and provide holistic healthcare
4. To provide technical and scientific solutions to real life problems posed by industry, business and society in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences
5. To instill the spirit of entrepreneurship in our youth to help create more career opportunities in the society by incubating and nurturing technology product ideas and supporting technology backed business
6. To identify and nurture leadership skills in students and help in the development of our future leaders to enrich the society we live in
7. To develop partnership with universities, industries, businesses, research establishments, NGOs, international organizations, governmental organizations in India and abroad to enrich the experiences of faculties and students through research and developmental programmes

Programme Specifications: M.B.A. (Pharma Business Management)

Faculty	Management and Commerce
Department	Management Studies
Programme Code	100
Programme Name	M.B.A. (Pharma Business Management)
Dean of the Faculty	Dr. H. S. Srivatsa
Head of the Department	Dr. H. S. Srivatsa

- 1. Title of the Award:** M.B.A. (Pharma Business Management)
- 2. Mode of Study:** Full-Time
- 3. Awarding Institution /Body:** M. S. Ramaiah University of Applied Sciences, Bengaluru
- 4. Joint Award:** Not Applicable
- 5. Teaching Institution:** Faculty of Management and Commerce, M. S. Ramaiah University of Applied Sciences, Bengaluru
- 6. Date of Programme Specifications:** October 2020
- 7. Date of Programme Approval by the Academic Council of MSRUAS:** 23-Oct-2020
- 8. Next Review Date:** May 2024
- 9. Programme Approving Regulating Body and Date of Approval:** All India Council for Technical Education, New Delhi, 30-Jun-2020
- 10. Programme Accredited Body and Date of Accreditation:** Not Applicable
- 11. Grade Awarded by the Accreditation Body:** Not Applicable
- 12. Programme Accreditation Validity:** Not Applicable
- 13. Programme Benchmark:** Not Applicable
- 14. Rationale for the Programme**

India enjoys an important position in the global pharmaceutical sector. Indian companies carved a niche in both the Indian and world markets with their expertise in reverse-engineering new processes for manufacturing drugs at low costs. Branded generics dominate the pharmaceutical market, constituting nearly 70 to 80 per cent of the market. India is the largest provider of generic drugs globally with the Indian generics accounting for 20 per cent of global exports in terms of volume.

The Government of India has given its nod for the amendment of the existing Foreign Direct Investment (FDI) policy in the pharmaceutical sector in order to allow FDI up to 100 percent under the automatic route for manufacturing of medical devices subject to certain conditions.

The Addendum 2015 of the Indian Pharmacopoeia (IP) 2014, published by the Indian Pharmacopoeia Commission (IPC) on behalf of the Ministry of Health & Family Welfare, is expected to play a significant role in enhancing the quality of medicines that would in turn promote public health and accelerate the growth and development of pharmaceutical sector.

The Government of India unveiled 'Pharma Vision 2020' aimed at making India a global leader in end-to-end drug manufacture. Approval time for new facilities has been reduced to boost investments. Further, the government introduced mechanisms such as the Drug Price Control Order and the National Pharmaceutical Pricing Authority to deal with the issue of affordability and availability of medicines.

The Indian pharmaceutical industry has become the third largest producer in the world and is poised to grow, expected to reach US\$49 billion (approx. Rs.3,19,000 crores) by 2020. According to India ratings, a Fitch company, the Indian pharmaceutical industry is estimated to grow at 20 per cent Compound Annual Growth Rate (CAGR) over the next five years. India's biotechnology industry comprising biopharmaceuticals, bio-services, bio-agriculture, bio-industry and bioinformatics is expected to grow at an average growth rate of around 30 per cent a year and reach US\$ 100 billion (approx. Rs.6,50,000 crores) by 2025.

Pharmaceutical industry has been proved to be the major driving force in economic growth for all the developed and developing countries. The pharmaceutical sector is now a key powerhouse driving the Indian economy. Hence, the importance of the pharmaceutical industry in economic prosperity is undeniable. As it is the major contributor in the overall production mechanism of any economy, people with a special skill set and knowledge to face the challenges of services management are in high demand.

The MBA qualification is regarded internationally as the hallmark of successful managers – a prerequisite for individuals and organizations who seek to gain competitive advantage. It equips motivated individuals with an exceptional portfolio of academic and practical business skills. Studying MBA enables students to apply both creative and analytical thinking to every business issue. At the same time it also provides students with a unique framework from which to develop their experience, build on their strengths and nurture their individual talents.

The wind of change towards globalisation and liberalisation is fast penetrating into the pharma industry. Industry always looks for the best of the people fit to fight with the odds of the world. It expects the fresh business minds to demonstrate enthusiasm, be self-motivated, lead teams and motivate others

For the past few years there has been a drastic change in pharma business trends towards global diversification. To meet this demanding strategy, Non-science graduates are also preferred apart from science graduates by many pharmaceutical companies to strengthen their demanding business and sales portfolio. If non-science graduates desire for a good career in this chosen domain, then Pharma Business RUAS M.B.A Pharma Business Management Programme Specifications-2019 Page 4 of 12 Faculty of Management and Commerce Management programme is a ladder for the success. The M.B.A. programme is focused on producing leading MBA graduates who truly understands the dynamics of pharmaceutical industry and business with vision, creativity and its innovativeness.

Faculty of Management and Commerce of MSRUAS offers M.B.A. programme in Pharma Business Management featured a semester curriculum that emphasizes and offers the students in understanding concepts of pharmaceutical industry, the environment, customer expectations and the best business practices and strategies. This Programme focuses on developing the management skills and knowledge which is a pre- requisite in an expanding and constantly changing competitive global pharma business scenario. Apart from this, the programme specifically intends to deepen practical experience and ability to strategically manage the

healthcare industry. The Programme also focuses on conceptual thinking, analysis and research to develop and implement creative ideas and solutions to organizational issues.

15. Programme Mission

The purpose of the programme is to create professional management graduates specialising in operations management who can devise strategies, design processes, plan and control resources to achieve the stated business goals.

16. Graduate Attributes (GAs)

- GA-1. Knowledge of Business Management:** Demonstrate deep understanding of conceptual knowledge in their chosen specialisation
- GA-2. Ethics and social responsibility:** Demonstrate ethical and socially responsible behaviour in Business decisions
- GA-3. Relevant technological literacy:** Ability to leverage appropriate technology for business decisions
- GA-4. Problem Solving and Decision Making:** Utilise critical and innovative thinking to identify and solve business problems
- GA-5. Entrepreneurial awareness:** Acquire relevant knowledge to establish entrepreneurial ventures
- GA-6. Global citizenship:** Exhibit teamwork and effective communication to adapt to cross-functional and multicultural work environments
- GA-7. Research and lifelong learning:** Ability to conduct business research and solve problems in a dynamic business environment
- GA-8. Leadership:** Exhibit Initiative, intrapreneurial skills and lead teams effectively

17. Programme Outcomes (POs)

M.B.A. postgraduates will be able to:

- PO-1. Knowledge and Understanding:** Gain knowledge of recognising the functions of businesses, identifying potential business opportunities, involvement of business enterprises and exploring the entrepreneurial opportunities within the purview of legal and regulatory frameworks
- PO-2. Environment and sustainability:** Understand the impact of the management decisions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development
- PO-3. Social responsibility and Ethics:** Apply ethical principles and adhere to corporate ethics and social responsibilities of a business enterprise.

- PO-4. Problem identification and solution:** Apply functional knowledge to identify and solve business management problems using appropriate qualitative and quantitative tools and techniques
- PO-5. Management decision making:** Analyse business opportunities and challenges using appropriate business data, relevant data analysis techniques and logical thinking to suggest suitable solutions for business decision making
- PO-6. Management methodologies:** Evaluate the use of management concepts for business decision making
- PO-7. Business research:** Critical review of research literature, identify and articulate the research problem, apply appropriate research methodologies, tools and techniques to solve research problem
- PO-8. New Knowledge creation:** Create frameworks and models using specialised functional and statistical methodologies, tools and techniques for management decision making
- PO-9. Leadership and teamwork:** Function effectively as an individual, and as a member or leader in diverse teams, in multidisciplinary settings, cross-cultural and global teams
- PO-10. Communication:** Effectively communicate with prospective employers, post-employment being able to convey management decisions to the organisation and its stakeholders appropriately (comprehend and write effective reports, make effective presentations, and give and receive clear instructions, use of digital communication, social networking platforms and so on)
- PO-11. Lifelong Learning:** Analyse the need for ability to engage in independent and lifelong learning in broader business context and adapt according to the changes

18. Programme Goal

The programme goal is to produce postgraduates who will be able to apply the knowledge, understanding and skills acquired to optimally use scarce resources and emphasize on the total factor productivity approach to improve transparency and mitigate risks for a business process.

19. Program Educational Objectives (PEOs)

The objectives of the M.B.A. (Pharma Business Management) Programme are to:

- PEO-1.** Provide students with a strong foundation in Pharma Business Management models and tools to enable them to devise and deliver efficient solutions to challenging decision problems in pharmaceutical organisations
- PEO-2.** Impart analytic, legal, regulatory and cognitive skills required to develop innovative solutions for pharma and healthcare R&D, Industry, and societal requirements
- PEO-3.** Provide sound theoretical and practical knowledge of Pharma Business Management principles, managerial, entrepreneurial and decision-making skills to enable students to contribute to healthcare, thereby well-being and welfare of the society

PEO-4. Inculcate strong human values and social, interpersonal and leadership skills required for professional success in evolving global pharma professional environments

20. Programme Specific Outcomes (PSOs)

At the end of the M.B.A. (Pharma Business Management) program, the graduate will be able to:

PSO-1. Apply the knowledge and understanding of principles of pharma business management and marketing to develop innovative and safe solutions to problems in pharma and healthcare sector

PSO-2. Apply appropriate cost and revenue management techniques for efficient capacity utilization in Pharmaceutical Business operations and develop and implement strategies to market and improve customer relationship for enhanced business efficiency

PSO-3. Demonstrate leadership qualities and strive for the betterment of organization, environment, and society

PSO-4. Demonstrate an understanding of the importance of life-long learning through professional development, practical training, and specialized certifications

21. Programme Structure:

Semester 1							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA501B	Managerial Skills	3	0	0	3	100
2	19MBA502B	Human Resource Management	4	0	0	4	100
3	19MBA503B	Managerial Economics	3	0	0	3	100
4	19MBA504B	Managerial Accounts	4	0	0	4	100
5	19MBA505B	Marketing Management	4	0	0	4	100
6	19MBA506B	Operations Management	4	0	0	4	100
7	19MBA507B	Business Communication	3	0	0	3	100
8	19MBA508B	Review of Mathematics	3	0	0	3	100
Total			28	0	0	28	800
Total number of contact hours per week				28			

Semester 2							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19MBA509B	Strategic Management	4	0	0	4	100
2	19MBA510B	Business Statistics & Analytics	4	0	0	4	100
3	19MBA511B	Management Information System	4	0	0	4	100
4	19MBA512B	Business Law	3	0	0	3	100
5	19MBA513B	Corporate Finance	4	0	0	4	100
6	19MBA514B	Ethics, CSR & Sustainability	3	0	0	3	100
7	19MBA515B	Entrepreneurship Development	4	0	0	4	100
Total			26	0	0	26	700
Total number of contact hours per week				26			

Semester 3							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19PBM501A	Pharma Operations Management	3	0	0	3	100
2	19PBM502A	Pharma Marketing & Sales Management	3	0	0	3	100
3	19PBM503B	Pharma Regulations & Green Management	3	0	0	3	100
4	19PM505A	Pharma Brand Management	3	0	0	3	100
5	19FPH521A	Contemporary Practices in Pharma Management	3	0	0	3	100
6	19PBM598A	Pharma Business and Management Activities	3	0	0	3	100
7	19FPH526A	Drug Design and Development	3	0	0	3	100
8	19FPH523A	Summer Internship ^{2,3}	0	0	6	6	100
Total			21	0	6	27	800
Total Number of Contact Hours per week				27			

Semester 4							
Sl. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19FPH522A	Research Methodology for Pharma Business	2	0	0	2	100
2	19PBM599A	Group Project ⁴	0	0	5	5	100
3	19PBM600A	MBA Thesis & Publication	0	0	14	14	200
Total			2	0	19	21	400
Total number of contact hours per week				21			

Note:

1. The Vacations and other activities shall be as per the Time-Table for the corresponding batch.
2. Students will undergo Summer Internship between 2nd and 3rd Semesters.
3. Summer Internship will be evaluated in the 3rd Semester.
4. Group Project will be initiated in Semester 3 and evaluated in Semester 4.

22. Course Delivery: As per the Timetable

23. Teaching and Learning Methods

1. Face to Face Lectures using Audio-Visuals
2. Workshops, Group Discussions, Debates, Presentations
3. Cases, Case study, Caselets
4. Demonstrations
5. Guest Lectures
6. Laboratory work/Field work
7. Industry Visit
8. Seminars/ Conferences
9. Group Exercises
10. Project Exhibitions

11.Management Festivals

24. Assessment and Grading

24.1. Components of Grading

There shall be **two components** of grading in the assessment of each course:

Component 1, Continuous Evaluation (CE): This component involves multiple subcomponents (SC1, SC2, etc.) of learning assessment. The assessment of the subcomponents of CE is conducted during the semester at regular intervals. This subcomponent represents the formative assessment of students' learning.

Component 2, Semester-end Examination (SEE): This component represents the summative assessment carried out in the form of an examination conducted at the end of the semester.

Marks obtained CE and SEE components have equal weightage (CE: 50% and SEE: 50%) in determining the final marks obtained by a student in a Course.

The complete details of Grading are given in the Academic Regulations.

24.2. Continuous Evaluation Policies

Continuous evaluation depends on the type of the course as discussed below:

24.2.1 Theory Courses

Option 1 for a Theory Course:

Theory Course			
SC1	SC2	SC3	SC4
25 Marks	25 Marks	25 Marks	25 Marks

In Option 1, there shall be four subcomponents of CE (SC1, SC2, SC3 and SC4). Each subcomponent is evaluated individually for 25 marks. It is mandatory that two of the four subcomponents are term-tests. The remaining two subcomponents can be of any of the following types:

- Online Test
- Assignments/Problem Solving
- Field Assignment
- Open Book Test
- Portfolio
- Reports
- Case Study
- Group Task
- Any other

After the four subcomponents are evaluated, the CE component marks are determined as:

CE Component Marks = (Total of the marks obtained in all the four subcomponents) ÷ 2

An additional subcomponent (SC5) may be used at the discretion of the Faculty/Department. The department can conduct the 5th subcomponent SC5 if this subcomponent gives benefit to students. If the Department/Faculty conducts the SC5 subcomponent of evaluation, and the score obtained by the student in SC5 is greater than the lowest score of the previous four subcomponents SC1 to SC4, then it replaces the lowest of the four scores.

25. Student Support for Learning

1. Course Notes
2. Reference Books in the Library
3. Magazines and Journals
4. Internet Facility
5. Computing Facility
6. Laboratory Facility
7. Staff Support
8. Lounges for Discussions
9. Any other support that enhances their learning

26. Quality Control Measures

1. Review of Course Notes
2. Review of Question Papers and Assignment Questions
3. Student Feedback
4. Moderation of Assessed Work
5. Opportunities for students to see their assessed work
6. Review by external examiners and external examiners reports
7. Staff Student Consultative Committee meetings
8. Student exit feedback
9. Subject Assessment Board (SAB)
10. Programme Assessment Board (PAB)

27. Programme Map (Course-PO-PSO Map)

Sem.	Course Title	P O - 1	P O - 2	P O - 3	P O - 4	P O - 5	P O - 6	P O - 7	P O - 8	P O - 9	P O - 10	P O - 11	P S O - 1	P S O - 2	P S O - 3	P S O - 4
1	Managerial Skills	3	1		3	3	3		2	3	3	2	3		3	2
1	Human Resource Management	1	2	2		3				3	3	2	3	1	2	1
1	Managerial Economics	2	3		3	3	2				2	2	3			1
1	Managerial Accounting	3			3	3	3				3	1	3		2	1
1	Marketing Management	3	3	3	2	3	3	3	3	3	3	3	3	1	2	1
1	Operations Management	3	1	1	3	3	3	2			1		3	3	2	1
1	Business Communication	1		3	2	2				2	3	2			3	2
1	Review of Mathematics	3	1	1	3	3	2						2	2		1
2	Strategic Management	1			3	2	3		2				2	3		1
2	Business Statistics & Analytics	2			3	3		3	2		2	2	3	2		1
2	Management Information System	1	2		3	3							1	2	3	
2	Business Law	2		3	4	2		3		3	3	3	2	2	2	2
2	Corporate Finance	3	3	3	3	3	2								1	1
2	Ethics, CSR & Sustainability	2	3	2	1	1							3		2	
2	Entrepreneurship Development	3	3	2	2	3	3		3	3	3	3	2	3	3	3
3	Pharma Operations Management	3	3	1	1	2		1	1			3	3	1	2	2
3	Pharma Marketing & Sales Management	3	1	3	3	3	3	3	3	3	3	3	3	3	3	3
3	Pharma Regulations & Green Management	3	3	3	3	3	3	3	3	2	3	2	3	3	3	2
3	Pharma Brand Management	2		1	2	3	1	3	1	1	3	2	3	2	1	1
3	Contemporary Practices in Pharma Management	3	2	3	3	3	3	2	2	2	2	3	3	3	2	2
3	Pharma Business and Management Activities	3	2	2	2	3	3		1	2	1	1	3	3	2	1
3	Drug Design and Development	3	2	2	3	2	1	3	2		1	1	3	2	1	1
3	Summer Internship	2			3	3	2						2	3	2	2
4	Research Methodology for Pharma Business															
4	Group Project															
4	MBA Thesis & Publication															

28. Co-curricular Activities

Students are encouraged to take part in co-curricular activities like seminars, conferences, symposia, paper writing, attending industry exhibitions, project competitions and related activities for enhancing their knowledge and networking.

29. Cultural and Literary Activities

Annual cultural festivals are held to showcase the creative talents in students. They are involved in planning and organizing the activities.

30. Sports and Athletics

Students are encouraged to take part in sports and athletic events regularly. Annual sports meet will be held to demonstrate sportsmanship and competitive spirit.