

FACULTY OF BUSINESS MANAGEMENT AND COMMERCE

Usha Martin University, Jharkhand



VISION AND MISSION

Vision of the Institute

“To provide value based education relevant for all, nurture local talent, support creation of excellence in teaching, learning and research, produce high quality innovative graduates and contribute towards sustainable development of the state”.

Mission of the Institute

The University shall strive to promote innovative strategies for seamless dissemination and creation of knowledge using latest techniques, available media and technologies so that its graduates acquire skills to get sustainable employment and contribute with a sense of service to national and global society.

VISION AND MISSION OF THE DEPARTMENT

VISION OF THE DEPARTMENT

“To be a center of excellence in management education and research”.

MISSION OF THE DEPARTMENT

M1: To impart quality management education.

M2: To develop innovative professionals with 21st century competencies, responsible researchers and entrepreneurs.

M3: To develop state of art human capital for the sustainable development of society.

PROGRAM EDUCATIONAL OBJECTIVES (PEOS)

PEO 1: To attain managerial positions in organizations.

PEO 2: To develop innovative and sustainable solutions for accomplishing the dynamic socio-economic needs.

PEO 3: To encourage usable research solutions for the growth of industry and society.

PEO 4: To inculcate and utilize entrepreneurial spirit in professional life.

THE PROCESS TO ENSURE AWARENESS AMONG INTERNAL AND EXTERNAL STAKEHOLDERS

Vision and Mission statements are percolated down to the key stakeholders i.e. students, faculty, staff, alumni and members of various councils, bodies and parents through websites, display boards, brochures and is informed to the gathering before the start of any event/function. Vision & Mission statements are printed and disseminated to all stakeholders through VC office, Registrar office, Dean's office, HOD's office and other prominent locations like all class rooms, labs, tutorials, seminar halls, library, canteen, hostels, etc.

The statements are also published on website, all major brochures/pamphlets like admission brochures, placement brochures and leaflets. It is disseminated to the concerned stakeholders through activities related to placement drives, guest lectures, student orientation program, alumni meetings etc.

The PEO's are disseminated through three levels such as digital, print and word of mouth for better clarification and understanding to the stakeholder's concerns.

i) Digital

Department page of website www.umu.ac.in

ii) Print Media

Admission brochures

Departmental technical magazine

Newsletter

Conference brochures etc.

Study materials

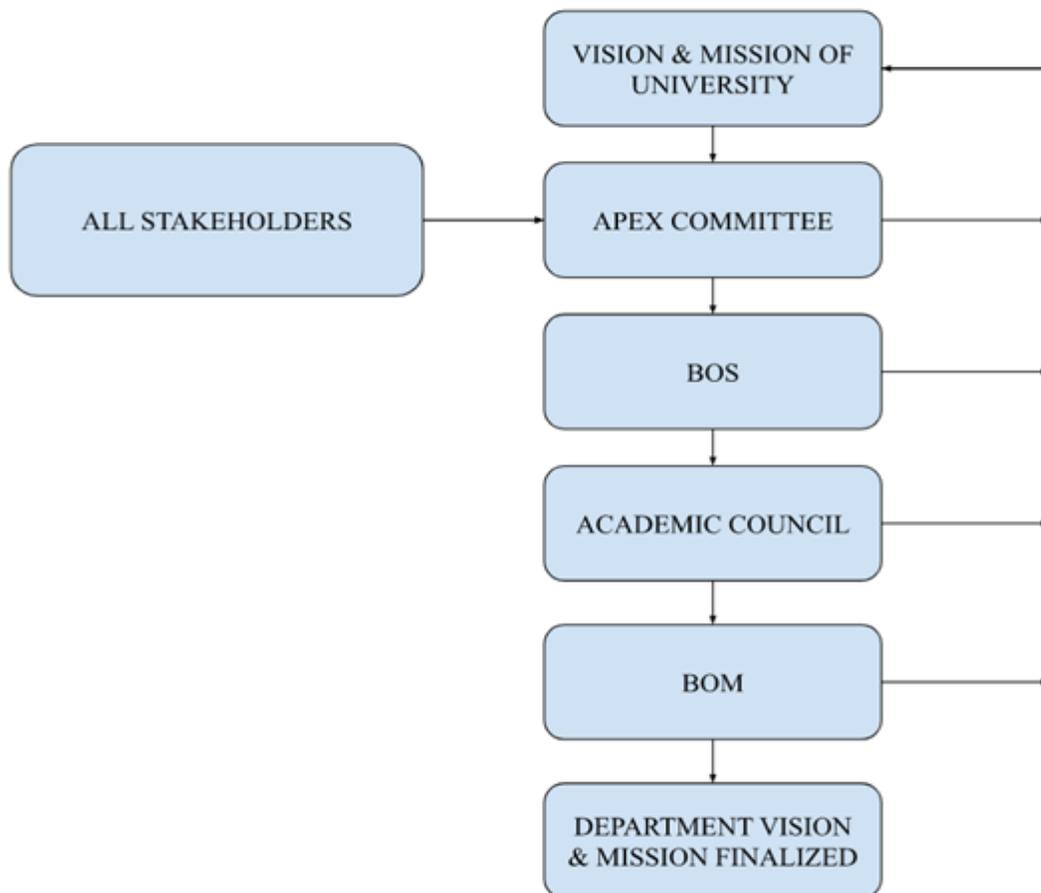
iii) Word of mouth

Induction program

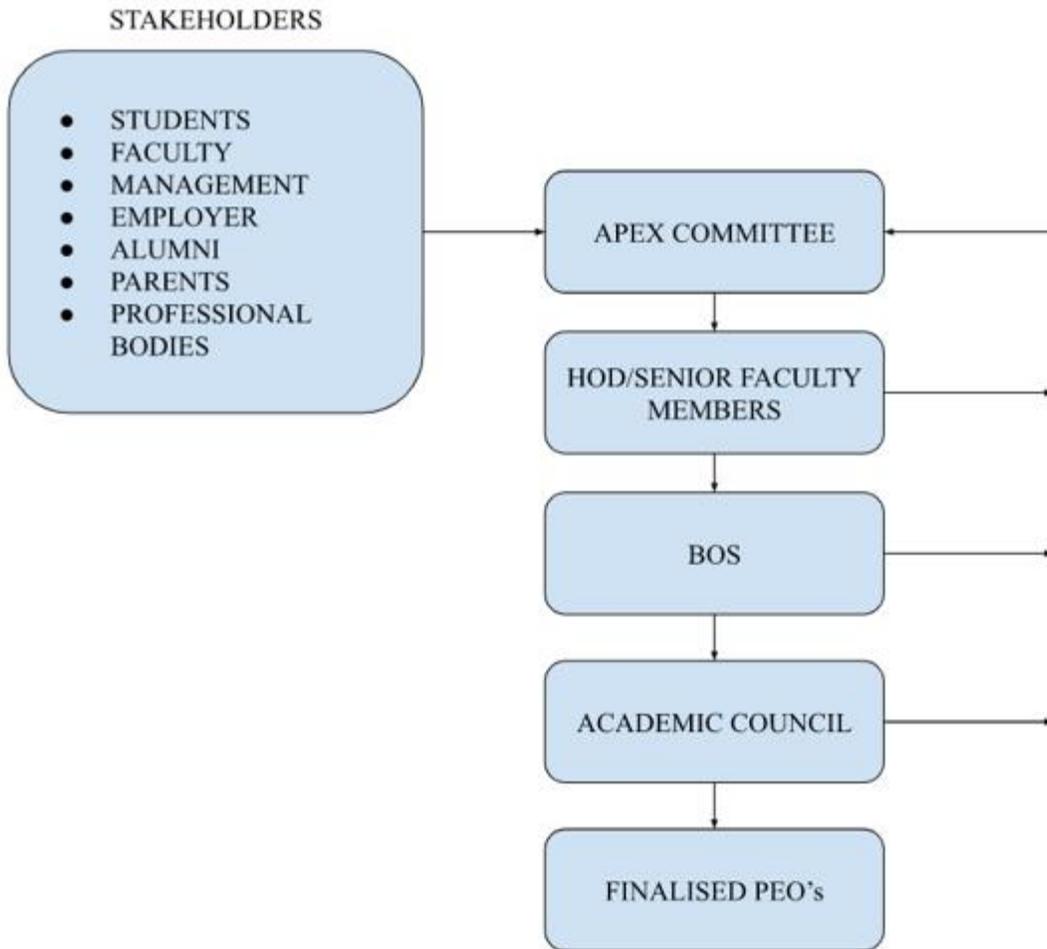
Orientation program

THE PROCESS OF FORMULATING THE VISION, MISSION AND PEO'S

The Vision, Mission and PEO's are developed and duly approved at various levels of statutory & non statutory bodies. As per the strategy plan a committee which works on it, try to involve with the stakeholders & develop vision, mission accordingly which is aligned to the vision and mission of the University. An Apex Committee of senior faculty members is formed, based on continual feedback from stakeholders, develop the Vision, Mission and PEO's statements of the department. These Vision, Mission and PEO's statements are further brainstormed among faculty members before finalization. Finalized Vision, Mission and PEO's statements are presented before the Board of Studies and Academic Council for subsequent approval.



Flow Chart: 1 – Vision & Mission Formulation Process



Flow Chart: 2 – PEOs Formulation Process

MISSION OF THE INSTITUTE - PEOs MATRIX

Table: 1 - Mission of the Institute - PEOs Matrix

PEO Statements	M1	M2	M3
PEO 1: To attain managerial positions in organizations.	3	2	3
PEO 2: To develop innovative and sustainable solutions for accomplishing the dynamic socio-economic needs.	2	2	3
PEO 3: To encourage usable research solutions for the growth of industry and society.	1	3	2
PEO 4: To inculcate and utilize entrepreneurial spirit in professional life.	2	3	2

Note: M1, M2 & M3 are distinct elements of Mission statement.

Level of correlation: 1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

Table: 2 - “Mission of the Institute – PEOs matrix” with justification and rationale of the mapping

PEO's	MISSION	JUSTIFICATIONS
<p>PEO1: To attain managerial positions in organizations.</p>	<p>M1 :(3): To impart quality management education</p>	<p>Quality management education entails better career prospects.</p>
	<p>M2 :(2) : To develop innovative professionals with 21st century competencies, responsible researchers and entrepreneurs.</p>	<p>For emergent career in different sectors of business, creativeness and innovativeness is absolutely indispensable.</p>
	<p>M3: (3) : To develop state of art human capital for the sustainable development of society.</p>	<p>To become a effective manager the learners must be having an effective information decision-making skill to give best to the organization.</p>
<p>PEO2 : To develop innovative and sustainable solutions for accomplishing the dynamic socio-economic needs.</p>	<p>M1 :(3): To impart quality management education</p>	<p>Quality management education confirms instilling innovative attitude in graduates using creative and innovative delivery methods through internal and external resources.</p>
	<p>M2: (2): To develop innovative professionals with 21st century competencies, responsible researchers and entrepreneurs.</p>	<p>Innovative professional prerequisite potentials of leadership and research abilities. The department instills such qualities through intensive participative learning using approaches like case studies, group discussions, workshops and seminars etc.</p>
	<p>M3: (3): To develop state of art human capital for the sustainable development of society.</p>	<p>Entrepreneurial and experimental aptitude will aid to subsist in inspiring business environment. The department is inculcating these skills through internship, live projects, and dissertations.</p>
<p>PEO3 To encourage usable research solutions for the growth of industry and society.</p>	<p>M1 :(1): To impart quality management education.</p>	<p>Quality education will augment research insight and solid platform in students which further support them arriving at optimal judge-mental abilities solving for complex problems blocking general progress in industry.</p>
	<p>M2: (3): To develop innovative professionals with 21st century competencies, responsible researchers and entrepreneurs.</p>	<p>The team spirit and leadership capabilities among students through project based learning further inspires them to pursue research in the diverse domain and attain organizational development</p>

	M3: (2): To develop state of art human capital for the sustainable development of society.	Generation of space-age knowledge resources, entail research competencies and conduction abilities. Emphasis is laid on development of skills so that the learners not just contribute to the business growth but also to the sustainable development of the society at large.
PEO4 To inculcate and utilize entrepreneurial spirit in professional life.	M1: (2): To impart quality management education.	The quality education helps prepare the students to meet global standards and competitive dynamic environment of today's business world
	M2: (3): To develop innovative professionals with 21st century competencies, responsible researchers and entrepreneurs.	The entrepreneurial skills help learners to think strategically and become entrepreneurs to participate in community development.
	M3: (2): To develop state of art human capital for the sustainable development of society.	Quality education means divulging right attitudes, risk taking confidence which are absolutely obligatory for successful entrepreneurs.

PROGRAM OUTCOMES (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for decision making using modern tools and techniques.
PO3	Ability to develop Value based Managerial Capabilities & Skills.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PROGRAM SPECIFIC OUTCOMES (PSOs)

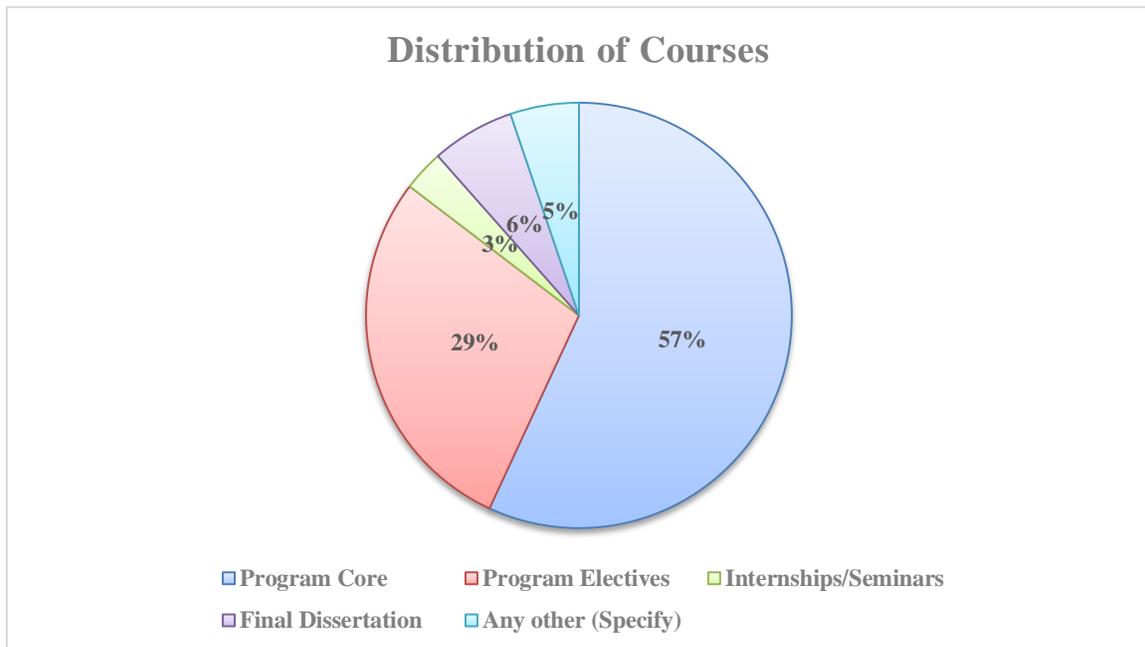
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

DISTRIBUTION OF COURSES

Table: 3 - Distribution of Courses

Course Component	Curriculum Content (% of total number of credits of the program)	Total number of contact hours	Total number of credits
Program Core	56.8	54	54
Program Electives	28.42	27	27
Internships/Seminars	3.1	3	3
Final Dissertation	6.3	6	6
Any other (Specify)	5.2	6	5
Total number of Credits:			95

The curriculum addresses the majority of the founding principles of management theories and practices and also cultivates in students leadership skills for problem solving in order to provide due importance to both the theoretical and applied components of business management.



STRUCTURE OF THE CURRICULUM

Table: 4 - Structure of the Curriculum

Course Code	Course Title	Total Number of Contact Hours				Credits
		Lecture (L)	Tutorial (T)	Practical (P)	Total Hours	
MBA-1001	Management Process and Organisational Behaviour	3	0	0	3	3
MBA-1002	Quantitative Methods	3			3	3
MBA-1003	Managerial Economics	3			3	3
MBA-1004	Environmental Management	3			3	3
MBA-1005	Managerial Skill Development	1		2	3	2
MBA-1006	Business Ethics	3			3	3
MBA-1007	Accounting for Managers	3			3	3
MBA-1008	Computers Application in Management	2		2	4	3
MBA-2001	Organisational Effectiveness & Change	3			3	3
MBA-2002	Operations Research	3			3	3
MBA-2003	Human Resource Management	3			3	3
MBA-2004	Financial Management	3			3	3
MBA-2005	Marketing Management	3			3	3
MBA-2006	Production & Operations Management	3			3	3
MBA-2007	Research Methodology	3			3	3
MBA-2008	International Business Environment & Management	3			3	3

MBA-3001	Business Environment	3			3	3
MBA-3002	Decision Support System & Management Information System	3			3	3
	Business Legislation	3			3	3
	Summer Training Project	3			3	3
	Elective I (Major)	3			3	3
	Elective II (Major)	3			3	3
	Elective III (Major)	3			3	3
	Elective IV (Major)	3			3	3
	Elective V (Minor)	3			3	3
	Elective VI(Minor)	3			3	3
MBA-4001	Corporate Evolution & Strategic Management	3			3	3
MBA-4002	Project Study	6			6	6
	Elective VII(Major)	3			3	3
	Elective VIII(Major)	3			3	3
	Elective IX(Minor)	3			3	3
	TOTAL CREDITS					95

LIST OF ELECTIVES

Table: 5 - List of Electives in Finance

S.No	Subject Code	Subject Name
1.	MBAF-3001	Security Analysis and Portfolio Management
2.	MBAF-3002	Capital Budgeting
3.	MBAF-3003	Financial Institution and Market
4.	MBAF-3004	Capital Marketing and Regulatory Framework
5.	MBAF-3005	Financial Risk Management
6.	MBAF-3006	Corporate Accounting and Financial Reporting
7.	MBAF-3007	Financial Reporting
8.	MBAF-3008	Financial Modeling
9.	MBAF-4001	Financial Derivative
10.	MBAF-4002	Corporate Valuation and Merger
11.	MBAF-4003	International Finance
12.	MBAF-4004	Corporate Tax Planning and Management

Table: 6 - List of Electives in Marketing

S. No	Subject Code	Subject Name
1.	MBAM-3001	Consumer Behaviour
2.	MBAM-3002	Advertising Management
3.	MBAM-3003	Service Marketing
4.	MBAM-3004	International Marketing
5.	MBAM-3005	Digital Marketing
6.	MBAM-3006	Sales and Distribution Management
7.	MBAM-3007	Customer Relation Management
8.	MBAM-3008	Retail Management
9.	MBAM-4001	Logistics and Supply Chain Management
10.	MBAM-4002	Brand Management
11.	MBAM-4003	Rural Marketing
12.	MBAM-4004	E. Marketing

Table: 7 - List of electives in Human Resource

S. No	Subject Code	Subject Name
1.	MBAH-3001	IR & Collective Bargaining
2.	MBAH-3002	Compensation Management
3.	MBAH-3003	Strategic Training and Development
4.	MBAH-3004	HRP&D
5.	MBAH-3005	Manpower Planning and Career Development
6.	MBAH-3006	Performance Management System
7.	MBAH-3007	Strategic HRM
8.	MBAH-3008	Stress Management & Politics
9.	MBAH-4001	Organizational Development
10.	MBAH-4002	CSR & Corporate Governance
11.	MBAH-4003	Cross Culture and Global HRM
12.	MBAH-4004	Managing Interpersonal and Group Dynamics

Course Outline

Usha Martin University,
(Established by Jharkhand
UGC Act 1956)
Department of Management



Jharkhand
Government under Sec.2 (f) of

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: I

Session: ODD

Course Code & Name: MBA-1001, Management Process & Organizational Behavior

Credits: 3

Faculty: Dr. Arvind Hans

Course Objectives: The objective of this course/subject is to familiarize the student with basic management & OB concepts & processes in the organization. It shall equip the students with theories, models & practices of OB & basic management process to deal with structural & human issues in any organizational set up.

Course Outcome: At the end of the course, the students will be able to

Course Code	Course Objective
MBA-1001.1	Discuss management principles & theories used in organizational context.
MBA-1001.2	Explain & analyses foundations of individual behavior in terms of perception, attitude, values, personality of individual/employees for better resource utilization
MBA-1001.3	Implement the concepts and theories of motivation, leadership & occupational stress to improve individual & organizational effectiveness.
MBA-1001.4	Utilize the concepts and theories of interpersonal group dynamics, communication and Transactional Analysis for individual and group effectiveness.
MBA-1001.5	Resolve organizational & interpersonal conflicts by using JOHARI window & OD for improving organizational culture and climate.

Syllabus: -

Module	Topics
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MBA-1001.1	Evolution of Management Thought: Scientific and Human relation System and contingency approach for understanding organizations, managerial process, functions, skills and roles in an organization; Understanding and managing organization system
MBA-1001.2	Foundations of Individual Behavior: Demographic Attributes, Perception: concept, process, attribution theory; attitude, values, learning , personality
MBA-1001.3	Work motivation: Concept & Process, Content & Process theories of motivation, Managerial Implication, Leadership: Concept, Need & Significance, Theories of Leadership
MBA-1001.4	Understanding and managing group process: Interpersonal and group dynamics, Communication: Concept, Barriers, interpersonal communication, Transactional Analysis and, Application of emotional intelligence in organization.
MBA-1001.5	Organizational Conflict, Managing conflicts within Organization, JOHARI window, Organizational culture and climate: Concept & Antecedents
MBA-1001.6	Occupational stress: concept, factors, managing stress, Organizational development (OD): concept & process

Text Books & References:

1. Wehrich, H., Cannice, M.V., Koontz. H (2019) Management: An innovative & entrepreneurial perspective, 15th ed. New York, McGraw Hill
2. Stephen P. Robbins, , Timothy A. Judge, Neharika Vohra (2022) , Organizational Behavior : Includes latest Indian case studies and research, Eighteenth Edition, Pearson Paperback
3. Fred Luthans, (2019), Organizational Behavior: An Evidence - Based Approach, 12th Edition Paperback, McGraw Hill Education

Case study

1. Equity in Academia: OB Case
2. Foundations of Individual Behavior: Differing Perceptions at Clarkston Industries
3. Managing Stress and the Work-Life Balance : Stress Takes Its Toll

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes of MBA
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making

PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBA 1001: Management Process and Organisation Behaviour (Cos)	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 1001.1	3	3	2	1	2	1	1
MBA 1001.2	3	2	2	1	3	1	1
MBA 1001.3	3	2	2	1	3		1
MBA 1001.4	3	3	2	1	3		1
MBA 1001.5	3	3	1	1	3		
MBA 1001	3	2.6	1.8	1	2.8	0.4	0.8

Co Po Attainment

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 1001	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Lecture Plan: -

Sl. No.	Topic	No. of Lectures	Remarks
1.	Evolution of Management Thought: Scientific and Human relation management theories	2	Concepts, theories and application

2.	System and contingency approach for understanding organizations	2	Concepts, theories and application
3.	Managerial process, functions, skills and roles in an organization	1	Concepts, process & examples
4.	Understanding and managing organization system	2	Concepts and examples
5.	Understanding and managing Individual Behavior: Perception: concept, process, Attribution theory	3	Concepts, importance, with example, exercise
6.	Concept and significance of attitude values, Formation of attitude and & values	2	Concept, exercise
7.	Concept & Significance of learning & personality	3	Concepts, examples & exercise
8.	Work motivation: concept, process	2	Concepts, examples & discussion
9.	Theories of motivation: Process & Content theories		Concepts, examples & discussion
10.	Leadership: Concept & theories of leadership: Behavioral & Contingency theories	2	Concept & Exercises, example and discussion
11.	Communication: Concept, process & barriers	2	Concepts, features & process
12.	Interpersonal and group dynamics: concept & theories	2	Concepts, examples and exercises wherever applicable
13.	Transactional Analysis: concept & process; Application of Emotional Intelligence in organization	3	Concept, examples and exercise wherever applicable
14.	Organizational conflict: Concept, Managing conflict, JOHARI window	2	Concepts, examples and exercises wherever applicable,
15.	Organizational culture: need, concept & significance	2	Concepts with discussion
16.	Organizational climate: need, concept & significance	2	Concepts and examples
17.	Occupational stress: concept, factors, Stress management	2	Concept, example & discussion
18.	Organizational development (OD): Concept & process	2	Concepts, example and exercise
	Total Lectures	36	Completion of Lectures & Syllabus

Teaching Methodology*: -

There is no single method to be used for teaching. A wide variety of teaching style and techniques are being adopted for learning experience. It includes:

1. Case study presentation on any two specific modules,

2. Group PPT presentation on certain module, discussions,
3. Activity based learning's like- management games, role play on the identified topic
4. GDs, Debates, Class room discussions
5. Sharing course specific videos, webinars, blog articles through web links etc. On identified topics relatively easier for students to understand
6. Relevant videos covering the topics in the syllabus
7. Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
8. Class room lectures of one hour duration supported by power points and slides.

Course Completion Modality:

- A. 60% of the syllabus should be completed from normal class lecture.
- B. 40% of the syllabus should be interactive session

Contact Hours

- Lecture – 36** hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	60	As declared by Examination Department
	Total	100	

Course Pass Requirements: -

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less

than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Dr. Arvind Hans

Associate Professor

Department of Management,

Faculty of Business Management & Commerce

Faculty Room-501

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Usha Martin University, Jharkhand

(Established by Jharkhand Government under Sec.2 (f) of UGC Act 1956)

Department of Management

Subject Specification

Faculty: Faculty of Commerce and Management

Department: Management

Program: Masters of Business Administration (MBA)

Semester: I

Session: ODD

Course Code & Name: MBA 1002 - Quantitative Methods

Credits: 3

Faculty: Dr. Jayantika Pal

Course Objectives: The purpose of quantitative research is to attain greater knowledge and understanding of the social world. Researchers use quantitative methods to observe situations or events that affect people. Quantitative research produces objective data that can be clearly communicated through statistics and numbers.

Course Outcome: At the end of the course, the students will be able to:

CO CODE	Course Outcomes
MBA 1002.1	Be proficient to perform matrix operations & compute the determinant. The students would have clear concept of importance & functions of Statistics.
MBA 1002.2	Students can explain and evaluate statistical problems using statistical tools.
MBA 1002.3	Be competent to compute Correlation Analysis.
MBA 1002.4	The students would interpret the concept of regression analysis
MBA 1002.5	Be familiar with the probability axioms and rules. Students would be able to derive the distributions of random variables.

Syllabus: -

Module	Topics
MBA1002.1	Matrices, Determinants and Introduction to Statistics – Elementary Transformation, Inverse of a Matrix by Row Operation. Determinant: Properties and expansion. Solution of simultaneous linear equations in two and three variables by Cramer's Rules. Statistics: Definition, Importance and Scope in Managerial Decision Making, Functions, Application of functions.
MBA-1002.2	Frequency Distribution and their analysis - Measures of Central Tendency Arithmetic Mean, Median and Mode, Quartiles and Percentiles. Measures of Variation Concepts, Range, Mean Deviation, Standard Deviation, Coefficient of Variation.
MBA-1002.3	Correlation Analysis: Meaning and significance. Methods of Studying simple Correlation, Karl Pearson's coefficient of correlation and Spearman's Rank Correlation.
MBA-1002.4	Regression Analysis: Meaning and significance, Relation between Correlation & Regression, Linear Regression, Equation of Regression Lines (X on Y, Y on X), Standard Error Estimate.

MBA-1002.5	Probability Concepts, Addition Law, Multiplication Law, Conditional Probability and Bayes' Theorem, Distributions –Binomial, Poisson.
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Suggested Readings:

1. Senior Secondary School Mathematics -R. S. Aggarwal.
2. Business Statistics- J.K. Sharma, Pearson's Education.
3. Statistics for Management- Richard I. Levin & Rubin, Pearson Education
4. Quantitative Analysis for Management- Render and Stair, TMH
5. Quantitative Business Analysis - Text & Cases, Samuel Bodily
6. Quantitative Methods in Business- Anderson, Thomson Learning.
7. Business Statistics- S.P. Gupta & M.P. Gupta, Sultan Chand and Sons.

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for decision making using modern tools and techniques
PO3	Ability to develop Value based Managerial Capabilities & Skills
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
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PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

CO CODE	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 1002.1	3			1	1		
MBA 1002.2	3	3		1	3		
MBA 1002.3	3	3		1	3		
MBA 1002.4	3	3		1	3		
MBA 1002.5	3			1			
MBA 1002	3	2.6	2.6	2.4	2.4	0.8	0.4

Co Po Attainment:

CO-PO Attainment

		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 1002	1.2	1.20	1.04	0.90	0.72	0.58	0.15	0.02

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Matrix, Determinant, Introduction to Statistics	2	Concept and example
2.	Elementary Transformation, Inverse of a Matrix by Row Operation.	2	Example and Exercise
3.	Determinant: Properties and expansion.	2	Concept & discussion
4.	Solution of simultaneous linear equations in two and three variables by Cramer's Rules.	2	examples & exercise
5.	Statistics: Definition, Importance and Scope in Managerial Decision Making, Functions, Application of functions	3	Examples & exercise
6.	Measures of Central Tendency: Arithmetic Mean, Weighted A.M., Median, Mode	3	Examples & exercise
7.	Measures of Variation: Range, Interquartile Range or Quartile Deviation	3	Examples & exercise

8.	Average (Mean), Deviation Standard Deviation, Coefficient of Variation, Skewness, Moments & Kurtosis.	4	Examples & exercise
9.	Correlation Analysis: Introduction, Karl Pearson's Coefficient of Correlation, Rank Correlation Coefficient.	5	Examples & exercise
10.	Regression Analysis; Difference between Correlation & Regression	2	Concepts with discussion
11.	Regression Lines, Equations, Coefficient	3	Examples & exercise
12.	Probability Concepts, Addition Law, Multiplication Law	2	Concepts with discussion
13.	Conditional Probability and Bayes' Theorem, Distributions –Binomial, Poisson.	3	Concepts and exercise
	Total Lectures	36	Completion of Lectures & Syllabus

Teaching Methodology*:

There is no single method to be used for teaching. A wide variety of teaching style and techniques are being adopted for learning experience. It includes:

1. Using the board & marker class room teaching is taken care of.
2. Tutorial sheets, Handouts, Xerox, Reference links are provided.
3. Practice maths are given for doing in the class at the end of each topic.
4. Class-tests are taken frequently for evaluating student efficiency about the subject.
5. Class room lectures of one hour duration supported by power points and slides.

Course Completion Modality:

- A. 60% of the syllabus should be completed from normal class lecture.
- B. 40% of the syllabus should be interactive session

Contact Hours

- Lecture – 36** hours
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A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Details:

Dr. Jayantika Pal

Associate Professor & HOD
Mathematics Department
Usha Martin University



USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2 (f) of UGC Act 1956)

Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: I

Session: ODD

Course Code & Name: MBA 1003, Managerial Economics

Credits: 3

Faculty: Dr. Manoj Kumar Sahoo

Course Objectives: The Objectives of this course is to apprise the learners with the approaches and techniques used in Economic Theory and to authorize them to apply these skills in decision-making in a business environment.

Course Outcome: At the end of the course, the students will be able to:

CO CODE	Course Outcomes
MBA 1003.1	Explain the nature of consumer's demand and the factors affecting the choice for a product under different conditions.
MBA 1003.2	Identify the impact of real-world business problems with a systematic theoretical framework on a business and society.
MBA 1003.3	Solve the internal and external business problems by formulating optimal strategies based on economic theories.
MBA 1003.4	Examine the micro and macro conditions surrounding a business and suggest measures for competitive advantage
MBA 1003.5	Evaluate the competitive strategies and market environment according to the market structures and taking business decisions by integrating the concepts of economics.

Syllabus: -

Module	Topics
I	Theory of demand, Consumers Equilibrium, Income & substitution effect, Revealed preference theory.
II	Production, Return to scale, Cost curves- short run and long run cost curves.
III	Market structure, Perfect Competition, Monopoly, Oligopoly, Non-Price competition, Theory of firm-profit maximization, sales maximization, organizational slack
IV	Macroeconomics, National income – concept and measurement, Determination of National income, GNP & GDP.
V	Money supply, Inflation- types & causes deflation, disinflation, stagflation, CPI & WPI.
VI	Monetary policy, Fiscal policy, Balance of Payment, Stock Exchange

Text Books

1. Adhikary, M. Business Economics, New Delhi, Excel Books, 2nd Edition (2000).
2. Baumol, W J. Economic Theory and Operations Analysis. 4th ed (2014), New Delhi, Prentice Hall Inc.,
3. Chirag Petersen H., Cris Lewis, Managerial Economics, Prentice Hall of India, New Delhi, 2003
4. Keat, Paul G 8. Philips K. Y. Young, Managerial Economics, Prentice Hall, New Jersey, 1996.
5. Koutsoyiannis, A. Modern Micro Economics. New York, Macmillan, 1991.

6. Mote V.L., Samuel Paul and G.S. Gupta. Managerial Economics Concepts and Cases, Tata McGraw Hill Publishing Company Ltd. New Delhi. 2001.

Case Study

1. Case Study– 1 Indian Stock Market: Does it Explain Perfect Competition?
2. Case Study– 2 The Indian Audio Market
3. Case Study– 3 Nitu’s Business School Selection: Riding on an Indifference Curve
4. Case Study– 4 Executive Pay Package: A Study of Demand and Supply
5. Case Study– 5 Reliance Jio: Marching Toward Monopoly

PO&PSOs	Programme Learning Outcomes &Programme Specific Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyse and ameliorate the core functions of Managerial decisions.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

CO CODE	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
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MBA-1003.1	2	3	1	1	1	1	1
MBA-1003.2	3	3	1	2	2		1
MBA-1003.3	3	2	2	1	1	1	1
MBA-1003.4	2	3	1	1	1	2	1
MBA-1003.5	3	2	2	2	1		

CO-PO Attainment:

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 1003	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Theory of demand	2	Concepts, theories and application
2.	Consumers Equilibrium	2	Concepts, theories and application
3.	Income & substitution effect	2	Concepts, process & examples
4.	Revealed preference theory.	1	Concepts and examples
5.	Production Function	1	Concepts, importance, with example, exercise
6.	Returns to scale	1	Concept, examples
7.	Cost curves- short run and long run cost curves.	3	Concepts, examples & exercise.
8.	Market Structure	1	Concepts, examples & discussion
9.	Perfect Competition Market	1	Concepts & discussion
10.	Monopoly Market	1	Concept, example and discussion
11.	Oligopoly Market	1	Concept, example and discussion
12.	Non-Price competition	1	Concepts, examples features & process
13.	Theory of firm- Profit maximization	1	Concepts ,examples and exercises wherever applicable
14.	Sales Maximization	1	Concept and examples
15.	Organizational Slack	1	Concepts and examples

16.	Macroeconomics, National income – concept and measurement	2	Concepts, with discussion
17.	Determination of National income, GNP & GDP.	2	Concepts and exercise
18.	Money supply	1	Concept , example & discussion
19.	Inflation- Types & Causes	2	Concepts, features and examples
20.	Deflation, Disinflation, Stagflation	1	Concepts, features and examples
21.	CPI & WPI.	1	Concepts and examples
22.	Monetary policy	1	Concepts , features & process
23.	Fiscal policy	1	Concepts , features & process
24.	Balance of Payment	2	Concept, feature and examples
25.	Stock Exchange	2	Concept, examples.
	Total Lectures	35	Completion of Lectures & Syllabus

Teaching Methodology:

There is no single method to be used for teaching. A wide variety of teaching style and techniques are to be adopted for learning experience. It includes:

- Case study presentation
- Group PPT presentation on certain module, discussions,
- Activity based learning's like- management games, role play on the identified topic
- GDs, Debates, Class room discussions
- Assignments and quiz tests
- Relevant videos covering the topics in the syllabus
- Assignments are handed over to the individual students which are submitted in the form of presentations or scan PDF of the handwritten work.
- Class room lectures of one hour duration supported by power points and slides.

Contact Hours

- Lecture – 35 hours
- Practical – NA
- Tutorials – As applicable

Assessment Method:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Evaluation Method	Percentage / Marks	Duration (hrs)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	60	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Details

Dr. Manoj Kumar Sahoo

Assistant Professor

Faculty of Business Management & Commerce

Usha Martin University, Ranchi – Jharkhand



Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: I

Session: ODD

Course Code & Name: MBA - 1004, Environmental Management

Credits: 3

Faculty: Dr. Anupama Verma

Course Objectives: The students shall have clear understanding what is Environment, and how Sustainable Development is important for existence of life. Students will be able to find the Environmental Laws, Acts patents etc and find out flaws if anything is there in the existing system and capable of revamping it to achieve major environmental priorities. Students will be able to identify pollution hazards, its causes and control.

Course Outcome: At the end of the course, the students will be able to.

CO-Code	Course Outcomes
MBA-1004.1	Explain the fundamentals of environmental management.
MBA-1004.2	Analyze the energy management concept and identify alternatives of energy production.
MBA-1004.3	Examine the concepts of ecosystem and create its linkage with industrial Ecology and

	recycling.
MBA-1004.4	Evaluate Environmental Management System and its standards for establishing industry.
MBA-1004.5	Analyses environment developmental need and guide the industry to take up necessary measures to protect it.

Syllabus:

Module	Topics
I	Environmental Management: Fundamentals - Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools;
II	Energy Management: Fundamentals - Fossil Fuels use, Energy production and Trade, Energy Balance; Ecosystem Concepts: Concepts and their application in Business, Industrial Ecology and Recycling industry;
III	Environmental Management System: EMS Standards, ISO 14000, Environmental Auditing, Clearance/ Permissions for establishing industry; Economics- Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environmental Ethics;
IV	Environmental Management Trade and Environmental Management, Debt and Environment, GATT/ WTO Provisions; Environmental Management & Valuation: Environmental Accounting,
V	Environmental Laws Acts, Patents, IPRS, Role of NGO'S, PIL; Pollution of Waste Management: Air, Water, Land Pollution, Trade in Wastes;
VI	Water, Forest & Biodiversity Management: Water Resources, Dams and their Role; Forest Product and Trade, Role of Biodiversity in International Trade; Approaches to Corporate Ethics; Bio- Ethics.

Suggested Text Books :

1. Uberoi, N. K.; Environmental Management, Excel Books, A-45, Naraina Phase-1, New Delhi, 2000
1. Pandey, G. N.: Environmental Management, Vikas Publishing House New Delhi, 1997
2. Gupta, N. Dass: Environmental Accounting, Wheeler Publishing, 19, K.G. Marg, New Delhi, 1997
3. Mohanty, S.K. : Environmental & Pollution Law Manual, Universal Law Publishing, G.T. Kamal Road, New Delhi, 1996
4. Harley, Nick: Environmental Economics, MacMillan India Ltd., Ansari Road, New Delhi, 1997

Case Study

1. Case study: An inspiration in Africa
2. Case study: The cost of development
3. Case study: Extreme weather and natural disasters

4. Case study: How Ford, PepsiCo Plan to Slash Manufacturing Water Use
5. Case study: Chernobyl Accident and Its Consequences
6. Case study: Chipko movement
7. Case study: Natural Gas-Based Power Plant

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3),M-Medium(2), W-Weak(1)

CO CODE	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA-1004.1	3	1		1	2	1	2
MBA-1004.2	2	2	1	2	1		1
MBA-1004.3	1	1	1	1	1	2	2
MBA-1004.4	1	2	2	1	2		2
MBA-1004.5		1	1	1	1	1	3

CO PO Attainment

CO-PO Attainment

		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 1004	1.8	1.80	1.56	1.35	1.08	0.87	0.17	0.02

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Environmental Management: Fundamentals - Sustainable Development,	2	Need, Importance & Concepts of research
2.	Implications of human population growth,	1	Concepts & examples
3.	Limits to growth, Environment and Business Schools	2	Concepts and examples,
4.	Energy Management: Fundamentals - Fossil Fuels use,	2	Assignments & Case Studies
5.	Energy production and Trade,	1	
6.	Energy Balance;	1	
7.	Ecosystem Concepts: Concepts and their application in Business,	2	Concepts & examples
8.	Industrial Ecology and Recycling industry;	2	Concept & Exercises
9.	Environmental Management System: EMS Standards, ISO 14000,	2	Concepts and features
10.	Environmental Auditing, Clearance/ Permissions for establishing industry;	2	Concepts, examples and exercises wherever applicable
11.	Economics- Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environmental Ethics;	2	Concept, examples and exercise wherever applicable
12.	Environmental Management Trade and Environmental Management;	2	Concepts, examples and exercises wherever applicable,
13.	Debt and Environment, GATT/ WTO Provisions;	2	Concepts
14.	Environmental Management & Valuation: Environmental Accounting,	2	Concepts and examples
15.	Environmental Laws Acts,	1	Concept and example
16.	Patents, IPRS, Role of NGO'S, PIL;	2	Concepts, example and exercise
17.	Pollution of Waste Management: Air, Water,	2	Concept & Examples
18.	Land Pollution, Trade in Wastes;	1	Concepts and examples

19.	Water, Forest & Biodiversity Management:	1	Assignments & Case Studies
20.	Water Resources, Dams and their Role;	2	Concept & Examples
21.	Forest Product and Trade, Role of	1	Concept & Examples
22.	Biodiversity in International Trade; Approaches to Corporate Ethics; Bio- Ethics.	2	Concepts and examples
	Total Lectures	37	Completion of Lectures & Syllabus

Teaching Methodology:

There is no single method to be used for teaching. A wide variety of teaching style and techniques to be adopted for learning experience. It includes:

- 60% of the syllabus should be normal class lecture.
- 40% of the syllabus should be interactive session
- **Interactive session may include-**
- Case study presentation on any two specific modules,
- Group PPT presentation on certain module, discussions,
- Activity based learning's like- management games, role play on the identified topic
- GDs, Debates, Class room discussions
- Sharing Tedex videos/related videos, webinars, blog articles through web links etc. on identified topics relatively easier for students to understand
- Relevant videos covering the topics in the syllabus
- Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
- Class room lectures of one hour duration supported by power points and slides.

Contact Hours

- Lecture – 37 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances

5	End Semester Examination	100 Marks (60% weight age)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Details:

Dr. Anupama Verma
Associate Professor
Faculty of Business Management & Commerce

USHA MARTIN UNIVERSITY,
(Established by Jharkhand Government)



Department of Management

JHARKHAND
under Sec.2 (f) of UGC Act 1956)

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: III

Session: ODD

Course Code & Name: MBA -1005, Managerial Skills Development

Credits: 2

Faculty: Dr. Prakash Chandra Panda

Course Objectives: This course aims to make the learners competent to inculcate the nuances of communication using all the four basic skills (listening, speaking, reading and writing) and use it effectively in a business environment. It will enable the learners to listen read and comprehend information, facts, and opinions and present their ideas independently and accurately.

Course Outcomes (COs): At the end of the course the learners will be able to:-

COs-Code	Course Outcomes
MBA -1005.1	Have a fair insight about the communication process and its application in a business environment.
MBA -1005.2	Envision the demands of effective communication and employ it competently in any practical situation overcoming the physical and psychological barriers.
MBA -1005.3	Adopt standard listening practices.
MBA -1005.4	Prepare and present effective oral presentations.
MBA -1005	Produce effective and error free business reports/letters, circulars, notices and memos

Syllabus:

Module	Topics
I	Managerial Skills: Importance of managerial skills for successful management – communication as one of the managerial skills. Communication: Meaning, definition, process, functions and importance of communication – essential elements of effective communication – communication barriers (noise and filters)– overcoming communication barriers. Significance of communication to managers.
II	Types of Communication: Verbal & non-verbal. Oral communication: Forms – Types, Written communication: Forms – Non-verbal communication: Forms & importance of non-verbal communication – measures to improve non-verbal communication.
III	Channels of Communication: Formal and informal – barriers to formal and informal communication – steps to improve the effectiveness of formal and informal communication – 7C's of Communication.
IV	Listening: types of listening, importance, barriers and the principles of good listening – guidelines for effective listening – the art of listening.
V	Presentation: Oral and written – steps in presentation – guidelines for successful presentation. Group Discussion, theory, perspectives and application.
VI	Business Report writing: Procedure and guidelines for effective report writing. Letters – Memos – Circulars – Notices – art of negotiation – measures to improve negotiation skills among managers

Text Books

1. C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai.
2. Urmila Rani and S. M. Roy, Business Communication, Himalaya Publishing House, Mumbai.
3. Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd., New Delhi.
4. R. K. Madhukar, Business Communication, SAGE Publications

Case Study

- 1) Case study-1 Cambridge English Language Assessment developed a custom-made programme of language assessment for the State Government of Gujarat, India as part of a programme aimed at providing its workforce with English skills for the international marketplace. Analyze the case and report the reasons behind the success of the programme.
- 2) Case study2 <Analyze the scope of Business English Certificate offered by Cambridge University as a value-added course for MBA students.
- 3) Case study3 English as the most spoken language world in the world. Find the reasons for English overtaking the Chinese and its future implications.

Programme Outcomes (POs) & Programme Specific Outcomes (PSOs):

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes
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PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO - PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBA 1005: Business Environment	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA -1005.1		1	1	2			1
MBA -1005.2	1	1	1	2	1		2
MBA -1005.3	1	2		2			2
MBA -1005.4	1	1	2	2	2		2
MBA -1005.5		2	1	2	1		2
MBA -1005	0.6	1.4	1	2	0.8	0	1.8

CO-PO Attainment:

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 1005	3	2.80	2.61	2.44	1.95	1.56	0.21	0.06

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Introduction of Managerial Skill	2	Concepts, theories and application

2.	Importance of managerial skills for successful management	2	Concepts, theories and application
3.	Communication as one of the managerial skills.: Meaning, definition, process,	2	Concepts, process & examples
4.	Communication: Meaning, definition, process, functions and importance of communication	2	Concepts and examples
5.	Communication barriers: noise and filters overcoming communication barriers. Significance of communication to managers	2	Concepts, importance, with example, exercise
6.	Types of Communication: Verbal & non-verbal.	1	Concept, examples
7.	Oral communication: Forms – Types, Written communication:	3	Concepts, examples & exercise.
8.	Non-verbal communication: Forms & importance of non-verbal communication measures to improve non-verbal communication.	3	Concepts, examples & discussion
9.	Channels of Communication: Formal and informal, barriers to formal and informal communication	1	Concepts & discussion
10.	Steps to improve the effectiveness of formal and informal communication, 7C's of Communication	1	Concept, example and discussion
11.	What is Listening: types of listening, guidelines for effective listening, Importance of good listening	2	Concept, example and discussion
12.	Barriers and the principles of good listening, the art of listening.	1	Concepts, examples features & process
13.	What is good Presentation? guidelines for successful presentation; Oral presentation	2	Concepts ,examples and exercises wherever applicable
14.	Group Discussion, theory, perspectives and application.	2	Concept and examples
15.	Group discussion practice	2	Concepts and examples.
16.	What is Business Report writing? Procedure and guidelines for effective report writing. Memos among managers	3	Concepts, with discussion
17.	Letters, Circulars – Notices	2	Concepts and exercise.
18.	Art of negotiation; measures to improve negotiation skills	2	Concept, example & discussion
19.	Negotiation skills practice.	2	Concepts, features and examples
	Total Lectures	37	Completion of Lectures & Syllabus

Teaching Methodology:

The course shall be conducted using the following methods as suitable and deemed fit in the scope of the course.

- Classroom lecture through CML

- Learning resources and Practice test
- Use of PPTs presentation.
- Use of case study
- Assignments and quiz tests

Contact Hours

- Lecture – 37 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 Marks (60% weight age)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Details:

Dr. Prakash Chandra Panda

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 Faculty of Humanities and Social Sciences
 Usha Martin University, Ranchi - Jharkhand
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 E-mail: pcpanada@umu.ac.in



USHA MARTIN UNIVERSITY, JHARKHAND

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: I

Session: ODD

Course Code & Name: MBA-1006, Business Ethics

Credits: 3

Faculty: Dr. Arvind Hans

Course Objectives: Objectives of this course is to familiarize the student with the concept of values, ethics and morality and ethical theories related to business & organization for its sustainable development. It shall also orient students to explain & evaluate employees in organization, organizational practices, consumer products & environment issues in the light of ethical perspective to improve organizational culture.

Course Outcome: At the end of the course, the students will be able to

MBA1006.1	Explain the concepts of values, secular and sacred values, ethics & morality in the context of business ethics applicable in an organization.
MBA1006.2	Critically examine ethics of job discrimination based on demographic variables (gender , color, race , religion, region) in an organization
MBA1006.3	Implement ethical theories such as utilitarianism, deontological theory & theory of justice for addressing ethical dilemma in business organizations.
MBA1006.4	Follow Environmental ethics & ethics related to conserving non-renewable resources while managing organizational process.
MBA1006.5	Design and sale products and services commensurate with ethics of consumer products and marketing (from manufacturers & seller perspective)

Syllabus:

Module	Topics
MBA1006.1	Concept of Values, Morality and Ethics, Morality development, Moral reasoning and moral blame, Voluntary Unethicality vs. Induced Unethicality and their Consequences.
MBA1006.2	Secular and scared values, Concept and significance of Indian Ethos in management, Indian heritage in production and consumption

MBA1006.3	Need of Business Ethics and ethical relativism, Theories of ethics: Utilitarianism, Deontological theory, Theory of Justice, Ethics of virtue and care.
MBA1006.4	Ethics in individual in organization: Individual conflicts of interest, white collar crime, trade secret, whistle blowing, Ethics of consumer product and marketing.
MBA1006.5	Ethics of job discrimination: Job discrimination, nature, forms of job discrimination, utility rights and justice Arguments.
MBA1006.6	Environmental Ethics: Meaning, dimension of pollution, Environmental ethics, Ethics related to conserving non-renewable resources

Text Books & References:

1. Velasquez G. Manuel (2016). Business Ethics: Concept & Cases, 7th edition, Pearson
2. John R. Boatright (2017) Ethics and the Conduct of Business, Eighth Edition. Pearson Education
3. Chakraborty S.K. and Chakraborty D. Human Values and Ethics; Towards Holistic Excellence (ICFAI: Hyderabad)

Case Study

1. CIPLA Pharma.
2. Corporate governance failure in Satyam: A case
3. Disability accommodations and promotions at Bunco
4. Hitting the Wall, A case study- Nike and International Labor Practices
5. Neighborhood state in Malaysia case

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes of MBA
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBA 1006:	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
Business Ethics							
MBA 1006.1	3	3	3	3	2		1
MBA 1006.2	3	3	2	2	2		1

MBA 1006.3	2	2	2	2	2	1	1
MBA 1006.4	3	3	3	2	3	1	1
MBA 1006.5	3	3	3	3	3		
MBA 1006	2.8	2.8	2.6	2.4	2.4	0.4	0.8

CO PO Attainment:

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 1006	1.8	1.68	1.57	1.36	1.09	0.87	0.12	0.03

Lecture Plan

Sl. No.	Topic	No. of Lectures	Remarks
1.	Concept of Values, Morality and Ethics,	3	Need, Importance & Concepts of research
2.	Morality development, Moral reasoning and moral blame,	3	Concepts & examples
3.	Voluntary Unethicality vs. Induced Unethicality and their Consequences	2	Concepts and examples,
4.	Secular and scared values	1	Concepts

5.	Concept and significance of Indian Ethos in management	2	Concept
6.	Indian heritage in production and consumption	2	Concepts & examples
7.	Need of Business Ethics and ethical relativism,	2	Concepts & examples
8.	Theories of ethics: Utilitarianism, Theory of Justice	3	Concept & Exercises
9.	Deontological theory.	1	Concepts and features
10.	Ethics of virtue and care.	1	Concepts, examples and exercises wherever applicable
11.	Ethics in individual in organization: Individual conflicts of interest	3	Concept, examples and exercise wherever applicable
12.	white collar crime, trade secret, whistle blowing,	2	Concepts, examples and exercises wherever applicable,
13.	Ethics of consumer product and marketing	4	Concepts
14.	Ethics of job discrimination: Nature of Job discrimination	2	Concepts and examples
15.	Forms of job discrimination, Utility rights and justice Arguments.	3	Concept and example
16.	Meaning, Dimension of pollution, Environmental Ethics	2	Concepts, example and exercise
17.	Ethics related to conserving non-renewable resources.	2	Concept and advantage
18.	Total Lectures	38	Completion of Lectures & Syllabus

Teaching Methodology*:

There is no single method to be used for teaching. A wide variety of teaching style and techniques are being adopted for learning experience. It includes:

1. Case study presentation on any two specific modules,
2. Group PPT presentation on certain module, discussions,
3. Activity based learning's like- management games, role play on the identified topic
4. GDs, Debates, Class room discussions

5. Sharing course specific videos, webinars, blog articles through web links etc. On identified topics relatively easier for students to understand
6. Relevant videos covering the topics in the syllabus
7. Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
8. Class room lectures of one hour duration supported by power points and slides.

Course Completion Modality:

- A. 60% of the syllabus should be completed from normal class lecture.
- B. 40% of the syllabus should be interactive session

Contact Hours

- Lecture – 38** hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	60	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the

details of grading scores refer to University MBA Ordinance.

Dr. Arvind Hans

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USHA MARTIN UNIVERSITY, JHARKHAND

Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: I

Session: ODD

Course Code & Name: MBA - 1007, Accounting for Managers

Credits: 3

Faculty: Dr. Dinesh Kumar Pandey

Course Objectives: The course intends to offer an insight of the principles and methods of accounting and application of financial and accounting information for planning, decision-making and control.

Course Outcome: At the end of the course, the students will be able to:

CO CODE	Course Outcomes
MBA-1007.1	Explain & examine the financial accounting concept and its important with generally accepted accounting principles, Balance sheet and its inventory valuation with Depreciation value.
MBA-1007.2	Demonstrate & Examine the Fund flow statement and cash flow statement for management decision
MBA-1007.3	Analyze & Implement cost accounting process, its control methods and can examine the reconciliation between Cost accounting and financial accounting
MBA-1007.4	Evaluate and examine overhead cost control and budgetary control to improve organizational culture and climate.
MBA-1007.5	critically analyze the process and examine for decision making of relevant costing with standard costing analysis.

Syllabus:

Module	Topics
I	Financial Accounting - Concept, importance and Scope, Generally Accepted Accounting Principles
II	Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income, Inventory Valuation and Depreciation,
III	Financial Statement Analysis, Funds Flow Analysis, The Statement of Cash Flows; Management Accounting - Concept, Need, importance and Scope;
IV	Cost Accounting - Records and Processes, Cost Ledger and Control Accounts, Reconciliation and integration between Financial and Cost Accounts;
V	Overhead Cost and Control, Job and Process Costing, Budget and Budgetary Control Performance Budgeting, Zero-Base Budgeting

VI	Relevant Costing and Costing for Decision-Making, Standard Costing and Variance Analysis, Marginal Costing and Absorption Costing.
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Text Books & References:

1. Anthony R N and Reece J S. Accounting Principles, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.
2. Bhattacharya S K and Dearden J. Accounting for Management Text and Cases. New Delhi, Vikas, 1996
3. Heitger, L E and Matulich, Serge. Financial Accounting. New York, Mc-Graw Hill, 1990.
4. Hingorani, N L. and Flamanathan, A R. Management Accounting. 5th ed., New Delhi, Sultan Chand, 1992.
5. Horngren, Charles etc. Principles of Financial and Management Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
6. Needles, Belverd, etc. Financial and Managerial Accounting. Boston, Houghton Mifflin Company, 1994.
7. Madhu. Financial and Management Accounting. New Delhi, Anmol Publications, 1997.

Case study

1. Case study; Jane Burns and Carl Foster
2. Case study; Pacific Corporation comparative balance sheet
3. Case study; Jane Burns and Carl Foster

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBA 1007: Accounting for Managers	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 1007.1	3	3	3	3	3	1	1
MBA 1007.2	3	3	3	2	2	2	1
MBA 1007.3	3	2	2	2	2	1	2
MBA 1007.4	3	3	3	2	2	2	0
MBA 1007.5	3	3	3	3	3	1	0
MBA 1007	3	2.8	2.8	2.4	2.4	1.4	0.8

CO PO Attainment:

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 1007	3	3.00	2.80	2.61	2.09	1.67	0.78	0.21

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Financial Accounting - Concept,	2	Need, objective & Concepts of Financial Accounting
2.	Importance and Scope,	1	Concepts & examples
3.	Generally Accepted Accounting Principles,	1	Concepts and examples,
4.	Preparation of Financial Statements with special reference to analysis of a Balance Sheet	2	Concepts and Balance sheet format with its analysis identity. Case study also.
5.	Measurement of Business Income,	2	Concept & important, examples
6.	Inventory Valuation	1	Concepts & examples with its different methods
7.	Depreciation,	1	Concepts & examples, Practicles
8.	Financial Statement Analysis,	2	Concept & Exercises, case study
9.	Funds Flow Analysis,	2	Concepts and import ants, Numerical

10.	The Statement of Cash Flows; ;	2	Concepts, examples and exercises with format
11.	Management Accounting - Concept, Need, importance and Scope	2	Concept, important, examples.
12.	Cost Accounting - Records and Processes,	2	Concepts, examples and exercises
13.	Cost Ledger and Control Accounts,	2	Concepts and examples
14.	Reconciliation and integration between Financial and Cost Accounts	2	Concepts and examples of statement.
15.	Overhead Cost and Control,	2	Concept and example of allocation and distribution ratios
16.	Job and Process Costing,	2	Concepts, example and exercise
17.	Budget and Budgetary Control,	2	Concepts, example and exercise with case study
18.	Performance Budgeting, Zero-Base Budgeting	2	Concept and advantage
19.	Relevant Costing and Costing for Decision-Making,	2	Concepts, example and exercise with case study
20.	Standard Costing and Variance Analysis	2	Concepts, example and exercise with case study
21.	Marginal Costing and Absorption Costing	2	Concept and advantage with exercise
	Total Lectures	38	Completion of Lectures & Syllabus

Teaching Methodology:

There is no single method to be used for teaching. A wide variety of teaching style and techniques to be adopted for learning experience. It includes:

- 60% of the syllabus should be normal class lecture.
- 40% of the syllabus should be interactive session
- **Interactive session may include-**
- Case study presentation on any two specific modules,
- Group PPT presentation on certain module, discussions,
- Activity based learning's like- management games, role play on the identified topic
- GDs, Debates, Class room discussions
- Sharing Tedex videos/related videos, webinars, blog articles through web links etc. On identified topics relatively easier for students to understand
- Relevant videos covering the topics in the syllabus
- Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
- Class room lectures of one hour duration supported by power points and slides.

Contact Hours

- Lecture – 38 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 (60% weight age)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

DR. DINESH KR. PANDEY

Assistant Professor

Faculty of Business Management & Commerce

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Usha Martin University, Jharkhand
(Established by Jharkhand Government under Sec. 2(f) of UGC Act 1956)

Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: I

Session: ODD

Course Code & Name: MBA-1008, Computer Application in Management

Credits: 3

Faculty: Dr. Aamir Khushro

Course Objectives: The course offers to interpret the basic elements of computer and its application. It will further assist the learners to understand the modes of data processing and Database Management systems and their application in a business environment.

Course Outcome: Upon completion of this course, the student will be able to

CO CODE	Course Outcomes
MBA 1008.1	Apply various terminologies used in the operation of computer systems in a business environment.

MBA 1008.2	Work effectively with a range of current, standard, Office Productivity software applications.
MBA 1008.3	Operate a variety of advanced spreadsheet, PowerPoint, operating system, word processing functions, computer network and Internet.
MBA 1008.4	Solve a range of problems using office productivity applications, and adapt quickly to new software releases.
MBA 1008.5	Evaluate, select and use office productivity software appropriate to a given situation.

Syllabus:

Module	Topics
I	Computers in Business, elements of computers system set-up, Indian computing environment, components of a Computer System, generation of computers and computer languages, personal computers in business.
II	Introduction, disk operating systems and windows, text processing software, introduction to spreadsheet software, creation of spreadsheet applications, range, formulas, functions, database functions in spreadsheet, graphics on spreadsheet.
III	Computer software systems, software development process, file design and report design, data files types/ organizations, master and transaction file, relevance of Data Base Management system and integration of applications, basics of data processing, data hierarchy and data file structures.
IV	Introduction to a micro-database manager, program development cycle, flow charting, input-process-output analysis, report generation and level generation, programming concepts, use of files in programming
V	Creating a presentation non a PC
V I	Types of Networks, Network topologies, Internet and Intranet, Electronic mail, LAN and WAN, management of data processing systems in Business organizations

Text Books & References:

1. Burch Jr., JohnG., Information Systems: Theory and Practice, Wiley,5thEdition
2. PerO.Flaatten, P.DeclanO'Riordan,DonaldJ.McCubbrey,Dryden Press,5thEdition
3. Niranjan Shrivastava, Computer Applications in Management, Dream techPress,1stEdition
4. Henry C.Lucas, Information Technology forManagement,McGraw-Hill,1tEdition

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

Course Outcome	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA1008.1	3	3	2	1	0	1	1
MBA1008.2	3	3	2	1	0	1	0
MBA1008.3	3	3	2	1	0	2	0
MBA1008.4	3	3	2	2	1	2	0
MBA1008.5	3	3	2	2	1	2	1
MBA 1008	3	3	2	1.4	0.4	1.6	0.4

CO PO Attainment:

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 1008	2.2	2.2	2.2	1.76	1.41	1.03	0.28	0.04

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Computers in Business, elements of computers system set-up	2	Need, objective & Concepts
2.	Indian computing environment, components of a Computer System.	3	Concepts & examples
3.	Generation of computers and computer languages, personal computers in business.	3	Concepts and examples,
4.	Introduction, disk operating systems and windows, text processing software, introduction to spreadsheet software.	4	Concepts and examples,
5.	Creation of spreadsheet applications, range, formulas, functions, database functions in spreadsheet, graphics on spreadsheet.	4	Concept & importance, examples
6.	Computer software systems, software development process, file design and report design, data files types/ organizations,	4	Concepts & examples with its different methods
7.	Master and transaction file, relevance of Data Base Management system and integration of applications, basics of data processing, data hierarchy and data file structures.	4	Concepts & examples, Practicles
8.	Introduction to a micro-database manager, program development cycle,	2	Concept & Exercises, case study
9.	Flow charting, input-process-output analysis	2	Concepts and importance
10.	Report generation and level generation, programming concepts, use of files in programming	3	Concepts ,examples and exercises with format
11.	Creating a presentation non a PC	2	Concept, important , examples ,
12.	Types of Networks, Network topologies, Internet and Intranet,	2	Concepts ,examples and exercises
13.	LAN and WAN, management of data processing systems in Business organizations	3	Concepts and examples

	Total Lectures	38	Completion of Lectures & Syllabus
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Teaching Methodology:

There is no single method to be used for teaching. A wide variety of teaching style and techniques to be adopted for learning experience. It includes:

- 60% of the syllabus should be normal class lecture.
- 40% of the syllabus should be interactive session
- **Interactive session may include-**
- Case study presentation on any two specific modules,
- Group PPT presentation on certain module, discussions,
- Activity based learning's like- management games, role play on the identified topic
- GDs, Debates, Class room discussions
- Sharing Tedex videos/related videos, webinars, blog articles through web links etc. On identified topics relatively easier for students to understand
- Relevant videos covering the topics in the syllabus
- Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
- Class room lectures of one hour duration supported by power points and slides.

Contact Hours

- Lecture – 44 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs)
1	Application based assignment/ project/ Presentation	15	As declared by faculty

2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 (60% weight age)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Details:

DR. Aamir Khushru



Usha Martin University, Jharkhand
(Established by Jharkhand Government under Sec. 2(f) of UGC Act 1956)

Department of Management

Subject Specification

Faculty: Faculty of Commerce and Management

Department: Management

Program: MBA

Semester: II

Session: EVEN

Course Code & Name: MBA 2001 - Organisational Effectiveness & Change

Credits: 3

Faculty: Dr. Manisha Chauhan

Course Objectives: This subject intends to apprise the learners with core organizational processes for bringing about organizational effectiveness and change.

Course Outcome: Upon completion of this course, the student will be able to:

CO CODE	Course Outcomes
MBA 2001.1	Demonstrate the applicability of the concept of organizational effectiveness and change to understand the behavior of people in the organization.
MBA 2001.2	Explain the relationship among organizational change, redesign, an organizational effectiveness
MBA 2001.3	Analyse that how each type of technology needs to be matched to a certain kind of organizational structure if an organization is to be effective
MBA 2001.4	Demonstrate the complexities associated with organizational Climate and Culture and individual behavior in the organization.

MBA 2001.5	Analyses the Cross- Cultural Dynamics and the process of change in Creativity and Innovation that can be used to help an organization to achieve its desired future state
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Syllabus:

Module	Topics
I	An Overview of Concepts of Organizational Effectiveness and Development
II	Skills of Change agent; Organizational Climate and Culture; Power and Politics
III	The process of Empowerment; Organizational Learning; Creativity and Innovation
IV	Conflict and Negotiation; Intergroup Behavior and Collaboration
V	Corporate Governance: Concept & models, BOD

Text Books & References:

1. S. Sudan, Naveen Kumar, Organization Effectiveness and Change, Anmol Publications Pvt. Ltd. (2008)
2. Kandaikar - Organizational Effectiveness & Change, PHI Learning, 2017
3. Khandwalla, P.N. Organization Design for excellence, New Delhi, Tata McGraw Hill, 2017.
4. Fred Luthans - ORGANIZATIONAL BEHAVIOUR, McGraw-Hill, 12ED, 2017
5. Kao, S.R. Etc, Effective Organization and Social Values, New Delhi, Sage, 2017

Case Study

1. IndiGo from Aditya to Greg: Leadership transition
2. Analysis of Toyota Motor Corporation
3. BSNL: A journey from Miniratna to "NO RATNA"
4. Global healthcare
5. WAL MART - The Largest Retailer

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for decision making using modern tools and techniques
PO3	Ability to develop Value based Managerial Capabilities & Skills
PO4	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyse and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3),M-Medium(2), W-Weak(1)

Course Outcome	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 2001.1	2	2	3	2	3	1	0
MBA 2001.2	3	3	3	3	2		1
MBA 2001.3	3	3	3	2	2	2	2
MBA 2001.4	3	3	2	2	2		0
MBA 2001.5	3	2	2	3	3	1	0
MBA 2001	2.8	2.6	2.6	2.4	2.4	0.8	0.6

CO – PO Attainment:

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 2001	3	2.80	2.43	2.10	1.68	1.35	0.36	0.07

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	An Overview of Concepts of Organizational Effectiveness	3	Need, objective & Concepts
2.	Concepts of Development	2	Concepts & examples
3.	Skills of Change agent	3	Concepts and examples,
4.	Organizational Climate and Culture	4	Concepts and examples,
5.	Power and Politics	2	Concept & importance, examples
6.	The process of Empowerment;	4	Concepts & examples with its different methods
7.	Organizational Learning;	3	Concepts & examples
8.	Creativity and Innovation	3	Concept & Exercises, case study
9.	Conflict and Negotiation;	3	Concepts and importance
10.	Intergroup Behavior and Collaboration	3	Concepts, examples and exercises with format
11.	Corporate Governance:	4	Concept, important, examples.
12.	Concept & models, BOD	3	Concepts, examples and exercises
	Total Lectures	37	Completion of Lectures & Syllabus

Teaching Methodology:

There is no single method to be used for teaching. A wide variety of teaching style and techniques to be adopted for learning experience. It includes:

- 60% of the syllabus should be normal class lecture.
- 40% of the syllabus should be interactive session
- **Interactive session may include-**
- Case study presentation on any two specific modules,
- Group PPT presentation on certain module, discussions,
- Activity based learning's like- management games, role play on the identified topic
- GDs, Debates, Class room discussions
- Sharing Tedex videos/related videos, webinars, blog articles through web links etc. On identified topics relatively easier for students to understand
- Relevant videos covering the topics in the syllabus
- Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
- Class room lectures of one hour duration supported by power points and slides.

Contact Hours:

- Lecture – 37 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 (60% weight age)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Details:

Dr. Manisha Chauhan

Assistant Professor

Faculty of Business Management &
Usha Martin University, NarayanSoso, Near
Highway, Angara, Ranchi- 835103,



Commerce
Angara Block Office, Ranchi- Purulia
Jharkhand.

Usha Martin University, Jharkhand

(Established by Jharkhand Government under Sec. 2(f) of UGC Act 1956)

Faculty: Faculty of Commerce and Management

Department: Management

Program: MBA

Semester: II

Session: EVEN

Course Code & Name: MBA 2002 - Operations Research

Credits: 3

Faculty: Dr. Jayantika Pal

Course Objectives: Operations research is important because it creates implementable solutions to complex business challenges. It uses data to create information, which can then be used as insights to improve results and make better decisions about the future of the business.

CO CODE	Course Outcomes
MBA 2002.1	Examine the importance & functions of Operation Research
MBA 2002.2	Evaluate mathematical models for quantitative analysis by LPP
MBA 2002.3	Compute the dual simplex method
MBA 2002.4	Derive the transportation problem.
MBA 2002.5	Solve the assignment problem.

Syllabus:

Module	Topics
I	Introduction: Decision Making, Quantitative Approach to Decision Making, Nature and Significance of OR in Decision Making, Scientific Methods in Operations Research, Models in Operations Research, Application Areas of OR in Management.

II	Linear Programming: Model Formulation, Graphical Methods, Simplex Method, Big M Method, Two Phase Technique, Maximization and Minimization of L.P.P, Degeneracy in L.P.P.
III	Sensitivity Analysis Applied to Linear Programming Problems. Duality in Linear Programming. Dual Simplex Method.
IV	Transportation Problems: Concepts, Formulation of Transportation Problem, Minimization and Maximization Problems, Degeneracy, Travelling Salesman Problem, Network Model
V	Assignment Problems: Concepts, Mathematical Formulation of an Assignment Problem, The Assignment Algorithm (Hungarian Assignment method), Balanced and Unbalanced Assignment Problems.

Suggested Readings:

1. Operations Research - J.K. Sharma, Macmillan India Ltd.
2. Introduction to Management Science - Fredrick S. Hillier and Mark S. Hillier, TMH
3. Principals of Operation Research - Wagner, H.M, Prentice Hall
4. Operations Research - Principles and Practice - Ravindran, Phillips and Solberg, Wiley
5. Operational Research - An Introduction, Taha, H.A - Macmillan
6. Operations Research –Kanti Swarup, P.K. Gupta, Man Mohan, S. Chand and Company

PO & PSOs	Programme Learning Outcomes & Programme Specific Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for decision making using modern tools and techniques
PO3	Ability to develop Value based Managerial Capabilities & Skills
PO4	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1).

CO CODE	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 2002.1	3				3		
MBA 2002.2	3	3		2	3		

MBA 2002.3	3				3		
MBA 2002.4	3	3		2	3		
MBA 2002.5	3	3		2	3		
MBA 2002	3	2.6	2.8	2.4	2	1	0.8

CO – PO Attainment:

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 2002	3	3	2.6	2.43	1.94	1.29	0.43	0.12

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Introduction to Operation research, Decision Making, Quantitative Approach to Decision Making,	2	Need, objective & Concepts
2.	Nature and Significance of OR in Decision Making, Scientific Methods in Operations Research	3	Concepts & examples

3.	Models in Operations Research, Application Areas of OR in Management	3	Concepts and examples,
4.	Model Formulation, Graphical Methods, Simplex Method, Big M Method	4	Concepts and examples,
5.	Linear Programming Problem; Two Phase Technique,	4	Concept & important, examples
6.	Maximization and Minimization of L.P.P, Degeneracy in L.P.P.	4	Concepts & examples with its different methods
7.	Sensitivity Analysis & Dual Simplex Method	4	Concepts & examples, Practicles
8.	Sensitivity Analysis Applied to Linear Programming Problems.	2	Concept & Exercises
9.	Duality in Linear Programming. Dual Simplex Method.	2	Concepts and importance
10.	Transportation Problems; Concepts, Formulation of Transportation Problem, Minimization and Maximization Problems	3	Concepts, examples and exercises with format
11.	Degeneracy, Travelling Salesman Problem, Network Model	2	Concept, importance, examples.
12.	Assignment Problems; Concepts, Mathematical Formulation of an Assignment Problem	2	Concepts, examples and exercises
13.	The Assignment Algorithm (Hungarian Assignment method), Balanced and Unbalanced Assignment Problems.	3	Concepts and examples
	Total Lectures	38	Completion of Lectures & Syllabus

Teaching Methodology:

There is no single method to be used for teaching. A wide variety of teaching style and techniques to be adopted for learning experience. It includes:

- Using the board & marker class room teaching is taken care of.
- Tutorial sheets, Handouts, Xerox, Reference links are provided.
- Practice math's are given for doing in the class at the end of each topic.
- Class-tests are taken frequently for evaluating student efficiency about the subject.
- Class room lectures of one hour duration supported by power points and slides.

Contact Hours:

- Lecture – 38 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 (60% weight age)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Details:

Dr. Jayantika Pal

Associate Professor & HOD
Mathematics Department
Usha Martin University



Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: II

Session: EVEN

Course Code & Name: MBA - 2003, Human Resource Management

Credits: 3

Course Objectives: The Objective of this subject is to familiarize the student with basic Human resource management functions, policies, roles and responsibilities in an organizational set up.

Course Outcome: Course Outcome: At the end of the course, the students will be able to:

CO-Code	Course Outcomes
MBA 2003.1	The students will be able to demonstrate an understanding of key terms, theories/concepts and practices within the area of HRM.
MBA 2003.2	Apply the theories and skills of HR in creating and managing global workforce
MBA 2003.3	Exhibit competency in business skills and problem-solving in the area of HR Management
MBA 2003.4	The students will be able to assess the various HR operations and prioritize it according to the recent business requirements.
MBA 2003.5	Able to create innovative solutions to problems in the fields of HRM necessary to contribute to the achievement of organizational goals in a rapidly changing global environment

Syllabus:

Module	Topics
I	Concept and perspectives on Human Resource Management; Human Resource Management in a changing Environment, Strategic HRM: need & concept
II	Human Resource Planning: concept , process, techniques; Succession Planning, Career planning
III	Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resource; Induction and Socialization

IV	Manpower Training and Development; Performance Appraisal and Potential Evaluation; Job Evaluation and Wage determination
V	Employee Welfare; Industrial Relation& Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment
VI	E Competency Mapping, Business Process Outsourcing, Flexi timing, Talent Management, Employee Engagement, Impact of technology.

Text Books & References:

1. Rao, VSP, Human Resource Management, Taxman, 2nd Edition, 2019.
2. Saiyadain M, Human Resource Management (TMH: New Delhi, India), 2nd Edition.
3. Dessler, G. Human Resource Management (Pearson: New Delhi, India), 12th Edition.
4. Robinson I M, Human Resource Management in Organisations, Paperback, 2nd Edition.
5. Prasad L M, Human Resource Management, Sultan Chand & Son's, Paperback, 2018.

Case study

1. Case study: Who Will Go to Canada?
2. Case study: Acquire Skills to jump out
3. Case study: 'Pink' Economic Survey
4. Case study: Making IBM less blue
5. Case study: Jet Airways employees protesting
6. Case study: Industrial Relation at Steel Plant
7. Case study: Impact of Covid -19 on employees of Air India

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.

PSO2	To identify and cater to the societal need.
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CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

CO CODE	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 2003.1	3	1		1	2	1	2
MBA 2003.2	2	2	1	2	1		1
MBA 2003.3	1	1	2	1	1	2	2
MBA 2003.4	1	2	2	1	2		2
MBA 2003.5	1	1	1	1	1	1	3
MBA 2003	2.8	2.8	2.8	2.4	2.4	0.4	0.8

CO – PO Attainment:

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 2003	3	2.8	2.61	2.44	1.95	1.56	0.21	0.06

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Concept and perspectives on Human Resource Management;	2	Need, Importance & Concepts of research
2.	Human Resource Management in a changing Environment,	2	Concepts & examples
3.	Strategic HRM: need & concept	2	Concepts and examples,
4.	Human Resource Planning: concept, process, techniques; Succession Planning, Career planning	1	Concepts
5.	process, techniques of HRM, Succession Planning, Career planning	2	Concept

6.	Job Analysis and Role Description;	2	Concepts & examples
7.	Methods of Manpower Search; Attracting and Selecting Human Resource;	2	Concepts & examples
8.	Induction and Socialization	3	Concept & Exercises
9.	Manpower Training and Development;	1	Concepts and features
10.	Performance Appraisal and Potential Evaluation;	1	Concepts, examples and exercises wherever applicable
11.	Job Evaluation and Wage determination	3	Concept, examples and exercise wherever applicable
12.	Employee Welfare; Industrial Relation & Trade Unions;	2	Concepts, examples and exercises wherever applicable,
13.	Dispute Resolution & Grievance Management;	4	Concepts
14.	Employee Empowerment	2	Concepts and examples
15.	E Competency Mapping, Business Process Outsourcing,	3	Concept and example
16.	Flexi timing, Talent Management,	2	Concepts, example and exercise
17.	Employee Engagement, Impact of technology.	2	Concept and advantage
18.	Employee Engagement, Impact of technology.	2	Concept and advantage
19.	Employee Engagement, Impact of technology.	2	Concept and advantage
20.	Revision		
	Total Lectures	40	Completion of Lectures & Syllabus

Teaching Methodology:

There is no single method to be used for teaching. A wide variety of teaching style and techniques to be adopted for learning experience. It includes:

- 60% of the syllabus should be normal class lecture.
- 40% of the syllabus should be interactive session
- Interactive session may include-
- Case study presentation on any two specific modules,
- Group PPT presentation on certain module, discussions,
- Activity based learning's like- management games, role play on the identified topic
- GDs, Debates, Class room discussions
- Sharing Tedex videos/related videos, webinars, blog articles through web links etc. On identified topics relatively easier for students to understand
- Relevant videos covering the topics in the syllabus

- Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
- Class room lectures of one hour duration supported by power points and slides.

Contact Hours

- Lecture – 40 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 (60% weight age)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared

in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance

Faculty Detail:

Dr. Anupama Verma

Associate Professor

Faculty of Business Management &



Commerce

USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2(f) of UGC Act 1956)
Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management and commerce

Program: Master of Business Administration (MBA)

Semester: II

Session: EVEN

Course Code & Name: MBA - 2004, Financial Management

Credits: 3

Faculty: Dr. Dinesh Kr. Pandey

Course Objectives: The subject offers to introduce students to the concept of financial management, its application, significance and functions. It further attempts to appraise the learners to financial planning, its objectives, benefits, types and the factors that help the success of financial planning.

Course learning outcomes: - After completion of the course, student should be able to:

CO CODE	Course Outcomes
MBA 2004.1	Explain & examine the concept of time value of money for any investment decision of financial management, financial analysis and financial leverage.

MBA 2004.2	Demonstrate and assess the capital structure of a firm and state its impact on firm's profitability with its capital decisions for long term finance.
MBA 2004.3	Analyze & implement the concept of working capital management by referring various policies for financing of working capital management.
MBA 2004.4	Evaluate and examine the rate of return and market risk and interpret the sources of raising capital for long term finance with the rate of return by low market risk.
MBA-2004.5	Critically analyze the process and examine the concept of capital Budgeting explain dividend policies and its impact on market value of shares of the companies.

Syllabus:

Module	Topics
I	Aims and objectives of financial management; Financial analysis and control; cost volume profit analysis, operating and financial leverage; time value of money;
II	Investment and capital structure decisions; instruments of long term finance;
III	Cost of different sources of raising capital; weighted average cost of capital; optimum capital structure;
IV	Valuation and rates of return;
V	Methods of capital budgeting; short term financing investments;
VI	Management of working capital- cash receivable and inventory management; internal financing and dividend policy;
VII	Financial Modeling

Text Books & References

1. M.Y. Khan and P.K. Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.
2. I. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2012.
3. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
4. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2012.
5. Brigham, Ehrhardt, Financial Management Theory and Practice, 12th edition, Cengage Learning 2010.

Case study

1. Case study; Sona limited is a leading manufacturing of automotive components
2. Case study; Samrudh company limited
3. Case study; Hindustan Unilever limited , capital structure

4. Case study; Cornbelt Cereal Company

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBA 2004: Financial Management	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 2004.1	2	3	3	3	3	1	1
MBA 2004.2	3	3	3	3	3	0	1
MBA 2004.3	3	2	2	2	2	1	1
MBA 2004.4	3	3	2	2	2	0	1
MBA 2004.5	3	3	3	2	2	0	

MBA 2004	2.8	2.8	2.6	2.4	2.4	0.4	0.8
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CO – PO Attainment:

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 2004	3	2.80	2.61	2.26	1.81	1.45	0.19	0.05

Lecture Plan:

Sl. No.	Topic	No. Of Lectures	Remarks
1.	Nature of financial management – Objectives, Introduction	1	Concept & Exercise & examples
2.	Scope, financial goal.	1	Concept & Exercise & examples
3.	Cost volume profit analysis	1	Concept and Examples
4.	Financial leverage, Time vale money	2	Concepts & examples
5.	Capital structure- learning objectives, Introduction	1	Concepts and examples,
6.	Meaning of capital structure and its relevance	2	Concepts & Examples & Exercise
7.	Irrelevance of capital structure, NOI Approach and MM theory	2	Concepts & Exercise & Examples
8.	Long term finance-source and raising, share, debenture, objectives	1	Concept & Exercises,
9	introduction, Right Issue, preference shares and debenture	2	Concepts & Examples & Exercise
10.	Sources of raising capitals -learning, objectives, Introduction	1	Concepts & examples
11.	Significance of the cost of capital	1	Concepts & examples& Exercise
12.	Concept of opportunity cost of capitals, Determination, CAPM, Weighted average cost of capitals	2	Concept & Exercises & Examples.
13.	Optimum capital structure meaning, features, Important, planning	1	Concepts, examples and exercises.
14.	Case study	1	Examples & Exercise
15.	Valuation and rates of return -Learning, objectives, definition, formula	1	Concepts and Exercise, examples.

16.	Risk and return of portfolio	1	Concept and example & numerical.
17.	Market risk, Portfolio risk	2	Concepts, example and exercise
18.	Capital Assets pricing Model	1	Concept & Examples
19.	Capital Budgeting and Short-term financing- objectives, Nature, Types	2	Concepts examples and exercises
20.	Net Present value, practical sums	1	Concepts & examples.
21.	IRR, PAY BACK METHODS practical sums	1	Concepts, examples & exercises.
22.	Short term financing Investment, dividends	2	Concepts & examples.
23.	Working capitals- learning objectives, introduction, concept	1	Concepts & examples.
24.	Operating and factors influencing working capital	1	Concepts & examples.
25.	Current Assets financing policy, Balanced working capital position	2	Concepts & examples.
26.	Determination and cash requirement , dividend policy	2	Concepts & examples.
27.	Financing modeling- meaning, different types- check investigation different types of modes	2	Concepts & examples.
28.	Process, discounted cash flow, merger, IPO, Budget models	2	Concepts & examples.
	Total Lectures	40	Completion of Lectures & Syllabus

Teaching Methodology:

There is no single method to be used for teaching. A wide variety of teaching style and techniques to be adopted for learning experience. It includes:

- 60% of the syllabus should be normal class lecture.
- 40% of the syllabus should be interactive session
- **Interactive session may include-**
- Case study presentation on any two specific modules,
- Group PPT presentation on certain module, discussions,
- Activity based learning's like- management games, role play on the identified topic
- GDs, Debates, Class room discussions

- Sharing Tedex videos/related videos, webinars, blog articles through web links etc on identified topics relatively easier for students to understand
- Relevant videos covering the topics in the syllabus
- Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
- Class room lectures of one hour duration supported by power points and slides.

Contact Hours

- Lecture – 40 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 (60% weight age)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

DR. DINESH KR. PANDEY
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USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2 (f) of UGC Act 1956)

Department of Management
Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: II

Session: EVEN

Course Code & Name: MBA -2005, Marketing Management

Credits: 3

Faculty: Dr. Md. Saifullah Khalid

Course Objectives: The objective of this course is to provide students with an understanding of the underlying concepts, strategies, and issues involved in product and service marketing.

Course Outcomes (COs): After completion of the course, student should be able to.

COs-Code	Course Outcomes
MBA 2005.1	Identify and interpret the various marketing environment variables in order to develop a marketing plan for businesses.
MBA 2005.2	Apply conceptual knowledge and analytical techniques to assess and solve marketing problems systematically.
MBA 2005.3	Demonstrate market research skills in order to develop new marketing strategies for businesses.
MBA 2005.4	Analyze the market based on segmentation, targeting, and positioning.

MBA 2005.5

Able to develop marketing strategies based on product, price, place, and promotion objectives.

Syllabus:

Module	Topics
I	Introduction Nature and scope of marketing, Marketing concepts and marketing mix, Corporate orientation towards the marketplace, Creating and capturing customer value, Customer Relationship Management, Marketing environment, and Marketing information system.
II	Marketing Research & Consumer Behavior Marketing research, Consumer buying behaviour, Consumer buying decision process, Understanding consumer market, industrial market & Service market.
III	Segmentation, Targeting and Positioning Market Segmentation, Purpose and Basis of market segmentation, Target market selection, Product positioning, Positioning strategy.
IV	Product and Price Decisions Product mix, product life cycle, new product development, branding and packaging decisions. Pricing Decisions, Pricing Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Pricing Strategies.
V	Channel of Communication & Channel of Distribution Integrated marketing communication, Promotion decisions, Promotion mix, advertising, sales promotion, publicity and personal selling. Nature, Types and Levels of the channel of distribution, Factors affecting channel distribution, Retailing, Wholesaling.
VI	Emerging Issues and Trends in Marketing Legal & Ethical issues in marketing, green marketing, Digital marketing, Neuro marketing, Consumerism.

Text Books & References:

1. G.Shainesh ,Philip Kotler, Kevin Lane Keller, Alexander Chernev, Jagdish N. Sheth (2022):MarketingManagement: Indian case studies. Pearson, 16th edition.
2. HermawanKartajaya, IwanSetiawan , Philip Kotler (2020).Marketing 5.0: Technology for Humanity, Wiley, 1st edition.
3. Paul Baines, Chris Fill, Sara Rosengren , Paulo Antonetti(2020).Marketing: The Theories. The Relevance. The Reality. Oxford University Press; 1st edition.
4. Saxena, Rajan (2019), Marketing Management, Tata-McGraw Hill, 6th edition.
5. Ramaswamy, V. S., & Namakumari, S. (2018).Marketing Management: Indian Context Global Perspective. Sage Publications India Pvt Ltd., 6thedition.
6. Michael Etzel, Bruce J Walker, William Stanton, Ajay Pandit (2017).Marketing. McGraw Hill Education; 14th edition.

Case Study:

1. Nike-Blue Ribbon Sports
2. Bharti Airtel`s Broadband Surge during COVID-19
3. Nestlé`s Expansion into Rural India
4. The Renaming Woes of Australia`s Coon: Building a Culture of Acceptance?
5. Dunkin Donuts to Dunkin`: A Rebranding Exercise

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes of MBA
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO - PO Mapping:

(S/M/W indicates the strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBA 2005: Marketing Management	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 2005.1	3	2	2	2	2	1	1
MBA 2005.2	3	3	3	2	3	1	1
MBA 2005.3	3	3	3	2	3	0	0
MBA 2005.4	3	3	3	3	2	1	0

MBA 2005.5	3	3	2	3	2	0	1
MBA 2005	3	2.8	2.6	2.4	2.4	0.6	0.6

CO – PO Attainment:

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 2005	3	3	2.80	2.43	1.94	1.55	0.31	0.06

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Definition of Market, Types of Markets.	1	Text books and references, Web link, Blog
2.	Meaning and Definition of Marketing, Origin of Marketing, Scope of Marketing.	1	Concepts & examples
3.	Importance of Marketing, Functions of Marketing.	1	Concepts and examples, Videos ads, Vento audio ad
4.	Difference between Marketing and Selling, Marketing Concepts-- Exchange concept, Production concept, Product concept, Sales/selling concept.	3	Concepts, steps and importance, with example
5.	Modern marketing concept, Societal marketing concept.	1	Concepts, steps and importance, with example
6.	Marketing Mix: Components of a traditional marketing mix.	2	Concepts & examples
7.	Importance of marketing mix in marketing decisions, Service-marketing mix.	2	Concepts & examples, PMAR report 2019
8.	Marketing Environment: Introduction, Need and Importance of Environmental Analysis.	2	Concept & Exercises, Showing ads
9.	Methods of Analysis – SWOT, PEST, Internal Environment of the Organization, External Environment.	1	Concepts and features with examples
10.	Market Segmentation: Definition of market segmentation, Need for market segmentation, Criteria for effective segmentation, Bases for market	3	Concepts, examples

	segmentation, Benefits of market segmentation.		
11.	Consumer Behavior: Definitions, Determinants of consumer behavior.	2	Concept, examples and exercise wherever applicable
12.	Types of buying decisions, Stages of the buying process.	2	Concepts, examples
13.	Product & Branding: Features of a Product and its Classifications.	1	Concepts
14.	Product Plan and New Product Development.	1	Concepts and examples, Case Study
15.	Product Mix and its Elements, Product Life Cycle.	2	Concept and example
16.	Definition of a Brand, Development of a Brand.	1	Concepts, example
17.	Types of Brands, Importance of Brands and Branding.	1	Concept & Examples, Weblink
18.	Merits and Demerits of Branding, Brand Equity – Definition and Benefits.	1	Concepts and examples
19.	Pricing Decisions: Price and its Determinants.	1	Concepts and examples
20.	Objectives of Pricing Decisions, Factors Affecting Pricing Decisions.	1	Concepts, examples, and exercises.
21.	Pricing Policies and Strategies, Pricing Methods.	1	Concepts and examples
22.	Distribution Strategy: Meaning, Need for and Importance of Distribution Channel, Factors Influencing Channel Decisions.	2	Concepts and examples
23.	Types of Channels, Direct Channel, Indirect Channel, Functions of Channel Members.	2	Concepts and examples
24.	Promotion Mix Decisions: Promotion mix and its components.	1	Concepts and examples
25.	Advertising, Sales Promotion, Personal selling, Direct marketing, Public Relations and Publicity, Online marketing. Integrated marketing Communication (IMC).	2	Concepts and examples
26.	Recent Trends in Marketing: E-commerce, E-marketing, E-Retailing.	1	Concepts and examples
27.	Relationship marketing, Mobile marketing, Green marketing.	1	Concepts and examples
28.	Total Lectures	40	Completion of Lectures & Syllabus

Teaching Methodology:

The course shall be conducted using the following methods as suitable and deemed fit in the scope of the course.

- Class room lectures/use of PPTs/Q&A/Use of Blog and Web links
- Class discussion / Group discussion involving problem solving / as and when applicable
- Assignments/ class exercise

Contact Hours

- Lecture – 40 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 (60% weight age)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University BBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University BBA Ordinance.

Faculty Details:

Dr. Md. Saifullah Khalid

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Blog: mpowerrr.com

USHA MARTIN UNIVERSITY,
(Established by Jharkhand Government)



JHARKHAND
under Sec.2 (f) of UGC Act 1956)

Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: II

Session: Even

Course Code & Name: MBA -2006, Production & Operation Management

Credits: 3

Faculty: Dr. Shailesh Kumar Sarangi

Course Objectives: This course examines the functional area of production and operations management as practiced in the manufacturing industry. The course includes decision-making, capacity planning, aggregate planning, forecasting, inventory management, distribution planning, materials requirements planning (MRP), project management and quality control.

Course Outcomes (COs): After completion of the course, student should be able to

COs-Code	Course Outcomes
MBA 2006.1	Analyze the basics of production management and the responsible factors
MBA 2006.2	Design the Plant Layout and select based Plant Location using the Location Models.
MBA 2006.3	Design material handling method for considerable reduction in the cost as well as in the production cycle time.
MBA 2006.4	Apply material handling strategies for cost reduction and efficient handling of materials
MBA 2006.5	Apply quality control methods to ensure good quality products and maximum profitability.

Syllabus

Module	Topics
I	Introduction: Nature and Scope of Production/Operations Management facility location; types of manufacturing system & layouts; layout planning and analysis;
II	Material handling- principles- equipment's, line balancing-problems; operations decisions production planning and control: in mass production, in batch/job order manufacturing; capacity planning models;
III	Process planning- aggregate planning-scheduling- maintenance management concept concepts- work study, method study, work measurement, work sampling, work environment- industrial safety;
IV	material management; an overview on material management, material planning and inventory control; JIT; Material planning budgeting and material requirement planning; purchase management; stores management;
V	quality assurance — acceptance sampling, statistical process control, total quality management; [S09000; Maintenance management; Safety management

Text Books & References:

1. Adam, E E & Ebert, RJ. Production & Operations Management, 6th ed., New Delhi, Prentice Hall of India, 1995
2. S. Anil Kumar, N. Naresh. Production & Operations Management, 2nd edition, New Age Publications.

2, Amrine Harold T, etc. Manufacturing Organisation & Management. Englewood Cliffs, New Jersey, Prentice Hall inc, 1993

Case Study

- 1) Case study1 <Bruegger's Bagel Bakery> Refer Book: (S. Anil Kumar, N. Naresh. Production & Operations Management, Page 244-245, 2nd edition, New Age Publications).
- 2) Case study2 < Productivity Gains at Whirlpool> Refer Book: (S. Anil Kumar, N. Naresh. Production & Operations Management, Page 201-202, 2nd edition, New Age Publications).

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes of MBA
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making

PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO - PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBA 2006: Production & Operation Management	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 2006.1	3	2	2	3	2		
MBA 2006.2	3	3	3	3	3	1	
MBA 2006.3	3	3	2	2	2		1
MBA 2006.4	2	3	3	2	2	1	
MBA 2006.5	3	3	3	2	3		2
MBA 2006	2.8	2.8	2.6	2.4	2.4	0.4	0.6

CO-PO Attainment:

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 2006	3	2.8	2.61	2.26	1.81	1.45	0.19	0.04

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Nature of Production and Operation Management.	1	Concept.

2.	Scope of Production and Operation Management.	1	Concepts & examples
3.	Concept of Production & Production System	1	Concepts & examples
4.	Location of facilities & Location Models	3	Concepts & Location Model Problems.
5.	Material handling: Objectives of Material Handling	1	Concepts & examples
6.	Principles of Material Handling	1	Concepts & examples
7.	Need for Production Planning and Control, Objectives of Production Planning and Control	2	Concepts, examples
8.	Capacity Planning Models	1	Concepts & examples,
9.	Productivity, Work Study	1	Concepts & solve problem.
10.	Method Study, Motion Study.	1	Concepts & examples
11.	Method Study, Motion Study.	1	Concepts & examples
12.	Work Measurement & Time Study.	2	Concepts & examples
13.	Maintenance management: Introduction, Meaning and Objectives.	1	Concepts & examples
14.	Types of Maintenance, Maintenance Planning	2	Concepts & examples
15.	work environment- industrial safety	1	Concepts & examples
16.	Work Sampling	1	Concepts & examples
17.	Overview of material management, material planning and inventory control	2	Concepts & examples
18.	Purchasing: Objectives, Parameters and procedures.	2	Concepts & examples
19.	Meaning of Inventory Control, Reasons for Keeping Inventories, Objectives of Inventory Control, Benefits of Inventory Control	1	Concepts & examples, Case Study
20.	Economic Order Quantity.	1	Concepts & examples
21.	Standardization, Simplification & Value Analysis	2	Concepts & examples,
22.	Quality Control: Requirement.	1	Concepts & examples
23.	statistical process control, total quality management	2	Concepts & examples
24.	Maintenance management and Safety management	2	Concepts & examples
25.	ISO 9000 series: Objectives and Benefits.	2	Concepts & examples
	Total Lectures	36	Completion of Lectures & Syllabus

Teaching Methodology:

The course shall be conducted using the following methods as suitable and deemed fit in the scope of the course.

- Online lectures using Google Meet/ ZOOM platform.
- Notes and Practice test using my blog “markeingwithsaif.com.
- Use of PPTs presentation.

- Use of case study
- Assignments and quiz tests

Contact Hours

- Lecture – 36 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 (60% weight age)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Details:

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Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: II

Session: Even

Course Code & Name: MBA-2007, Research Methodology

Credits: 3

Faculty: Dr. Arvind Hans

Course Objectives: The objective of this course/subject is to familiarize the student with basic management & OB concepts & processes in the organization. It shall equip the students with theories, models & practices of OB & basic management process to deal with structural & human issues in any organizational set up.

Course Outcome (COs): At the end of the course, the students will be able to:

MBA-2007.1	Explain the fundamentals of research methodology and also able to examine & make use of various types of research design to undertake any research systematically to solve research problem.
MBA-2007.2	Distinguish & examine various types of sampling designs to perform data collection in research endeavor.
MBA-2007.3	Apply & evaluate data collection methods to collect the data accurately for their research.
MBA-2007.4	Implement various qualitative & quantitative methods to analyze the collected data in research process
MBA-2007.5	Develop and defend a scientific research report writing using research methodology and process.

Syllabus:

Module	Topics
I	Nature and Scope of Research, Research Methodology; Types of research , objectives & significance of research
II	Research Process: Problem formulation and statement of Research Objectives , Review of literature , Hypothesis
III	Research Designs- Experimental research design, Non- experimental design: Exploratory, Descriptive and Experimental Research Designs
IV	Concept of measurement scale, types of measurement scale: Methods of Data Collection- Observation and Survey Methods, Questionnaire Designs

V	Sampling: Sample Design; Selecting an Appropriate Statistical Technique; Field Work and Tabulation of Data
VI	Techniques for Data Analysis: Reliability analysis, Correlation , ANOVA, Factor Analysis, Discrimination Analysis, Multidimensional Scaling and Clustering Methods;
VII	Preparation and presentation of the research report: Types of project report: dissertation & Thesis

Text Books & References:

1. Kerlinger, F.N. (1995), Foundations of Behavioral Research , 3rd Edition, Prism Harcourt Brace
2. Kothari, C.R. (2004), Research Methodology, Methods and Techniques
3. Saunders, Lewis & Thornhill (2009), Research Methods for Business Students, 3rd Edition, Pearson Education.

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes of MBA
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBA 2007: Research Methodology	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 2007.1	3	2	2	1	1		
MBA 2007.2	3	2	2	1	1		1
MBA 2007.3	3	3	2	1	2		
MBA 2007.4	3	3	2	1	2	1	
MBA 2007.5	2	3	2	2	1	1	1

MBA 2007	2.8	2.6	2	1.2	1.4	0.4	0.4
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CO – PO Attainment

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 2007	3	2.8	2.61	2.09	1.67	1.34	0.18	0.02

Lecture Plan

Sl. No.	Topic	No. of Lectures	Remarks
1. 1.	Concept & Nature of research, Research objectives & scope of Research Methodology;	2	Concepts, theories and application
2.	Problem formulation and statement of Research Objectives;	2	Concepts, theories and application
3.	Types of research, Ideas generation & problem formulation by research questions	1	Concepts, process & examples
4.	Research process	2	Concepts and examples,
5.	Concept of Research Designs, Types of Research Design Exploratory, Descriptive and Conclusive research design	3	Concepts, importance, with example, exercise
6.	Experimental Research Designs;	2	Concept, exercise
7.	Qualitative & other important research design	3	Concepts, examples & exercise

8.	Sampling design: need and concept	2	Concepts, examples& discussion
9.	Types of sampling designs	4	Concepts, examples& discussion
10.	Methods of Data Collection- Observation and Survey Methods; Questionnaire Designs; Attitude Measurement Techniques;	2	Concept & Exercises, example and discussion
11.	Questionnaire Designs; Attitude Measurement Techniques;	2	Concepts, features & process
12.	Motivational Research Techniques; Planning and administration of Surveys;	2	Concepts, examples and exercises wherever applicable
13.	Selecting an Appropriate Statistical Technique;	1	Concept, examples and exercise wherever applicable
14.	Field Work and Tabulation of Data; Analysis of Data,	2	Concepts, examples and exercises wherever applicable,
15.	Preparation and presentation of the research report for managerial decision making; Research Applications.	2	Concepts with discussion
16.	Advanced Techniques for Data Analysis- ANOVA,	2	Concepts and examples
17.	Factor Analysis, Discrimination Analysis,	2	Concept, example & discussion
18.	Multidimensional Scaling and Clustering Methods, Regression Analysis, SEM	3	Concepts, example and exercise
	Total Lectures	39	Completion of Lectures & Syllabus

Teaching Methodology*:

There is no single method to be used for teaching. A wide variety of teaching style and techniques are being adopted for learning experience. It includes:

1. Case study presentation on any two specific modules,
2. Group PPT presentation on certain module, discussions,
3. Activity based learning's like- management games, role play on the identified topic
4. GDs, Debates, Class room discussions
5. Sharing course specific videos, webinars, blog articles through web links etc. On identified topics relatively easier for students to understand
6. Relevant videos covering the topics in the syllabus
7. Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
8. Class room lectures of one hour duration supported by power points and slides.

Course Completion Modality:

C. 60% of the syllabus should be completed from normal class lecture.

D. 40% of the syllabus should be interactive session

Contact Hours

- Lecture – 39** hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 (60% weightage)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance..

Dr. Arvind Hans

Associate Professor

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Faculty of Business Management & Commerce

Faculty Room-501

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USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2 (f) of UGC Act 1956)

Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: II

Session: EVEN

Course Code & Name: MBA -2008, International Business Environment and Management

Credits: 3

Faculty: Dr. Manoj Kumar Sahoo

Course Objectives: The overall objective of the course is to familiarize the learners with the issues of global environment in which business has to operate. It will assist the students to understand the various international business environments like social, cultural, technological, economic and political environments and how these environments affect international business. The course also offers to apprise the students about the emerging global issues and trends in business

environment.

Course Outcomes (COs): At the end of the course, the students will be able to:

CO CODE	Course Outcomes
MBA 2008.1	Define corporate social responsibility, corporate governance, and social auditing.
MBA 2008.2	Determine the influence of various environmental factors on business decisions.
MBA 2008.3	Examine the business environment of an Organisation critically using a variety of strategic techniques.
MBA 2008.4	Analyze the Indian and global economies to make informed business decisions.
MBA 2008.5	Evaluate the technical and environmental factors that influence business decisions.

Syllabus:

Module	Topics
I	International Business: An overview, Types of International Business; The External Environment; The Economic and Political Environment, The Human Cultural Environment; Influence on Trade and Investment Patterns; Recent World Trade and Foreign Investment Trends.
II	Balance of Payments Accounts and Macroeconomic Management; Theories and institutions: Trade and Investment, Government influence on Trade investment; Determination of Trading Partner's Independence. Interdependence and Dependence
III	World Financial Environment; Cross-national Cooperation and Agreements; Tariff and Non-Tariff Barriers, VITO, Regional Blocks; international production; Internationalisation of Service Firms.
IV	Operation Management in international Firms; World Financial Environment: Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-currency Market; Offshore Financial Centers; International Banks.

V	Non-Banking Financial Service Firms; Stock Markets; Global Competitiveness; Export Management; Licensing; Joint Ventures Technology and Global Competition; Globalisation and Human Resource Development; Globalisation with Social Responsibility; World Economic Growth and the Environment; Country Evaluation and Selection;
VI	International Business Diplomacy: Negotiating an international Business, issues in Asset Protection; Multilateral Settlements; Consortium Approaches; External Relations Approach.

Text Books:

1. Alworth, Julian S. The Finance, investment and Taxation Decisions of Multinationals. London. Basil Blackwell. 1988.
2. Bhalla, V K and S. Shivaramu. International Business Environment and Business. New Delhi, Anmoi, 1995.
3. Bhalla, V K. International Economy: Liberalisation Process. New Delhi, Anmoi, 1993.
4. Daniel, John D and Radebangh, Lee H international Business. 5th ed. New York, Addison Wesley, 1989.
5. Eiteman, D K and Stopnehill, Al. Multinational Business Finance. New York, Addison Wesley, 1986.
6. Johnston, R B. The Economics of the Euromarket: History, Theory and Practice. New York, Macmillan, 1983.
7. Parks, Yoon and Zwick, Jack. International Banking in Theory and Practice. New York, Addison-Wesley, 1985.

Case study

1. Case study - Protecting the Geographical Indication for Darjeeling Tea
2. Case study - Globalisation on Indian economy.
3. Case study- Decision-Making Processes in India: The Case of the Agriculture Negotiations.
4. Case Study - Masters of the Universe: A Case Study of the Global Investment Banking Sector.

PO & PSOs	Programme Learning Outcomes & Programme Specific Outcomes of MBA
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyse and ameliorate the core activities of international business.
PSO2	To identify and cater to the societal need.

CO - PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

CO CODE	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 2008.1	3	3	2	2	2	1	1
MBA 2008.2	3	3	3	3	1	1	1
MBA 2008.3	2	3	2	3	2		1
MBA 2008.4	3	3	3	2	2	1	
MBA 2008.5	3	3	3	2	3		1
MBA 2008	2.8	3	2.6	2.4	2	0.6	0.8

CO-PO Attainment:

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 2008	3	2.8	2.61	2.26	1.81	1.45	0.29	0.06

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	International Business: An overview	1	Concepts & examples
2.	Types of International Business and The External Environment	1	Concepts & examples
3.	The Economic and Political Environment, The Human - Cultural Environment.	1	Concepts & examples
4.	Global Environmental Influence on Trade and Investment Patterns	1	Concepts & examples, Case Study
5.	Recent World Trade and Foreign Investment Trends	1	Concepts & examples, UNCTAD & WTO website
6.	Remedial Class	1	Doubt Clearance with examples
7.	Balance of Payments Accounts and Macroeconomic Management	1	PPT Presentation
8.	Theories and institutions: Trade and Investment	1	Concepts & examples
9.	Government influence on Trade investment	1	Concepts & examples
10.	Determination of Trading Partner's Independence. Interdependence and Dependence	1	Concepts & examples
11.	Remedial Class	1	Doubt Clearance with examples
12.	World Financial Environment	1	Concepts & examples
13.	Cross-national Cooperation and Agreements	1	Concepts & examples
14.	Tariff and Non-Tariff Barriers	1	Concepts & examples with ppt presentation
15.	VITO, Regional Blocks	1	Concepts & examples

16.	International production; Internationalisation of Service Firms	1	Concepts & examples
17.	Remedial Class	1	Doubt Clearance with examples, Assignments
18.	Operation Management in International Firms	1	Concepts & examples
19.	World Financial Environment: Foreign Exchange Market Mechanism; Determinants of Exchange Rates,	1	Concepts & examples, Case Study
20.	Euro-currency Market, Offshore Financial Centers, International Banks	1	Concepts & examples
21.	Remedial Class	1	Doubt Clearance with examples
22.	Non-Banking Financial Service Firms, Stock Markets	1	Concepts & examples
23.	Global Competitiveness: Export Management	1	Concepts & examples
24.	Licensing; Joint Ventures Technology and Global Competition	1	Concepts & examples
25.	Globalisation and Human Resource Development, Globalisation with Social Responsibility	2	Concepts & examples, Case study
26.	World Economic Growth and the Environment; Country Evaluation and Selection	1	Concepts & examples
27.	Remedial Class	1	Doubt Clearance with examples, Assignments
28.	International Business Diplomacy: Negotiating an international business	1	Concepts & examples
29.	Issues in Asset Protection; Multilateral Settlements	1	Concepts & examples
30.	Consortium Approaches; External Relations Approach.	2	Concepts & examples
31.	Licensing; Joint Ventures Technology and Global Competition	2	Concepts & examples, PPT presentation
32.	Globalisation and Human Resource Development, Globalisation with Social Responsibility	2	Concepts & examples
33.	Remedial Class	1	Doubt Clearance with examples, quiz tests
	Total Lectures	37	Completion of Lectures & Syllabus

Teaching Methodology:

There is no single method to be used for teaching. A wide variety of teaching style and techniques are to be adopted for learning experience. It includes:

- Case study presentation
- Group PPT presentation on certain module, discussions,
- Activity based learning's like- management games, role play on the identified topic

- GDs, Debates, Class room discussions
- Assignments and quiz tests
- Relevant videos covering the topics in the syllabus
- Assignments are handed over to the individual students which are submitted in the form of presentations or scan PDF of the handwritten work.
- Class room lectures of one hour duration supported by power points and slides.

Contact Hours

- Lecture – 37 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 (60% weightage)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Details:

Dr. Manoj Kumar Sahoo

Assistant Professor
Faculty of Management Studies

Usha Martin University, Ranchi – Jharkhand



USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2 (f) of UGC Act 1956)

Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: III

Session: ODD

Course Code & Name: MBA -3001, Business Environment

Credits: 3

Faculty: Dr. Md Saifullah Khalid

Course Objectives: The overall objective of the course is to familiarize the learners with the issues of domestic and global environment in which business has to operate. It will assist the students to understand the role of business in society.

Course Outcomes (COs): At the end of the course, the students will be able to

COs-Code	Course Outcomes
MBA 3001.1	Define corporate social responsibility, corporate governance, and social auditing.
MBA 3001.2	Determine the influence of various environmental factors on business decisions.
MBA 3001.3	Examine the business environment of an organisation critically using a variety of strategic techniques.

MBA 3001.4	Analyze the Indian and global economies to make informed business decisions.
MBA 3001.5	Evaluate the technical and environmental factors that influence business decisions.

Syllabus

Module	Topics
I	Introduction; The business and its environment, types of the business environment, SWOT analysis, environmental scanning: definition, nature, and techniques for scanning the business environment.
II	Social-Cultural and Demographic Environment; Demographic trends and social structure, corporate social responsibility, the consumer movement, business ethics, and cross-cultural business environment.
III	Economic Environment; Concept and salient features of various economic systems, industrial policies, monetary policy, fiscal policy and union budget, economic reforms and their effects on business. Economic planning in India.
IV	Political and Legal Environment; Political institutions, legislature, executive and judiciary. Fundamental rights, fundamental duties, legal environment, company regulatory legislations in India, FEMA, latest Exim policy. Competition law, consumer protection act 1986, right to information act 2005.
V	International Environment; Globalization, FDI, WTO, IMF and world bank, trading blocks, foreign trade, trade bloc, dumping and anti-dumping measures.
VI	Technological and Ecological Environment; Intellectual property rights, the impact of technology on business, technological policy, import of technology, appropriate technology, technology transfer-meaning and problems affecting its growth. Environment protection act 1986, green management, global warming, carbon foot printing.

Text Books & References:

1. Francis Cherunilam (2019). Business Environment, Himalaya Publishing House, 28th edition.
2. Shaikh Saleem (2020). Business Environment. Pearson Education, 4th edition
3. K. Aswathappa (2021). Essentials of Business Environment, Himalayan publication, 15th edition.
4. Paul, J. (2018). Business Environment. McGraw Hill Education, 4th edition.

Case Study

1. Mahindra & Mahindra - Jeeps
2. Tata-NANO Environmental analysis
3. McDonald's

PO& PSO's	Programme Learning Outcomes & Programme Specific Outcomes of MBA
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO - PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBA 3001: Business Environment	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 3001.1	3	3	2	2	2	1	1
MBA 3001.2	3	3	3	3	1	1	1
MBA 3001.3	2	3	2	3	2		1
MBA 3001.4	3	3	3	2	2	1	
MBA 3001.5	3	3	3	2	3		1
MBA 3001	2.8	3	2.6	2.4	2	0.6	0.8

CO – PO Attainment

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 3001	3	2.8	2.80	2.43	1.94	1.29	0.26	0.07

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Introduction: Definition, Components and Overview of Business Environment.	1	Need and importance, text books and references, Economic survey -2019 (download)
2.	Complexity and Diversity of Business Environment in the 21st century.	1	Concepts & examples
3.	Environmental Scanning- Meaning, Nature & Process, Techniques of Scanning the Business Environment.	1	Concepts & examples
4.	Social-Cultural and Demographic Environment: Indian Society - Demographic Trends and Social Structure, Significance of Growing Middle Class.	2	Concepts & examples, Case Study
5.	Corporate Social Responsibility, Consumer Movement.	1	Concepts & examples
6.	Business Ethics, Cross-Cultural Business Environment.	1	Concepts & examples
7.	Economic Environment: Concept and Salient Features of Various Economic System.	1	Concepts ,examples
8.	New Industrial Policy and their Effect on Business Growth and Prospects.	2	Concepts & examples, DIPP website
9.	Monetary Policy, Fiscal Policy and Union Budget as an Instrument of Growth and their Impact on Business.	2	Concepts & examples, RBI website
10.	Aspects of Economic Reforms and its Effects on Business.	1	Concepts & examples
11.	Effect of Recession on Business and Remedies.	1	Concepts & examples
12.	Economic Planning in India: Objectives, Strategies and Evaluation of Current Five-Year Plan.	2	Concepts & examples, NITI Aayog website
13.	Political and Legal Environment: Political Institutions: Legislature, Executive and Judiciary.	1	Concepts & examples
14.	Role of Political Stability for Growth of Business.	1	Concepts & examples
15.	Legal Environment: Company Regulatory Legislations in India.	1	Concepts & examples

16.	FEMA, Latest EXIM Policy.	1	Concepts & examples
17.	Competition Law.	1	Concepts & examples
18.	Consumer Protection Act 1986, Right to Information Act 2005.	1	Concepts & examples
19.	International Environment: Globalization, FDI.	1	Concepts & examples, Case Study
20.	MNCs: Benefits and Problems.	1	Concepts & examples
21.	WTO, IMF and World Bank - Implications for India.	3	Concepts & examples,
22.	Trading Blocks, Foreign Trade: SEZ, EPZ, and EOU.	2	Concepts & examples
23.	Dumping and Anti-Dumping measures.	1	Concepts & examples
24.	Technological and Ecological Environment: Impact of Technology on Business, Technological Policy.	1	Concepts & examples
25.	Intellectual Property Rights, Import of Technology, Appropriate Technology,	2	Concepts & examples
26.	Technology Transfer- Meaning and Problems affecting its growth.	2	Concepts & examples
27.	Ecological Environment Protection: Green Management, Global Warming, Carbon Foot Printing.	2	Concepts & examples
28.	Environment Protection Act 1986.	1	Concepts & examples
	Total Lectures	38	Completion of Lectures & Syllabus

Teaching Methodology:

The course shall be conducted using the following methods as suitable and deemed fit in the scope of the course.

- Online lectures using Google Meet/ ZOOM platform.
- Notes and Practice test using my blog “markeingwithsaif.com.
- Use of PPTs presentation.
- Use of case study
- Assignments and quiz tests

Contact Hours

- Lecture – 38 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty

4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 (60% weightage)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Details:

Dr. Md. Saifullah Khalid

Associate Professor

Faculty of Business Management & Commerce

Usha Martin University, Ranchi - Jharkhand

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Blog: mpowerrr.com

USHA MARTIN UNIVERSITY,
(Established by Jharkhand Government)



JHARKHAND
under Sec.2 (f) of UGC Act 1956)
Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: III

Session: ODD

Course Code & Name: MBA-3002, Decision Support System & MIS

Credits: 3

Faculty: Dr. Md. Amir Khusru Akhtar

Course Objectives: The course aims to apprise the students with the basic concepts of management information system and its applications in management.

Course Outcomes (COs): Upon completion of this course, the student will be able to

COs-Code	Course Outcomes
MBA 3002.1	Distinguish among data processing systems, management information systems, and decision support systems.
MBA 3002.2	Integrate the major components of decision support systems (DSS) and management information systems (MIS), including systems with the following features: stored data retrievable through a DBMS, management science models operating on the data to produce derived measures supporting managerial decision making.
MBA 3002.3	Capture decision rules based on knowledge provided by an acknowledged expert and codify those rules as assertions, rules, and ad hoc procedures.
MBA 3002.4	Analyze how information is used to solve problems.
MBA 3002.5	Utilize commercial spreadsheet and data base integrated packages to develop "what if" simulation models to support the decision making process.

Syllabus:

Module	Topic
I	Definitions, basic concepts frameworks, major trends in technology, applications of information technology
II	System development initiative, different methodologies, lifecycle and prototype approach, detailed study on life cycle design and implementation, case study
III	Decision making processes, problem solving techniques, how decisions are being supported, decision styles, group decisions, making features of various CBIS
IV	Relevance and Scope of DSS, characteristics and capabilities of OSS components and OSS classifications of DSS
V	Types of model functions, time, certainty, uncertainty, risk, structure of OR model, dichotomous model of mind, Simon's model in information system design simulation techniques.
VI	User interface, graphics menus, forms OS Stools, DSS generators, specific DSS Steps in designing a OSS identification of DSS, building of DSMS, building of MSMS, building of DGMS, implementation, performance testing.

Text Books & References:

1. Peter G.W. Keen, Michael S., Decision Support System: An Organization Perspective, Addison-Wisley, 1st Edition
2. The ierauff, Robert, J., Decision Support System for Effective Planning and Control: A Case Study Approach, Prentice Hall, 1st Edition
3. Vicki L. Sauter, Decision Support System for Business Intelligence, Wiley, 2nd Edition
4. George M. Marakas, Decision Support System in the 21st Century, Prentice-Hall, 2nd Edition

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes of MBA
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.

PO4	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyse and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO - PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

Course Outcome	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 3002.1	3	3	1	1	0	1	0
MBA 3002.2	2	3	1	0	1	1	0
MBA 3002.3	3	3	1	0	0	1	0
MBA 3002.4	3	3	1	0	0	3	2
MBA 3002.5	2	3	2	2	1	3	2
MBA 3002	2.6	3	1.2	0.6	0.4	1.8	0.8

CO – PO Attainment

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 3002	3	2.8	2.61	2.26	1.81	1.45	0.19	0.05

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Definitions, basic concepts frameworks	2	Need and importance
2.	Major trends in technology, applications of information technology	2	Concepts & examples
3.	System development initiative	1	Concepts & examples

4.	Different methodologies, lifecycle and prototype approach	2	Concepts & examples
5.	Detailed study on life cycle design and implementation, case study	2	Concepts & examples
6.	Decision making processes, problem solving techniques	2	Concepts & examples
7.	how decisions are being supported, decision styles,	2	Concepts ,examples
8.	group decisions, making features of various CBIS	2	Concepts & examples
9.	Relevance and Scope of DSS	2	Concepts & examples,
10.	Characteristics and capabilities of OSS components and OSS classifications of DSS	2	Concepts & examples
11.	Types of model functions,	1	Concepts & examples
12.	Time, certainty, uncertainty, risk, structure of OR model,	2	Concepts & examples
13.	Dichotomous model of mind	1	Concepts & examples
14.	Simon's model in information system design simulation techniques.	2	Concepts & examples
15.	User interface, graphics menus	2	Concepts & examples
16.	Forms OS Stools, DSS generators,	2	Concepts & examples
17.	Specific DSS Steps in designing a OSS identification of DSS.	3	Concepts & examples
18.	Building of DSMS, building of MSMS, building of DGMS	2	Concepts & examples
19.	Implementation, performance testing	2	Concepts & examples
	Total Lectures	36	Completion of Lectures & Syllabus

Teaching Methodology:

The course shall be conducted using the following methods as suitable and deemed fit in the scope of the course.

- Online lectures using Google Meet/ ZOOM platform.
- Notes and Practice test using my blog “markeingwithsaif.com.
- Use of PPTs presentation.
- Use of case study
- Assignments and quiz tests

Contact Hours

- Lecture – 36 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the

examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 (60% weightage)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Details:

Dr. Md. Amir Khusru Akhtar



USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2(f) of UGC Act 1956)
Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: III

Session: ODD

Course Code & Name: MBA - 3003, Business Legislation

Faculty: Dr. Tulika Sinha

Credits: 3

Course Objectives: The students shall have clearly understood the basic concepts in business law. This will provide them and edge over an understanding of laws that are essential in effective working of any business and managerial activities. Students will be able to identify the legal issues and find solutions at several levels.

Course Outcome: At the end of the course, the students will be able to:

MBA 3003.1	Explain the basic principle relating to contract and breach of contract in given situation.
MBA 3003.2	Examine the validity of a contract and delineate whether the contract is valid, void or voidable.
MBA 3003.3	Explain the provisions relating to Sale of Goods Act and negotiable instrument act, and company law.
MBA 3003.4	Evaluate and examine the provisions relating to consumer protection act and cyber laws.
MBA 3003.5	Evaluate the application and working of various acts in business, and draw a connection between all the acts.

Syllabus:

Module	Topics
I	The Indian Contract Act, 1872: The Indian Contract Act, 1872: Essentials of a Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its Remedies. Quasi-Contracts.
II	The Sale of Goods Act, 1930: Formation of a Contract. Rights of an Unpaid Seller.
III	The Negotiable instruments Act, 1881: Nature and Types. Negotiation and Assignment. Holder-in-Due Course, Dishonor and Discharge of a Negotiable Instrument. Arbitration;
IV	The Companies Act, 1956: Nature and Types of Companies. Formation. Memorandum and Articles of Association.
V	Prospectus Allotment of Shares. Shares and Share Capital. Membership. Borrowing Powers.
VI	Management and Meetings. Accounts and Audit. Compromise Arrangements and Reconstruction. Prevention of Oppression and Mismanagement. Winding Up.; Consumer Protection Act and Cyber Laws.

Text Books & References:

1. Avtar Singh. Company Law. 11th ed. Lucknow, Eastern, 1996.

MBA 3003	3	2.8	2.61	2.26	1.96	1.83	0.37	0.12
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Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Introduction to the syllabi	1	Need, Importance & Acts to be dealt with.
2.	The Indian Contract Act, 1872: The Indian Contract Act, 1872: Essentials of a Valid Contract.	3	Concepts & examples
3.	Void Agreements. Performance of Contracts.	1	Concepts and examples,
4.	Breach of Contract and its Remedies. Quasi-Contracts.	3	Assignments & Case Studies (carbolic smoke ball case)
5.	The Sale of Goods Act, 1930: Formation of a Contract.	2	Purpose and use
6.	Rights of an Unpaid Seller.	2	Concepts & examples
7.	Condition and warranty	2	Concepts & examples
8.	The Negotiable instruments Act, 1881: Nature and Types. Negotiation and Assignment.	3	Concept & Exercises,
9.	Holder-in-Due Course,	2	Concepts and features
10.	Dishonour and Discharge of a Negotiable Instrument. Arbitration;	2	Concepts ,examples and exercises wherever applicable
11.	The Companies Act, 1956: Nature and Types of Companies. Formation. Memorandum and Articles of Association.	3	Concept, examples and exercise wherever applicable (saloman vs. saloman)

12.	Prospectus Allotment of Shares. Shares and Share Capital. Membership. Borrowing Powers.	3	Concepts ,examples and exercises wherever applicable,
13.	Management and Meetings. Accounts and Audit.	2	Concepts
14.	Compromise Arrangements and Reconstruction.	2	Concepts and examples
15.	Prevention of Oppression and Mismanagement.	2	Concept and example
16.	Winding Up.	2	Concepts , example and exercise
17.	Consumer Protection Act	2	Concept & Examples
18.	Cyber Laws.	2	Concepts and examples
	Total Lectures	39	Completion of Lectures & Syllabus

Teaching Methodology:

There is no single method to be used for teaching. A wide variety of teaching style and techniques to be adopted for learning experience. It includes:

- 60% of the syllabus should be normal class lecture.
- 40% of the syllabus should be interactive session
- **Interactive session may include-**
- Case study presentation on any two specific modules,
- Group PPT presentation on certain module, discussions,
- Activity based learning's like- management games, role play on the identified topic
- GDs, Debates, Class room discussions
- Relevant videos covering the topics in the syllabus
- Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
- Class room lectures of one hour duration supported by power points and slides.

Contact Hours

- Lecture – 39 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
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1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 (60% weightage)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Name:

Dr. Tulika Sinha

Assistant Professor

Faculty of Business Management & Commerce



USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2(f) of UGC Act 1956)
Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Business Management and commerce **Program:** Master of Business Administration (MBA)

Semester: III

Session: ODD

Course Code & Name: MBAF- 3001, Security Analysis and Portfolio Management

Credits: 3

Faculty: Dr. Dinesh kr. Pandey

Course Objectives: This course will equip the students to understand the shades of stock market operations and the techniques involved in deciding upon purchase or sale of securities.

Course Outcome: After completion of the course, student should be able to:

COs -Code	Course Outcomes
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MBAF 3001.1	Explain & examine the theoretical and practical background in the field of investments.
MBAF 3001.2	Demonstrate & Examine the bond as well as equity portfolios in the real world.
MBAF 3001.3	Analyze & Implement Valuing equity and debt instruments.
MBAF 3001.4	Evaluate and Examine Computation of risk and return for securities.
MBAF 3001.5	Critically analyze the process and examine the portfolio performances.

Syllabus:

Module	Topics
I	Introduction: Financial and economic meaning of Investment Characteristics and objectives of Investment Types of Investment, Investment alternatives Choice and Evaluation Risk and return concepts.
II	Financial markets: Participants in financial Market Regulatory Environment, Primary Market, Methods of floating new issues, Book building Role of primary market Regulation of primary market, Stock exchanges in India BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges Trading system in stock exchanges SEBI
III	Forms of market: Financial Market - Segments Types- capital market and money market-Stock, bonds, foreign exchange, physical assets, derivatives etc.
IV	Technical analysis: Fundamental Analysis Vs Technical Analysis Charting methods Market Indicators. Trend reversals Patterns - Moving Average Exponential moving Average Oscillators Market Indicators Efficient Market theory.
V	Fundamental analysis: Economic Analysis Economic forecasting and stock Investment Decisions Forecasting techniques. Industry Analysis: Industry classification, Industry life cycle Company Analysis Measuring Earnings Forecasting Earnings Applied Valuation Techniques Graham and Dodd's investor ratios.
VI	Portfolio management: Portfolio analysis Portfolio Selection Capital Asset Pricing model Portfolio Revision Portfolio, Efficient frontier

Text Books & References:

1. Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning. New Delhi, 8th

edition, 2021.

2. Prasanna chandra, Investment analysis and Portfolio Management, PHI Learning, 2020.

3. Bodi, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill, 2018.35

4. V.A. Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2021.

5. V.K. Bhalla, Investment Management

Case study

1. Case study; reliable texa mil limited

2. Case study; ADAMS COMPANY AND BAKERS COMPANY

3. Case study; Calmex company limited

4. Case study ; Performance of Equity Shares at Wipro Ltd

5. Case Study; Touax is a French company and is currently Europe's no. 1 in shipping containers

6. Case study; Solidaire infrastructure company

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBAF 3001: Security Analysis and Portfolio Management	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAF 3001.1	3	3	3	3	3	1	0
MBAF 3001.2	3	3	2	2	2	0	1
MBAF 3001.3	3	2	3	2	2	1	1
MBAF 3001.4	3	2	2	2	2	0	0

MBAF 3001.5	3	3	2	3	3	1	1
MBAF 3001	3	2.6	2.4	2.4	2.4	0.6	0.6

CO – PO Attainment

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAF 3001	3	3	2.6	2.08	1.66	1.33	0.27	0.05

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Introduction: Financial and economic meaning of Investment.	2	Need, objective & Concepts of Financial Accounting
2.	Characteristics and objectives of Investment Types of Investment,	2	Concepts & examples
3.	Investment alternatives Choice and Evaluation Risk and return concepts	2	Concepts and examples,
4.	Financial markets Participants in financial Market Regulatory Environment,	2	Concepts and Balance sheet format with its analysis identity. Case study also.
5.	Primary Market Methods of floating new issues, Book building Role of primary market	2	Concept & important , examples
6.	Regulation of primary market, Stock exchanges in India BSE,	2	Concepts & examples with its different methods
7.	OTCEI , NSE,	1	Concepts & examples, Practices
8.	ISE, and Regulations of stock exchanges Trading system in stock exchanges SEBI	2	Concept & Exercises, case study
9.	FORMS OF MARKET : Financial Market - Segments Types- capital market and money market-	2	Concepts and important, Numerical
10.	Stock, bonds, foreign exchange,	1	Concepts ,examples and exercises with format
11.	Physical assets, derivatives etc.	2	Concept, important , examples ,
12.	TECHNICAL ANALYSIS: Fundamental Analysis Vs Technical Analysis Charting methods Market Indicators.	2	Concepts ,examples and exercises
13.	Trend reversals Patterns - Moving Average Exponential	2	Concepts and examples

14.	Moving Average Oscillators Market Indicators Efficient Market theory.	2	Concepts and examples of statement
15.	FUNDAMENTAL ANALYSIS Economic Analysis Economic forecasting and stock Investment	2	Concept and example of allocation and distribution ratios
16.	Decisions Forecasting techniques. Industry Analysis: Industry classification,	2	Concepts , example and exercise
17.	Industry life cycle Company Analysis Measuring Earnings Forecasting	2	Concepts , example and exercise with case study
18.	Earnings Applied Valuation Techniques Graham and Dodd's investor ratios	2	Concept and advantage
19.	PORTFOLIO MANAGEMENT Portfolio analysis Portfolio Selection.	2	Concepts , example and exercise with case study
20.	Capital Asset Pricing model	1	Concepts , example and exercise with case study
21.	Portfolio Revision Portfolio, Efficient frontier	1	Concept and advantage with exercise
	Total Lectures	38	Completion of Lectures & Syllabus

Teaching Methodology:

There is no single method to be used for teaching. A wide variety of teaching style and techniques to be adopted for learning experience. It includes:

- 60% of the syllabus should be normal class lecture.
- 40% of the syllabus should be interactive session
- **Interactive session may include-**
- Case study presentation on any two specific module,
- Group PPT presentation on certain module, discussions,
- Activity based learning's like- management games, role play on the identified topic
- GDs, Debates, Class room discussions
- Sharing Tedex videos/related videos, webinars, blog articles through web links etc. On identified topics relatively easier for students to understand
- Relevant videos covering the topics in the syllabus
- Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
- Class room lectures of one hour duration supported by power points and slides.

Contact Hours

- Lecture – 38 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 (60% weightage)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade "F" as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

DR. DINESH KR. PANDEY

Assistant Professor

Faculty of Business Management & Commerce

Room No.: Faculty Room-II

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USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec. 2(f) of UGC Act 1956)

Faculty: Faculty of Business Management & Commerce

Department: Business Management and commerce

Program: Master of Business Administration (MBA)

Semester: III

Session: ODD

Course Code & Name: MBAF 3002, Capital Budgeting

Credits: 3

Course Objectives: The objective of this course is to provide a rigorous introduction to the fundamental principles of asset valuation and financing in competitive financial markets. The course is designed to provide an outline of modern finance. The course is organized around the three main ideas in finance

Course Outcome: After completion of the course, student should be able to:

COs – Code	Course Outcomes
MBAF 3002.1	Demonstrate and use the meaning, definition and basic concepts of capital budgeting and project planning.
MBAF 3002.2	Explain & examine the use of financial estimates and projections& projected balance Sheet
MBAF 3002.3	Demonstrate & Examine the concept of the Project selection & inflation with national & international capital budgeting investment in capabilities.
MBAF 3002.4	Analyze & Implement the sources of financing of projects, working capital advances, sources raising venture capital with private equity.
MBAF 3002.5	Critically analyze the process and examine the concept of the general approach to Project implementation and capital budgeting

Syllabus:

Module	Topics
I	Capital budgeting and project planning: Capital investments importance and difficulties, Types of capital investments Phases of capital budgeting, Objectives of capital budgeting common weakness in capital budgeting, Strategic planning and capital budgeting
II	Financial estimates and projections of a project: Cost of project, Means Of Finance, Estimates Of Sales And Production Cost Of Production, Working Capital Requirement And Its Financing Profitability Projections, Projected Cash Flow Statement, Projected Balance Sheet Multi- Year Projections.
III	Project selection and capital budgeting: Time value of money, investment criteria: NPV, profitability index, IR, payback period, ARR, project cash flows, cost of capital, project risk analysis, Project rate of return, interrelationship between investment and financing aspects, inflation and capital budgeting, international capital budgeting investment in capabilities.
IV	Financing of projects: Financing of projects- capital structure, menu of financing, internal accruals, equity capital, preference capital, debentures, methods of offerings term loans, working capital advances, miscellaneous sources raising venture capital, project financing structures, financial closure, risk rating. Financing infrastructure projects, venture capital and private equity
V	Project implementation and capital budgeting: Project management, Network techniques for project management- development of project network, time estimation, determination of the critical path, scheduling when resources are limited.
VI	PERT Model, CPM Model, network cost system.

Text Books & References:

1. Prasanna Chandra, 2021 Projects: planning, analysis, selection, financing, implementation and review, 8th edition, Tata McGraw hill publishing company Ltd.
2. Archer, S.H., et al. . Business Finance—Theory and Management. New York: Macmillan.
3. Anthony, R.N., et al. . Principles of Management Accounting. Illinois: Richard Irwin.
4. Batty, J. 1966. Management Accountancy. London: MacDonald and Evans.
5. Bierman H., Jr., et al. 1986. Financial Management for Decision Making. New York: Macmillan.
6. Brigham, E.F., et al. 1997. Financial Management: Theory and Practice. 8th ed. Florida: Dryden Press.

Case study

1. Case study; In 2013-14 PTC Food division decided to enter the fast growing
2. Case study; G.S. Petropull company limited
3. Case study; Hindustan unilever limited ,capital structure -cost of capital
4. Case study; Solidaire Infrastructure Company
5. Case study; Essel Corporation
6. Case study; Mahanagar Garments becomes Mahanagar Exports

POs & PSOs	Programme Learning Outcomes & Programme Specific Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBAF 3002: Capital Budgeting	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAF 3002.1	3	3	2	3	2	1	1
MBAF 3002.2	3	2	2	2	3	0	0
MBAF 3002.3	3	3	3	2	2	0	0
MBAF 3002.4	3	3	2	2	2	1	
MBAF 3002.5	3	3	3	3	3	1	1
MBAF 3002	3	2.8	2.4	2.4	2.4	0.6	0.4

CO – PO Attainment

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAF 3002	3	3	2.8	2.24	1.79	1.43	0.29	0.04

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Capital budgeting and project planning:	2	Need, objective & Concepts of Capital budgeting and project planning.
2.	Capital investments importance and difficulties, Types of capital investments Phases of capital budgeting,	2	Concepts & examples, case study
3.	Objectives of capital budgeting common weakness in capital budgeting, Strategic planning and capital budgeting	2	Concepts and examples
4.	Financial estimates and projections of a project: Cost of project, Means Of Finance,	2	Concepts and Balance sheet format with its analysis identity. Case study also.
5.	Estimates Of Sales And Production Cost Of Production, Working Capital Requirement And Its Financing Profitability	2	Concept & important, examples
6.	Projections, Projected Cash Flow Statement,	2	Concepts & examples with its different methods
7.	Projected Balance Sheet Multi- Year Projections.	2	Concept & Exercises, case study
8.	Project selection and capital budgeting: Time value of money,	2	Concepts and important, Numerical
9.	investment criteria: NPV, profitability index, IR,	1	Concepts, examples and exercises with format
10.	payback period, ARR, project cash flows, cost of capital, project risk analysis,	2	Concept, important, examples, case study
11.	Project rate of return, interrelationship between investment and financing aspects,	2	Concept, important, examples, case study
12.	inflation and capital budgeting, international capital budgeting investment in capabilities.;	2	Concept, important, examples.
13.	Financing of projects: Financing of projects- capital structure, menu of financing,	2	Concepts, examples and exercises
14.	internal accruals, equity capital, preference capital, debentures, methods of offerings term loans,	2	Concepts and examples
15.	working capital advances, miscellaneous sources raising venture capital,	1	Concepts and examples of statement, case study
16.	Project financing structures, financial closure, risk rating. Financing infrastructure projects, venture capital and private equity	2	Concepts and examples of statement.

17.	Project implementation and capital budgeting: Project management.	1	Concept and example of case study
18.	Network techniques for project management- development of project network,	2	Concepts, example and exercise with case study
19.	Time estimation, determination of the critical path, scheduling when resources are limited.	2	Concept and advantage
20.	PERT Model,	1	Concepts, example and exercise with case study
21.	CPM Model,	1	Concepts, example and exercise with case study
22.	Network cost system.	1	Concept and advantage with exercise
	Total Lectures	38	Completion of Lectures & Syllabus

Teaching Methodology:

There is no single method to be used for teaching. A wide variety of teaching style and techniques to be adopted for learning experience. It includes:

- 60% of the syllabus should be normal class lecture.
- 40% of the syllabus should be interactive session
- **Interactive session may include-**
- Case study presentation on any two specific modules,
- Group PPT presentation on certain module, discussions,
- Activity based learning's like- management games, role play on the identified topic
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- Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
- Class room lectures of one hour duration supported by power points and slides.

Contact Hours

- Lecture – 38 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 (60% weightage)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F , D & F*.For the details of grading scores refer to University MBA Ordinance.

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SEMESTER-III

USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2(f) of UGC Act 1956)

Department of Management
Subject specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: III

Session: ODD

Course Code & Name: MBAF-3003, Financial Institutions and Market

Credits: 3

Faculty: Dr. Meenakshi Kumari

Course Objectives: This course appraises the learners the rudiments of structure, function and role of the financial system in light of the complex web of links and interconnections with the banking sector.

Course Outcomes (COs): After completion of the course, student should be able to:

COs-Code	Course Outcomes
MBAF 3003.1	Describe the role and importance of the Indian financial market.
MBAF 3003.2	Apply the mechanics and regulation of financial instruments and determine how the value of stocks, bonds, and securities are calculated.
MBAF 3003.3	Explain relationships with various financial institutions and intermediaries
MBAF 3003.4	Evaluate empirical evidence of the market performance and accordingly the role of regulatory authorities to develop the financial market.
MBAF 3003.5	Analyze the Concepts relevant to Indian financial markets and financial institutions

Syllabus:

Module	Topics
I	Financial System Functions of the Financial system, Structure of Indian Financial system, Components of Financial System – Financial assets, Financial intermediaries, Financial Markets, Financial system and Economic Development, Weakness of Indian Financial System
II	Financial Institution Commercial Banks – Basic concept of commercial banking, Role of commercial

	banks in financial market, Recent trends is Commercial banking, Development Banks & Specialized Financial Institutions, Co-operative Banks.
III	Regulatory Authorities Reserve Banks of India, Securities & Exchange Board of India, Insurance Development & Regulating Authority
IV	Capital Market New Issue market-Players, Instruments, Mechanism and guidelines of issue, Secondary Market-Stock market Features, Trading and settlement, Demutualization. Dematerialization of securities, Emerging trends in the Indian Capital Market, Different Types of Indices and Their Construction
V	Money Market Call money market, Treasury bill market, Gilt-edged security market, Money market mutual funds, Repos, Recent trends in the Indian Money market
VI	Mutual Funds Concepts, Types, Characteristics, Present Status of Mutual Fund Industry in India

Text Books & References:

1. Banking Law Practice – P.N. Varshney
2. Indian Banking – R Parameswaran and S. Natarajan
3. Money, Banking and International trade – M.C. Vaish
4. Indian Financial System – H.M. Machiraju
5. Financial Markets and Institutions – Dr. S.Guruswamy

Case Study

- 1) Case study1 < Are Banks the ‘Bad Guys’? Overdraft Fees Are Crushing Low-Income Customers >
- 2) Case study2 < Case Study of the Indian Banking and Financial Services Industry using Strategic Tools >
- 3) Case study3 < The Kingfisher Airlines Outrage >
- 4) Case study4 < The Wells Fargo Auto Insurance Scandal >
- 5) Case study5 <The Deutsche Bank Commerzbank Merger>

POs & PSOs	Programme Learning Outcomes & Programme Specific Outcomes of MBA
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyse and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO - PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBAF 3003: Financial Institution and Market	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAF 3003.1	3	3	2	2	3	1	0

MBAF 3003.2	3	2	3	2	3	0	2
MBAF 3003.3	3	2	2	1	2	1	0
MBAF 3003.4	3	3	2	3	2	0	2
MBAF 3003.5	3	3	3	3	1	1	0
MBAF 3003	3	2.6	2.4	2.2	2.2	0.6	0.8

CO-PO Attainment

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAF 3003	3	3	2.6	2.08	1.53	1.12	0.22	0.06

Lecture Plan:-

Sl. No.	Topic	No. of Lectures	Remarks
1.	Finance, Financial System	2	Need, Importance & Concepts
2.	Functions of the Financial system, Structure of Indian Financial system	1	Concepts, importance & examples
3.	Components of Financial System – Financial assets, financial intermediaries, Financial Markets	2	Concepts and examples

4.	Financial system and Economic Development, Weakness of Indian Financial System	3	Concepts, steps and importance, with example.
5.	Financial Institution Commercial Banks – Basic concept of commercial banking	2	Concept, importance & examples
6.	Role of commercial banks in financial market, Recent trends in Commercial banking, Development Banks & Specialized Financial Institutions, Co-operative Banks.	2	Concepts & examples,
7.	Regulatory Authorities Reserve Banks of India,	3	Concepts & examples
8.	Securities & Exchange Board of India, Insurance Development & Regulating Authority	3	Concept & Exercises,
9.	Capital Market New Issue market-Players, Instruments, Mechanism and guidelines of issue,	3	Concepts and features
10.	Secondary Market-Stock market Features, Trading and settlement, Demutualization.	2	Concepts, examples and importance
11.	Dematerialization of securities, Emerging trends in the Indian Capital Market, Different Types of Indices and Their Construction	3	Concept, examples and exercise wherever applicable
12.	Money Market Call money market, Treasury bill market	2	Concepts, examples and exercises wherever applicable.
13.	Gilt-edged security market, Money market mutual funds, Repos,	2	Concepts, importance & examples
14.	Repos, Recent trends in the Indian Money market	2	Concepts and examples
15.	Mutual Funds Concepts, Types	2	Concept and example
16.	Characteristics, Present Status of Mutual Fund Industry in India	2	Concepts, example and exercise
17.	Total Lectures	35	Completion of Lectures & Syllabus

Teaching Methodology:

The course shall be conducted using the following methods as suitable and deemed fit in the scope of the course.

- Online lectures using Google Meet/ ZOOM platform.
- Notes and Practice test using my blog “markeingwithsaif.com.”
- Use of PPTs presentation.
- Use of case study
- Assignments and quiz tests

Contact Hours

- Lecture – 35 hours

- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 (60% weightage)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Details:

Dr. Meenakshi Kumari

Assistant Professor
Department of Management,
Faculty of Business Management & Commerce
Usha Martin University
University Campus, Angara.



SEMESTER III

USHA MARTIN UNIVERSITY, JHARKHAND

(Established by Jharkhand Government under Sec.2 (f) of UGC Act 1956)

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Masters of Business Administration (M.B.A.)

Semester: III

Session: ODD

Course Code & Name: MBAF-3004, Capital Marketing and Regulatory Frame Work

Credits: 3

Course Objectives: The objective of the course is to apprise the learners the Importance of the Working Capital and the Techniques used for Effective Working Capital Management.

Course Outcomes (COs): After completion of the course, student should be able to:

COs - Code	Course Outcomes
MBAF 3004.1	Describe primary sources of liquidity and factors that influence a company's liquidity position.
MBAF 3004.2	Compare and contrast the relative merits of alternative working capital policies and the likely short-term and long-term impact on the firm.
MBAF 3004.3	Apply corporate cash management, accounts receivable management, bank relations, and inventory management techniques to maximize the share holders' value.
MBAF 3004.4	Identify and evaluate the necessary tools to use in managing a company's net daily cash position.
MBAF 3004.5	Evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility.

Syllabus

Module	Topics
I	Introduction to Working Capital: Concept of Working Capital , Importance of Working Capital, Kinds of Working Capital, Factors Determining Working Capital, Estimating Working Capital requirement.
II	Management of Cash: Motives of holding Cash and Marketable Securities, Managing the Cash Flows, Types of Collection System, Cash Concentration Strategies, Disbursement Tools, Investment in Marketable Securities, Forecasting Cash Flows, Measures of Liquidity, Models for determining level of Cash – Baumol Model, Beranek Model, Miller-Orr Model, Stone Model.
III	Receivable Management: Determining the appropriate Receivable Policy, Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant Analysis, Sequential Decision Analysis.
IV	Inventory Management: Kinds of Inventories, Benefits and Cost of Holding Inventories, Inventory Management and Valuation, Inventory Control Models.

V	Working Capital Finance and Banking Policy: Integrating Working Capital and Capital Investment Process, Monetary System, Money Market in India, Working Capital Control
VI	Banking Policy in India: Instruments of the International Money Market, Managing Short Term Transactions.

Text Books & References:

1. Bhalla, V.K. Working Capital Management: Text And Classes, 4th Edition, Delhi.
2. Hampton J.J. And C.L. Wagner Working Capital Management, John Wiley, & Sons.

Case Study

1. Purple Software Solutions: Missed Opportunities
2. Essel Corporation
3. Mahanagar Garments becomes Mahanagar Exports
4. Mysore Lamps Limited
5. Serbian Entrepreneur Revives Family Business
6. Toyota's Global Competitive Advantage

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes of MBA
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyse and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO - PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBAF 3004:	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAF 3004.1	3	3	3	3	2	1	0
MBAF 3004.2	3	2	2	2	3	1	1
MBAF 3004.3	3	3	1	3	3		1
MBAF 3004.4	2	3	3	3	2	1	1
MBAF 3004.5	3	3	3	2	2	1	0

MBAF 3004	2.8	2.8	2.4	2.6	2.4	0.8	0.6
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CO – PO Attainment

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAF 3004	3	2.8	2.61	2.09	1.81	1.45	0.39	0.08

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Introduction to Working Capital	2	Need, Importance & Concepts
2.	Concept of Working Capital, Importance of Working Capital,	1	Concepts & examples
3.	Factors Determining Working Capital, Estimating Working Capital requirement.	2	Concepts and examples,
4.	Management of Cash: Motives of holding Cash and Marketable Securities,	3	Concepts, steps and importance, with example
5.	Managing the Cash Flows, Types of Collection System, Cash Concentration Strategies,	2	Concept
6.	Disbursement Tools, Investment in Marketable Securities,	2	Concepts & examples
7.	Forecasting Cash Flows, Measures of Liquidity,	3	Concepts & examples

8.	Models for determining level of Cash – Baumol Model, Beranek Model, Miller-Orr Model, Stone Model.	3	Concept & Exercises,
9.	Receivable Management: Determining the appropriate Receivable Policy,	3	Concepts and features
10.	Marginal Analysis, Credit Analysis and Decision, Heuristic Approach,	2	Concepts, examples and exercises wherever applicable
11.	Discriminate Analysis, Sequential Decision Analysis.	3	Concept, examples and exercise wherever applicable
12.	Inventory Management: Kinds of Inventories,	2	Concepts, examples and exercises wherever applicable,
13.	Benefits and Cost of Holding Inventories,	2	Concepts
14.	Inventory Management and Valuation, Inventory Control Models.	2	Concepts and examples
15.	Working Capital Finance and Banking Policy	1	Concept and example
16.	Integrating Working Capital and Capital Investment Process,	2	Concepts, example and exercise
17.	Monetary System, Money Market in India,	2	Concept & Examples
18.	Working Capital Control	1	Concepts and examples
19.	Banking Policy in India	2	Concepts examples and exercises
20.	Instruments of the International Money Market	2	Concepts examples and exercises,
21.	Managing Short Term Transactions.	2	Concepts, examples & exercises,
	Total Lectures	34	Completion of Lectures & Syllabus

Teaching Methodology:

There is no single method to be used for teaching. A wide variety of teaching style and techniques to be adopted for learning experience. It includes:

- 60% of the syllabus should be normal class lecture.
- 40% of the syllabus should be interactive session
- **Interactive session may include-**
- Case study presentation on any two specific modules,
- Group PPT presentation on certain module, discussions,
- Activity based learning's like- management games, role play on the identified topic
- GDs, Debates, Class room discussions
- Sharing Tedex videos/related videos, webinars, blog articles through web links etc. On identified topics relatively easier for students to understand
- Relevant videos covering the topics in the syllabus
- Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
- Class room lectures of one hour duration supported by power points and slides.

Contact Hours

- Lecture – 34 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 (60% weightage)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Details:**Dr. Meenakshi Kumari**

Assistant Professor
Department of Management,
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University Campus, Angara.



USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2 (f) of UGC Act 1956)

Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: III

Session: ODD

Course Code & Name: MBAM -3001, Consumer Behaviour

Credits: 3

Faculty: Dr. Md Saifullah Khalid

Course Objectives: The primary goal of this course is to develop and comprehend various aspects of consumer behavior and their applications in marketing.

Course Outcomes (COs): After completion of the course, student should be able to:

COs-Code	Course Outcomes
MBAM 3001.1	Identify and analyze the impact of individual characteristics, societal and cultural influences, and situational elements on consumption.
MBAM 3001.2	Examine how internal dynamics including personality, perception, learning motivation, and attitude influence customer decisions.
MBAM 3001.3	Explain and apply different consumer behaviour models for making marketing decisions.
MBAM 3001.4	Demonstrate how consumer behaviour insights may be applied to marketing.
MBAM 3001.5	Use appropriate research approaches including sampling, data collection, and questionnaire design for specific marketing situations.

Syllabus

Module	Topics
I	Introduction of Consumer Behaviour: An overview of consumer behavior, technology-driven consumer behavior, segmentation, targeting, positioning, consumer behavior and marketing strategy.
II	Motivation and consumer perception: The dynamics of motivation, theories of motivation, personality traits and consumer behavior, the elements of perception, perceptual selection, perceptual organization, and perceived quality.
III	Learning and Attitude Formation: The elements of consumer learning, learning theories, attitudes and their formation.
IV	Communication and Reference Group: The process of communication, persuading consumers, media of communication, reference groups and word-of-mouth.
V	Socio-Cultural Settings: The family and its social standing, culture's influence on consumer behavior, subcultures and consumer behavior, and an international perspective on cross-cultural consumer behavior.
VI	Consumer Decision Making and Ethics: Consumer decision-making model, consumer research, consumer gifting behavior, marketing ethics and social responsibility.

Text Books & References:

1. David L. Mothers baugh (Author), Del I. Hawkins (Author), Susan Bardi Kleiser (Author), Amit Mookerji (2022). Consumer Behavior: Building Marketing Strategy. McGraw Hill Education; 14th edition.
2. G.Shainesh, Philip Kotler, Kevin Lane Keller, Alexander Chernev, Jagdish N. Sheth (2022):

Marketing Management: Indian case studies. Pearson, 16th edition.

3. Kumar Leon G., Schiffman; Joe, Wisenblit; S. Ramesh (2018). Consumer Behaviour. Pearson Education, 12th edition.
4. Michael R. Solomon, Tapan Kumar Panda (2020). Consumer Behavior. Pearson Education; 13th edition.
5. Roger D. Blackwell (Author), Paul W. Miniard (Author), James F. Engel (Author), Zillur Rahman (2017). Consumer Behavior. Cengage India Private Limited, 10th edition.

Case Study

1. Procter & Gamble-Strategic Challenges
2. Coca Cola India's Thirst for the Rural Market
3. Fast Food Fables
4. ITC's Foray into Convenience Food Market
5. TESCO - The Customer Relationship Management Champion

POs & PSOs	Programme Learning Outcomes & Programme Specific Outcomes of MBA
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO - PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBAM 3001: Consumer Behaviour	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAM 3001.1	3	2	2	2	2	1	
MBAM 3001.2	2	3	3	3	2		
MBAM 3001.3	3	3	2	2	3	2	1
MBAM 3001.4	3	3	3	2	2	1	2

MBAM 3001.5	3	3	2	3	3		0
MBAM 3001	2.8	2.8	2.4	2.4	2.4	0.8	0.6

CO – PO Attainment:

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAM 3001	3	2.8	2.61	2.09	1.67	1.34	0.36	0.07

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Introduction to Consumer Behaviour	3	Syllabus and mode of teaching discussion, Introduction to consumer behaviour
2.	Consumer Behaviour and Marketing Strategy	3	Revision of marketing concepts and its applications
3.	Consumer involvement and Decision Making	3	Case study and blog reference
4.	Information Search Process	2	Quiz test and continuation of class
5.	Evaluative Criteria and Decision Rules	2	Classroom discussion
6.	Consumer Motivation	2	Case study and blog reference
7.	Information Processing and Consumer Perception	2	Classroom discussion
8.	Consumer Attitudes and Attitude Change	3	Classroom discussion
9.	Influence of Personality and Self-Concept on Buying Behaviour	3	Classroom discussion
10.	Psychographics and Lifestyle	2	Case study and blog reference
11.	Reference Group influence	2	Quiz test and continuation of class
12.	Diffusion of innovation	1	
13.	Opinion Leadership Family Decision Making	2	Case study and blog reference
14.	Industrial Buying Behaviour	1	Classroom discussion
15.	Models of Consumer Behaviour	2	Classroom discussion
16.	Consumer Behaviour Audit	1	Classroom discussion
17.	Consumer Behaviour Studies in India	1	Quiz test and continuation of class
	Total Lectures	35	Completion of Lectures & Syllabus

Teaching Methodology:

The course shall be conducted using the following methods as suitable and deemed fit in the scope of the course.

- Online lectures using Google Meet/ ZOOM platform.
- Notes and Practice test using my blog “markeingwithsaif.com.
- Use of PPTs presentation.
- Use of case study
- Assignments and quiz tests

Contact Hours

- Lecture – 35 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 (60% weightage)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University BBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University BBA Ordinance.

Faculty Details:

Dr. Md. Saifullah Khalid

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USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2 (f) of UGC Act 1956)

Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: III

Session: ODD

Course Code & Name: MBAM-3002, Advertising Management

Credits: 3

Faculty: Dr. Md Saifullah Khalid

Course Objectives: The aim of this course is to familiarise students with concepts and techniques, as well as to provide experience in the application of concepts for developing an effective advertising programme.

Course Outcomes (COs): **After completion of the course, student should be able to:**

COs-Code	Course Outcomes
MBAM-3002.1	Set promotional objectives and determine how they relate to the strategic plan.
MBAM-3002.2	Explain the Integrated Marketing Communications decision-making and planning processes.
MBAM-3002.3	Create successful visual communication for a variety of advertising approaches that include print, digital, and other forms of multimodal communication.

MBAM-3002.4	Compare different theories and models of advertising effectiveness.
MBAM-3002.5	Create a profile of a target market's media habits.

Syllabus:

Module	Topics
I	Introduction to Advertising: Meaning and Definition of Advertising, Features of Advertising, Advertising Science, Art or Profession, Key Players in the Advertising Industry, Significance of Advertising, Criticism of Advertising, Role of Advertising in Marketing Mix, Integrated Marketing Communication.
II	Advertising as a Communication Tool: Meaning of Communication, Process of Communication, Marketing Communication (MARCOM), Response Hierarchy Models, AIDA, Lavidge and Steiner's Hierarchy of Effects Model, The FCB Model of Advertising.
III	Advertising Objectives: Classification of Advertising Objectives, Importance of Objectives, The DAGMAR Approach. Advertising Budget: Meaning of Advertising Budget, Affordable Method, Percentage of Sales Method, Competitive Parity Method, Objective and Task Method, Factors Influencing Advertising Budget.
IV	Advertising Message Decisions: Message Content, Message Structure, Creative Side of Advertising, Copywriting, Advertising Copy and its Elements, Requirements of an Effective Copy, Types of Advertising Copies, Meaning and Features of Advertising Appeals, Types of Advertising Appeals, Essentials of an Advertising Appeal, Celebrity Endorsements in India, Use of Mascots in Indian Advertising.
V	Media Decisions: Media Planning, Reach, Frequency and Impact, Choosing among Major Media Types, Media Vehicles, Media Scheduling, Types of Media, Newspapers, Magazines and Journals, Radio Advertising, Television Advertising, Cinema Advertising, Direct Mail Advertising, Outdoor Advertising, Point-of-Purchase Advertising, Online Advertising, Yellow Pages, Product Placements, Infomercials, Factors affecting Choice of Media. Measuring Advertising Effectiveness: Meaning, Need and Importance of Measuring Advertising Effectiveness, Evaluating Communication Effects of Advertising - Pretesting – Posting, Evaluating Sales Effects of Advertising, Advertising Research Techniques, Problems in Measuring Advertising Effectiveness.
VI	Advertising Agencies: Types and Functions of Advertising Agencies, Agency Compensation. Legal & Ethical Issues of Advertising Statutory Provisions Governing Advertising, Misleading Claims, Reinforcing Stereotypes, Use of Sex Appeal and Nudity, Concealment of Facts, Manipulative Advertising, portraying a particular Body Image, Advertisements directed at Children, Ads showing Dangerous/ Hazardous Actions, Surrogate Advertising, Subliminal Advertising, Puffery, Weasel Claim. Advertising Standards Council of India, Consumer Complaints Council (CCC).

Text Books & References:

1. William D. Wells Sandra Moriarty, Nancy Mitchell (2021). Advertising & IMC: Principles and

Practice. Pearson Education, 11th edition.

2. Gupta Ruchi (2012), Advertising Principles And Practice. S Chand & Company.
3. George E Blech (Author), Michael A Belch (Author), Keyoor Purani 2021). Advertising and Promotion: An Integrated Marketing Communications Perspective. McGraw Hill, 12th edition.
4. G. Shainesh, Philip Kotler, Kevin Lane Keller, Alexander Chernev, Jagdish N. Sheth (2022): Marketing Management: Indian case studies. Pearson, 16th edition.

Case Study

1. Unilever’s “Real Beauty” Campaign for Dove (Abridged)
2. Bud Light Vs Miller Lite: Comparative Advertising and Question of Ethics
3. Maker’s Mark and the Ethics of Advertising
4. Newcastle Brown Ale's Creative Super Bowl Campaign: A Novel Crowdfunding Strategy
5. Paridhan: Patanjali’s Foray into Branded Apparel

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes of MBA
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO - PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBAM 3002: Advertising Management	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAM 3002.1	3	2	2	3	3	1	
MBAM 3002.2	2	3	3	3	2	1	1
MBAM 3002.3	3	3	2	3	2	1	2
MBAM 3002.4	2	3	3	3	3		1
MBAM 3002.5	3	3	3	2	2	1	
MBAM 3002	2.6	2.8	2.6	2.8	2.4	0.8	0.8

CO – PO Attainment:**CO-PO Attainment**

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAM 3002	3	2.60	2.43	2.10	1.96	1.57	0.42	0.11

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Introduction to Advertising: Meaning and Definition of Advertising, Features of Advertising, Advertising - Science, Art or Profession.	2	Career opportunities, need and importance, text books and references, Blog: marketingwithsaif.com, Web links.
2.	Key Players in the Advertising Industry.	1	Concepts & examples,
3.	Significance of Advertising, Criticism of Advertising.	1	Concepts and examples, Videos ads(YouTube)
4.	Role of Advertising in Marketing Mix.	1	Concepts & examples, Case Study, Blog: marketingwithsaif.com, Web links, Videos ads (YouTube).
5.	Advertising as a Communication Tool: Meaning of Communication, Process of Communication, Marketing Communication (MARCOM).	1	Concepts , steps and importance, with example, IMC- Case Study
6.	Response Hierarchy Models, AIDA, Lavidge and Steiner's Hierarchy of Effects Model, The FCB Model of Advertising.	2	Concepts & examples, Blog: marketingwithsaif.com, Web links.
7.	Advertising Objectives: Classification of Advertising Objectives, Importance of Objectives.	1	Concepts & examples, Online practice (marketingwithsaif.com)
8.	The DAGMAR Approach.	1	Concepts & examples
9.	Advertising Budget: Meaning of Advertising Budget, Affordable Method, Percentage of Sales Method, Competitive Parity Method, Objective and Task Method.	2	Concepts & examples, Blog: marketingwithsaif.com, Web links.
10.	Factors Influencing Advertising Budget.	1	Concepts ,examples
11.	Advertising Message Decisions: Message Content, Message Structure, Creative Side of Advertising.	2	Concept and example
12.	Copywriting, Advertising Copy and its Elements, Requirements of an Effective Copy, Types of Advertising Copies.	2	Concepts , example, Blog: marketingwithsaif.com, Web links, Videos ads (YouTube)
13.	Meaning and Features of Advertising Appeals, Types of Advertising Appeals, Essentials of an Advertising Appeal.	2	Concept & Examples
14.	Celebrity Endorsements in India, Use of Mascots in Indian Advertising.	1	Concepts and examples
15.	Media Decisions: Media Planning, Reach, Frequency and Impact,	1	Concepts and examples, Vento speaking newspaper ad
16.	Choosing among Major Media Types, Media Vehicles.	1	Concepts & examples, Online practice (marketingwithsaif.com)

17.	Media Scheduling.	1	Concepts & examples
18.	Types of Media, Newspapers, Magazines and Journals, Radio Advertising, Television Advertising, Cinema Advertising, Direct Mail Advertising, Outdoor Advertising, Point-of-Purchase Advertising, Online Advertising, Yellow Pages, Product Placements, Infomercials	1	Concepts & examples, Blog: marketingwithsaif.com, Web links.
19.	Factors affecting Choice of Media.	1	Concepts & examples
20.	Measuring Advertising Effectiveness: Meaning, Need and Importance of Measuring Advertising Effectiveness.	1	Concepts & examples
21.	Evaluating Communication Effects of Advertising - Pretesting – Posting.	1	Concepts & examples, Online practice (marketingwithsaif.com)
22.	Evaluating Sales Effects of Advertising.	1	Concepts & examples
23.	Advertising Research Techniques, Problems in Measuring Advertising Effectiveness.	1	Concepts & examples
24.	Advertising Agencies: Types and Functions of Advertising Agencies.	1	Concepts & examples, Blog: marketingwithsaif.com, Web links, Videos ads (YouTube).
25.	Agency Compensation.	1	Concepts & examples
26.	Legal & Ethical Issues of Advertising: Statutory Provisions Governing Advertising, Misleading Claims, Reinforcing Stereotypes.	1	Concepts & examples
27.	Use of Sex Appeal and Nudity, Concealment of Facts, Manipulative Advertising, portraying a particular Body Image, Advertisements directed at Children.	1	Concepts & examples, Case Study
28.	Ads showing Dangerous/ Hazardous Actions, Surrogate Advertising, Subliminal Advertising, Puffery, Weasel Claim.	1	Concepts & examples, Online practice (marketingwithsaif.com)
29.	Advertising Standards Council of India, Consumer Complaints Council (CCC).	1	Concepts & examples, Blog: marketingwithsaif.com, Web links.
	Total Lectures	35	Completion of Lectures & Syllabus

Teaching Methodology:

The course shall be conducted using the following methods as suitable and deemed fit in the scope of the course.

- Online lectures using Google Meet/ ZOOM platform.
- Notes and Practice test using my blog “marketingwithsaif.com.
- Use of PPTs presentation.
- Use of case study
- Assignments and quiz tests

Contact Hours

- Lecture – 35 hours
- Practical – NA

➤ Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	100 (60% weightage)	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Detail:

Dr. Md. Saifullah Khalid

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USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2 (f) of UGC Act 1956)
Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: III

Session: ODD

Course Code & Name: MBAM-3003, Service Marketing

Credits: 3

Faculty: Sephalika Sagar

Course Objective: The purpose of this course is to familiarise the learners with the concepts required for developing a sound sales and distribution policy and organising and managing sales force and marketing channels.

Course Outcome: At the end of the course, the students will be able to:

MBAM 3003.1	To discuss the key concepts of services marketing.
MBAM 3003.2	To describe the problems faced by service marketing professionals.
MBAM 3003.3	To apply the concepts in measuring service quality gaps and recommending steps to reduce service quality gaps.
MBAM 3003.4	To employ service marketing strategies for increasing customer satisfaction and loyalty.
MBAM 3003.5	To plan and execute a project to solve a real life problem.

Syllabus

Module	Topics
I	Introduction to Services: Service industry a review, Why services Marketing, difference between goods and services on the basis of characteristics, service and technology, service marketing mix.
II	Gaps Model of Service Quality: Customer gap, Provider gap (1-4), Closing the gaps, customer expectations of services, types of customer expectation, factors influencing customer expectation, issues involving customer expectation.
III	Customer Perception of Services & Building Customer Relationships: Customer perception, customer satisfaction, service quality, service encounters as building block for customer perception, listening customer through research, Customer Profitability segments,

	relationship development strategies, service recovery strategies-respond to service failures, fixing the customer, fixing the problem, service guarantees.
IV	Aligning Service Designs, Standards and Delivery: Type of service innovation, service blue printing, customer defined service standards, types of service standards, employees and customer role in services design and delivery.
V	Capacity constraints, demand patterns, strategies for matching capacity and demand, yield management, waiting line strategies, strategies to match service promises with delivery, Service at the bottom of pyramid.

Text Book & References:

- Zeithaml et al. (2019), Services Marketing, (Seventh edition), Tata McGraw Hill Education Private Limited.
- Lovelock, C., et al. (2015), Services Marketing-An Asia pacific and Australian perspective (6th edition), Pearson Education Australia, Sydney.
- Jauhari et al. (2014), Services Marketing, operations, and Management, (Seventh edition), Oxford University Press.

Case study

Case Study 1: Travel_on_wheel_fiasco_over_promise_under_delivered

Case Study 2: Service Marketing Management –RAYNAIR Airline

POs & PSOs	Programme Learning Outcomes & Programme Specific Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyse and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBAM 3003: Service Marketing	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAM 3003.1	3	3	3	2	3	1	0
MBAM 3003.2	3	2	3	3	2	1	2
MBAM 3003.3	3	2	2	3	2	0	0
MBAM 3003.4	3	3	3	2	3	1	1
MBAM 3003.5	3	3	2	1	2	0	0
MBAM 3003	3	2.6	2.6	2.2	2.4	0.6	0.6

CO – PO Attainment:

CO-PO Attainment

		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAM 3003	3	3	2.6	2.25	1.65	1.32	0.26	0.05

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Introduction to Services: Service industry a review,	1	Need, Importance & Concepts of research
2.	Difference between goods and services on the basis of characteristics,	2	Concepts & examples
3.	Why services Marketing,	1	Concepts and examples
4.	Service and technology.	2	Concepts and examples
5.	Service marketing mix	2	Assignments & Case Studies
6.	Gaps Model of Service Quality: Customer gap, Provider gaps (1-4), Closing the gaps,	2	Concepts & examples
7.	Customer expectations of services,	2	Concepts and examples
8.	Types of customer expectation, factors influencing customer expectation,	2	Concept & Exercises,
9.	Issues involving customer expectation.	2	Concepts and examples
10.	Customer Perception of Services & Building Customer Relationships: Customer perception, customer satisfaction,	2	Concepts and features
11.	service quality, service encounters as building block for customer perception	2	Concepts, examples and exercises wherever applicable
12.	listening customer through research, Customer Profitability segments,	2	Concept, examples and exercise wherever applicable
13.	relationship development strategies,	2	Concepts, examples and exercises wherever applicable,
14.	Service recovery strategies-respond to service failures	2	Concepts
15.	Fixing the customer, fixing the problem, service guarantees	2	Concept and example
16.	Aligning Service Designs, Standards and Delivery: Type of service innovation, service blue printing,	2	Concepts and examples
17.	Customer defined service standards,	1	Concepts, example and exercise

18.	Types of service standards,	2	Concept & Examples
19.	Employees and customer role in services design and delivery.	2	Concepts and examples
20.	Capacity constraints,	1	Assignments & Case Studies
21.	Demand patterns, strategies for matching capacity and demand,	1	Concepts, example and exercise
22.	Yield management, waiting line strategies	1	Concepts, example and exercise
23.	Strategies to match service promises with delivery,	1	Concepts, example and exercise
24.	Service at the bottom of pyramid.	1	
Total Lectures		40	Completion of Lectures & Syllabus

Teaching Methodology*:

There is no single method to be used for teaching. A wide variety of teaching style and techniques are being adopted for learning experience. It includes:

1. Case study presentation on any two specific module,
2. Group PPT presentation on certain module, discussions,
3. Activity based learning's like- management games, role play on the identified topic
4. GDs, Debates, Class room discussions
5. Sharing course specific videos, webinars, blog articles through web links etc on identified topics relatively easier for students to understand
6. Relevant videos covering the topics in the syllabus
7. Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
8. Class room lectures of one hour duration supported by power points and slides.

Course Completion Modality:

- A. 60% of the syllabus should be completed from normal class lecture.
- B. 40% of the syllabus should be interactive session

Contact Hours

- Lecture – 40 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty

2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	60	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Details:

Sephalika Sagar
Assistant Professor
Faculty of Business Management & Commerce



USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2 (f) of UGC Act 1956)
Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: III

Session: ODD

Course Code & Name: MBAM-3004, International Marketing

Credits: 3

Faculty: Sephalika Sagar

Course Objective: The basic objective of this course is to acquaint the students with environmental, procedural, institutional and

decisional aspects of international marketing.

Course Outcome: At the end of the course, the students will be able to:

MBAM-3004.1	Comprehend the concept and process of international marketing.
MBAM-3004.2	Analyze the International Marketing Environment.
MBAM-3004.3	Analyze the potential doing business in emerging economies.
MBAM-3004.4	Analyze the different mode of entry to international markets.
MBAM-3004.5	Apply the concept of marketing mix in international context.

Syllabus

Module	Topics
I	Introduction to International Marketing Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations.
II	International Business environment Cultural metaphors of international marketing, Globalization’s effect on culture, Hofstede cultural dimensions, managing cultural diversity across the border, Political Factors and evaluation of country risk, Legal aspect of international marketing.
III	Country Analysis Selection, Market size, Opportunity analysis, Understanding the emerging markets, strategies for doing business in emerging markets.
IV	Market Entry Modes Entering and operating in international market, Exporting and counter trade, FDI and collaborative ventures, Licensing and franchising, Balancing global and local marketing.
V	Global Branding and product development, international pricing, international distribution and supply chain management.

Text Book & References:

1. Paul and Kapoor (2012) International Marketing: Text and cases, McGraw Hill, 2nd Edition
2. Cateora, P. R., Meyer, R. B. M. F., Gilly, M. C., & Graham, J. L. (2020). International marketing. McGraw-Hill Education.

3. Lee, K., & Carter, S. (2011). Global marketing management. Strategic Direction.
4. Cavusgil, S.T., Knight, G., Riesenberger, J. R., Rammal, H. G., & Rose, E. L (2014). International business. Pearson Australia

Case Study:

Case study 1: The Samsung groups

Case study 2: Whirlpool Appliances

Case study 3: MPEDA functioning.

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBAM 3004: International Marketing	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAM 3004.1	3	2	3	3	2	1	1
MBAM 3004.2	3	3	2	2	3	1	0
MBAM 3004.3	2	3	2	2	2	0	2
MBAM 3004.4	3	2	3	2	2	1	0
MBAM 3004.5	3	3	2	3	3	1	0
MBAM 3004	2.8	2.6	2.4	2.4	2.4	0.8	0.6

CO – PO Attainment:

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAM 3004	3	2.8	2.43	1.94	1.55	1.24	0.33	0.07

Lecture Plan: -

Sl. No.	Topic	No. of Lectures	Remarks
1.	Introduction, Scope of International Marketing,	2	Need ,Importance & Concepts of research
2.	International Marketing vs. Domestic Marketing,	2	Concepts & examples

3.	Principles of International Marketing,	2	Concepts and examples
4.	Customer value and the value equation,	2	Concepts and examples
5.	Competitive or differential advantage, Management Orientations.	2	Assignments & Case Studies
6.	Cultural metaphors of international marketing,	2	Concepts & examples
7.	Globalization's effect on culture, Hofstede cultural dimensions,	2	Concepts and examples
8.	Managing cultural diversity across the border, Political	2	Concept & Exercises,
9.	Factors and evaluation of country risk, Legal aspect of international marketing.	2	Concepts and examples
10.	Selection, Market size, Opportunity analysis,	2	Concepts and features
11.	Understanding the emerging markets,	2	Concepts ,examples and exercises wherever applicable
12.	Strategies for doing business in emerging markets.	2	Concept, examples and exercise wherever applicable
13.	Entering and operating in international market,	2	Concepts ,examples and exercises wherever applicable,
14.	Exporting and counter trade	2	Concepts
15.	FDI and collaborative ventures,	2	Concepts and examples
16.	Licensing and franchising, Balancing global and local marketing	2	Concept and example
17.	Global Branding and product development,	2	Concepts , example and exercise
18.	International pricing,	2	Concept & Examples
19.	International distribution and supply chain management.	3	Concepts and examples
20.	Revisions	1	Assignments & Case Studies
	Total Lectures	40	Completion of Lectures & Syllabus

Teaching Methodology*:

There is no single method to be used for teaching. A wide variety of teaching style and techniques are being adopted for learning experience. It includes:

1. Case study presentation on any two specific module,
2. Group PPT presentation on certain module, discussions,
3. Activity based learning's like- management games, role play on the identified topic
4. GDs, Debates, Class room discussions
5. Sharing course specific videos, webinars, blog articles through web links etc on identified topics relatively easier for students to understand
6. Relevant videos covering the topics in the syllabus
7. Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
8. Class room lectures of one hour duration supported by power points and slides.

Course Completion Modality:

- A. 60% of the syllabus should be completed from normal class lecture.
- B. 40% of the syllabus should be interactive session

Contact Hours

- Lecture – 40 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	60	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade "F" as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Detail:

Phalika Sagar
Assistant Professor
Faculty of Business Management & Commerce



USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2 (f) of UGC Act 1956)
Department of Management
Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: III

Session: ODD

Course Code & Name: MBAH - 3001, Industrial Relations & Collective Bargaining

Credits: 3

Faculty: - Mr. Animesh Rishi

Course Objectives: This course introduces students to the concept of industrial relations and collective bargaining, which entails determining what kind of a relation exists between an employer and employee and learn ways to make improvements in that relation. Industrial relations determine how profitable the industry will be by comparing expenditure and efficacy.

Course Outcome: At the end of the course, the students will be able to:

MBAH 3001.1	Examine the scope and complexity of Industrial relations
MBAH 3001.2	Demonstrate a varied perspective in viewing industrial dispute issues.
MBAH 3001.3	Analyze the connections between Management goals and employee goals and the impact on foundational organizational principles such as mission and vision.
MBAH 3001.4	Analyze the complex issues confronting organizational leaders as they develop their industry and employee base.
MBAH 3001.5	Evaluate the level of commitment to industrial relations of various organizations and explain how it can be a source of competitive advantage.

Syllabus: -

Module	Topics
I	Industrial Relations Perspectives; Industrial Relations and The Emerging Socio-economic Scenario;
II	Industrial Relations and the State; Legal Framework of industrial Relations; Role and Future of Trade Unions
III	Trade Union and the Employee; Trade Union and The Management; Discipline and Grievance Redressal Mechanisms
IV	Negotiation and Collective Settlements; Participative Management and Participation in ownership;
V	Productive Bargaining and Gain Sharing; Employee Empowerment
VI	Impact of technology on the Industrial relations in present time. Artificial Intelligence and industry.

Text Books & References:

1. Sharma R. C. Industrial Relations and Labour Legislation: PHI, Edition: 2016
2. Mamoria C. B., Mamoria S., Gankar S.V.; Dynamics of Industrial Relations; Himalaya Publishing House; 13 th Edition: 2012

Case Study

1. Bidi Workers in India
2. Domestic Workers in Uruguay
3. Minibus Taxi Workers in Georgia
4. Street Vendors in Monrovia, Liberia

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyse and ameliorate the core functions of banking and financial institution.

PSO2	To identify and cater to the societal need.
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CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBAH 3001	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAH 3001.1	3	2	2	2	2	1	
MBAH 3001.2	3	3	3	3	3		1
MBAH 3001.3	3	3	3	3	2	1	
MBAH 3001.4	3	3	3	3	3	1	1
MBAH 3001.5	2	3	2	2	2		1
MBAH 3001	2.8	2.8	2.6	2.4	0.6	0.6	0.6

CO – PO Attainment

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAH 3001	3	2.8	2.61	2.26	1.96	1.57	0.31	0.06

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Industrial Relations Perspectives	2	Concept, Importance
2.	Industrial Relations and The Emerging Socio-economic Scenario;	3	Concept, Rationale
3.	Industrial Relations and the State;	3	Theory, Provisions, Case Study
4.	Legal Framework of industrial Relations	4	Theory and concept with examples
5.	Role and Future of Trade Unions	4	Theory and concept with examples and case law
6.	Trade Union and the Employee	3	Concept, Methods with examples
7.	Trade Union and The Management	3	Concept, Examples
9.	Discipline and Grievance Redressal Mechanisms	2	Concepts, cases & practice
10.	Negotiation and Collective Settlement	2	Concepts, cases & practice
11.	Participative Management and Participation in ownership	2	Concepts, cases & practice
12.	Productive Bargaining and Gain Sharing	2	Theory and concept with examples and case laws
13.	Employee Empowerment	2	Theory and concept
14.	Impact of technology on the Industrial relations in present time.	2	Theory and concept with examples and case laws
15.	Artificial Intelligence and industry.	2	Theory and concept with example
	Total Lectures	36	Completion of Lectures & Syllabus

Teaching Methodology*:

There is no single method to be used for teaching. A wide variety of teaching style and techniques are being adopted for learning experience. It includes:

1. Case study presentation on any two specific modules,
2. Group PPT presentation on certain module, discussions,
3. Activity based learning's like- management games, role play on the identified topic
4. GDs, Debates, Class room discussions
5. Sharing course specific videos, webinars, blog articles through web links etc. On identified topics relatively easier for students to understand
6. Relevant videos covering the topics in the syllabus
7. Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
8. Class room lectures of one hour duration supported by power points and slides.

Course Completion Modality:

- A. 60% of the syllabus should be completed from normal class lecture.
- B. 40% of the syllabus should be interactive session

Contact Hours

- Lecture – 36 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	60	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade "F" as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75%

attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Detail:

Mr. Animesh Rishi

Assistant Professor
Faculty of Legal Studies
Phone: +91-9835340099
E-mail: Animesh.rishi@gmail.com



USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2 (f) of UGC Act 1956)
Department of Management
Subject Specification

Faculty: Faculty of Business Management & Commerce
Department: Management

Program: Master of Business Administration (MBA)

Semester: III

Session: ODD

Course Code & Name: MBAH-3002, Compensation Management

Credits: 3

Faculty: Dr. Anupama Verma

Course Objectives: This course promotes understanding of issues related to the compensation rewarding employees in the corporate sector, public services and other forms of organisations. Further It shall impart skills in designing, analysing and restructuring reward management systems, its policies and strategies.

Course Outcome (COs): At the end of the course, the students will be able to:

COs - Code	Course Outcomes
MBAH 3002.1	Discuss and analyses Economic Theory Related to Reward Management
MBAH 3002.2	Evaluate Internal and External Equity in Compensation Systems
MBAH 3002.3	Analyses different components and factors associated with compensation management/ reward system of different institutions
MBAH 3002.4	Evaluate and design compensation packages for specific type of human resource of different organisations.
MBAH 3002.5	Examine the Compensation Practices of Multinational Corporations and Strategic Compensation Systems and Statutory Provisions Governing Different Components of Reward Systems

Syllabus

Module	Topics
I	Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management;
II	Competitive Imperatives: Productivity, Quality, Service, Speed, Learning; Planning for Improved Competitiveness; Diagnosis and Bench marking, Obtaining Commitment; Determination of Inter and Intra-industry Compensation Differentials;
III	Internal and External Equity in Compensation Systems; Understanding Tools Used in Designing, Improving and Implementing Compensation Packages;
IV	Compensation Designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc.
V	Understanding Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans;

VI	Compensation Practices of Multinational Corporations and Strategic Compensation Systems; Statutory Provisions Governing Different Components of Reward Systems; Working of Different Institutions Related to Reward System Like Wage Boards, Pay Commissions.
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Text Books & References:

1. B.K. Deepak; Compensation Management; Paperback; 2014.
2. M George, N, Jerry, G. Barry; Compensation; Paperback; 11th Edition.
3. Dessler Gary, V Biju, Human Resource Management; Pearson; 12th Edition; 2012.

Case Study

1. Case study: Acquire Skills to jump out
2. Case Study: Executive Compensation Strategy in Fortune Furnitech
3. Case study: Mahindra & Mahindra
4. Case study: Rajesh Software Limited
5. Case study: Mathew Kurien: International Assignment
6. Case study: Multinational Vs International

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyse and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

<u>CO –</u>	COs - Code	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	<u>PO</u>
	MBAH 3002.1	2	2	2	2	1	1	1	
	MBAH 3002.2	3	3	3	1	2	1		
	MBAH 3002.3	3	2	1	3	3			
	MBAH 3002.4	3	3	3	2	2		1	
	MBAH 3002.4	3	3	3	3	3		1	
	MBAH 3002	2.8	2.6	2.4	2.2	2.2	0.4	0.6	

Attainment:

CO-PO Attainment

		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAH 3002	3	2.80	2.43	1.94	1.42	1.04	0.14	0.03

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management;	2	Need, Importance & Concepts of research
2.	Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management;	1	Concepts & examples
3.	Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management;	2	Concepts and examples,
4.	Competitive Imperatives: Productivity, Quality, Service, Speed, Learning;	2	Concepts, steps and importance, with example
5.	Planning for Improved Competitiveness;	1	Concept
6.	Diagnosis and Bench marking, Obtaining Commitment;	2	Concepts & examples
7.	Determination of Inter and Intra-industry Compensation Differentials;	2	Concepts & examples
8.	Determination of Inter and Intra-industry	2	Concept & Exercises,

	Compensation Differentials;		
9.	Internal and External Equity in Compensation Systems;	2	Concepts and features
10.	Understanding Tools Used in Designing, Improving and Implementing Compensation Packages	2	Concepts, examples and exercises wherever applicable
11.	Understanding Tools Used in Designing, Improving and Implementing Compensation Packages	2	Concept, examples and exercise wherever applicable
12.	Compensation Designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc.	2	Concepts, examples and exercises wherever applicable,
13.	Compensation Designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc.	2	Concepts
14.	Compensation Designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc.	2	Concepts and examples
15.	Understanding Different Components of Compensation	1	Concept and example
16.	Understanding Different Components of Compensation Packages	2	Concepts, example and exercise
17.	Understanding Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans;	2	Concept & Examples
18.	Understanding Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans;	1	Concepts and examples
19.	Compensation Practices of Multinational Corporations and Strategic Compensation Systems;	2	Concepts examples and exercises
20.	Statutory Provisions Governing Different Components of Reward Systems;	2	Concepts examples and exercises,
21.	Working of Different Institutions Related to Reward System Like Wage Boards, Pay Commissions.	2	Concepts, examples & exercises.
22.	Working of Different Institutions Related to Reward System Like Wage Boards, Pay Commissions.	2	Concepts, examples & exercises,
	Total Lectures	40	Completion of Lectures & Syllabus

Teaching Methodology*:

There is no single method to be used for teaching. A wide variety of teaching style and techniques are being adopted for learning experience. It includes:

1. Case study presentation on any two specific modules,
2. Group PPT presentation on certain module, discussions,

3. Activity based learning's like- management games, role play on the identified topic
4. GDs, Debates, Class room discussions
5. Sharing course specific videos, webinars, blog articles through web links etc. On identified topics relatively easier for students to understand
6. Relevant videos covering the topics in the syllabus
7. Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
8. Class room lectures of one hour duration supported by power points and slides.

Course Completion Modality:

- A. 60% of the syllabus should be completed from normal class lecture.
- B. 40% of the syllabus should be interactive session

Contact Hours

- Lecture – 40 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	60	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade "F" as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The

student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Name:

. Anupama Verma
Associate Professor
Faculty of Business Management & Commerce



USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2 (f) of UGC Act 1956)
Department of Management
Subject specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: III

Session: ODD

Course Code & Name: MBAH-3004, Human Resource Planning & Development

Credits: 3

Faculty: Dr. Anupama Verma

Course Objectives: The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in organisations.

Course Outcome (COs): At the end of the course, the students will be able to:

COs - Code	Course Outcomes
MBAH 3004.1	Evaluate HRP concepts in different organizational context for effective HR allocation.

MBAH 3004.2	Analyses and implement the models and techniques of demand & supply forecasting techniques of HRP in various organizational setup.
MBAH 3004.3	Discuss and design Career planning process & Career development process & techniques associated with it for employees in an organization
MBAH 3004.4	Evaluate HRD concepts, models and practices and also use it in organizational development context.
MBAH 3004.5	Examine and evaluate HR Audit & HRIS process for effective HR Management.

Syllabus:

Module	Topics
I	HRD Basic: HRD Matrix: HRD Instruments, HRD Process & Outcomes, HRD Climate; Culture; QWL and Management of Change; TQM and HRD Strategies; HRD in Strategic Organizations
II	Career: Concept, Stages of Career, Career Anchors; Career Management, Career Planning & Career Development: Concept, Process, Theories and Models
III	Introduction to HRP: Macro Level Manpower Planning, Organizational Human Resource Planning, HRP Process in organization, HRP relatedness with other HR Functions, HRP Environment: External & Internal environment & its effect of HRP functions
IV	HR Demand Forecasting: Concept, Process, Models and Techniques of HR Demand- Qualitative & Quantitative HR Demand forecasting Techniques (Delphi Techniques, Managerial Judgment, Ratio Trend Analysis, Work Study, Markovian Chain analysis, etc.)
V	HR Supply Estimation: Concept, Process, Models and Techniques of HR Supply Forecasting (Workflow analysis, Wastage Analysis; Retention; Redeployment and Exit Strategies) Manpower Inventory: Need & Types
VI	Human Resource information System; Human Resource Accounting & HR Audit

Text Books & References:

- Anhur, M. Career Theory Handbook. Englewood cliff, Prentice Hall Inc., 1991
- Belkaoui, A R and Belkaoui, J M. Human Resource Valuation: A Guide to Strategies and Techniques.
- Greenwood, Quorum Books, 1995.
- Dale, B. Total Quality and Human Resources: An Executive Guide. Oxford, Blackwell, 1992.
- Greenhaus, J H. Career Management, New York, Dryden, 1987.
- Kavanagh, M J. etc. Human Resource information System: Development and Applications. Boston, PWS-Kent, 1993.

Case Study

- Case study: Analysis of Toyota Motor Corporation
- Case study: BSNL: A journey from Miniratna to "NO RATNA "

PO & PSOs	Programme Learning Outcomes & Programme Specific Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyse and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

CO –	CO CODE	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PO
	MBAH 3004.1	3	2	2	3	3	1	1	
	MBAH 3004.2	3	3	3	2	2			
	MBAH 3004.3	3	2	3	2	3	1		
	MBAH 3004.4	3	3	2	3	2			
	MBAH 3004.5	2	3	3	3	3		1	
	MBAH 3004	2.8	2.6	2.6	2.6	2.6	0.4	0.4	

Attainment:

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAH 3004	1.8	1.68	1.57	1.25	1.25	1.09	0.22	0.04

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	HRD Basic: HRD Matrix: HRD Instruments	2	Need, Importance & Concepts of research
2.	HRD Process & Outcomes,	1	Concepts & examples
3.	HRD Climate; Culture; QWL and Management of Change;	2	Concepts, steps and importance, with example
4.	TQM and HRD Strategies; HRD in Strategic Organizations	2	Concepts and examples,

5.	Career: Concept, Stages of Career,	2	Concept
6.	Career Anchors; Career Management,	2	Concepts & examples
7.	Career Planning & Career Development:	1	Concepts & examples
8.	Concept, Process, Theories and Models	2	Concept & Exercises,
9.	Introduction to HRP: Macro Level Manpower Planning,	2	Concepts and features
10.	Organizational Human Resource Planning, HRP Process in organization,	2	Concepts, examples and exercises wherever applicable
11.	HRP relatedness with other HR Functions, HRP Environment: External & Internal environment & its effect of HRP functions	2	Concept, examples and exercise wherever applicable
12.	HRP relatedness with other HR Functions, HRP Environment: External & Internal environment & its effect of HRP functions	2	Concepts, examples and exercises wherever applicable,
13.	HRP relatedness with other HR Functions, HRP Environment: External & Internal environment & its effect of HRP functions	2	Concepts
14.	HR Demand Forecasting: Concept, Process,	1	Concepts and examples
15.	Models and Techniques of HR Demand- Qualitative & Quantitative HR Demand forecasting Techniques (Delphi Techniques, Managerial Judgement, Ratio Trend Analysis, Work Study, Markovian Chain analysis, etc.)	1	Concept and example
16.	Models and Techniques of HR Demand- Qualitative & Quantitative HR Demand forecasting Techniques (Delphi Techniques, Managerial Judgement, Ratio Trend Analysis, Work Study, Markovian Chain analysis, etc.)	2	Concepts, example and exercise
17.	Models and Techniques of HR Demand- Qualitative & Quantitative HR Demand forecasting Techniques (Delphi Techniques, Managerial Judgement, Ratio Trend Analysis, Work Study, Markovian Chain analysis, etc.)	2	Concept & Examples
18.	HR Supply Estimation: Concept, Process,	1	Concepts and examples
19.	Models and Techniques of HR Supply Forecasting (Workflow analysis,	2	Concepts examples and exercises
20.	Wastage Analysis; Retention; Redeployment and Exit Strategies) Manpower Inventory: Need & Types	2	Concepts examples and exercises,
21.	Human Resource information System;	2	Concepts, examples & exercises
22.	Human Resource Accounting & HR Audit	2	Examples & exercises
	Total Lectures	39	Completion of Lectures & Syllabus

Teaching Methodology*:

There is no single method to be used for teaching. A wide variety of teaching style and techniques are being adopted for learning experience. It includes:

1. Case study presentation on any two specific modules,
2. Group PPT presentation on certain module, discussions,
3. Activity based learning's like- management games, role play on the identified topic
4. GDs, Debates, Class room discussions
5. Sharing course specific videos, webinars, blog articles through web links etc. On identified topics relatively easier for students to understand
6. Relevant videos covering the topics in the syllabus
7. Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
8. Class room lectures of one hour duration supported by power points and slides.

Course Completion Modality:

- A. 60% of the syllabus should be completed from normal class lecture.
- B. 40% of the syllabus should be interactive session

Contact Hours

- Lecture – 40 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	60	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Name:

. Anupama Verma
Associate Professor
Faculty of Business Management &



Commerce

USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2 (f) of UGC Act 1956)

Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: IV

Session: EVEN

Course Code & Name: MBA-4001 Corporate Evolution and Strategic Management

Credits: 3

Faculty: Mrs. Shabana Bano

Course Objectives: This course aims to give a through insight to the learners about strategy formulation and implementation in the present competitive environment for successful running of an enterprise. It serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration.

Course Outcomes (COs): At the end of the course, the students will be able to:

COs - Code	Course Outcomes
MBA 4001.1	Explain the principles of Strategy Formulation, Implementation and control in organizations.
MBA 4001.2	Discuss the concepts, tools & techniques used by executives in developing and executing strategies.
MBA 4001.3	Analyze the internal and external environments in which businesses operate for assessing their significance for strategic planning.
MBA 4001.4	Implement Corporate and Business level strategies that will be effective for the current business environment to improve Organizational effectiveness.
MBA 4001.5	Devise different Corporate and Business level strategies for various Corporate houses for managing a business successfully in a global context.

Syllabus:

Module	Topics
I	Introduction: Understanding Strategy, Levels at which Strategy Operates, Strategic Decision making, Strategic Management – Nature, scope and meaning, Strategic Management Process. Strategic Intent: Hierarchy of Strategic Intent; Vision; Mission; Business Definition; Goals and Objectives.
II	Strategy Formulation and Environmental Appraisal: Formulation of Strategy, Factors responsible for Shaping the Strategy, Different Types of Strategy, Environmental Analysis, External Analysis: Industry analysis, competitive analysis, Global environment analysis, Sustainable competitive advantage, Need for Environmental Analysis, Techniques for Environmental Analysis.
III	Organizational Appraisal: Dynamics of Internal Environment, organizational resources, Organisational Behaviour, Strength and Weaknesses, Synergistic Effects, Competencies, Organisational Capabilities, Strategic Competitive Advantage. Organisational Appraisal, Methods and Techniques used for Organizational Appraisal.
IV	Corporate Appraisal: Corporate Appraisal and Its Significance, Assessment of Internal Capabilities, Company Situation Analysis, Strategy and Competitive Advantages, Matching Strategies, Functional Strategy and Operational Strategy.
V	Strategic Analysis and Choice: Strategic Choice Process, Corporate Portfolio Analysis - BCG, TOWS, GE Nine cell, Directional Policy Matrix, Organizational Capability Profile, Strategic Advantage Profile, Corporate Level strategies: Growth, Stability and Retrenchment strategies, McKinsey's 7s Framework. Business Level Strategies: Michael Porter's Generic strategies.
VI	Strategy Implementation and Evaluation: Strategy Implementation: Structure, Systems and People, issues in implementation, Model of Strategic Implementation, Project implementation, Procedural implementation, Resource Allocation, Strategy and Organization Structure, Implementing Strategic Change- Politics, Power and Conflict, Operations Control and Strategic Control, An overview of Strategic Evaluation and Control - Measurement of performance - Analyzing variances - Role of organizational systems in evaluation.

Text Books

1. Kazmi, A., & Kazmi, A. (2015). Strategic management. McGraw-Hill Education.
2. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
3. Dr. Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.
4. Drucker, Peter F. The Changing World of the Executive. New York, Time Books 19B2.
5. Hamel, G and Prahalad, C K. Competing for the Future. Boston, Harvard Business School Press, 1994.

Case Study

1. Case study – Strategising at Murugappa Group
2. Case study – Putting Together the Strategic Intent at Dabur India Limited
3. Case study – Business Environment in Indian Food Processing Industry
4. Case study – Strategic Choices Bajaj Allianz General Insurance
5. Case study – A Better life for the Rural Poor in Bihar

POs & PSOs	Programme Learning Outcomes & Programme Specific Outcomes of MBA
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PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyse and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO - PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBA 4001: Corporate Evolution and Strategic Management	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 4001.1	2	2	2	3	2		
MBA 4001.2	2	3	2	3	2	1	
MBA 4001.3	3	3	2	3	3		1
MBA 4001.4	3	3	3	3	3	1	1
MBA 4001.5	3	3	3	3	3	1	1
MBA 4001	2.6	2.8	2.4	3	2.6	0.6	0.6

CO-PO Attainment

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 4001	3	0.93	0.93	0.87	0.73	0.87	0.47	0.2

Lecture Plan:

Sl.	Topic	No. of	Remarks
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No.		Lectures	
1.	<p>Understanding Strategy: Concept of Strategy, Levels at which strategy operates, Strategic Decision making, Strategic Management Level, Elements in Strategic Management process, Models of Strategic Management process</p>	3	Concepts, examples and Case Study
2.	<p>Strategic Intent: Hierarchy of Strategic Intent, Vision- nature of Vision, Definition, Process of Envisioning, benefits of having a vision. Mission- definition, Characteristics. Business Definition- Dimensions of business definition. Business model Goals and Objectives- Role, Characteristics of objectives, issues in objective setting,</p>	4	Concepts, examples and Case Study
3.	<p>Strategy Formulation: Definition, Meaning, Characteristics, Process of Strategy Formulation. Who formulates strategy, Strategic mission, strategic planning, Types of strategies, Aspects of Strategy formulation, Steps of Strategy Formulation, levels of Strategy Formulation, Factors that shape strategy</p>	4	Concepts, examples and Case Study
4.	<p>Environmental Analysis: Concept and characteristics of environment, Internal and External environment, General and relative environment, Environmental Sectors- Economic environment, international environment, Market environment, Political environment, Regulatory environment, Socio-Cultural environment, supplier environment, Technological environment. Environmental Scanning- Factors, Approaches, Sources of Information, Methods and Techniques, Importance, Pitfalls in environmental scanning. Environmental appraisal,</p>	5	Concepts, examples and Case Study
5.	<p>Analysis: External Analysis-Elements of External Analysis- Supply chain, Industry, economic trends, competitors, market demographics, PEST analysis, Industry Analysis- Porter's Five forces model, SWOT analysis, Competitive analysis, analysis of Global environment</p>	4	Concepts, examples and Case Study
6.	<p>Organisational Appraisal: Dynamics of Internal Environment, Organisational resources, Organisational behavior, Strengths and weaknesses, Synergistic effects, Core Competencies. Organisational capability- Strategic and competitive advantage, Financial capability, Marketing capability, Operations capability, Personnel capability, Information Management capability, General Management capability, Factors affecting Organisational Appraisal, Strategic competitive advantage, Methods and Techniques used for Organisational Appraisal.</p>	4	Concepts, examples and Case Study

7.	Corporate Appraisal: Meaning, Significance, Assessment of Internal Capabilities, Company situation analysis, Strategy and competitive advantage, Matching strategies, Functional strategy and Operational strategy.	3	Concepts, examples and Case Study
8.	Strategic analysis and choice: Process of strategic choice, Analyzing the strategic alternative, evaluating strategic alternative, Tools and Techniques for strategic analysis, Corporate Portfolio analysis, GE Nine cell matrix, BCG matrix, TOWS matrix Shells Directional policy matrix	2	Concepts, examples and Case Study
9.	Organisational capabilities- Importance and Impact of organizational capabilities, Strategic advantage profile, Corporate level strategies- Grand strategies- Growth Strategy, Stability strategy, Turnaround and retrenchment strategy, Combination strategy, McKinsey 7-S Model.	3	Concepts, examples and Case Study
10.	Strategy Implementation: Key steps in the implementation process, Barriers to strategy implementation, Interrelationship between formulation and implementation, Model of Strategy Implementation, Major theme in strategy implementation, Procedural implementation, Resource allocation, Foundations of structural implementation, Forms of organization structure,	3	Concepts, examples and Case Study
11.	Strategic Evaluation and control Nature, Importance, Participants and Barriers to evaluation, requirement for effective evaluation. Strategic control- Premise control, implementation control, strategic surveillance, special alert control, Operational control, measuring performance, analyzing, taking corrective action. Techniques of strategic evaluation and control	3	Concepts, examples and Case Study
	Total Lectures	38	Completion of Lectures & Syllabus

Teaching Methodology*:

There is no single method to be used for teaching. A wide variety of teaching style and techniques are being adopted for learning experience. It includes:

1. Case study presentation on any two specific modules,
2. Group PPT presentation on certain module, discussions,
3. Activity based learning's like- management games, role play on the identified topic
4. GDs, Debates, Class room discussions
5. Sharing course specific videos, webinars, blog articles through web links etc. On identified topics relatively easier for students to understand
6. Relevant videos covering the topics in the syllabus
7. Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
8. Class room lectures of one hour duration supported by power points and slides.

Course Completion Modality:

- A. 60% of the syllabus should be completed from normal class lecture.
- B. 40% of the syllabus should be interactive session

Contact Hours

- Lecture – 38 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	60	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade "F" as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.



Faculty Details:

Mrs. Shabana Bano

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USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2(f) of UGC Act 1956)
Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: IV

Session: EVEN

Course Code & Name: MBAF - 4001; Financial Derivatives

Credits: 3

Faculty: Dr. Dinesh kr. Pandey

Course Objectives: This course will apprise the learners about the types of market risks and identify the volatility of these risk factors. They shall familiarize and understand the importance of risk management and be able to describe the main tools for managing market risks.

Course Outcome: After completion of the course, student should be able to:

COs – Code	Course Outcomes
MBA 4001.1	Explain the meaning, definition and basic concepts of Derivatives & examine the use of derivatives market.
MBA 4001.2	Demonstrate & examine the concept of the derivatives price and interest rate
MBA 4001.3	Analyze & implement the sources of stock option price and its trading.
MBA 4001.4	Evaluate and examine the types of models and currencies of derivatives market.
MBA 4001.5	Critically analyze the process and examine the concept of the general approach to pricing securities derivatives and derivatives market in India.

Syllabus:

Module	Topics
I	Introduction to Financial Derivatives, Types of Derivatives such as Forward contracts, future contracts, Other derivative securities
II	Types of traders, Futures Markets and the use of Futures for hedging
III	Forward and Future prices, Interest rate futures, Swaps, Options markets
IV	Properties of stock option prices, Trading strategies involving options
V	Black-Schools Option model, Binomial model, Options on stock indices, Currencies and futures contract
VI	General approach to pricing derivatives securities, Interest Rate Derivatives Securities, Derivatives market in India.

Text Books & References:

1. Gupta S.L., Financial Derivatives Theory, Concepts and Problems Phi, Delhi

2. Kumar S.S.S. Financial Derivatives, Phi, New Delhi, 2007
3. Chance, Don M: Derivatives and Risk Management Basics, Cengage Learning, Delhi.
4. Stulz M. Rene, Risk Management & Derivatives, Cengage Learning, New Delhi.

Case Study

1. Case study; Floating Interest Rate (LIBOR) AND SWAP
2. Case study; Financial Analysis- Pharmaceutical, Glaxo Smithkline Pharmaceutical Limited
3. Case study; Interest Rate In Financial Derivatives
4. Case study; Mother and Child Reunion: Will the AT&T/SBC Merger Build or Destroy Value?
5. Case study; Campbell Soup Company in Trouble

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyse and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3),M-Medium(2), W-Weak(1)

MBAF 4001: Financial Derivative	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAF 4001.1	3	3	2	2	2	1	1
MBAF 4001.2	3	3	3	2	3	2	1
MBAF 4001.3	2	2	2	2	2	1	0
MBAF 4001.4	3	3	3	3	3	2	1
MBAF 4001.5	3	3	3	2	3	1	0
MBAF 4001	2.8	2.8	2.6	2.2	2.6	1.4	0.6

CO – PO Attainment**CO-PO Attainment**

		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAF 4001	3	2.8	2.61	2.26	1.66	1.44	0.67	0.13

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Financial derivatives- Introduction, definition, features, types, function,	1	Concept & Exercise & examples
2.	Forwards, future, options.	2	Concept & Exercise & examples
3.	SWAPS, Problem and sums	2	Concept and Examples
4.	Types of traders, future market-Introduction, types, Evolution	1	Concepts & examples,
5.	function, growth, specification	1	Concepts and examples,

6.	Forward market, features, classification of forward contract.	2	Concepts & Examples & Exercise
7.	Problems solve question answers	1	Concepts & Exercise & Examples
8.	Hedging -Introduction, concepts, Risk	1	Concept & Exercises,
9	Forward and future price-Introduction, concept theories of forward	2	Concepts & Examples & Exercise
10.	Sources of raising capitals -learning, objectives, Introduction	1	Concepts & examples
11.	future price- introduction, concept, problems, sums	2	Concepts & examples& Exercise
12.	Interest rate forward and future-introduction and hedging short term and long term	2	Concept & Exercises & Examples.
13.	SWAPS option market-introduction, evolution, features, differences between options and future	2	Concepts, examples and exercises.
14.	Case study, problems and sums	1	Examples & Exercise
15.	Properties of stock- introduction, concept, stock index	1	Concepts and Exercise, examples.
16.	Portfolio management tools, speculation	1	Concept and example & numericals.
17.	price stock and index future	1	Concepts, example and exercise
18.	Hedging through index futures	1	Concept & Examples
19	Trading strategies inventory options-introduction, basic principles, strategies, spreads and problems sums	2	Concepts examples and exercises
20	Determination, block school option model	2	Concepts & examples.
21	Binomial option price model	1	Concepts, examples & exercises.
22	Currency- introduction, foreign exchange	1	Concepts & examples.
23	Cross rate, salient features, Hedging	2	Concepts & examples.
24	Introduction, need, evolution	1	Concepts & examples.
25	Equity Derivatives and cash market	1	Concepts & examples.

26	Pricing and trading- forward, future, option, and SWAPS	2	Concepts & examples.
27	Short term and long-term interest rate derivatives, derivatives trading at NSE/BSE.	2	Concepts & examples.
28	Eligibility of stock, Emerging structure in India	1	Concepts & examples.
	Total Lectures	40	Completion of Lectures & Syllabus

Teaching Methodology*:

There is no single method to be used for teaching. A wide variety of teaching style and techniques are being adopted for learning experience. It includes:

1. Case study presentation on any two specific modules,
2. Group PPT presentation on certain module, discussions,
3. Activity based learning's like- management games, role play on the identified topic
4. GDs, Debates, Class room discussions
5. Sharing course specific videos, webinars, blog articles through web links etc. On identified topics relatively easier for students to understand
6. Relevant videos covering the topics in the syllabus
7. Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
8. Class room lectures of one hour duration supported by power points and slides.

Course Completion Modality:

- A. 60% of the syllabus should be completed from normal class lecture.
- B. 40% of the syllabus should be interactive session

Contact Hours

- Lecture – 40 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	60	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade "F" as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

DR. DINESH KR. PANDEY

Assistant Professor

Faculty of Business Management & Commerce

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Phone: 9431353651, E-mail: dineshws77@gmail.com**USHA MARTIN UNIVERSITY, JHARKHAND****(Established by Jharkhand Government under Sec. 2(f) of UGC Act 1956)****Department of Management****Subject Specification****Faculty:** Faculty of Business Management & Commerce**Department:** Management**Program:** Master of Business Administration (MBA)**Semester:** IV**Session:** EVEN**Course Code & Name:** MBAF- 4002; Corporate Valuation and Merger**Credits:** 3**Faculty:** Dr. Meenakshi Kumari**Course Objectives:** To acquire knowledge of the legal, procedural and practical aspects of Corporate Restructuring, Valuation and merger.**Course Outcomes (COs):** After completion of the course, student should be able to:

COs – Code	Course Outcomes
MBAF 4002.1	Define the importance of mergers and acquisitions in the terms of the company's value
MBAF 4002.2	Classify the various corporate valuation techniques
MBAF 4002.3	Relate the relevance of corporate governance for value creation strategies including mergers
MBAF 4002.4	Analyse payment methods for takeovers and how targets may respond to takeovers
MBAF 4002.5	Develop capabilities to offer advisory/consultancy services in the area of valuation

Syllabus:

Module	Topics
I	Corporate valuation-an Overview-Context of valuation-Approaches to Valuation-Features of the valuation process: Book value approach, Stock and debt approach, discounted cash flow approach, Relative valuation approach, option valuation approach-Features of the valuation process-Corporate valuation in practice.
II	Enterprise DCF Model - Analysing historical performance-Estimating the cost of Capital-Forecasting Performance-Estimating the continuing value-Calculating and interpreting the results-Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model-Adjusted present value model-Economic profit model-Applicability and Limitations of DCF analysis
III	Relative valuation-Steps involved in Relative Valuation-Equity valuation multiples-Enterprise valuation multiples-Choice of multiple-best practices using multiples-Assessment of relative valuation. Other Non DCF Approaches-Book Value Approach-Stock and Debt Approach-Strategic approach to valuation-Guidelines for corporate valuation
IV	Advanced issues in valuation-Valuation of companies of different kinds-valuation in different contexts-Loose ends of valuation-Valuation of intangible assets: Patents, trademarks, copyrights and licenses; Franchises; Brands
V	Introduction to Merger and Acquisition: Meaning of mergers and acquisitions (M & A), motives, advantages and disadvantages of M & A, types of mergers and steps for a successful merger. Strategising and Structuring M & A Activity- Merger process right from planning the merger till implementation, five-stage model, methods of financial mergers and capital budgeting decision
VI	Synergy and Value Creation in Mergers - synergy and its different types, role of industry life cycle, value creation in synergy. LBOs, MBOs, MLPs and ESOPs - meaning of LBO, MBO, MLP, ESOP, governance and mode of purchase in LBO, key motives behind an MBO, structure of MBO, types of MLP and ESOP,

regulations that govern ESOPs.

Joint Ventures - Meaning, characteristics, rationale for joint ventures, role of joint ventures in business strategy, tax aspects of joint ventures, international joint ventures, reasons for failure of joint ventures, and joint venture vis-à-vis anti-trust policy

Text Books & References:

1. A. Ramaiya : Guide to Companies Act, LexisNexis Butterworths, Wadhwa, Nagpur , latest edition
2. M.C. Bhandari : Guide to Company Law Procedures, LexisNexis Butterworths Wadhwa Nagpur, latest edition
3. K. R. Sampath : Mergers/Amalgamations, Takeovers, Joint Ventures, LLPs and Corporate Restructure, Snow White Publications ,latest edition
4. S. Ramanujam : Mergers et al, LexisNexis Butterworths Wadhwa Nagpur, latest edition
5. Ray : Mergers and Acquisitions Strategy, Valuation and Integration, PHI, latest edition

Case Study

1. Case study - Mother and Child Reunion: Will the AT&T/SBC Merger Build or Destroy Value?
2. Case study - Valuation in the merger of TOMCO and HLL
3. Case study - Valuation in the merger of ICICI with ICICI Bank
4. Case study - Sun Pharmaceuticals acquires Ranbaxy
5. Case study - Corporate Valuation and Indian Politics: Privatization of BALCO

POs & PSOs	Programme Learning Outcomes & Programme Specific Outcomes of MBA
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO - PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBAF 4002: Corporate Valuation and Merger	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAF 4002.1	3	3	3	3	2	1	1
MBAF 4002.2	3	2	2	2	3		0
MBAF 4002.3	3	2	3	3	3		2

MBAF 4002.4	3	3	3	3	3	1	0
MBAF 4002.5	3	3	2	2	3	1	0
MBAF 4002	3	2.6	2.6	2.6	2.8	0.6	0.6

CO – PO Attainment:

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAF 4002	3	3	2.6	2.25	1.95	1.82	0.36	0.07

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Corporate valuation-an Overview	1	Need and importance, text books and references, Web link, Blog
2.	Context of valuation	1	Concepts & examples, case study
3.	Approaches to Valuation-Features of the valuation process	1	Concepts and examples
4.	Book value approach, Stock and debt approach, discounted cash flow approach	3	Concepts and examples
5.	Relative valuation approach, option valuation approach	1	Concepts, steps and importance, with example
6.	Features of the valuation process-Corporate valuation in practice.	2	Concepts & examples
7.	Enterprise DCF Model	2	Concepts and examples, case study
8.	Analysing historical performance	2	Concepts and examples
9.	Estimating the cost of Capital-Forecasting performance	1	Concepts and features with examples
10.	Estimating the continuing value-Calculating and interpreting the results	3	Concepts, examples
11.	Other DCF models: Equity DCF Model	2	Concept, examples and exercise wherever applicable
12.	Dividend discount model, free cash flow to Equity (FCFE)	2	Concept, examples and exercise wherever applicable, case study
13.	Adjusted present value model	1	Concept, examples and exercise wherever applicable
14.	Economic profit model-Applicability and Limitations of DCF analysis	1	Concepts and examples, Case Study
15.	Relative valuation-Steps involved in Relative Valuation-Equity valuation multiples-Enterprise valuation multiples	2	Concept and example
16.	Equity valuation multiples-Enterprise	1	Concepts, example

	valuation multiples		
17.	Choice of multiple-Best practices using multiples-Assessment of relative valuation	1	Concept & Examples, Weblink
18.	Value approach-Stock and Debt approach-Strategic approach to valuation-Guidelines for corporate valuation	1	Concepts and examples
19.	Advanced issues in valuation	1	Concepts and examples
20.	-Valuation of companies of different kinds	1	Concepts, examples, and exercises.
21.	valuation in different contexts	1	Concepts and examples
22.	Loose ends of valuation	2	Concepts and examples
23.	Valuation of intangible assets: Patents, trademarks, copyrights and licenses; Franchises; Brands	2	Concepts and examples
24.	Introduction to Merger and Acquisition: Meaning of mergers and acquisitions (M & A), motives	1	Concepts and examples
25.	advantages and disadvantages of M & A, types of mergers and steps for a successful merger.	2	Concepts and examples
26.	Strategising and Structuring M & A Activity- Merger process right from planning the merger till implementation	1	Concepts and examples
27.	five-stage model, methods of financial mergers and capital budgeting decision	1	Concepts and examples, case study
28.	synergy and its different types, role of industry life cycle, value creation in synergy	1	Concept, examples and exercise wherever applicable
29.	LBOs, MBOs, MLPs and ESOPs - meaning of LBO, MBO, MLP, ESOP, governance and mode of purchase in LBO	1	Concept, examples and exercise wherever applicable
30.	key motives behind an MBO, structure of MBO, types of MLP and ESOP, regulations that govern ESOPs.	1	Concept, examples and exercise wherever applicable
31.	Joint Ventures - Meaning, characteristics	1	Concept, examples and exercise wherever applicable
32.	, role of joint ventures in business strategy, tax aspects of joint ventures	1	Concept, examples and exercise wherever applicable
33.	international joint ventures	1	Concept, examples and exercise wherever applicable
34.	reasons for failure of joint ventures	1	Concept, examples and exercise wherever applicable
35.	joint venture vis-à-vis anti-trust policy	1	Concept, examples and exercise wherever applicable
	Total Lectures	40	Completion of Lectures & Syllabus

Teaching Methodology*:

There is no single method to be used for teaching. A wide variety of teaching style and techniques are being adopted for learning experience. It includes:

1. Case study presentation on any two specific modules,
2. Group PPT presentation on certain module, discussions,
3. Activity based learning's like- management games, role play on the identified topic
4. GDs, Debates, Class room discussions
5. Sharing course specific videos, webinars, blog articles through web links etc. On identified topics relatively easier for students to understand
6. Relevant videos covering the topics in the syllabus
7. Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
8. Class room lectures of one hour duration supported by power points and slides.

Course Completion Modality:

- A. 60% of the syllabus should be completed from normal class lecture.
- B. 40% of the syllabus should be interactive session

Contact Hours

- Lecture – 40 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	60	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade "F" as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Detail:

Dr. Meenakshi Kumari

Assistant Professor
Department of Management,
Faculty of Business Management & Commerce
Usha Martin University

University Campus, Angara.



USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2 (f) of UGC Act 1956)
Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: IV

Session: EVEN

Course Code & Name: MBAM - 4001, Logistics and Supply Chain Management

Credits: 3

Faculty: Dr. Md Saifullah Khalid

Course Objectives: This subject will equip students with knowledge of logistics management, supply chain management and general business understanding, and the specific knowledge, skills, and attitudes to immediately contribute to organizational objectives. This subject prepares students for a professional career in operations, logistics and supply chain management to meet the challenges of a rapidly globalizing industry.

Course Outcomes (COs): After completion of the course, student should be able to:

COs – Code	Course Outcomes
MBAM 4001.1	Develop a thorough understanding of supply chain management's critical significance in today's competitive business environment.
MBAM 4001.2	Examine how different warehousing management systems and modes of transportation can be used in various sectors.
MBAM 4001.3	Apply different inventory management techniques and their applications in real-world scenarios.

MBAM 4001.4	Analyze how supply chain decisions about facility location can be applied to different sectors and supply chain design.
MBAM 4001.5	Implement ICT tools for supply chain optimization.

Syllabus:

Module	Topics
I	Introduction to Logistics and Supply Chain Management Introduction to Logistics and Supply Chain Management, Understanding Logistics and its Role in the Supply Chain, Understanding the Supply Chain, Discussing examples of supply Chain, Supply chain drivers and Metrics, Framework for structuring drivers- Facilities, Inventory, Transportation, Information, Sourcing, and Pricing, Challenges in maintaining a Supply Chain in India.
II	Developing Supply Chain Strategies Value Chain concept, Supply Chain Issues: Managing Predictable variability (Fisher Framework), Developing Supply Chain Strategy (Hau Lee Framework)
III	Inventory Management Inventory types & functions, Reasons for carrying inventories, Inventory related costs; Inventory Management Practices: Classification; Bullwhip effect in the Supply Chain;
IV	Warehousing Warehousing: Economic Benefits, Strategic benefits, Accuracy and audits, Security, Safety and maintenance; Warehouse Operations: Inbound and Outbound processes, Handling, Storage; Warehouse Ownership: Private, Public, Contract; Warehouse decisions: Site selection, Design, Product mix analysis, Expansion; Warehouse decisions: Layout & Sizing.
V	Transportation Introduction; Transportation modes-Rail, road, waterways & airways; Evolution of Transportation system; Transportation infrastructure; Freight management; Containerization; Cold Supply Chain; Deciding the Network; Transportation networks; Route planning; Containerization; Transportation of Oil & Gas.
VI	Information Technology in Supply Chain management Role of IT in a supply chain; The supply chain IT framework: CRM, ISCM, SRM, TMF; Future of IT in SCM; Supply chain IT in practice; SCM & ERP; Enabling Supply Chain Management through IT; Supply Chain Integration/Virtual; Technology in Supply Chain.

Text Books & References:

1. Supply Chain Management: Text and cases; Shah, J. (2009), Pearson, New Delhi.
2. Supply Chain management- Strategy, Planning & Operation-6th edition; Chopra, Meindl & Kalra, Pearson Education
3. Logistics Management-The Supply Chain Imperative Sople V. Vinod, Pearson Education
4. Logistics and Supply Chain Management; Christopher, M (1992), Pitman Publishing, London.
5. Logistics and Supply Chain Management Cases and Concepts; Raghuram and Rangaraj, Macmillan

Case Study

1. McDonald's Food Chain
2. Tata Indica: The Making of the Small Car

3. Revamping the Supply Chain: The Ashok Leyland Way
4. Starbucks

POs & PSOs	Programme Learning Outcomes & Programme Specific Outcomes of MBA
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO - PO Mapping:

(S/M/W indicates the strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBAM 4001: Logistics and Supply Chain Management	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAM 4001.1	3	2	3	2	2		
MBAM 4001.2	2	3	3	3	3		
MBAM 4001.3	3	3	2	3	2		
MBAM 4001.4	3	3	3	3	2	1	2
MBAM 4001.5	3	3	2	2	2	1	1
MBAM 4001	2.8	2.8	2.6	2.6	2.2	0.4	0.6

CO – PO Attainment:

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAM 4001	3	2.8	2.61	2.26	1.96	1.44	0.19	0.04

Lecture Plan

Sl. No.	Topic	No. of Lectures	Remarks
1.	Introduction to Logistics and Supply Chain Management.	1	Need and importance, text books and references, Web link, Blog
2.	Understanding Logistics and its Role in the Supply Chain.	1	Concepts & examples, case study
3.	Understanding the Supply Chain, Discussing examples of supply Chain.	1	Concepts and examples, Videos ads,
4.	Supply chain drivers and Metrics, Framework for structuring drivers- Facilities, Inventory, Transportation, Information, Sourcing, and Pricing.	2	Concepts, steps and importance, with example
5.	Challenges in maintaining a Supply Chain in India.	1	Concepts, steps and importance, with example
6.	Developing Supply Chain Strategies.	1	Concepts & examples
7.	Value Chain concept, Supply Chain Issues.	1	Concepts & examples
8.	Managing Predictable variability (Fisher Framework).	1	Concept & Exercises
9.	Developing Supply Chain Strategy (Hau Lee Framework).	1	Concepts and features with examples
10.	Inventory Management.	1	Concepts, examples
11.	Inventory types & functions.	1	Concept, examples and exercise wherever applicable
12.	Reasons for carrying inventories.	1	Concepts, examples
13.	Inventory related costs.	1	Concepts
14.	Inventory Management Practices: Classification.	1	Concepts and examples, Case Study
15.	Bullwhip effect in the Supply Chain.	1	Concept and example
16.	Warehousing Economic Benefits, Strategic benefits.	1	Concepts, example
17.	Accuracy and audits, Security, Safety and maintenance.	1	Concept & Examples, Web link
18.	Warehouse Operations: Inbound and Outbound processes.	1	Concepts and examples
19.	Handling, Storage; Warehouse Ownership: Private, Public, Contract; Warehouse decisions.	1	Concepts and examples
20.	Site selection, Design.	1	Concepts, examples, and exercises.
21.	Product mix analysis, Expansion.	1	Concepts and examples
22.	Warehouse decisions: Layout & Sizing.	2	Concepts and examples
23.	Transportation: Introduction.	1	Concepts and examples
24.	Transportation modes-Rail, road, waterways & airways.	2	Concepts and examples
25.	Evolution of Transportation system;	1	Concepts and examples
26.	Transportation infrastructure.	1	Concepts and examples
27.	Freight management.	1	Concepts and examples

28.	Containerization; Cold Supply Chain.	1	Concepts and examples
29.	Deciding the Network; Transportation networks; Route planning.	1	Concepts and examples
30.	Transportation of Oil & Gas.	1	Concepts and examples, Case study
31.	Information Technology in Supply Chain management: introduction.	1	Concepts and examples
32.	Role of IT in a supply chain;	1	Concepts and examples
33.	The supply chain IT framework: CRM, ISCM, SRM, TMF;	2	Concepts and examples
34.	Future of IT in SCM; Supply chain IT in practice; SCM & ERP;	2	Concepts and examples
35.	Enabling Supply Chain Management through IT; Supply Chain Integration/Virtual; Technology in Supply Chain.	1	Concepts and examples
	Total Lectures	40	Completion of Lectures & Syllabus

Teaching Methodology:

The course shall be conducted using the following methods as suitable and deemed fit in the scope of the course.

- Class room lectures/use of PPTs/Q&A/Use of Blog and Web links
- Class discussion / Group discussion involving problem solving / as and when applicable
- Assignments/ class exercise

Contact Hours

- Lecture – 40 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	60	As declared by Examination Department

	Total	100	
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Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University BBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University BBA Ordinance.

Faculty Details:

Dr. Md. Saifullah Khalid

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USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2 (f) of UGC Act 1956)
Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: IV

Session: EVEN

Course Code & Name: MBAM-4002, Brand Management

Credits: 3

Faculty: Sephalika Sagar

Course Objectives: The objectives of this subject is to acquaint the students of the role of brands, concepts of brand equity, advantages of creating strong brands and designing marketing programs and strategies.

Course Outcome: At the end of the course, the students will be able to:

MBAM 4002.1	To understand the key concepts of brand equity and to appreciate the role of brand in competition.
MBAM 4002.2	To understand the challenges in creating and managing a brand.
MBAM 4002.3	Choosing brand element, strategies and positioning to build a strong brand.
MBAM 4002.4	To provide skills and knowledge to develop and execute strategies in managing brand over a period of time.
MBAM 4002.5	Identify a Company's branding issues in globalization of a brand and presenting as an academic case.

Syllabus

Module	Topics
I	Introduction to Brands: Brand versus Products, why do Brands matter, branding challenges and opportunities, Strategic Brand Management process.
II	Identifying and Establishing Brand Positioning: Customer based brand equity, sources of brand equity, four steps of building strong brands, positioning guidelines, brand mantras, choosing brand elements.

III	Growing and Sustaining Brand equity: Brand architecture, Brand hierarchy, Designing a Branding strategy, Brand extensions, understanding how consumer evaluates brand extension, extension guidelines.
IV	Managing Brands over time: Reinforcing brands, revitalizing brands, adjustments to the brand portfolio.
V	Rational for going international, advantages and disadvantages of global marketing program, global brand strategy, building global customer based Brand equity.
VI	Managing Brand over Time Reinforcing Brands, Revitalizing Brands, Adjustment to the Brand Portfolio.

Text Books & References:

1. Keller K.L. ParameshwaranA.M.G.Jacob.I.Building, Measuring, and Managing brand equity, Pearson, 2017, Fourth Edition.
2. Aaker, David, A. Managing Brand Equity. New York, Free Press, 1991.
3. Cowley, Don. Understanding Brands. London, Kogan Page, 1991.
4. Kapferer, J N. Strategic Brand Management. New York, Free Press, 1992.
5. Murphy, John A. Brand Strategy. Cambridge, the Director Books, 1990.

Case Study

Case Study 1: Vodafone-case study

Case Study 2: Toyota Drives Engagement With First +Post Ads Campaign

Case Study 3: Loreal –Brand Rejuvenation

POs & PSOs	Programme Learning Outcomes & Programme Specific Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyse and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBAM 4002: Brand Management	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAM 4002.1	3	3	3	2	3	1	0
MBAM 4002.2	3	3	3	2	3	1	1

MBAM 4002.3	3	2	2	2	2	0	0
MBAM 4002.4	3	3	3	3	3	1	1
MBAM 4002.4	3	3	3	3	2	1	1
MBAM 4002	3	2.6	2.8	2.4	2.6	0.8	0.6

CO – PO Attainment

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAM 4002	3	3	2.6	2.43	1.94	1.68	0.45	0.09

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Introduction to Brands: Brand versus Products, why do Brands matter,	2	Need, Importance & Concepts of research
2.	branding challenges and opportunities,	2	Concepts & examples
3.	Strategic Brand Management process	2	Concepts and examples
4.	Identifying and Establishing Brand Positioning:	2	Concepts and examples

	Customer based brand equity, sources of brand equity,		
5.	four steps of building strong brands, positioning guidelines,	2	Assignments & Case Studies
6.	brand mantras, choosing brand elements	2	Concepts & examples
7.	Growing and Sustaining Brand equity: Brand architecture, Brand hierarchy,	2	Concepts and examples
8.	Designing a Branding strategy,	2	Concept & Exercises,
9.	Brand extensions, understanding how consumer evaluates brand extension,	2	Concepts and examples
10.	Extension guidelines.	2	Concepts and features
11.	Managing Brands over time: Reinforcing brands,	2	Concepts, examples and exercises wherever applicable
12.	Revitalizing brands,	2	Concept, examples and exercise wherever applicable
13.	Adjustments to the brand portfolio.	2	Concepts, examples and exercises wherever applicable,
14.	Rational for going international, ,	2	Concepts
15.	Advantages and disadvantages of global marketing program	2	Concept and example
16.	Global brand strategy,	2	Concepts and examples
17.	Building global customer-based Brand equity.	2	Concepts, example and exercise
	Total Lectures	34	Completion of Lectures & Syllabus

Teaching Methodology:

There is no single method to be used for teaching. A wide variety of teaching style and techniques to be adopted for learning experience. It includes:

- 60% of the syllabus should be normal class lecture.
- 40% of the syllabus should be interactive session
- **Interactive session may include-**
- Case study presentation on any two specific modules,
- Group PPT presentation on certain module, discussions,
- Activity based learning's like- management games, role play on the identified topic
- GDs, Debates, Class room discussions
- Sharing Tedex videos/related videos, webinars, blog articles through web links etc. On identified topics relatively easier for students to understand
- Relevant videos covering the topics in the syllabus

- Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
- Class room lectures of one hour duration supported by power points and slides.

Contact Hours

- Lecture – 34 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	60	As declared by Examination Dept.
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Faculty Name:

Usha Martin
 Assistant Professor
 Faculty of Business Management &



Commerce

USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2 (f) of UGC Act 1956)
Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Programme: Masters of Business Administration (MBA)

Semester: IV

Session: EVEN

Course Code & Name: MBAH-4001, Organizational Development

Credits: 3

Faculty: Dr. Arvind Hans

Course Objectives: To familiarize the students with the theories, model and practices of OD used in the continuous development of an organization. Also sensitize and train students to use OD concept, theories, process and interventions for sustainable organizational growth.

Course Outcome (COs): At the end of the course, the students will be able to:

MBAH 4001.1	Discuss the concept, process, models and theories of OD of Organizational Development for organizational effectiveness.
MBAH 4001.2	Examine and use process of OD to diagnose the problems related to individual group and system to initiate OD interventions in an organization
MBAH 4001.3	Implement and examine various individual and group OD interventions techniques used to improve individual and group effectiveness
MBAH 4001.4	Implement and examine various organizational OD interventions techniques used to improve individual and group effectiveness.
MBAH 4001.5	Use the concept of power, politics and organizational culture to improve organizational effectiveness.

Syllabus:

Module	Topics
I	Organizational Development-An introduction: Organizational Development – Meaning and Definition, History of OD, Relevance of Organizational Development for Managers, Characteristics of OD, Assumptions of OD
II	Foundations of OD: Organizational Change, Types of change, Theories of Planned Change: Kurt Lewin’s model, Action research model, Burke -Litwin Model, Perras & Robertson Model, Technology and OD: Concept, Impact of Technology in Organizations, Benefits of Using Technology in OD, Guidelines for Integrating Technology in OD Interventions, Tools used in OD
III	Process of OD & Diagnosis: Process of OD, Components of OD program, OD program phases, Diagnosis: Need & concept, Levels, models: Wiesboard model and other emerging OD diagnosis
IV	Designing Interventions & Types: OD Interventions, Characteristics of OD Interventions, Factors Affecting Success of Interventions, Types of interventions,

V	Individual & Interpersonal Interventions: T- Group, Coaching and counseling, Behavior modeling, Gestalt OD, Education and Training, Work design, Life and career planning
VI	Team & Organizational Level Interventions: Team Building, Process consultation, Role negotiation, Role Analysis Technique (RAT), Gestalt OD, Appreciation and Concern exercise, Visioning, Force- Field Analysis, Quality Circles, Grid OD, Socio-Technical System, MBO, Self-Managed Teams, Appreciative Enquiry, Responsibility Charts, Interdependency Exercise
VII	Factors influencing OD- Role of OD practitioner, Concept and role of power, Politics and culture, Power and Influence tactics, Key Capabilities of Constructive Politic. Future of OD: Expanding the role of OD &, Combining traditional “hard” business competencies and OD, creating whole system change, Using OD to facilitate partnerships and alliances, Enhancing constant learning.

Text Books & References:

1. French, W. L. & Bell, C.H. (1999), Organization Development: Behavioral Science Intervention for organizational improvement, 6th edition, Pearson.
2. Cummings, C.T. & Worley C.G (2014), Organization development & Change, 10th edition, Cengage Learning.

Case Study

1. Food Co-op Engages Its Members
2. A Case of Wine: Assessing the Organizational Culture at Resolute Winery
3. Utilizing Exploratory Qualitative Data Collection in Small Organizations: Consulting for the Multicultural Community Connections
4. The Discipline Dilemma in Rainbow High School
5. Identifying the Scope of Work at Dixie Weaving, Inc."

POs & PSOs	Programme Learning Outcomes & Programme Specific Outcomes of MBA
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Critically analyze and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3), M-Medium (2), W-Weak (1)

MBAH 4001: Organisational Development	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAH 4001.1	3	2	2	1	1	1	1
MBAH 4001.2	2	2	2	1	2		1
MBAH 4001.3	3	3	2	2	3		
MBAH 4001.4	3	3	2	2	2		
MBAH 4001.5	3	3	2	2	2	1	
MBAH 4001	2.8	2.6	2	1.6	2	0.4	0.4

CO – PO Attainment:

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAH 4001	3	2.80	2.43	2.10	1.68	1.57	0.21	0.03

Lecture Plan

Sl. No.	Topic	No. of Lectures	Remarks
1.	Organizational Development-An introduction: Organizational Development – Meaning and Definition,	2	Concepts, theories and application
2.	History of OD, Relevance of Organizational Development for Managers,	2	Concepts, theories and application
3.	Characteristics of OD, Assumptions of OD	1	Concepts, process & examples
4.	Foundations of OD: Organizational Change, Types of change, Theories of Planned Change: Kurt Lewin’s model,	2	Concepts and examples
5.	Action research model, Burke -Litwin Model,	3	Concepts, importance, with example, exercise
6.	Parras & Robertson Model, Technology and OD: Concept, Impact of Technology in Organizations,	2	Concept, exercise
7.	Benefits of Using Technology in OD,	3	Concepts, examples & exercise
8.	Guidelines for Integrating Technology in	2	Concepts, examples & discussion

	OD Interventions, Tools used in OD		
9.	Process of OD & Diagnosis: Process of OD, Components of OD program, OD program phases,	2	Concepts, examples & discussion
10.	Diagnosis: Need & concept, Levels, models:	2	Concept & Exercises, example and discussion
11.	Wiesboard model and other emerging OD diagnosis	2	Concepts, features & process
12.	Designing Interventions & Types: OD Interventions, Characteristics of OD Interventions,	2	Concepts, examples and exercises wherever applicable
13.	Factors Affecting Success of Interventions, Types of interventions,	3	Concept, examples and exercise wherever applicable
14.	Team & Organizational Level Interventions: Team Building, Process consultation, Role negotiation, Role Analysis Technique (RAT), Gestalt OD, Appreciation and Concern exercise,	2	Concepts, examples and exercises wherever applicable,
15.	Visioning, Force- Field Analysis, Quality Circles, Grid OD, Socio-Technical System,	2	Concepts with discussion
16.	MBO, Self-Managed Teams, Appreciative Enquiry, Responsibility Charts, Interdependency Exercise	2	Concepts and examples
17.	Factors influencing OD- Role of OD practitioner, Concept and role of power, Politics and culture, Power and Influence tactics, Key Capabilities of Constructive Politic.	2	Concept, example & discussion
18.	Future of OD: Expanding the role of OD &, Combining traditional “hard” business competencies and OD,	2	Concept, example & discussion
19.	Creating whole system change, Using OD to facilitate partnerships and alliances,	1	Concept, example & discussion
20.	Enhancing constant learning.	2	Concepts, example and exercise
	Total Lectures	36	Completion of Lectures & Syllabus

Teaching Methodology*:

There is no single method to be used for teaching. A wide variety of teaching style and techniques are being adopted for learning experience. It includes:

1. Case study presentation on any two specific modules,
2. Group PPT presentation on certain module, discussions,
3. Activity based learning’s like- management games, role play on the identified topic
4. GDs, Debates, Class room discussions
5. Sharing course specific videos, webinars, blog articles through web links etc. On identified topics relatively easier for students to understand

6. Relevant videos covering the topics in the syllabus
7. Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
8. Class room lectures of one hour duration supported by power points and slides.

Course Completion Modality:

- A. 60% of the syllabus should be completed from normal class lecture.
- B. 40% of the syllabus should be interactive session

Contact Hours

- Lecture – 36** hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
1	Application based assignment/ project/ Presentation	15	As declared by faculty
2	3 Quizzes (Consider Two Best)	10x2=20	As declared by faculty
4	Regularity	05	As per University Ordinances
5	End Semester Examination	60	As declared by Examination Department
	Total	100	

Course Pass Requirements:

A student will be declared pass if she/he obtains more than or equal to 40% marks in the overall assessment of a subject/course. Students shall be declared fail grade “F” as per his/her overall semester performance in a subject if he/she does not appear in end semester examination, due to any reason, or obtains less than the standard passing marks declared in University MBA Ordinance. The student shall be awarded fail grade D, if the overall performance in the course is less than 40%. If the student registers <75% attendance to the class work, then the student shall be awarded F*. So, the student has to score an aggregate of 40% or above marks to pass the course with a grade other than F, D & F*. For the details of grading scores refer to University MBA Ordinance.

Dr. Arvind Hans

Associate Professor

Department of Management,

Faculty of Business Management & Commerce

Faculty Room-501

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USHA MARTIN UNIVERSITY, JHARKHAND
(Established by Jharkhand Government under Sec.2 (f) of UGC Act 1956)
Department of Management

Subject Specification

Faculty: Faculty of Business Management & Commerce

Department: Management

Program: Master of Business Administration (MBA)

Semester: IV

Session: EVEN

Course Code & Name: MBAH-4003, Cross Cultural & Global HRM

Credits: 3

Faculty: Dr. Anupama Verma

Course Objective: The objective of this subject is to develop a diagnostic and conceptual understanding of the cultural related behavioral variables in the management of global organisations.

Course Outcome (COs): At the end of the course, the students will be able to

COs -Code	Course Outcomes
MBAH 4003.1	Discuss the different meanings and dimensions of culture.
MBAH 4003.2	Explain the various frameworks in international HRM.

MBAH 4003.3	Identify and examine the impact of culture on HR practices.
MBAH 4003.4	Examine and evaluate different MNC HR practices
MBAH 4003.5	Assess issues and challenges related with global HR practices

Syllabus:

Module	Topics
I	Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications;
II	Cross Cultural Research Methodologies and Hofstede’s Hermes Study;
III	Structural Evolution of Global Organisations; Cross Cultural Leadership and Decision Making;
IV	Cross Cultural Communication and Negotiation;
V	Human Resource Management in Global Organisations;
VI	Selection, Source, Selection Criteria for International Assignment; Compensation and Appraisal in Global Perspective, MNC and Compensation System.

Text Books & References:

1. Adler, N J., International Dimensions of Organizational Behaviour. Boston, Kent Publishing, Second Edition.
2. Kandula S R. , International Human Resource Management Paperback, 2018
3. Bartlett, C and Ghoshal, S. Transnational Management: Text, Cases and Readings in Cross Border Management. Chicago, Invin, 7th Edition.
4. Dowling, P J. etc. International Dimensions of Human Resource Management. 2nd ed. California, Wadsworth, 2nd Edition.
5. Hofstede, G. Cultures Consequence: International Differences in Work Related Values. London, Sage, 1984.

Case Study

1. Case study: FIVE – Closing the Gap Between Constant Needs and Wants
2. Case Study: Reimagining Mobility by Dreaming the Future
3. Case study: Who will go to Canada?
4. Case study: A Case Study On Teri Rewards Corporate Efforts
5. Case study: Brief Case: Eastman Kodak

PO& PSOs	Programme Learning Outcomes & Programme Specific Outcomes
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

CO- PO Mapping:

(S/M/W indicates strength of correlation) S-Strong (3),M-Medium(2), W-Weak(1)

CO –

PO

CO CODE	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAH 4003.1	3	1	1	2	2	1	2
MBAH 4003.2	3	2	1	2	1		1
MBAH 4003.3	1	1		1	1	2	2
MBAH 4003.4	1	2		1	2		2
MBAH 4003.5		1		1	1	1	3
MBAH 4003	2.8	2.6	2.4	2.6	2.6	0.6	0.8

Attainment

CO-PO Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAH 4003	3	2.8	2.43	1.94	1.68	1.46	0.29	0.08

Lecture Plan:

Sl. No.	Topic	No. of Lectures	Remarks
1.	Human and Cultural Variables in Global Organisations;	3	Need, Importance & Concepts of research
2.	Cross Cultural Differences and Managerial Implications	3	Concepts and examples,
3.	Cross Cultural Research Methodologies and Hofstede’s Hermes Study;	2	Concepts
4.	Cross Cultural Research Methodologies and Hofstede ‘s Hermes Study;	2	Concept, case
5.	Cross Cultural Research Methodologies and Hofstede’s Hermes Study;	2	Concept & Exercises,
6.	Structural Evolution of Global Organisations;	2	Concepts & examples
7.	Cross Cultural Leadership and Decision Making;	3	Concepts and features
8.	Cross Cultural Leadership and Decision Making;	1	Concept & Exercises,
9.	Cross Cultural Communication and Negotiation;	1	Concepts, examples and exercises wherever applicable
10.	Cross Cultural Communication and Negotiation;	3	Concept, examples and exercise wherever applicable

11.	Human Resource Management in Global Organisations;	2	Concepts, examples and exercises wherever applicable,
12.	Human Resource Management in Global Organisations;	4	Concepts, Case
13.	Cross Cultural Communication and Negotiation;	2	Concepts and examples
14.	Selection, Source, Selection Criteria for International Assignment;	3	Concept and example
15.	Compensation and Appraisal in Global Perspective,	2	Concepts, example and exercise
16.	MNC and Compensation System.	2	Concept and advantage
	Total Lectures	39	Completion of Lectures & Syllabus

Teaching Methodology*:

There is no single method to be used for teaching. A wide variety of teaching style and techniques are being adopted for learning experience. It includes:

1. Case study presentation on any two specific modules,
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3. Activity based learning's like- management games, role play on the identified topic
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7. Assignments are handed over to the individual students which are submitted in the form of presentations or scan pdf of the handwritten work.
8. Class room lectures of one hour duration supported by power points and slides.

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- A. 60% of the syllabus should be completed from normal class lecture.
- B. 40% of the syllabus should be interactive session

Contact Hours

- Lecture – 39 hours
- Practical – NA
- Tutorials – As applicable

Assessment Methods:

The following assessment methods are used for the evaluation of the course from time to time as announced by the examination department and the faculty.

Sl. No.	Exam	Percentage / Marks	Duration (hrs.)
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Faculty Details:

Anupama Verma

Associate Professor

School of Business Management & Commerce

CO-PO MAPPING

Table: 8 - CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 1001.1	3	3	3	2	2	1	1
MBA 1001.2	3	3	2	3	3	1	0
MBA 1001.3	3	2	2	2	3		0
MBA 1001.4	3	3	3	3	2		1
MBA 1001.5	3	3	3	3	2		
MBA 1001	3	2.8	2.6	2.6	2.4	0.4	0.4
MBA 1002.1	3	2	2	3	2	1	
MBA 1002.2	3	3	3	2	2	1	
MBA 1002.3	3	3	3	2	2	1	1
MBA 1002.4	3	3	3	2	3	0	1
MBA 1002.5	3	2	2	3	3	1	0
MBA 1002	3	2.6	2.6	2.4	2.4	0.8	0.4

MBA 1003.1	3	3	3	3	3	1	1
MBA 1003.2	3	3	3	2	2		0
MBA 1003.3	3	2	2	3	3	1	1
MBA 1003.4	2	3	3	3	2	2	0
MBA 1003.5	3	2	3	2	3		
MBA 1003	2.8	2.6	2.8	2.6	2.6	0.8	0.4
MBA 1004.1	3	3	3	3	3	1	0
MBA 1004.2	3	2	2	2	2	1	1
MBA 1004.3	3	2	2	2	2	0	0
MBA 1004.4	3	3	3	3	3	0	1
MBA 1004.5	3	3	3	2	2	1	0
MBA 1004	3	2.6	2.6	2.4	2.4	0.6	0.4
MBA 1005.1	3	3	3	2	2		
MBA 1005.2	3	2	3	3	2		1

MBA 1005.3	2	3	3	2	2	1	0
MBA 1005.4	3	3	2	3	3	1	1
MBA 1005.5	3	3	3	2	3		2
MBA 1005	2.8	2.8	2.8	2.4	2.4	0.4	0.8
MBA 1006.1	3	3	3	3	2		1
MBA 1006.2	3	3	2	2	2		1
MBA 1006.3	2	2	2	2	2	1	1
MBA 1006.4	3	3	3	2	3	1	1
MBA 1006.5	3	3	3	3	3		
MBA 1006	2.8	2.8	2.6	2.4	2.4	0.4	0.8
MBA 1007.1	3	3	3	3	3	1	1
MBA 1007.2	3	3	3	2	2	2	1
MBA 1007.3	3	2	2	2	2	1	2
MBA 1007.4	3	3	3	2	2	2	0

MBA 1007.5	3	3	3	3	3	1	0
MBA 1007	3	2.8	2.8	2.4	2.4	1.4	0.8
MBA1008.1	3	3	2	2	2	1	1
MBA1008.2	3	3	3	2	2	1	0
MBA1008.3	3	3	3	3	2	2	0
MBA1008.4	3	3	2	3	3	0	0
MBA1008.5	3	3	2	2	2	0	1
MBA1008	3	3	2.4	2.4	2.2	0.8	0.4
MBA 2001.1	2	2	3	2	3	1	0
MBA 2001.2	3	3	3	3	2		1
MBA 2001.3	3	3	3	2	2	2	2
MBA 2001.4	3	3	2	2	2		0
MBA 2001.5	3	2	2	3	3	1	0
MBA 2001	2.8	2.6	2.6	2.4	2.4	0.8	0.6

MBA 2002.1	3	3	3	2	2	2	
MBA 2002.2	3	2	3	2	1	1	1
MBA 2002.3	3	3	2	2	2		1
MBA 2002.4	3	2	3	3	3	1	0
MBA 2002.5	3	3	3	3	2	1	2
MBA 2002	3	2.6	2.8	2.4	2	1	0.8
MBA 2003.1	3	3	3	3	3	1	1
MBA 2003.2	3	3	3	2	2	1	1
MBA 2003.3	2	3	3	2	2		1
MBA 2003.4	3	2	3	2	2		1
MBA 2003.5	3	3	2	3	3		0
MBA 2003	2.8	2.8	2.8	2.4	2.4	0.4	0.8
MBA 2004.1	2	3	3	3	3	1	1
MBA 2004.2	3	3	3	3	3	0	1

MBA 2004.3	3	2	2	2	2	1	1
MBA 2004.4	3	3	2	2	2	0	1
MBA 2004.5	3	3	3	2	2	0	
MBA 2004	2.8	2.8	2.6	2.4	2.4	0.4	0.8
MBA 2005.1	3	2	2	2	2	1	1
MBA 2005.2	3	3	3	2	3	1	1
MBA 2005.3	3	3	3	2	3	0	0
MBA 2005.4	3	3	3	3	2	1	0
MBA 2005.5	3	3	2	3	2	0	1
MBA 2005	3	2.8	2.6	2.4	2.4	0.6	0.6
MBA 2006.1	3	2	2	3	2		
MBA 2006.2	3	3	3	3	3	1	
MBA 2006.3	3	3	2	2	2		1
MBA 2006.4	2	3	3	2	2	1	

MBA 2006.5	3	3	3	2	3		2
MBA 2006	2.8	2.8	2.6	2.4	2.4	0.4	0.6
MBA 2007.1	3	2	2	2	3		
MBA 2007.2	3	3	2	2	2		1
MBA 2007.3	3	3	3	3	2		
MBA 2007.4	3	3	3	3	2	1	
MBA 2007.5	2	3	2	2	3	1	1
MBA 2007	2.8	2.8	2.4	2.4	2.4	0.4	0.4
MBA 2008.1	2	3	3	3	3		
MBA 2008.2	3	2	2	2	2	1	1
MBA 2008.3	3	3	3	2	2	1	
MBA 2008.4	3	3	3	2	2	1	1
MBA 2008.5	3	3	2	3	3		1
MBA 2008	2.8	2.8	2.6	2.4	2.4	0.6	0.6

MBA 3001.1	3	3	2	2	2	1	1
MBA 3001.2	3	3	3	3	1	1	1
MBA 3001.3	2	3	2	3	2		1
MBA 3001.4	3	3	3	2	2	1	
MBA 3001.5	3	3	3	2	3		1
MBA 3001	2.8	3	2.6	2.4	2	0.6	0.8
MBA 3002.1	3	3	3	3	3	1	0
MBA 3002.2	2	3	3	3	2	1	0
MBA 3002.3	3	2	2	2	2	0	0
MBA 3002.4	3	3	2	2	2	0	2
MBA 3002.5	3	3	3	2	3	0	2
MBA 3002	2.8	2.8	2.6	2.4	2.4	0.4	0.8
MBA 3003.1	3	3	3	3	3	0	1
MBA 3003.2	2	2	2	2	2	1	1

MBA 3003.3	3	3	3	2	3	1	1
MBA 3003.4	3	3	2	3	3	0	1
MBA 3003.5	3	3	3	3	3	1	1
MBA 3003	2.8	2.8	2.6	2.6	2.8	0.6	1
MBA 3004.1	2	3	2	3	3		1
MBA 3004.2	3	3	3	3	3	1	
MBA 3004.3	3	3	3	3	3	1	1
MBA 3004.4	2	3	3	2	3	1	1
MBA 3004.5	3	2	2	2	2	1	1
MBA 3004	2.6	2.8	2.6	2.6	2.8	0.8	0.8
MBAF 3001.1	3	3	3	3	3	1	0
MBAF 3001.2	3	3	2	2	2	0	1
MBAF 3001.3	3	2	3	2	2	1	1
MBAF 3001.4	3	2	2	2	2	0	0

MBAF 3001.5	3	3	2	3	3	1	1
MBAF 3001	3	2.6	2.4	2.4	2.4	0.6	0.6
MBAF 3002.1	3	3	2	3	2	1	1
MBAF 3002.2	3	2	2	2	3	0	0
MBAF 3002.3	3	3	3	2	2	0	0
MBAF 3002.4	3	3	2	2	2	1	
MBAF 3002.5	3	3	3	3	3	1	1
MBAF 3002	3	2.8	2.4	2.4	2.4	0.6	0.4
MBAF 3003.1	3	3	2	2	3	1	0
MBAF 3003.2	3	2	3	2	3	0	2
MBAF 3003.3	3	2	2	1	2	1	0
MBAF 3003.4	3	3	2	3	2	0	2
MBAF 3003.5	3	3	3	3	1	1	0
MBAF 3003	3	2.6	2.4	2.2	2.2	0.6	0.8

MBAF 3004.1	3	3	3	3	2	1	0
MBAF 3004.2	3	2	2	2	3	1	1
MBAF 3004.3	3	3	1	3	3		1
MBAF 3004.4	2	3	3	3	2	1	1
MBAF 3004.5	3	3	3	2	2	1	0
MBAF 3004	2.8	2.8	2.4	2.6	2.4	0.8	0.6
MBAM 3001.1	3	2	2	2	2	1	
MBAM 3001.2	2	3	3	3	2		
MBAM 3001.3	3	3	2	2	3	2	1
MBAM 3001.4	3	3	3	2	2	1	2
MBAM 3001.5	3	3	2	3	3		0
MBAM 3001	2.8	2.8	2.4	2.4	2.4	0.8	0.6
MBAM 3002.1	3	2	2	3	3	1	
MBAM 3002.2	2	3	3	3	2	1	1

MBAM 3002.3	3	3	2	3	2	1	2
MBAM 3002.4	2	3	3	3	3		1
MBAM 3002.5	3	3	3	2	2	1	
MBAM 3002	2.6	2.8	2.6	2.8	2.4	0.8	0.8
MBAM 3003.1	3	3	3	2	3	1	0
MBAM 3003.2	3	2	3	3	2	1	2
MBAM 3003.3	3	2	2	3	2	0	0
MBAM 3003.4	3	3	3	2	3	1	1
MBAM 3003.5	3	3	2	1	2	0	0
MBAM 3003	3	2.6	2.6	2.2	2.4	0.6	0.6
MBAM 3004.1	3	2	3	3	2	1	1
MBAM 3004.2	3	3	2	2	3	1	0
MBAM 3004.3	2	3	2	2	2	0	2
MBAM 3004.4	3	2	3	2	2	1	0

MBAM 3004.5	3	3	2	3	3	1	0
MBAM 3004	2.8	2.6	2.4	2.4	2.4	0.8	0.6
MBAH 3001.1	3	2	2	2	2	1	
MBAH 3001.2	3	3	3	3	3		1
MBAH 3001.3	3	3	3	3	2	1	
MBAH 3001.4	3	3	3	3	3	1	1
MBAH 3001.5	2	3	2	2	2		1
MBAH 3001	2.8	2.8	2.6	2.6	2.4	0.6	0.6
MBAH 3002.1	2	2	2	2	1	1	1
MBAH 3002.2	3	3	3	1	2	1	
MBAH 3002.3	3	2	1	3	3		
MBAH 3002.4	3	3	3	2	2		1
MBAH 3002.5	3	3	3	3	3		1
MBAH 3002	2.8	2.6	2.4	2.2	2.2	0.4	0.6

MBAH 3003.1	3	2	2	2	2	1	
MBAH 3003.2	3	2	3	3	2		1
MBAH 3003.3	3	3	2	2	3		
MBAH 3003.4	3	3	3	3	3		
MBAH 3003.5	2	3	3	3	3		
MBAH 3003	2.8	2.6	2.6	2.6	2.6	0.2	0.2
MBAH 3004.1	3	2	2	3	3	1	1
MBAH 3004.2	3	3	3	2	2		
MBAH 3004.3	3	2	3	2	3	1	
MBAH 3004.4	3	3	2	3	2		
MBAH 3004.5	2	3	3	3	3		1
MBAH 3004	2.8	2.6	2.6	2.6	2.6	0.4	0.4
MBA 4001.1	2	2	2	3	2		
MBA 4001.2	2	3	2	3	2	1	

MBA 4001.3	3	3	2	3	3		1
MBA 4001.4	3	3	3	3	3	1	1
MBA 4001.5	3	3	3	3	3	1	1
MBA 4001	2.6	2.8	2.4	3	2.6	0.6	0.6
MBA 4002.1	3	3	3	3	3	1	1
MBA 4002.2	3	3	3	3	3	1	1
MBA 4002.3	3	2	3	3	3		1
MBA 4002.4	2	3	3	3	3	1	2
MBA 4002.5	3	2	2	2	2	1	1
MBA 4002	2.8	2.6	2.8	2.8	2.8	0.8	1.2
MBAF 4001.1	3	3	2	2	2	1	1
MBAF 4001.2	3	3	3	2	3	2	1
MBAF 4001.3	2	2	2	2	2	1	0
MBAF 4001.4	3	3	3	3	3	2	1

MBAF 4001.5	3	3	3	2	3	1	0
MBAF 4001	2.8	2.8	2.6	2.2	2.6	1.4	0.6
MBAF 4002.1	3	3	3	3	2	1	1
MBAF 4002.2	3	2	2	2	3		0
MBAF 4002.3	3	2	3	3	3		2
MBAF 4002.4	3	3	3	3	3	1	0
MBAF 4002.5	3	3	2	2	3	1	0
MBAF 4002	3	2.6	2.6	2.6	2.8	0.6	0.6
MBAM 4001.1	3	2	3	2	2		
MBAM 4001.2	2	3	3	3	3		
MBAM 4001.3	3	3	2	3	2		
MBAM 4001.4	3	3	3	3	2	1	2
MBAM 4001.5	3	3	2	2	2	1	1
MBAM 4001	2.8	2.8	2.6	2.6	2.2	0.4	0.6

MBAM 4002.1	3	3	3	2	3	1	0
MBAM 4002.2	3	3	3	2	3	1	1
MBAM 4002.3	3	1	2	2	2	0	0
MBAM 4002.4	3	3	3	3	3	1	1
MBAM 4002.5	3	3	3	3	2	1	1
MBAM 4002	3	2.6	2.8	2.4	2.6	0.8	0.6
MBAH 4001.1	3	2	3	3	2	1	1
MBAH 4001.2	2	2	3	2	3		1
MBAH 4001.3	3	3	2	2	3		
MBAH 4001.4	3	3	3	2	3		
MBAH 4001.5	3	3	2	3	3	1	
MBAH 4001	2.8	2.6	2.6	2.4	2.8	0.4	0.4
MBAH 4003.1	3	2	2	2	2	1	1
MBAH 4003.2	3	3	3	2	3		1

MBAH 4003.3	3	3	3	3	3		1
MBAH 4003.4	3	3	2	3	2	1	
MBAH 4003.5	2	2	2	3	3	1	1
MBAH 4003	2.8	2.6	2.4	2.6	2.6	0.6	0.8

COs - POs Matrix

Table: 9 - COs-POs Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 1001	3	2.8	2.6	2.6	2.4	0.4	0.4
MBA 1002	3	2.6	2.6	2.4	2.4	0.8	0.4
MBA 1003	2.8	2.6	2.8	2.6	2.6	0.8	0.4
MBA 1004	3	2.6	2.6	2.4	2.4	0.6	0.4
MBA 1005	2.8	2.8	2.8	2.4	2.4	0.4	0.8
MBA 1006	2.8	2.8	2.6	2.4	2.4	0.4	0.8
MBA 1007	3	2.8	2.8	2.4	2.4	1.4	0.8
MBA 1008	3	3	2.4	2.4	2.2	0.8	0.4
MBA 2001	2.8	2.6	2.6	2.4	2.4	0.8	0.6
MBA 2002	3	2.6	2.8	2.4	2	1	0.8
MBA 2003	2.8	2.8	2.8	2.4	2.4	0.4	0.8
MBA 2004	2.8	2.8	2.6	2.4	2.4	0.4	0.8
MBA 2005	3	2.8	2.6	2.4	2.4	0.6	0.6
MBA 2006	2.8	2.8	2.6	2.4	2.4	0.4	0.6
MBA 2007	2.8	2.8	2.4	2.4	2.4	0.4	0.4
MBA 2008	2.8	2.8	2.6	2.4	2.4	0.6	0.6
MBA 3001	2.8	3	2.6	2.4	2	0.6	0.8
MBA 3002	2.8	2.8	2.6	2.4	2.4	0.4	0.8
MBA 3003	2.8	2.8	2.6	2.6	2.8	0.6	1
MBA 3004	2.6	2.8	2.6	2.6	2.8	0.8	0.8
MBAF 3001	3	2.6	2.4	2.4	2.4	0.6	0.6
MBAF 3002	3	2.8	2.4	2.4	2.4	0.6	0.4
MBAF 3003	3	2.6	2.4	2.2	2.2	0.6	0.8
MBAF 3004	2.8	2.8	2.4	2.6	2.4	0.8	0.6
MBAM 3001	2.8	2.8	2.4	2.4	2.4	0.8	0.6
MBAM 3002	2.6	2.8	2.6	2.8	2.4	0.8	0.8
MBAM 3003	3	2.6	2.6	2.2	2.4	0.6	0.6
MBAM 3004	2.8	2.6	2.4	2.4	2.4	0.8	0.6
MBAH 3001	2.8	2.8	2.6	2.6	2.4	0.6	0.6
MBAH 3002	2.8	2.6	2.4	2.2	2.2	0.4	0.6
MBAH 3003	2.8	2.6	2.6	2.6	2.6	0.2	0.2
MBAH 3004	2.8	2.6	2.6	2.6	2.6	0.4	0.4
MBA 4001	2.6	2.8	2.4	3	2.6	0.6	0.6
MBA 4002	2.8	2.6	2.8	2.8	2.8	0.8	1.2
MBAF 4001	2.8	2.8	2.6	2.2	2.6	1.4	0.6
MBAF 4002	3	2.6	2.6	2.6	2.8	0.6	0.6
MBAM 4001	2.8	2.8	2.6	2.6	2.2	0.4	0.6
MBAM 4002	3	2.6	2.8	2.4	2.6	0.8	0.6
MBAH 4001	2.8	2.6	2.6	2.4	2.8	0.4	0.4
MBAH 4003	2.8	2.6	2.4	2.6	2.6	0.6	0.8
Average	2.85	2.73	2.58	2.47	2.45	0.64	0.63

POs & PSOs ATTAINMENT

Table: 10 - POs & PSOs Attainment								
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA 1001	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MBA 1002	1.2	1.20	1.04	0.90	0.72	0.58	0.15	0.02
MBA 1003	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MBA 1004	1.8	1.80	1.56	1.35	1.08	0.87	0.17	0.02
MBA 1005	3	2.80	2.61	2.44	1.95	1.56	0.21	0.06
MBA 1006	1.8	1.68	1.57	1.36	1.09	0.87	0.12	0.03
MBA 1007	3	3.00	2.80	2.61	2.09	1.67	0.78	0.21
MBA 1008	2.2	2.2	2.2	1.76	1.41	1.03	0.28	0.04
MBA 2001	3	2.80	2.43	2.10	1.68	1.35	0.36	0.07
MBA 2002	3	3	2.6	2.43	1.94	1.29	0.43	0.12
MBA 2003	3	2.8	2.61	2.44	1.95	1.56	0.21	0.06
MBA 2004	3	2.80	2.61	2.26	1.81	1.45	0.19	0.05
MBA 2005	3	3	2.80	2.43	1.94	1.55	0.31	0.06
MBA 2006	3	2.8	2.61	2.26	1.81	1.45	0.19	0.04
MBA 2007	3	2.8	2.61	2.09	1.67	1.34	0.18	0.02
MBA 2008	3	2.8	2.61	2.26	1.81	1.45	0.29	0.06
MBA 3001	3	2.8	2.80	2.43	1.94	1.29	0.26	0.07
MBA 3002	3	2.8	2.61	2.26	1.81	1.45	0.19	0.05
MBA 3003	3	2.8	2.61	2.26	1.96	1.83	0.37	0.12
MBA 3004	3	2.6	2.43	2.10	1.82	1.70	0.45	0.12
MBAF 3001	3	3	2.6	2.08	1.66	1.33	0.27	0.05
MBAF 3002	3	3	2.8	2.24	1.79	1.43	0.29	0.04
MBAF 3003	3	3	2.6	2.08	1.53	1.12	0.22	0.06
MBAF 3004	3	2.8	2.61	2.09	1.81	1.45	0.39	0.08
MBAM 3001	3	2.8	2.61	2.09	1.67	1.34	0.36	0.07
MBAM 3002	3	2.60	2.43	2.10	1.96	1.57	0.42	0.11
MBAM 3003	3	3	2.6	2.25	1.65	1.32	0.26	0.05
MBAM 3004	3	2.8	2.43	1.94	1.55	1.24	0.33	0.07
MBAH 3001	3	2.8	2.61	2.26	1.96	1.57	0.31	0.06
MBAH 3002	3	2.80	2.43	1.94	1.42	1.04	0.14	0.03
MBAH 3003	3	2.8	2.43	2.10	1.82	1.58	0.11	0.01

MBAH 3004	1.8	1.68	1.57	1.25	1.25	1.09	0.22	0.04
MBA 4001	3	0.93	0.93	0.87	0.73	0.87	0.47	0.2
MBA 4002	3.00	2.8	2.43	2.26	2.11	1.97	0.53	0.21
MBAF 4001	3	2.8	2.61	2.26	1.66	1.44	0.67	0.13
MBAF 4002	3	3	2.6	2.25	1.95	1.82	0.36	0.07
MBAM 4001	3	2.8	2.61	2.26	1.96	1.44	0.19	0.04
MBAM 4002	3	3	2.6	2.43	1.94	1.68	0.45	0.09
MBAH 4001	3	2.80	2.43	2.10	1.68	1.57	0.21	0.03
MBAH 4003	3	2.8	2.43	1.94	1.68	1.46	0.29	0.08
Attainment Level		2.51	2.29	1.96	1.61	1.32	0.29	0.07
Direct (80%)		2.01	1.83	1.57	1.29	1.05	0.23	0.05
Alumni Survey		2.36	2.55	2.64	2.27	2.55	2.64	2.55
10%		0.24	0.25	0.26	0.23	0.25	0.26	0.25
Employer Survey		2.56	2.56	2.33	2.33	2.22	2.56	2.44
10%		0.26	0.26	0.23	0.23	0.22	0.26	0.24
Indirect (20%)		0.49	0.51	0.50	0.46	0.48	0.52	0.50
Attainment		2.50	2.34	2.07	1.75	1.53	0.75	0.55
Target		2.85	2.73	2.58	2.47	2.45	0.64	0.63
Gap		0.35	0.39	0.51	0.72	0.92	-0.12	0.08
Gap %		12.22	14.14	19.81	29.26	37.45	-18.37	12.10

POs AND PSOs ATTAINMENT (COURSE WISE)

SEMESTER I

MBA-I	USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	Management Process and Organisation Behaviour	END-SEMESTER EXAM-I					DATE:-		
COURSE CODE:-	MBA-1001		1	2	3	4	5	6	7
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (100)	End Sem (60%)	Mid Sem (25 Marks)	Assignment (10 Marks)	Attendance (5 Marks)	TOTAL INTERNAL MARKS (40)	TOTAL MARKS (100)
1	Tripty Kumari	19MBA001	49	29.4	13	8	2	23	52
2	Ritika Bhalla	19MBA002	40	24	7	0	1	8	32
3	Anjali Kumari	19MBA003	49	29.4	13	8	2	23	52
4	Saurabh Manish Dung dung	19MBA004	44	26.4	15	9	5	29	55
5	Sandeep Kumar Sinha	19MBA005	60	36	7	8	2	17	53
6	Sunita Murmu	19MBA006	34	20.4	10	7	2	19	39
7	Sejal Jain	19MBA007	62	37.2	20	8	1	29	66
8	Shikha Shree	19MBA008	32	19.2	10	8	4	22	41
9	Sharuti	19MBA009	43	25.8	10	9	1	20	46
10	Ravi Shankar Kumar Singh	19MBA010	49	29.4	12	6	2	20	49
11	Navodita Srivastava	19MBA011	26	15.6	8	9	5	22	38
12	Karishma Singh	19MBA012	55	33	11	7	3	21	54
13	Anurag Mandal	19MBA013	39	23.4	8	8	1	17	40
14	Manisha Kumari Singh	19MBA015				6	1	7	
15	Manish Kumar Jha	19MBA017	38	22.8	6	8	2	16	39
16	Anjay Kumar	19MBA018	71	42.6	12	7	4	23	66

17	sourabh Kumar Bhaiya	19MBA019	65	39	17	8	3	28	67
18	Shubham Singh	19MBA020	47	28.2	16	8	2	26	54
19	Deepak Srivastava	19MBA021	54	32.4	11	7	3	21	53
20	Gaurav Kumar	19MBA022	50	30	9	8	5	22	52
21	Chintu Kumar	19MBA023	48	28.8	4	7	2	13	42
22	Shafia Firoz	19MBA025	52	31.2	9	8	3	20	51
23	Abhishek Banerjee	19MBA026	82	49.2	21	9	4	34	83
24	Aditya Kumar	19MBA027	60	36	16	6	4	26	62
25	Aditya Prakesh	19MBA029	47	28.2	18	8	4	30	58
26	Akanksha Gupta	19MBA030	60	36	22	9	3	34	70
27	Alka Kumari	19MBA031	50	30	16	9	4	29	59
28	Amit Kumar Sharma	19MBA033	61	36.6	19	6	1	26	63
29	Anamika Sharma	19MBA034	46	27.6	11	9	3	23	51
30	Aprajita Roy	19MBA035	40	24	13	9	5	27	51
31	Aryan	19MBA036	51	30.6	10	8	1	19	50
32	Ashish Kumar Vicky	19MBA037	45	27	8	8	2	18	45
33	Avinash Kumar Singh	19MBA038	44	26.4	10	8	2	20	46
34	Kuber Kumar	19MBA040	43	25.8	7	7	2	16	42
35	Kumari Ankita	19MBA041	36	21.6	8		1	9	31
36	Md Samar Alam	19MBA042	44	26.4	5	8	1	14	40
37	Nikhil Kumar	19MBA045	50	30	10	7	2	19	49
38	Nitesh Kumar Singh	19MBA046	41	24.6	11		1	12	37
39	Om Prakash Kumar Sahu	19MBA047	76	45.6	21	7	5	33	79
40	Rachna Gupta	19MBA048	52	31.2	14	9	1	24	55
41	Raja Kumar Babu	19MBA049	25	15	4	7	1	12	27

42	Rockey Kumar Agrawal	19MBA051	72	43.2	18	8	4	30	73
43	Shubham Samal	19MBA055	28	16.8	4	7	1	12	29
44	Stuti Kumari	19MBA056	59	35.4	20	8	5	33	68
45	Sujan Kumar Samanta	19MBA057	72	43.2	16	8	4	28	71
46	Suman Kumari	19MBA058	38	22.8	11	7	3	21	44
47	Tushar Khandelwal	19MBA059	61	36.6	20	6	2	28	65
48	Vivek Kumar Singh	19MBA061	47	28.2	12	9	1	22	50
49	Akash Lohia	19MBA062	40	24	8	6	1	15	39
50	G Jaya Lakshmi	19MBA063	81	48.6	16	9	5	30	79
51	Preeti	19MBA064	58	34.8	13	8	1	22	57
52	Pinki Kumari	19MBA065	33	19.8	7	8	1	16	36
53	Veeneeta Kumari	19MBA066	49	29.4	12	7	1	20	49
54	Nisha Kumari	19MBA067	34	20.4		8	1	9	29
55	Lucky Kumar	19MBA068	70	42	15	7	3	25	67
56	Suman Khandelia	19MBA069	64	38.4	16	7	3	26	64
57	Sharmistha	19MBA070	52	31.2	11	9	2	22	53
58	Satyam Kumar	19MBA071	44	26.4	7	8	3	18	44
59	Alok Vikash Kumar	19MBA072	32	19.2	4	0	1	5	24
60	Saket Kumar	19MBA073	37	22.2	9	6	2	17	39
		No. of Students		26				20	
		% of Students		43				33	
		Level		0				0	Attainment
		Weightage		0				0	0

MBA-I		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE: -	Quantitative Methods	END-SEMESTER EXAM-I					DATE: -			
COURSE CODE: -	MBA-1002		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (100)	End Sem (60%)	Mid Sem (25 Marks)	Assignm ent (10 Marks)	Attenda nce (5 Marks)	TOTAL INTER NAL MARK S (40)	TOTAL MARKS (100)	
1	Tripty Kumari	19MBA001	1	0.6	1	6	3	10.6	11	
2	Ritika Bhalla	19MBA002	9	5.4	6	7	0	18.4	18	
3	Anjali Kumari	19MBA003	45	27	25	9	5	66	66	
4	Saurabh Manish Dunga	19MBA004	11	6.6	14	10	4	34.6	35	
5	Sandeep Kumar Sinha	19MBA005	34	20.4	25	9	4	58.4	58	
6	Sunita Murmu	19MBA006	2	1.2	0	8	1	10.2	10	
7	Sejal Jain	19MBA007	99	59.4	25	9	4	97.4	97	
8	Shikha Shree	19MBA008	20	12	17	8	5	42	42	
9	Sharuti	19MBA009	11	6.6	12	8	3	29.6	30	
10	Ravi Shankar Kumar Singh	19MBA010	60	36	23	7	4	70	70	
11	Navodita Srivastava	19MBA011	36	21.6	5	8	5	39.6	40	
12	Karishma Singh	19MBA012	84	50.4	25	8	5	88.4	88	
13	Anurag Mandal	19MBA013	19	11.4	7	7	1	26.4	26	
14	Manisha Kumari Singh	19MBA015			15	7	0	22		
15	Manish Kumar Jha	19MBA017	48	28.8	18	8	3	57.8	58	
16	Anjay Kumar	19MBA018	62	37.2	25	8	4	74.2	74	
17	sourabh Kumar Bhaiya	19MBA019	87	52.2	25	7	3	87.2	87	
18	Shubham Singh	19MBA020	59	35.4	25	8	4	72.4	72	
19	Deepak Srivastava	19MBA021	51	30.6	25	8	3	66.6	67	
20	Gaurav Kumar	19MBA022	30	18	15	8	3	44	44	
21	Chintu Kumar	19MBA023	50	30	16	7	2	55	55	
22	Shafia Firoz	19MBA025	40	24	10	9	4	47	47	
23	Abhishek Banerjee	19MBA026	100	60	25	10	5	100	100	
24	Aditya Kumar	19MBA027	77	46.2	25	8	4	83.2	83	
25	Aditya Prakesh	19MBA029	61	36.6	25	8	4	73.6	74	
26	Akanksha Gupta	19MBA030	95	57	25	7	4	93	93	
27	Alka Kumari	19MBA031	60	36	25	8	5	74	74	
28	Amit Kumar Sharma	19MBA033	60	36	24	8	0	68	68	
29	Anamika Sharma	19MBA034	28	16.8	12	7	4	39.8	40	
30	Aprajita Roy	19MBA035	32	19.2	14	8	4	45.2	45	
31	Aryan	19MBA036	18	10.8	20	8	2	40.8	41	
32	Ashish Kumar Vicky	19MBA037	51	30.6	15	7	3	55.6	56	

33	Avinash Kumar Singh	19MBA038	65	39	25	8	4	76	76
34	Kuber Kumar	19MBA040	52	31.2	17	6	2	56.2	56
35	Kumari Ankita	19MBA041	3	1.8	6	8	3	18.8	19
36	Md Samar Alam	19MBA042	36	21.6	13	8	3	45.6	46
37	Nikhil Kumar	19MBA045	41	24.6	22	7	5	58.6	59
38	Nitesh Kumar Singh	19MBA046	12	7.2	13	6	0	26.2	26
39	Om Prakash Kumar Sahu	19MBA047	90	54	25	8	5	92	92
40	Rachna Gupta	19MBA048	43	25.8	25	7	3	60.8	61
41	Raja Kumar Babu	19MBA049	25	15	11	10	4	40	40
42	Rockey Kumar Agrawal	19MBA051	55	33	25	9	5	72	72
43	Shubham Samal	19MBA055	4	2.4	5	9	1	17.4	17
44	Stuti Kumari	19MBA056	80	48	25	8	5	86	86
45	Sujan Kumar Samanta	19MBA057	22	13.2	20	8	5	46.2	46
46	Suman Kumari	19MBA058	23	13.8	15	10	1	39.8	40
47	Tushar Khandelwal	19MBA059	73	43.8	25	9	5	82.8	83
48	Vivek Kumar Singh	19MBA061	38	22.8	20	7	2	51.8	52
49	Akash Lohia	19MBA062	18	10.8	2	6	2	20.8	21
50	G Jaya Lakshmi	19MBA063	98	58.8	25	9	5	97.8	98
51	Preeti	19MBA064	41	24.6	18	7	4	53.6	54
52	Pinki Kumari	19MBA065	12	7.2	1	6	0	14.2	14
53	Veeneeta Kumari	19MBA066	35	21	9	10	0	40	40
54	Nisha Kumari	19MBA067	2	1.2		6	0	7.2	7
55	Lucky Kumar	19MBA068	70	42	25	8	4	79	79
56	Suman Khandelia	19MBA069	92	55.2	25	8	5	93.2	93
57	Sharmistha	19MBA070	48	28.8	18	9	2	57.8	58
58	Satyam Kumar	19MBA071	23	13.8	13	9	4	39.8	40
59	Alok Vikash Kumar	19MBA072	0	0	11	6	1	18	18
60	Saket Kumar	19MBA073	50	30	17	7	4	58	58
		No. of Students		25				50	
		% of Students		42				83	
		Level		0				3	Attainment
		Weightage		0				1.2	1.2

MBA-I		USHA MARTIN UNIVERSITY, JHARKHAND							
COURSE: -	Managerial Economics	END-SEMESTER EXAM-I					DATE:-		
COURSE CODE: -	MBA-1003		1	2	3	4	5	6	7
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (100)	End Sem (60 %)	Mid Sem (25 Marks)	Assignment (10 Marks)	Attendance (5 Marks)	TOTAL INTERNAL MARKS (40)	TOTAL MARKS (100)
1	Tripty Kumari	19MBA001	62	37.2	10	10	4	24	61
2	Ritika Bhalla	19MBA002	58	34.8	6	9	0	15	50
3	Anjali Kumari	19MBA003	37	22.2	9	10	2	21	43
4	Saurabh Manish Dung dung	19MBA004	37	22.2	8	10	5	23	45
5	Sandeep Kumar Sinha	19MBA005	55	33	10	9	4	23	56
6	Sunita Murmu	19MBA006	44	26.4	7	8	5	20	46
7	Sejal Jain	19MBA007	90	54	23	10	2	35	89
8	Shikha Shree	19MBA008	41	24.6	6	10	4	20	45
9	Sharuti	19MBA009	43	25.8	4	7	1	12	38
10	Ravi Shankar Kumar Singh	19MBA010	49	29.4	15	8	0	23	52
11	Navodita Srivastava	19MBA011	48	28.8	9	10	5	24	53
12	Karishma Singh	19MBA012	58	34.8	14	10	5	29	64
13	Anurag Mandal	19MBA013	49	29.4	5	9	0	14	43
14	Manisha Kumari Singh	19MBA015	49	29.4		9	0	9	38
15	Manish Kumar Jha	19MBA017	52	31.2	10	7	1	18	49
16	Anjay Kumar	19MBA018	69	41.4	24	10	0	34	75
17	sourabh Kumar Bhaiya	19MBA019	71	42.6	18	7	2	27	70
18	Shubham Singh	19MBA020	51	30.6	13	8	4	25	56
19	Deepak Srivastava	19MBA021	67	40.2	19	9	3	31	71
20	Gaurav Kumar	19MBA022	59	35.4	17	9	4	30	65
21	Chintu Kumar	19MBA023	52	31.2	14	7	1	22	53
22	Shafia Firoz	19MBA025	48	28.8	23	10	2	35	64
23	Abhishek Banerjee	19MBA026	83	49.8	22	10	5	37	87
24	Aditya Kumar	19MBA027	50	30	18	8	1	27	57
25	Aditya Prakesh	19MBA029	61	36.6	20	10	4	34	71
26	Akanksha Gupta	19MBA030	70	42	24	10	5	39	81
27	Alka Kumari	19MBA031	63	37.8	24	9	3	36	74
28	Amit Kumar Sharma	19MBA033	56	33.6	15	8	0	23	57
29	Anamika Sharma	19MBA034	39	23.4	14	10	1	25	48

30	Aprajita Roy	19MBA035	45	27	11	7	5	23	50
31	Aryan	19MBA036	30	18	7	8	1	16	34
32	Ashish Kumar Vicky	19MBA037	44	26.4	11	8	0	19	45
33	Avinash Kumar Singh	19MBA038	50	30	16	8	0	24	54
34	Kuber Kumar	19MBA040	44	26.4	13	8	0	21	47
35	Kumari Ankita	19MBA041	28	16.8	5	7	0	12	29
36	Md Samar Alam	19MBA042	46	27.6	12	8	0	20	48
37	Nikhil Kumar	19MBA045	56	33.6	20	9	3	32	66
38	Nitesh Kumar Singh	19MBA046	39	23.4	11	0	0	11	34
39	Om Prakash Kumar Sahu	19MBA047	82	49.2	21	7	5	33	82
40	Rachna Gupta	19MBA048	53	31.8	15	9	0	24	56
41	Raja Kumar Babu	19MBA049	38	22.8	11	7	0	18	41
42	Rockey Kumar Agrawal	19MBA051	75	45	18	9	5	32	77
43	Shubham Samal	19MBA055	55	33	4	9	0	13	46
44	Stuti Kumari	19MBA056	70	42	16	10	5	31	73
45	Sujan Kumar Samanta	19MBA057	64	38.4	17	8	1	26	64
46	Suman Kumari	19MBA058	39	23.4	18	10	1	29	52
47	Tushar Khandelwal	19MBA059	80	48	21	10	2	33	81
48	Vivek Kumar Singh	19MBA061	35	21	8	8	4	20	41
49	Akash Lohia	19MBA062	36	21.6	13	7	0	20	42
50	G Jaya Lakshmi	19MBA063	90	54	25	10	5	40	94
51	Preeti	19MBA064	46	27.6	17	10	0	27	55
52	Pinki Kumari	19MBA065	47	28.2	12	8	0	20	48
53	Veeneeta Kumari	19MBA066	52	31.2	19	8	0	27	58
54	Nisha Kumari	19MBA067	25	15		8	0	8	23
55	Lucky Kumar	19MBA068	45	27	17	7	3	27	54
56	Suman Khandelia	19MBA069	62	37.2	22	9	1	32	69
57	Sharmistha	19MBA070	33	19.8	13	8	2	23	43
58	Satyam Kumar	19MBA071	29	17.4	7	8	1	16	33
59	Alok Vikash Kumar	19MBA072	21	12.6	5	7	0	12	25
60	Saket Kumar	19MBA073	39	23.4	15	7	4	26	49
		No. of Students		30				31	
		% of Students		50				52	
		Level		0				0	Attainm ent
		Weightage		0				0	0

MBA-I		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	Environmental Management	END-SEMESTER EXAM-I					DATE:-			
COURSE CODE:-	MBA-1004		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	En d Sem (100)	End Sem (60%)	Mid Sem (25 Marks)	Assigment (10 Marks)	Attenda nce (5 Marks)	TOTAL INTERN AL MARKS (40)	TOTAL MARKS (100)	
1	Tripty Kumari	19MBA001	58	34.8	12	6	3	21	56	
2	Ritika Bhalla	19MBA002	34	20.4	9	6	2	17	37	
3	Anjali Kumari	19MBA003	37	22.2	11	5	5	21	43	
4	Saurabh Manish Dunga	19MBA004	58	34.8	16	6	5	27	62	
5	Sandeep Kumar Sinha	19MBA005	65	39	20	7	5	32	71	
6	Sunita Murmu	19MBA006	46	27.6	8	5	5	18	46	
7	Sejal Jain	19MBA007	63	37.8	21	6	5	32	70	
8	Shikha Shree	19MBA008	48	28.8	13	5	5	23	52	
9	Sharuti	19MBA009	43	25.8	9	5	3	17	43	
10	Ravi Shankar Kumar Singh	19MBA010	53	31.8	9	5	4	18	50	
11	Navodita Srivastava	19MBA011	34	20.4	7	6	4	17	37	
12	Karishma Singh	19MBA012	51	30.6	10	6	5	21	52	
13	Anurag Mandal	19MBA013	48	28.8	5	5	4	14	43	
14	Manisha Kumari Singh	19MBA015	29	17.4		6	2	8	25	
15	Manish Kumar Jha	19MBA017	44	26.4	9	5	5	19	45	
16	Anjay Kumar	19MBA018	69	41.4	23	7	5	35	76	
17	sourabh Kumar Bhaiya	19MBA019	61	36.6	17	6	5	28	65	
18	Shubham Singh	19MBA020	59	35.4	13	6	5	24	59	
19	Deepak Srivastava	19MBA021	38	22.8	9	6	5	20	43	
20	Gaurav Kumar	19MBA022	61	36.6	19	5	5	29	66	
21	Chintu Kumar	19MBA023	56	33.6	10	5	5	20	54	
22	Shafia Firoz	19MBA025	54	32.4	17	6	5	28	60	
23	Abhishek Banerjee	19MBA026	81	48.6	23	6	5	34	83	
24	Aditya Kumar	19MBA027	48	28.8	14	6	5	25	54	
25	Aditya Prakesh	19MBA029	54	32.4	14	6	5	25	57	
26	Akanksha Gupta	19MBA030	62	37.2	22	6	5	33	70	
27	Alka Kumari	19MBA031	58	34.8	15	6	5	26	61	
28	Amit Kumar Sharma	19MBA033	60	36	16	6	2	24	60	
29	Anamika Sharma	19MBA034	46	27.6	11	6	2	19	47	
30	Aprajita Roy	19MBA035	42	25.2	11	6	2	19	44	

31	Aryan	19MBA036	63	37.8	16	6	2	24	62
32	Ashish Kumar Vicky	19MBA037	63	37.8	9	6	2	17	55
33	Avinash Kumar Singh	19MBA038	56	33.6	7	6	5	18	52
34	Kuber Kumar	19MBA040	61	36.6	14	6	2	22	59
35	Kumari Ankita	19MBA041	46	27.6	2	6	2	10	38
36	Md Samar Alam	19MBA042	42	25.2	7	5	5	17	42
37	Nikhil Kumar	19MBA045	62	37.2	14	6	5	25	62
38	Nitesh Kumar Singh	19MBA046	66	39.6	11	6	2	19	59
39	Om Prakash Kumar Sahu	19MBA047	71	42.6	21	6	5	32	75
40	Rachna Gupta	19MBA048	70	42	9	6	3	18	60
41	Raja Kumar Babu	19MBA049	29	17.4	1	5	2	8	25
42	Rockey Kumar Agrawal	19MBA051	73	43.8	18	6	5	29	73
43	Shubham Samal	19MBA055	50	30	7	5	1	13	43
44	Stuti Kumari	19MBA056	73	43.8	22	6	5	33	77
45	Sujan Kumar Samanta	19MBA057	79	47.4	16	7	5	28	75
46	Suman Kumari	19MBA058	40	24	17	6	3	26	50
47	Tushar Khandelwal	19MBA059	62	37.2	17	6	5	28	65
48	Vivek Kumar Singh	19MBA061	26	15.6	6	6	5	17	33
49	Akash Lohia	19MBA062	61	36.6	10	5	3	18	55
50	G Jaya Lakshmi	19MBA063	83	49.8	24	7	5	36	86
51	Preeti	19MBA064	67	40.2	20	6	5	31	71
52	Pinki Kumari	19MBA065	49	29.4	11	5	3	19	48
53	Veeneeta Kumari	19MBA066	58	34.8	15	5	2	22	57
54	Nisha Kumari	19MBA067	22	13.2		5	3	8	21
55	Lucky Kumar	19MBA068	64	38.4	10	6	3	19	57
56	Suman Khandelia	19MBA069	79	47.4	19	7	5	31	78
57	Sharmistha	19MBA070	60	36	6	5	5	16	52
58	Satyam Kumar	19MBA071	32	19.2	7	6	5	18	37
59	Alok Vikash Kumar	19MBA072	17	10.2	4	5	5	14	24
60	Saket Kumar	19MBA073	51	30.6	14	5	5	24	55
		No. of Students		38				26	
		% of Students		63				43	
		Level		3				0	Attainment
		Weightage		1.8				0	1.8

MBA-I		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	Managerial Skill Development	END-SEMESTER EXAM-I					DATE:-			
COURSE CODE:-	MBA-1005		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	En d Sem (100)	End Sem (60%)	Mid Sem (25 Marks)	Assignm ent (10 Marks)	Attenda nce (5 Marks)	TOTAL INTERN AL MARKS (40)	TOTAL MARKS (100)	
1	Tripty Kumari	19MBA001	78	46.8	20	8	4	32	79	
2	Ritika Bhalla	19MBA002	80	48	18		3	21	69	
3	Anjali Kumari	19MBA003	64	38.4	21	9	5	35	73	
4	Saurabh Manish Dunga	19MBA004	80	48	18	9	5	32	80	
5	Sandeep Kumar Sinha	19MBA005	60	36	16	7	5	28	64	
6	Sunita Murmu	19MBA006	76	45.6	12		5	17	63	
7	Sejal Jain	19MBA007	81	48.6	20	9	5	34	83	
8	Shikha Shree	19MBA008	65	39	14	9	5	28	67	
9	Sharuti	19MBA009	73	43.8	10	8	5	23	67	
10	Ravi Shankar Kumar Singh	19MBA010	77	46.2	20	7	5	32	78	
11	Navodita Srivastava	19MBA011	43	25.8	9	8	5	22	48	
12	Karishma Singh	19MBA012	64	38.4	16	8	5	29	67	
13	Anurag Mandal	19MBA013	59	35.4	17	8	5	30	65	
14	Manisha Kumari Singh	19MBA015	66	39.6	17	8	3	28	68	
15	Manish Kumar Jha	19MBA017	61	36.6	15	7	5	27	64	
16	Anjay Kumar	19MBA018	79	47.4	17	9	5	31	78	
17	sourabh Kumar Bhaiya	19MBA019	71	42.6	17	8	5	30	73	
18	Shubham Singh	19MBA020	81	48.6	20	9	4	33	82	
19	Deepak Srivastava	19MBA021	65	39	17	9	4	30	69	
20	Gaurav Kumar	19MBA022	78	46.8	19	9	5	33	80	
21	Chintu Kumar	19MBA023	66	39.6	18	9	5	32	72	
22	Shafia Firoz	19MBA025	84	50.4	21	9	4	34	84	
23	Abhishek Banerjee	19MBA026	83	49.8	22	9	5	36	86	
24	Aditya Kumar	19MBA027	74	44.4	16	8	5	29	73	
25	Aditya Prakesh	19MBA029	61	36.6	19	8	5	32	69	
26	Akanksha Gupta	19MBA030	81	48.6	17	8	5	30	79	
27	Alka Kumari	19MBA031	72	43.2	20	9	5	34	77	
28	Amit Kumar Sharma	19MBA033	79	47.4	16	8	1	25	72	
29	Anamika Sharma	19MBA034	66	39.6	19	8	5	32	72	
30	Aprajita Roy	19MBA035	74	44.4	19	9	5	33	77	
31	Aryan	19MBA036	67	40.2	13	8	4	25	65	

32	Ashish Kumar Vicky	19MBA037	75	45	18	8	4	30	75
33	Avinash Kumar Singh	19MBA038	68	40.8	13	8	3	24	65
34	Kuber Kumar	19MBA040	49	29.4	9	8	4	21	50
35	Kumari Ankita	19MBA041	43	25.8	9	8	5	22	48
36	Md Samar Alam	19MBA042	58	34.8	10	8	3	21	56
37	Nikhil Kumar	19MBA045	56	33.6	16	9	5	30	64
38	Nitesh Kumar Singh	19MBA046	64	38.4	13		2	15	53
39	Om Prakash Kumar Sahu	19MBA047	79	47.4	21	7	5	33	80
40	Rachna Gupta	19MBA048	81	48.6	20	9	5	34	83
41	Raja Kumar Babu	19MBA049			2	8	5	15	0
42	Rockey Kumar Agrawal	19MBA051	88	52.8	20	9	5	34	87
43	Shubham Samal	19MBA055	69	41.4	8	8	3	19	60
44	Stuti Kumari	19MBA056	83	49.8	17	8	5	30	80
45	Sujan Kumar Samanta	19MBA057	83	49.8	21	9	5	35	85
46	Suman Kumari	19MBA058	29	17.4	11	8	3	22	39
47	Tushar Khandelwal	19MBA059	70	42	19	8	5	32	74
48	Vivek Kumar Singh	19MBA061	76	45.6	14	8	5	27	73
49	Akash Lohia	19MBA062	70	42	16	7	4	27	69
50	G Jaya Lakshmi	19MBA063	90	54	22	9	5	36	90
51	Preeti	19MBA064	80	48	20	9	4	33	81
52	Pinki Kumari	19MBA065	56	33.6	8	8	4	20	54
53	Veeneeta Kumari	19MBA066	81	48.6	16	8	3	27	76
54	Nisha Kumari	19MBA067	50	30		8	3	11	41
55	Lucky Kumar	19MBA068	68	40.8	15	8	4	27	68
56	Suman Khandelia	19MBA069	81	48.6	19	9	5	33	82
57	Sharmistha	19MBA070	76	45.6	16	8	4	28	74
58	Satyam Kumar	19MBA071	67	40.2	15	8	5	28	68
59	Alok Vikash Kumar	19MBA072	4	2.4	8	7	5	20	22
60	Saket Kumar	19MBA073	53	31.8	16	8	5	29	61
		No. of Students		54				46	
		% of Students		90				77	
		Level		3				3	Attainment
		Weightage		1.8				1.2	3

MBA-I		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	Business Ethics	END-SEMESTER EXAM-I					DATE:-			
COURSE CODE:-	MBA-1006		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	En d Sem (100)	End Sem (60%)	Mid Sem (25 Marks)	Assignm ent (10 Marks)	Attenda nce (5 Marks)	TOTAL INTERN AL MARKS (40)	TOTAL MARKS (100)	
1	Tripty Kumari	19MBA001	65	39	14	7	2	23	62	
2	Ritika Bhalla	19MBA002	52	31.2	10		1	11	42	
3	Anjali Kumari	19MBA003	62	37.2	14	8	3	25	62	
4	Saurabh Manish Dunga	19MBA004	52	31.2	16	8	2	26	57	
5	Sandeep Kumar Sinha	19MBA005	33	19.8	11	9	1	21	41	
6	Sunita Murmu	19MBA006	50	30	10		1	11	41	
7	Sejal Jain	19MBA007	71	42.6	18	8	1	27	70	
8	Shikha Shree	19MBA008	52	31.2	9	8	3	20	51	
9	Sharuti	19MBA009	56	33.6	6	8	1	15	49	
10	Ravi Shankar Kumar Singh	19MBA010	61	36.6	13	6	1	20	57	
11	Navodita Srivastava	19MBA011	31	18.6	7	9	2	18	37	
12	Karishma Singh	19MBA012	43	25.8	13	8	2	23	49	
13	Anurag Mandal	19MBA013	40	24	11	7	1	19	43	
14	Manisha Kumari Singh	19MBA015	32	19.2	15	5	1	21	40	
15	Manish Kumar Jha	19MBA017	50	30	8	8	1	17	47	
16	Anjay Kumar	19MBA018	74	44.4	15	7	1	23	67	
17	sourabh Kumar Bhaiya	19MBA019	60	36	14	8	1	23	59	
18	Shubham Singh	19MBA020	62	37.2	16	8	1	25	62	
19	Deepak Srivastava	19MBA021	58	34.8	13	8	1	22	57	
20	Gaurav Kumar	19MBA022	52	31.2	14	8	2	24	55	
21	Chintu Kumar	19MBA023	48	28.8	8	6	1	15	44	
22	Shafia Firoz	19MBA025	64	38.4	12	8	3	23	61	
23	Abhishek Banerjee	19MBA026	81	48.6	22	8	3	33	82	
24	Aditya Kumar	19MBA027	59	35.4	11	8	3	22	57	
25	Aditya Prakesh	19MBA029	49	29.4	15	8	2	25	54	
26	Akanksha Gupta	19MBA030	60	36	20	9	3	32	68	
27	Alka Kumari	19MBA031	61	36.6	18	9	2	29	66	

28	Amit Kumar Sharma	19MBA033	75	45	19	8	1	28	73
29	Anamika Sharma	19MBA034	60	36	16	8	1	25	61
30	Aprajita Roy	19MBA035	42	25.2	16	9	1	26	51
31	Aryan	19MBA036	66	39.6	10	9	1	20	60
32	Ashish Kumar Vicky	19MBA037	54	32.4	10	7	1	18	50
33	Avinash Kumar Singh	19MBA038	52	31.2	14	7	1	22	53
34	Kuber Kumar	19MBA040	61	36.6	7	7	1	15	52
35	Kumari Ankita	19MBA041	48	28.8	5		1	6	35
36	Md Samar Alam	19MBA042	50	30	10	6	1	17	47
37	Nikhil Kumar	19MBA045	57	34.2	9	7	4	20	54
38	Nitesh Kumar Singh	19MBA046	53	31.8	11	0	1	12	44
39	Om Prakash Kumar Sahu	19MBA047	66	39.6	17	7	1	25	65
40	Rachna Gupta	19MBA048	66	39.6	15	8	1	24	64
41	Raja Kumar Babu	19MBA049	35	21	3	7	2	12	33
42	Rockey Kumar Agrawal	19MBA051	76	45.6	16	8	3	27	73
43	Shubham Samal	19MBA055	44	26.4	6	7	1	14	40
44	Stuti Kumari	19MBA056	58	34.8	22	5	1	28	63
45	Sujan Kumar Samanta	19MBA057	65	39	16	8	4	28	67
46	Suman Kumari	19MBA058	59	35.4	12	8	1	21	56
47	Tushar Khandelwal	19MBA059	65	39	16	7	1	24	63
48	Vivek Kumar Singh	19MBA061	49	29.4	14	7	1	22	51
49	Akash Lohia	19MBA062	65	39	13	6	1	20	59
50	G Jaya Lakshmi	19MBA063	82	49.2	20	10	4	34	83
51	Preeti	19MBA064	71	42.6	13	6	1	20	63
52	Pinki Kumari	19MBA065	49	29.4	10	7	1	18	47
53	Veeneeta Kumari	19MBA066	55	33	9	7	1	17	50
54	Nisha Kumari	19MBA067	31	18.6		8	1	9	28
55	Lucky Kumar	19MBA068	67	40.2	11	9	1	21	61
56	Suman Khandelia	19MBA069	78	46.8	20	8	4	32	79
57	Sharmistha	19MBA070	62	37.2	13	9	1	23	60
58	Satyam Kumar	19MBA071	55	33	3	7	2	12	45
59	Alok Vikash Kumar	19MBA072	32	19.2	6	6	2	14	33
60	Saket Kumar	19MBA073	48	28.8	12	7	2	21	50
		No. of Students		44				20	
		% of Students		73				33	
		Level		3				0	Attainment
		Weightage		1.8				0	1.8

MBA-I		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	Accounting for Managers	END-SEMESTER EXAM-I					DATE:-			
COURSE CODE:-	MBA-1007		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (100)	End Sem (60%)	Mid Sem (25 Marks)	Assignment (10 Marks)	Attendance (5 Marks)	TOTAL INTERNAL MARKS (40)	TOTAL MARKS (100)	
1	Tripty Kumari	19MBA001	55	33	12	10	3	25	58	
2	Ritika Bhalla	19MBA002	65	39	15	8	2	25	64	
3	Anjali Kumari	19MBA003	43	25.8	12	8	4	24	50	
4	Saurabh Manish Dumdung	19MBA004	58	34.8	14	9	4	27	62	
5	Sandeep Kumar Sinha	19MBA005	30	18	19	8	3	30	48	
6	Sunita Murmu	19MBA006	32	19.2	7	7	3	17	36	
7	Sejal Jain	19MBA007	69	41.4	24	7	4	35	76	
8	Shikha Shree	19MBA008	38	22.8	23	8	4	35	58	
9	Sharuti	19MBA009	48	28.8	9	8	3	20	49	
10	Ravi Shankar Kumar Singh	19MBA010	73	43.8	22	7	3	32	76	
11	Navodita Srivastava	19MBA011	20	12	13	8	4	25	37	
12	Karishma Singh	19MBA012	29	17.4	15	7	3	25	42	
13	Anurag Mandal	19MBA013	26	15.6	13	8	2	23	39	
14	Manisha Kumari Singh	19MBA015	48	28.8	19	9	1	29	58	
15	Manish Kumar Jha	19MBA017	51	30.6	11	7	3	21	52	
16	Anjay Kumar	19MBA018	59	35.4	17	7	4	28	63	
17	sourabh Kumar Bhaiya	19MBA019	51	30.6	17	10	3	30	61	
18	Shubham Singh	19MBA020	60	36	15	10	3	28	64	
19	Deepak Srivastava	19MBA021	57	34.2	15	8	3	26	60	
20	Gaurav Kumar	19MBA022	56	33.6	19	10	4	33	67	
21	Chintu Kumar	19MBA023	53	31.8	11	7	3	21	53	
22	Shafia Firoz	19MBA025	68	40.8	19	9	3	31	72	
23	Abhishek Banerjee	19MBA026	85	51	18	10	4	32	83	
24	Aditya Kumar	19MBA027	64	38.4	19	8	4	31	69	
25	Aditya Prakesh	19MBA029	64	38.4	22	10	4	36	74	
26	Akanksha Gupta	19MBA030	39	23.4	14	9	4	27	50	
27	Alka Kumari	19MBA031	77	46.2	22	8	4	34	80	
28	Amit Kumar Sharma	19MBA033	45	27	18	7	2	27	54	
29	Anamika Sharma	19MBA034	57	34.2	20	10	4	34	68	
30	Aprajita Roy	19MBA035	42	25.2	14	9	4	27	52	
31	Aryan	19MBA036	29	17.4	16	7	2	25	42	

32	Ashish Kumar Vicky	19MBA037	43	25.8	15	7	3	25	51
33	Avinash Kumar Singh	19MBA038	59	35.4	19	9	2	30	65
34	Kuber Kumar	19MBA040	49	29.4	15	6	4	25	54
35	Kumari Ankita	19MBA041	25	15	11	8	2	21	36
36	Md Samar Alam	19MBA042	32	19.2	16	8	4	28	47
37	Nikhil Kumar	19MBA045	61	36.6	18	7	4	29	66
38	Nitesh Kumar Singh	19MBA046	60	36	19	8	2	29	65
39	Om Prakash Kumar Sahu	19MBA047	80	48	23	8	4	35	83
40	Rachna Gupta	19MBA048	69	41.4	19	8	2	29	70
41	Raja Kumar Babu	19MBA049	14	8.4	10	9	3	22	30
42	Rockey Kumar Agrawal	19MBA051	70	42	21	9	4	34	76
43	Shubham Samal	19MBA055	46	27.6	5	9	1	15	43
44	Stuti Kumari	19MBA056	27	16.2	19	8	3	30	46
45	Sujan Kumar Samanta	19MBA057	84	50.4	15	9	4	28	78
46	Suman Kumari	19MBA058	50	30	16	7	4	27	57
47	Tushar Khandelwal	19MBA059	59	35.4	21	8	4	33	68
48	Vivek Kumar Singh	19MBA061	59	35.4	9	9	2	20	55
49	Akash Lohia	19MBA062	50	30	18	8	3	29	59
50	G Jaya Lakshmi	19MBA063	77	46.2	25	10	4	39	85
51	Preeti	19MBA064	71	42.6	13	8	2	23	66
52	Pinki Kumari	19MBA065	57	34.2	13	6	3	22	56
53	Veeneeta Kumari	19MBA066	58	34.8	18	9	2	29	64
54	Nisha Kumari	19MBA067	31	18.6		8	3	11	30
55	Lucky Kumar	19MBA068	54	32.4	10	8	3	21	53
56	Suman Khandelia	19MBA069	92	55.2	23	10	4	37	92
57	Sharmistha	19MBA070	56	33.6	14	8	3	25	59
58	Satyam Kumar	19MBA071	50	30	10	7	3	20	50
59	Alok Vikash Kumar	19MBA072	18	10.8	2	7	3	12	23
60	Saket Kumar	19MBA073	44	26.4	8	8	3	19	45
		No. of Students		37				44	
		% of Students		62				73	
		Level		3				3	Attainment
		Weightage		1.8				1.2	3

MBA-I		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	Computer Application in Management	END-SEMESTER EXAM-I					DATE:-			
COURSE CODE:-	MBA-1008		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	En d Sem (100)	End Sem (60%)	Mid Sem (25 Marks)	Assignm ent (10 Marks)	Attenda nce (5 Marks)	TOTAL INTERN AL MARKS (40)	TOTAL MARKS (100)	
1	Tripty Kumari	19MBA001	45	27	15	8	1	24	51	
2	Ritika Bhalla	19MBA002	51	30.6	14	0	0	14	45	
3	Anjali Kumari	19MBA003	46	27.6	14	9	2	25	53	
4	Saurabh Manish Dunga	19MBA004	66	39.6	14	8	2	24	64	
5	Sandeep Kumar Sinha	19MBA005	49	29.4	20	5	1	26	55	
6	Sunita Murmu	19MBA006	36	21.6	10	5	0	15	37	
7	Sejal Jain	19MBA007	61	36.6	24	9	1	34	71	
8	Shikha Shree	19MBA008	35	21	17	7	2	26	47	
9	Sharuti	19MBA009	44	26.4	11	8	2	21	47	
10	Ravi Shankar Kumar Singh	19MBA010	42	25.2	18	5	2	25	50	
11	Navodita Srivastava	19MBA011	33	19.8	11	7	5	23	43	
12	Karishma Singh	19MBA012	62	37.2	23	6	2	31	68	
13	Anurag Mandal	19MBA013	46	27.6	16	6	2	24	52	
14	Manisha Kumari Singh	19MBA015	48	28.8	14	6	3	23	52	
15	Manish Kumar Jha	19MBA017	36	21.6	14	6	3	23	45	
16	Anjay Kumar	19MBA018	63	37.8	17	7	3	27	65	
17	sourabh Kumar Bhaiya	19MBA019	56	33.6	19	8	2	29	63	
18	Shubham Singh	19MBA020	74	44.4	18	7	2	27	71	
19	Deepak Srivastava	19MBA021	61	36.6	12	8	1	21	58	
20	Gaurav Kumar	19MBA022	63	37.8	21	7	2	30	68	
21	Chintu Kumar	19MBA023	43	25.8	11	6	1	18	44	
22	Shafia Firoz	19MBA025	74	44.4	18	6	5	29	73	
23	Abhishek Banerjee	19MBA026	74	44.4	22	8	2	32	76	
24	Aditya Kumar	19MBA027	44	26.4	22	7	5	34	60	
25	Aditya Prakesh	19MBA029	40	24	17	7	2	26	50	
26	Akanksha Gupta	19MBA030	67	40.2	23	8	5	36	76	
27	Alka Kumari	19MBA031	74	44.4	22	9	3	34	78	
28	Amit Kumar Sharma	19MBA033	77	46.2	23	7	1	31	77	
29	Anamika Sharma	19MBA034	60	36	18	8	3	29	65	
30	Aprajita Roy	19MBA035	74	44.4	23	7	1	31	75	
31	Aryan	19MBA036	52	31.2	18	8	1	27	58	

32	Ashish Kumar Vicky	19MBA037	58	34.8	13	5	2	20	55
33	Avinash Kumar Singh	19MBA038	51	30.6	15	7	2	24	55
34	Kuber Kumar	19MBA040	50	30	12	5	1	18	48
35	Kumari Ankita	19MBA041	44	26.4	13	8	2	23	49
36	Md Samar Alam	19MBA042	51	30.6	12	6	3	21	52
37	Nikhil Kumar	19MBA045	50	30	19	5	3	27	57
38	Nitesh Kumar Singh	19MBA046	48	28.8	11	0	0	11	40
39	Om Prakash Kumar Sahu	19MBA047	75	45	21	7	3	31	76
40	Rachna Gupta	19MBA048	76	45.6	23	6	3	32	78
41	Raja Kumar Babu	19MBA049	23	13.8	7	6	2	15	29
42	Rockey Kumar Agrawal	19MBA051	72	43.2	24	8	3	35	78
43	Shubham Samal	19MBA055	40	24	12	7	1	20	44
44	Stuti Kumari	19MBA056	86	51.6	23	7	5	35	87
45	Sujan Kumar Samanta	19MBA057	90	54	15	6	1	22	76
46	Suman Kumari	19MBA058	70	42	15	7	3	25	67
47	Tushar Khandelwal	19MBA059	76	45.6	17	7	2	26	72
48	Vivek Kumar Singh	19MBA061	58	34.8	10	7	1	18	53
49	Akash Lohia	19MBA062	54	32.4	13	6	1	20	52
50	G Jaya Lakshmi	19MBA063	90	54	23	10	3	36	90
51	Preeti	19MBA064	66	39.6	20	8	1	29	69
52	Pinki Kumari	19MBA065	50	30	8	6	1	15	45
53	Veeneeta Kumari	19MBA066	51	30.6	17	6	2	25	56
54	Nisha Kumari	19MBA067	30	18		6	1	7	25
55	Lucky Kumar	19MBA068	64	38.4	14	7	3	24	62
56	Suman Khandelia	19MBA069	85	51	20	7	3	30	81
57	Sharmistha	19MBA070	43	25.8	16	6	0	22	48
58	Satyam Kumar	19MBA071	40	24	9	6	5	20	44
59	Alok Vikash Kumar	19MBA072			2	5	2	9	
60	Saket Kumar	19MBA073	56	33.6	13	7	5	25	59
		No. of Students		38				37	
		% of Students		63				62	
		Level		3				1	Attainment
		Weightage		1.8				0.4	2.2

SEMESTER II

MBA-II		USHA MARTIN UNIVERSITY, JHARKHAND							
COURSE:-	Organisational Effectiveness & Change	END-SEMESTER EXAM-II					DATE:-		
COURSE CODE:-	MBA-2001		1	2	3	4	5	6	7
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignme nt(15 Marks)	Applied Assignme nt(10 Marks)	Quiz (10 Marks)	Attenda nce (5 Marks)	TOTAL INTER NAL MARKS (40)	TOTAL MARK S (100)
1	Tripty Kumari	19MBA001	37	12	7	6	5	30	67
2	Ritika Bhalla	19MBA002	31	11	7	7	1	26	57
3	Anjali Kumari	19MBA003	37	11	8	5	4	28	65
4	Saurabh Manish Dung dung	19MBA004	35	11	8	5	1	25	60
5	Sandeep Kumar Sinha	19MBA005	42	12	8	10	2	32	74
6	Sunita Murmu	19MBA006	35	10	7		1	18	53
7	Sejal Jain	19MBA007	39	12	8	10	1	31	70
8	Shikha Shree	19MBA008	38	12	7	5	4	28	66
9	Sharuti	19MBA009	36	13	8	10	5	36	72
10	Ravi Shankar Kumar Singh	19MBA010	33	12	7	9	4	32	65
11	Navodita Srivastava	19MBA011	39	12	8	9	1	30	69
12	Karishma Singh	19MBA012	40	13	8	5	2	28	68
13	Anurag Mandal	19MBA013	37	10	8	10	1	29	66
14	Manisha Kumari Singh	19MBA015	36	10	7	3	2	22	58
15	Manish Kumar Jha	19MBA017	37	10	8	6	1	25	62
16	Anjay Kumar	19MBA018	43	13	8	8	3	32	75
17	sourabh Kumar Bhaiya	19MBA019	42	11	8	10	1	30	72
18	Shubham Singh	19MBA020	33	12	8	5	2	27	60
19	Deepak Srivastava	19MBA021	37	11	8	10	1	30	67
20	Gaurav Kumar	19MBA022	31	11	8	10	5	34	65
21	Chintu Kumar	19MBA023	37	12	8	10	5	35	72
22	Shafia Firoz	19MBA025	39	13	8	10	5	36	75
23	Abhishek Banerjee	19MBA026	43	13	8	10	5	36	79
24	Aditya Kumar	19MBA027	38	12	8	10	2	32	70
25	Aditya Prakesh	19MBA029	30	12	7	10	1	30	60
26	Akanksha Gupta	19MBA030	37	11	8	10	5	34	71
27	Alka Kumari	19MBA031	38	12	8	10	5	35	73

28	Amit Kumar Sharma	19MBA033	35	12	8	9	1	30	65
29	Anamika Sharma	19MBA034	41	12	8	9	5	34	75
30	Aprajita Roy	19MBA035	44	12	8	9	5	34	78
31	Aryan	19MBA036	40	10	7	10	2	29	69
32	Ashish Kumar Vicky	19MBA037	38	10	8	9	3	30	68
33	Avinash Kumar Singh	19MBA038	33	10	7	9	1	27	60
34	Kuber Kumar	19MBA040	28	8	8	9	1	26	54
35	Kumari Ankita	19MBA041	36	10	7	10	5	32	68
36	Md Samar Alam	19MBA042	0	9	7	1	1	18	18
37	Nikhil Kumar	19MBA045	35	11	7	10	4	32	67
38	Nitesh Kumar Singh	19MBA046	33	10	8	7	1	26	59
39	Om Prakash Kumar Sahu	19MBA047	35	11	7	9	2	29	64
40	Rachna Gupta	19MBA048	28	11	7	10	1	29	57
41	Raja Kumar Babu	19MBA049	39	11	7	9	4	31	70
42	Rockey Kumar Agrawal	19MBA051	40	12	8	10	5	35	75
43	Shubham Samal	19MBA055	36	11	7	9	1	28	64
44	Stuti Kumari	19MBA056	30	12	8	10	5	35	65
45	Sujan Kumar Samanta	19MBA057	45	12	8	10	4	34	79
46	Suman Kumari	19MBA058	39	12	8	4	2	26	65
47	Tushar Khandelwal	19MBA059	38	10	8	4	2	24	62
48	Vivek Kumar Singh	19MBA061	29	10	7	9	1	27	56
49	Akash Lohia	19MBA062	38	10	7	3	1	21	59
50	G Jaya Lakshmi	19MBA063	45	13	8	10	5	36	81
51	Preeti	19MBA064	40	11	7	10	1	29	69
52	Pinki Kumari	19MBA065	37	11	8	9	1	29	66
53	Veeneeta Kumari	19MBA066	35	10	8	9	1	28	63
54	Nisha Kumari	19MBA067	38			9	5	14	52
55	Lucky Kumar	19MBA068	38	10	8	10	1	29	67
56	Suman Khandelia	19MBA069	38	11	7	10	3	31	69
57	Sharmistha	19MBA070	35	9	7	8	1	25	60
58	Satyam Kumar	19MBA071	35	10	7	9	1	27	62
59	Alok Vikash Kumar	19MBA072	31	9	8	5	2	24	55
60	Saket Kumar	19MBA073	34	10	7	2	5	24	58
		No. of Students	56					55	
		% of Students	93					92	
		Level	3					3	Attainment
		Weightage	1.8					1.2	3

MBA-II		USHA MARTIN UNIVERSITY, JHARKHAND							
COURSE:-	Operations Research	END-SEMESTER EXAM-II					DATE:-		
COURSE CODE:-	MBA-2002		1	2	3	4	5	6	7
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignme nt(15 Marks)	Applied Assignme nt(10 Marks)	Quiz (10 Marks)	Attenda nce (5 Marks)	TOTAL INTER NAL MARKS (40)	TOTA L MARK S (100)
1	Tripty Kumari	19MBA001	30	11	7	5	5	28	58
2	Ritika Bhalla	19MBA002	32	12	9	10	5	36	68
3	Anjali Kumari	19MBA003	56	12	8	8	5	33	89
4	Saurabh Manish Dung dung	19MBA004	41	11	7	7	5	30	71
5	Sandeep Kumar Sinha	19MBA005	51	14	9	10	5	38	89
6	Sunita Murmu	19MBA006	24	5	7	3	5	20	44
7	Sejal Jain	19MBA007	60	13	9	8	5	35	95
8	Shikha Shree	19MBA008	30	10	7	5	5	27	57
9	Sharuti	19MBA009	24	10	7	8	5	30	54
10	Ravi Shankar Kumar Singh	19MBA010	56	13	9	10	5	37	93
11	Navodita Srivastava	19MBA011	54	13	7	9	5	34	88
12	Karishma Singh	19MBA012	60	13	9	6	5	33	93
13	Anurag Mandal	19MBA013	44	11	7	9	5	32	76
14	Manisha Kumari Singh	19MBA015	17				5	5	22
15	Manish Kumar Jha	19MBA017	48	10	7	7	5	29	77
16	Anjay Kumar	19MBA018	56	13	9	7	5	34	90
17	sourabh Kumar Bhaiya	19MBA019	47	13	9	10	5	37	84
18	Shubham Singh	19MBA020	32	12	7	7	5	31	63
19	Deepak Srivastava	19MBA021	45	13	9	10	5	37	82
20	Gaurav Kumar	19MBA022	38	12	7	10	5	34	72
21	Chintu Kumar	19MBA023	51	12	7	10	5	34	85
22	Shafia Firoz	19MBA025	30	13	8	9	5	35	65
23	Abhishek Banerjee	19MBA026	60	14	10	9	5	38	98
24	Aditya Kumar	19MBA027	47	13	8	10	5	36	83
25	Aditya Prakesh	19MBA029	60	13	7	7	5	32	92
26	Akanksha Gupta	19MBA030	60	13	8	8	5	34	94
27	Alka Kumari	19MBA031	54	15	7	9	5	36	90
28	Amit Kumar Sharma	19MBA033	42	10	7	7	5	29	71

29	Anamika Sharma	19MBA034	54	11	7	8	5	31	85
30	Aprajita Roy	19MBA035	60	13	9	10	5	37	97
31	Aryan	19MBA036	56	11	7	7	5	30	86
32	Ashish Kumar Vicky	19MBA037	56	10	7	5	5	27	83
33	Avinash Kumar Singh	19MBA038	54	12	7	7	5	31	85
34	Kuber Kumar	19MBA040	53	10	7	6	5	28	81
35	Kumari Ankita	19MBA041	48	8	7	5	5	25	73
36	Md Samar Alam	19MBA042	12	12	7	4	5	28	40
37	Nikhil Kumar	19MBA045	44	10	8	10	5	33	77
38	Nitesh Kumar Singh	19MBA046	15	10	7	5	5	27	42
39	Om Prakash Kumar Sahu	19MBA047	45	11	8	10	5	34	79
40	Rachna Gupta	19MBA048	60	11	7	9	5	32	92
41	Raja Kumar Babu	19MBA049	54	11	9	10	5	35	89
42	Rockey Kumar Agrawal	19MBA051	54	13	8	9	5	35	89
43	Shubham Samal	19MBA055	45	12	7	6	5	30	75
44	Stuti Kumari	19MBA056	50	13	8	10	5	36	86
45	Sujan Kumar Samanta	19MBA057	54	13	9	10	5	37	91
46	Suman Kumari	19MBA058	30	11	8	9	5	33	63
47	Tushar Khandelwal	19MBA059	48	12	9	9	5	35	83
48	Vivek Kumar Singh	19MBA061	56	10	7	8	5	30	86
49	Akash Lohia	19MBA062	60	6	7	3	5	21	81
50	G Jaya Lakshmi	19MBA063	60	15	10	10	5	40	100
51	Preeti	19MBA064	60	11	7	9	5	32	92
52	Pinki Kumari	19MBA065	44	11	7	9	5	32	76
53	Veeneeta Kumari	19MBA066	38	11	7	9	5	32	70
54	Nisha Kumari	19MBA067	36	10	7	5	5	27	63
55	Lucky Kumar	19MBA068	48	12	7	9	5	33	81
56	Suman Khandelia	19MBA069	47	12	9	8	5	34	81
57	Sharmistha	19MBA070	41	13	8	6	5	32	73
58	Satyam Kumar	19MBA071	39	11	7	10	5	33	72
59	Alok Vikash Kumar	19MBA072	9	6	7	3	5	21	30
60	Saket Kumar	19MBA073	57	12	7	8	5	32	89
		No. of Students	54					56	
		% of Students	90					93	
		Level	3					3	Attainment
		Weightage	1.8					1.2	3

MBA-II		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	Human Resource Management	END-SEMESTER EXAM-II					DATE:-			
COURSE CODE:-	MBA-2003		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignme nt(15 Marks)	Applied Assignme nt(10 Marks)	Quiz (10 Marks)	Attenda nce (5 Marks)	TOTAL INTER NAL MARKS (40)	TOTA L MARKS (100)	
1	Tripty Kumari	19MBA001	34	9	14	10	5	38	72	
2	Ritika Bhalla	19MBA002	37	7	14	10	3	34	71	
3	Anjali Kumari	19MBA003	45	6	14	3	3	26	71	
4	Saurabh Manish Dung dung	19MBA004	39	6	14	10	2	32	71	
5	Sandeep Kumar Sinha	19MBA005	47	6	13	9		28	75	
6	Sunita Murmu	19MBA006	32	5	11	10		26	58	
7	Sejal Jain	19MBA007	48	8	13	10		31	79	
8	Shikha Shree	19MBA008	35	8	13	9	3	33	68	
9	Sharuti	19MBA009	43	7	13	10	5	35	78	
10	Ravi Shankar Kumar Singh	19MBA010	38	7	11	10	4	32	70	
11	Navodita Srivastava	19MBA011	44	6	14	9	1	30	74	
12	Karishma Singh	19MBA012	42	8	14	10	2	34	76	
13	Anurag Mandal	19MBA013	37	8	11	10	1	30	67	
14	Manisha Kumari Singh	19MBA015	40	7	11	9		27	67	
15	Manish Kumar Jha	19MBA017	36	7	12	8	3	30	66	
16	Anjay Kumar	19MBA018	47	8	12	10		30	77	
17	sourabh Kumar Bhaiya	19MBA019	39	8	13	10		31	70	
18	Shubham Singh	19MBA020	39	9	11	10	4	34	73	
19	Deepak Srivastava	19MBA021	41	5	11	10	1	27	68	
20	Gaurav Kumar	19MBA022	42	6	11	10	5	32	74	
21	Chintu Kumar	19MBA023	41	8	13	10	5	36	77	
22	Shafia Firoz	19MBA025	42	9	14	9	5	37	79	
23	Abhishek Banerjee	19MBA026	43	8	11	10	5	34	77	
24	Aditya Kumar	19MBA027	42	8	11	10	3	32	74	
25	Aditya Prakesh	19MBA029	33	9	12	9	2	32	65	
26	Akanksha Gupta	19MBA030	38	9	12	8	5	34	72	
27	Alka Kumari	19MBA031	43	9	14	10	5	38	81	
28	Amit Kumar Sharma	19MBA033	40	7	12	10		29	69	
29	Anamika Sharma	19MBA034	45	6	13	10	5	34	79	
30	Aprajita Roy	19MBA035	47	10	12	10	5	37	84	

31	Aryan	19MBA036	36	6	12	10		28	64
32	Ashish Kumar Vicky	19MBA037	42	7	13	10		30	72
33	Avinash Kumar Singh	19MBA038	30	8	13	10		31	61
34	Kuber Kumar	19MBA040	29	6	12	10		28	57
35	Kumari Ankita	19MBA041	32	7	12	10	5	34	66
36	Md Samar Alam	19MBA042	32	7	13	7		27	59
37	Nikhil Kumar	19MBA045	36	6	12	10	5	33	69
38	Nitesh Kumar Singh	19MBA046	37	7	10	6	2	25	62
39	Om Prakash Kumar Sahu	19MBA047	39	8	10	10	1	29	68
40	Rachna Gupta	19MBA048	46	10	11	10	2	33	79
41	Raja Kumar Babu	19MBA049	39	7	13	10	4	34	73
42	Rockey Kumar Agrawal	19MBA051	44	9	14	10	5	38	82
43	Shubham Samal	19MBA055	30					0	30
44	Stuti Kumari	19MBA056	37		14	10	2	26	63
45	Sujan Kumar Samanta	19MBA057	50	9	11	10	5	35	85
46	Suman Kumari	19MBA058	46	9	12	10	5	36	82
47	Tushar Khandelwal	19MBA059	44	5	11	10	3	29	73
48	Vivek Kumar Singh	19MBA061	29					0	29
49	Akash Lohia	19MBA062	31	7	12	10		29	60
50	G Jaya Lakshmi	19MBA063	52	7	12			19	71
51	Preeti	19MBA064	47	10	14	10	5	39	86
52	Pinki Kumari	19MBA065	47	7	12	10	1	30	77
53	Veeneeta Kumari	19MBA066	35	7	14	9	1	31	66
54	Nisha Kumari	19MBA067	40	8	14	9	1	32	72
55	Lucky Kumar	19MBA068	40	8	13	7	5	33	73
56	Suman Khandelia	19MBA069	39	7	11	10	2	30	69
57	Sharmistha	19MBA070	38	8	12	10	2	32	70
58	Satyam Kumar	19MBA071	37	10	14	10	2	36	73
59	Alok Vikash Kumar	19MBA072	29	8	12	10	1	31	60
60	Saket Kumar	19MBA073	37	7	14	6		27	64
		No. of Students	57					57	
		% of Students	95					95	
		Level	3					3	Attainment
		Weightage	1.8					1.2	3

MBA-II		USHA MARTIN UNIVERSITY, JHARKHAND							
COURSE:-	Financial Management	END-SEMESTER EXAM-II					DATE:-		
COURSE CODE:-	MBA-2004		1	2	3	4	5	6	7
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignme nt(15 Marks)	Applied Assignme nt(10 Marks)	Quiz (10 Marks)	Attenda nce (5 Marks)	TOTAL INTER NAL MARKS (40)	TOTAL MARK S (100)
1	Tripty Kumari	19MBA001	38	11	8	7	5	31	69
2	Ritika Bhalla	19MBA002	39	11	8	7	5	31	70
3	Anjali Kumari	19MBA003	39	11	8	8	5	32	71
4	Saurabh Manish Dung dung	19MBA004	38	11	8	8	5	32	70
5	Sandeep Kumar Sinha	19MBA005	41	12	9	9	5	35	76
6	Sunita Murmu	19MBA006		0	0	4	5	9	9
7	Sejal Jain	19MBA007	41	12	9	9	5	35	76
8	Shikha Shree	19MBA008	38	12	9	7	5	33	71
9	Sharuti	19MBA009	39	11	7	6	5	29	68
10	Ravi Shankar Kumar Singh	19MBA010	38	11	8	10	5	34	72
11	Navodita Srivastava	19MBA011	39	12	9	6	5	32	71
12	Karishma Singh	19MBA012	38	11	7	9	5	32	70
13	Anurag Mandal	19MBA013	36	11	7	9	5	32	68
14	Manisha Kumari Singh	19MBA015	35	12	8	6	5	31	66
15	Manish Kumar Jha	19MBA017	40	11	8	7	5	31	71
16	Anjay Kumar	19MBA018	38	11	7	9	5	32	70
17	sourabh Kumar Bhaiya	19MBA019	41	12	8	10	5	35	76
18	Shubham Singh	19MBA020	39	12	8	8	5	33	72
19	Deepak Srivastava	19MBA021	41	12	8	9	5	34	75
20	Gaurav Kumar	19MBA022	40	11	7	9	5	32	72
21	Chintu Kumar	19MBA023	41	12	8	9	5	34	75
22	Shafia Firoz	19MBA025	43	12	8	9	5	34	77
23	Abhishek Banerjee	19MBA026	45	13	8	7	5	33	78
24	Aditya Kumar	19MBA027	42	12	8	7	5	32	74
25	Aditya Prakesh	19MBA029	41	12	8	8	5	33	74
26	Akanksha Gupta	19MBA030	41	12	8	8	5	33	74
27	Alka Kumari	19MBA031	41	12	8	10	5	35	76
28	Amit Kumar Sharma	19MBA033	38	11	7	7	5	30	68
29	Anamika Sharma	19MBA034	39	12	8	7	5	32	71
30	Aprajita Roy	19MBA035	45	13	8	9	5	35	80

31	Aryan	19MBA036	41	12	7	6	5	30	71
32	Ashish Kumar Vicky	19MBA037	40	12	8	7	5	32	72
33	Avinash Kumar Singh	19MBA038	41	12	8	6	5	31	72
34	Kuber Kumar	19MBA040	39	11	7	6	5	29	68
35	Kumari Ankita	19MBA041	38	11	7	7	5	30	68
36	Md Samar Alam	19MBA042	38	0	0	8	5	13	51
37	Nikhil Kumar	19MBA045	44	13	8	9	5	35	79
38	Nitesh Kumar Singh	19MBA046	42	11	7	7	5	30	72
39	Om Prakash Kumar Sahu	19MBA047	41	12	8	10	5	35	76
40	Rachna Gupta	19MBA048	39	12	8	9	5	34	73
41	Raja Kumar Babu	19MBA049	38	12	8	10	5	35	73
42	Rockey Kumar Agrawal	19MBA051	39	13	8	10	5	36	75
43	Shubham Samal	19MBA055		0	0	7	5	12	12
44	Stuti Kumari	19MBA056	38	11	8	9	5	33	71
45	Sujan Kumar Samanta	19MBA057	42	12	8	9	5	34	76
46	Suman Kumari	19MBA058	36	11	7	9	5	32	68
47	Tushar Khandelwal	19MBA059	38	11	8	7	5	31	69
48	Vivek Kumar Singh	19MBA061	39	0	0	7	5	12	51
49	Akash Lohia	19MBA062	38	11	7	7	5	30	68
50	G Jaya Lakshmi	19MBA063	46	14	8	8	5	35	81
51	Preeti	19MBA064	38	11	7	9	5	32	70
52	Pinki Kumari	19MBA065	37	11	7	8	5	31	68
53	Veeneeta Kumari	19MBA066	38	10	7	8	5	30	68
54	Nisha Kumari	19MBA067	39	11	7	6	5	29	68
55	Lucky Kumar	19MBA068	42	13	8	9	5	35	77
56	Suman Khandelia	19MBA069	37	11	7	7	5	30	67
57	Sharmistha	19MBA070	39	12	7	7	5	31	70
58	Satyam Kumar	19MBA071	39	11	7	10	5	33	72
59	Alok Vikash Kumar	19MBA072	38	11	7	5	5	28	66
60	Saket Kumar	19MBA073	40	11	7	8	5	31	71
		No. of Students	58					56	
		% of Students	100					93	
		Level	3					3	Attainment
		Weightage	1.8					1.2	3

MBA-II		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	Marketing Management	END-SEMESTER EXAM-II					DATE:-			
COURSE CODE:-	MBA-2005		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignment(15 Marks)	Applied Assignment(10 Marks)	Quiz (10 Marks)	Attendance (5 Marks)	TOTAL INTERNAL MARKS (40)	TOTAL MARKS (100)	
1	Tripty Kumari	19MBA001	39	10	7	9	4	30	69	
2	Ritika Bhalla	19MBA002	32	11	8	9	4	32	64	
3	Anjali Kumari	19MBA003	40	12	8	9	4	33	73	
4	Saurabh Manish Dung dung	19MBA004	40	10	8	9	4	31	71	
5	Sandeep Kumar Sinha	19MBA005	40	11	7	8	4	30	70	
6	Sunita Murmu	19MBA006	37				3	3	40	
7	Sejal Jain	19MBA007	38	11	8	9	4	32	70	
8	Shikha Shree	19MBA008	37	10	7	6	4	27	64	
9	Sharuti	19MBA009	47	12	8	10	4	34	81	
10	Ravi Shankar Kumar Singh	19MBA010	38	10	8	10	4	32	70	
11	Navodita Srivastava	19MBA011	47	12	7	10	4	33	80	
12	Karishma Singh	19MBA012	40	10	7	10	4	31	71	
13	Anurag Mandal	19MBA013	40	11	8	10	4	33	73	
14	Manisha Kumari Singh	19MBA015	40	11	7	2	4	24	64	
15	Manish Kumar Jha	19MBA017	39	11	8	10	4	33	72	
16	Anjay Kumar	19MBA018	39	11	8	9	4	32	71	
17	sourabh Kumar Bhaiya	19MBA019	40	11	8	10	4	33	73	
18	Shubham Singh	19MBA020	40	12	8	9	4	33	73	
19	Deepak Srivastava	19MBA021	40	10	7	10	4	31	71	
20	Gaurav Kumar	19MBA022	40	11	8	10	4	33	73	
21	Chintu Kumar	19MBA023	40	11	8	10	4	33	73	
22	Shafia Firoz	19MBA025	47	12	8	9	4	33	80	
23	Abhishek Banerjee	19MBA026	48	13	8	10	4	35	83	
24	Aditya Kumar	19MBA027	38	12	8	10	4	34	72	
25	Aditya Prakesh	19MBA029	39	11	8	7	4	30	69	
26	Akanksha Gupta	19MBA030	39	10	8	9	4	31	70	
27	Alka Kumari	19MBA031	40	11	8	10	4	33	73	
28	Amit Kumar Sharma	19MBA033	38	10			2	12	50	
29	Anamika Sharma	19MBA034	48	13	8	10	4	35	83	
30	Aprajita Roy	19MBA035	47	13	8	5	4	30	77	

31	Aryan	19MBA036	40	10	8	8	4	30	70
32	Ashish Kumar Vicky	19MBA037	38	10	8	10	4	32	70
33	Avinash Kumar Singh	19MBA038	0	10	7	8	4	29	29
34	Kuber Kumar	19MBA040	0	10	7	10	4	31	31
35	Kumari Ankita	19MBA041	37	11	8	10	4	33	70
36	Md Samar Alam	19MBA042	36	10	8	5	4	27	63
37	Nikhil Kumar	19MBA045	44	12	8	10	4	34	78
38	Nitesh Kumar Singh	19MBA046	37	10	8	6	4	28	65
39	Om Prakash Kumar Sahu	19MBA047	40	10	8	10	4	32	72
40	Rachna Gupta	19MBA048	40	11	8	10	4	33	73
41	Raja Kumar Babu	19MBA049	40	11	8	9	4	32	72
42	Rockey Kumar Agrawal	19MBA051	44	12	8	10	4	34	78
43	Shubham Samal	19MBA055	38	11	8	10	4	33	71
44	Stuti Kumari	19MBA056	44	12	8	9	4	33	77
45	Sujan Kumar Samanta	19MBA057	45	12	8	10	4	34	79
46	Suman Kumari	19MBA058	38	11	7	4	4	26	64
47	Tushar Khandelwal	19MBA059	39	11	8	9	4	32	71
48	Vivek Kumar Singh	19MBA061	0	10	7	9	2	28	28
49	Akash Lohia	19MBA062	39	10	8	10	4	32	71
50	G Jaya Lakshmi	19MBA063	47	13	8	9	4	34	81
51	Preeti	19MBA064	40	10	7	10	4	31	71
52	Pinki Kumari	19MBA065	0	10	8	6	2	26	26
53	Veeneeta Kumari	19MBA066	0	8	7	6	2	23	23
54	Nisha Kumari	19MBA067	38	11	8	4	4	27	65
55	Lucky Kumar	19MBA068	46	12	8	10	4	34	80
56	Suman Khandelia	19MBA069	39	11	8	10	4	33	72
57	Sharmistha	19MBA070	39	11	8	7	4	30	69
58	Satyam Kumar	19MBA071	40	10	7	9	4	30	70
59	Alok Vikash Kumar	19MBA072	0	10		7	2	19	19
60	Saket Kumar	19MBA073	39	10	8	10	4	32	71
		No. of Students	54					56	
		% of Students	100					93	
		Level	3					3	Attainment
		Weightage	1.8					1.2	3

MBA-II		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	Production & Operations Management	END-SEMESTER EXAM-II					DATE:-			
COURSE CODE:-	MBA-2006		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignme nt(15 Marks)	Applied Assignme nt(10 Marks)	Quiz (10 Marks)	Attenda nce (5 Marks)	TOTAL INTER NAL MARKS (40)	TOTAL MARK S (100)	
1	Tripty Kumari	19MBA001	38	13	8	8	4	33	71	
2	Ritika Bhalla	19MBA002	32	13	8	8	5	34	66	
3	Anjali Kumari	19MBA003	36	14	10	10	5	39	75	
4	Saurabh Manish Dung dung	19MBA004	28	12	7	7	4	30	58	
5	Sandeep Kumar Sinha	19MBA005	45	14	10	10	5	39	84	
6	Sunita Murmu	19MBA006	33	13	8	8	4	33	66	
7	Sejal Jain	19MBA007	27	14	10	10	3	37	64	
8	Shikha Shree	19MBA008	35	11	6	6	3	26	61	
9	Sharuti	19MBA009	40	14	10	10	5	39	79	
10	Ravi Shankar Kumar Singh	19MBA010	25	14	10	10	4	38	63	
11	Navodita Srivastava	19MBA011	44	14	10	10	5	39	83	
12	Karishma Singh	19MBA012	38	13	9	9	4	35	73	
13	Anurag Mandal	19MBA013	41	14	10	10	4	38	79	
14	Manisha Kumari Singh	19MBA015	23	10	5	5	4	24	47	
15	Manish Kumar Jha	19MBA017	25	12	7	7	4	30	55	
16	Anjay Kumar	19MBA018	41	14	10	10	5	39	80	
17	sourabh Kumar Bhaiya	19MBA019	38	14	10	10	5	39	77	
18	Shubham Singh	19MBA020	45	14	10	10	5	39	84	
19	Deepak Srivastava	19MBA021	44	14	10	10	5	39	83	
20	Gaurav Kumar	19MBA022	38	13	9	9	4	35	73	
21	Chintu Kumar	19MBA023	43	14	10	10	4	38	81	
22	Shafia Firoz	19MBA025	35	13	10	10	3	36	71	
23	Abhishek Banerjee	19MBA026	44	14	9	9	4	36	80	
24	Aditya Kumar	19MBA027	32	13	9	9	4	35	67	
25	Aditya Prakesh	19MBA029	36	13	9	9	3	34	70	
26	Akanksha Gupta	19MBA030	37	13	9	9	4	35	72	
27	Alka Kumari	19MBA031	43	14	10	10	4	38	81	
28	Amit Kumar Sharma	19MBA033	37	11	7	7	3	28	65	
29	Anamika Sharma	19MBA034	39	13	9	9	4	35	74	

30	Aprajita Roy	19MBA035	52	14	10	10	5	39	91
31	Aryan	19MBA036	40	13	9	9	4	35	75
32	Ashish Kumar Vicky	19MBA037	38	11	7	7	3	28	66
33	Avinash Kumar Singh	19MBA038	43	13	9	9	4	35	78
34	Kuber Kumar	19MBA040	35	12	7	7	4	30	65
35	Kumari Ankita	19MBA041	41	14	10	10	5	39	80
36	Md Samar Alam	19MBA042	23	10	6	6	3	25	48
37	Nikhil Kumar	19MBA045	38	14	10	10	5	39	77
38	Nitesh Kumar Singh	19MBA046	32	10	6	6	3	25	57
39	Om Prakash Kumar Sahu	19MBA047	42	14	10	10	5	39	81
40	Rachna Gupta	19MBA048	37	13	9	9	4	35	72
41	Raja Kumar Babu	19MBA049	25	13	9	9	4	35	60
42	Rockey Kumar Agrawal	19MBA051	45	14	10	10	5	39	84
43	Shubham Samal	19MBA055	43	14	10	10	5	39	82
44	Stuti Kumari	19MBA056	41	14	10	10	5	39	80
45	Sujan Kumar Samanta	19MBA057	54	14	9	9	5	37	91
46	Suman Kumari	19MBA058	35	9	6	6	4	25	60
47	Tushar Khandelwal	19MBA059	25	14	10	10	5	39	64
48	Vivek Kumar Singh	19MBA061	39	13	9	9	4	35	74
49	Akash Lohia	19MBA062	32	14	10	10	5	39	71
50	G Jaya Lakshmi	19MBA063	46	14	10	10	5	39	85
51	Preeti	19MBA064	28	13	9	9	4	35	63
52	Pinki Kumari	19MBA065	35	12	8	8	4	32	67
53	Veeneeta Kumari	19MBA066	37	12	8	8	4	32	69
54	Nisha Kumari	19MBA067	28	12	8	8	4	32	60
55	Lucky Kumar	19MBA068	32	12	8	10	4	34	66
56	Suman Khandelia	19MBA069	46	14	10	10	5	39	85
57	Sharmistha	19MBA070	44	14	10	10	5	39	83
58	Satyam Kumar	19MBA071	25	14	10	10	5	39	64
59	Alok Vikash Kumar	19MBA072		11	7	7	4	29	29
60	Saket Kumar	19MBA073	25	14	10	10	4	38	63
		No. of Students	47					60	
		% of Students	80					100	
		Level	3					3	Attainment
		Weightage	1.8					1.2	3

MBA-II		USHA MARTIN UNIVERSITY, JHARKHAND							
COURSE:-	Research Methodology	END-SEMESTER EXAM-II					DATE:-		
COURSE CODE:-	MBA-2007		1	2	3	4	5	6	7
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignme nt(15 Marks)	Applied Assignme nt(10 Marks)	Quiz (10 Marks)	Attenda nce (5 Marks)	TOTAL INTER NAL MARKS (40)	TOTAL MARK S (100)
1	Tripty Kumari	19MBA001	29	12	7	4	5	28	57
2	Ritika Bhalla	19MBA002	10		7	3	5	15	25
3	Anjali Kumari	19MBA003	25	11	7	3	5	26	51
4	Saurabh Manish Dung dung	19MBA004	35			10	5	15	50
5	Sandeep Kumar Sinha	19MBA005	47	12	8	3	5	28	75
6	Sunita Murmu	19MBA006	39	7	2	2	5	16	55
7	Sejal Jain	19MBA007	44	12	8	4	5	29	73
8	Shikha Shree	19MBA008	27	12	8	6	5	31	58
9	Sharuti	19MBA009	35	12	8	4	5	29	64
10	Ravi Shankar Kumar Singh	19MBA010	30	12	8	4	5	29	59
11	Navodita Srivastava	19MBA011	36			3	5	8	44
12	Karishma Singh	19MBA012	37		8	7	5	20	57
13	Anurag Mandal	19MBA013	32	12	8	6	5	31	63
14	Manisha Kumari Singh	19MBA015	39	12	8	5	5	30	69
15	Manish Kumar Jha	19MBA017	25	12	8	10	5	35	60
16	Anjay Kumar	19MBA018	34		9	5	5	19	53
17	sourabh Kumar Bhaiya	19MBA019	29	11	7	4	5	27	56
18	Shubham Singh	19MBA020	32	12	8	10	5	35	67
19	Deepak Srivastava	19MBA021	35	12	8	9	5	34	69
20	Gaurav Kumar	19MBA022	31			4	5	9	40
21	Chintu Kumar	19MBA023	40	13	8	7	5	33	73
22	Shafia Firoz	19MBA025	33	13	8	7	5	33	66
23	Abhishek Banerjee	19MBA026	52	14	9	9	5	37	89
24	Aditya Kumar	19MBA027	38	12	8	9	5	34	72
25	Aditya Prakesh	19MBA029	32	12	8	8	5	33	65
26	Akanksha Gupta	19MBA030	37	11	8	8	5	32	69
27	Alka Kumari	19MBA031	38	11	7	4	5	27	65
28	Amit Kumar Sharma	19MBA033	46	12	8	7	5	32	78
29	Anamika Sharma	19MBA034	38	13	8	4	5	30	68
30	Aprajita Roy	19MBA035	48	14	9	6	5	34	82

31	Aryan	19MBA036	31			5	5	10	41
32	Ashish Kumar Vicky	19MBA037	32	13	8	9	5	35	67
33	Avinash Kumar Singh	19MBA038	36	12	8	8	5	33	69
34	Kuber Kumar	19MBA040	33	12	8	8	5	33	66
35	Kumari Ankita	19MBA041	27	11	8	3	5	27	54
36	Md Samar Alam	19MBA042	20	11	7		5	23	43
37	Nikhil Kumar	19MBA045	22	12		9	5	26	48
38	Nitesh Kumar Singh	19MBA046	21			3	5	8	29
39	Om Prakash Kumar Sahu	19MBA047	35	13	9	6	5	33	68
40	Rachna Gupta	19MBA048	28	12	7	3	5	27	55
41	Raja Kumar Babu	19MBA049	20	12	8	5	5	30	50
42	Rockey Kumar Agrawal	19MBA051	45	13	9	4	5	31	76
43	Shubham Samal	19MBA055	38			7	5	12	50
44	Stuti Kumari	19MBA056	44	12	8	5	5	30	74
45	Sujan Kumar Samanta	19MBA057	39	13	8	7	5	33	72
46	Suman Kumari	19MBA058	40	12	7	2	5	26	66
47	Tushar Khandelwal	19MBA059	40	12	8	10	5	35	75
48	Vivek Kumar Singh	19MBA061	32	12	7	1	5	25	57
49	Akash Lohia	19MBA062	33	12	8	10	5	35	68
50	G Jaya Lakshmi	19MBA063	49	14	9	8	5	36	85
51	Preeti	19MBA064	32	12	7	3	5	27	59
52	Pinki Kumari	19MBA065	32			7	5	12	44
53	Veeneeta Kumari	19MBA066	32	12		8	5	25	57
54	Nisha Kumari	19MBA067	18			2	5	7	25
55	Lucky Kumar	19MBA068	33	13	9	8	5	35	68
56	Suman Khandelvia	19MBA069	44	13	9	10	5	37	81
57	Sharmistha	19MBA070	31	12	7	2	5	26	57
58	Satyam Kumar	19MBA071	31	11	5	4	5	25	56
59	Alok Vikash Kumar	19MBA072	26	12	7	1	5	25	51
60	Saket Kumar	19MBA073	32			10	5	15	47
		No. of Students	46					46	
		% of Students	77					77	
		Level	3					3	Attainment
		Weightage	1.8					1.2	3

MBA-II		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	International Business Environment & Management	END-SEMESTER EXAM-II					DATE:-			
COURSE CODE:-	MBA-2008		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignme nt(15 Marks)	Applied Assignme nt(10 Marks)	Quiz (10 Marks)	Attenda nce (5 Marks)	TOTAL INTER NAL MARKS (40)	TOTAL MARK S (100)	
1	Tripty Kumari	19MBA001	39	10	7	9	4	30	69	
2	Ritika Bhalla	19MBA002	32	11	8	9	4	32	64	
3	Anjali Kumari	19MBA003	40	12	8	9	4	33	73	
4	Saurabh Manish Dung dung	19MBA004	40	10	8	9	4	31	71	
5	Sandeep Kumar Sinha	19MBA005	40	11	7	8	4	30	70	
6	Sunita Murmu	19MBA006	37				3	3	40	
7	Sejal Jain	19MBA007	38	11	8	9	4	32	70	
8	Shikha Shree	19MBA008	37	10	7	6	4	27	64	
9	Sharuti	19MBA009	47	12	8	10	4	34	81	
10	Ravi Shankar Kumar Singh	19MBA010	38	10	8	10	4	32	70	
11	Navodita Srivastava	19MBA011	47	12	7	10	4	33	80	
12	Karishma Singh	19MBA012	40	10	7	10	4	31	71	
13	Anurag Mandal	19MBA013	40	11	8	10	4	33	73	
14	Manisha Kumari Singh	19MBA015	40	11	7	2	4	24	64	
15	Manish Kumar Jha	19MBA017	39	11	8	10	4	33	72	
16	Anjay Kumar	19MBA018	39	11	8	9	4	32	71	
17	sourabh Kumar Bhaiya	19MBA019	40	11	8	10	4	33	73	
18	Shubham Singh	19MBA020	40	12	8	9	4	33	73	
19	Deepak Srivastava	19MBA021	40	10	7	10	4	31	71	
20	Gaurav Kumar	19MBA022	40	11	8	10	4	33	73	
21	Chintu Kumar	19MBA023	40	11	8	10	4	33	73	
22	Shafia Firoz	19MBA025	47	12	8	9	4	33	80	
23	Abhishek Banerjee	19MBA026	48	13	8	10	4	35	83	
24	Aditya Kumar	19MBA027	38	12	8	10	4	34	72	
25	Aditya Prakesh	19MBA029	39	11	8	7	4	30	69	
26	Akanksha Gupta	19MBA030	39	10	8	9	4	31	70	
27	Alka Kumari	19MBA031	40	11	8	10	4	33	73	
28	Amit Kumar Sharma	19MBA033	38	10			2	12	50	
29	Anamika Sharma	19MBA034	48	13	8	10	4	35	83	

30	Aprajita Roy	19MBA035	47	13	8	5	4	30	77
31	Aryan	19MBA036	40	10	8	8	4	30	70
32	Ashish Kumar Vicky	19MBA037	38	10	8	10	4	32	70
33	Avinash Kumar Singh	19MBA038	0	10	7	8	4	29	29
34	Kuber Kumar	19MBA040	0	10	7	10	4	31	31
35	Kumari Ankita	19MBA041	37	11	8	10	4	33	70
36	Md Samar Alam	19MBA042	36	10	8	5	4	27	63
37	Nikhil Kumar	19MBA045	44	12	8	10	4	34	78
38	Nitesh Kumar Singh	19MBA046	37	10	8	6	4	28	65
39	Om Prakash Kumar Sahu	19MBA047	40	10	8	10	4	32	72
40	Rachna Gupta	19MBA048	40	11	8	10	4	33	73
41	Raja Kumar Babu	19MBA049	40	11	8	9	4	32	72
42	Rockey Kumar Agrawal	19MBA051	44	12	8	10	4	34	78
43	Shubham Samal	19MBA055	38	11	8	10	4	33	71
44	Stuti Kumari	19MBA056	44	12	8	9	4	33	77
45	Sujan Kumar Samanta	19MBA057	45	12	8	10	4	34	79
46	Suman Kumari	19MBA058	38	11	7	4	4	26	64
47	Tushar Khandelwal	19MBA059	39	11	8	9	4	32	71
48	Vivek Kumar Singh	19MBA061	0	10	7	9	2	28	28
49	Akash Lohia	19MBA062	39	10	8	10	4	32	71
50	G Jaya Lakshmi	19MBA063	47	13	8	9	4	34	81
51	Preeti	19MBA064	40	10	7	10	4	31	71
52	Pinki Kumari	19MBA065	0	10	8	6	2	26	26
53	Veeneeta Kumari	19MBA066	0	8	7	6	2	23	23
54	Nisha Kumari	19MBA067	38	11	8	4	4	27	65
55	Lucky Kumar	19MBA068	46	12	8	10	4	34	80
56	Suman Khandelia	19MBA069	39	11	8	10	4	33	72
57	Sharmistha	19MBA070	39	11	8	7	4	30	69
58	Satyam Kumar	19MBA071	40	10	7	9	4	30	70
59	Alok Vikash Kumar	19MBA072	0	10		7	2	19	19
60	Saket Kumar	19MBA073	39	10	8	10	4	32	71
		No. of Students	54					56	
		% of Students	90					93	
		Level	3					3	Attainment
		Weightage	1.8					1.2	3

SEMESTER III

MBA-III	USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	Business Environment	END-SEMESTER EXAM-III					DATE:-		
COURSE CODE:-	MBA-3001		1	2	3	4	5	6	7
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignme nt(15 Marks)	Applied Assignme nt(10 Marks)	Quiz (10 Marks)	Attenda nce (5 Marks)	TOTAL INTER NAL MARKS (40)	TOTAL MARK S (100)
1	Tripty Kumari	19MBA001	41	11	7	5	4	27	68
2	Ritika Bhalla	19MBA002	41	11	7		4	22	63
3	Anjali Kumari	19MBA003	41	12	7	6	4	29	70
4	Saurabh Manish Dung dung	19MBA004	0	12	7	6	4	29	29
5	Sandeep Kumar Sinha	19MBA005	40	12	7	7	4	30	70
6	Sunita Murmu	19MBA006	39	11	7	7	4	29	68
7	Sejal Jain	19MBA007	42	12	7	8	4	31	73
8	Shikha Shree	19MBA008	35	11	7	7	3	28	63
9	Sharuti	19MBA009	40	12	8	7	4	31	71
10	Ravi Shankar Kumar Singh	19MBA010	38	11	7	8	3	29	67
11	Navodita Srivastava	19MBA011	43	12	8	8	4	32	75
12	Karishma Singh	19MBA012	39	11	7	6	3	27	66
13	Anurag Mandal	19MBA013	44	12	8	8	4	32	76
14	Manisha Kumari Singh	19MBA015	40	11	7		3	21	61
15	Manish Kumar Jha	19MBA017	38	11	7	8	3	29	67
16	Anjay Kumar	19MBA018	39	11	7	8	3	29	68
17	sourabh Kumar Bhaiya	19MBA019	40	12	7	7	4	30	70
18	Shubham Singh	19MBA020	39	12	7	8	4	31	70
19	Deepak Srivastava	19MBA021	39	11	7	7	3	28	67
20	Gaurav Kumar	19MBA022	38	12	7	8	4	31	69
21	Chintu Kumar	19MBA023	40	11	7	7	3	28	68
22	Shafia Firoz	19MBA025	45	12	8	9	4	33	78
23	Abhishek Banerjee	19MBA026	48	13	8	8	4	33	81
24	Aditya Kumar	19MBA027	40	11	7	8	4	30	70
25	Aditya Prakesh	19MBA029	40	11	7	8	3	29	69
26	Akanksha Gupta	19MBA030	39	12	7	7	4	30	69
27	Alka Kumari	19MBA031	41	12	7	8	4	31	72
28	Amit Kumar Sharma	19MBA033	44	11	7		3	21	65

29	Anamika Sharma	19MBA034	39	12	7	7	4	30	69
30	Aprajita Roy	19MBA035	44	12	8	8	4	32	76
31	Aryan	19MBA036	39	11	7	7	3	28	67
32	Ashish Kumar Vicky	19MBA037	40	11	7	9	3	30	70
33	Avinash Kumar Singh	19MBA038	0	11	7	8	3	29	29
34	Kuber Kumar	19MBA040	40	11	7	9	3	30	70
35	Kumari Ankita	19MBA041	38	11	7	4	3	25	63
36	Nikhil Kumar	19MBA045	42	12	7	8	4	31	73
37	Nitesh Kumar Singh	19MBA046	40	11	7	5	3	26	66
38	Om Prakash Kumar Sahu	19MBA047	38	11	7	8	4	30	68
39	Rachna Gupta	19MBA048	40	12	7		4	23	63
40	Raja Kumar Babu	19MBA049	36	11	7	5	4	27	63
41	Rockey Kumar Agrawal	19MBA051	42	12	8	9	4	33	75
42	Shubham Samal	19MBA055	42	11	7	5	3	26	68
43	Stuti Kumari	19MBA056	44	12	8	9	4	33	77
44	Sujan Kumar Samanta	19MBA057	45	12	7	9	4	32	77
45	Suman Kumari	19MBA058	41	11	7	7	3	28	69
46	Tushar Khandelwal	19MBA059	41	11	7	7	3	28	69
47	Vivek Kumar Singh	19MBA061	40	11	7	8	3	29	69
48	Akash Lohia	19MBA062	40	11	7	7	3	28	68
49	G Jaya Lakshmi	19MBA063	50	13	8		4	25	75
50	Preeti	19MBA064	40	11	7		4	22	62
51	Pinki Kumari	19MBA065	41	11	7	9	4	31	72
52	Veeneeta Kumari	19MBA066	39	11	7	9	4	31	70
53	Nisha Kumari	19MBA067	32	11	7	7	4	29	61
54	Lucky Kumar	19MBA068	0	12	8	7	4	31	31
55	Suman Khandelia	19MBA069	41	12	7	8	4	31	72
56	Sharmistha	19MBA070	0	11	7	8	4	30	30
57	Satyam Kumar	19MBA071	38	11	7	8	3	29	67
58	Saket Kumar	19MBA073	38	11	7	8	3	29	67
		No. of Students	54					53	
		% of Students	93					91	
		Level	3					3	Attainment
		Weightage	1.8					1.2	3

MBA-III		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	Decision Support System & Management Information System	END-SEMESTER EXAM-III					DATE:-			
COURSE CODE: -	MBA-3002		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignment (15 Marks)	Applied Assignment (10 Marks)	Quiz (10 Marks)	Attendance (5 Marks)	TOTAL INTERNAL MARKS (40)	TOTAL MARKS (100)	
1	Tripty Kumari	19MBA001	10	8	7	6.5	2	33.5	33.5	
2	Ritika Bhalla	19MBA002	24					24	24	
3	Anjali Kumari	19MBA003	46	12	7	9	4	78	78	
4	Saurabh Manish Dung Dung	19MBA004	47	12	8	9.5	4	80.5	80.5	
5	Sandeep Kumar Sinha	19MBA005	48	13	7	9.5	5	82.5	82.5	
6	Sunita Murmu	19MBA006	31	8	6	8	1	54	54	
7	Sejal Jain	19MBA007	49	13	7	8.5	1	78.5	78.5	
8	Shikha Shree	19MBA008	40	13	8	9	5	75	75	
9	Shruti	19MBA009	41	13	8	8.5	5	75.5	75.5	
10	Ravi Shankar Kumar Singh	19MBA010	36	10	7	7	1	61	61	
11	Navodita Srivastava	19MBA011	35	12	9	7	5	68	68	
12	Karishma Singh	19MBA012	45	14.5	9	9	5	82.5	82.5	
13	Anurag Mandal	19MBA013	41	13	6	9	1	70	70	
14	Manisha Kumari Singh	19MBA015	31	8	8		0	47	47	
15	Manish Kumar Jha	19MBA017	37	10	6	6	1	60	60	
16	Anjay Kumar	19MBA018	27	10	6	8.5	1	52.5	52.5	
17	Sourabh Kumar Bhaiya	19MBA019	39	12	6	9	1	67	67	
18	Subham Singh	19MBA020	47	14	8	9	4	82	82	
19	Deepak Srivastava	19MBA021	38	10	7	9	1	65	65	
20	Gaurav Kumar	19MBA022	39	10	7	8.5	3	67.5	67.5	
21	Chintu Kumar	19MBA023	30	11	8	8.5	3	60.5	60.5	
22	Shafia Firoz	19MBA025	32	10	7	9.5	5	63.5	63.5	
23	Abhishek Banerjee	19MBA026	50	14	9	9	5	87	87	
24	Aditya Kumar	19MBA027	38	11	8	8.5	3	68.5	68.5	
25	Aditya Prakesh	19MBA029	31	10	8	9	1	59	59	
26	Akanksha Gupta	19MBA030	41	10	7	9	3	70	70	
27	Alka Kumari	19MBA031	40	10	9	9	4	72	72	
28	Amit Kumar Sharma	19MBA033	34					34	34	
29	Anamika Sharma	19MBA034	38	11	7	8.5	4	68.5	68.5	
30	Aprajita Roy	19MBA035	50	14	10	9	5	88	88	

31	Aryan	19MBA036	33	10	7	8.5	2	60.5	60.5
32	Ashish Kumar Vicky	19MBA037	40	7	6	9	1	63	63
33	Avinash Kumar Singh	19MBA038	38	9	6	9.5	1	63.5	63.5
34	Kuber Kumar	19MBA040	38	9	9	9	1	66	66
35	Kumari Ankita	19MBA041		9	6	10	3	28	28
36	Md Samar Alam	19MBA042	30	11	7	15	2	65	65
37	Nikhil Kumar	19MBA045	42	11	7	9	4	73	73
38	Nitesh Kumar Singh	19MBA046	26		5			31	31
39	Om Prakash Kumar Sahu	19MBA047	38	10	8	7		63	63
40	Rachana Gupta	19MBA048	38	12	8	9	1	68	68
41	Raja Kumar Babu	19MBA049	33	10	5	6	3	57	57
42	Rockey Kumar Agrawal	19MBA051	38	13	8	9	4	72	72
43	Shubham Samal	19MBA055	25	11	8	9		53	53
44	Stuti Kumari	19MBA056	38	12	7	9	4	70	70
45	Sujan Kumar Samanta	19MBA057	32	12	7	9	2	62	62
46	Suman Kumari	19MBA058	37	10	6	9	3	65	65
47	Tushar Khandelwal	19MBA059	35	10	8	7.5		60.5	60.5
48	Vivek Kumar Singh	19MBA061	34	9	7	9.5		59.5	59.5
49	Akash Lohiya	19MBA062	33		7	7		47	47
50	G Jaya Lakshmi	19MBA063	53	14	10	9.5	5	91.5	91.5
51	Preeti	19MBA064	37	12	8	9	1	67	67
52	Pinki Kumari	19MBA065	38	10	6	9.5	2	65.5	65.5
53	Veeneeta Kumari	19MBA066	43	10	7	9.5	2	71.5	71.5
54	Nisha Kumari	19MBA067		ab	8	9	4	21	21
55	Lucky Kumar	19MBA068	33	10	8	9	2	62	62
56	Suman Khandelia	19MBA069	44	11	8	9	2	74	74
57	Sharmistha	19MBA070	48	12	7	8.5		75.5	75.5
58	Satyam Kumar	19MBA071	43	10	7	8	1	69	69
59	Alok Vikash Kumar	19MBA072	34	8	7	6	2	57	57
60	Saket Kumar	19MBA073	39		7	7	3	56	56
		No. of Students	53					59	
		% of Students	91					98	
		Level	3					3	Attainment
		Weightage	1.8					1.2	3

MBA-III	USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	Business Legislation	END-SEMESTER EXAM-III					DATE:-		
COURSE CODE: -	MBA-3003		1	2	3	4	5	6	7
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignm ent(15 Marks)	Applied Assignme nt(10 Marks)	Quiz (10 Marks)	Attenda nce (5 Marks)	TOTAL INTER NAL MARKS (40)	TOTAL MARK S (100)
1	Tripty Kumari	19MBA001	29				5	34	34
2	Ritika Bhalla	19MBA002	31				5	36	36
3	Anjali Kumari	19MBA003	39	12	9	9	5	74	74
4	Saurabh Manish Dung Dung	19MBA004	39	12	8	8	5	72	72
5	Sandeep Kumar Sinha	19MBA005	39	13	8	8	5	73	73
6	Sunita Murmu	19MBA006	38	12	8	7	5	70	70
7	Sejal Jain	19MBA007	43	12	9	5	5	74	74
8	Shikha Shree	19MBA008	40	8	12	9	5	74	74
9	Shruti	19MBA009	45	9	13	9	5	81	81
10	Ravi Shankar Kumar Singh	19MBA010	34	13	9	9	5	70	70
11	Navodita Srivastava	19MBA011	44	13	9	9	5	80	77
12	Karishma Singh	19MBA012	37	12	9	9	5	72	72
13	Anurag Mandal	19MBA013	37	12	8	9	5	71	71
14	Manisha Kumari Singh	19MBA015	34				5	39	39
15	Manish Kumar Jha	19MBA017	38	12	8	6	5	69	69
16	Anjay Kumar	19MBA018	37	12	8	7	5	69	69
17	Sourabh Kumar Bhaiya	19MBA019	40	12	8	9	5	74	74
18	Subham Singh	19MBA020	44	12	9	7	5	77	77
19	Deepak Srivastava	19MBA021	42	12	8	9	5	76	76
20	Gaurav Kumar	19MBA022	35	12	8	8	5	68	68
21	Chintu Kumar	19MBA023	36	11	8	8	5	68	68
22	Shafia Firoz	19MBA025	42	12	9	9	5	77	77
23	Abhishek Banerjee	19MBA026	42	13	8	8	5	76	76
24	Aditya Kumar	19MBA027	35	12	9	9	5	70	70
25	Aditya Prakesh	19MBA029	38	12	8	8	5	71	71
26	Akanksha Gupta	19MBA030	35	12	9	8	5	69	69
27	Alka Kumari	19MBA031	41	12	9	9	5	76	76
28	Amit Kumar Sharma	19MBA033	38			8	5	51	51

29	Anamika Sharma	19MBA034	42	12	9	9	5	77	77
30	Aprajita Roy	19MBA035	42	13	9	9	5	78	78
31	Aryan	19MBA036	39	12	8	9	5	73	73
32	Ashish Kumar Vicky	19MBA037	39	12	8	8	5	72	72
33	Avinash Kumar Singh	19MBA038	41	13	8	10	5	77	77
34	Kuber Kumar	19MBA040	42	12	9	10	5	78	78
35	Kumari Ankita	19MBA041	39	13	8	6	5	71	71
36	Md Samar Alam	19MBA042	38	12	8	7	5	70	70
37	Nikhil Kumar	19MBA045	35	11	8	9	5	68	68
38	Nitesh Kumar Singh	19MBA046	11				5	16	16
39	Om Prakash Kumar Sahu	19MBA047	38	11	9	8	5	71	71
40	Rachana Gupta	19MBA048	34	10	7	5	5	61	61
41	Raja Kumar Babu	19MBA049	31	11	8	5	5	60	60
42	Rockey Kumar Agrawal	19MBA051	39	12	8	9	5	73	73
43	Shubham Samal	19MBA055	39	11	8	10	5	73	73
44	Stuti Kumari	19MBA056	41	13	9	7	5	75	75
45	Sujan Kumar Samanta	19MBA057	41	10	8	6	5	70	70
46	Suman Kumari	19MBA058	39	11	9	8	5	72	72
47	Tushar Khandelwal	19MBA059	33	10	7	9	5	64	64
48	Vivek Kumar Singh	19MBA061	37	11	8	8	5	69	69
49	Akash Lohiya	19MBA062	40	9	8	10	5	72	72
50	G Jaya Lakshmi	19MBA063	49	13	10	9	5	86	86
51	Preeti	19MBA064	35	11	8	8	5	67	67
52	Pinki Kumari	19MBA065	39	12	9	8	5	73	73
53	Veeneeta Kumari	19MBA066	41	12	8	5	5	71	71
54	Nisha Kumari	19MBA067	22	12	9	8	5	56	56
55	Lucky Kumar	19MBA068	39	13	8	9	5	74	74
56	Suman Khandelia	19MBA069	36	12	8	7	5	68	68
57	Sharmistha	19MBA070	39	12	9	9	5	74	74
58	Satyam Kumar	19MBA071	33	12	8	9	5	67	67
59	Alok Vikash Kumar	19MBA072	34	11	8	5	5	63	63
60	Saket Kumar	19MBA073	35	12	8	7	5	67	67
		No. of Students	57					59	
		% of Students	95					98	
		Level	3					3	Attainment
		Weightage	1.8					1.2	3

MBA-III	USHA MARTIN UNIVERSITY, JHARKHAND															
COURSE:	SIP	END-SEMESTER EXAM-III												Date:-		
COURSE CODE: -	MBA-3004	s	1	2	3	4	5	6	7	8	9	10	11	12	13	14
SL.NO	STUDENT'S NAME	ROLL NO.	Introduction (5)	business Environment Analysis(10)	Training Contents(15)	Training Outcomes(5)	Student Contribution (10)	Conclusions & Suggestions (5)	Questions & Answers (10)	TOTAL MARKS (60)	Introduction (10)	Business Environment Analysis (10)	Training Content (15)	Suggestions (5)	TOTAL MARKS (40)	TOTAL MARKS (100 Marks)
1	Anjali Kumari	19MBA003	3	7	10	3	7	3	7	40	8	8	11	4	31	71
2	Saurabh Manish Dung Dung	19MBA004	4	7	12	3	7	4	6	43	8	8	10	3	29	72
3	Sandeep Kumar Sinha	19MBA005	4	8	13	4	8	3	8	48	7	8	10	3	28	76
4	Sunita Murmu	19MBA006	3	6	7	3	5	2	5	31	7	6	11	3	27	58
5	Sejal Jain	19MBA007	3	8	11	4	8	4	8	46	7	7	10	3	27	73
6	Shikha Shree	19MBA008	3	7	11	3	6	3	6	39	7	6	7	3	23	62
7	Sharuti	19MBA009	4	7	11	4	8	3	7	44	7	8	11	4	30	74
8	Ravi Shankar Kumar Singh	19MBA010	2	7	10	3	7	3	8	40	7	7	12	3	29	69
9	Navodita Srivastava	19MBA011	4	6	12	3	7	3	7	42	9	9	11	4	33	75
10	Karishma Singh	19MBA012	2	7	10	3	7	3	8	40	7	6	11	3	27	67
11	Anurag Mandal	19MBA013	3	6	10	3	7	3	7	39	8	8	11	4	31	70
12	Manish Kumar Jha	19MBA017	3	8	11	3	8	3	8	44	8	8	12	3	31	75
13	Anjay Kumar	19MBA018	3	7	11	3	7	3	6	40	7	7	10	3	27	67
14	Sourabh Kumar Bhaiya	19MBA019	3	8	10	4	8	3	8	44	7	7	10	3	27	71
15	Subham Singh	19MBA020	4	6	11	4	7	3	6	41	7	8	10	3	28	69
16	Deepak Srivastava	19MBA021	4	8	11	3	8	4	8	46	8	6	12	4	30	76
17	Gaurav Kumar	19MBA022	3	7	10	3	7	3	7	40	7	7	10	3	27	67
18	Chintu Kumar	19MBA023	3	7	12	3	8	3	7	43	7	7	10	3	27	70
19	Shafia Firoz	19MBA025	4	8	13	4	8	4	8	49	7	7	10	3	27	76
20	Abhishhek Banerjee	19MBA026	4	9	14	4	9	4	9	53	8	9	12	4	33	86

21	Aditya Kumar	19MB A027	4	7	12	3	6	3	7	42	8	8	10	3	29	71
22	Aditya Prakesh	19MB A029	4	6	10	3	6	3	5	37	7	7	11	4	29	66
23	Akanksha Gupta	19MB A030	4	6	12	3	7	3	6	41	7	8	11	4	30	71
24	Alka Kumari	19MB A031	4	6	12	3	6	3	6	40	9	9	10	3	31	71
25	Amit Kumar Sharma	19MB A033	4	8	11	3	7	3	6	42	5	6	7	2	20	62
26	Anamika Sharma	19MB A034	4	8	12	3	8	3	8	46	8	9	12	4	33	79
27	Aprajita Roy	19MB A035	4	9	13	4	9	4	9	52	8	9	12	4	33	85
28	Aryan	19MB A036	3	7	10	3	7	3	7	40	7	8	11	4	30	70
29	Ashish Kumar Vicky	19MB A037	2	7	10	3	7	3	6	38	7	7	10	3	27	65
30	Avinash Kumar Singh	19MB A038	3	7	11	3	7	2	7	40	7	8	10	3	28	68
31	Kuber Kumar	19MB A040	3	7	9	3	7	3	7	39	7	7	10	3	27	66
32	Md Samar Alam	19MB A042	3	6	10	3	7	3	8	40	5	7	9	2	23	63
33	Nikhil Kumar	19MB A045	2	5	7	2	5	3	8	32	9	9	12	3	33	65
34	Om Prakash Kumar Sahu	19MB A047	3	7	11	3	8	3	7	42	8	8	12	4	32	74
35	Rachana Gupta	19MB A048	3	7	9	3	7	3	7	39	8	7	12	4	31	70
36	Raja Kumar Babu	19MB A049	3	8	10	3	7	3	8	42	8	8	10	3	29	71
37	Rockey Kumar Agrawal	19MB A051	3	7	11	3	8	3	8	43	7	8	11	3	29	72
38	Stuti Kumari	19MB A056	4	8	13	4	8	4	8	49	9	9	13	4	35	84
39	Sujan Kumar Samanta	19MB A057	3	8	12	4	8	3	8	46	8	8	13	4	33	79
40	Suman Kumari	19MB A058	2	7	12	4	8	4	7	44	7	7	10	4	28	72
41	Tushar Khande lwal	19MB A059	4	8	10	3	8	3	7	43	8	7	10	2	27	70
42	Vivek Kumar Singh	19MB A061	3	8	10	3	8	3	7	42	7	7	10	3	27	69
43	Akash Lohiya	19MB A062	4	8	10	3	8	2	7	42	7	7	10	3	27	69
44	G Jaya Lakshmi	19MB A063	4	9	11	4	8	4	7	47	9	9	14	4	36	83
45	Preeti	19MB A064	3	7	12	4	9	4	9	48	8	8	11	3	30	78
46	Pinki Kumari	19MB A065	2	5	10	3	7	3	7	37	5	6	9	2	22	59
47	Veeneeta Kumari	19MB A066	2	7	8	2	5	2	6	32	7	6	11	4	28	60
48	Nisha Kumari	19MB A067	3	4	8	3	8	4	8	38	6	7	8	3	24	62

49	Lucky Kumar	19MB A068	4	8	7	3	6	3	5	36	8	8	10	4	30	66
50	Suman Khandelia	19MB A069	4	8	13	3	8	3	8	47	9	9	13	4	35	82
51	Sharmishta	19MB A070	3	7	12	4	9	4	8	47	7	6	9	3	25	72
52	Satyam Kumar	19MB A071	3	8	10	3	8	3	7	42	8	8	10	3	29	71
53	Alok Vikash Kumar	19MB A072	2	5	10	3	8	3	8	39	6	5	7	3	21	60
54	Saket Kumar	19MB A073	4	7	7	2	5	2	5	32	7	7	10	3	27	59
		No. of Students								54					49	
		% of Students								100					91	
		Level								3					3	Attainment
		Weightage								1.8					1.2	3

MBA-III		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	Security Analysis and Portfolio Management	END-SEMESTER EXAM-III					DATE:-			
COURSE CODE:-	MBAF-3001		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignme nt (15 Marks)	Applied Assignme nt (10 Marks)	Quiz (10 Marks)	Attendan ce (5 Marks)	TOTAL INTERNA L MARKS (40)	TOTAL MARKS (100)	
1	Ritika Bhalla	19MBA002	38	11	8	8	5	32	70	
2	Saurabh Manish Ddung	19MBA004	39	12	7	9	5	33	72	
3	Ravi Shankar Kumar Singh	19MBA010	36	13	7	8	5	33	69	
4	Navodita Srivastava	19MBA011	37	12	8	8	5	33	70	
5	Deepak Srivastava	19MBA021	39	13	7	8	5	33	72	
6	Aditya Kumar	19MBA027	40	12	7	8	5	32	72	
7	Aditya Prakesh	19MBA029	41	11	7	8	5	31	72	
8	Alka Kumari	19MBA031	38	12	8	9	5	34	72	
9	Aryan	19MBA036	38	11	7	8	5	31	69	
10	Nikhil Kumar	19MBA045	42	11	7	9	5	32	74	
11	Om Prakash Kumar Sahu	19MBA047	40	10	8	7	5	30	70	
12	Raja Kumar Babu	19MBA049	39	10	8	8	5	31	70	
13	Shubham Samal	19MBA055	40	11	8	7	5	31	71	
14	Suman Kumari	19MBA058	38	10	7	8	5	30	68	
15	Pinki Kumari	19MBA065	36	12	7	7	5	31	67	
16	Veeneeta Kumari	19MBA066	35	11	9	8	5	33	68	
17	Suman Khandelia	19MBA069	38	12	7	8	5	32	70	
18	Satyam Kumar	19MBA071	40	11	8	7	5	31	71	
		No. of Students	18					18		
		% of Students	100					100		
		Level	3					3	Attainme nt	
		Weightage	1.8					1.2	3	

MBA-III		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE: -	Capital Budgeting	END-SEMESTER EXAM-III					DATE: -			
COURSE CODE: -	MBAF-3002		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignm ent (15 Marks)	Applied Assignment (10 Marks)	Quiz (10 Marks)	Attendan ce (5 Marks)	TOTAL INTERN AL MARKS (40)	TOTAL MARKS (100)	
1	Ritika Bhalla	19MBA002	41	12	7	7	5	31	72	
2	Saurabh Manish Dunga dung	19MBA004	42	11	8	8	5	32	74	
3	Ravi Shankar Kumar Singh	19MBA010	40	13	7	8	5	33	73	
4	Navodita Srivastava	19MBA011	39	12	8	8	5	33	72	
5	Anurag Mandal	19MBA013	38	11	8	7	5	31	69	
6	Anjay Kumar	19MBA018	38	11	8	7	5	31	69	
7	sourabh Kumar Bhaiya	19MBA019	40	12	8	7	5	32	72	
8	Deepak Srivastava	19MBA021	40	12	7	8	5	32	72	
9	Gaurav Kumar	19MBA022	39	12	7	8	5	32	71	
10	Aditya Kumar	19MBA027	38	12	8	7	5	32	70	
11	Aditya Prakesh	19MBA029	39	12	8	8	5	33	72	
12	Alka Kumari	19MBA031	40	12	8	8	5	33	73	
13	Aprajita Roy	19MBA035	45	13	9	8	5	35	80	
14	Aryan	19MBA036	39	11	7	8	5	31	70	
15	Ashish Kumar Vicky	19MBA037	38	11	7	7	5	30	68	
16	Avinash Kumar Singh	19MBA038	37	12	7	8	5	32	69	
17	Kuber Kumar	19MBA040	38	11	7	7	5	30	68	
18	Nikhil Kumar	19MBA045	45	13	8	8	5	34	79	
19	Om Prakash Kumar Sahu	19MBA047	41	11	8	8	5	32	73	
20	Raja Kumar Babu	19MBA049	38	11	7	7	5	30	68	
21	Shubham Samal	19MBA055	40	12	8	8	5	33	73	
22	Suman Kumari	19MBA058	37	11	7	7	5	30	67	
23	Vivek Kumar Singh	19MBA061	39	12	7	7	5	31	70	
24	G Jaya Lakshmi	19MBA063	47	13	8	8	5	34	81	
25	Pinki Kumari	19MBA065	37	11	7	7	5	30	67	
26	Veeneeta Kumari	19MBA066	36	11	7	8	5	31	67	
27	Lucky Kumar	19MBA068	41	12	7	7	5	31	72	
28	Suman Khandelia	19MBA069	38	11	7	7	5	30	68	
29	Satyam Kumar	19MBA071	37	11	7	7	5	30	67	
30	Alok Vikash Kumar	19MBA072	38	11	8	7	5	31	69	
		No. of Students	30					30		
		% Of Students	100					100		
		Level	3					3	Attainme nt	

Weightage

1.8

1.2

3

MBA-III

USHA MARTIN UNIVERSITY, JHARKHAND

COURSE: -

Financial Institution
and Market

END-SEMESTER EXAM-III

DATE: -

COURSE
CODE: -

MBAF-3003

1

2

3

4

5

6

7

SL.NO

STUDENT 'S
NAME

ROLL NO.

End
Sem
(60
Mark
s)Home
Assignme
nt (15
Marks)Applied
Assignment(
10 Marks)Quiz
(10
Mark
s)Attendan
ce (5
Marks)TOTAL
INTERN
AL
MARKS
(40)TOTAL
MARKS
(100)

1	Ritika Bhalla	19MBA002	35	0	0	5	0	5	40
2	Saurabh Manish Dunga	19MBA004	44	12	10	0	5	27	71
3	Ravi Shankar Kumar Singh	19MBA010	40	12	8	10	5	35	75
4	Navodita Srivastava	19MBA011	45	14	10	9	5	38	83
5	Anurag Mandal	19MBA013	42	14	9	10	5	38	80
6	Anjay Kumar	19MBA018	40	12	8	7	5	32	72
7	sourabh Kumar Bhaiya	19MBA019	40	12	9	10	5	36	76
8	Deepak Srivastava	19MBA021	43	13	9	10	5	37	80
9	Gaurav Kumar	19MBA022	44	12	9	10	5	36	80
10	Aditya Kumar	19MBA027	43	12	8	9	5	34	77
11	Aditya Prakesh	19MBA029	45	12	8	10	5	35	80
12	Alka Kumari	19MBA031	45	13	10	7	5	35	80
13	Aprajita Roy	19MBA035	44	14	9	10	5	38	82
14	Aryan	19MBA036	40	12	8	10	5	35	75
15	Ashish Kumar Vicky	19MBA037	42	12	7	10	5	34	76
16	Avinash Kumar Singh	19MBA038	43	12	8	10	5	35	78
17	Kuber Kumar	19MBA040	40	12	8	10	5	35	75
18	Nikhil Kumar	19MBA045	40	12	8	9	5	34	74
19	Om Prakash Kumar Sahu	19MBA047	44	11	8	9	5	33	77
20	Raja Kumar Babu	19MBA049	39	12	8	7	5	32	71
21	Shubham Samal	19MBA055	45	12	10	10	5	37	82
22	Suman Kumari	19MBA058	40	13	10	10	5	38	78
23	Vivek Kumar Singh	19MBA061	45	12	9	10	5	36	81
24	G Jaya Lakshmi	19MBA063	47	14	10	10	5	39	86
25	Pinki Kumari	19MBA065	44	11	8	10	5	34	78
26	Veeneeta Kumari	19MBA066	44	13	8	10	5	36	80
27	Lucky Kumar	19MBA068	39	12	9	10	5	36	75
28	Suman Khandelia	19MBA069	46	13	10	9	5	37	83
29	Satyam Kumar	19MBA071	42	10	8	10	5	33	75
30	Alok Vikash Kumar	19MBA072	44	12	9	5	5	31	75

No. of
Students

30

% of
Students

100

Level

3

29

97

3

Attainme
nt

Weightage

1.8

1.2

3

MBA-III		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	Capital Marketing and Regulatory Framework	END-SEMESTER EXAM-III					DATE:-			
COURSE CODE:-	MBAF-3004		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignme nt(15 Marks)	Applied Assignme nt(10 Marks)	Quiz (10 Marks)	Attenda nce (5 Marks)	TOTAL INTER NAL MARKS (40)	TOTA L MARK S (100)	
1	Ritika Bhalla	19MBA002	40	0	0	0	0	0	40	
2	Saurabh Manish Dung dung	19MBA004	45	11	9	9	5	34	79	
3	Ravi Shankar Kumar Singh	19MBA010	41	12	9	10	5	36	77	
4	Navodita Srivastava	19MBA011	45	14	9	10	5	38	83	
5	Deepak Srivastava	19MBA021	41	12	10	10	5	37	78	
6	Aditya Kumar	19MBA027	43	12	8	8	5	33	76	
7	Aditya Prakesh	19MBA029	44	11	8	7	0	26	70	
8	Alka Kumari	19MBA031	44	12	9	6	5	32	76	
9	Aryan	19MBA036	40	12	8	9	5	34	74	
10	Nikhil Kumar	19MBA045	39	11	8	8	5	32	71	
11	Om Prakash Kumar Sahu	19MBA047	40	10	7	10	5	32	72	
12	Raja Kumar Babu	19MBA049	44	0	0	8	5	13	57	
13	Shubham Samal	19MBA055	44	11	8	9	5	33	77	
14	Suman Kumari	19MBA058	44	12	9	10	5	36	80	
15	Pinki Kumari	19MBA065	40	11	8	9	5	33	73	
16	Veeneeta Kumari	19MBA066	45	12	10	9	5	36	81	
17	Suman Khandelia	19MBA069	45	11	10	9	5	35	80	
18	Satyam Kumar	19MBA071	42	11	8	7	5	31	73	
		No. of Students	18					16		
		% of Students	100					89		
		Level	3					3	Attainm ent	
		Weightage	1.8					1.2	3	

MBA-III		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	Consumer Behaviour	END-SEMESTER EXAM-III					DATE:-			
COURSE CODE:-	MBAM-3001		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignme nt(15 Marks)	Applied Assignme nt(10 Marks)	Quiz (10 Marks)	Attenda nce (5 Marks)	TOTAL INTER NAL MARKS (40)	TOTA L MARKS (100)	
1	Tripty Kumari	19MBA001	33	10	7	7	3	27	60	
2	Ritika Bhalla	19MBA002	34	10	7		3	20	54	
3	Anjali Kumari	19MBA003	36	10	7	8	3	28	64	
4	Saurabh Manish Dung dung	19MBA004	37	10	7	8	3	28	65	
5	Sandeep Kumar Sinha	19MBA005	37	10	7	9	3	29	66	
6	Sunita Murmu	19MBA006	35	10	7	6	3	26	61	
7	Sejal Jain	19MBA007	39	10	7	7	3	27	66	
8	Shikha Shree	19MBA008	35	10	7	8	3	28	63	
9	Sharuti	19MBA009	40	11	8	9	4	32	72	
10	Ravi Shankar Kumar Singh	19MBA010	34	10	7		3	20	54	
11	Navodita Srivastava	19MBA011	32	11	8		4	23	55	
12	Karishma Singh	19MBA012	28	10	7	8	3	28	56	
13	Anurag Mandal	19MBA013	42	11	8	9	3	31	73	
14	Manisha Kumari Singh	19MBA015	36	10	7	5	3	25	61	
15	Manish Kumar Jha	19MBA017	37	10	7	6	3	26	63	
16	Anjay Kumar	19MBA018	36	10	7	9	3	29	65	
17	sourabh Kumar Bhaiya	19MBA019	37	10	7	9	3	29	66	
18	Shubham Singh	19MBA020	38	10	7	6	3	26	64	
19	Deepak Srivastava	19MBA021	36	10	7	9	3	29	65	
20	Gaurav Kumar	19MBA022	36	10	7	9	3	29	65	
21	Chintu Kumar	19MBA023	36	10	7	7	3	27	63	
22	Shafia Firoz	19MBA025	42	11	8	0	4	23	65	
23	Abhishek Banerjee	19MBA026	45	11	8	10	4	33	78	
24	Aditya Kumar	19MBA027	37	10	7	10	3	30	67	
25	Aditya Prakesh	19MBA029	38	10	7	7	3	27	65	
26	Akanksha Gupta	19MBA030	39	10	7	7	4	28	67	
27	Alka Kumari	19MBA031	37	10	7	3	4	24	61	
28	Amit Kumar Sharma	19MBA033	36	10	7		3	20	56	
29	Anamika Sharma	19MBA034	40	11	8	9	4	32	72	
30	Aprajita Roy	19MBA035	43	11	8	10	4	33	76	

31	Ashish Kumar Vicky	19MBA037	37	10	7	6	3	26	63
32	Avinash Kumar Singh	19MBA038	37	10	7	6	3	26	63
33	Kuber Kumar	19MBA040	37	10	7	7	3	27	64
34	Kumari Ankita	19MBA041	35	10	7	3	3	23	58
35	Md Samar Alam	19MBA042	33	10	7	5	3	25	58
36	Nikhil Kumar	19MBA045	39	10	7	10	4	31	70
37	Nitesh Kumar Singh	19MBA046	35	10	7	8	3	28	63
38	Om Prakash Kumar Sahu	19MBA047	38	10	7	7	3	27	65
39	Rachna Gupta	19MBA048	37	10	7	8	3	28	65
40	Raja Kumar Babu	19MBA049	37	10	7	6	3	26	63
41	Rockey Kumar Agrawal	19MBA051	38	10	7	8	3	28	66
42	Shubham Samal	19MBA055	37	10	7	9	4	30	67
43	Stuti Kumari	19MBA056	41	11	8	10	4	33	74
44	Sujan Kumar Samanta	19MBA057	42	11	8	10	3	32	74
45	Suman Kumari	19MBA058	38	10	7	5	3	25	63
46	Tushar Khandelwal	19MBA059	39	10	7	8	3	28	67
47	Vivek Kumar Singh	19MBA061	37	10	7	7	3	27	64
48	Akash Lohia	19MBA062	39	10	7	9	3	29	68
49	G Jaya Lakshmi	19MBA063	45	11	8	10	4	33	78
50	Preeti	19MBA064	36	10	7	8	3	28	64
51	Pinki Kumari	19MBA065	35	10	7	8	4	29	64
52	Veeneeta Kumari	19MBA066	37	10	7	8	4	29	66
53	Nisha Kumari	19MBA067	34	10	7	5	4	26	60
54	Lucky Kumar	19MBA068	40	10	7	9	4	30	70
55	Suman Khandelia	19MBA069	38	10	7	9	4	30	68
56	Sharmistha	19MBA070	37	10	7	8	3	28	65
57	Satyam Kumar	19MBA071	38	10	7	7	3	27	65
58	Alok Vikash Kumar	19MBA072	37	10	7	4	3	24	61
59	Saket Kumar	19MBA073	38	10	7	6	3	26	64
		No. of Students	58					53	
		% of Students	98					90	
		Level	3					3	Attainment
		Weightage	1.8					1.2	3

MBA-III		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	Advertising Management	END-SEMESTER EXAM-III					DATE:-			
COURSE CODE:-	MBAM-3002		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignm ent (15 Marks)	Applied Assignm ent (10 Marks)	Quiz (10 Marks)	Attenda nce (5 Marks)	TOTAL INTERN AL MARKS (40)	TOTAL MARKS (100)	
1	Tripty Kumari	19MBA001	36	11	7	3	4	25	61	
2	Ritika Bhalla	19MBA002	0	11	7		3	21	21	
3	Anjali Kumari	19MBA003	40	10	7	8	3	28	68	
4	Saurabh Manish Dunga	19MBA004	40	10	7	8	3	28	68	
5	Sandeep Kumar Sinha	19MBA005	41	10	7	8	3	28	69	
6	Sunita Murmu	19MBA006	38	10	7	5	3	25	63	
7	Sejal Jain	19MBA007	39	11	7	7	4	29	68	
8	Shikha Shree	19MBA008	42	10	7	4	3	24	66	
9	Sharuti	19MBA009	40	12	8	9	4	33	73	
10	Ravi Shankar Kumar Singh	19MBA010	0	10	7		3	20	20	
11	Navodita Srivastava	19MBA011	0	12	8		4	24	24	
12	Karishma Singh	19MBA012	40	10	7	8	3	28	68	
13	Anurag Mandal	19MBA013	45	12	8	6	3	29	74	
14	Manisha Kumari Singh	19MBA015	0	10	7		3	20	20	
15	Manish Kumar Jha	19MBA017	40	10	7	9	3	29	69	
16	Anjay Kumar	19MBA018	41	10	7	9	3	29	70	
17	sourabh Kumar Bhaiya	19MBA019	42	10	7	6	3	26	68	
18	Shubham Singh	19MBA020	43	10	8	9	3	30	73	
19	Deepak Srivastava	19MBA021	40	10	7	5	3	25	65	
20	Gaurav Kumar	19MBA022	40	10	7	6	3	26	66	
21	Chintu Kumar	19MBA023	40	10	7	9	3	29	69	
22	Shafia Firoz	19MBA025	46	12	8	10	4	34	80	
23	ABHISHEK BANERJEE	19MBA026	50	12	8	9	4	33	83	
24	ADITYA KUMAR	19MBA027	42	10	7	9	3	29	71	
25	ADITYA PRAKESH	19MBA029	41	10	7	8	3	28	69	
26	AKANKSHA GUPTA	19MBA030	41	10	7	8	4	29	70	
27	ALKA KUMARI	19MBA031	41	11	7	4	4	26	67	
28	AMIT KUMAR SHARMA	19MBA033	40	10	7		3	20	60	
29	ANAMIKA SHARMA	19MBA034	48	12	8	9	4	33	81	
30	APRAJITA ROY	19MBA035	48	12	8	6	4	30	78	
31	ARYAN	19MBA036	0	10	7		3	20	20	
32	ASHISH KUMAR VICKY	19MBA037	40	10	7	5	3	25	65	
33	AVINASH KUMAR SINGH	19MBA038	40	10	7	8	3	28	68	

34	KUBER KUMAR	19MBA040	40	10	7	7	3	27	67
35	KUMARI ANKITA	19MBA041	40	10	7	4	3	24	64
36	MD SAMAR ALAM	19MBA042	37	10	7	3	3	23	60
37	NIKHIL KUMAR	19MBA045	45	11	7	9	3	30	75
38	NITESH KUMAR SINGH	19MBA046	0	10	7	8	3	28	28
39	OM PRAKASH KUMAR SAHU	19MBA047	41	10	7	8	3	28	69
40	RACHNA GUPTA	19MBA048	42	11	7	8	3	29	71
41	RAJA KUMAR BABU	19MBA049	40	10	7	8	3	28	68
42	ROCKEY KUMAR AGRAWAL	19MBA051	40	11	7	9	4	31	71
43	SHUBHAM SAMAL	19MBA055	43	11	7	10	3	31	74
44	STUTI KUMARI	19MBA056	46	12	8	7	4	31	77
45	SUJAN KUMAR SAMANTA	19MBA057	46	12	8	10	4	34	80
46	SUMAN KUMARI	19MBA058	42	10	7	4	3	24	66
47	TUSHAR KHANDELWAL	19MBA059	40	10	7	9	3	29	69
48	VIVEK KUMAR SINGH	19MBA061	40	10	7	9	3	29	69
49	Akash Lohia	19MBA062	40	10	7	10	4	31	71
50	G Jaya Lakshmi	19MBA063	41	12	8	10	4	34	75
51	Preeti	19MBA064	49	10	7	8	4	29	78
52	Pinki Kumari	19MBA065	39	11	7	7	4	29	68
53	Veeneeta Kumari	19MBA066	40	10	7	8	4	29	69
54	Nisha Kumari	19MBA067	33	10	7	2	3	22	55
55	Lucky Kumar	19MBA068	45	11	7	5	4	27	72
56	Suman Khandelia	19MBA069	43	11	7	10	4	32	75
57	Sharmistha	19MBA070	41	10	7	6	3	26	67
58	Satyam Kumar	19MBA071	40	10	7	10	3	30	70
59	Alok Vikash Kumar	19MBA072	41	10	7	3	3	23	64
60	Saket Kumar	19MBA073	41	10	7	8	3	28	69
		No. of Students	54					52	
		% of Students	98					87	
		Level	3					3	Attainment
		Weightage	1.8					1.2	3

MBA-III		USHA MARTIN UNIVERSITY, JHARKHAND							
COURSE: -	Services Marketing	END-SEMESTER EXAM-III					DATE: -		
COURSE CODE: -	MBAM-3003		1	2	3	4	5	6	7
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignment (15 Marks)	Applied Assignment (10 Marks)	Quiz (10 Marks)	Attendance (5 Marks)	TOTAL INTERNAL MARKS (40)	TOTAL MARKS (100)
1	Sandeep Kumar Sinha	19MBA005	42	11	7	10	4	32	74
2	Sejal Jain	19MBA007	39	11	8	5	4	28	67
3	Sharuti	19MBA009	45	12	8	10	4	34	79
4	Anurag Mandal	19MBA013	40	11	8	10	4	33	73
5	Manish Kumar Jha	19MBA017	39	11	8	8	4	31	70
6	Anjay Kumar	19MBA018	38	11	7	10	4	32	70
7	sourabh Kumar Bhaiya	19MBA019	39	11	8	9	4	32	71
8	Shubham Singh	19MBA020	42	12	7	10	4	33	75
9	Gaurav Kumar	19MBA022	39	11	7	10	4	32	71
10	Chintu Kumar	19MBA023	40	11	7		3	21	61
11	Abhishek Banerjee	19MBA026	50	13	8	10	4	35	85
12	Akanksha Gupta	19MBA030	40	11	7	10	4	32	72
13	Amit Kumar Sharma	19MBA033	40	11	7		4	22	62
14	Anamika Sharma	19MBA034	49	13	8	10	4	35	84
15	Aprajita Roy	19MBA035	49	13	8	10	4	35	84
16	Ashish Kumar Vicky	19MBA037	40	11	7	10	4	32	72
17	Avinash Kumar Singh	19MBA038	39	11	7	10	3	31	70
18	Kuber Kumar	19MBA040	39	11	7	10	3	31	70
19	Rockey Kumar Agrawal	19MBA051	41	12	7	9	4	32	73
20	Tushar Khandelwal	19MBA059	42	11	7	8	3	29	71
21	Vivek Kumar Singh	19MBA061	40	11	7	10	3	31	71
22	Akash Lohia	19MBA062	37	11	7	8	4	30	67
23	G Jaya Lakshmi	19MBA063	50	13	8	10	4	35	85
24	Pinki Kumari	19MBA065	37	12	7		4	23	60
25	Lucky Kumar	19MBA068	45	11	7	10	4	32	77
26	Alok Vikash Kumar	19MBA072		11	7	2	4	24	24
27	Saket Kumar	19MBA073	40	11	7	8	4	30	70
		No. of Students	26					24	
		% of Students	100					89	
		Level	3					3	Attainment
		Weightage	1.8					1.2	3

MBA-III		USHA MARTIN UNIVERSITY, JHARKHAND							
COURSE:-	International Marketing	END-SEMESTER EXAM-III					DATE:-		
COURSE CODE:-	MBAM-3004		1	2	3	4	5	6	7
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignment (15 Marks)	Applied Assignment (10 Marks)	Quiz (10 Marks)	Attendance (5 Marks)	TOTAL INTERNAL MARKS (40)	TOTAL MARKS (100)
1	Sandeep Kumar Sinha	19MBA005	45	11	7	10	5	33	78
2	Sejal jain	19MBA007	35	12	8	9	5	34	69
3	Shruti	19MBA009	40	11	7	9	5	32	72
4	Anurag Mandal	19MBA013	40	11	7	10	5	33	73
5	Manish Kumar Jha	19MBA017	39	11	7	10	5	33	72
6	Anjay Kumar	19MBA018	40	11	7	9	5	32	72
7	Sourabh kumar bhaiya	19MBA019	42	11	7	10	5	33	75
8	Shubham Singh	19MBA020	45	12	8	9	5	34	79
9	Gaurav Kumar	19MBA022	40	11	7	9	5	32	72
10	Chintu Kumar	19MBA023	42	12	8	9	5	34	76
11	Abhishek Banerjee	19MBA026	48	12	8	9	5	34	82
12	Akanksha Gupta	19MBA030	40	12	8	9	5	34	74
13	Amit Kumar Sharma	19MBA033	40						40
14	Anamika Sharma	19MBA034	40	11	7	9	5	32	72
15	Aprajita Roy	19MBA035	45	12	8	8	5	33	78
16	ashish Kumar Vicky	19MBA037	38	11	7	9	5	32	70
17	Avinash kumar singh	19MBA038	40	11	7	9	5	32	72
18	Kuber Kumar	19MBA040	38	11	7	8	5	31	69
19	Nitesh Kr Singh	19MBA046	35						35
20	Rockey Kumar Agrawal	19MBA051	42	12	8	9	5	34	76
21	Tushar Khandelwal	19MBA059	35	11	7	10	5	33	68
22	Vivek Kumar singh	19MBA061	40	12	8	9	5	34	74
23	Akash Lohia	19MBA062	10		7	10	5	22	32
24	G. Jayalakshmi	19MBA063	45	12	8	10	5	35	80
25	Lucky Kumar	19MBA068	38	10	7	10	5	32	70
26	Alok Vikash Kumar	19MBA072	33	10	7	5	5	27	60
27	Saket kumar	19MBA073	39	11	7	10	5	33	72
		No. of Students	26					24	
		% of Students	96					96	
		Level	3					3	Attainment
		Weightage	1.8					1.2	3

MBA-III		USHA MARTIN UNIVERSITY, JHARKHAND							
COURSE:-	Industrial Relations & Collective Bargaining	END-SEMESTER EXAM-III						DATE:-	
COURSE CODE:-	MBAH-3001		1	2	3	4	5	6	7
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignment(15 Marks)	Applied Assignment(10 Marks)	Quiz (10 Marks)	Attendance (5 Marks)	TOTAL INTERNAL MARKS (40)	TOTAL MARKS (100)
1	Tripty Kumari	19MBA001	44	9	6	9	1	25	69
2	Anjali Kumari	19MBA003	50	11	7	9	3	30	80
3	Sunita Murmu	19MBA006	49	7	5	10	0	22	71
4	Shikha Shree	19MBA008	42	12	8	10	4	34	76
5	Karishma Singh	19MBA012	48	13	9	9	5	36	84
6	Manisha Kumari Singh	19MBA015	47	7	5	10	0	22	69
7	Razia Khan	19MBA024	46	7	5	9	0	21	67
8	Shafia Firoz	19MBA025	46	13	9	10	5	37	83
9	Kumari Ankita	19MBA041	44	11	7	9	3	30	74
10	Md Samar Alam	19MBA042	40	9	6	9	1	25	65
11	Rachna Gupta	19MBA048	48	7	5	9	0	21	69
12	Stuti Kumari	19MBA056	42	10	7	10	2	29	71
13	Sujan Kumar Samanta	19MBA057	42	9	6	9	1	25	67
14	Preeti	19MBA064	48	7	6	10	1	24	72
15	Nisha Kumari	19MBA067	35	12	8	9	4	33	68
16	Sharmistha	19MBA070	44	9	6	9	1	25	69
		No. of Students	16					12	
		% of Students	100					75	
		Level	3					3	Attainment
		Weightage	1.8					1.2	3

MBA-III	USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	Compensation Management	END-SEMESTER EXAM-III						DATE:-	
COURSE CODE:-	MBAH-3002		1	2	3	4	5	6	7
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignment(15 Marks)	Applied Assignment(10 Marks)	Quiz (10 Marks)	Attendance (5 Marks)	TOTAL INTERNAL MARKS (40)	TOTAL MARKS (100)
1	Tripty Kumari	19MBA001	39	7	7	6	2	22	61
2	Anjali Kumari	19MBA003	45	8	8	10	5	31	76
3	Sunita Murmu	19MBA006	40	7	7	3	3	20	60
4	Shikha Shree	19MBA008	42	7	7	10	5	29	71
5	Karishma Singh	19MBA012	47	8	8	10	5	31	78
6	Manisha Kumari Singh	19MBA015	40	0	0	0	0	0	40
7	Razia Khan	19MBA024	41	8	8	9	2	27	68
8	Shafia Firoz	19MBA025	42	7	7	9	5	28	70
9	Kumari Ankita	19MBA041	41	0	0	6	5	11	52
10	Md Samar Alam	19MBA042	42	7	7	8	4	26	68
11	Rachna Gupta	19MBA048	41	8	7	8	1	24	65
12	Stuti Kumari	19MBA056	46	8	8	9	5	30	76
13	Sujan Kumar Samanta	19MBA057	40	8	8	9	3	28	68
14	Preeti	19MBA064	41	8	7	8	2	25	66
15	Nisha Kumari	19MBA067	41	7	7	10	3	27	68
16	Sharmistha	19MBA070	40	7	7	10	3	27	67
		No. of Students	16					12	
		% of Students	100					80	
		Level	3					3	Attainment
		Weightage	1.8					1.2	3

MBA-III		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE: -	Strategic Training & Development	END-SEMESTER EXAM-III					DATE: -			
COURSE CODE: -	MBAH-3003		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignment(15 Marks)	Applied Assignment(10 Marks)	Quiz (10 Marks)	Attendance (5 Marks)	TOTAL INTERNAL MARKS (40)	TOTAL MARKS (100)	
1	Tripty Kumari	19MBA001	36	0	0	0	0	0	36	
2	Anjali Kumari	19MBA003	35	12	7	0	5	24	59	
3	Sunita Murmu	19MBA006	34	0	0	0	0	0	34	
4	Shikha Shree	19MBA008	29	10	7	4	5	26	55	
5	Karishma Singh	19MBA012	32	12	8	7	5	32	64	
6	Manisha Kumari Singh	19MBA015	36	0	0	0	0	0	36	
7	Shafia Firoz	19MBA025	38	9	6	5	5	25	63	
8	Kumari Ankita	19MBA041	27	0	0	6	1	7	34	
9	Md Samar Alam	19MBA042	27	0	7	5	5	17	44	
10	Rachana Gupta	19MBA048	38	12	6	9	5	32	70	
11	Stuti Kumari	19MBA056	45	11	6	9	5	31	76	
12	Sujan Kumar Samanta	19MBA057	37	0	5	7	5	17	54	
13	Preeti	19MBA064	40	7	6	9	5	27	67	
14	Nisha Kumari	19MBA067	25	10	5	0	5	20	45	
15	Sharmistha	19MBA070	32	9	6	7	5	27	59	
16	Sandeep Kumar Sinha	19MBA005	41	10	5	7	5	27	68	
17	Sejal Jain	19MBA007	40	13	7	7	5	32	72	
18	Sharuti	19MBA009	40	12	8	7	5	32	72	
19	Ravi Shankar Kumar Singh	19MBA010	29	12	7	9	5	33	62	
20	Navodita Srivastava	19MBA011	34	12	8	7	5	32	66	
21	Manish Kumar Jha	19MBA017	30	11	6	5	5	27	57	
22	Subham Singh	19MBA020	35	13	6	10	5	34	69	
23	Chintu Kumar	19MBA023	25	12	7	9	5	33	58	
24	Abhishek Banerjee	19MBA026	48	13	8	9	5	35	83	
25	Akanksha Gupta	19MBA030	38	12	8	8	5	33	71	
26	Amit Kumar Sharma	19MBA033	31	0	0	0	0	0	31	
27	Anamika Sharma	19MBA034	31	11	6	7	5	29	60	
28	Aryan	19MBA036	33	7	5	8	5	25	58	
29	Nitesh Kumar Singh	19MBA046	8	0	0	0	0	0	8	
30	Rockey Kumar Agrawal	19MBA051	40	13	7	9	5	34	74	
31	Tushar Khandelwal	19MBA059	29	7	4	5	0	16	45	
32	Akash Lohiya	19MBA062	28	0	0	6	1	7	35	
33	Saket Kumar	19MBA073	34	7	6	8	5	26	60	
		No. of Students	24					22		
		% Of Students	73					79		
		Level	3					3	Attainment	
		Weightage	1.8					1.2	3	

MBA-III		USHA MARTIN UNIVERSITY, JHARKHAND							
COURSE: -	HRP & D	END-SEMESTER EXAM-III					DATE: -		
COURSE CODE	MBAH-3004		1	2	3	4	5	6	7
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignment (15 Marks)	Applied Assignment (10 Marks)	Quiz (10 Marks)	Attendance (5 Marks)	TOTAL INTERNAL MARKS (40)	TOTAL MARKS (100)
1	Tripty Kumari	19MBA001	39	0	0	0	0	0	39
2	Anjali Kumari	19MBA003	35	12	7	4	5	28	63
3	Sunita Murmu	19MBA006	38	0	0	5	1	6	44
4	Shikha Shree	19MBA008	34	7	8	2	5	22	56
5	Karishma Singh	19MBA012	30	12	8	5	5	30	60
6	Manisha Kumari Singh	19MBA015	36	0	0	0	0	0	36
7	Shafia Firoz	19MBA025	35	12	8	5	5	30	65
8	Kumari Ankita	19MBA041	21	0	0	2	1	3	24
9	Md Samar Alam	19MBA042	26	11	8	0	5	24	50
10	Rachana Gupta	19MBA048	30	11	5	3	5	24	54
11	Sanchika Sanjay	19MBA053	34	0	7	4	5	16	50
12	Stuti Kumari	19MBA056	41	12	7	2	5	26	67
13	Sujan Kumar Samanta	19MBA057	36	10	6	4	5	25	61
14	Preeti	19MBA064	35	12	6	3	5	26	61
15	Nisha Kumari	19MBA067	27	11	7	0	5	23	50
16	Sharmistha	19MBA070	37	7	8	3	5	23	60
17	Sandeep Kumar Sinha	19MBA005	40	7	6	2	5	20	60
18	Sejal Jain	19MBA007	44	13	6	4	5	28	72
19	Sharuti	19MBA009	35	7	8	4	5	24	59
20	Ravi Shankar Kumar Singh	19MBA010	35	7	7	4	5	23	58
21	Navodita Srivastava	19MBA011	28	10	6	4	5	25	53
22	Manish Kumar Jha	19MBA017	33	11	8	4	5	28	61
23	Subham Singh	19MBA020	35	11	6	4	5	26	61
24	Chintu Kumar	19MBA023	33	10	8	3	5	26	59
25	Abhishek Banerjee	19MBA026	45	13	8	8	5	34	79
26	Akanksha Gupta	19MBA030	40	12	8	7	5	32	72
27	Amit Kumar Sharma	19MBA033	22	0	0	0	0	0	22
28	Anamika Sharma	19MBA034	27	12	7	4	5	28	55
29	Aryan	19MBA036	32	7	6	5	5	23	55
30	Nitesh Kumar Singh	19MBA046	5	0	0	0	0	0	5
31	Rockey Kumar Agrawal	19MBA051	34	12	7	5	5	29	63
32	Tushar Khandelwal	19MBA059	34	7	4	1	1	13	47
33	Akash Lohiya	19MBA062	28	0	0	3	1	4	32
34	Saket Kumar	19MBA073	34	7	6	4	5	22	56
		No. of Students	26					18	
		% of Students	76					60	
		Level	3					0	Attainment
		Weightage	1.8					0	1.8

SEMESTER IV

MBA-IV		USHA MARTIN UNIVERSITY, JHARKHAND							
COURSE:-	Corporate Evolution & Strategic Management	END-SEMESTER EXAM-IV					DATE:-		
COURSE CODE:-	MBA-4001		1	2	3	4	5	6	7
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignment (15 Marks)	Applied Assignment (10 Marks)	Quiz (10 Marks)	Attendance (5 Marks)	TOTAL INTERNAL MARKS (40)	TOTAL MARKS (100)
1	Tripty Kumari	19MBA001	48	13	9	8	4	34	82
2	Ritika Bhalla	19MBA002	42	10	9	8	4	31	73
3	Anjali Kumari	19MBA003	44	12	8	6	4	30	74
4	Saurabh Manish Dung dung	19MBA004	44	12	8	6	4	30	74
5	Sandeep Kumar Sinha	19MBA005	48	14	9	9	4	36	84
6	Sunita Murmu	19MBA006	45	12	9	7	4	32	77
7	Sejal Jain	19MBA007	44	13	9	9	4	35	79
8	Shikha Shree	19MBA008	43	12	9	9	4	34	77
9	Sharuti	19MBA009	43	15	9	9	4	37	80
10	Ravi Shankar Kumar Singh	19MBA010	43	12	8	9	4	33	76
11	Navodita Srivastava	19MBA011	41	11	9	9	4	33	74
12	Karishma Singh	19MBA012	44	14	8	8	4	34	78
13	Anurag Mandal	19MBA013	44	13	9	8	4	34	78
14	Manisha Kumari Singh	19MBA015	45	12	9	9	4	34	79
15	Manish Kumar Jha	19MBA017	44	13	9	9	4	35	79
16	Anjay Kumar	19MBA018	41	13	9	8	4	34	75
17	sourabh Kumar Bhaiya	19MBA019	43	14	9	8	4	35	78
18	Shubham Singh	19MBA020	48	13	9	9	4	35	83
19	Deepak Srivastava	19MBA021	45	15	7	8	4	34	79
20	Gaurav Kumar	19MBA022	44	14	8	8	4	34	78
21	Chintu Kumar	19MBA023	45	10	7	9	4	30	75
22	Shafia Firoz	19MBA025	48	11	9	9	4	33	81
23	Abhishek Banerjee	19MBA026	47	15	9	8	4	36	83
24	Aditya Kumar	19MBA027	42	15	8	9	4	36	78
25	Aditya Prakesh	19MBA029	42	11	8	7	4	30	72
26	Akanksha Gupta	19MBA030	43	12	8	8	4	32	75
27	Alka Kumari	19MBA031	45	15	9	9	4	37	82
28	Amit Kumar Sharma	19MBA033	47	13	9	8	4	34	81
29	Anamika Sharma	19MBA034	42	15	9	10	4	38	80
30	Aprajita Roy	19MBA035	50	13	8	9	4	34	84

31	Aryan	19MBA036	35	14	8	8	4	34	69
32	Ashish Kumar Vicky	19MBA037	48	12	8	10	4	34	82
33	Avinash Kumar Singh	19MBA038	47	11	9	9	4	33	80
34	Kuber Kumar	19MBA040	47	12	8	9	4	33	80
35	Kumari Ankita	19MBA041	48				4	4	52
36	Md Samar Alam	19MBA042	43				4	4	47
37	Nikhil Kumar	19MBA045	41	15	9	8	4	36	77
38	Nitesh Kumar Singh	19MBA046	42				4	4	46
39	Om Prakash Kumar Sahu	19MBA047	44	13	8	8	4	33	77
40	Rachna Gupta	19MBA048	44	11	7	8	4	30	74
41	Raja Kumar Babu	19MBA049	44	10	7	7	4	28	72
42	Rockey Kumar Agrawal	19MBA051	50	15	9	8	4	36	86
43	Shubham Samal	19MBA055	43	12	9	9	4	34	77
44	Stuti Kumari	19MBA056	44	13	8	9	4	34	78
45	Sujan Kumar Samanta	19MBA057	43	15	9	8	4	36	79
46	Suman Kumari	19MBA058	46	12	8	6	4	30	76
47	Tushar Khandelwal	19MBA059	48	11	9	9	4	33	81
48	Vivek Kumar Singh	19MBA061	44	13	9	7	4	33	77
49	Akash Lohia	19MBA062	44	14	9	9	4	36	80
50	G Jaya Lakshmi	19MBA063	50	14	9	9	4	36	86
51	Preeti	19MBA064	46	12	8	8	4	32	78
52	Pinki Kumari	19MBA065	44	11	8	7	4	30	74
53	Veeneeta Kumari	19MBA066	41	11	7	8	4	30	71
54	Nisha Kumari	19MBA067	41	12	8	9	4	33	74
55	Lucky Kumar	19MBA068	43	13	9	9	4	35	78
56	Suman Khandelia	19MBA069	45	12	8	9	4	33	78
57	Sharmistha	19MBA070	44	11	7	8	4	30	74
58	Satyam Kumar	19MBA071	48	12	9	9	4	34	82
59	Alok Vikash Kumar	19MBA072	42					0	42
60	Saket Kumar	19MBA073	43	10	8	8	4	30	73
		No. of Students	60					56	
		% of Students	100					93	
		Level	3					3	Attainment
		Weightage	1.8					1.2	3

MBA-IV		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	Project Study	END-SEMESTER EXAM-IV					DATE:-			
COURSE CODE:-	MBA-4002		1	2	3	4	5	6	7	
SL.NO	STUDENT'S NAME	ROLL NO.	Synops is(Guide)(40 Marks)	Progr essive Evala uation (Guide Mark s)(80 Mark s)	Total Prog ressi ve (Gui de)(1 20 Mar ks)	Exter nal exami ner (80 Mark s)	Inter nal Exam iner(8 0 Mark s)	Total Exam iners(Avg. 80 Mark s)	Total Mark s [200]	
1	Saurabh Manish Dung Dung	19MBA004	25	55	80	73	58	65.5	146	
2	Sandeep Kumar Sinha	19MBA005	27	63	90	75	57	66	156	
3	Sejal Jain	19MBA007	29	61	90	70	59	64.5	155	
4	Shikha Shree	19MBA008	25	62	87	72	50	61	148	
5	Sharuti	19MBA009	29	60	89	71	63	67	156	
6	Ravi Shankar Kumar Singh	19MBA010	28	57	85	71	56	63.5	149	
7	Navodita Srivastava	19MBA011	29	61	90	74	60	67	157	
8	Anurag Mandal	19MBA013	29	60	89	69	54	61.5	151	
9	Manish Kumar Jha	19MBA017	25	58	83	72	59	65.5	149	
10	Anjay Kumar	19MBA018	25	48	73	70		35	108	
11	Sourabh Kumar Bhaiya	19MBA019	28	62	90	74	54	64	154	
12	Subham Singh	19MBA020	28	62	90	72	55	63.5	154	
13	Deepak Srivastava	19MBA021	30	61	91	70	56	63	154	
14	Gaurav Kumar	19MBA022	24	47	71	70	54	62	133	
15	Chintu Kumar	19MBA023	24	45	69	73	57	65	134	
16	Shafia Firoz	19MBA025	29	60	89	75	62	68.5	158	
17	Abhishek Banerjee	19MBA026	29	64	93	74	70	72	165	

18	Aditya Kumar	19MBA0 27	25	59	84	70	56	63	147
19	Akanksha Gupta	19MBA0 30	28	64	92	70	55	62.5	155
20	Alka Kumari	19MBA0 31	27	65	92	71	57	64	156
21	Anamika Sharma	19MBA0 34	28	61	89	73	56	64.5	154
22	Aprajita Roy	19MBA0 35	28	63	91	72	68	70	161
23	Avinash Kumar Singh	19MBA0 38	24	46	70	70	56	63	133
24	Rachana Gupta	19MBA0 48	28	62	90	75	61	68	158
25	Rockey Kumar Agrawal	19MBA0 51	26	61	87	71	58	64.5	152
26	Stuti Kumari	19MBA0 56	31	66	97	75	60	67.5	165
27	Sujan Kumar Samanta	19MBA0 57	21	57	78	68	50	59	137
28	Tushar Khandelwal	19MBA0 59	24	47	71	73	57	65	136
29	Vivek Kumar Singh	19MBA0 61	27	45	72	72	55	63.5	136
30	G Jaya Lakshmi	19MBA0 63	29	65	94	77	71	74	168
31	Preeti	19MBA0 64	30	63	93	73	56	64.5	158
32	Nisha Kumari	19MBA0 67	21	54	75	56	49	52.5	128
33	Lucky Kumar	19MBA0 68	28	62	90	70	58	64	154
34	Saket Kumar	19MBA0 73	25	46	71	72	57	64.5	136
		No. of Students			34	34			
		% of Students			100	100			
		Level			3	3			Attai nmen t
		Weighta ge			1.8	1.2			3

MBA-IV		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE: -	Financial Derivatives	END-SEMESTER EXAM-IV					DATE: -			
COURSE CODE: -	MBAF-4001		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignme nt (15 Marks)	Applied Assignme nt (10 Marks)	Quiz (10 Marks)	Attendan ce (5 Marks)	TOTAL INTERNAL MARKS (40)	TOTAL MARKS (100)	
1	Ritika Bhalla	19MBA002	31				5	5	36	
2	Saurabh Manish Dunga	19MBA004	41	11	8	9	5	33	74	
3	Ravi Shankar Kumar Singh	19MBA010	38	11	7	9	5	32	70	
4	Navodita Srivastava	19MBA011	39	12	8	10	5	35	74	
5	Karishma Singh	19MBA012				10	5	15	15	
6	Anurag Mandal	19MBA013	40	10	8	10	5	33	73	
7	Anjay Kumar	19MBA018	39	11	7	10	5	33	72	
8	sourabh Kumar Bhaiya	19MBA019	41	11	7	10	5	33	74	
9	Deepak Srivastava	19MBA021	40	12	8	9	5	34	74	
10	Gaurav Kumar	19MBA022	40	12	8	5	5	30	70	
11	Aditya Kumar	19MBA027	39	10	8	9	5	32	71	
12	Aditya Prakesh	19MBA029	40	11	7	8	5	31	71	
13	Alka Kumari	19MBA031	41	12	7	8	5	32	73	
14	Aprajita Roy	19MBA035	41	12	8	10	5	35	76	
15	Aryan	19MBA036	38	11	7	10	5	33	71	
16	Ashish Kumar Vicky	19MBA037	38	12	8	8	5	33	71	
17	Avinash Kumar Singh	19MBA038	39	11	7	8	5	31	70	
18	Kuber Kumar	19MBA040	37	10	7	8	5	30	67	
19	Nikhil Kumar	19MBA045	41	12	8	9	5	34	75	
20	Om Prakash Kumar Sahu	19MBA047	38	12	7	9	5	33	71	
21	Raja Kumar Babu	19MBA049	38	11	7	9	5	32	70	
22	Shubham Samal	19MBA055	39	12	8	8	5	33	72	
23	Suman Kumari	19MBA058	39	11	7	8	5	31	70	
24	Vivek Kumar Singh	19MBA061	40	10	7	8	5	30	70	
25	G Jaya Lakshmi	19MBA063	42	13	8	9	5	35	77	
26	Pinki Kumari	19MBA065	38	11	7	9	5	32	70	
27	Veeneeta Kumari	19MBA066	39	10	7	3	5	25	64	
28	Lucky Kumar	19MBA068	40	11	8	7	5	31	71	
29	Suman Khandelia	19MBA069	39	10	7	10	5	32	71	
30	Satyam Kumar	19MBA071	38	10	7	9	5	31	69	
31	Alok Vikash Kumar	19MBA072	38	11	8	4	5	28	66	
		No. of Students	30					29		
		% of Students	100					94		
		Level	3					3	Attainment	
		Weightage	1.8					1.2	3	

MBA-IV		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE: -	Corporate Valuation and Merger	END-SEMESTER EXAM-IV					DATE:-			
COURSE CODE: -	MBAF-4002		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignment (15 Marks)	Applied Assignment (10 Marks)	Quiz (10 Marks)	Attendance (5 Marks)	TOTAL INTERNAL MARKS (40)	TOTAL MARKS (100)	
1	Ritika Bhalla	19MBA002	35				0	0	35	
2	Saurabh Manish Dung dung	19MBA004	42	11	9		4	24	66	
3	Ravi Shankar Kumar Singh	19MBA010	47	12	9	10	5	36	83	
4	Navodita Srivastava	19MBA011	45	13	10	10	5	38	83	
5	Deepak Srivastava	19MBA021	40	10	7	10	3	30	70	
6	Aditya Kumar	19MBA027	46	11	8	8	4	31	77	
7	Aditya Prakesh	19MBA029	47	12	9	10	4	35	82	
8	Alka Kumari	19MBA031	46	13	9	9	3	34	80	
9	Aryan	19MBA036	44	11	9	6	3	29	73	
10	Nikhil Kumar	19MBA045	40	13	9	10	4	36	76	
11	Om Prakash Kumar Sahu	19MBA047	41	12	9	10	4	35	76	
12	Raja Kumar Babu	19MBA049	42	12		10	3	25	67	
13	Shubham Samal	19MBA055	46	12			3	15	61	
14	Suman Kumari	19MBA058	45	11	9	10	5	35	80	
15	Pinki Kumari	19MBA065	47	12	8	10	4	34	81	
16	Veeneeta Kumari	19MBA066	40	11	9	10	4	34	74	
17	Suman Khandelia	19MBA069	46	12	10	6	4	32	78	
18	Satyam Kumar	19MBA071	45	11	9	2	3	25	70	
		No. of Students	18					16		
		% of Students	100					94		
		Level	3					3	Attainment	
		Weightage	1.8					1.2	3	

MBA-IV		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE: -	Logistics and Supply Chain Management	END-SEMESTER EXAM-IV					DATE:-			
COURSE CODE: -	MBAM-4001		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignment(15 Marks)	Applied Assignment(10 Marks)	Quiz (10 Marks)	Attendance (5 Marks)	TOTAL INTERNAL MARKS (40)	TOTAL MARKS (100)	
1	Tripty Kumari	19MBA001	39	11	7		3	21	60	
2	Ritika Bhalla	19MBA002	32				3	3	35	
3	Anjali Kumari	19MBA003	39	11	7	5	3	26	65	
4	Saurabh Manish Dung dung	19MBA004	39	11	7	7	3	28	67	
5	Sandeep Kumar Sinha	19MBA005	41	12	7	10	3	32	73	
6	Sunita Murmu	19MBA006	34		7	4	3	14	48	
7	Sejal Jain	19MBA007	38	12	7	7	3	29	67	
8	Shikha Shree	19MBA008	38	11	7	6	3	27	65	
9	Sharuti	19MBA009	40	12		10	3	25	65	
10	Karishma Singh	19MBA012	39	11	7	a	3	21	60	
11	Anurag Mandal	19MBA013	40	12	7	6	4	29	69	
12	Manisha Kumari Singh	19MBA015	37				3	3	40	
13	Manish Kumar Jha	19MBA017	39	11	7		3	21	60	
14	Anjay Kumar	19MBA018	39	11	7	5	3	26	65	
15	sourabh Kumar Bhaiya	19MBA019	37	12	7	2	3	24	61	
16	Shubham Singh	19MBA020	41	12	8		4	24	65	
17	Deepak Srivastava	19MBA021	37	11	7	9	3	30	67	
18	Gaurav Kumar	19MBA022	37	11	7	7	3	28	65	
19	Chintu Kumar	19MBA023	39	11	7	5	3	26	65	
20	Shafia Firoz	19MBA025	43	12	8	10	4	34	77	
21	Abhishek Banerjee	19MBA026	43	12	8	10	4	34	77	
22	Aditya Kumar	19MBA027	39	11	7	10	3	31	70	
23	Aditya Prakesh	19MBA029	38	11	7	6	3	27	65	
24	Akanksha Gupta	19MBA030	40	12	7	6	4	29	69	
25	Alka Kumari	19MBA031	40	11	7	9	4	31	71	
26	Amit Kumar Sharma	19MBA033	39	11			3	14	53	
27	Anamika Sharma	19MBA034	42	12	8	10	4	34	76	
28	Aprajita Roy	19MBA035	43	13	8	8	4	33	76	
29	Ashish Kumar Vicky	19MBA037	39	11	7	4	3	25	64	
30	Avinash Kumar Singh	19MBA038	39	11	7	6	3	27	66	
31	Kuber Kumar	19MBA040	39	11	7	6	3	27	66	
32	Kumari Ankita	19MBA041	37	11		7	3	21	58	

33	Md Samar Alam	19MBA042	33	11	7		3	21	54
34	Nikhil Kumar	19MBA045	39	12	7	9	4	32	71
35	Om Prakash Kumar Sahu	19MBA047	40	11	7		3	21	61
36	Rachna Gupta	19MBA048	39	11	7	4	4	26	65
37	Raja Kumar Babu	19MBA049	37				3	3	40
38	Rockey Kumar Agrawal	19MBA051	40	11	7	9	3	30	70
39	Shubham Samal	19MBA055	40	12	8	7	4	31	71
40	Stuti Kumari	19MBA056	40	12	7	6	3	28	68
41	Sujan Kumar Samanta	19MBA057	41	12	7	10	3	32	73
42	Suman Kumari	19MBA058	40	12	7	2	3	24	64
43	Tushar Khandelwal	19MBA059	41	11	7	7	2	27	68
44	Vivek Kumar Singh	19MBA061	39	11	7	4	3	25	64
45	Akash Lohia	19MBA062	38	11	7	9	3	30	68
46	G Jaya Lakshmi	19MBA063	44	12	8	10	4	34	78
47	Preeti	19MBA064	38	11	7	5	3	26	64
48	Pinki Kumari	19MBA065	38	11	7		3	21	59
49	Veeneeta Kumari	19MBA066	39	11	7		3	21	60
50	Nisha Kumari	19MBA067	38	11	7	2	4	24	62
51	Lucky Kumar	19MBA068	42	12	8	8	4	32	74
52	Suman Khandelia	19MBA069	39	12	7	10	4	33	72
53	Sharmistha	19MBA070	39	11	7	8	3	29	68
54	Satyam Kumar	19MBA071	39				3	3	42
55	Alok Vikash Kumar	19MBA072	36	11	7	8	3	29	65
56	Saket Kumar	19MBA073	40	11	7		3	21	61
		No. of Students	56					41	
		% of Students	100					73	
		Level	3					3	Attainment
		Weightage	1.8					1.2	3

MBA-IV		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE: -	Brand Management	END-SEMESTER EXAM-IV					DATE: -			
COURSE CODE:-	MBAM-4002		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignment (15 Marks)	Applied Assignment (10 Marks)	Quiz (10 Marks)	Attendance (5 Marks)	TOTAL INTERNAL MARKS (40)	TOTAL MARKS (100)	
1	Sandeep Kumar Sinha	19MBA005	47	15	9	10	4	38	85	
2	Sejal Jain	19MBA007	47	14	8	7	4	33	80	
3	Sharuti	19MBA009	45	14	9	8	4	35	80	
4	Anurag Mandal	19MBA013	44	13	9	9	4	35	79	
5	Manish Kumar Jha	19MBA017	46	14	9	9	4	36	82	
6	Anjay Kumar	19MBA018	46	14	8	9	4	35	81	
7	Sourabh Kumar Bhaiya	19MBA019	47	14	9	8	4	35	82	
8	Shubham Singh	19MBA020	46	15	9	10	4	38	84	
9	Gaurav Kumar	19MBA022	46	12	9	9	4	34	80	
10	Chintu Kumar	19MBA023	46	10	8	8	4	30	76	
11	Abhishek Banerjee	19MBA026	48	14	8	9	4	35	83	
12	Akanksha Gupta	19MBA030	46	13	9	9	4	35	81	
13	Amit Kumar Sharma	19MBA033	44	14	9	8	4	35	79	
14	Anamika Sharma	19MBA034	44	14	9	8	4	35	79	
15	Aprajita Roy	19MBA035	48	15	9	9	4	37	85	
16	Ashish Kumar Vicky	19MBA037	48	11	8	7	4	30	78	
17	Avinash Kumar Singh	19MBA038	47	15	9	8	4	36	83	
18	Kuber Kumar	19MBA040	47	12	7	8	4	31	78	
19	Nitesh Kumar Singh	19MBA046	43				4	4	47	
20	Rockey Kumar Agrawal	19MBA051	48	14	9	9	4	36	84	
21	Tushar Khandelwal	19MBA059	44	14	9	9	4	36	80	
22	Vivek Kumar Singh	19MBA061	45	12	9	8	4	33	78	
23	Akash Lohia	19MBA062	44	13	8	9	4	34	78	
24	G Jaya Lakshmi	19MBA063	48	15	9	10	4	38	86	
25	Lucky Kumar	19MBA068	44	14	7	8	4	33	77	
26	Alok Vikash Kumar	19MBA072	46					0	46	
27	Saket Kumar	19MBA073	46	15	8	8	4	35	81	
		No. of Students	27					25		
		% of Students	100					96		
		Level	3					3	Attainment	
		Weightage	1.8					1.2	3	

MBA-IV		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE:-	Organisational Development	END-SEMESTER EXAM-IV					DATE:-			
COURSE CODE:-	MBAH-4001		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignment(15 Marks)	Applied Assignment(10 Marks)	Quiz (10 Marks)	Attendance (5 Marks)	TOTAL INTERNAL MARKS (40)	TOTAL MARKS (100)	
1	Tripty Kumari	19MBA001	37	10	7	6	1	24	61	
2	Anjali Kumari	19MBA003	38	12	7	7	5	31	69	
3	Sunita Murmu	19MBA006	35	8	7	10	5	30	65	
4	Shikha Shree	19MBA008	31	9	7	9	5	30	61	
5	Karishma Singh	19MBA012	34	12	8	6	5	31	65	
6	Archana Kumari	19MBA014	25	0	0	0		0	25	
7	Manisha Kumari Singh	19MBA015	36	0	0	0		0	36	
8	Razia Khan	19MBA024	30	0	0	9	1	10	40	
9	Shafia Firoz	19MBA025	37	9	7	9	4	29	66	
10	Kumari Ankita	19MBA041	33	0	0	8	3	11	44	
11	Md Samar Alam	19MBA042	35	0	7	7	0	14	49	
12	Md Shazar Alam	19MBA043	0	0	0	3	5	8	8	
13	Rachna Gupta	19MBA048	32	10	7	8	1	26	58	
14	Sanchika Sanjay	19MBA053	35	0	7	9	4	20	55	
15	Stuti Kumari	19MBA056	38	10	7	6	4	27	65	
16	Sujan Kumar Samanta	19MBA057	31	13	8	8	4	33	64	
17	Preeti	19MBA064	29	9	7	8	3	27	56	
18	Nisha Kumari	19MBA067	31	8	7	9	5	29	60	
19	Sharmistha	19MBA070	33	8	7	9	5	29	62	
		No. of Students	16					12		
		% of Students	89					71		
		Level	3					3	Attainment	
		Weightage	1.8					1.2	3	

MBA-IV		USHA MARTIN UNIVERSITY, JHARKHAND								
COURSE: -	Cross Culture and Global HRM	END-SEMESTER EXAM-IV					DATE: -			
COURSE CODE: -	MBAH-4003		1	2	3	4	5	6	7	
SL.NO	STUDENT 'S NAME	ROLL NO.	End Sem (60 Marks)	Home Assignment (15 Marks)	Applied Assignment (10 Marks)	Quiz (10 Marks)	Attendance (5 Marks)	TOTAL INTERNAL MARKS (40)	TOTAL MARKS (100)	
1	Tripty Kumari	19MBA001	31	10	7	8	2	27	58	
2	Anjali Kumari	19MBA003	31	11	8	7	5	31	62	
3	Sandeep Kumar Sinha	19MBA005	36	12	8	10	5	35	71	
4	Sunita Murmu	19MBA006	32	0	0	4	5	9	41	
5	Sejal Jain	19MBA007	32	10	7	9	2	28	60	
6	Shikha Shree	19MBA008	28	9	7	7	5	28	56	
7	Sharuti	19MBA009	35	11	8	10	1	30	65	
8	Ravi Shankar Kumar Singh	19MBA010	35	10	7	9	1	27	62	
9	Navodita Srivastava	19MBA011	24	10	8	10	5	33	57	
10	Karishma Singh	19MBA012	20	11	8	10	5	34	54	
11	Archana Kumari	19MBA014	25	0	0	0		0	25	
12	Manisha Kumari Singh	19MBA015	34	0	0	0	2	2	36	
13	Manish Kumar Jha	19MBA017	31	10	7	10	2	29	60	
14	Shubham Singh	19MBA020	33	11	7	10	4	32	65	
15	Chintu Kumar	19MBA023	30	9	7	10	2	28	58	
16	Razia Khan	19MBA024	29	0	0	10	2	12	41	
17	Shafia Firoz	19MBA025	35	10	7	10	4	31	66	
18	Abhishek Banerjee	19MBA026	39	13	8	9	5	35	74	
19	Akanksha Gupta	19MBA030	26	9	7	8	3	27	53	
20	Amit Kumar Sharma	19MBA033	26	10	7	0	2	19	45	
21	Anamika Sharma	19MBA034	27	11	7	10	5	33	60	
22	Aryan	19MBA036	35	9	7	10	1	27	62	
23	Kumari Ankita	19MBA041	25	0	0	8	3	11	36	
24	Md Samar Alam	19MBA042	36	0	7	6	4	17	53	
25	Nitesh Kumar Singh	19MBA046	31	0	0	9	1	10	41	
26	Rachna Gupta	19MBA048	30	9	7	9	1	26	56	
27	Rockey Kumar Agrawal	19MBA051	31	10	7	9	5	31	62	
28	Stuti Kumari	19MBA056	33	10	8	8	4	30	63	
29	Sujan Kumar Samanta	19MBA057	34	11	8	10	3	32	66	
30	Tushar Khandelwal	19MBA059	30	10	7	7	2	26	56	
31	Akash Lohia	19MBA062	34	11	7	6	2	26	60	
32	Preeti	19MBA064	26	9	7	9	2	27	53	
33	Nisha Kumari	19MBA067	16	9	7	8	5	29	45	
34	Sharmistha	19MBA070	18	9	7	9	5	30	48	
35	Saket Kumar	19MBA073	33	8	7	9	4	28	61	
		No. of Students	23					27		
		% of Students	66					79		
		Level	3					3	Attainment	
		Weightage	1.8					1.2	3	

RUBRICS



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Rubrics 1

PO1 & PO2: Develop analytical and critical thinking for decision-making using contemporary tools and approaches by applying knowledge of management theories and practices.			
	Beginner	Intermediate	Expert
Able to apply management theories and practices in business decision-making.			
Use modern tools and techniques to solve contemporary business problems			
Use analytical and critical thinking to solve the critical organizational problems successfully			

	Level
Beginner	1
Intermediate	2
Expert	3



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Rubrics 2

PO3, PO4 & PO5: To develop values-based managerial capabilities and skills to analyses and convey global, economic, legal, and ethical elements of business as a manager to lead people toward the achievement of corporate goals

	Beginner	Intermediate	Expert
Exchanges ideas effectively with subordinates, teammates and other stakeholders.			
Exhibit value-based leadership to evaluate global, economic and ethical aspects of a business.			
Analyse and create strategies for sustainable development of organization and society			

	Level
Beginner	1
Intermediate	2
Expert	3