ASM

Institute of Professional Studies

S. No. 29/1+2A, Old Mumbai Pune highway, Near Finolex cables bus stop, Pimpri, MIDC, Pimpri Colony, Pune, Maharashtra 411018

Program:	Master of Business Administration (MBA)
A.Y.	2022-23 (2nd half)
Title of File:	Course File
Subject Code & Name:	401 Enterprise Performance Management
Semester:	IV Division: A / B / C
Course Teacher:	Dr. Vikas Barbate

ASM
Group of Institutes

AUDYOGIK SHIKSHAN MANDAL

ASM's Institute of Professional Studies, Pimpri, Pune – 411 018

Teacher's Course Plan Div. A / B / C

Name of Subject Teacher: Dr. Vikas Barbate   No. of Lectures Allotted per Week: 4 (1 Hr. Lecture)

Basic Course Information

Programme: MBA   Semester: IV   Title of the Course: Enterprise Performance Management Code: 401

A: Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO401.1	REMEMBERING	Enumerate the different parameters & facets of management control of an enterprise.
CO401.2	UNDERSTANDING	Illustrate the various techniques of enterprise performance management for varied sectors.
CO401.3	APPLYING	Determine the applicability of various tools and metrics as a performance evaluation andmanagement tools.
CO401.4	ANALYSING	Analyse the key financial & non-financial attributes to evaluate enterprise performance.
CO401.5	EVALUATING	Formulate the various parameters to evaluate enterprise performance effectively through implementation of strategy.
CO401.6	CREATING	CREATE own evaluation parameter and application

B: Outline of topics to be covered:

Lect. No	Unit No.	Particulars	Teaching Pedagogy	Plan Date	Actual Date	Coordinator's Sign.
1	1	**Performance Management-Historical overview**	PPT, Black Board	05/04/23	5.4.23	
2		Concept, Need, Linkages with Strategic Planning, Management Control and Operational Control.	PPT, White board	10/04/23	10.4.23	
3		Performance Evaluation Parameters: Financial perspective	PPT, White board	11/04/23	11.4.23	
4		Responsibility Accounting –Concept of Responsibility Centres,	PPT, White board	13/04/23	13.4.23	
5		Revenue Centre, Expense Centre - Engineered and Discretionary costs – Committed costs,	PPT, White board	18/04/23	18.4.23	
6		Profit Centre, Investment Centres.	PPT, White board	20/04/23	20.4.23	

7		ROI, ROA, MVA, EVA – DuPont analysis. (Numerical Not expected – Interpretation only)	White board	25/04/23	25.4.23	
8		Limitations of Financial Measures.	PPT, White board	27/04/23	29.4.23	
9		CCE 1		25/04/23 to 30/04/23	30.4.23	
10	2	**Performance Evaluation Parameters-meaning and understanding**	PPT, White board	02/05/23	2.5.23	
11		Non-Financial Performance measures –	PPT, White board	03/05/23	3.5.23	
12		Balanced Scorecard, Malcolm Baldrige Framework.	PPT, White board	08/05/23	8.5.23	
13		Measuring SBU Level Performance: Concept, Need, and Linkages with Enterprise Performance Management – Goal Congruence.	PPT, White board	09/05/23	9.5.23	
14		Transfer Pricing – Objective, Concept, and Methods – Cost based, Market price based & Negotiated,	PPT, White board	10/05/23	10.5.23	
15		Transfer Pricing – Cost based, Market price based & Negotiated,	PPT, White board	11/05/23	11.5.23	
16		Applicability of Transfer Pricing. (Numerical / Case is expected)	White board	15/05/23	15.5.23	
17	3	**Capital Expenditure Control-meaning and tools**	White Board	16/05/23	16.5.23	
18		Concept, Need, Process of Capital Budgeting,	White Board	17/05/23	17.5.23	
19		Types of capital expenditure decisions – pre-sanction, operational and post-sanction control of capital expenditure.	White Board	18/05/23	18.5.23	
20		Tools & Techniques of Capital Expenditure Control:	PPT, White board	22/05/23	22.5.23	
21		Performance Index, Technical Performance Measurement, Post completion audit.	PPT, White board	23/05/23	23.5.23	
22		Performance Evaluation Parameters for Projects:	White Board	24/05/23	24.5.23	
23		Project Control Process: Setting base line plan,	White Board	25/05/23	25.5.23	
24		Measuring progress and performance, comparing plan against action, Taking action, Schedule variance (time overruns),	White Board	29/05/23	29.5.23	

25		Measuring progress and performance,	White Board	30/05/23	30.5.23	
26		comparing plan against action, Taking action, Schedule variance (time overruns), Project Cost Variance (cost overruns).	White Board	31/05/23	31.5.23	
27		CCE 2		25/05/23 to 31/05/23	25.5.23 to 31.5.23	
28	4	**Performance Evaluation Parameters for Banks-Trends and transition in banking**	PPT, White board,	01/06/23	1.6.23	
29		Customer Base, NPAs,	PPT, White board	05/06/23, 06/06/23	5.6.23	
30		Deposits, ROI, Financial Inclusion, Spread.	PPT, White board	05/06/23, 06/06/23	6.6.23	
31		Credit Appraisal, Investments. Performance Evaluation Parameters for Retail:	White board	06/06/23,	6.6.23	
32		ABC analysis, Sell Through Analysis, Multiple Attribute Method, Gross Margin Return on Investment (GMROI), GMROI as Gross Margin/Average Inventory at Cost,	White board	06/06/23	6.6.23	
33		ABC analysis, Sell Through Analysis, Multiple Attribute Method, Gross Margin Return on Investment (GMROI), GMROI as Gross Margin/Average Inventory at Cost,	White board	07/06/23,	7.6.23	
34		Performance Evaluation Parameters for Non-Profit: Features of Non-profit organizations, fund accounting, governance, product pricing,	PPT + White Board	12/06/23,	12.6.23	
35		Performance Evaluation Parameters for Non-Profit: Features of Non-profit organizations, fund accounting, governance, product pricing,	PPT, White board	13/06/23	13.6.23	
36		strategic planning & budget preparations, social audit.	White Board	14/06/23	14.6.23	
37	5	**Performance Evaluation Parameters for E-Commerce-trends and status**	White Board	15/06/23	15.6.23	
38		Features of E commerce, Need of evaluation,	White Board	19/06/23,	19.6.23	
39		Metrics for performance evaluation: Business metrics, Traffic metrics, Conversion matrix & Audience involvement metrics.	White Board	20/06/23	20.6.23	
40		Various KPI used by E Commerce industry : Website traffic , referral traffic, conversion rate optimization, bounce rate of website, repeat visit, cart abandon	White Board	21/06/23	21.6.23	

		rate, cost per conversion, average order value, revenue on advertising spend, customer life time value, net promoter score, churn rate.				
41		Various KPI used by E Commerce industry	White Board	22/06/23	22.6.23	
42		Audit Function as a Performance Measurement Tool: Financial Audit, Internal Audit, Cost Audit, Management Audit –	White Board	26/06/23	26.6.23	
43		Principles and Objectives (Audit Reports	White Board	27/06/23	27.6.23	
44		Formats are expected to be discussed in the class from a performance measurement perspective).	Oral & written	28/06/23	28.6.23	
45		CC3		25/06/23 to 30/06/23	30.6.23	

C: Concurrent Evaluation Plan.

Sr. No.	Concurrent Evaluation Component	Date	Time	Max. marks	Course Outcome (linkages of CCE with the Course Outcomes and the targeted attainment levels for each CO)					
					CO-401.1	CO-401.2	CO-401.3	CO-401.4	CO-401.5	CO-401.6
1	Assignment	25/04/23 to 30/04/23	10 am to 5 pm	25	Yes (1)	Yes (2)	0	0	0	0
2	Presentation	25/05/23 to 31/05/23	10 am to 5 pm	25	0	0	Yes (3)	Yes (4)	0	0
3	End Term	25/06/23 to 30/06/23	10 am to 5 pm	25	0	0	0	0	Yes (5)	Yes (6)
			Total:	75						

D: Method of Internal Evaluation: 75 Marks are mapped to 50 Marks.

Sr. No.	CCE	CO's	Marks	Group	Rubrics
1	CCE-1 Assignment	CO401.1 REMEMBERING CO401.2 UNDERSTANDING	25	Group A	Remember-Knowledge-13 Understand-Accuracy-12
2	CCE-2 Small group & viva	CO401.5 EVALUATING CO401.6 CREATING	25	Group C	Evaluation and Creation Effective leadership qualities – 13 Hard skills – 12

3	CCE-3 Presentation	CO401.3 APPLYING CO401.4 ANALYSING	25	Group B	Application and Analysis Confidence level - 5, Hard skills (subject knowledge) - 5, Soft skills (body language and communication skills)-5, Use of technology (presentation structure & priorities) -5, How presentation end (summarization)-5

CCE & CO's level	Rubrics	Requirements	Excellent (high) truly superior performance	Medium (good) often acceptable performance 4-5	Poor (low)Unacceptable performance Below 4
CCE 1 Assignment CO1 & 2	Knowledge and accuracy	Accuracy and Calculations (8)	Calculations are completely accurate and complete (5-8)	Calculations are partially correct & partially complete (4-5)	Calculations are wrong & incomplete. below 4
	Hard skills Understanding concepts, accounting principles, terminology	Core Subject knowledge (8)	Fully understand key concepts and you can identify best of best answer (5-8)	Partially understand key concepts and you are not able to utilize skills to identify best of best (5-8)	You do not understand key concepts and you are not able to utilize skills to identify best of best (below 4)
	Soft Skills Critical thinking and problem-solving	Formatting (9)	Excellently followed accounting protocols and all steps have correctly followed and completed. (7-9)	Partially followed accounting protocols and all steps have partially followed and completed. (5-7)	Missing to follow accounting protocols and steps are incomplete. (Below 5)
CC2 Presentation CO 3 & 4	Application and Analysis of theories and principles	Knowledge (8)	An able to apply knowledge of accounting, finance & management. Your confidence level extremely high and presentation fulfil all evaluation criteria excellently. 7-8	An able to apply knowledge of accounting, finance & management. ur confidence level was not high, and presentation fulfil partially evaluation criteria. Need to improve (5-6) Clear, comprehensive	Not able to apply knowledge of accounting, finance & management. Your confidence level was very poor, and presentation does not fulfil evaluation criteria. Need to have more attention (Below 4)

			Clear, comprehensive itical evaluation of ideas from readings in well integrated	itical evaluation of ideas from readings in well integrated	
	Hard skills Application and Analysis of theories and data	explanation, identification, formulation and Presentation skills (8)	An able to identify, formulate and solve engineering problems. confidence level extremely high and presentation fulfil all evaluation criteria excellently. (7-8)	An able to apply knowledge of accounting, finance & management. ur confidence level was not high, and presentation fulfil partially evaluation criteria. Need to improve (5-6)	Not able to apply knowledge of accounting, finance & management. Your confidence level was very poor, and presentation does not fulfil evaluation criteria. Need to have more attention (Below 4)
	Soft Skills Critical thinking and problem-solving	Communication with solving Accounting problems skills (9)	An able to communicate effectively. presentation fulfil all evaluation criteria excellently. (7-9)	An able to apply knowledge of accounting, finance & management. ur confidence level was not high, and presentation fulfil partially evaluation criteria. Need to improve (5-7)	Not able to apply communication skills. Confidence level was very poor, and presentation does not fulfil evaluation criteria. Need to have more attention (Below 5)
CC3 End Term	Evaluation and creation of projects in a group with leadership	Formulation of team	An ability to design and conduct experiments, as well as to analyze and interpret data. Brilliant, creative & excellent work (7-8)	An ability to design and conduct experiments, as well as to analyze and interpret data. Somewhat Adequate & relevant work (5-6)	Not able to design and conduct experiments, as well as to analyze and interpret data. Inadequate & unimpressive (Below 4)
	Hard skills Application and Analysis	conduction of practical and experiments	an ability to design and conduct experiments, as well as to analyze	an ability to design and conduct experiments, as well as to analyze and interpret data.	Not able to design and conduct experiments, as well as to analyze

			and interpret data effectively. Brilliant, creative & excellent work (7-8)	Somewhat Adequate & relevant work (5-6)	and interpret data. Inadequate & unimpressive (Below 4)
	Soft Skills Critical thinking and problem-solving	Interpretation of data.	An ability to design and conduct experiments, as well as to analyze and interpret data effectively. Brilliant, creative & excellent work (7-9)	An ability to design and conduct experiments, as well as to analyze and interpret data. Somewhat Adequate & relevant work (5-7)	Not able to design and conduct experiments, as well as to analyze and interpret data. Inadequate & unimpressive (Below 5)

Suggested Text Books:

1. Management Control System by Robert Anthony & Vijay Govindrajan, Tata McGraw Hill Publishing Co. Ltd.

2. Management Control in Non Profit Organizations by Robert Anthony & David Young, McGraw Hill International Publication

3. Retailing Management by Swapna Pradhan, TMGH

Suggested reference Books

1. Project Management by K.Nagarajan, New Age International Publications

2. Principles and Practices of Auditing by Ravindar Kumar &Virendar Sharma, PHI.

3. Principles and Practices of Banking by Indian Institute of Banking & Finance, MacMillan India Ltd. 4. Financial Management by Prasanna Chandra, TMGH

4. E business: A Canadian perspective for a Networked World , Gerald Trites, J. EfrimBoritz Pearson

Subject Teacher   Course Coordinator   Director

Teacher's Course Plan Div. A / B / C

Name of Subject Teacher: Dr. Vikas Barbate   No. of Lectures Allotted per Week: 4 (1 Hr. Lecture)
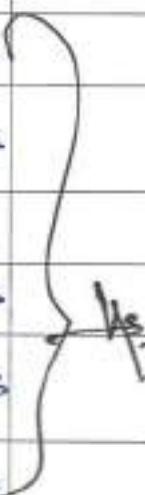
Basic Course Information

Programme: MBA   Semester: IV   Title of the Course: Enterprise Performance Management Code: 401

A: <u>Course Outcomes:</u> On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO401.1	REMEMBERING	Enumerate the different parameters & facets of management control of an enterprise.
CO401.2	UNDERSTANDING	Illustrate the various techniques of enterprise performance management for varied sectors.
CO401.3	APPLYING	Determine the applicability of various tools and metrics as a performance evaluation andmanagement tools.
CO401.4	ANALYSING	Analyse the key financial & non-financial attributes to evaluate enterprise performance.
CO401.5	EVALUATING	Formulate the various parameters to evaluate enterprise performance effectively through implementation of strategy.
CO401.6	CREATING	CREATE own evaluation parameter and application

B: <u>Outline of topics to be covered:</u>

Lect. No	Unit No.	Particulars	Teaching Pedagogy	Plan Date	Actual Date	Coordinator's Sign.
1	1	Performance Management-Historical overview	PPT, Black Board	05/04/23	5.4.26	
2		Concept, Need, Linkages with Strategic Planning, Management Control and Operational Control.	PPT, White board	10/04/23	10.4.26	
3		Performance Evaluation Parameters: Financial perspective	PPT, White board	11/04/23	11.4.28	
4		Responsibility Accounting –Concept of Responsibility Centres.	PPT, White board	13/04/23	18.4.26	
5		Revenue Centre, Expense Centre - Engineered and Discretionary costs – Committed costs,	PPT, White board	18/04/23	18.4.25	
6		Profit Centre, Investment Centres.	PPT, White board	20/04/23	20.4.23	

7		ROI, ROA, MVA, EVA – DuPont analysis. (Numerical Not expected – Interpretation only)	White board	25/04/23	25.4.23	
8		Limitations of Financial Measures.	PPT, White board	27/04/23	27.4.23	
9		CCE I		25/04/23 to 30/04/23	30.4.23	
10	2	**Performance Evaluation Parameters-meaning and understanding**	PPT, White board	02/05/23	3.5.23	A3
11		Non-Financial Performance measures –	PPT, White board	03/05/23	3.5.23	
12		Balanced Scorecard, Malcolm Baldrige Framework.	PPT, White board	08/05/23	8.5.23	
13		Measuring SBU Level Performance: Concept, Need, and Linkages with Enterprise Performance Management – Goal Congruence.	PPT, White board	09/05/23	9.5.23	
14		Transfer Pricing – Objective, Concept, and Methods – Cost based, Market price based & Negotiated,	PPT, White board	10/05/23	10.5.23	
15		Transfer Pricing – Cost based, Market price based & Negotiated,	PPT, White board	11/05/23	11.5.23	
16		Applicability of Transfer Pricing. (Numerical / Case is expected)	White board	15/05/23	15.5.23	
17	3	**Capital Expenditure Control-meaning and tools**	White Board	16/05/23	16.5.23	A4
18		Concept, Need, Process of Capital Budgeting,	White Board	17/05/23	18.5.23	
19		Types of capital expenditure decisions – pre-sanction, operational and post-sanction control of capital expenditure.	White Board	18/05/23	18.5.23	
20		Tools & Techniques of Capital Expenditure Control:	PPT, White board	22/05/23	22.5.23	A5
21		Performance Index, Technical Performance Measurement, Post completion audit.	PPT, White board	23/05/23	23.5.23	
22		Performance Evaluation Parameters for Projects:	White Board	24/05/23	24.5.23	
23		Project Control Process: Setting base line plan,	White Board	25/05/23	25.5.23	
24		Measuring progress and performance, comparing plan against action, Taking action, Schedule variance (time overruns),	White Board	29/05/23	29.5.23	

25		Measuring progress and performance,	White Board	30/05/23	30.5.23
26		comparing plan against action, Taking action, Schedule variance (time overruns), Project Cost Variance (cost overruns).	White Board	31/05/23	31.523
27		CCE 2		25/05/23 to 31/05/23	25.5.23 to 31.523
28	4	**Performance Evaluation Parameters for Banks-Trends and transition in banking**	PPT, White board,	01/06/23	1.6.23
29		Customer Base, NPAs,	PPT, White board	05/06/23, 06/06/23	5.6.23
30		Deposits, ROI, Financial Inclusion, Spread,	PPT, White board	06/06/23.	6.6.23
31		Credit Appraisal, Investments. Performance Evaluation Parameters for Retail:	White board	06/06/23,	6.6.23
32		ABC analysis, Sell Through Analysis, Multiple Attribute Method, Gross Margin Return on Investment (GMROI), GMROI as Gross Margin/Average Inventory at Cost,	White board	06/06/23	6.6.23
33		ABC analysis, Sell Through Analysis, Multiple Attribute Method, Gross Margin Return on Investment (GMROI), GMROI as Gross Margin/Average Inventory at Cost,	White board	07/06/23,	7.6.23
34		Performance Evaluation Parameters for Non-Profit: Features of Non-profit organizations, fund accounting, governance, product pricing,	PPT + White Board	12/06/23,	12.6.23
35		Performance Evaluation Parameters for Non-Profit: Features of Non-profit organizations, fund accounting, governance, product pricing,	PPT, White board	13/06/23	13.6.23
36		strategic planning & budget preparations, social audit.	White Board	14/06/23	14.6.23
37	5	**Performance Evaluation Parameters for E-Commerce-trends and status**	White Board	15/06/23	15.6.23
38		Features of E commerce, Need of evaluation,	White Board	19/06/23,	19.6.23
39		Metrics for performance evaluation: Business metrics, Traffic metrics, Conversion matrix & Audience involvement metrics.	White Board	20/06/23	20.6.23
40		Various KPI used by E Commerce industry : Website traffic , referral traffic, conversion rate optimization, bounce rate of website, repeat visit, cart abandon	White Board	21/06/23	21.6.23

		rate, cost per conversion, average order value, revenue on advertising spend, customer life time value, net promoter score, churn rate.				
41		Various KPI used by E Commerce industry	White Board	22/06/23	22.6.23	
42		Audit Function as a Performance Measurement Tool: Financial Audit, Internal Audit, Cost Audit, Management Audit –	White Board	26/06/23	26.6.23	
43		Principles and Objectives (Audit Reports	White Board	27/06/23	27.6.23	
44		Formats are expected to be discussed in the class from a performance measurement perspective).	Oral & written	28/06/23	28.6.23	
45		CC3		25/06/23 to 30/06/23	30.6.23	

C: Concurrent Evaluation Plan.

Sr. No.	Concurrent Evaluation Component	Date	Time	Max. marks	CO-401.1	CO-401.2	CO-401.3	CO-401.4	CO-401.5	CO-401.6
					Course Outcome (linkages of CCE with the Course Outcomes and the targeted attainment levels for each CO)					
1	Assignment	25/04/23 to 30/04/23	10 am to 5 pm	25	Yes (1)	Yes (2)	0	0	0	0
2	Presentation	25/05/23 to 31/05/23	10 am to 5 pm	25	0	0	Yes (3)	Yes (4)	0	0
3	End Term	25/06/23 to 30/06/23	10 am to 5 pm	25	0	0	0	0	Yes (5)	Yes (6)
			Total:	75						

D: Method of Internal Evaluation: 75 Marks are mapped to 50 Marks.

Sr. No.	CCE	CO's	Marks	Group	Rubrics
1	CCE-1 Assignment MCQ	CO401.1 REMEMBERING CO401.2 UNDERSTANDING	25	Group A	Remember-Knowledge-13 Understand-Accuracy-12
2	CCE-2 Presentation	CO401.5 EVALUATING CO401.6 CREATING	25	Group C	Evaluation and Creation Effective leadership qualities – 13 Hard skills – 12
3	CCE-3 End Term	CO401.3 APPLYING CO401.4 ANALYSING	25	Group B	Application and Analysis Confidence level - 5, Hard skills (subject knowledge) - 5, Soft skills (body language and communication skills)-5, Use of technology (presentation structure & priorities) -5, How presentation end (summarization)-5

Rubrics : CCE 1 to CCE3

CCE 1 - Open book Test (Group A - Assignment)

Criteria	Requirements	Distinguished / Excellent	Basic/Fair	Non-Performance / Poor	CCE Determine
		(4-5 Marks)	(3 Marks)	(1-2 Marks)	
Subject Knowledge (5)	1. Knowledge regarding concept (definition with author/ Theory year, author, focused points, criticism / Principle) 2. Ability to relate theory with example 3. Diagrammatic representation of concepts	1.Knowledge regarding concept (definition with author/ Theory year, author, focused points, criticism / Principle) 2. Ability to relate theory with example 3. Diagrammatic representation of concepts	1. Knowledge regarding concept (definition with author/ Theory year, author, focused points, criticism / Principle)	1.Knowledge regarding concept (definition / Theory / Principle)	CO 1 & CO 2
Interpretation (5)	1. Complete understanding of concept and interpret it in own words 2.Avoid grammatical mistakes while writing content in own words. 3.no spelling mistakes	1. Complete understanding of concept and interprete it in own words 2. Avoid grammatical mistakes while writing content in own words.3. no spelling mistakes	1. Copy an answer as it is but able to explain concept	1. Copy an answer from book but not able to answer	
Writing Presentation(5)	1.Format - Introduction, concept, example, diagram 2.Clean & neat presentation. 3.Good Handwriting 4.Bulleted Points	1. Format - Introduction, concept, example, diagram 2. Clean & neat presentation. 3. Impressive Handwriting 4. Bulleted Points	1. Format- Concept, 2. Readable 3. Bulleted Points	1.Concept 2. Not Readable	
Books Used (5)	Reference Book, Text Book, Notes, google	Reference Book, Notes, google	Text Book	Answer sheets of others	
Time Management (5)	Divide time according to number of questions and marks. able to complete within one hour	Divide time according to number of questions and marks able to complete within one hour	Complete in time but no proper division as per mark	not able to complete in time	

CCE 2 Presentation Group B

Criteria	Requirement	Good (7 to 8 Marks)	Medium (5-6 -Marks)	Poor (Below 4 Marks)	CCE Determine
Application and Analysis of theories and principles	Knowledge (8)	An able to apply knowledge of accounting, finance & management. Your confidence level extremely high and presentation fulfil all evaluation criteria excellently. 7-8 Clear, comprehensive itical evaluation of ideas from readings in well integrated	An able to apply knowledge of accounting, finance & management. ur confidence level was not high, and presentation fulfil partially evaluation criteria. Need to improve (5-6) Clear, comprehensive itical evaluation of ideas from readings in well integrated	Not able to apply knowledge of accounting, finance & management. Your confidence level was very poor, and presentation does not fulfil evaluation criteria. Need to have more attention (Below 4)	Presentation CO 3 & 4
Hard skills Application and Analysis of theories and data	explanation, identification, formulation and Presentation skills (8)	An able to identify, formulate and solve engineering problems. confidence level extremely high and presentation fulfil all evaluation criteria excellently. (7-8)	An able to apply knowledge of accounting, finance & management. ur confidence level was not high, and presentation fulfil partially evaluation criteria. Need to improve (5-6)	Not able to apply knowledge of accounting, finance & management. Your confidence level was very poor, and presentation does not fulfil evaluation criteria. Need to have more attention (Below 4)	
Soft Skills Critical thinking and problem-solving	Communication with solving Accounting problems skills (9)	An able to communicate effectively. presentation fulfil all evaluation criteria excellently. (7-9)	An able to apply knowledge of accounting, finance & management. ur confidence level was not high, and presentation fulfil partially evaluation criteria. Need to improve (5-7)	Not able to apply communication skills. Confidence level was very poor, and presentation does not fulfil valuation criteria. Need to have more attention (Below 4)	

CCE 3- Small Group Project & Internal Viva Voce (Group - C - Group Assignment)

Criteria	Requirement	Good (4 to 5 Marks)	Medium (3 -Marks)	Poor (1 to 2 Marks)	CCE Determine
Teamwork (5 Marks)	Each Member Contribution is necessary	The team worked well together to achieve objectives. Each member contributed in a valuable way to the project and has shown a high level of mutual respect and collaboration. (5-4)	The team worked well together most of the time, with only a few occurrences of communication gaps. Members were mostly respectful of each other. (3-2)	Team did not collaborate or communicate well. Some members worked independently, without regard to objectives or priorities. A lack of respect and regard was frequently noted. (1-0)	CO-3 & CO-4
Individual Contribution (10 Marks)	Task assigned by the group	The individual contributed in a valuable way to the project. All the tasks assigned by the groups are completed successfully. (10-8)	The individual contributed in a satisfactory way to the project. All the tasks except few that are assigned by the groups completed successfully. (7-4)	The individual did not contribute to the project and failed to meet responsibilities. (3-0)	
Content and Creativity (5 Marks)	Clear Objective / Hypothesis (Problem)	All the objectives / Hypothesis were in line with the problem under consideration and all are addressed satisfactorily (5-4	All the objectives / Hypothesis were in line with the problem under consideration and almost all are addressed satisfactorily (3-2)	All the objectives / Hypothesis were not in line with the problem under consideration and are addressed satisfactorily (3-2)	
Report Writing (5 Marks)	Thoughtfull and clear Presentation	Balanced presentation of relevant and legitimate information that clearly supports a central purpose or argument and shows a thoughtful, in-depth analysis of a significant topic. Reader gains important insights. (5-4)	Information provides reasonable support for a central purpose or argument and displays evidence of a basic analysis of a significant topic. Reader gains some insights. (3-2)	Central purpose or argument is not clearly identified. Analysis is vague or not evident. Reader is confused or may be misinformed. (1-0)	

CCE4 - Case Study (Group B - Assignment)

Criteria	Requirements	Distinguished / Excellent (5 Marks)	Basic/Fair (3 Marks)	Non-Performance / Poor (1-2 Marks)	CCE Determine
Identification of the main issues and/or Problems. (5 Marks)	3-5 issues and/or problems.	Identifies and understands all the main issues in the case study.	Identifies and understands some of the main issues in the case study.	Identifies and understands few of the main issues in the case study.	co3
Analysis of the key issues. (5 Marks)	All issues must be analyzed.	Insightful and thorough analysis of all the key issues.	Insightful and thorough analysis of some of the key issues.	Incomplete analysis of the key issues.	co3
Alternative solutions (5 Marks)	Provide method of comparison between alternatives.	Alternatives cover all the key issues with method to evaluate all equally.	Alternatives cover some of the key issues with method to evaluate.	Incomplete analysis of alternatives with no evaluation method.	co4
Observations and/or recommendations on effective solutions. (5 Marks)	Include short-term and long-term recommendations:	Well-reasoned, logical, relevant observations and recommendations on effective solutions to most of the problems/issues.	Shallow observations And recommendations on effective solutions to some of the problems/issues.	Superficial observations and recommendations on effective solutions to a few of the problems/issues.	co4
Writing Skills/Professional Presentation. (5 Marks)	Includes overall composition, structure, grammar, spelling, and punctuation.	Writing is totally free of grammar and spelling errors. Clear, concise and creative presentation of ideas and properly referenced.	There are several spelling or grammatical errors. Some ideas are clearly presented. References are sporadic or not used	There are many spelling errors and grammatical mistakes. Ideas are hard to follow. References are not used	

Blooms Taxonomy:

CCE & CO's level	Rubrics	Requirements	Excellent (high) truly superior performance	Medium (good) often acceptable performance 4-5	Poor (low)Unacceptable performance Below 4
CCE 1 Assignment CO1 & 2	Knowledge and accuracy	Accuracy and Calculations (8)	Calculations are completely accurate and complete (5-8)	Calculations are partially correct & partially complete (4-5)	Calculations are wrong & incomplete. below 4
	Hard skills Understanding concepts, accounting principles, terminology	Core Subject knowledge (8)	Fully understand key concepts and you can identify best of best answer (5-8)	Partially understand key concepts and you are not able to utilize skills to identify best of best (5-8)	You do not understand key concepts and you are not able to utilize skills to identify best of best (below 4)
	Soft Skills Critical thinking and problem-solving	Formatting (9)	Excellently followed accounting protocols and all steps have correctly followed and completed. (7-9)	Partially followed accounting protocols and all steps have partially followed and completed. (5-7)	Missing to follow accounting protocols and steps are incomplete. (Below 5)
CC2 Presentation CO 3 & 4	Application and Analysis of theories and principles	Knowledge (8)	An able to apply knowledge of accounting, finance & management. Your confidence level extremely high and presentation fulfil all evaluation criteria excellently. 7-8 Clear, comprehensive itical evaluation of ideas from readings in well integrated	An able to apply knowledge of accounting, finance & management. ur confidence level was not high, and presentation fulfil partially evaluation criteria. Need to improve (5-6) Clear, comprehensive itical evaluation of ideas from readings in well integrated	Not able to apply knowledge of accounting, finance & management. Your confidence level was very poor, and presentation does not fulfil evaluation criteria. Need to have more attention (Below 4)

	Hard skills Application and Analysis of theories and data	explanation, identification, formulation and Presentation skills (8)	An able to identify, formulate and solve engineering problems. confidence level extremely high and presentation fulfil all evaluation criteria excellently. (7-8)	An able to apply knowledge of accounting, finance & management. ur confidence level was not high, and presentation fulfil partially evaluation criteria. Need to improve (5-6)	Not able to apply knowledge of accounting, finance & management. Your confidence level was very poor, and presentation does not fulfil evaluation criteria. Need to have more attention (Below 4)
	Soft Skills Critical thinking and problem-solving	Communication with solving Accounting problems skills (9)	An able to communicate effectively. presentation fulfil all evaluation criteria excellently. (7-9)	An able to apply knowledge of accounting, finance & management. ur confidence level was not high, and presentation fulfil partially evaluation criteria. Need to improve (5-7)	Not able to apply communication skills. Confidence level was very poor, and presentation does not fulfil evaluation criteria. Need to have more attention (Below 5)
CC3 End Term	Evaluation and creation of projects in a group with leadership	Formulation of team	An ability to design and conduct experiments, as well as to analyze and interpret data. Brilliant, creative & excellent work (7-8)	An ability to design and conduct experiments, as well as to analyze and interpret data. Somewhat Adequate & relevant work (5-6)	Not able to design and conduct experiments, as well as to analyze and interpret data. Inadequate & unimpressive (Below 4)
	Hard skills Application and Analysis	conduction of practical and experiments	an ability to design and conduct experiments, as well as to analyze and interpret data effectively. Brilliant, creative & excellent work (7-8)	an ability to design and conduct experiments, as well as to analyze and interpret data. Somewhat Adequate & relevant work (5-6)	Not able to design and conduct experiments, as well as to analyze and interpret data. Inadequate & unimpressive (Below 4)

	Soft Skills Critical thinking and problem-solving	Interpretation of data.	An ability to design and conduct experiments, as well as to analyze and interpret data effectively. Brilliant, creative & excellent work (7-9)	An ability to design and conduct experiments, as well as to analyze and interpret data. Somewhat Adequate & relevant work (5-7)	Not able to design and conduct experiments, as well as to analyze and interpret data. Inadequate & unimpressive (Below 5)

Suggested Text Books:

1. Management Control System by Robert Anthony & Vijay Govindrajan, Tata McGraw Hill Publishing Co. Ltd.

2. Management Control in Non Profit Organizations by Robert Anthony & David Young, McGraw Hill International Publication

3. Retailing Management by Swapna Pradhan, TMGH

Suggested reference Books

1. Project Management by K.Nagarajan, New Age International Publications

2. Principles and Practices of Auditing by Ravindar Kumar &Virendar Sharma, PHI.

3. Principles and Practices of Banking by Indian Institute of Banking & Finance, MacMillan India Ltd. 4. Financial Management by Prasanna Chandra, TMGH

4. E business: A Canadian perspective for a Networked World , Gerald Trites, J. EfrimBoritz Pearson

Subject Teacher   Course Coordinator   Director

ASM's Institute of Professional Studies, Pimpri, Pune – 411 018

Teacher's Course Plan Div. A / B / C ✓

Name of Subject Teacher: Dr. Vikas Barbate

No. of Lectures Allotted per Week: 4 (1 Hr. Lecture)

Basic Course Information

Programme: MBA   Semester: IV   Title of the Course: Enterprise Performance Management Code: 401

A: Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO201.1	REMEMBERING	Enumerate the different parameters & facets of management control of an enterprise.
CO201.2	UNDERSTANDING	Illustrate the various techniques of enterprise performance management for varied sectors.
CO201.3	APPLYING	Determine the applicability of various tools and metrics as a performance evaluation and management tools.
CO201.4	ANALYSING	Analyse the key financial & non-financial attributes to evaluate enterprise performance.
CO201.5	EVALUATING	Formulate the various parameters to evaluate enterprise performance effectively through implementation of strategy.
CO201.6	CREATING	CREATE own evaluation parameter and application

B: Outline of topics to be covered:

Lect. No	Unit No.	Particulars	Teaching Pedagogy	Plan Date	Actual Date	Coordinator's Sign.
1	I	**Performance Management-Historical overview**	PPT, Black Board	05/04/23	5.4.23	
2		Concept, Need, Linkages with Strategic Planning, Management Control and Operational Control.	PPT, White board	10/04/23	10.4.23	
3		Performance Evaluation Parameters: Financial perspective	PPT, White board	11/04/23	11.4.23	
4		Responsibility Accounting –Concept of Responsibility Centres,	PPT, White board	13/04/23	13.4.23	
5		Revenue Centre, Expense Centre - Engineered and Discretionary costs – Committed costs,	PPT, White board	18/04/23	18.4.23	
6		Profit Centre, Investment Centres.	PPT, White board	20/04/23	20.4.23	

7		ROI, ROA, MVA, EVA – DuPont analysis. (Numerical Not expected – Interpretation only)	White board	25/04/23	25.4.23
8		Limitations of Financial Measures.	PPT, White board	27/04/23	29.4.23
9		CCE 1		25/04/23 to 30/04/23	30.4.23
10	2	**Performance Evaluation Parameters-meaning and understanding**	PPT, White board	02/05/23	2.5.23
11		Non-Financial Performance measures –	PPT, White board	03/05/23	3.5.23
12		Balanced Scorecard, Malcolm Baldrige Framework.	PPT, White board	08/05/23	8.5.23
13		Measuring SBU Level Performance: Concept, Need, and Linkages with Enterprise Performance Management – Goal Congruence.	PPT, White board	09/05/23	9.5.23
14		Transfer Pricing – Objective, Concept, and Methods – Cost based, Market price based & Negotiated,	PPT, White board	10/05/23	10.5.23
15		Transfer Pricing – Cost based, Market price based & Negotiated,	PPT, White board	11/05/23	11.5.23
16		Applicability of Transfer Pricing. (Numerical / Case is expected)	White board	15/05/23	15.5.23
17	3	**Capital Expenditure Control-meaning and tools**	White Board	16/05/23	16.5.23
18		Concept, Need, Process of Capital Budgeting,	White Board	17/05/23	17.5.23
19		Types of capital expenditure decisions – pre-sanction, operational and post-sanction control of capital expenditure.	White Board	18/05/23	18.5.23
20		Tools & Techniques of Capital Expenditure Control:	PPT, White board	22/05/23	22.5.23
21		Performance Index, Technical Performance Measurement, Post completion audit.	PPT, White board	23/05/23	23.5.23
22		Performance Evaluation Parameters for Projects:	White Board	24/05/23	24.5.23
23		Project Control Process: Setting base line plan,	White Board	25/05/23	
24		Measuring progress and performance, comparing plan against action, Taking action, Schedule variance (time overruns),	White Board	29/05/23	29.5.23

25		Measuring progress and performance,	White Board	30/05/23	30.5.23
26		comparing plan against action, Taking action, Schedule variance (time overruns), Project Cost Variance (cost overruns).	White Board	31/05/23	31.5.23
27		CCE 2		25/05/23 to 31/05/23	25.3.23 to 31.5.23
28	4	**Performance Evaluation Parameters for Banks-Trends and transition in banking**	PPT, White board,	01/06/23	1.6.23
29		Customer Base, NPAs,	PPT, White board	05/06/23, 06/06/23	6.6.23
30		Deposits, ROI, Financial Inclusion, Spread,	PPT, White board	05/06/23, 06/06/23	6.6.23
31		Credit Appraisal, Investments. Performance Evaluation Parameters for Retail:	White board	05/06/23,	6.6.23
32		ABC analysis, Sell Through Analysis, Multiple Attribute Method, Gross Margin Return on Investment (GMROI), GMROI as Gross Margin/Average Inventory at Cost,	White board	06/06/23	6.6.23
33		ABC analysis, Sell Through Analysis, Multiple Attribute Method, Gross Margin Return on Investment (GMROI), GMROI as Gross Margin/Average Inventory at Cost,	White board	07/06/23,	7.6.23
34		Performance Evaluation Parameters for Non-Profit: Features of Non-profit organizations, fund accounting, governance, product pricing,	PPT + White Board	12/06/23,	12.6.23
35		Performance Evaluation Parameters for Non-Profit: Features of Non-profit organizations, fund accounting, governance, product pricing,	PPT, White board	13/06/23	13.6.23
36		strategic planning & budget preparations, social audit.	White Board	14/06/23	14.6.23
37	5	**Performance Evaluation Parameters for E-Commerce-trends and status**	White Board	15/06/23	15.6.23
38		Features of E commerce, Need of evaluation,	White Board	19/06/23,	19.6.23
39		Metrics for performance evaluation: Business metrics, Traffic metrics, Conversion matrix & Audience involvement metrics.	White Board	20/06/23	20.6.23
40		Various KPI used by E Commerce industry : Website traffic , referral traffic, conversion rate optimization, bounce rate of website, repeat visit, cart abandon	White Board	21/06/23	21.6.23

		rate, cost per conversion, average order value, revenue on advertising spend, customer life time value, net promoter score, churn rate.			
41		Various KPI used by E Commerce industry	White Board	22/06/23	22.6.23
42		Audit Function as a Performance Measurement Tool: Financial Audit, Internal Audit, Cost Audit, Management Audit –	White Board	26/06/23	26.6.23
43		Principles and Objectives (Audit Reports	White Board	27/06/23	27-6-23
44		Formats are expected to be discussed in the class from a performance measurement perspective).	Oral & written	28/06/23	28.6.23
45		CC3		25/06/23 to 30/06/23	30.6.23

C: Concurrent Evaluation Plan.

Sr. No.	Concurrent Evaluation Component	Date	Time	Max. marks	Course Outcome (linkages of CCE with the Course Outcomes and the targeted attainment levels for each CO)					
					CO-401.1	CO-401.2	CO-401.3	CO-401.4	CO-401.5	CO-401.6
1	Assignment	25/04/23 to 30/04/23	10 am to 5 pm	25	Yes (1)	Yes (2)	0	0	0	0
2	Presentation	25/05/23 to 31/05/23	10 am to 5 pm	25	0	0	Yes (3)	Yes (4)	0	0
3	End Term	25/06/23 to 30/06/23	10 am to 5 pm	25	0	0	0	0	Yes (5)	Yes (6)
			Total:	75						

D: Method of Internal Evaluation: 75 Marks are mapped to 50 Marks.

Sr. No.	CCE	CO's	Marks	Group	Rubrics
1	CCE-1 Assignment MCQ	CO401.1 REMEMBERING CO401.2 UNDERSTANDING	25	Group A	Remember-Knowledge-13 Understand-Accuracy-12
2	CCE-2 Small group & viva	CO401.5 EVALUATING CO401.6 CREATING	25	Group C	Evaluation and Creation Effective leadership qualities – 13 Hard skills – 12

3	CCE-3 Presentation	CO401.3 APPLYING CO401.4 ANALYSING	25	Group B	Application and Analysis Confidence level - 5, Hard skills (subject knowledge) - 5, Soft skills (body language and communication skills)-5, Use of technology (presentation structure & priorities) -5, How presentation end (summarization)-5

CCE & CO's level	Rubrics	Requirements	Excellent (high) truly superior performance	Medium (good) often acceptable performance 4-5	Poor (low)Unacceptable performance Below 4
CCE 1 Assignment CO1 & 2	Knowledge and accuracy	Accuracy and Calculations (8)	Calculations are completely accurate and complete (5-8)	Calculations are partially correct & partially complete (4-5)	Calculations are wrong & incomplete. below 4
	Hard skills Understanding concepts, accounting principles, terminology	Core Subject knowledge (8)	Fully understand key concepts and you can identify best of best answer (5-8)	Partially understand key concepts and you are not able to utilize skills to identify best of best (5-8)	You do not understand key concepts and you are not able to utilize skills to identify best of best (below 4)
	Soft Skills Critical thinking and problem-solving	Formatting (9)	Excellently followed accounting protocols and all steps have correctly followed and completed. (7-9)	Partially followed accounting protocols and all steps have partially followed and completed. (5-7)	Missing to follow accounting protocols and steps are incomplete. (Below 5)
CC2 Presentation CO 3 & 4	Application and Analysis of theories and principles	Knowledge (8)	An able to apply knowledge of accounting, finance & management. Your confidence level extremely high and presentation fulfil all evaluation criteria excellently. 7-8	An able to apply knowledge of accounting, finance & management. ur confidence level was not high, and presentation fulfil partially evaluation criteria. Need to improve (5-6) Clear, comprehensive	Not able to apply knowledge of accounting, finance & management. Your confidence level was very poor, and presentation does not fulfil evaluation criteria. Need to have more attention (Below 4)

			and interpret data effectively. Brilliant, creative & excellent work (7-8)	Somewhat Adequate & relevant work (5-6)	and interpret data. Inadequate & unimpressive (Below 4)
Soft Skills Critical thinking and problem-solving	Interpretation of data.		An ability to design and conduct experiments, as well as to analyze and interpret data effectively. Brilliant, creative & excellent work (7-9)	An ability to design and conduct experiments, as well as to analyze and interpret data. Somewhat Adequate & relevant work (5-7)	Not able to design and conduct experiments, as well as to analyze and interpret data. Inadequate & unimpressive (Below 5)

Suggested Text Books:

1. Management Control System by Robert Anthony & Vijay Govindrajan, Tata McGraw Hill Publishing Co. Ltd.

2. Management Control in Non Profit Organizations by Robert Anthony & David Young, McGraw Hill International Publication

3. Retailing Management by Swapna Pradhan, TMGH

Suggested reference Books

1. Project Management by K.Nagarajan, New Age International Publications

2. Principles and Practices of Auditing by Ravindar Kumar &Virendar Sharma, PHI.

3. Principles and Practices of Banking by Indian Institute of Banking & Finance, MacMillan India Ltd. 4. Financial Management by Prasanna Chandra, TMGH

4. E business: A Canadian perspective for a Networked World , Gerald Trites, J. EfrimBoritz Pearson

Subject Teacher

Course Coordinator

Director

Audyogik Shikshan Mandal

MIDC Block 'C' Chinchwad, Pune - 411 019
Ph. No.: 020 - 27475090 / 27478666

www.asmgroup.edu.in

Institute of Professional Studies

S. No. 29/1+2A, Old Mumbai Pune highway, Near Finolex cables bus stop, Pimpri, MIDC,
Pimpri Colony, Pune, Maharashtra 411018

Program:	Master of Business Administration (MBA)
A.Y.	2022-23
Title of File:	Course File
Subject Code & Name:	302- Decision Science
Semester:	III
Course Teacher:	Dr. Lalit J. Kanore

ASM's
Institute of Professional Studies
Pimpri, Pune – 411 018

Teacher's Course Plan

Name of Subject Teacher: Dr. Lalit Kanore   **No. of Lectures Allotted per Week:** 4(1 Hr Lecture)

Basic Course Information

Programme: MBA II (A)   **Semester:** III   **Title of the Course:** Decision Science   **Course Code: 302**

A: Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-302.1	REMEMBERING	DESCRIBE the concepts and models associated with Decision Science.
CO-302.2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimization in business processes.
CO-302.3	APPLYING	APPLY appropriate decision-making approach and tools to be used in business environment.
CO-302.4	ANALYSING	ANALYSE real life situation with constraints and examine the problems using different decision-making tools.
CO-302.5	EVALUATING	EVALUATE the various facets of a business problem and develop problem solving ability
CO-302.6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

B: Outline of topics to be covered

Lecture No.	Unit	Topics to be covered	Teaching Pedagogy	Planned Date	Actual Date	Coordinator's sign
1	I	Importance of Decision Sciences & role of quantitative techniques in decision making	Interactive Teaching	16/11/22	16/11/22	
2	II	Linear Programming: Concept, Formulation of problem as LPP.	Interactive Teaching	17/11/22	17/11/22	
3		Graphical Solution of LPP	Interactive Teaching	18/11/22	18/11/22	
4		Graphical Solution of LPP	Tutorial	19/11/22	19/11/22	ha
5	I	Transportation Models: Concept, formulation, Problem types: balanced, unbalanced, restriction and maximization	Interactive Teaching	23/11/22	23/11/22	
6		Basic initial solution using NWCM, LCM/MMM & VAM,	Interactive Teaching	24/11/22	24/11/22	
7		More Examples on NWC, LCM & VAM	Tutorial	26/11/22	26/11/22	
8		More Examples on NWC, LCM & VAM	Tutorial	30/11/22	30/11/22	
9		Optimal Solution Using MODI Method	Interactive Teaching	01/12/22	1/12/22	
10		Examples on MODI Method	Tutorial	02/12/22	2/12/22	
11		Alternative Solution and special cases in TP	Interactive Teaching	03/12/22	3/12/22	
		Miscellaneous examples on Transportation Problem	Tutorial	07/12/22	7/12/22	
12		Assignment Problem, Hungarian Method	Interactive Teaching	08/12/22	8/12/22	
13		Special Cases in Assignment Problem	Interactive Teaching	09/12/22	9/12/22	
14	·II	Markov Chains: Applications related to management functional areas, estimation of transition probabilities.	Interactive Teaching	10/12/22	10/12/22	
15		Examples based on Markov chains	Tutorial	14/12/22	14/12/22	
16		Simulation Techniques: Monte Carlo Simulation, scope, and limitations.	Interactive Teaching	15/12/22	15/12/22	
17		Markov Chain examples and monte Carlo simulation examples	Tutorial	16/12/22	16/12/22	
18	III	Probability: Concept, & Different definitions of probability	Interactive Teaching	21/12/22	17/12/22	
19		Examples on Probability	Interactive Teaching	22/12/22	21/12/22	
20		Conditional Probability	Interactive Teaching	23/12/22	22/12/22	
21		Baye's Theorem & Examples based on bayes theorem	Interactive Teaching	24/12/22	23/12/22	
22		Probability Distribution: Binomial Distribution with examples	Interactive Teaching	28/12/22	24/12/22	

23		Poisson Distribution with examples	Interactive Teaching	29/12/22	28/11/22
24		Normal Distribution and examples	Interactive Teaching	30/12/22	29/11/22
25		Examples based on Binomial, Poisson & Normal distribution	Tutorial	31/12/22	30/12/22
26		Queuing theory: Single server and multi-server model	Interactive Teaching	04/01/23	31/12/22
27		Numerical based on Single server model	Interactive Teaching	05/01/23	8/1/23
28		Numerical based on Single server model	Tutorial	06/01/23	8/1/23
29	IV	CPM & PERT: Concept, Drawing network	Interactive Teaching	07/01/23	3/1/23
30		Network calculations- calculating EST, LST, EFT, LFT,	Interactive Teaching	08/01/23	3/1/23
31		Slack, floats & Examples	Tutorial	08/01/23	4/1/23
32		Critical Path and prob. of project completion in case of PERT	Interactive Teaching	08/01/23	8/1/23
33		Examples	Tutorial	11/01/23	6/1/23
34	V	Decision Theory: Concept, Decisión making under uncertainty Maximax, Maximin, Minimax regret	Interactive Teaching	12/01/23	11/1/23
35		Hurwitz's & Laplace criterion, Decision making under risk (EMV, EVPI) for items with and without salvage value.	Interactive Teaching	13/01/23	12/1/23
36		Theory: Concept, 2 × 2 zero sum game, Pure & Mixed Strategy, solution of games with dominance, average dominance method.	Interactive Teaching	14/01/23	13/1/23
37		Examples	Interactive Teaching	15/01/23	14/1/23
38		Sequencing problem: Introduction, Problems involving n jobs-2 machines, n jobs- 3 machines & n jobs-m machines, Comparison of priority sequencing rules.	Interactive Teaching	15/01/23	15/1/23
39		Examples based on n job 2 machines	Tutorial	15/01/23	15/1/23
40		Examples based on n job 3 machines	Interactive Teaching	18/01/23	18/1/23
41		Revision	Tutorial	19/01/23	25/1/23
42		Student Presentation		21/01/23	25/1/23
43		Student Presentation		25/01/23	28/1/23
44		Student Presentation		27/01/23	30/1/23
45		Student Presentation		28/01/23	31/1/23

Note: RB: Reference Book; **WL:** Web Link; **CS:** Case Study

C: Concurrent Evaluation Plan.

Sr. No.	Concurrent Evaluation Component	Date	Time	Course Outcome (linkages of CCE with the Course Outcomes and the targeted attainment levels for each CO)					
				CO-104.1	CO-104.2	CO-104.3	CO-104.4	CO-104.5	CO-104.6
1.	Assignment 1	08/12/22 to 14/12/22	--	0	0	10	15	0	0
2	Online Exam	15/01/2023	06:00 pm -- 07:00 pm	10	15	0	0	0	0
3	Presentation	21/01/23 to 28/01/23		0	0	0	0	10	15

D: Method of Internal Evaluation: 75 Marks are mapped to 50 Marks.

Types of CCE	Max. Marks
Assignment 1	25
Online Exam	25
Presentation	25

Subject Teacher   Course Coordinator   Director

ASM's
Institute of Professional Studies
Pimpri, Pune – 411 018

Teacher's Course Plan

Name of Subject Teacher: Dr. Lalit Kanore

No. of Lectures Allotted per Week: 4(1 Hr Lecture)

Basic Course Information

Programme: MBA II (B)   **Semester:** III   **Title of the Course:** Decision Science   **Course Code:** 302

A: Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-302.1	REMEMBERING	DESCRIBE the concepts and models associated with Decision Science.
CO-302.2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimization in business processes.
CO-302.3	APPLYING	APPLY appropriate decision-making approach and tools to be used in business environment.
CO-302.4	ANALYSING	ANALYSE real life situation with constraints and examine the problems using different decision-making tools.
CO-302.5	EVALUATING	EVALUATE the various facets of a business problem and develop problem solving ability
CO-302.6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

B: Outline of topics to be covered

Lecture No.	Unit	Topics to be covered	Teaching Pedagogy	Planned Date	Actual Date	Coordinator's sign
1	I	Importance of Decision Sciences & role of quantitative techniques in decision making	Interactive Teaching	16/11/22	16/11/22	
2	II	Linear Programming: Concept, Formulation of problem as LPP.	Interactive Teaching	17/11/22	17/11/22	
3		Graphical Solution of LPP	Interactive Teaching	18/11/22	18/11/22	
4		Graphical Solution of LPP	Tutorial	19/11/22	19/11/22	
5	I	Transportation Models: Concept, formulation, Problem types: balanced, unbalanced, restriction and maximization	Interactive Teaching	23/11/22	23/11/22	
6		Basic initial solution using NWCM, LCM/MMM & VAM,	Interactive Teaching	24/11/22	24/11/22	
7		More Examples on NWC, LCM & VAM	Tutorial	26/11/22	26/11/22	
8		More Examples on NWC, LCM & VAM	Tutorial	30/11/22	30/11/22	
9		Optimal Solution Using MODI Method	Interactive Teaching	01/12/22	1/12/22	
10		Examples on MODI Method	Tutorial	02/12/22	2/12/22	
11		Alternative Solution and special cases in TP	Interactive Teaching	03/12/22	3/12/22	
		Miscellaneous examples on Transportation Problem	Tutorial	07/12/22	7/12/22	
12		Assignment Problem, Hungarian Method	Interactive Teaching	08/12/22	8/12/22	
13		Special Cases in Assignment Problem	Interactive Teaching	09/12/22	9/12/22	
14	II	Markov Chains: Applications related to management functional areas, estimation of transition probabilities.	Interactive Teaching	10/12/22	10/12/22	
15		Examples based on Markov chains	Tutorial	14/12/22	14/12/22	
16		Simulation Techniques: Monte Carlo Simulation, scope, and limitations.	Interactive Teaching	15/12/22	15/12/22	
17		Markov Chain examples and monte Carlo simulation examples	Tutorial	16/12/22	16/12/22	
18	III	Probability: Concept, & Different definitions of probability	Interactive Teaching	21/12/22	19/12/22	
19		Examples on Probability	Interactive Teaching	22/12/22	21/12/22	
20		Conditional Probability	Interactive Teaching	23/12/22	22/12/22	
21		Baye's Theorem & Examples based on bayes theorem	Interactive Teaching	24/12/22	23/12/22	
22		Probability Distribution: Binomial Distribution with examples	Interactive Teaching	28/12/22	24/12/22	

23		Poisson Distribution with examples	Interactive Teaching	29/12/22	28|12|22	
24		Normal Distribution and examples	Interactive Teaching	30/12/22	29|12|22	
25		Examples based on Binomial, Poisson & Normal distribution	Tutorial	31/12/22	30|12|22	
26		Queuing theory: Single server and multi-server model	Interactive Teaching	04/01/23		
27		Numerical based on Single server model	Interactive Teaching	05/01/23	8|1|22	
28		Numerical based on Single server model	Tutorial	06/01/23	8|1|22	
29	IV	CPM & PERT: Concept, Drawing network	Interactive Teaching	07/01/23		
30		Network calculations- calculating EST, LST, EFT, LFT,	Interactive Teaching	08/01/23		
31		Slack, floats & Examples	Tutorial	08/01/23	5|1|22	
32		Critical Path and prob. of project completion in case of PERT	Interactive Teaching	08/01/23	6|1|22	
33		Examples	Tutorial	11/01/23	7|1|22	
34	V	Decision Theory: Concept, Decision making under uncertainty Maximax, Maximin, Minimax regret	Interactive Teaching	12/01/23	11|1|23	
35		Hurwitz's & Laplace criterion, Decision making under risk (EMV, EVPI) for items with and without salvage value.	Interactive Teaching	13/01/23	12|1|23	
36		Theory: Concept, 2×2 zero sum game, Pure & Mixed Strategy, solution of games with dominance, average dominance method.	Interactive Teaching	14/01/23	13|1|23	
37		Examples	Interactive Teaching	15/01/23	14|1|23	
38		Sequencing problem: Introduction, Problems involving n jobs-2 machines, n jobs- 3 machines & n jobs-m machines, Comparison of priority sequencing rules.	Interactive Teaching	15/01/23	15|1|23	
39		Examples based on n job 2 machines	Tutorial	15/01/23	15|1|23	
40		Examples based on n job 3 machines	Interactive Teaching	18/01/23	18|1|23	
41		Revision	Tutorial	19/01/23	25|1|23	
42		Student Presentation		21/01/23		
43		Student Presentation		25/01/23		
44		Student Presentation		27/01/23		
45		Student Presentation		28/01/23		

Note: RB: Reference Book; **WL:** Web Link; **CS:** Case Study

C: Concurrent Evaluation Plan.

Sr. No.	Concurrent Evaluation Component	Date	Time	Course Outcome (linkages of CCE with the Course Outcomes and the targeted attainment levels for each CO)					
				CO-104.1	CO-104.2	CO-104.3	CO-104.4	CO-104.5	CO-104.6
1	Assignment 1	08/12/22 to 14/12/22	--	0	0	10	15	0	0
2	Online Exam	15/01/2023	06:00 pm -- 07:00 pm	10	15	0	0	0	0
3	Presentation	21/01/23 to 28/01/23	.	0	0	0	0	10	15

D: Method of Internal Evaluation: 75 Marks are mapped to 50 Marks.

Types of CCE	Max. Marks
Assignment 1	25
Online Exam	25
Presentation	25

Subject Teacher   Course Coordinator   Director

ASM's
Institute of Professional Studies
Pimpri, Pune – 411 018

Teacher's Course Plan

Name of Subject Teacher: Dr. Lalit Kanore

No. of Lectures Allotted per Week: 4(1 Hr Lecture)

Basic Course Information

Programme: MBA II (C)   **Semester:** III   **Title of the Course:** Decision Science   **Course Code: 302**

A: Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-302.1	REMEMBERING	DESCRIBE the concepts and models associated with Decision Science.
CO-302.2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimization in business processes.
CO-302.3	APPLYING	APPLY appropriate decision-making approach and tools to be used in business environment.
CO-302.4	ANALYSING	ANALYSE real life situation with constraints and examine the problems using different decision-making tools.
CO-302.5	EVALUATING	EVALUATE the various facets of a business problem and develop problem solving ability
CO-302.6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

B: Outline of topics to be covered

Lecture No.	Unit	Topics to be covered	Teaching Pedagogy	Planned Date	Actual Date	Coordinator's sign
1	I	Importance of Decision Sciences & role of quantitative techniques in decision making ·	Interactive Teaching	14/11/22	14/11/22	
2	II	Linear Programming: Concept, Formulation of problem as LPP.	Interactive Teaching	14/11/22	14/11/22	
3		Graphical Solution of LPP	Interactive Teaching	15/11/22	15/11/22	
4		Graphical Solution of LPP	Tutorial	16/11/22	16/11/22	
5	I	Transportation Models: Concept, formulation, Problem types: balanced, unbalanced, restriction and maximization	Interactive Teaching	21/11/22	21/11/22	
6		Basic initial solution using NWCM, LCM/MMM & VAM,	Interactive Teaching	21/11/22	21/11/22	
7		More Examples on NWC, LCM & VAM	Tutorial	22/11/22	22/11/22	
8		More Examples on NWC, LCM & VAM	Tutorial	23/11/22	23/11/22	
9		Optimal Solution Using MODI Method	Interactive Teaching	28/11/22	26/11/22	
10		Examples on MODI Method	Tutorial	28/11/22	28/11/22	
11		Alternative Solution and special cases in TP	Interactive Teaching	29/11/22	28/11/22	
		Miscellaneous examples on Transportation Problem	Tutorial	30/11/22	29/11/22	
12		Assignment Problem, Hungarian Method	Interactive Teaching	05/12/22	30/11/22	
13		Special Cases in Assignment Problem	Interactive Teaching	05/12/22	5/12/22	
14	II	Markov Chains: Applications related to management functional areas, estimation of transition probabilities.	Interactive Teaching	06/12/22	5/12/22	
15		Examples based on Markov chains	Tutorial	07/12/22	6/12/22	
16		Simulation Techniques: Monte Carlo Simulation, scope, and limitations.	Interactive Teaching	12/12/22	7/12/22	
17		Markov Chain examples and monte Carlo simulation examples	Tutorial	12/12/22	12/12/22	
18	III	Probability: Concept, & Different definitions of probability	Interactive Teaching	13/12/22	12/12/22	
19		Examples on Probability	Interactive Teaching	14/12/22	13/12/22	
20		Conditional Probability	Interactive Teaching	19/12/22	14/12/22	
21		Baye's Theorem & Examples based on bayes theorem	Interactive Teaching	19/12/22	19/12/22	
22		Probability Distribution: Binomial Distribution with examples	Interactive Teaching	20/12/22	19/12/22	

23		Poisson Distribution with examples	Interactive Teaching	21/12/22	20\14\22
24		Normal Distribution and examples	Interactive Teaching	26/12/22	9\12\22
25		Examples based on Binomial, Poisson & Normal distribution	Tutorial	26/12/22	26\12\22
26		Queuing theory: Single server and multi-server model	Interactive Teaching	27/12/22	28\12\22
27		Numerical based on Single server model	Interactive Teaching	28/12/22	27\12\22
28		Numerical based on Single server model	Tutorial	02/01/23	28\12\22
29	IV	CPM & PERT: Concept, Drawing network	Interactive Teaching	02/01/23	05/01/23
30		Network calculations- calculating EST, LST, EFT, LFT,	Interactive Teaching	03/01/23	06/01/23
31		Slack, floats & Examples	Tutorial	04/01/23	3/1/23
32		Critical Path and prob. of project completion in case of PERT	Interactive Teaching	09/01/23	4/1/23
33		Examples	Tutorial	09/01/23	9/1/23
34	V	Decision Theory: Concept, Decision making under uncertainty Maximax, Maximin, Minimax regret	Interactive Teaching	10/01/23	9/1/23
35		Hurwitz's & Laplace criterion, Decision making under risk (EMV, EVPI) for items with and without salvage value.	Interactive Teaching	11/01/23	10/1/23
36		Theory: Concept, 2×2 zero sum game, Pure & Mixed Strategy, solution of games with dominance, average dominance method.	Interactive Teaching	16/01/23	11/1/23
37		Examples	Interactive Teaching	16/01/23	16/1/23
38		Sequencing problem: Introduction, Problems involving n jobs-2 machines, n jobs- 3 machines & n jobs-m machines, Comparison of priority sequencing rules.	Interactive Teaching	17/01/23	16/1/23
39		Examples based on n job 2 machines	Tutorial	18/01/23	17/1/23
40		Examples based on n job 3 machines	Interactive Teaching	23/01/23	18/1/23
41		Revision	Tutorial	23/01/23	23/1/23
42		Student Presentation		24/01/23	23/1/23
43		Student Presentation		25/01/23	
44		Student Presentation		30/01/23	
45		Student Presentation		30/01/23	

Note: RB: Reference Book; **WL:** Web Link; **CS:** Case Study

C: Concurrent Evaluation Plan.

Sr. No.	Concurrent Evaluation Component	Date	Time	Course Outcome (linkages of CCE with the Course Outcomes and the targeted attainment levels for each CO)					
				CO-104.1	CO-104.2	CO-104.3	CO-104.4	CO-104.5	CO-104.6
1	Assignment 1	08/12/22 to 14/12/22	--	0	0	10	15	0	0
2	Online Exam	15/01/2023	06:00 pm -- 07:00 pm	10	15	0	0	0	0
3	Presentation	21/01/23 to 28/01/23		0	0	0	0	10	15

D: Method of Internal Evaluation: 75 Marks are mapped to 50 Marks.

Types of CCE	Max. Marks
Assignment 1	25
Online Exam	25
Presentation	25

Subject Teacher   Course Coordinator   Director

Audyogik Shikshan Mandal

MIDC Block 'C' Chinchwad, Pune - 411 019
Ph. No.: 020 - 27475090 / 27478666

Institute of Professional Studies

S. No. 29/1+2A, Old Mumbai Pune highway, Near Finolex cables bus stop, Pimpri, MIDC,
Pimpri Colony, Pune, Maharashtra 411018

Program:	Master of Business Administration (MBA)
A.Y.	2022-2023
Title of File:	Course File
Subject Code & Name:	205 MKT – Marketing Research II
Semester:	II
Course Teacher:	Prof. Lalit Kanore

ASM's
Institute of Professional Studies
Pimpri, Pune – 411 018

Teacher's Course Plan

Name of Subject Teacher: Dr. Lalit Kanore

No. of Lectures Allotted per Week: 4(1 Hr Lecture)

Basic Course Information

Programme : MBA **Semester:** II **Title of the Course:** Marketing Research II **Course Code:** 205MKT

A: Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205MKT.1	REMEMBERING	IDENTIFY and DESCRIBE the key steps involved in the marketing research process.
CO205MKT.2	UNDERSTANDING	COMPARE and CONTRAST various research designs, data sources, data collection instruments, sampling methods and analytical tools and SUMMARIZE their strengths & weaknesses.
CO205MKT.3	APPLYING	DEMONSTRATE an understanding of the ethical framework that market research needs to operate within.
CO205MKT.4	ANALYSING	ANALYSE quantitative data and draw appropriate Inferences to address a real life marketing issue.
CO205MKT.5	EVALUATING	DESIGN a market research proposal for a real life marketing research problem and EVALUATE a market research proposal.
CO205MKT.6	CREATING	PLAN and UNDERTAKE qualitative or quantitative Market Research and demonstrate the ability to appropriately analyse data to resolve a real life marketing issue.

B: Outline of topics to be covered

Lecture No.	Unit	Topics to be covered	Teaching Pedagogy	Planned Date	Actual Date	Coordinator's Sign
1	I	Introduction to Marketing Research: Definitions - Marketing Research, Market Research, Scope and Limitations of Marketing Research	PPT, White Board	5/4/23	5/4/23	
2		Role of Information in Marketing Decisions, Value and Cost of Information, Marketing Information System and Marketing Research	PPT, White board	6/4/23	6/4/23	
3		Marketing Decision Support System, Threats to Marketing Research, Relationship between Marketing Research & Marketing	PPT, White Board	10/4/23	10/4	
4		Organizing Marketing Research function, Evaluating utility of Marketing Research, Online Marketing Research	PPT, White board	11/4/23	11/4	
5		Recent Trends in Marketing Research, Marketing Research Industry in India.	PPT, White board	12/4/23	12/4	
6	II	Marketing Research Proposal: The marketing research brief, The Marketing decision problem	PPT, White board	13/4/23	13/4	
7		Defining the marketing research problem, developing the research approach	PPT, White Board	17/4/23	17/4	
8		The decision maker & the environment, alternative courses of action, objectives of decision maker	PPT, White Board	18/4/23	18/4	
9		consequences of alternative courses of action, Translating decision problem to research problem	PPT, White Board	19/4/23	19/4	
10		The marketing research proposal (Background - basic problem/opportunity , Objectives	PPT, White Board	20/4/23	20/4	
11		Research Design – Qualitative & Quantitative approaches, Data Requirements, Data collection methods, Data collection instruments	PPT, White board	24/4/23	24/4	
12		Population definition, Sample Plan, Sample size, Sampling Methodology, Statistical analysis, Cost Estimates, Time line, Appendices	PPT, White board	25/4/23	25/4	
13		Report Writing, Ethical Issues in Marketing Research – participant	PPT,	26/4/23	26/4	

		issues, sponsor issues, corporate espionage, code of ethics.	White board			
14	III	Advanced Analytical Tools: (a) Conjoint Analysis: Conceptual basis, procedure, type of data required, key decision, how to interpret output	PPT, White board	27/4/23	27/4	
15		applications to study trade off patterns of consumers as related to different levels of marketing mix elements (Question on interpretation of output is expected)	PPT, White board	2/5/23	2/5	
16		Factor Analysis: Conceptual basis, type of data required, procedure, PCA, Interpreting factor matrix (factor loadings, communalities, Eigen value)	PPT, White Board	3/5/23	3/5	
17		determining number of factors using latent root criteria & scree test, interpreting & naming factors, applications in consumer behavior studies (interpretation of output is expected)	PPT, White Board	4/5/23	4/5	
18		Cluster Analysis: Conceptual basis, type of data required, procedure, clustering methods – single linkage rule	PPT, White Board	8/5/23	8/5	
19		how to interpret output, applications related to psychographic & lifestyle market segmentation (interpretation of output is expected)	PPT, White Board	9/5/23	9/5	
20		Multi- dimensional Scaling & Perceptual Mapping: Conceptual basis, type of data required	PPT, White Board	10/5/23	10/5	
21		key decision-attribute based versus non-attribute based approaches, procedure, how to interpret output, applications related to target market selection & positioning (interpretation of output is expected)	PPT, White Board	11/5/23	11/5	
22		Discriminant Analysis (Two Group Case): Conceptual basis, type of data required, determining the coefficients, interpreting discriminant function & classifying subjects using discriminant function	PPT, White Board	15/5/23	15/5	
23		applications in marketing	PPT, White Board	16/5/23	16/5	
24	IV	Marketing Research Applications - I: Sales Analysis and Forecasting: Mining internal customer and sales data, In-store shopper marketing research and Retail shop audits, margin trend data, targeting best customers	PPT, White Board	17/5/23	17/5	
25		identifying most efficient and effective advertising and promotion methods to reach existing consumers, Consumer panels, Customer satisfaction research	PPT, White Board	18/5/23	18/5	

No.	Unit	Topic	Method	Date	Signature	
26		Concept of Market demand and Market potential, Forecasting, Forecasting methods, Choosing a forecast model, forecast errors.	PPT, White Board	22/5/23	22/5	
27		Moving Average and Exponential Methods, Decomposition Methods, Regression Models.	PPT, White Board	24/5/23	24/5	
28		New Product Development and Test Marketing: marketing information for new markets, new product categories, new product concepts	PPT, White Board	29/5/23	29/5	
29		new product design and market validation research, test marketing – uses, types, methods, limitations. Conjoint analysis for understanding consumer preferences and application to product design.	PPT, White Board	30/5/23	30/5	
30		Market Segmentation and Positioning: researching traditional market segments, defining meaningful segments	PPT, White Board	31/5/23	31/5	
31		assessing existing product strength and line extension potential, creative positioning strategy	PPT, White Board	1/6/23	1/6	
32		repositioning strategy research, defining go-to-market strategy, current and potential markets. Use of Factor analysis and perceptual maps.	PPT, White Board	5/6/23	5/6	
33		Pricing research: Pricing research and pricing strategy decisions	PPT, White Board	6/6/23	6/6	
34		optimum price-product-feature configurations and market positioning opportunities.	PPT, White Board	7/6/23	7/6	
35	VI	Marketing Research Applications - II: (a) Brand Research: brand concepts, brand names, brand power research	PPT, White Board	8/6/23	8/6	
36		brand equity survey measurements, Brand tracking studies.	PPT, White Board	12/6/23	12/6	
38		(b) Advertising Research: Concept testing research – evaluating advertising concepts, ad theme concepts and appeals, ad recall surveys	PPT, White Board	13/6/23	13/6	
39		message and theme salience, impact measures, buying motivation and association measures	PPT, White Board	5/6/23	15/6	
40		media research like readership surveys, Media audience tracking studies, TRP, Limitations of advertising research.	PPT, White Board	14/6/23	14/6	
41		International Marketing Research: Marketing research in international context - importance, complexities and issues, International secondary data sources	PPT, White Board	15/6/23	15/6	

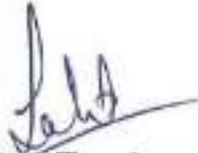| 42	Primary data collection methods and complexities of data collection in international marketing research	PPT, White Board	19/6/23	19/6	
43	Online data sources and research, Issues in multi-country data analysis - Data comparability and validity problems, major sources of errors, Report preparation and presentation.	PPT, White Board	20/6/23	20/6	
44	Revision	PPT, White Board	21/6/23	21/6	
45	Revision	PPT, White Board	22/6/23	22/6	

C: Concurrent Evaluation Plan.

Sr. No.	Concurrent Evaluation Component	Date	Time	Course Outcome (linkages of CCE with the Course Outcomes and the targeted attainment levels for each CO)					
				CO-205.1	CO-205.2	CO-205.3	CO-205.4	CO-205.5	CO-205.6
1	Written Home Assignment (Group A - Individual assessment)	23.4.2023	-	Yes (3)	Yes(2)	No	No	No	No
2	Presentations	25.5.2023	-	No	No	Yes (3)	Yes (3)	No	No
3	MCQ's	26.6.2023	-	No	No	No	No	Yes (3)	Yes (2)

D: Method of Internal Evaluation: 75 Marks are mapped to 50 Marks.

Types of CCE	Max. Marks
Written Home Assignment	25
Mid Term Exam	25
End Term Exam	25

Suggested Text Books:

1. Marketing Research, G C Beri, TMGH
2. Marketing Research - An Applied Orientation, Malhotra and Dash, Pearson Education.
3. Marketing Research, Churchill, Jr, G.A. and D. Iacobucci, South Western: Thomson.
4. Marketing Research, Zikmund, Babin, Cengage Learning
5. Marketing Research, Boyd, H.P., R. Westfall and S. F. Stasch, Delhi: A.I.T.B.S.
6. Marketing Research, Burns, G.A. and D. Bush, South Western: Thomson.

Subject Teacher   **Course Coordinator**   **Director**

Audyogik Shikshan Mandal

MIDC Block 'C' Chinchwad, Pune - 411 019
Ph. No.: 020 - 27475090 / 27478666

Institute of Professional Studies

S. No. 29/1+2A, Old Mumbai Pune highway, Near Finolex cables bus stop, Pimpri, MIDC, Pimpri Colony, Pune, Maharashtra 411018

Program:	Master of Business Administration (MBA)
A.Y.	2022-23
Title of File:	Course File
Subject Code & Name:	102 – Organisational Behaviour
Semester:	I
Course Teacher:	Prof. Jyoti Gawhane

Institute of Professional Studies

Pimpri, Pune – 411 018

Teacher's Course Plan

Name of Subject Teacher: Prof. Jyoti Gawhane

No. of Lectures Allotted per Week: 4 (1 Hr Lecture)

Basic Course Information

Programme: MBA   **Semester:** I (A)   **Title of the Course:** Organizational Behaviour   **Course Code: 102**

A: Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO102.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior.
CO102.2	UNDERSTANDING	EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO102.3	APPLYING	MAKE USE OF the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
CO102.4	Analysing	DECONSTRUCT the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large
CO102.5	Evaluating	FORMULATE approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
CO102.6	CREATING	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.

B: Outline of topics to be covered

Lecture No.	Unit	Topics to be covered	Teaching Pedagogy	Planned Date	Actual Date	Coordinator's Sign
1	1	Evolution of management thought, five functions of management,	PPT, White board	25/11/22	25/11/22	
2		Definition, scope and importance of OB, Relationship between OB and the individual	PPT, White board	25/11/22	25/11/22	
3		Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB.	PPT, White board	26//11/22	26/11/22	
4		Values, Attitudes and Emotions: Introduction, Values, Attitudes,	PPT, White board	30/11/22	26/11/22	
5		Definition and Concept of Emotions, Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence, difference between EQ and IQ.	PPT, White board	30/11/22	30/11/22	
6		Personality & Attitude: Definition Personality, importance of personality in Performance,	PPT, White board	29/11/22	30/11/22	
7		The Myers-Briggs Type Indicator and The Big Five personality model,	PPT, White board	1/12/22	1/12/22	
8		Johari Window, Transaction Analysis, Definition Attitude Importance of attitude in an organization	PPT, White board	2/12/22	2/12/22	
9		Right Attitude, Components of attitude, Relationship between behavior and attitude.	PPT, White board	3/12/22	3/12/22	
10	2	Meaning and concept of perception,	PPT, White board	7/12/22	7/12/22	
11		Factors influencing perception	PPT, White board	8/12/22	08/12/22	
12		Attribution theory,	PPT, White board	9/12/22	09/12/22	
13		Perceptual process	PPT, White board	10/12/22	10/12/22	
14		Selective perception,	PPT, White board	14/12/22	14/12/22	
15		social perception (stereotyping and halo effect)	PPT, White board	15/12/22	15/12/22	
16		Motivation: Definition & Concept of Motive & Motivation	PPT, White board	16/12/22	16/12/22	

		CCE 1 - Written Home Assignment		16/12/22	16|12|22
17		The Content Theories of Motivation (Maslow's Need Hierarchy &)	PPT, White board	17/12/22	17|72|22
18		Herzberg's Two Factor model Theory	PPT, White board	21/12/22	21|12|22
19		Contemporary Theories- Equity Theory of Work Motivation.	PPT, White board	22/12/22	22|12|22
20	3	The Meaning of Group & Group behavior & Group Dynamics,	PPT, White board	23/12/22	23|12|22
21		Types of Groups,	PPT, White board	24/12/22	24|12|22
22		The Five -Stage Model of Group Development	PPT, White board	24/12/22	24|12|22
23		Team Effectiveness & Team Building	PPT, White board	30/12/22	3o|12|22
24		Leadership: Introduction, Managers V/s Leaders.	PPT, White board	31/12/22	31|12|22
25		Overview of Leadership- Traits and Types,	PPT, White board	4/1/23	04|01|23
26		Theories of Leadership. - Trait and Behavioral Theories.	PPT, White board	4/1/23	04|01|23
27	4	Definition and Meaning of conflict	PPT, White board	5/1/23	05|01|23
28		Sources of Conflict, Types of Conflict	PPT, White board	6/1/23	06|01|23
29		Conflict Management Approaches.	PPT, White board	7/1/23	07|01|23
30		Organizational Culture: Meaning and Nature of Organization Culture -	PPT, White board	11/1/23	11|01|23
31		Origin of Organization Culture,	PPT, White board	12/1/23	12|01|23
32		Functions of Organization Culture, Types of Culture,	PPT, White board	13/1/23	13|01|23
33		Creating and Maintaining Organization Culture,	PPT, White board	14/1/23	14|01|23
34		Managing Cultural Diversity.	PPT, White board	16/1/23	16|01|23
35	5	Work Stressors – Prevention and Management of stress	PPT, White board	18/1/23	18|01|28
36		Balancing work and Life, workplace spirituality.	PPT, White board	25/1/23	25|01|23
37		Organizational Change: Meaning, definition & Nature of Organizational Change,	PPT, White board	26/1/23	26|01|23

38		CCE 2 – ~~Small group project & Internal Viva (~~ ~~Group B - Group assessment)~~ MCQ Test		27/1/23	27/01/23	
39		Types of Organizational change, Forces that acts as stimulants to change.	PPT, White board	28/1/23	28/01/23	
40		Kurt Lewin's- Three step model, How to overcome the Resistance to Change,	PPT, White board	1/2/23	01/02/23	
41		Methods of Implementing Organizational Change,	PPT, White board	2/2/23	02/02/23	
42		Developing a Learning Organization.	PPT, White board	3/2/23	03/02/23	
43		CCE 3 – Presentation Regarding Topic (Group Ρ - Individual Assesment)		4/2/23	04/02/23 05/02/23	

Note: RB: Reference Book; WL: Web Link; CS: Case Study

C: Concurrent Evaluation Plan.

Sr. No.	Concurrent Evaluation Component	Date	Time	Course Outcome (linkages of CCE with the Course Outcomes and the targeted attainment levels for each CO)					
				CO-102.1	CO-102.2	CO-102.3	CO-102.4	CO-102.5	CO-102.6
1	Written Home Assignment	16/12/22	—	Yes	Yes	No	No	No	No
2	~~Small group project & Internal Viva~~ MCQ	27/01/23	—	No	No	Yes	Yes	No	No
3	Presentation Regarding Topic	04/02/23 05/02/23	—	No	No	No	No	Yes	Yes

D: Method of Internal Evaluation: 75 Marks are mapped to 50 Marks.

Types of CCE	Max. Marks
Written Home Assignment	25
Small group project & Internal Viva	25
Presentation Regarding Topic	25

Suggested Text Books:

1. Organizational Behaviour, Robins
2. Organizational Behaviour, Nelson & Quick
3. Organizational Behaviour, Fred Luthans
4. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra
5. Organizational Behaviour, M N Mishra
6. Organizational Behaviour, K Ashwathappa

Suggested Reference Books

1. Understanding OB, Uday Pareek
2. Change & Knowledge Management, Janakiram, Ravindra and Shubha Murlidhar
3. Human Resource Management, Nkomo, CENGAGE Learning

Subject Teacher   **Course Coordinator**   **Director**

Teacher's Course Plan

Name of Subject Teacher: Prof. Jyoti Gawhane

No. of Lectures Allotted per Week: 4 (1 Hr Lecture)

Basic Course Information

Programme: MBA   **Semester:** I (B)   **Title of the Course:** Organizational Behaviour   **Course Code: 102**

A: Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO102.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior.
CO102.2	UNDERSTANDING	EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO102.3	APPLYING	MAKE USE OF the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
CO102.4	Analysing	DECONSTRUCT the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large
CO102.5	Evaluating	FORMULATE approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
CO102.6	CREATING	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.

B: Outline of topics to be covered

Lecture No.	Unit	Topics to be covered	Teaching Pedagogy	Planned Date	Actual Date	Coordinator's Sign
1	1	Evolution of management thought, five functions of management,	PPT, White board	25/11/22	25/11/22	
2		Definition, scope and importance of OB, Relationship between OB and the individual	PPT, White board	25/11/22	25/11/22	
3		Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB.	PPT, White board	26//11/22	26/11/22	
4		Values, Attitudes and Emotions: Introduction, Values, Attitudes,	PPT, White board	30/11/22	26/11/22	
5		Definition and Concept of Emotions, Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence, difference between EQ and IQ.	PPT, White board	30/11/22	30/11/22	
6		Personality & Attitude: Definition Personality, importance of personality in Performance,	PPT, White board	29/11/22	29/11/22	
7		The Myers-Briggs Type Indicator and The Big Five personality model,	PPT, White board	1/12/22	01/12/22	
8		Johari Window, Transaction Analysis, Definition Attitude Importance of attitude in an organization	PPT, White board	2/12/22	02/12/22	
9		Right Attitude, Components of attitude, Relationship between behavior and attitude.	PPT, White board	3/12/22	03/12/22	
10	2	Meaning and concept of perception,	PPT, White board	7/12/22	07/12/22	
11		Factors influencing perception	PPT, White board	8/12/22	08/12/22	
12		Attribution theory,	PPT, White board	9/12/22	09/12/22	
13		Perceptual process	PPT, White board	10/12/22	10/12/22	
14		Selective perception,	PPT, White board	14/12/22	14/12/22	
15		social perception (stereotyping and halo effect)	PPT, White board	15/12/22	15/12/22	
16		Motivation: Definition & Concept of Motive & Motivation	PPT, White board	16/12/22	16/12/22	

		CCE 1 - Written Home Assignment		16/12/22	16/12/22	
17		The Content Theories of Motivation (Maslow's Need Hierarchy &)	PPT, White board	17/12/22	17/12/22	
18		Herzberg's Two Factor model Theory	PPT, White board	21/12/22	21/12/22	
19		Contemporary Theories- Equity Theory of Work Motivation.	PPT, White board	22/12/22	22/12/22	
20	3	The Meaning of Group & Group behavior & Group Dynamics,	PPT, White board	23/12/22	23/12/22	
21		Types of Groups,	PPT, White board	24/12/22	24/12/22	
22		The Five -Stage Model of Group Development	PPT, White board	24/12/22	24/12/22	
23		Team Effectiveness & Team Building	PPT, White board	30/12/22	30/12/22	
24		Leadership: Introduction, Managers V/s Leaders.	PPT, White board	31/12/22	31/12/22	
25		Overview of Leadership- Traits and Types,	PPT, White board	4/1/23	04/01/23	
26		Theories of Leadership. - Trait and Behavioral Theories.	PPT, White board	4/1/23	04/01/23	
27	4	Definition and Meaning of conflict	PPT, White board	5/1/23	05/01/23	
28		Sources of Conflict, Types of Conflict	PPT, White board	6/1/23	66/01/23	
29		Conflict Management Approaches.	PPT, White board	7/1/23	07/01/23	
30		Organizational Culture: Meaning and Nature of Organization Culture -	PPT, White board	11/1/23	11/01/23	
31		Origin of Organization Culture,	PPT, White board	12/1/23	12/01/23	
32		Functions of Organization Culture, Types of Culture,	PPT, White board	13/1/23	13/01/23	
33		Creating and Maintaining Organization Culture,	PPT, White board	14/1/23	14/01/23	
34		Managing Cultural Diversity.	PPT, White board	16/1/23	16/01/23	
35	5	Work Stressors – Prevention and Management of stress	PPT, White board	18/1/23	18/01/23	
36		Balancing work and Life, workplace spirituality.	PPT, White board	25/1/23	25/01/23	
37		Organizational Change: Meaning, definition & Nature of Organizational Change,	PPT, White board	26/1/23	26/01/23	

38		CCE 2 – Small group project & Internal Viva (Group B - Group assessment) MCQ.		27/1/23	27/01/23	
39		Types of Organizational change, Forces that acts as stimulants to change.	PPT, White board	28/1/23	28/01/23	
40		Kurt Lewin's- Three step model, How to overcome the Resistance to Change,	PPT, White board	1/2/23	01/02/23	
41		Methods of Implementing Organizational Change,	PPT, White board	2/2/23	02/02/23	
42		Developing a Learning Organization.	PPT, White board	3/2/23	03/02/23	
43		CCE 3 – Presentation Regarding Topic (Group C - Individual Assesment)		4/2/23	04/02/23 05/02/23	

Note: RB: Reference Book; WL: Web Link; CS: Case Study

C: **Concurrent Evaluation Plan.**

Sr. No.	Concurrent Evaluation Component	Date	Time	Course Outcome (linkages of CCE with the Course Outcomes and the targeted attainment levels for each CO)					
				CO-102.1	CO-102.2	CO-102.3	CO-102.4	CO-102.5	CO-102.6
1	Written Home Assignment	16/12/22		Yes	Yes	No	No	No	No
2	Small group project & Internal Viva MCQ	27/0/23		No	No	Yes	Yes	No	No
3	Presentation Regarding Topic	04/02/23 05/02/23		No	No	No	No	Yes	Yes

D: **Method of Internal Evaluation: 75 Marks are mapped to 50 Marks.**

Types of CCE	Max. Marks
Written Home Assignment	25
Small group project & Internal Viva	25
Presentation Regarding Topic	25

Suggested Text Books:

1. Organizational Behaviour, Robins
2. Organizational Behaviour, Nelson & Quick
3. Organizational Behaviour, Fred Luthans
4. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra
5. Organizational Behaviour, M N Mishra
6. Organizational Behaviour, K Ashwathappa

Suggested Reference Books

1. Understanding OB, Uday Pareek
2. Change & Knowledge Management, Janakiram, Ravindra and Shubha Murlidhar
3. Human Resource Management, Nkomo, CENGAGE Learning

Subject Teacher　　　　　**Course Coordinator**　　　　　**Director**

ASM's
Institute of Professional Studies
Pimpri, Pune – 411 018

Teacher's Course Plan

Name of Subject Teacher: Prof. Jyoti Gawhane   **No. of Lectures Allotted per Week:** 4 (1 Hr Lecture)

Basic Course Information

Programme: MBA   **Semester:** I (C)   **Title of the Course:** Organizational Behaviour   **Course Code:** 102

A: Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO102.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior.
CO102.2	UNDERSTANDING	EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO102.3	APPLYING	MAKE USE OF the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
CO102.4	Analysing	DECONSTRUCT the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large
CO102.5	Evaluating	FORMULATE approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
CO102.6	CREATING	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.

B: Outline of topics to be covered

Lecture No.	Unit	Topics to be covered	Teaching Pedagogy	Planned Date	Actual Date	Coordinator's Sign
1	1	Evolution of management thought, five functions of management,	PPT, White board	28/11/22	28│11│22	
2		Definition, scope and importance of OB, Relationship between OB and the individual	PPT, White board	29/11/22	29│11│22	
3		Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB.	PPT, White board	29/11/22	29│11│22	
4		Values, Attitudes and Emotions: Introduction, Values, Attitudes,	PPT, White board	30//11/22	30│11│22	
5		Definition and Concept of Emotions, Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence, difference between EQ and IQ.	PPT, White board	1/12/22	01│12│22	
6		Personality & Attitude: Definition Personality, importance of personality in Performance,	PPT, White board	5/12/22	05│12│22	
7		The Myers-Briggs Type Indicator and The Big Five personality model,	PPT, White board	5/12/22	05│12│22	
8		Johari Window, Transaction Analysis, Definition Attitude Importance of attitude in an organization	PPT, White board	6/11/22	06│12│22	
9		Right Attitude, Components of attitude, Relationship between behavior and attitude.	PPT, White board	7/12/22	07│12│22	
10	2	Meaning and concept of perception,	PPT, White board	12/12/22	12│12│22	
11		Factors influencing perception	PPT, White board	13/12/22	13│12│22	
12		Attribution theory,	PPT, White board	13/12/22	13│12│22	
13		Perceptual process	PPT, White board	13/12/22	13│12│22	
14		Selective perception,	PPT, White board	14/12/22	14│12│22	
15		social perception (stereotyping and halo effect)	PPT, White board	14/12/22	14│12│22	
16		Motivation: Definition & Concept of Motive & Motivation	PPT, White board	15/12/22	15│12│22	

				16/12/22	16/12/22	
		CCE 1 - Written Home Assignment				
17		The Content Theories of Motivation (Maslow's Need Hierarchy &)	PPT, White board	19/12/22	19/12/22	
18		Herzberg's Two Factor model Theory	PPT, White board	20/12/22	20/12/22	
19		Contemporary Theories- Equity Theory of Work Motivation.	PPT, White board	21/12/22	21/12/22	
20	3	The Meaning of Group & Group behavior & Group Dynamics,	PPT, White board	22/12/22	22/12/22	
21		Types of Groups,	PPT, White board	26/12/22	26/12/22	
22		The Five -Stage Model of Group Development	PPT, White board	27/12/22	27/12/22	
23		Team Effectiveness & Team Building	PPT, White board	28/12/22	28/12/22	
24		Leadership: Introduction, Managers V/s Leaders.	PPT, White board	29/12/22	29/12/22	
25		Overview of Leadership- Traits and Types,	PPT, White board	02/1/23	02/01/23	
26		Theories of Leadership. - Trait and Behavioral Theories.	PPT. White board	03/1/23	03/01/23	
27	4	Definition and Meaning of conflict	PPT, White board	04/1/23	04/01/23	
28		Sources of Conflict, Types of Conflict	PPT, White board	05/1/23	05/01/23	
29		Conflict Management Approaches.	PPT, White board	09/1/23	09/01/23	
30		Organizational Culture: Meaning and Nature of Organization Culture -	PPT. White board	10/1/23	10/01/23	
31		Origin of Organization Culture,	PPT, White board	11/1/23	11/01/23	
32		Functions of Organization Culture, Types of Culture,	PPT. White board	12/1/23	12/01/23	
33		Creating and Maintaining Organization Culture,	PPT, White board	16/1/23	16/01/23	
34		Managing Cultural Diversity.	PPT, White board	17/1/23	17/01/23	
35	5	Work Stressors -- Prevention and Management of stress	PPT, White board	18/1/23	18/01/23	
36		Balancing work and Life, workplace spirituality.	PPT, White board	23/1/23	23/01/23	
37		Organizational Change: Meaning, definition & Nature of Organizational Change,	PPT, White board	24/1/23	24/01/23	

38		Types of Organizational change, Forces that acts as stimulants to change.		25/1/23	25/01/23	
39		CCE 2 – Small group project & Internal Viva (Group B - Group assessment) mcs	PPT, White board	26/1/23	29/01/23	
40		Kurt Lewin's- Three step model, How to overcome the Resistance to Change.	PPT, White board	30/1/23	30/01/23	
41		Methods of Implementing Organizational Change.	PPT, White board	31/1/23	31/01/23	VB
42		Developing a Learning Organization.	PPT, White board	01/2/23	01/02/23	
43		CCE 3 – Presentation Regarding Topic (Group B - Individual Assesment)		02/2/23	02/02/23 05/02/23	

Note: RB: Reference Book; **WL:** Web Link; **CS:** Case Study

C: Concurrent Evaluation Plan.

Sr. No.	Concurrent Evaluation Component	Date	Time	Course Outcome (linkages of CCE with the Course Outcomes and the targeted attainment levels for each CO)					
				CO-102.1	CO-102.2	CO-102.3	CO-102.4	CO-102.5	CO-102.6
1	Written Home Assignment	16/12/22	—	Yes	Yes	No	No	No	No
2	Small group project & Internal Viva	27/01/23	—	No	No	Yes	Yes	No	No
3	Presentation Regarding Topic	02/02/23 05/02/23	—	No	No	No	No	Yes	Yes

D: Method of Internal Evaluation: 75 Marks are mapped to 50 Marks.

Types of CCE	Max. Marks
Written Home Assignment	25
Small group project & Internal Viva	25
Presentation Regarding Topic	25

Suggested Text Books:

1. Organizational Behaviour, Robins
2. Organizational Behaviour, Nelson & Quick
3. Organizational Behaviour, Fred Luthans
4. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra
5. Organizational Behaviour, M N Mishra
6. Organizational Behaviour, K Ashwathappa

Suggested Reference Books

1. Understanding OB, Uday Pareek
2. Change & Knowledge Management, Janakiram, Ravindra and Shubha Murlidhar
3. Human Resource Management, Nkomo, CENGAGE Learning

Subject Teacher   **Course Coordinator**   **Director**