

Batch	: 2024-26	Semester :	3 rd
Course Code	: PG61T305	Credits :	04
Course Name	: Applied Marketing Research (OEC)		
Course faculty/s	: Dr. Harshal Borgaon / Prof. Abdulfayyaz Patil		
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COURSE OUTLINE

--- PART 1 ---

INTRODUCTION TO THE COURSE

This course equips students with the knowledge and skills to design, conduct, and apply marketing research for effective business decision-making. Covering the entire research process—problem definition, research design, data collection, analysis, and report writing—it emphasizes both qualitative and quantitative techniques, including exploratory and conclusive designs, hypothesis testing, scaling methods, and advanced analytical tools like cluster analysis, conjoint analysis, and multidimensional scaling. Students will explore applications in segmentation, positioning, pricing, brand equity, advertising effectiveness, and customer satisfaction while critically examining ethical considerations and challenges in research practice. Through case studies and practical exercises, the course develops the ability to transform market information into actionable insights, enabling evidence-based strategies in dynamic marketing environments.

COURSE LEARNING OUTCOMES (CLO)

CLOs	DESCRIPTION	MAPPING @ levels		
		@ 3rd Level	@ 2nd Level	@ 1st Level
CLO1	Explain the scope, significance, limitations, and ethical considerations of marketing research	1		
CLO2	Apply the research process by identifying appropriate problems, design research, and preparing research proposals with systematic presentation.	1, 2		
CLO3	Evaluate sources and methods of market information collection and design reliable tools	4		

CLO4	Analyze marketing mix elements through research including concept and brand testing, conjoint and multidimensional scaling, pricing studies, retail audits, and advertising effectiveness using modern analytics.	1, 2		
CLO5	Demonstrate proficiency in qualitative research techniques and prepare structured, well-drafted research reports.	1, 4		

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Effective Mapping	3	3		3					

COURSE CONTENT			Module Hours
MODULE 1	:	Marketing Research & Process	12
MODULE 2	:	Sources of Market Information	19
MODULE 3	:	Marketing Mix Research	18
MODULE 4	:	Qualitative research techniques	9

PREScribed TEXT BOOK

Marketing Research, Naresh Malhotra, 6th Edition, Pearson Publication

OTHER READINGS AND REFERENCES

1. Marketing Research – Measurement & Methods – Donald S.Tull, Del I. Hawkins.
2. Brown, Adhikari, “Marketing Research” Cengage Learning.
3. Marketing Research, Concept & Cases – Cooper Schindler.
4. Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Albaum.
5. Chisnali P K Marketing-A behavior- Boyd H W & Westfall: Marketing Research text and cases Richard Irwin Inc.- Lucki D J Wales H G Etal: Marketing Research Prentice Hall.

ASSESSMENT SCHEME AND WEIGHTAGE:

{a) END-TERM COMPONENT

Evaluation	Weightage (%)	Max Marks	Duration (in min)
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Sem-end exam	50%	50	180
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{b} OTHER ASSESSMENTS

S. No.	Evaluation Item	Unit of Evaluation	Marks	Time	CLO
1	Test	Individual	5	34 th Session & 60 th session Best of 2	1
2	Case Study	Individual	10	52 nd Session	3
3	Project Proposal	Group	10	11 th Session	2
4	Project Report + Presentation	Group	10 5	Session 25 th (start) 61 st – 65 th session Presentation	4, 5
5	Class Attendance	Individual	5	Assessed across all sessions	
6	Class Participation	Individual	2.5	Assessed across all sessions	
7	GMG Attendance	Individual	2.5	Assessed across all sessions	

PART 2: SESSION PLAN

Reading and the Additional reading

Session	Topic	Pedagogy	Readings from text book	Pre-reads, Post reads & references/links
1	Module 1: Marketing Research: Definition, Scope,	Lecture, Discussions	Chapter 1	Case: The Tale of Subbu and The Target From Marketing Research by Sunda Easwaran Page No. 19
2	Significance and Limitations	Lecture, Discussions	Chapter 1	
3	Obstacles in acceptance of marketing research,	Lecture, Discussions	Chapter 1	
4	Ethics in marketing research,	Lecture, Discussions	Chapters 1 & 5	

5	own vs. agency marketing research,	Lecture, Discussions	Chapters 1 & 5	
5	Marketing Intelligence system, marketing information system; meaning, need and components.	Lecture, Discussions	Chapter 1	
6	Marketing Intelligence system, marketing information system; meaning, need and components.	Lecture, Discussions	Chapter 1	
7	Marketing information system and marketing research.	Lecture, Discussions	Chapter 1	
8	Research process: Problem definition, development of an approach,	Lecture, Discussions Simulation	Chapter 2	
9	Research design, Data collection, data analysis	Lecture, Discussions	Chapter 3	
10	Report preparation and presentation	Lecture, Discussions	Chapter 3 & 23	
11	Research proposal process - drafting the research proposal.	Lecture, Discussions	Chapter 3	
12	Types of Research Design – Exploratory, Conclusive research designs.	Lecture, Discussions	Chapter 4	
13	Conclusive research designs.	Lecture, Discussions	Chapter 5	
14	Module 2: Various sources of market Information	Lecture, Discussions	Chapter 4	
15	Methods of Collecting Market Information	Lecture, Discussions	Chapter 4	
16	Primary data, Secondary data – sources	Lecture, Discussions	Chapter 4	

17	– problems of fit and accuracy, Syndicated services.	Lecture, Discussions	Chapter 4	
18	Primary data collection methods; experimental methods,	Lecture, Discussions Simulations	Chapter 4	
19	Rating Scales, Juster, Likert	Lecture, Discussions	Chapter 9	
20	Semantic Differential, Thurston,	Lecture, Discussions	Chapter 9	
21	Attitude Scales, Scales for illiterate respondents	Lecture, Discussions	Chapter 9	
22	Questionnaire preparation and administering,	Lecture, Discussions Simulations	Chapter 10	
23	Questionnaire preparation and administering,	Lecture, Discussions Simulations	Chapter 10	
24	Organizing fieldwork for collecting data.	Lecture, Discussions	Chapter 13	
25	Hypothesis statement – characteristics of a good hypothesis	Lecture, Discussions	Chapter 15	
26	Marketing research techniques:	Lecture, Discussions		
27	Market development research	Adjunct faculty		
28	Cool hunting – socio cultural trends,	Adjunct faculty		
29	Demand Estimation research, test marketing,	Adjunct faculty		
30	Segmentation research	Adjunct faculty		

31	Cluster analysis	Adjunct faculty	Chapter 20	
32	Discriminant analysis.	Adjunct faculty		
33	Sales forecasting – objective and subjective methods	Adjunct faculty		
34	IA Test I	Covering 1 st & 2 nd module		
35	Module 3: Marketing Mix Research: Concept testing,	Lecture, Discussions		
36	Brand Equity Research,	Lecture, Discussions		
37	Brand name testing,	Lecture, Discussions		
38	Commercial eye tracking	Lecture, Discussions		
39	Package designs,	Lecture, Discussions		
40	Conjoint analysis,	Lecture, Discussions	Chapter 21	
41	Multidimensional scaling -	Lecture, Discussions		
42	positioning research	Lecture, Discussions		
43	Pricing Research,	Lecture, Discussions		
44	Shop and retail audits	Lecture, Discussions		

45	Advertising Research – Copy Testing,	Lecture, Discussions		
46	Readership surveys and viewer ship surveys	Lecture, Discussions		
47	Ad tracking, viral marketing research.	Lecture, Discussions		
48	Marketing effectiveness and analytics research:	Lecture, Discussions		
49	Customer Satisfaction Measurement,	Lecture, Discussions		
50	mystery shopping,	Lecture, Discussions		
51	Market and Sales Analysis (CO4);	Lecture, Discussions		
52	Case Analysis	AMERICAN IDOL - A Big Hit for Marketing Research? Page No. 777		
53	Module: 4: Qualitative research techniques – a) Based on questioning: Focus groups,		Chapter 5	Case: Shoppers’ Stop From Marketing Research by Sunda Easwaran Page No. 447
54	Depth interviews		Chapter 5	
55	Projective techniques		Chapter 5	
56	b) Based on observations: ethnography,		Chapter 5	
57	Grounded theory,		Chapter 6	

58	Participant observation		Chapter 23	
59	Report writing – forms of report fundamentals of a good report.		Chapter 23	
60	Test II	Covering 3 rd & 4 th module		

Project Description

Students in teams of five select a product or service to investigate a specific marketing issue (e.g., launching a new product, improving customer satisfaction, evaluating ad effectiveness). They are supposed to undertake the full research process—problem definition, research proposal, use of research design, literature review, secondary and primary data collection, data analysis, finding and suggestions with bibliography.

Project Steps

Phase 1 - Project Proposal

1. Problem Definition & Research Proposal: Define a clear marketing research problem and draft a research proposal including objectives, hypotheses, scope, and expected outcomes.

Phase 2 – Project Report

2. Literature Review & Secondary Data Analysis: Summarize relevant secondary data and identify market information gaps.
3. Research Design: Decide on the suitable research design (exploratory, descriptive, or causal), data collection methods, and sampling plan.
4. Instrumentation: Prepare a questionnaire/interview/focus group guide or observation template using appropriate scales (e.g., Likert, Semantic Differential).
5. Fieldwork: Organize and collect primary data (can use surveys, interviews, or small field experiments).
6. Data Analysis: Analyze collected data using descriptive statistics, cross-tabs, and if possible, basic cluster/conjoint/discriminant analysis based on group capability.

Phase 3 – Project Presentation

7. Report Writing & Presentation: Compile findings into a professional marketing research report, with an executive summary, analysis, conclusions, and actionable suggestions. Present the findings in allotted schedule.

Suggested Project Topics

- Customer satisfaction survey for a local retailer or educational service.
- Market segmentation research for an FMCG, apparel, or food brand.
- Effectiveness of social media campaigns for a start-up or NGO.
- Consumer perception analysis for a new tech gadget or app.
- Brand name/concept testing for a new product idea.
- Pricing research for a restaurant or cloud kitchen.
- Demand estimation for a new or seasonal product (ice cream, festival gifts, etc.).
- Advertising copy testing or readership/viewership survey for a magazine or digital content.

ASSURANCE OF LEARNING PLAN (AOL PLAN)

1. CLOs and Mode of Assessment:

CLO No.	CLO (Description)	Mode of Assessment
CLO1	Explain the scope, significance, limitations, and ethical considerations of marketing research	Test
CLO2	Apply the research process by identifying appropriate problems, design research, and preparing research proposals with systematic presentation.	Project Proposal
CLO3	Evaluate sources and methods of market information collection and design reliable tools	Case Study Report
CLO4	Analyse marketing mix elements through research including concept and brand testing, conjoint and multidimensional scaling, pricing studies, retail audits, and advertising effectiveness using modern analytics.	Project Report & Presentation
CLO5	Demonstrate proficiency in qualitative research techniques and prepare structured, well-drafted research reports.	Project Report & Presentation

1. Assessment Rubrics:

CLO No.	Exceed Expectation	Meet Expectation	Does not meet Expectation
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CLO 1	<p>Best of two tests and Scores between 20-25 Marks</p> <p>4 – 5 marks</p>	<p>Best of two tests and Scores between 11-20 Marks</p> <p>2 – 3.9 marks</p>	<p>Best of two tests and Scores less than 10 Marks</p> <p>0 – 1.9 marks</p>
CLO 2	<p>Included information from secondary sources. Used information from relevant primary source materials.</p> <p>Used clear, accurate language to restate question or problem in student's own words. Provided examples of similar experiments.</p> <p>8 – 10 marks</p>	<p>Included factual information from three or four primary secondary sources. Used information from one primary source.</p> <p>Stated question or problem using incorrect vocabulary. Did not state problem in student's own words.</p> <p>4 – 7 marks</p>	<p>Work did not have information from any primary sources. Included information from only one secondary source.</p> <p>Did not state question or problem or not clear</p> <p>0 – 3 marks</p>
CLO 3	<p>All information was accurate and was delivered effectively. Subject knowledge was thorough. Extensive details and relevant examples were used to answer the essential question.</p> <p>Report demonstrated student's own interpretation and expression of research material. Used graphs, charts, or other visual aids to display information in multiple ways.</p> <p>4 – 5 Marks</p>	<p>Information was relevant, but details and examples did not address the essential question. Subject knowledge was evident, but was not used to support argument.</p> <p>Information was factual but showed little student interpretation. Report based primarily on sample work. Student added one or more original ideas.</p> <p>2 – 3.9 marks</p>	<p>Information was confusing or irrelevant. Had few supporting details or examples. Did not answer the essential question. Subject knowledge was not sufficient to make successful argument.</p> <p>Report was built from a template, designed only as prescribed, or was based entirely on sample work.</p> <p>0 – 1.9 Marks</p>
CLO 4 & 5	<p>Ideas presented in logical order. Unique and interesting details supported the main idea, and natural flow made writing easy to read. Used scholarly, topic-specific vocabulary and made no spelling, grammar, capitalization, or</p>	<p>Some ideas presented in logical order. There were few details to support the main idea. Made 5 to 10 spelling, grammar, capitalization, or punctuation errors.</p> <p>No connection between hypothesis and experiment. No clear way to prove or disprove hypothesis by</p>	<p>Ideas were not presented in logical order. Details did not support the main idea. Made more than 10 spelling, grammar, capitalization, or punctuation errors.</p> <p>Hypothesis was missing or was unrelated to the experiment. Did not mention</p>

	<p>punctuation errors. Used personal style and feeling.</p> <p>Obvious connection between the problem and predicted outcome. Provided references showing that hypothesis refutes or defends established knowledge. Variables were identified and classified as dependent and independent.</p> <p>Data sampled at appropriate intervals as defined in Methods section of report.</p> <p>Identified and described trends and made appropriate conclusions based on the data. Used statistical techniques to identify and disregard flawed data. Showed calculations.</p> <p>Findings were discussed in detail. Conclusions directly address hypothesis. Statements and conclusions were supported by the data.</p> <p>Project bibliography or credits were complete and flawlessly formatted. All sources were cited showing source.</p> <p>Demonstrated a thorough knowledge of the subject matter. Able to use audience questions to further demonstrate understanding of the topic.</p>	<p>performing experiment. Variables were not completely described or were incorrectly classified as dependent or independent.</p> <p>Data was incomplete. Some data was not labeled using appropriate units of measure.</p> <p>Only identified obvious trends or found trends not fully supported by the data.</p> <p>Statements and conclusions were based on the data collected. Showed a strong relationship between conclusions and hypothesis.</p> <p>Project bibliography or credits were incomplete. Less than half of the sources were cited.</p> <p>Demonstrated a basic knowledge of the subject matter. Able to address audience questions by repeating parts of the presentation - did not provide any additional information.</p>	<p>dependent and independent variables.</p> <p>Included little or no relevant data. Data was not labeled using appropriate units of measure. Data sampling intervals were random or inadequate.</p> <p>Trends were missing or were not supported by the data collected. Obvious trends were overlooked.</p> <p>Findings were not summarized. Conclusions were not relevant to hypothesis.</p> <p>Did not include project bibliography or credits. One or two sources were cited.</p> <p>Demonstrated little or no knowledge of the subject. Unable to answer audience questions or comment further on any part of the presentation.</p>
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POLICY ON PLAGIARISM:

□ Plagiarism of any kind and to any extent can attract penalty by the concerned faculty. The assessment can range from being awarded a ‘**zero**’ for that particular component, with no further opportunity to improve. Repetition of the offence would result in holding up IA for such candidates.

Attendance Marks:

Attendance	0-75%	76-80%	81-85%	86-90%	91-95%	96-100%
Marks	0	1	2	3	4	5

Submitted by :

Dr. Harshal Borgaon and Prof. Abdulfayyaz Patil

Signature & Date:

Area Chair

Dean – Academics

Director



GLOBAL BUSINESS SCHOOL (GBS), HUBLI

Batch	: 2024-26	Semester:	III
Course Code	: PG61T301	Credits	: 03
Course Name	: Business Ethics		
Course faculty/s	: Prof. Sanmati A. Shetteppanavar		
Mobile No.	: 8904133635	Email Id:	sanmati@globalbschool.in

COURSE OUTLINE

PART 1

INTRODUCTION TO THE COURSE

This course introduces students to the relevance and importance of ethics and social responsibility in business. Important learning objectives are to increase students' awareness and understanding of ethical issues in business, and to provide students with useful conceptual tools to guide analysis and decisions. The ultimate intent of the course is to leave students better equipped to identify, think critically about, and resolve ethical issues that are encountered in one's working life at the individual, organisational, and societal levels. To provide inputs relating to ethical issues faced in today's business to make right business decisions

COURSE OBJECTIVES (CO)

To provide inputs relating to ethical issues faced in today's business to make right business decisions

By the learning gained in this course, the student should be able to:

CLOs	DESCRIPTION	MAPPING @ levels
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	By the end of the course, the student will be able to:	@ 3 rd Level	@ 2 nd Level	@ 1 st Level
CLO1	Explain and illustrate the relevance of ethical conduct for business and community	1		
CLO2	Apply moral defences in business	1	5	
CLO3	To Apply ethical positions in real life situations decisions.	4		
CLO4	To Evaluate unethical practices prevailing in today's business	4		
CLO5	Explain the elements of the code of conduct	1,3	5	

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Effective Mapping	2.75		2.5	3	2.25				

COURSE CONTENT			Module Hours
MODULE 1	:	Introduction to Business Ethics	12
MODULE 2	:	Ethical Theories	17
MODULE 3	:	Code of Ethics & Moral Standards	16

PRESCRIBED TEXTBOOK

- **Business Ethics by C.S.V. Murthy, Himalaya Publishing House**

OTHER READINGS AND REFERENCES

1	: Ethical Choices in Business – R.C. Sekhar
2	: A Study in Business Ethics – Rituparna Raj

ASSESSMENT SCHEME AND WEIGHTAGE:**{a} END-TERM COMPONENT**

Evaluation	Weightage (%)	Max Marks	Duration (in min)
Sem-end exam	67	25	180

{b} OTHER ASSESSMENTS

S.No.	Evaluation Item*	Unit of Evaluation	Weight	Marks	Time	CLO
1	Case Study	Individual	20%	5	Session 9	1,2
2	Case Study	Individual	10%	2.5	Session 26 & 27	3, 4
3	Presentation	Group	20%	5	Session 39 to 44	5
4	Test	Individual	10%	2.5	Session 32	4
5	Class Participation	Individual	10%	2.5	Selected sessions	
6	Attendance	Individual	20%	5	All sessions	
	GMG	Individual	10%	2.5	All sessions	

PART 2: SESSION PLAN

Reading and Additional reading

Date	Session (Hr)	Topic	Pedagogy	Pre-read references/links	Post reads & References/links / Quiz

	1	Introduction to Course Outline Activity “Introduction”	Lecture		
	2	Introduction to Business Ethics	Lecture discussion		https://www.ibe.org.uk/knowledge-hub/what-is-business-ethics.html
	3	Importance - nature, Scope, purpose of ethics and morals for organizational interests	Lecture discussion	https://hbr.org/1989/09/ethics-in-practice	
	4	Cultural and Human values in management	Lecture Discussion		
	5	Indian and Global Perspective; Ethical Problems in Business	Lecture discussion		https://theconversation.com/ethical-challenges-loom-over-decisions-to-resume-in-person-college-classes-141346
	6	Ethical Choices in Business	Lecture discussion	https://hbr.org/2002/02/theyre-not-employees-theyre-people https://hbr.org/2006/05/why-innovation-in-health-care-is-so-hard	
	7	Need of Ethics in Business; Personal policy, Societal level, Internal policy level, Stakeholder level	Lecture discussion		https://hbr.org/2016/12/why-ethical-people-make-unethical-choices
	8	Ethical Theories: Consequential and non- consequential theories			
	9	Case Study: Ethical dilemma	Case discussion		
	10	Ethical dilemma – Ethical decision-making Cognitivism	Lecture discussion	https://hbr.org/1993/05/whats-the-matter-with-business-ethics	
	11	Non-cognitivism, Teleological theory	Lecture discussion		https://iep.utm.edu/non-cogn/

	12	Deontological theory, Hybrid Theory, Enlightened egoism	Lecture discussion		
	13	Environment Issues - Protecting the Natural Environment	Lecture discussion		https://www.toppr.com/guides/business-studies/social-responsibilities-of-business/business-ethics-and-environment-protection/
	14	Prevention of Pollution and Depletion of Natural Resources	Lecture discussion		
	15	Conservation of Natural Resources. Classical Theory, Stakeholder Theory	Lecture discussion	https://www.studysmarters.co.uk/explanations/environmental-science/ecological-conservation/ethical-conservation/	
	16	Corporate Social Responsibility (CSR) Theory, – Strategic components Case Study: Coco cola	Lecture and Case discussion		
	17	Different approaches to CSR - Globalization - Sustainability - CSR standards	Lecture discussion		https://www.forbes.com/councils/forbesfinancecouncil/2022/06/27/corporate-social-responsibility-and-business-ethics/
	18	Best practices; Corporate Governance – Audit committees	Lecture discussion		
	19	Role of Independent Directors – Protection of Stakeholders.	Lecture discussion	http://www.nwmindia.org/law/the-press-council-of-india-s-norms-of-journalistic-conduct	
	20	Workplace Ethics – personal and professional ethics in the organization	Lecture discussion		
	21	Discrimination, harassment - gender equality; Code of Ethics,	Lecture discussion		https://cdn.who.int/media/docs/default-

					source/ethics/code-of-ethics.pdf
	22	Code of Practice Ethics and Decision Making; Making Moral Decisions	Lecture discussion		
	23	Simulation- "The Gray Line" – Ethics Spectrum	Lecture discussion	https://www.scu.edu/ethics/focus-areas/business-ethics/resources/ikea-case-one-companys-fight-to-end-child-labor/	
	24	Simulation- "The Gray Line" – Ethics Spectrum	Lecture discussion	https://study.com/academy/lesson/the-ethics-of-bribery-in-global-marketing.html#:~:text=The%20term%20bribery%20means%20to,practices%20and%20is%20therefore%2C%20illegal.	
	25	Code of Practice Ethics and Decision Making; Making Moral Decisions	Lecture discussion	https://www.indeed.com/career-advice/career-development/marketing-ethics	
	26	Case Study: IKEA	Case Discussion		https://www.linkedin.com/pulse/ethics-advertising-jyoti-adnani/
	27	Case Study: IKEA	Case Discussion		
	28	Organisation Ethics Development System	Lecture	https://mailchimp.com/resources/organizational-ethics/	
	29	Organisational Culture and Values Code of Ethics	Lecture		https://www.aihr.com/blog/organizational-ethics-and-hr/
	30	Value-based Leadership and its Effectiveness	Discussion	https://www.linkedin.com/pulse/what-values-based-leadership-jennifer-molloy/	
	31	Activity	Role Play		
	32	Activity	Role Play		

	33	Ethics in Practice, Marketing Ethics, and Consumer Protection	Adjunct Sessions	https://www.geeksforgeeks.org/marketing/marketing-ethics-meaning-roles-types-and-principles/	
	34	Healthy competition and protecting consumer's interest	Adjunct Sessions		https://www.cag.org.in/blogs/competition-law-and-its-significance-consumer-part-1
	35	Advertising ethics -Ethics in Accounting and Finance	Adjunct Sessions	https://www.linkedin.com/pulse/ethics-advertising-jyoti-adnani/	
	36	Importance, issues and common problems and other issues	Adjunct Sessions	https://www.pw.live/ca/exams/ethics-in-accounting-and-finance	
	37	Simulations- Ethics in Advertising	Discussion		
	38	Simulations- Ethics in Advertising	Discussion		
	39	Ethics in Advertisements	Discussion		
	40	Code of conduct	Discussion		
	41	Trends and Contemporary issues	Discussion		
	42	Trends and Contemporary issues	Discussion		
	43	Simulation-Role Plays	Discussion		
	44	Simulation-Role Plays	Lecture discussion		
	45	Class Review			

2. Assessment Rubrics:

CLO No.	Exceed Expectation	Meet Expectation	Does not meet Expectations
CLO1	<p>Demonstrates an in-depth understanding of the case, linking theory to practice with critical insights and multiple perspectives.</p> <p>Provides exceptional analysis, identifying key issues with innovative and actionable solutions.</p>	<p>Demonstrates a good understanding of the case with relevant links to theory and practice but lacks in-depth analysis.</p> <p>Provides satisfactory analysis, identifying most issues with reasonable solutions.</p>	<p>Shows limited understanding of the case with vague or incorrect application of theory and practice.</p> <p>Provides superficial or no analysis, missing key issues and offering impractical solutions.</p>
CLO2	<p>The case study and presentation are exceptionally well-structured, logical, and easy to follow with smooth transitions.</p> <p>All content is directly relevant, and accurate, and contributes to the objectives of the case and presentation.</p> <p>6 – 7.5 Marks</p>	<p>The case study and presentation are well-structured but may lack some logical flow or clarity.</p> <p>Most content is relevant and contributes to the objectives, with minor inaccuracies or irrelevant points.</p> <p>3 – 5.9 Marks</p>	<p>Poorly organized case study and presentation with unclear structure and transitions.</p> <p>If any content is irrelevant, inaccurate, or fails to meet objectives.</p> <p>0 – 2.9 Marks</p>
CLO3	<p>Demonstrates excellent critical thinking and originality in approach, solutions, or insights.</p> <p>Cites a wide range of credible sources appropriately and integrates</p>	<p>Demonstrates adequate critical thinking with some originality but limited creativity.</p> <p>Presentation stays within time but may feel rushed or miss some minor points.</p>	<p>Presentation is unclear or disengaging, with poor use of visuals and heavy reliance on notes. Limited collaboration, with unequal contributions or lack of teamwork.</p>

	them seamlessly into the analysis. 4 – 5 Marks	Satisfactory collaboration, with most team members contributing adequately. 2 – 3.9 Marks	Lacks critical thinking and creativity; ideas are basic or repetitive. 0 – 1.9 Marks
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ASSURANCE OF LEARNING PLAN (AOL PLAN)

1. CLOs and Mode of Assessment:

CLO No.	CLO (Description)	Mode of Assessment
CLO1	Explain and illustrate the relevance of ethical conduct for business and community	Case
CLO2	Apply moral defenses in business	Case
CLO3	Apply ethical positions in real-life situations and decisions.	Case/Test
CLO4	Evaluate unethical practices prevailing in today's business	Case/Test
CLO5	Explain the elements of the code of conduct	Presentation

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Attendance Marks:

Attendance	0-75%	75-80%	80-85%	86-90%	91-95%	96-100%
Marks	0	1	2	3	4	5

Submitted by: Prof. Sanmati A. Shetteppanavar

Signature & Date: 22/09/2025

Dr. Tejaswini Patil

Area Chair

Dr Mahesh Bendigeri

Dean Academics

Dr. Suman Kumar

Director

Batch	: 2025-27	Semester	: <u>III</u>
Course Code	: C3	Credits :	<u>03</u>
Course Name	: <u>LEGAL ASPECTS OF BUSINESS</u>		
Course faculty/s	: SAVITA PATIL		
Mobile No.	: 9448267904	E-mail ID. :	Savitayajpatil904@gmail.com

COURSE OUTLINE

--- PART 1 ---

INTRODUCTION TO THE COURSE

The course "**Legal Aspects of Business**" aims to cultivate advanced legal acumen and awareness of contemporary laws essential for effective business operations. It fosters the ability to apply sound legal reasoning in strategic decision-making, ensuring that business activities are conducted lawfully, ethically, and efficiently. Furthermore, it equips learners with a comprehensive understanding of the legal framework governing modern enterprises, enabling them to navigate legal complexities, mitigate risks, and leverage legal provisions for sustainable business growth.

COURSE LEARNING OUTCOMES (CLO)

CLOs	DESCRIPTION	MAPPING @ levels		
		@ 3 rd Level	@ 2 nd Level	@ 1 st Level
CLO1	Analysing concepts of Contract of Sale its requirements -Conditions and remedies available for Breach of contract and to know the Rights available to seller and buyers in case of being unpaid or non-delivery of goods.		1, 2	
CLO2	Analyse nature and different kinds of negotiable instruments their validations and different terms used under the negotiable instrument Act.		1, 2	

CLO3	Examine the basic ideology of Partnership its registration, duties and rights of partners, their implied authorities, circumstances to be faced in case of non-registration of firm, its reconstitution and dissolution.		1, 2	
CLO4	Analyse as to how the companies are created, its basic requirements, kinds of companies and its management.		1, 2	
CLO5	To understand the concepts of IPRs, RTI (Right to information) internet, privacy, e-commerce, digital signature (working idea), competition act, COPRA (working idea) How to approach them		1, 2	

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	P09
Effective Mapping	2	2							

COURSE CONTENT

Module Hours

MODULE 1	: INDIAN CONSTITUTION AND THE INDIAN CONTRACT ACT, 1871	8
	: SALE OF GOODS ACT	3
	: NEGOTIABLE INSTRUMENT ACT	4
MODULE 2	: INDIAN PARTNERSHIP ACT	8
	: THE COMPANIES ACT	7
MODULE 3	: CYBER LAW, RIGHT TO INFORMATION ACT, INTELLECTUAL PROPERTY RIGHTS, COMPETITION ACT, CONSUMER PROTECTION ACT	15

PRESCRIBED TEXT BOOK

- **N.D. Kapoor, *Company and Business Law*, Sultan Chand & Sons**
- Avtar Singh, *Company Law*, Eastern Books Company

OTHER READINGS AND REFERENCES

- M.C.Kuchal, *Business Law*-Vikas Publishing House
- Tulasian, *Business Laws and Corporate Laws*, Tata Mcgraw Hill Publishing Company Ltd.
- Ravinder Kumar, *Centage Learning India Pvt. Ltd*

ASSESSMENT SCHEME AND WEIGHTAGE:

{a} END-TERM COMPONENT

Evaluation	Weightage (%)	Max Marks	Duration (in min)
Sem-end exam	50	25	90

{b} OTHER ASSESSMENTS

S. No.	Evaluation Item	Unit of Evaluation	Marks	Time	CLO
1	Assignment	individual	05	28 th session	1-5
2	Presentation	individual	10	3th session	1,2,3,4,5
3	Class Attendance	individual	5	Assessed across all sessions	
4	Class Participation	individual	2.5	Assessed across all sessions	
5	GMG Attendance	individual	2.5	Assessed across all sessions	

PART 2: SESSION PLAN

Reading and the Additional reading

Session	Topic	Pedagogy	Readings from text book	Pre-reads, Post reads & references/links
1	Module 1: The Indian constitution and Indian Contract Act, 1871 Introduction to Constitution, meaning, salient feature, right and duties of citizens, Indian judicial system	Lecture & Discussion	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	
2	Module 1: The Indian constitution and Indian Contract Act, 1871 Business Law Introduction, law and business and Nature	Lecture & Discussion	Avtar Singh, <i>Company Law</i> , Eastern Books Company	
3	Module 1: Indian Contract Act, 1871 Classification of Contracts Essential elements of a valid Contract, Offer and Acceptance - Consideration Capacities of Parties , Provisions relating to free consent	Lecture & Discussion	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	

4	Module 1: Indian Contract Act, 1871 Void agreements, Provisions relating to performance and discharge of Contract	Lecture & Discussion	Avtar Singh, Company Law, Eastern Books Company	RENT AGREEMENTS CONTRACTS
5	Module 1: Indian Contract Act, 1871 Breach of Contract - Meaning and remedies,	Lecture & Discussion	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	
6	Quasi Contract, Special Contracts-Contract of Indemnity and Guarantee	Lecture & Discussion	Avtar Singh, Company Law, Eastern Books Company	
7	Module 1: The Indian constitution and Indian Contract Act, 1871 Contract of Bailment and Pledge, Contract of Agency	Lecture & Discussion	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	
8	Module 1: Sale of Goods Act Definition of a Contract of Sale, Conditions and Warranties	Lecture & Discussion	Avtar Singh, Company Law, Eastern Books Company	RECEIPTS/WARRANTY /CONDITIONS

9	Module 1: Sale of Goods Act Passing of Property, Right of Unpaid Seller against the Goods.	Lecture & Discussion	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	
10	Module 1: Sale of Goods Act Right of Unpaid Seller against the Goods, Remedies for Breach	Lecture & Discussion	Avtar Singh, Company Law, Eastern Books Company	
11	Module 1: Sale of Goods Act Remedies for Breach with case studies	Lecture & Discussion	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	
12	Module 1: Negotiable Instrument Act Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course	Lecture & Discussion	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	PROMISORY NOTES /BILLS OF EXCHANGE /CHEQUES
13	Module 1: Negotiable Instrument Act Negotiation, Presentment, Discharge from Liability	Lecture & Discussion	Avtar Singh, Company Law, Eastern Books Company	

14	Module 1: Negotiable Instrument Act Noting and Protest, Presumption	Lecture & Discussion	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	
15	Module 1: Negotiable Instrument Act Crossing of Cheques, Bouncing of Cheques	Lecture & Discussion	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	
16	Module 2: The Indian Partnership Act, 1932 Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners	Lecture & Discussion	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	
17	Module 2: The Indian Partnership Act, 1932 Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners	Lecture & Discussion	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	PARTNERSHIP DEEDS
18	Module 2: The Indian Partnership Act, 1932 Minor as a partner, Doctrine of Implied Authority,	Lecture & Discussion	Avtar Singh, <i>Company Law</i> , Eastern Books Company	

19	Module 2: The Indian Partnership Act, 1932 Registration of Firms, Dissolution of firm	Lecture & Discussion	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	
20	Module 2: The Companies Act, 1956 Concept, meaning and definition and Classification of Company,	Lecture & Discussion	Avtar Singh, Company Law, Eastern Books Company	
21	Module 2: The Companies Act, 1956 Features of different types of Company, Procedure of incorporation, Memorandum of Association,	Student Presentations	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	
22	Module 2: The Companies Act, 1956 Procedure of incorporation, Memorandum of Association,	Lecture & Discussion	Avtar Singh, Company Law, Eastern Books Company	
23	Module 2: The Companies Act, 1956 Articles of Association, Prospectus,	Lecture & Discussion	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	

24	Module 2:The Companies Act, 1956 Shares, Share Capital, Membership,	Lecture & Discussion	Avtar Singh, Company Law, Eastern Books Company	
25	Module 2:The Companies Act, 1956 Management of Companies – qualifications,	Lecture & Discussion	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	
26	Module 2:The Companies Act, 1956 appointment of directors,	Lecture & Discussion	Avtar Singh, Company Law, Eastern Books Company	
27	Module 2:The Companies Act, 1956 removal of directors, appointment of managerial personnel,	Lecture & Discussion	Avatar Singh, Company Law, Eastern Books Company	
28	Module 2:The Companies Act, 1956 appointment of managerial personnel,	Lecture & Discussion	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	

29	Module 2: The Companies Act, 1956 winding up of company and procedures	Lecture & Discussion	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	
30	Module 3: Cyber laws , Introduction, nature	Lecture & Discussion	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	
31	Module 3: Information Technology Act, 2000 Introduction, Internet-types	Lecture & Discussion	Avatar Singh, <i>Company Law</i> , Eastern Books Company	
32	Module 3: Cyber laws Privacy, Pornography	Lecture & Discussion	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	IPO applications
33	Module 3: Cyber laws Introduction- e-Commerce, Digital Signature (working idea), IT Act- Introduction	Lecture & Discussion along with Presentations	Avatar Singh, <i>Company Law</i> , Eastern Books Company	

34	Module 3: IT - Right to Know, Salient features	Lecture & Discussion along with Presentations	N.D. Kapoor, <i>Company and Business Law</i> , Sultan Chand & Sons	
35	Module 3: Obligation of public authority, Designation of PIO	Lecture & Discussion along with Presentations	Avatar Singh, <i>Company Law</i> , Eastern Books Company	PROCEDURE TO FILE RIGHT TO INFORMATION ONLINE CONSUMER COMPLAINT FILING
36	Module 3: Request for obtaining information, information commissions,	Lecture & Discussion along with Presentations		
37	Module 3: powers of information commissions, Appellate authorities,	Lecture & Discussion along with Presentations		
38	Module 3: Jurisdiction of Courts. IPR- Introduction to Copy Rights, Industrial Designs (only concepts),	Lecture & Discussion along with Presentations		
39	Module 3: Intellectual Property Rights – Patents and its classes	Lecture & Discussion along with Presentations		

40	Module 3: IPR- Copyrights and its classifications	Lecture & Discussion along with Presentations		
41	Module 3: IPR- Industrial designs and its classifications	Lecture & Discussion along with Presentations		
42	Module 3: Consumer Act (working idea)	Lecture & Discussion along with Presentations		
43	Module 3: Competition Act (working idea)	Lecture & Discussion along with Presentations		
44	Class review	Lecture & Discussion along with Presentations		
45	Feed Back	Lecture & Discussion along with Presentations		

ASSURANCE OF LEARNING PLAN (AOL PLAN)

1. CLOs and Mode of Assessment:

CLO No.	CLO (Description)	Mode of Assessment
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CLO1	. Analysing concepts of Contract of Sale its requirements -Conditions and remedies available for Breach of contract. And to know the Rights available to seller and buyers in case of being unpaid or non-delivery of goods.	Assignment & Presentation & test
CLO2	Analyse nature and different kinds of negotiable instruments their validations and different terms used under the negotiable instrument act.	CASE STUDY Presentation & test
CLO3	Examine the basic ideology of Partnership its registration duties and rights of partners, their implied authorities ,circumstances to be faced in case of non-registration of firm ,its reconstitution and dissolution	CASE STUDY presentation & test
CLO4	Analyse as to how the companies are created, its basic requirements ,kinds of companies and it's management	CASE STUDY Presentation & test
CLO5	To understand the concepts of IPRs, RTI (Right to information) internet, privacy, e-commerce, digital signature (working idea), competition act, COPRA (working idea) How to approach them	Assignment & Presentation & test

1. Assessment Rubrics:

CLO No.	Exceed Expectation	Meet Expectation	Does not meet Expectation
1, 5	Extensive details and relevant examples. All information was accurate and delivered effectively. Used graphs, charts, or other visual aids to display information. Terminology made the ideas in the project clear. 4 – 5 Marks	Subject knowledge was evident. Included details and examples to answer the essential question. Creative design or delivery. Used proper terminology and vocabulary. 2 – 3.9 Marks	Information did not include details or examples from reliable sources. Information was not sufficient to make successful argument. Used inappropriate terminology or vocabulary. 0 – 1.9 Marks

2, 3, 4	Demonstrated a thorough knowledge of the subject matter. Able to use audience questions to further demonstrate understanding of the topic. Appeared to be an expert on the subject being presented. 4 – 5 Marks	Demonstrated a working knowledge of the subject matter. Able to satisfactorily answer audience questions and provided additional information upon request. 2 – 3.9 Marks	Demonstrated little or no knowledge of the subject. Unable to answer audience questions or comment further on any part of the presentation. 0 – 1.9 Marks
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POLICY ON PLAGIARISM:

Plagiarism of any kind and to any extent can attract penalty by the concerned faculty. The assessment can range from being awarded a **‘zero’** for that particular component, with no further opportunity to improve. Repetition of the offence would result in holding up IA for such candidates

Attendance	0-70%	71-75%	76-80%	81-85%	86-90%	91-100%
Marks	0	1	2	3	4	5

Attendance Marks:

Submitted by:

Signature & Date:

Dean-Academics

Director

Batch	: 2024-26	Semester : 3
Course Code	: PG61T304	Credits : 4
Course Name	: Management Control Systems	
Course faculty/s	: Prof. Deepak Muralidharan	
Mobile	: 9739496820	Email: deepakm@globalbschool.in

--- PART 1 ---

INTRODUCTION TO THE COURSE

The Management Control Systems (MCS) course explores frameworks and tools that align organizational activities with strategic goals, focusing on resource efficiency and performance evaluation. It introduces MCS concepts, strategies, goal congruence, and the controller's role. The course covers responsibility centers (revenue, expense, R&D, profit), profitability measures, transfer pricing, and metrics like EVA vs. ROI. Budgeting is addressed through preparation, variance analysis, behavioral aspects, and incentive systems. It also examines controls in service organizations, multinational firms, and project-based environments. Combining theory with practical applications, the course prepares students to design effective control systems across diverse contexts.

COURSE OBJECTIVES (CO)

- ❖ **Understand the Fundamentals of Management Control Systems:** Develop a comprehensive understanding of the nature, concepts, boundaries, and environment of management control systems, including strategies, goal congruence, and the roles of formal and informal control mechanisms.
- ❖ **Analyze Responsibility Centers and Performance Metrics:** Gain proficiency in evaluating different types of responsibility centers (revenue, expense, profit, etc.), transfer pricing methods, and performance measurement tools like EVA and ROI to assess managerial and organizational performance.
- ❖ **Master Budgeting and Variance Analysis:** Acquire skills in the budget preparation process, understand behavioral aspects of budgeting, calculate variances, and critically evaluate the limitations of variance analysis in organizational control.
- ❖ **Apply Control Systems in Diverse Organizational Contexts:** Develop the ability to design and implement effective control systems tailored to service organizations, multinational corporations, and project-based environments, addressing challenges like cultural differences, transfer pricing, and project execution.

COURSE LEARNING OUTCOMES (CLO)

CLOs	DESCRIPTION By the end of the course, the student should be able to:	MAPPING @ levels		
		@ 3 rd Level	@ 2 nd Level	@ 1 st Level
CLO1	Explain the fundamentals , nature and boundaries of Management Control Systems and demonstrate how strategies, goals and goal congruence shape organisational Control	1	2	
CLO2	Analyse different types of Responsibility Centres, transfer pricing methods and profitability measures (ROI, EVA) to evaluate the performance of managers and business units.	8	2	
CLO3	Apply budgeting processes and variance analysis techniques and assess their behavioural implications in designing effective management control and incentive systems.	2	5	
CLO4	Examine and compare control mechanisms across service organisations: Non Profits, healthcare, financial services and multinational corporations considering cultural and financial complexities.	4	2	
CLO5	Integrate MCS in project Planning, Execution and Evaluation.	5	1	

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Effective Mapping	2.5	2.25		3	2.5			3	

COURSE CONTENT

Module	Module Content	Module Hours
Module 1	Introduction to MCS	15
Module 2	Responsibility Centre and Performance Evaluation	18
Module 3	Budgeting and Performance Management	14
Module 4	Controls in Service & Multinational Organizations; Projects	13
-		
	Total	60

PRESCRIBED TEXT BOOK

1. Anthony, Robert, & Vijay Govindrajan,(2008). *Management Control Systems*, New Delhi:Tata McGraw Hill.

REFERENCE TEXT BOOK

1. Halale, Mahesh(2010). *Management Control Systems – Theory and Cases*, Pune : Everest Publishing House.
2. Sinha, Pradeep Kumar(2008). *Management Control Systems – a managerial emphasis*, New Delhi: Excel Books.

POLICY ON PLAGIARISM:

Plagiarism will attract zero marks to the given assignment or report with no further opportunity to improve.

ASSESSMENT SCHEME AND WEIGHTAGE:

ASSESSMENTS

S. No.	Evaluation Item*	Unit of Evaluation	Weight	Marks	Time	CLO
1	Attendance	Individual	10%	5	All Sessions	
2	Class Participation	Individual	5%	2.5	All Sessions	
3	GMG	Individual	5%	2.5	All Events / Programmes	
3	Test	Individual	20%	10	After Module II (34 th Hour)	1
4	Case Study Analysis	Individual	20%	10	After Module II HOUR Analysis : (33Hour) Submission : 45Hour	2,3
5	Project	Team	40%	20	Beginning of Module IV HOUR Analysis : (49Hour) Submission : 60 Hour	4,5

PART 2: SESSION PLAN

Session Date	Topic	Pedagogy	Readings from Text Books	Pre-Reads, Post Reads and Reference links
	Discussion Course Outlines Nature of Management Control Systems	PPT and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 1	Case Study : Xerox Corporation MCS by Robert Anthony page :34
	Basic Concepts of Management Control	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 1	
	Boundaries of Management Control	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 1	
	Management Control Environment	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 1	
	Management Control Environment	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 1	
	Corporate Level Strategy	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 2	
	Corporate Level Strategy	Lecture and Student Interaction	Management Control Systems by Robert N	

			Anthony 12 th edition - Chapter 2	
	Business Unit Strategy	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 2	
	Business Unit Strategy	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 2	
	Goal Congruence – Concept	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 3	
	Formal Factors Influencing Goal Congruence	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 3	
	Informal Factors Influencing Goal Congruence	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 3	
	Types of Organization	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 3	Case Study : Alpha Electrical Engineers Ltd.
	Types of Organization	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 3	

	Functions of the Controller	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 3	
	Module II : Revenue Centers	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 4	Case Study : West Port Electric Corporation MCS by Robert Anthony page : 175
	Expense Centers	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 4	
	Administrative & Support Centers	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 4	
	Research & Development Centers	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 4	
	Research & Development Centers	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 4	
	Profit Centers – General Considerations	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 5	

	Profit Centers – General Considerations	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 5	
	Business Unit as Profit Center	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 5	
	Other Profit Centers	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 5	
	Measuring Profitability	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 5	
	Measuring Profitability	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 5	
	Transfer Pricing – Meaning & Objectives	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 6	
	Transfer Pricing – Objectives	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 6	
	Transfer Pricing – Methods	Chalk and Talk, PPT	Management Control Systems by Robert N	

			Anthony 12 th edition - Chapter 6	
	Pricing Corporate Services, Administration of Transfer Pricing	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 6	
	Measuring Assets Employed	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 7	
	EVA vs ROI (Problems)	Chalk and Talk	Management Control Systems by Robert N Anthony 12 th edition - Chapter 7	
	Evaluating Performance of Managers	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 7	
	Evaluating Economic Performance of the Entity Case Study delivery for analysis	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 7	
	Test			
	Module : III Budget Preparation Process	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 9	Case Study :New York times MCS by Robert Anthony page :396
	Nature of Budgets	Lecture and Student Interaction	Management Control Systems by Robert N	

			Anthony 12 th edition - Chapter 9	
	Other Budgets & Applications	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 9	
	Other Budgets & Applications	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 9	
	Behavioral Aspects of Budgets	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 9	
	Behavioral Aspects of Budgets	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 9	
	Variance Analysis – Calculation	Chalk and Talk	Management Control Systems by Robert N Anthony 12 th edition - Chapter 10	
	Variance Analysis – Calculation	Chalk and Talk	Management Control Systems by Robert N Anthony 12 th edition - Chapter 10	
	Variance in Practice	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th	

			edition - Chapter 10	
	Limitations of Variance Analysis	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 10	
	Performance Measurement Systems	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 11	
	Management Compensation – Incentives & Plans	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 12	
	Compensation Plans for Corporate Officers and Business Unit Managers	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 12	
	Control for Differentiated Strategies	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 13	
	Module IV : Service Organizations – General Ideas : Introduction of Project Expectation	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 14	Case Study : Metropolitan Bank MCS by Robert Anthony page :669

	Professional Services Organizations	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 14	
	Financial Services Organizations	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 14	
	Healthcare Services Organizations	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 14	
	Non-Profit Organizations	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 14	
	Multinational Organizations – Cultural Differences	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 15	
	Transfer Pricing Issues in MNCs	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 15	
	Exchange Rate Issues in MNCs	Lecture and Student Interaction	Management Control Systems by Robert N	

			Anthony 12 th edition - Chapter 15	
	Projects – Nature & Control Environment	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition - Chapter 16	
	Project Planning	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition	
	Project Execution and Evaluation	Lecture and Student Interaction	Management Control Systems by Robert N Anthony 12 th edition	

Assurance of Learning (AoL) Plan

1. CLOs and Mode of Assessment:

CLO No.	CLO	Mode of Assessment
1	Explain the fundamentals, nature and boundaries of Management Control Systems and demonstrate how strategies, goals and goal congruence shape organisational Control	Test
2	Analyse different types of Responsibility Centres, transfer pricing methods and profitability measures (ROI, EVA) to evaluate the performance of managers and business units	Case Study Analysis
3	Apply budgeting processes and variance analysis techniques and assess their behavioural implications in designing effective management control and incentive systems	Case Study Analysis
4	Examine and compare control mechanisms across service organisations: Non Profits, healthcare, financial services and multinational corporations considering cultural and financial complexities	Project
5	Integrate MCS in project Planning, Execution and Evaluation	Project

2. Assessment Rubrics:

CLO No.	Exceed Expectation	Meet Expectation	Does not meet Expectation
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2,3	<p>Provides clear, well-structured ROI & EVA analysis; compares transfer pricing methods effectively; demonstrates strong critical thinking. Applies budgeting/variance insights into case context with excellent linkage to behavioural aspects. Critically evaluates control issues across different organisation types; shows awareness of global/cultural context</p> <p>(8-10)</p>	<p>Provides ROI/EVA analysis with minor gaps; comparison of transfer pricing methods is adequate.</p> <p>Applies budgeting/variance concepts with some linkage to behavioural implications.</p> <p>Identifies control issues with some reference to organisation types and context.</p> <p>(5-7)</p>	<p>Incomplete or incorrect analysis; little/no comparison of transfer pricing methods.</p> <p>Minimal or no application of budgeting/variance concepts; lacks behavioural perspective.</p> <p>Superficial or missing evaluation of control issues; no reference to organisational/cultural complexity.</p> <p>(0-4)</p>
4,5	<p>Demonstrates advanced integration of performance measurement and strategic alignment; provides innovative solutions in management control systems.</p> <p>Applies advanced tools such as Balanced Scorecard, EVA, or benchmarking with depth.</p> <p>Strong linkage to ethical, cultural, and sustainability dimensions.</p> <p>(8-10)</p>	<p>Provides reasonable application of performance measurement and control concepts with some alignment to strategy.</p> <p>Uses control tools adequately, with partial integration.</p> <p>Some consideration of ethics, culture, or sustainability.</p> <p>(5-8)</p>	<p>Limited or inaccurate understanding of control/performance measurement.</p> <p>No clear link to strategy.</p> <p>Little or no reference to ethics, culture, or sustainability.</p> <p>(0-5)</p>

4,5	<p>Presentation is clear, professional, and persuasive; excellent use of visuals and structure. Demonstrates deep understanding of management control concepts and their application in real-world scenarios. Strong teamwork, time management, and confident delivery; engages audience effectively.</p> <p>(8-10)</p>	<p>Presentation is reasonably clear with acceptable visuals and structure. Shows adequate understanding of management control concepts, with some application. Teamwork and delivery are functional, but with scope for improvement.</p> <p>(5-8)</p>	<p>Presentation is unclear, poorly structured, and lacks professionalism. Shows little understanding of management control concepts; minimal/no application. Poor teamwork, weak delivery, and little/no audience engagement.</p> <p>(0-5)</p>
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Attendance Marks:

Attendance	Less than 75%	76-80%	81-85%	86-90%	91-95%	96-100%
Marks	0	1	2	3	4	5

Project Details:

Title: *Designing and Evaluating a Management Control System for a*

Task:

Select an organization of your choice .

Draft a report covering the following

- ❖ **Nature of the Project** – objectives, scope, and key deliverables.
- ❖ **Control Environment** – how responsibilities are assigned, role of managers.
- ❖ **Planning & Budgeting** – budget preparation, resource allocation, cost control measures.
- ❖ **Execution & Monitoring** – tools for progress tracking, variance analysis, responsibility centres.
- ❖ **Evaluation & Goal Congruence** – how success will be measured (ROI, EVA, non-financial measures) and how to align managers' goals with organizational goals.

Prepare a **10-minute presentation** summarizing the report, highlighting practical applicability of Management Control Systems.

Batch	:	2021-23	Semester:	III
Course Code	:	B2	Credits:	4
Course Name	:	Operations Research		
Course faculty/s	:	Dr. Manish Kothari		
Mobile No.	:	7892105563	E-mail ID.:	manishkothari@globalbschool.in

COURSE OUTLINE

--- PART 1 ---

INTRODUCTION TO THE COURSE

Operations Research is a scientific and analytical approach that supports decision-making by optimizing outcomes within complex and interrelated systems involving manpower, machinery, materials, and financial resources. From a corporate perspective, it provides structured tools to address real-world business challenges. Linear programming enables organizations to allocate limited resources efficiently to achieve objectives such as cost minimization, profit maximization, or time optimization. A key application of this technique is the transportation problem, which is commonly encountered in supply chain and logistics management, where firms must balance supply availability with demand across multiple locations. PERT and CPM techniques are widely used in corporate project management for effective scheduling, resource coordination, and identification of critical activities that directly impact project timelines. Additionally, game theory offers valuable insights into strategic decision-making in competitive business environments, helping managers choose optimal strategies in situations involving conflict or competition. Collectively, these concepts integrate theoretical foundations with practical applications, making them highly valuable for corporate leaders and managers in improving operational efficiency and strategic planning.

COURSE LEARNING OUTCOMES (CLO)

CLOs	DESCRIPTION At the end of the course, the students will be able to:	MAPPING		
		@ 3 rd Level	@ 2 nd Level	@ 1 st Level
CLO1	Optimize business functions using Linear Programming Technique	1,2,4		
CLO2	Optimize the transportation cost /time using OR techniques	1,2	4	
CLO3	Demonstrate the optimal allocation/assignment of resources in the constrained environment	1,2	4	
CLO4	Apply PERT/CPM techniques in project planning to determine the optimal solution	1,2	4	
CLO5	Apply Game theory in various competitive situations	1,2	4	

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Effective Mapping	3.0	3.0		2.25					

MODULES		COURSE CONTENT	Module Hours
MODULE 1	:	Introduction to Operations Research	3
MODULE 2	:	Linear Programming	16
MODULE 3	:	Transportation and Assignment models	15
MODULE 4	:	Project Scheduling using PERT/CPM	15
MODULE 5	:	Game Theory & Replacement Models	12

PRESCRIBED TEXT BOOK

- Operations Research, 4/e, S Kalavathy, Vikas Publication.

OTHER READINGS AND REFERENCES

- Gupta Premkumar and Hira, D.S. (2003). *Operations Research*, New Delhi: S. Chand & Co.,
- Kothari C.R. (2003). *Quantitative Techniques*, New Delhi: UBS Publishers Distributions Ltd.,
- Sharma, Anand (2000). *Quantitative Techniques for Decision Making*, Mumbai: Himalaya Publishing House,
- Shenoy G.V. et al (1999)
- Srivastava, U.K. et al (1997)
- Vasant Lakshman Mote and T Madhavan (2017), *Operations Research*, New Delhi: Wiley India Pvt. Ltd.,
- Operations Research: An Introduction by Hamdy A. Taha, Pearsons 10th Edition
- Introduction to Operations Research by Frederick S. Hillier, Gerald J. Lieberman, Bodhibrata Nag, Preetam Basu, Mc Graw Hill, 11th Edition
- Operations Research: Theory and Practice by J.K.Sharma, Trinity Press, 6th Edition

ASSESSMENT SCHEME AND WEIGHTAGE:

{a} END-TERM COMPONENT

Evaluation	Weightage (%)	Max Marks	Duration (in min)
Sem-end exam	75%	50	180

{b} OTHER ASSESSMENTS

S. No.	Evaluation Item	Unit of Evaluation	Marks	Time	CLO
1	Assignment	Individual	10	Session after 15	
2	Case Study	Group	5	Session 35-40	CLO 1
3	Test (2 Test)	Individual	10	Session 45- 50	CLO 2&CLO 3
4	Quiz (subjective)	Individual	5	Session 59-60	CLO 4/CLO 5
5	Class Attendance	Individual	5	Assessed across all sessions	

6	Class Participation	Individual	2.5	Assessed across all sessions
7	Project	Individual	10	One project one semester
8	GMG Attendance	Individual	2.5	Assessed across all sessions

PART 2: SESSION PLAN
Reading and the Additional reading

Sl. No	Topic	Teaching Method	Outcome	Reference
1	<p>Introduction to Operations Research:</p> <ul style="list-style-type: none"> • Meaning and evolution of OR • Scope of OR in business and industry • OR as an aid to decision making 	Lecture + real-life examples	Students understand OR as a scientific decision-making tool	<i>Taha, H.A. (1999). O.P. Chap 5, pp 165-213.</i>
2	<p>Importance of OR Techniques:</p> <ul style="list-style-type: none"> • Role of OR in production, marketing, finance, HR, logistics • Applications in manufacturing and service industries 	Discussion on Indian industry use cases		<i>Taha, H.A. (1999). O.P. Chap 5, pp 165-213.</i>
3	<p>Introduction to Linear Programming</p> <ul style="list-style-type: none"> • Definition of LPP • Assumptions of Linear Programming 	Examples: Profit maximization and cost minimization problems		
4	<p>Requirements of LPP</p> <ul style="list-style-type: none"> • Decision variables • Objective function • Constraints <p>Non-negativity condition</p>	Identifying LPP elements from business cases		

5	<p>Mathematical Formulation of LPP</p> <ul style="list-style-type: none"> Translating word problems into mathematical models <p>Product mix and resource allocation problems</p>	<p>Activity: Numerical problems (guided practice)</p>		
6	<p>Mathematical Formulation of LPP</p> <ul style="list-style-type: none"> Translating word problems into mathematical models <p>Product mix and resource allocation problems</p>	<p>Activity: Numerical problems (guided practice)</p>		
7	<p>Graphical Method – Theory</p> <ul style="list-style-type: none"> Feasible region Corner point method Identifying the area under the curve 	<p>Theory on the graphical Method</p>		
8	<p>Graphical Method – Theory</p> <ul style="list-style-type: none"> Feasible region Corner point method Identifying the area under the curve 	<p>Theory and practice on the graphical Method problems</p>		<p>Operations Research, 4/e, S Kalavathy, Vikas publication.</p>
9	<p>Graphical Method – Problems</p> <ul style="list-style-type: none"> Maximization and minimization problems Special cases: infeasible, unbounded, multiple solutions 	<p>Practice on the graphical Method problems</p>		<p>Operations Research, 4/e, S Kalavathy, Vikas publication.</p>
10	<p>Graphical Method – Problems</p>	<p>Practice on the graphical Method problems</p>		

	<ul style="list-style-type: none"> • Maximization and minimization problems • Special cases: infeasible, unbounded, multiple solutions 			
11	<p>Slack and Surplus Variables</p> <ul style="list-style-type: none"> • Concept and interpretation • Conversion of inequalities into equations 	Dealing with theory and problem to make students understand the process of conversion		Gupta P and Hira. D.S (2003). Op. Cit, pp 709-753.
12	<p>Simplex Method – Introduction</p> <ul style="list-style-type: none"> • Limitations of graphical method • Standard form of LPP • Simplex table structure 	Introduction and theory		Gupta P and Hira. D.S (2003). Op. Cit, pp 709-753.
13	<p>Simplex Method – Introduction</p> <ul style="list-style-type: none"> • Limitations of graphical method • Standard form of LPP • Simplex table structure 	Problems and defining constraints		Shenoy G.V. etal(1999). Op. Cit, Chap. 2, pp. 70-109.
14	<p>Simplex Method – Numerical Problems</p> <ul style="list-style-type: none"> • Maximization problems • Iteration process and optimality condition 	Numerical Problems		Shenoy G.V. etal(1999). Op. Cit, Chap. 2, pp. 70-109.

15	Simplex Method – Numerical Problems <ul style="list-style-type: none"> • Maximization problems • Iteration process and optimality condition 	Numerical Problems		
16	Applications, Advantages & Limitations of LPP <ul style="list-style-type: none"> • Business applications • Advantages and practical limitations 	Theory		
17	Case Study – 1 (Hamdy A. Taha, pp. 47–87) <ul style="list-style-type: none"> • LPP applications • Classroom discussion and interpretation 	Case study discussions	Applications	

MODULE 2: Transportation, Assignment & Routing Problems (15 Hours)

18	Transportation Problem – Introduction <ul style="list-style-type: none"> • Definition and assumptions • Balanced and unbalanced TP 	Theory		
19	Formulation of Transportation Problem <ul style="list-style-type: none"> • Mathematical model • Conversion of unbalanced TP 	Formulation problems		
20	Formulation of Transportation Problem <ul style="list-style-type: none"> • Mathematical model 	Formulation problems		

	<ul style="list-style-type: none"> • Conversion of unbalanced TP 			
21	Initial Basic Feasible Solution (IBFS) <ul style="list-style-type: none"> • North-West Corner Rule 	Theory and Problem		
22	Matrix Minima / Maxima Method	Theory and Problem		
23	Vogel's Approximation Method (VAM) <ul style="list-style-type: none"> • Methodology and Theory 	Theory		
24	Vogel's Approximation Method (VAM) <ul style="list-style-type: none"> • Comparison of IBFS methods 	Numerical problems		
25	Degeneracy in Transportation Problems	Theory		
26	MODI Method : Optimality test	Theory and Numerical Problems		
27	MODI Method : Improvement of solution	Numerical Problems		
28	Moving Towards Optimality: Stepping stone logic	Theory		
29	Assignment Problem – Introduction and Difference between TP and Assignment problem	Theory		<i>Taha, H.A. (1999). O.P. Chap 5, pp 165-213.</i>
30	Hungarian Method: Minimization problems	Theory and Numerical Problems		<i>Taha, H.A. (1999). O.P. Chap 5, pp 165-213.</i>

31	Hungarian Method: Maximization as assignment problem	Theory and Numerical Problems		<i>Quantitative Techniques in Management ,N D Vohra, McGraw Hill Publication, Chap 6,pp 317-319</i>
32	Routing Problems: Travelling Salesman Problem (TSP), Shortest route concept			<i>Quantitative Techniques in Management ,N D Vohra, McGraw Hill Publication, Chap 6,pp 317-319</i>
33	Case Study – 2 (J.K. Sharma, pp. 305–307, 337– 338) <ul style="list-style-type: none"> • Asian Games • Shreya & Sons • City Corporation • Kamal Transport 	Case Study Discussion		

MODULE 3: Project Scheduling – PERT & CPM (15 Hours)

34	Introduction to Project Scheduling	Theory		
35	Difference between PERT and CPM	Theory		
36	Network Components: Activities, Events, Precedence relationships	Theory		
37	Network Components: Activities, Events, Precedence relationships	Theory with process of developing network diagrams		
38	Rules for Drawing Network Diagrams	Theory with process of developing network diagrams with Numerical problems		
39	Rules for Drawing Network Diagrams	Theory with process of developing network diagrams with Numerical problems		
40	CPM – Critical Path Method	Theory		

	<ul style="list-style-type: none"> • Forward pass • Backward pass • Float calculation 			
41	CPM – Critical Path Method <ul style="list-style-type: none"> • Forward pass • Backward pass • Float calculation 	Numerical Problems		
42	CPM	Numerical Problems		
43	CPM	Numerical Problems		
44	PERT: Expected time, Variance, Probability of completion	Theory		
45	PERT: Expected time, Variance, Probability of completion	Numerical Problems		
46	PERT	Numerical Problems		
47	Applications of PERT & CPM <ul style="list-style-type: none"> • Project planning • Monitoring and control 	Theory and Application		
48	Case Study – 3 on BRTS and Burj Khalifa	Case study discussion		
MODULE 4: Game Theory, Replacement, Sequencing & Decision Theory (15 Hours)				
49	Introduction to Game Theory : Competitive situations	Theory		<i>Vasant Lakshman Mote and T Madhavan (2017), Operations Research, New Delhi: Wiley India Pvt. Ltd.,</i>
50	Characteristics of Competitive Games	Theory		
51	Two-Person Zero-Sum Games	Theory		
52	Two-Person Zero-Sum Games: Pay-off matrix	Numerical Problems		
53	Maximin–Minimax Principle: Saddle point	Theory and Numerical Problems		

54	Maximin–Minimax Principle: Saddle point	Theory and Numerical Problems		
55	Pure and Mixed Strategy Games	Theory		
56	Pure and Mixed Strategy Games	Theory and Numerical problems		
57	Dominance Property	Theory		
58	Replacement Models: Deteriorating items, Sudden failure	Theory		
59	Replacement Models: Group replacement	Theory and Numerical Problems		
60	Decision Theory: Decision making under certainty, risk, uncertainty with simulation Models	Theory		

ASSURANCE OF LEARNING PLAN (AOL PLAN)

1. CLOs and Mode of Assessment:

CLO No.	CLO (Description)	Mode of Assessment
CLO1	Demonstrate the optimal allocation/assignment of resources in the constrained environment	Case Study
CLO2	Optimize the transportation cost /time using OR techniques	Test
CLO3	Optimize business functions using Linear Programming Technique	Test
CLO4	Apply PERT/CPM techniques in project planning to determine the optimal solution	Quiz (subjective)
CLO5	Apply Game theory in various competitive situations	Quiz (subjective)

1. Assessment Rubrics:

CLO No.	Exceed Expectation	Meet Expectation	Does not meet Expectation
CLO1	Case study submission with critical problems and alternatives assignments or solutions (more than 2)	Case study submission with critical problems and minimum one assignment solution. No compliant	Case study submission Group members forcing other members to take up the slack completely ineffective

	Group member were positive & Solution(s) contributed significantly Marks : 8-9	among Group member & Solution(s) with enthusiasm Marks : 4-7	Marks : 0-3			
CLO2 & CL03	Test: Marks	Test: Marks	Test: Marks			
	90-100%	10	70-74.9%	7	55-59.9%	4
	80-89.9%	9	65-69.9%	6	50-54.9%	3
	75-79.9%	8	60-64.9%	5	0-49.9% or Absent	0
	Logical, clear and Sufficient supporting details with effective conclusions and presentations of data and tabulations	Logical Clear & data in most of the time. Details are given but inadequate to support the solution. Conclusions lacks effectiveness	Data presented with little organization. Most of the solutions are partial & irrelevant. No Conclusions OR not clear			
CLO4 & CL05	Quiz: Marks	Quiz: Marks	Quiz: Marks			
	90-100%	10	70-74.9%	7	55-59.9%	4
	80-89.9%	9	65-69.9%	6	50-54.9%	3
	75-79.9%	8	60-64.9%	5	0-49.9% or Absent	0
	Logical, clear and Sufficient supporting details with effective conclusions and presentations of data and tabulations	Logical Clear & data in most of the time. Details are given but inadequate to support the solution. Conclusions lacks effectiveness	Data presented with little organization. Most of the solutions are partial & irrelevant. No Conclusions OR not clear			

POLICY ON PLAGIARISM:

- Plagiarism of any kind and to any extent can attract penalty by the concerned faculty. The assessment can range from being awarded a **‘zero’** for that particular component, with no further opportunity to improve. Repetition of the offence would result in holding up IA for such candidates.

Attendance Marks:

Attendance	0-70%	71-75%	76-80%	81-85%	86-90%	91-100%
Marks	0	1	2	3	4	5

Submitted by: Dr Manish Kothari

Signature & Date: 28-January-2026