



B M S College of Engineering Department of Management Studies and Research Centre

Introduction to BMSCE MBA:

Department of Management Studies & Research Centre was started in the year 1992 with an objective of imparting quality Management Education. With an initial intake of 60, the Department increased its intake to 120 in the year 2011. It was approved as a Research Centre in the year 2005 by VTU, Belgaum. The Department has been striving to offer quality Management Education with a team of qualified and experienced faculty. It also offers various value added programmes such as guest lectures, seminars, workshops, case based learning, course assignments, meet the CEO series, industrial visits etc., to prepare the students to face the challenges in the corporate world. The Department has an exclusive placement cell to handle training needs of the students, project and final placements.

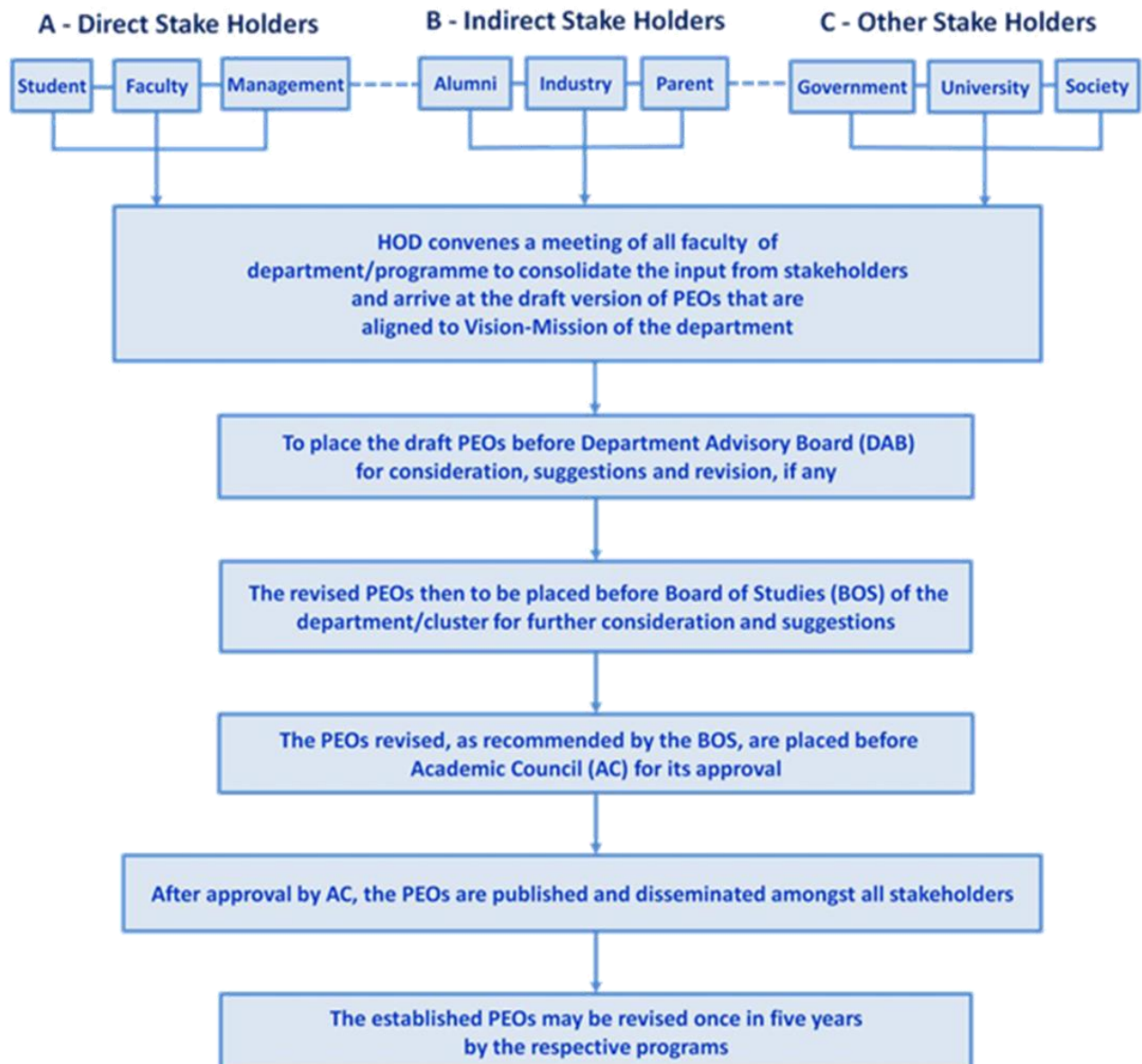
VISION

Develop leaders through Quality Management Education, Research and Entrepreneurship contributing to the Society

MISSION

- 1. To enhance the knowledge and capabilities to meet the Global challenges though suitable curriculum**
- 2. To be concerned and connected with the societal issues**
- 3. To foster collaborative contributions through training**
- 4. To inculcate sense of professional ethics, commitment and integrity**

PROCESS OF ESTABLISHMENT OF PEOs



Program Educational Objectives

- Graduating students will have a holistic knowledge, required skills and attitudes that demonstrate ability to perform as management professionals
- Graduates will exhibit the ability to solve problems in the real world that need cross functional team work
- Graduates will be effective management leaders of time, to deliver desired results.

Program Outcomes

PO1. Apply knowledge of management theories and practices to solve business problems.

PO2. Foster Analytical and critical thinking abilities for data based decision making.

PO3. Ability to develop Value based Leadership ability.

PO4. Ability to understand, analyze, communicate global, economic, legal, and ethical aspects of business.

PO5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to the team environment.

PO6. Ability to develop entrepreneurial thinking and business acumen.

PO7. Ability to foster research skills and their applications in the respective domain.

Program Structure

Total credits: 100

Credits per semester: 25

Total number of core courses: 16

Total credits for core courses: 60

Total number of electives: 8

Total credits for electives: 24

Number of Seminars: 2

Total credits for seminars: 2

Number of projects: 2

Total credits for projects: 14

Mandatory Zero credit courses: 2

MBA program consists of 4 semesters. First and second semesters will have only core courses and one seminar each. The core courses are designed to address the basic concepts in the functional and cross functional areas of management. Seminar topics are identified in such way that they will make the students learn and understand the contemporary issues in the field of management as well as socially relevant issues.

Third and fourth semesters along with the core courses will introduce the students to their choice of specialization. Students can choose either a functional discipline or a combination of functional and cross functional disciplines as their specialization. The courses will be offered in 4 areas of specialization viz., Financial Management, Marketing Management, Human Resources Management and General Management. In each specialization there are 6 courses offered as functional and 2 courses offered as cross functional disciplines. The cross functional discipline will help students to learn and acquire inter disciplinary knowledge. Apart from this, the student will have an opportunity to do an internship for 4 weeks between second and third semester in an organization which gives them corporate exposure and a learning experience. During the fourth semester, the student will take up a final project for 6 weeks in their area of specialization. Here the student can affiliate with an organization or do an independent research in any area of interest and submit a report.

Scheme & Structure for 2018-2020

Masters of Business Administration Programme

I Semester	II Semester	III Semester	IV Semester	Total
24+1= 25 Credits	24+1=25 Credits	21 + 4= 25 Credits	15 + 10=25 Credits	100 credits

I (25 Credits) & II (25 Credits) Semesters				
Semester	Core Courses	No. of credits/course	Total credits/Sem	No. of contact hours/course
I	6	4	24+ 1 (Seminar) = 25	52 hours – 5 units
II	6	4	24+1 (Seminar) = 25	52 hours – 5 units
III (25 credits) & IV (25 credits) Semesters				
	No. of courses	No. of credits/course	Total Credits/Sem	No. of contact hours/course
No. of Core Courses	III Sem = 3 IV Sem = 1	3	09 (III Sem) 03 (IV Sem)	39 hours – 5 units
No. of Functional Electives in each specialization	3 to be chosen out of 6	3	9	39 hours – 5 units
No. of Cross Functional Electives in each specialization	1 to be chosen out of 2	3	3	39 hours – 5 units
Internship (III Sem)	1	4	4	The student will be associated with the Company for 4 weeks after completion of II semester and should present a report pertaining to organizational functions in the III semester.
Final Project (IV Sem)	1	10	10	The student may carry out problem oriented research project for 6 weeks either in a company or independently during the IV semester.

Specializations offered: Finance, HR, Marketing and General Management

Functional Electives (F): 6 courses will be offered in each specialization out of which the student is required to choose 3 courses.

Cross Functional Electives (X): Bouquet of courses are offered across specialization, in which students are free to choose 1 course per semester.

Note: The student is also free to choose F & X from the same specialization.

I SEMESTER Total credits: 25

Sl. No	Course code	Course title	L	T	P	Hours/ week	Credits	IA	Exam	Total Marks
1	18MBA1PCMO	Management Process and Organizational Behavior	4	0	0	4	4	50	50	100
2	18MBA1PCME	Managerial Economics	4	0	0	4	4	50	50	100
3	18MBA1PCAC	Accounting for Managers	4	0	0	4	4	50	50	100
4	18MBA1PCMM	Marketing Management	4	0	0	4	4	50	50	100
5	18MBA1PCBC	Business communication	4	0	0	4	4	50	50	100
6	18MBA1PCBA	Business Analytics	4	0	0	4	4	50	50	100
7	18MBA1SRCI	Seminar I	0	0	2	2	1	50	50	100
		Total				26	25			700

Seminar I: Topics on Contemporary Issues in Management will be given to students on timely basis. It may involve extensive reading on the topic, data collection and presentation. The presentation will be evaluated both by an internal faculty and an external expert in the relevant area from industry. A student has to earn a minimum of 85% attendance and 50% marks in the seminar like any other theory course.

Course outcomes: Upon completion of the course, student will have the ability to

CO1	Identify management theories and apply the same in contemporary issues
CO2	Demonstrate critical thinking for decision making
CO3	Discuss contemporary issues related to value based Leadership
CO4	Critique global and ethical aspects of business
CO5	Utilize research skills in contemporary issues

English – Zero credit mandatory course (18MBA1NCEN): This course will have 2 lecture hours per week and will help the students to improve their English reading, writing, listening and speaking skills. Initially the entire batch of students will undergo an English screening test and the students below the cut-off score would be identified. The course is compulsory for these students. The evaluation will be based only on CIE. A minimum mark of 50% is required to pass and it is compulsory to pass in order to complete the course requirements for the award of Degree. 85% attendance is mandatory like any other theory course.

II SEMESTER
Total credits: 25

Sl. No	Course code	Course title	L	T	P	Hours/ week	Credits	IA	Exam	Total Marks
1	18MBA2PCOR	Operations Research	4	0	0	4	4	50	50	100
2	18MBA2PCFM	Financial Management	4	0	0	4	4	50	50	100
3	18MBA2PCHR	Human Resource Management	4	0	0	4	4	50	50	100
4	18MBA2PCBR	Business Research Methods	4	0	0	4	4	50	50	100
5	18MBA2PCBG	Business Government & Society	4	0	0	4	4	50	50	100
6	18MBA2PCMS	Management Information System	4	0	0	4	4	50	50	100
7	18MBA2SRSI	Seminar II	0	0	2	2	1	50	50	100
		Total				26	25			700

Seminar II: Topics on social issues will be given to students periodically. It may involve extensive reading on the topic, data collection and presentation. The presentation will be evaluated both by an internal faculty and an external expert in the relevant area from industry. A student has to earn a minimum of 85% attendance and 50% marks in the subject like any other theory courses.

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Understand the real situation related to social issues
CO2	Illustrate various issues related social issues
CO3	Analyse the changing scenario of socially relevant topics which make a real difference in people's life
CO4	Demonstrate knowledge sharing by using IT tools
CO5	Engage students to deliver seminar topics by analysing real case studies in the area of socially relevant projects

Business Mathematics – Zero credit mandatory course (18MBA2NCBM): This course will have 2 lecture hours per week and will help the students to improve their mathematical skills required for business. The course is compulsory for the students. The evaluation will be based only on CIE. A minimum mark of 50% is required to pass and it is compulsory to pass in order to complete the course requirements for the award of Degree. 85% attendance is mandatory like any other theory course.

III SEMESTER

Total credits: 25

Sl. No	Course code	Course title	L	T	P	Hours/ week	Credits	IA	Exam	Total Marks
1	18MBA3PCOM	Operations Management	3	0	0	3	3	50	50	100
2	18MBA3PCMB	Macro Business Environment	3	0	0	3	3	50	50	100
3	18MBA3PCED	Entrepreneurship Development	3	0	0	3	3	50	50	100
4		Functional Elective 1	3	0	0	3	3	50	50	100
5		Functional Elective 2	3	0	0	3	3	50	50	100
6		Functional Elective 3	3	0	0	3	3	50	50	100
7		Cross Functional Elective 1	3	0	0	3	3	50	50	100
		Total				21	21			
8	18MBA3NTOS	Internship	0	0	8	8	4	50	50	100
							25			800

Internship: The student will undergo an internship for 4 weeks after the completion of second semester and before the commencement of third semester in an organization, under the supervision of an internal guide and an external guide. The student will be able to apply the theoretical aspects learnt during the first and second semesters to the functioning of an organization. This will expose them to the real world corporate practices and give them a learning experience. The evaluation will be done by the Internal Guide during the course of the work and also a viva-voce examination will be conducted by the panel of Internal and External examiners with equal weightage of marks.

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Understand the functional departments of an organization
CO2	Analyse the complexities of each department of an organization
CO3	Present the report in a written form
CO4	Engage students to deliver the findings of the internship through oral presentations

SPECIALISATION: HUMAN RESOURCE MANAGEMENT ELECTIVES

Course Code	Course Title
Functional Electives	
18MBA3FHRS	Recruitment & Selection
18MBA3FHCM	Compensation Management
18MBA3FHLI	Legal Environment & Industrial Legislations
18MBA3FHOS	Organization Structure , Process & Design
18MBA3FHKM	Knowledge Management
18MBA3FHER	Employee Retention Management
Cross Functional Electives	
18MBA3XHOL	Organizational Leadership & Team Building
18MBA3XHPR	Public Relations

SPECIALISATION: MARKETING MANAGEMENT ELECTIVES

Course Code	Course Title
Functional Electives	
18MBA3FMCB	Consumer Behaviour
18MBA3FMBM	Business Marketing
18MBA3FMMR	Marketing Research
18MBA3FMMS	Services Marketing
18MBA3FMMS	Marketing Metrics
18MBA3FMMP	Product Management
Cross Functional Electives	
18MBA3XMSM	Sales Management
18MBA3XMEM	Event Marketing & Management

SPECIALISATION: FINANCIAL MANAGEMENT ELECTIVES

Course Code	Course title
Functional Electives	
18MBA3FFAF	Advanced Financial Management
18MBA3FFIM	Investment Management
18MBA3FFFR	Financial Reporting
18MBA3FFRI	Risk Management & Insurance
18MBA3FFMF	Micro Finance
18MBA3FFMB	Merchant Banking & Financial Services
Cross Functional Electives	
18MBA3XFVC	Venture Capital Financing
18MBA3XFPB	Principles & Practice of Banking

SPECIALISATION: GENERAL MANAGEMENT ELECTIVES

Course code	Course Name
Functional Electives	
18MBA3FGIM	Innovation Management
18MBA3FGPM	Project Management
18MBA3FGSC	Supply Chain Management
18MBA3FGFB	Managing Family Businesses
18MBA3FGCR	Customer Relationship Management
18MBA3FGCN	Conflict Management & Negotiation
Cross Functional Electives	
18MBA3XCGB	Corporate Governance and Business Ethics
18MBA3XGIP	Intellectual Property Rights

IV SEMESTER**Total credits: 25**

Sl. No	Course code	Course title	L	T	P	Hours/ week	Credits	IA	Exam	Total Marks
1	18MBA4PCSM	Strategic Management	3	0	0	3	3	50	50	100
2		Functional Elective 4	3	0	0	3	3	50	50	100
3		Functional Elective 5	3	0	0	3	3	50	50	100
4		Functional Elective 6	3	0	0	3	3	50	50	100
5		Cross Functional Elective 2	3	0	0	3	3	50	50	100
		Total				15	15			
6	18MBA4PWFT	Final Project	0	0	20	20	10	75	75	150
							25			650

Final Project: The student will undergo a final project for 6 weeks after completing the course requirements of the fourth semester in their area of specialization. Student is free to affiliate with an organization, do a research and submit a report or do a research independently in the area of interest and submit a report. The project will be done under the supervision of an internal guide and an external guide. The student will be able to apply the knowledge gained from the specialization courses to the problem area given by the organization or problem identified independently. This will enhance their functional knowledge and develop their problem solving skills to become industry ready. This will also act as a platform for the students for career opportunities. The evaluation of the report will be done by both internal guide and external examiner. Also a viva-voce examination will be conducted by a panel of internal and external examiners with equal weightage of marks.

Course outcomes:

CO1	Ability to engage in Literature review to identify the problem/ identified problem
CO2	Ability to identify the management theories and practices to solve the identified problem
CO3	Ability to identify the research methodology and hypothesis for data based decision making
CO4	Ability to plan the research using the Gantt chart
CO5	Ability to prepare the suggestions and recommendations which incorporates professional values and makes business sense
CO6	Ability to submit a written report, poster and video presentation
CO7	Ability to explain the work through an oral presentation that includes economical , legal, and ethical aspects of business

SPECIALISATION: HUMAN RESOURCE MANAGEMENT ELECTIVES

Course Code	Course Title
Functional Electives	
18MBA4FHLD	Learning & Development
18MBA4FHST	Strategic Talent Management
18MBA4FHOD	Organizational Development
18MBA4FHHI	International Human Resource Management
18MBA4FHMC	Managerial Counseling
18MBA4FHHA	HR Analytics
Cross Functional Electives	
18MBA4XHPG	Personal Growth & Interpersonal Effectiveness
18MBA4XHWE	Work Ethics

SPECIALISATION: MARKETING MANAGEMENT ELECTIVES

Course Code	Course Title
Functional Electives	
18MBA4FMRM	Rural Marketing
18MBA4FMCM	Marketing Channel Management
18MBA4FMIM	Integrated Marketing Communications
18MBA4FMRE	Retail Management
18MBA4FMIM	International Marketing
18MBA4FMSS	Strategic Marketing
Cross Functional Electives	
18MBA4XMBM	Strategic Brand Management
18MBA4XMEM	E-Marketing

SPECIALISATION: FINANCIAL MANAGEMENT ELECTIVES

Course Code	Course Title
Functional Electives	
18MBA4FFMA	Mergers, Acquisitions and Corporate Restructuring
18MBA4FFDR	Derivatives
18MBA4FFSC	Strategic Credit Management
18MBA4FFIF	International Financial Management
18MBA4FFTM	Tax Management
18MBA4FFPA	Project Appraisal, Planning & Control
Cross Functional Electives	
18MBA4XFPF	Personal Finance
18MBA4XFCM	Cost Management

SPECIALISATION: GENERAL MANAGEMENT ELECTIVES

Course Code	Course Title
Functional Electives	
18MBA4FGMT	Management of Technology
18MBA4FGIB	International Business Management
18MBA4FGBL	Business Law
18MBA4FGMS	Management of Start-ups
18MBA4FGPM	Performance Management & Competitive Advantage
18MBA4FGTQ	Total Quality Management
Cross Functional Electives	
18MBA4XGSE	Social Entrepreneurship
18MBA4XGCK	Change and Knowledge Management

COURSE GUIDELINES

1. Credited Theory Courses with Lecture Component only

- One Lecture Hour per week will be equal to One Credit
- One credit will have a course content of Thirteen hours
- Four credit courses in first and second semester
- Three credit courses in the third and fourth semester
- 85 % Attendance is mandated to qualify to appear for SEE
- Case Based Teaching Learning Process will be adopted based on the course contents as required
- Course Assignments will be given for all courses by the course instructor

2. Zero Credit Mandatory Courses

- Compulsory Course
- Two Lecture hours / week
- No Credit
- 85 % Attendance is mandated

3. Seminar

- Two Hours / week
- Topics on contemporary issues in the field of Management (Seminar I) and Social issues (Seminar II)
- Students will work individually for Seminar I and in teams for Seminar II. They will make a presentation and submit a report.
- 85% Attendance is mandated

4. Projects

a). Internship

- Student will work independently in a Company.
- Four Weeks Internship between second and third semester
- Two hours of practical work / week will be equal to one credit
- The students will understand the functions of the organization and will submit a report during the third semester.

b). Final Project

- Individual student will work in a Company / Independently
- Six Weeks field work during the Fourth Semester
- Two hours of practical work / week will be equal to one credit
- The students will affiliate with a company/independently based on their specialization to do a research and submit a report

COURSE ASSESSMENT AND EVALUATION

- **Minimum 50% Marks in CIE is mandated for Qualifying for SEE**
- **Minimum 40 % Marks in SEE is mandated for qualifying but an overall aggregate (CIE+SEE) of 50% is mandated for Pass/Grading**
- **Only Credited Courses will be considered for Grading**

1. Credited Theory Courses with Lecture Component only

Theory	AAT			
Test	Quiz/Case Discussion / Course Assignments	Total CIE	Total SEE	Total Marks Grading
40 Marks	10	50 Marks	50 Marks	100 Marks

- **CIE**
 - Both the tests are compulsory as per the guidelines of the College. Each test will be conducted for 40 marks and will be converted to 20 marks
 - Quiz /Case Discussion /Course Assignment or any AAT decided by the course instructor to be conducted for 10 marks
 - **Rubrics for Case Discussion & Course Assignments** - as decided by the course instructor
- **SEE**

SEE Question Paper Pattern

- Part A will consist of 7 questions of 5 mark each. Student is expected to answer 6 questions
- Part B will consist of 6 questions of 10 mark each. Student is expected to answer 5 questions
- Part C will be a compulsory case study for 20 marks. There can be 3 to 4 sub questions.
- The questions framed must be mix of all modules. Due Weightage to all modules should be given based on the contact hours
- Conducted for 100 marks

2. Zero Credit Mandatory Courses:

Theory		Total CIE
Test	Quiz	
40 Marks	10 Marks	50 Marks

- Assessment and Evaluation based only on CIE
- CIE
 - Both the tests are compulsory as per the guidelines of the College. Each test will be conducted for 50 marks and will be converted to 20 marks
 - 2 Quiz – 5 marks Each
 - TOTAL – 50 marks
- A Pass is required for award of degree

3. Seminars I:

Every week, two topics from the exhaustive list will be made available for a batch of 5 students from each section for the topic selection. The students for the presentation will be selected through lottery system. The presentations would be conducted on Saturday. An external subject expert preferably from Industry/Alumni/Academics will be invited for each section to give their views and feedback on the topic discussed by the students. The student needs to submit a report in the prescribed format for internal evaluation. At the end of the semester there will be a viva-voce examination conducted and evaluation of the students work will be done by the course instructor along with an external examiner.

Seminar II: Topics on social issues will be given to students periodically. It may involve extensive reading on the topic, data collection and presentation. The presentation will be evaluated both by an internal faculty and an external expert in the relevant area from industry. A student has to earn a minimum of 85% attendance and 50% marks in the subject like any other theory courses.

SEMINAR EVALUATION

Internal Evaluation – CIE	Viva Voce Examination - SEE			Total Marks
	Internal	External	Average	
50 Marks	50 Marks	50 Marks	50 Marks	100 Marks

EVALUATION RUBRIC

Student Presenter: _____

Evaluator: _____

Date _____

Contemporary Issues in Management/Socially relevant project rubrics					
	Inadequate	Average	Admirable	Outstanding	Score
Knowledge and Content (Report)	1-3	4-6	7-9	10	
Organization of presentation					10
Background content					10
Contribution of work					10
Knowledge of subject					10
Timelines					10
Presentation Skills (viva-voce)					
Graphics (use of PowerPoint)					10
Mechanics					10
Elocution/Language					10
Length and Pace					10
Overall impression (Q&A)					10
TOTAL SCORE					100

4. Internship

INTERNSHIP EVALUATION

Internal Evaluation - CIE	Viva Voce Examination - SEE			Total Marks
	Internal	External	Average	
50 Marks	50 Marks	50 Marks	50 Marks	100 Marks

RUBRIC

Student Presenter: _____

Evaluator: _____

Date_____

Corporate Exposure and Learning rubrics					
	Inadequate	Average	Admirable	Outstanding	Score
Knowledge and Content (Report)	1-3	4-6	7-9	10	
Content					10
Subject Knowledge					10
Coherence and Organization					10
Supporting Material					10
Timelines					10
Presentation Skills (viva-voce)					
Graphics (use of PowerPoint)					10
Mechanics/ Structure					10
Elocution/Language					10
Length and Pace					10
Overall impression (Q&A)					10
TOTAL SCORE					100

5. Final Project

FINAL PROJECT EVALUATION

Average of Internal & External Report Evaluation	Viva Voce Examination - SEE			Total Marks
	Internal	External	Average	
75 Marks	75Marks	75 Marks	75 Marks	150 Marks

FINAL PROJECT EVALUATION RUBRIC

Student Presenter: _____

Evaluator: _____

Date_____

Attributes	>80% (13-15 marks)	(>40 %=< 80%) (7-12 marks)	=< 40% (1-6 marks)	Final Score
Knowledge and Content (Report)				
Objectives content - Introduction	Substantially well scripted Clearly written	Reasonably written. Written, but logic is missing.	Not very clear Not well written	15
Theoretical concepts	Clearly identified and used in the work	Identified and reasonably used	Not clearly identified and used	15
Methodology , Statement of problem(SOP)	SOP- very clear Methodology- well suited for the problem	SOP- reasonably clear Methodology- can be improvised	SOP- Not clear Methodology- Not clear	15
Literature review	>10 literature collected in the problem area meaningfully and gap identified	>5 and =<10 literature collected in the problem area	= < 5 literature randomly collated	15
Data Collection (quality & quantity) and Data Analysis	Adequacy of data Analysis of higher order and suitable for the data with clear understanding of the use of analysis	Primary / secondary data collected but of inadequate quality Analysis done , but without understanding the requirement of the analysis	Inadequate – secondary/ primary data (quality & quantity) Basic analysis done.	15
Poster and video presentation	Clearly articulated poster. Meaningful presentation.	Reasonably articulated poster and video presentation.	Less clarity in poster and video presentation.	15
Results & Findings & recommendations	Articulated with implementable suggestions which makes business sense	Reasonably articulated and suggestions are fair.	Not very clearly articulated. Suggestions very routine.	15

Bibliography	Followed the standard referencing style	Followed different referencing styles	Written but not followed any referencing style	15
Timelines (Gantt Chart /Weekly reports)	Gantt chart available and followed	Gantt chart available but not followed	Gantt chart not available	15
Overall quality and completeness of the report with originality	Good quality and complete (plagiarism <10%)	Reasonable quality and completeness (plagiarism >10-20%)	Acceptable quality and completeness (plagiarism >20-25%)	15
Presentation & Viva-Voce				
Graphics (use of PowerPoint)	Slides organized extraordinarily	Slides reasonably organized	Slides not well organized	15
Mechanics	Grammar appropriately used	Reasonable usage of grammar	Usage of grammar is poor	15
Elocution/Language	Good clarity and command over language	Reasonable clarity in using language	Lack of clarity in usage of language	15
Length and Pace	Timing managed accurately	Reasonably managed time	Timing not maintained	15
Overall impression (Q&A)	Good clarity of concepts and high confidence	Average clarity of concepts and average confidence	Lack of clarity in concepts and poor confidence	15



Department of Management Studies and Research Centre
BMS COLLEGE OF ENGINEERING, BANGALORE – 19
(Autonomous College under VTU)

SEE - Question Paper Pattern:
I Semester End Examination - MBA Degree Examination

Course: _____

Course Code: _____

Duration: 3 Hours

Max Marks: 100

Q.No.	Questions	Marks
PART – A (Answer any SIX only)		
1		5
2		5
3		5
4		5
5		5
6		5
7		5
8		
PART – B (Answer any FIVE only)		
9		10
10		10
11		10
12		10
13		10
14		10
15		10
PART – C		
16	CASE STUDY (Maximum 2 or 3 Questions only)	20

PART – A to have questions of Low level difficulty
PART – B to have questions of Medium level difficulty
PART – C to have a case covering important concepts
All the Units of the course to be COVERED