

SILIGURI INSTITUTE OF TECHNOLOGY MASTER OF BUSINESS ADMINISTRATION



COURSE FILE 2ND SEM, 1ST YEAR

SESSION 2021-2022 (EVEN SEMESTER-2021)

Classes Conducted Through Online Mode

Internet Homepage: https://classroom.google.com/c/MzEyNTMxMTYyNjM4

PAPER NAME : HUMAN RESOURCES MANAGEMENT PAPER CODE: MB206 MBA [NEW Syllabus From 2018 session]

<u>Course File</u>

Course Title: HUMAN RESOURCES MANAGEMENT

Code: MB206

Semester: 2nd, Year 1st

Name of the Faculty: Debayan Nandi

E-mail: debaisit@gmail.com

Class Schedule of MB206 (Even Sem'2021)

	Lecture	Tutorial/ Remedial class		
Monday	10.50 AM - 11.40 AM		4.40 – 5.10 pm	
Tuesday				
Wednesda		2.10 PM – 3 PM		
У				
Thursday	11.40 AM - 12.30 PM		4.40 – 5.10 pm	
Friday	10.00 AM - 10.50 AM			

Hours for meeting students:

Day	Time
Monday	06.30 PM - 07.30 PM
Tuesday	06.30 PM - 07.30 PM
Wednesday	06.30 PM - 07.30 PM
Thursday	06.30 PM - 07.30 PM

i) Course Objective

Students will acquire basic knowledge on Marketing and sales techniques adopted in Retail business.

ii) Course Outcomes

After completion of this course the students are expected to be able to demonstrate following knowledge, skills and attitudes.

The student will be able to:

MB206.1 Understand how to procure, develop and assess the HR in an organization to get the best result by utilizing these resources (PT 2)	he 70%
best result by utilizing these resources (BT 3)	marks
MB206.2 Understand the different steps of man power planning process and employee hiri (BT 5)	ng 60% marks
MB2062.3 Understand the different methods of human resource development (BT 4)	75% marks
MB206.4Analyze the different methods of compensation administration in an organization retain the human asset. (BT 3)	to 70% marks
MB2062.5Understand how to maintain harmonious working environment in the organizationconsidering the legal and other influencing factors (BT 3)	on 75% marks
MB206.6Understand the concepts behind strategic and electronic human resourd management (BT5)	ce 60% marks

i. Once the student has successfully complete this course, he/she must be able to answer the following questions or perform/demonstrate the following:

Sl.	Question	BT Level
1.	What are the importances of HRM?	3
2.	What are the different steps of HRP?	5

3.	What are the different sources of recruitment?	5
4.	What are the different types of training & human resource development?	4
5.	How to derive the compensation packages?	4
6.	What are the key factors of industrial relations?	3
7.	What are the different steps of employee grievance handling?	3
8.	How to use IT in human resource management?	3

iii) Topic/Unit/Chapter Layout

Topic/Unit/Chapter	Lecture Hours	Tutorials/Re medial
Human Resource Management: Meaning, Scope, objectives, and functions of HRM , HR as a Factor of Competitive Advantage, Structure of HR Department, , Line and staff responsibility of HR Managers, Environmental factors influencing HRM	2	Environmental factors influencing HRM
Human Resource Planning: definition, objective, process of HRP. Supply and Demand Forecasting techniques, Manpower Inventory, Career Planning& Development, Succession Planning, Rightsizing, Restructuring. Human Resource Information System (HRIS)	6	Succession Planning, Rightsizing, Restructuring
Recruitment and Selection : Process, Sources, Methods of selection, Interviewing Methods, Skills and Errors.	4	Interviewing Errors.
Human Resource Development: Definition, objective, process of HRD, Assessment of HRD Needs, HRD Methods: Training and Non-Training, Training Process; Designing, Implementation and Evaluation of Training Programmes, Induction Training. Developing Managerial Skills for: team management, collaboration, interaction across business functions, presentation, Negotiation, and Networking	6	Implementation and Evaluation of Training Programmes
Performance Appraisal Systems : Purpose, Methods, Appraisal instruments, 360 degree Appraisal, HR Score Card, Errors in appraisal, Potential Appraisal, Appraisal Interview	4	Errors in appraisal, Potential Appraisal
Compensation Management : Concepts, Components; System of Wage Payment, job evaluation, wage/ salary fixation, incentives, bonus, ESOPs, Fringe Benefits, Retirement Benefits. Compensation Plans	4	Wage/ salary fixation
Industrial Relations in India: Parties; Management and Trade Unions, Industrial Disputes: Trends, Collective Bargaining, Settlement Machineries, Role of Government, Labour Policy in India	4	Collective Bargaining, Settlement Machineries
Workers' Participation in Management: Concept, Practices and Prospects in India, Quality Circles and other Small Group Activities.	2	Quality Circles and other Small Group Activities
Discipline Management : Misconduct, Disciplinary action, Domestic Enquiry, Grievance Handling	4	Grievance Handling
Strategic HRM: Meaning, Strategic HRM vs Traditional HRM, SHRM Process, barriers to SHRM. Nature of e-HRM, eRecruitment & Selection, e-Performance Management, e-Learning	4	Strategic HRM vs Traditional HRM
v) Text books		

1. Agarwala T. - Strategic Human Resource Management, OUP

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- 2. Aswathappa, K. Human Resource Management, Tata McGraw Hill
- 3. Jyothi P. & Venkatesh, D.N. Human Resource Management, OUP
- 4. Ramaswamy, E.A. Managing Human Resources, OUP
- 5. Saiyadain, M.S Human Resource Management : Tata McGraw Hill
- 6. Mondal Sabari & Goswami Amal Human Resource Management: Vrinda Publications

Reference book(s) :

Garry Dessler- Human Resource Management, TMH

(v) Evaluation Scheme

1) Theory

Evaluation Criteria	Marks
Internal Exam*	50
Assignment	40
Quiz	10
Attendance	5
University Exam	70
Total	100

* Two internal examinations are conducted; based on those two tests, average of them are considered in a scale of 15. **V. Course target attainment levels:**

Attainment Level	Inference
Attainment Level 1	40% of the students have attained more than the target level of that CO
Attainment Level 2	50% of the students have attained more than the target level of that CO
Attainment Level 3	60% of the students have attained more than the target level of that CO

Overall Course Attainment Target = 70% of the students will get "A" Grade Target has been set on the basis of last year's performance / result by the students, student quality this year and difficulty level of the course.

University Grading System:

Grade	Marks
0	90% and above
Е	80 - 89.9%
А	70 – 79.9%
В	60 - 69.9%
С	50 - 59.9%
D	40 - 49.9%
F	Below 40%

Course target attainment levels for university assessment:

Target (No. of Students)	Target Level of CO (Marks) in point	Attainment Level
≤ 49.9 %	7	1
50 – 59.9 %	7	2
60 % and above	7	3

Overall Course Attainment Target = 60% of the students will get 7 points.

(vi) Mapping of	(vi) Mapping of Course Outcomes and Program Outcomes:								
Course Outcomes			Program Outcome			PSC)s		
MB206.1	1				1	1			
MB206.2	1	1		1	1				

MB206.3		1	1		1	1
MB206.4	1	1		1	1	
MB206.5		1			1	
MB206.6		1				

1 = courses in which the student will be exposed to a topic (BT level 1& 2)

2 = courses in which students will gain competency in that area (BT level 3-4)

3 = courses in which students will master that skill (BT level 5-6)

CO1 to CO5 partially satisfies application of knowledge of scientific management in solving real life Shop floor Management problems. (PO1, PO2).

CO1 to CO4 partially satisfies the concept of individual and team work.

CO1 to CO5 partially satisfies the concept of applied management science, mathematics through mathematical & operations research tools and demonstrate proficiency in use of software to be required to practice Production/Operations related managerial profession.

Outcome	Method	Supporting Tools	Demonstration
C MB206.1	Structured, partially supervised	Power point presentation, real life example	Assignment, Quiz, Internal
C MB206.2	Structured, partially supervised	Class Lectures, Power point presentation	Assignment, Quiz, Internal
C MB206.3	Structured, partially supervised	Class Lectures, Power point presentation	Assignment, Quiz, Internal
C MB206.4	Structured, partially supervised	Class Lectures, Power point presentation	Tutorial, Assignment, Quiz, Internal
C MB206.5	Structured, partially supervised	Class Lectures, real life example	Tutorial, Assignment, Quiz, Internal

(vii) Delivery Methodology

iii) Mapping of Course Outcomes and Program Outcomes:

Learning Outcomes of MBA Program as specified by AICTE in 2018 (Considered as PO)

- PO1: Business Environment & Domain Knowledge
- PO2: Critical Thinking, Business Analysis, Problem solving & Innovative Solutions
- PO3: Global Exposure & Cross Cultural Understanding
- PO4 : Social Responsibilities & Ethics
- PO5 : Effective Communication
- PO6: Leadership & Teamwork

MBA Program Specific Outcomes (PSOs)

PSO₁: Identify the key issues facing a business or business subdivisions, utilize qualitative and quantitative methods to explore and solve critical business problems,

PSO₂: Incorporate diversity and multicultural perspectives while making business decisions as an entrepreneurs or decision maker.

Course	Program Outcomes					PSOs		
Outcomes	1	2	3	4	5	6	1	2
MB206.1	3	3	-	-	-	2	2	-
MB206.2	3	3	2	-	-	1	3	-
MB206.3	3	3	2	1	-	2	2	1
MB206.4	2	3	1	-	-	-	1	2
MB206.5	3	2	-	2	-	2	2	2
MB206.6	3	3	2	1		1	1	1
MB206	3	3	2	1		2	2	2

1 = courses in which the student will be exposed to a topic.

2 = courses in which students will gain competency in that area.

3= courses in which students will master that skill.

- MB206.1 need for the knowledge of HR as a Factor of Competitive Advantage it is highly linked with PO1 & PO3, partially linked with PO6 and & PSO1.
- MB2062.2 require application of Supply and Demand Forecasting techniques, Manpower Inventory. Hence it is highly linked with PO1, PO2& PSO1, partially linked with PO6
- MB206.3 requires knowledge & understanding Methods of selection. Hence it is highly linked with PO1, PO2& PSO1, partially linked with PO6 & thinly linked with PSO2.
- MB206.4 requires knowledge about HRD Methods. Hence it is highly linked with PO2 & partially linked with PO1, PSO2 and minimally linked with PO3 & PSO1.
- MB206.5 deals with Methods, Appraisal instruments. Hence it is highly linked with PO1, partially linked with PO2, PO4 & PO6 and partially linked with PO2 & PO12.
- MB206.6 deals with the Industrial Relations practices. Hence it is highly linked with PO1 & PO2, partially linked with PO3, & Minimally with PO4, PO6, PSO1 & PSO2

iv)) Unit	Layout

Unit	Lecture Hours
Meaning, Scope, objectives, and functions of HRM	2
Human Resource Planning	6
Recruitment and Selection	4
Human Resource Development	6
Performance Appraisal Systems	4
Compensation Management	4
Industrial Relations in India	4
Workers' Participation in Management	2
Discipline Management	4
Strategic HRM	4

(vii) Delivery Methodology

Outcome	Method	Supporting Tools	Demonstration
C MB206.1	Structured, partially supervised	Power point presentation, real life example	Assignment, Quiz, Internal
C MB206.2	Structured, partially supervised	Class Lectures, Power point presentation	Assignment, Quiz, Internal

C MB206.3	Structured, partially supervised	Class Lectures, Power point presentation	Assignment, Quiz, Internal
C MB206.4	Structured, partially supervised	Class Lectures, Power point presentation	Tutorial, Assignment, Quiz, Internal
C MB206.5	Structured, partially supervised	Class Lectures, real life example	Tutorial, Assignment, Quiz, Internal

Outcome	Assessment Tool	Specific Question/activity aligned to the Outcome
C.MB206.1, C. MB206.2, C. MB206.3, C. MB206.4, C. MB206.5	Internal Test	 Describe objectives, and functions of HRM Describe Environmental factors influencin HRM Elucidate Line and staff responsibility of H Managers What are the different Supply and Deman Forecasting techniques Discuss effectiveness of Succession Planning Describe Human Resource Informatio System (HRIS)
MB206.2, C. MB206.3, C. MB206.4,	Assignment	 Explain Sources of Recruitment Give a brief note of Methods of selection Describe Interviewing Methods, Skills an Errors. Explain process of HRD
C.MB206.1, C. MB206.2, C. MB206.3, C. MB206.4, C. MB206.5	End of Semester Test	 Discuss Developing Managerial Skills for: tear management. Explain HR Score Card Discuss Components; System of Wag Payment Why people join Trade Unions? Describe ESOPs, Fringe Benefits, Retirement Benefits Elucidate Collective Bargaining and Settlement Machineries What are the Role of Government in IR ? Discuss Quality Circles and other Small Grout Activities Distinguish between Strategic HRM w Traditional HRM

(vii) Weekly Lesson Plan

Week	Lectures	Assignment
1	Meaning, Scope, objectives, and functions of HRM , HR as a Factor of Competitive Advantage, Structure of HR Department, , Line and staff responsibility of HR Managers, Environmental factors influencing HRM, Human	

	Resource Planning: definition, objective, process of HRP. Supply and Demand Forecasting techniques	
2	Manpower Inventory, Career Planning& Development, Succession Planning, Rightsizing, Restructuring. Human Resource Information System (HRIS)	Explain Sources of Recruitment
3	Recruitment and Selection : Process, Sources, Methods of selection, Interviewing Methods, Skills and Errors	Give a brief note of Methods of selection
4	Human Resource Development: Definition, objective, process of HRD, Assessment of HRD Needs, HRD Methods: Training and Non-Training, Training Process; Designing, Implementation and Evaluation of Training Programmes, Induction Training.	Describe Interviewing Methods, Skills and Errors. Explain process of HRD
5	Developing Managerial Skills for: team management, collaboration, interaction across business functions, presentation, Negotiation, and Networking Performance Appraisal Systems : Purpose, Methods, Appraisal instruments, 360 degree Appraisal,	
6	HR Score Card, Errors in appraisal, Potential Appraisal, Appraisal Interview. Compensation Management : Concepts, Components; System of Wage Payment	Prepare Salary Slip
7	Job evaluation, wage/ salary fixation, incentives, bonus, ESOPs, Fringe Benefits, Retirement Benefits. Compensation Plans Industrial Relations in India: Parties; Management and Trade Unions, Industrial Disputes: Trends	
8	Collective Bargaining, Settlement Machineries, Role of Government, Labour Policy in India. Workers' Participation in Management: Concept, Practices and Prospects in India, Quality Circles and other Small Group Activities.	
9	Discipline Management : Misconduct, Disciplinary action, Domestic Enquiry, Grievance Handling	
10	Strategic HRM: Meaning, Strategic HRM vs Traditional HRM, SHRM Process, barriers to SHRM. Nature of e-HRM, eRecruitment & Selection, e-Performance Management, e-Learning	

TOPIC/UNIT/ Module: I Title: Introduction to HRM Week No 1

CONTENTS

Discussion of Course outcome and program outcome.

Introduction to Human Resource Management

Topic/Unit/Chapter Objectives

Broad Objectives of the chapter/topic are:

1. To be familiar with personnel management

2. To aware & conceptualize HCM

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Describe Meaning, Scope, objectives, and functions of HRM, HR as a Factor of Competitive Advantage [L1]

2. Elucidate Structure of HR Department, , Line and staff responsibility of HR Managers. [L2]

3. Analyse Environmental factors influencing HRM, [L3]

4. Elucidate Human Resource Planning: definition, objective, process of HRP. Supply and Demand Forecasting techniques [L4]

> TOPIC/UNIT/ Module: I Title: Man Power Planning Week No 2

CONTENTS

Discussion on Man Power Planning

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

Detailed discussion on Man Power Planning

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain Manpower Inventory [L1]

2. Explain Career Planning& Development. [L2]

3. Explain Succession Planning, Rightsizing, Restructuring [L3]

4. Explain Human Resource Information System (HRIS) [L4]

TOPIC/UNIT/ Module:I Title: Recruitment and Selection

Week No 3

CONTENTS

Discussion on Recruitment and Selection

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

• Detailed discussion on Recruitment and Selection

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain Process and Sources of recruitment [L1]

2. Discuss Methods of selection [L2]

3. Explain Interviewing Methods [L3]

4. Explain Interviewing Skills and Errors [L4]

TOPIC/UNIT/ Module:I Title: Human Resource Development

Week No 4

CONTENTS

Human Resource Development

Topic/Unit/Chapter Objectives

Broad Objectives of the chapter/topic are:

1. Detailed discussion on different strategy formulation for Human Resource Development

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

- 1. Definition, objective, process of HRD, Assessment of HRD Needs (L1]
- 2. HRD Methods (L2)
- 3. Training and Non-Training, Training Process; Designing, Implementation and Evaluation of Training Programmes [L3]
- 4. Induction Training [L4]

TOPIC/UNIT/ Module:I Title: Developing Managerial Skills & Performance Appraisal **Week No 5**

CONTENTS

Developing Managerial Skills & Performance Appraisal

Topic/Unit/Chapter Objectives Broad Objectives of the chapter/topic are:

- 1. Developing Managerial Skills
- 2. Performance Appraisal

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

- 1. Developing Managerial Skills for: team management, collaboration, interaction across business functions [L1]
- 2. Presentation , Negotiation, and Networking [L2]
- 3. Performance Appraisal Systems : Purpose, Methods [L3]
- 4. Appraisal instruments, 360 degree Appraisal, [L4]

TOPIC/UNIT/ Module: II Potential Appraisal and Compensation Week No 6

CONTENTS

Potential Appraisal and Compensation

Topic/Unit/Chapter Objectives: Proad Objectives of the chapter /topic a

Broad Objectives of the chapter/topic are:

- 1. Potential Appraisal
- 2. Compensation

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

- 1. Understanding HR Score Card, Errors in appraisal,, [L1]
- 2. Potential Appraisal, Appraisal Interview [L2]
- 3. Compensation Management : Concepts, Components, [L3]
- 4. System of Wage Payment [L4]

TOPIC/UNIT/ Module : II Title: Compensation & Industrial Relations in India

Week No 7

CONTENTS

Compensation & Industrial Relations in India

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are: Industrial Relations in India

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

- 1. Job evaluation, wage/ salary fixation, incentives, bonus, [L1]
- 2. ESOPs, Fringe Benefits, Retirement Benefits. Compensation Plans [L2]
- 3. Industrial Relations in India: Parties; Management [L3]
- 4. Trade Unions, Industrial Disputes: Trends Explain [L4]

TOPIC/UNIT/ Module : II Title: Collective Bargaining & Workers' Participation in Management Week No 8

CONTENTS

Collective Bargaining & Workers' Participation in Management

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. Concept of Collective Bargaining

2. Basic understanding of Workers' Participation in Management

1. Collective Bargaining, Settlement Machineries, [L1]

2. Basic understanding of Role of Government, Labour Policy in India.[L2]

3. Workers' Participation in Management: Concept, Practices and Prospects in India, [L3]

4. Discuss the methods of Quality Circles and other Small Group Activities [L4]

TOPIC/UNIT/ Module : II Title: Discipline Management & Grievance Handling Week No 9

CONTENTS

Discipline Management & Grievance Handling

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic Discipline Management & Grievance Handling

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Discipline Management : Misconduct, [L1]

- 2. Disciplinary action, [L2]
- 3. Domestic Enquiry, , [L3]
- 4. Grievance Handling [L4]

TOPIC/UNIT/ Module : II Title: Strategic HRM & e-HRM Week No 10

CONTENTS

Strategic HRM & e-HRM

Topic/Unit/Chapter Objectives: Broad Objectives of the chapter/topic are:

1. To familiar with Strategic HRM

2. To be able to manage e-HRM

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Strategic HRM: Meaning, Strategic HRM vs Traditional HRM, [L1]

2. SHRM Process, barriers to SHRM. [L2]

3. Analysis of Nature of e-HRM, e-Recruitment & Selection, [L3]

4. e-Performance Management, e-Learning Methods, Database Management[L4]

COMBINED DAILY LESSON PLAN & EXECUTION REPORT

NAME OF FACULTY	DEPARTMENT	SUBJECT: Human R	esource	
Mr. DEBAYAN NANDI	M.B.A	Management MB206	CODE :	SEMESTER: 2nd

Sl.	Lecture	Unit	Topic Description	Planned	Execution	Teaching
No.	No	No	(to be quoted from syllabus)	Date	Date	Pedagogy
1	1	1	Describe Meaning, Scope, objectives, and functions of HRM , HR as a Factor of Competitive Advantage	12/4/21	12/4/21	PPT presentation

	2		Elucidate Structure of HR Department, , Line and staff responsibility of HR Managers.	14/4/21	14/4/21	through Zoom/Google Meet App
	3		Analyse Environmental factors influencing HRM	15/4/21	16/4/21	Meet App
	4		Elucidate Human Resource Planning: definition, objective, process of HRP. Supply and Demand Forecasting techniques	16/4/21	19/4/21	
	5		Explain Manpower Inventory	19/4/21	21/4/21	
2	6	2	Explain Career Planning& Development.	21/4/21	22/4/21	-
2	7		Explain Succession Planning, Rightsizing, Restructuring	22/4/21	23/4/21	
3	8	3	Explain Human Resource Information System (HRIS)	23/4/21	26/4/21	
	9		Explain Process and Sources of recruitment	26/4/21	28/4/21	
	10		Discuss Methods of selection	28/4/21	29/4/21	
	11		Explain Interviewing Methods	29/4/21	30/4/21	
	12		Explain Interviewing Skills and Errors	30/4/21	3/5/21	1
4	13	4	Definition, objective, process of HRD, Assessment of HRD Needs	3/5/21	5/5/21	
	14		HRD Methods	5/5/21	6/5/21	
	15		Training and Non-Training, Training Process; Designing, Implementation and Evaluation of Training Programmes	6/5/21	7/5/21	PPT presentation through
	16	-	Induction Training	7/5/21	10/5/21	 Zoom/Google Meet App
	17		Developing Managerial Skills for: team management, collaboration, interaction across business functions	10/5/21	12/5/21	
5	18	5	Presentation , Negotiation, and Networking	12/5/21	13/5/21	-
	19		Performance Appraisal Systems : Purpose, Methods	13/5/21	14/5/21	
6	20		Appraisal instruments, 360 degree Appraisal	14/5/21	17/5/21	
6	21	6	Understanding HR Score Card, Errors in appraisal	17/5/21	19/5/21	
	22		Potential Appraisal, Appraisal Interview	19/5/21	20/5/21	PPT presentation
	23		Compensation Management : Concepts, Components,	20/5/21	21/5/21	through Zoom/Google Meet App
	24		System of Wage Payment	21/5/21	27/5/21	MeetApp
7	25	7	Job evaluation, wage/ salary fixation, incentives, bonus,	24/5/21	28/5/21	
	26		ESOPs, Fringe Benefits, Retirement Benefits. Compensation Plans	26/5/21	31/5/21	
	27		Industrial Relations in India: Parties; Management	27/5/21	2/6/21	
	28		Trade Unions, Industrial Disputes: Trends Explain	28/5/21	3/6/21	PPT presentation
	29		Collective Bargaining, Settlement Machineries,	31/5/21	4/6/21	through
8	30	8	Basic understanding of Role of Government, Labour Policy in India	2/6/21		Zoom/Google Meet App
-	31		Workers' Participation in Management: Concept, Practices and Prospects in India,	3/6/21		
	32		Discuss the methods of Quality Circles and other Small Group Activities	4/6/21		
9	33	9	Discipline Management : Misconduct,	7/6/21		PPT presentation
,	34	,	Disciplinary action,	9/6/21		through

	35		Domestic Enquiry	10/6/21	Zoom/Google Meet App
	36		Grievance Handling	11/6/21	MeetApp
	37		Strategic HRM: Meaning, Strategic HRM vs Traditional HRM,	14/6/21	
	38		SHRM Process, barriers to SHRM.	16/6/21	
10	39	10	Analysis of Nature of e-HRM, e-Recruitment & Selection,	17/6/21	
	40		e-Performance Management, e-Learning Methods, Database Management	18/6/21	

x) Teaching Strategy/Method (describes instructional methods, usage of ICT, efficient and engaging instructions and displays the best practices on institutional website)

- Learning by real life case incidents (from Economic Times, Business Line, HBR)
- Learning by question and answering
- Learning by different current industry business models in local areas
- Learning by team work (think, pair, share)
- Learning by solving numerical problems
- Learning by good video lectures and animation

(x.a) Strategy to support weak students

- Involve them in such real life based live business project work/designing of business plan
- Engage some bright students to put attention on their friends i.e. weak students Encouraging them to express their point of trouble
- Paying extra attention regarding subject matter beyond the class and regular follow up

(x.b) Strategy to encourage bright students

- Motivate them to browse the internet and go through the latest invention/developments in the particular field
- Try to encourage them to study beyond the syllabus
- Suggest them to follow comparatively advanced and well equipped text books
- Encourage them to implement some real life based hand on business oriented project work on the subject matter

(x.c) Efforts to keep students engaged

- Delivering some interesting lectures apart from conventional teaching
- Asking random questions to the students found unmindful from the topic
- Assigning regular home works and follow up
- Engage them by providing interesting problem solving
- Introducing some informal business quiz among different groups

XI. Attendance Records

ATTENDANCE SHEET (Lecture)

Subject with code:	HUMAN RESOURCE MANAGEMEN	Г

CODE	:MB206		Secti	ion:		Sei	nester	:2nd				D	isciplin	ne: MBA	
SI.	Roll No.	Name	12/ 4	14/ 4	16/ 4	19/ 4	21/ 4	22/ 4	23 /4	26 /4	28 /4	29/ 4	30/ 4	3/5	5/5
1	11900920001	AJAY KUMAR PRASAD	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р
2	11900920002	KUSHAL DAM	Р	Р	А	Р	Р	А	Р	Р	А	Р	Р	Р	Р
3	11900920003	SUROJIT PAUL	А	А	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
4	11900920004	RUPJIT DUTTA	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А	Р
5	11900920005	SIMRAN CHOWDHURY	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
6	11900920006	BIPLOB BARMAN	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
7	11900920007	PRAYANKAR DAHAL	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
8	11900920008	ROHIT THAPA	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А

	11000020000			Р	Р	Р			р	п	Р	Р	Р	Р	Р
9	11900920009	PRATIK CHHETRI	A	P	P	P	А	А	Р	Р	Р	P	P	P	P
10	11900920010	SANKHA	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р
10 11	11900920011	GHOSH SOURAV DAS	Р	Р	А	Р	Р	А	Р	Р	A	Р	Р	Р	Р
11	11900920012	RISHAV	A	A	P	P	A	P	P	P	P	P	P	P	P
12		DUTTA													
13	11900920014	RINJI SHERPA	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А	Р
14	11900920015	RIYA SARKAR	P	Р	Р	P	Р	Р	Р	A	Р	Р	Р	Р	P
15	11900920016	RIYA PRADHAN	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
	11900920017	BISWAJIT	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
16	11900920018	BAKSHI PRIYADARSINI	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	A	Р
17	11900920018	MUKHERJEE	1	1	1	1	1	1	п	1	1	1	1	Π	1
18	11900920019	RIYA DEB	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
19	11900920020	SUSHMA THAPA	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
19	11900920022	RUPANKAR	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
20		BARMAN													
21	11900920023	ANKUSH AICH	Р	Р	Р	A	Р	Р	Р	Р	Р	Р	Р	Р	Р
22	11900920024	SUPRIYO GHOSH	Р	Р	А	Р	Р	А	Р	Р	А	Р	Р	Р	Р
	11900920025	PRIANKA	А	А	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
23	11000020026	MUNDA	D	D	Р	Р	Р	D		P	D	Р	Р		D
24	11900920026	NILADRI BISWAS	Р	Р	P	P	P	Р	А	Р	Р	Р	P	A	Р
	11900920027	MANISH	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
25	11900920028	CHETTRI PRENA GUPTA	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
26 27	11900920028	ROHIT ALAM	P	P	P	P	P	P	P	P	P	P	P	P	P
27	11900920020	ASHMITA	P	P	P	P	P	P	A	P	P	P	P	A	P
28		SHARMA													
29	11900920031	RUBI SARKAR	Р	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	Р
30	11900920032	SUBARNA CHOWDHURY	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
	11900920033	ASHISH	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
31 32	11900920034	SHARMA KIRTY DAS	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р
33	11900920035	PRABIR AICH	P	P	A	P	P	A	P	P	A	P	P	P	P
55	11900920036	SOUMYAJIT	A	Α	Р	Р	Α	Р	Р	Р	Р	Р	Р	Р	Р
34		DAS								_		_		<u> </u>	
	11900920037	PUNAM KUMARI	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А	Р
35		GUPTA													
36	11900920038	SHUVODEEP	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
36 37	11900920039	GHOSH DEBANGI DAS	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
37	11900920040	TANMOY DEY	P	P	P	P	P	P	P	P	P	P	P	P	P
	11900920041	PRIYANKA	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А	Р
39	11900920042	NANDI TINNY	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
40	11900920042	SARKAR	r	r	r	r	r	r	ľ	А	r	r	r	r	r
	11900920043	MAINI	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
41	11900920044	SARKAR DEBAPRIYA	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
42	11700720044	RAHA			Ľ							Ĺ			-
43	11900920045	SOUMYAJIT	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
43	11900920046	GUHA SUBHANKAR	Р	Р	Р	Р	Р	Р	Α	Р	Р	Р	Р	A	Р
44		DAS			-	-	-	-			_	-	-	-	
45	11900920047	KAJAL GUPTA	P	P	P	Р	P	Р	P	A	Р	P	P	P	P
46	11900920048	ARABINDU BOSE	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
	11900920049	RISHAV	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
47		DUTTA													

		1			1			1	r	r	r		1		
48	11900920050	ANGELA YOLMO	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
49	11900920051	REKHA POKHREL	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	A	Р
50	11900920052	GHANNANTIK A BARUA	Р	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	Р
51	11900920053	ASMITA SHERPA	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
52	11900920054	SAMAJIT DEY	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
53	11900920055	RIYA GURUNG	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
55	11900920056	SITANGSHU	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А	Р
		BANDHU													
54	11900920057	CHATTERJEE ARUNABH	Р	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	Р
55	11900920037	MODAK	1	1	1	1	1	1	1	л	1	1	1	1	1
56	11900920058	SHREYA PALIT	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
	11900920059	ANINDA	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
57		BHATTACHAR JEE													
58	11900920060	Deepak Kumar	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
50		· · ·	1	I	1	1	I	1	I	I	I	1	1	1	1
Sl.	Roll No.	Name	6/5	7/5	10/	12/	13/	14/	17	19	20	21/	27/	28/	31/5
	11900920001	AJAY KUMAR	Р	Р	5 P	5 A	5 P	5 P	/5 P	/5 P	/5 P	5 P	5 P	5 Р	Р
1		PRASAD													
2	11900920002	KUSHAL DAM	Р	Р	A	Р	Р	А	Р	Р	А	Р	Р	Р	Р
3	11900920003	SUROJIT PAUL	A	A	Р	Р	A	Р	Р	Р	Р	Р	Р	Р	Р
4	11900920004	RUPJIT DUTTA	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	A	Р
5	11900920005	SIMRAN CHOWDHURY	Р	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	Р
6	11900920006	BIPLOB BARMAN	Р	Р	Р	Р	A	Р	Р	Р	Р	Р	Р	Р	Р
7	11900920007	PRAYANKAR DAHAL	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
8	11900920008	ROHIT THAPA	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А
9	11900920009	PRATIK CHHETRI	A	Р	Р	Р	А	A	Р	Р	Р	Р	Р	Р	Р
10	11900920010	SANKHA GHOSH	Р	Р	Р	A	Р	Р	Р	Р	Р	Р	Р	Р	Р
11	11900920011	SOURAV DAS	Р	Р	А	Р	Р	А	Р	Р	А	Р	Р	Р	Р
12	11900920012	RISHAV DUTTA	А	A	Р	Р	A	Р	Р	Р	Р	Р	Р	Р	Р
13	11900920014	RINJI SHERPA	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А	Р
14	11900920015	RIYA SARKAR	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
15	11900920016	RIYA PRADHAN	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
16	11900920017	BISWAJIT BAKSHI	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
17	11900920018	PRIYADARSINI MUKHERJEE	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	A	Р
18	11900920019	RIYA DEB	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
19	11900920020	SUSHMA THAPA	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
20	11900920022	RUPANKAR BARMAN	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
21	11900920023	ANKUSH AICH	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р
22	11900920024	SUPRIYO GHOSH	Р	Р	А	Р	Р	А	Р	Р	А	Р	Р	Р	Р
23	11900920025	PRIANKA MUNDA	А	А	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
24	11900920026	NILADRI BISWAS	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	A	Р
24	11900920027	MANISH CHETTRI	Р	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	Р
26	11900920028	PRENA GUPTA	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
27	11900920029	ROHIT ALAM	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
		•					•	•	•	•	•		•		

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28	11900920030	ASHMITA SHARMA	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	A	Р
29	11900920031	RUBI SARKAR	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
30	11900920032	SUBARNA CHOWDHURY	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
31	11900920033	ASHISH SHARMA	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
32	11900920034	KIRTY DAS	Р	Р	Р	Α	Р	Р	Р	Р	Р	Р	Р	Р	Р
33	11900920035	PRABIR AICH	Р	Р	Α	Р	Р	А	Р	Р	Α	Р	Р	Р	Р
55	11900920036	SOUMYAJIT	А	А	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
34	11900920000	DAS			-	-		-			-	-	-	-	-
35	11900920037	PUNAM KUMARI GUPTA	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	A	Р
36	11900920038	SHUVODEEP GHOSH	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
37	11900920039	DEBANGI DAS	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
38	11900920040	TANMOY DEY	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
39	11900920041	PRIYANKA NANDI	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А	Р
40	11900920042	TINNY SARKAR	Р	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	Р
	11900920043	MAINI	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
41	11000020044	SARKAR	D	D	P	D	D		P	P		P	D	P	P
42	11900920044	DEBAPRIYA RAHA	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
43	11900920045	SOUMYAJIT GUHA	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
44	11900920046	SUBHANKAR DAS	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	A	Р
45	11900920047	KAJAL GUPTA	Р	Р	Р	Р	Р	Р	Р	Α	Р	Р	Р	Р	Р
46	11900920048	ARABINDU BOSE	Р	Р	Р	Р	A	Р	Р	Р	Р	Р	Р	Р	Р
47	11900920049	RISHAV DUTTA	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
48	11900920050	ANGELA YOLMO	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
49	11900920051	REKHA POKHREL	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	А	Р
50	11900920052	GHANNANTIK A BARUA	Р	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	Р
51	11900920053	ASMITA SHERPA	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
52	11900920054	SAMAJIT DEY	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
53	11900920055	RIYA GURUNG	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
	11900920056	SITANGSHU BANDHU	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	A	Р
54	11900920057	CHATTERJEE ARUNABH	Р	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	Р
55		MODAK													
56	11900920058	SHREYA PALIT	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
	11900920059	ANINDA BHATTACHAR	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
57		JEE						<u> </u>	-	<u> </u>	-	-	<u> </u>	_	
58	11900920060	Deepak Kumar	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р

Sl.	Roll No.	Name	2/6	3/6	4/6					
1	11900920001	AJAY KUMAR	Р	Р	Р					
1		PRASAD								
2	11900920002	KUSHAL DAM	Р	Р	А					
3	11900920003	SUROJIT PAUL	А	А	Р					
4	11900920004	RUPJIT DUTTA	Р	Р	Р					
5	11900920005	SIMRAN	Р	Р	Р					
5		CHOWDHURY								
6	11900920006	BIPLOB	Р	Р	Р					
6		BARMAN								

7	11900920007	PRAYANKAR	Р	Р	Р								
7		DAHAL											
8	11900920008	ROHIT THAPA	Р	Р	Р								
9	11900920009	PRATIK CHHETRI	A	Р	Р								
10	11900920010	SANKHA GHOSH	Р	Р	Р								
10	11900920011	SOURAV DAS	Р	Р	Α								
	11900920012	RISHAV	А	А	Р								
12	11000000014	DUTTA	5										
13	11900920014	RINJI SHERPA RIYA SARKAR	Р	P P	P								
14	11900920015 11900920016	RIYA SARKAR RIYA	P P	P P	P P						 		
15		PRADHAN											
16	11900920017	BISWAJIT BAKSHI	Р	Р	Р								
17	11900920018	PRIYADARSINI MUKHERJEE	Р	Р	Р								
18	11900920019	RIYA DEB	Р	Р	Р								
19	11900920020	SUSHMA THAPA	Р	Р	Р								
	11900920022	RUPANKAR	Р	Р	Р	1	1	1	1	t	-	1	
20	11000000000	BARMAN	P	P	P		ļ						
21	11900920023 11900920024	ANKUSH AICH SUPRIYO	P P	P P	P								
22	11900920024	GHOSH	r	r	А								
23	11900920025	PRIANKA MUNDA	А	А	Р								
24	11900920026	NILADRI BISWAS	Р	Р	Р								
<u> 1</u> T	11900920027	MANISH	Р	Р	Р								
25		CHETTRI			-					ļ			
26	11900920028	PRENA GUPTA	Р	Р	Р								
27	11900920029	ROHIT ALAM	Р	Р	P		<u> </u>			ļ			
28	11900920030	ASHMITA SHARMA	Р	Р	Р								
29	11900920031	RUBI SARKAR	Р	Р	Р					ļ			
30	11900920032	SUBARNA CHOWDHURY	Р	Р	Р								
31	11900920033	ASHISH SHARMA	Р	Р	Р								
32	11900920034	KIRTY DAS	Р	Р	Р								
33	11900920035	PRABIR AICH	Р	Р	А								
34	11900920036	SOUMYAJIT DAS	А	A	Р								
51	11900920037	PUNAM	Р	Р	Р								
35		KUMARI GUPTA											
36	11900920038	SHUVODEEP GHOSH	Р	Р	Р								
37	11900920039	DEBANGI DAS	Р	Р	Р						<u> </u>		
38	11900920040	TANMOY DEY	Р	Р	Р		1	1					
	11900920041	PRIYANKA	Р	Р	Р		1						
39	11900920042	NANDI TINNY	Р	Р	Р								
40		SARKAR			-								
41	11900920043	MAINI SARKAR	Р	Р	Р								
42	11900920044	DEBAPRIYA RAHA	Р	Р	Р								
43	11900920045	SOUMYAJIT GUHA	Р	Р	Р								
44	11900920046	SUBHANKAR DAS	Р	Р	Р								
45	11900920047	KAJAL GUPTA	Р	Р	Р		1	Ì		İ		İ	
	11900920048	ARABINDU	Р	Р	Р								
46		BOSE											

	11900920049	RISHAV	Р	Р	Р					
47		DUTTA								
	11900920050	ANGELA	Р	Р	Р					
48		YOLMO								
	11900920051	REKHA	Р	Р	Р					
49		POKHREL								
	11900920052	GHANNANTIK	Р	Р	Р					
50		A BARUA								
	11900920053	ASMITA	Р	Р	Р					
51		SHERPA								
52	11900920054	SAMAJIT DEY	Р	Р	Р					
53	11900920055	RIYA GURUNG	Р	Р	Р					
	11900920056	SITANGSHU	Р	Р	Р					
		BANDHU								
54		CHATTERJEE								
	11900920057	ARUNABH	Р	Р	Р					
55		MODAK								
56	11900920058	SHREYA PALIT	Р	Р	Р					
	11900920059	ANINDA	Р	Р	Р					
		BHATTACHAR								
57		JEE								
58	11900920060	Deepak Kumar	Р	Р	Р					

	ATTENDANCE SHEET (Tutorial)														
	Roll No.	Name	17/4	23/4	05/5	23/5									
1	11900920001	AJAY KUMAR PRASAD	Р	Р	Р	Р									
2	11900920002	KUSHAL DAM	А	Р	А	Р									
3	11900920003	SUROJIT PAUL	Р	Р	Р	Р									
4	11900920004	RUPJIT DUTTA	А	Р	Р	Р									
5	11900920005	SIMRAN CHOWDHURY	А	А	Р	Р									
6	11900920006	BIPLOB BARMAN	Р	А	А	Р									
7	11900920007	PRAYANKAR DAHAL	Р	Р	Р	Р									
8	11900920008	ROHIT THAPA	Р	Р	А	Р									
9	11900920009	PRATIK CHHETRI	Р	Р	Р	A									
10	11900920010	SANKHA GHOSH	Р	Р	Р	Р									
11	11900920011	SOURAV DAS	А	Р	А	Р									
12	11900920012	RISHAV DUTTA	Р	Р	Р	Р									
13	11900920014	RINJI SHERPA	А	Р	Р	Р									
14	11900920015	RIYA SARKAR	А	А	Р	Р									
15	11900920016	RIYA PRADHAN	Р	А	А	Р									
16	11900920017	BISWAJIT BAKSHI	Р	Р	Р	Р									
17	11900920018	PRIYADARSINI MUKHERJEE	А	Р	А	Р									
18	11900920019	RIYA DEB	Р	Р	Р	Р									
19	11900920020	SUSHMA THAPA	А	Р	Р	Р									
20	11900920022	RUPANKAR BARMAN	А	А	Р	Р									
21	11900920023	ANKUSH AICH	Р	А	А	Р									
22	11900920024	SUPRIYO GHOSH	Р	Р	Р	Р									
23	11900920025	PRIANKA MUNDA	Р	Р	А	Р									
24	11900920026	NILADRI BISWAS	Р	Р	Р	А									
25	11900920027	MANISH CHETTRI	Р	Р	Р	Р									
26	11900920028	PRENA GUPTA	А	Р	А	Р									
27	11900920029	ROHIT ALAM	Р	Р	Р	Р									
28	11900920030	ASHMITA SHARMA	А	Р	Р	Р									
29	11900920031	RUBI SARKAR	А	А	Р	Р									
30	11900920032	SUBARNA CHOWDHURY	Р	А	А	Р									

31	11900920033	ASHISH SHARMA	Р	Р	Р	Р				
32	11900920034	KIRTY DAS	A	P	A	P				
33	11900920035	PRABIR AICH	Р	Р	Р	Р				
34	11900920036	SOUMYAJIT DAS	Р	А	А	Р				
	11900920037	PUNAM KUMARI	Р	D	D	Р				
35		GUPTA	Р	Р	Р	Р				
36	11900920038	SHUVODEEP GHOSH	Р	Р	А	Р				
37	11900920039	DEBANGI DAS	Р	Р	Р	А				
38	11900920040	TANMOY DEY	Р	Р	Р	Р				
39	11900920041	PRIYANKA NANDI	Α	Р	Α	Р				
40	11900920042	TINNY SARKAR	Р	Р	Р	Р				
41	11900920043	MAINI SARKAR	Α	Р	Р	Р				
42	11900920044	DEBAPRIYA RAHA	Α	Α	Р	Р				
43	11900920045	SOUMYAJIT GUHA	Р	А	А	Р				
44	11900920046	SUBHANKAR DAS	Р	Р	Р	Р				
45	11900920047	KAJAL GUPTA	А	Р	А	Р				
46	11900920048	ARABINDU BOSE	Р	Р	Р	Р				
47	11900920049	RISHAV DUTTA	Р	А	Α	Р				
48	11900920050	ANGELA YOLMO	Р	Р	Р	Р				
49	11900920051	REKHA POKHREL	Р	Р	Α	Р				
	11900920052	GHANNANTIKA	Р	Р	Р	А				
50		BARUA		1						
51	11900920053	ASMITA SHERPA	Р	Р	Р	Р				
52	11900920054	SAMAJIT DEY	A	Р	A	Р				
53	11900920055	RIYA GURUNG	Р	Р	Р	Р				
	11900920056	SITANGSHU BANDHU	А	Р	Р	Р				
54	11900920057	CHATTERJEE ARUNABH MODAK							-	
55			A	A	Р	Р				
56	11900920058	SHREYA PALIT	Р	A	A	Р	<u> </u>			
57	11900920059	ANINDA BHATTACHARJEE	Р	Р	Р	Р				
58	11900920060	Deepak Kumar	А	Р	А	Р				
50	11700720000	Deepuk Kumu	п	1	п	1		1	1	

Records of Assignment

Subject	Subject with code: HUMAN RESOURCE MANAGEMENT					
CODE	CODE : MB206 Section:		tion:	Semester : 2ND	Discipline: MBA	
Sl.	Roll No.	Name	20/04	12/5		
1	11900920001	AJAY KUMAR PRASAD	Submitted	Submitted		
2	11900920002	KUSHAL DAM	Submitted	Submitted		
3	11900920003	SUROJIT PAUL	Submitted	Submitted		
4	11900920004	RUPJIT DUTTA	Submitted	Submitted		
5	11900920005	SIMRAN CHOWDHURY	Submitted	Submitted		
6	11900920006	BIPLOB BARMAN	Submitted	Submitted		
7	11900920007	PRAYANKAR DAHAL	Submitted	Submitted		
8	11900920008	ROHIT THAPA	Submitted	Submitted		
9	11900920009	PRATIK CHHETRI	Submitted	Submitted (delayed)		
10	11900920010	SANKHA GHOSH	Submitted	Submitted		
11	11900920011	SOURAV DAS	Submitted	Submitted		
12	11900920012	RISHAV DUTTA	Submitted	Submitted		
13	11900920014	RINJI SHERPA	Submitted	Submitted		
14	11900920015	RIYA SARKAR	Submitted	Submitted		
15	11900920016	RIYA PRADHAN	Submitted	Submitted		
16	11900920017	BISWAJIT BAKSHI	Submitted	Submitted		
	11900920018	PRIYADARSINI	Submitted	Submitted		
17		MUKHERJEE				
18	11900920019	RIYA DEB	Submitted	Submitted		
19	11900920020	SUSHMA THAPA	Submitted	Submitted		
20	11900920022	RUPANKAR BARMAN	Submitted	Submitted		

21	11900920023	ANKUSH AICH	Submitted	Submitted	
22	11900920024	SUPRIYO GHOSH	Submitted	Submitted	
23	11900920025	PRIANKA MUNDA	Submitted	Submitted	
24	11900920026	NILADRI BISWAS	Submitted	Submitted	
25	11900920027	MANISH CHETTRI	Submitted	Submitted	
26	11900920028	PRENA GUPTA	Submitted	Submitted	
27	11900920029	ROHIT ALAM	Submitted	Submitted	
28	11900920030	ASHMITA SHARMA	Submitted	Submitted	
29	11900920031	RUBI SARKAR	Submitted	Submitted (delayed)	
	11900920032	SUBARNA	Submitted	Submitted	
30		CHOWDHURY			
31	11900920033	ASHISH SHARMA	Submitted	Submitted	
32	11900920034	KIRTY DAS	Submitted	Submitted	
33	11900920035	PRABIR AICH	Submitted	Submitted	
34	11900920036	SOUMYAJIT DAS	Submitted	Submitted	
25	11900920037	PUNAM KUMARI	Submitted	Submitted	
35	11000020028	GUPTA	Submitted	Submitted	
36	11900920038	SHUVODEEP GHOSH	Submitted	Submitted	
37	11900920039 11900920040	DEBANGI DAS	Submitted	Submitted	
38		TANMOY DEY	Submitted	Submitted	
39	11900920041 11900920042	PRIYANKA NANDI	Submitted	Submitted	
40		TINNY SARKAR	Submitted	Submitted	
41	11900920043	MAINI SARKAR	Submitted	Submitted	
42	11900920044	DEBAPRIYA RAHA		Submitted	
43	11900920045	SOUMYAJIT GUHA	Submitted		
44	11900920046	SUBHANKAR DAS	Submitted	Submitted	
45	11900920047	KAJAL GUPTA	Submitted	Submitted	
46	11900920048	ARABINDU BOSE	Submitted	Submitted	
47	11900920049	RISHAV DUTTA	Submitted	Submitted	
48	11900920050	ANGELA YOLMO	Submitted	Submitted	
49	11900920051	REKHA POKHREL	Submitted	Submitted (delayed)	
50	11900920052	GHANNANTIKA BARUA	Submitted	Submitted	
51	11900920053	ASMITA SHERPA	Submitted	Submitted	
52	11900920054	SAMAJIT DEY	Submitted	Submitted	
53	11900920055	RIYA GURUNG	Submitted	Submitted	
54	11900920056	SITANGSHU BANDHU CHATTERJEE	Submitted	Submitted	
55	11900920057	ARUNABH MODAK	Submitted	Submitted	
56	11900920058	SHREYA PALIT	Submitted	Submitted	
	11900920059	ANINDA	Submitted	Submitted	
57	1100000000000	BHATTACHARJEE	Outracitie	Orthonitional	
58	11900920060	Deepak Kumar	Submitted	Submitted	

	XII. INTERNAL ASSESMENT RECORD MB206; MAKAUT Even Semester 2021								
SI.	Roll No.	Name	Attendance Total Marks		Internal Examination 1 st 2nd Out of 20		Assignment / Quiz (5)	Total (30)	
1	11900920001	AJAY KUMAR PRASAD	5		23			4	
2	11900920002	KUSHAL DAM	5		20			4	
3	11900920003	SUROJIT PAUL	5		20			5	
4	11900920004	RUPJIT DUTTA	5		21			3	
5	11900920005	SIMRAN CHOWDHURY	5		20			5	
6	11900920006	BIPLOB BARMAN	5		20			3	
7	11900920007	PRAYANKAR DAHAL	5		22			5	
8	11900920008	ROHIT THAPA	5		22			5	
9	11900920009	PRATIK CHHETRI	5		20			4	
10	11900920010	SANKHA GHOSH	5		23			4	
11	11900920011	SOURAV DAS	5		20			4	
12	11900920012	RISHAV DUTTA	5		20			5	

13 1900920015 RIYA SARKAR 5 20 41 15 11900920015 RIYA PRADHAN 5 20 4 16 11900920017 BISWAIT PAKSHI 5 20 5 11900920018 BISWAIT PAKSHI 5 20 5 11900920018 RIYA DAB 5 21 3 119 1190092002 RUPANKAR BARMAN 5 20 3 21 1190092002 RUPANKAR BARMAN 5 20 4 22 1190092002 RUPANKAR BARMAN 5 20 4 23 1190092002 RUPANKAR BARMAN 5 20 4 24 1190092002 RUPANKA MUNDA 5 20 5 26 1190092002 MAINSH CHETTRI 5 20 3 2 21 1190092002 ROHIT ALAM 5 22 5 2 28 11900920031 RUBTASKAR 5 20 4 4 31 1900920031 RUBTASKAR 5 20 4 4 <th>13</th> <th>11900920014</th> <th>RINJI SHERPA</th> <th>5</th> <th>21</th> <th>3</th> <th></th>	13	11900920014	RINJI SHERPA	5	21	3	
15 11900920016 RIYA PRADHAN 5 20 4 16 11900920017 BISWAJIT BAKSHIL 5 20 5 17 1000920018 PRIYADARSINI 5 24 5 18 11900920020 RIYA DARSINI 5 22 4 19 11900920020 RIYA ADEE 5 22 4 20 190092002 RIYANA KAR BAMAN 5 20 3 21 1190092002 RIYANAKAR BAMANAN 5 20 4 22 1190092002 RIYANAKA MUNDA 5 20 4 23 1190092002 NILADRI BISWAS 5 21 3 25 1190092002 RENA GUPTA 5 20 5 26 1190092003 SHHIT SARKAR 5 20 4 27 1190092003 SHHIKARARA 5 20 4 30 1190092003 ASHIT SARARA 5 20 4							
16 11900920017 BISWAHT BAKSHI 5 20 5 17 11900920018 PRIYADARSINI 5 24 5 18 11900920020 RIYA DER 5 22 4 19 1190092002 RUFANKAR BARMAN 5 20 3 20 1190092002 RUFANKAR BARMAN 5 20 3 21 1190092002 RUFANKAR BARMAN 5 20 4 23 1190092002 RUFANKA MINDA 5 20 5 24 1190092002 RIKAKA MUNDA 5 20 5 24 1190092002 RANSH CHETTRI 5 20 3 25 1190092003 ROHT ALAM 5 22 5 28 1190092003 RANSH CHETTRI 5 20 4 29 190092003 RSHMTA SHARMA 5 20 4 31 190092003 ASHMTA SHARMA 5 20 5 <t< td=""><td></td><td></td><td></td><td></td><td>-</td><td></td><td></td></t<>					-		
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19 11900920020 SUSHAA THAPA 5 21 1 3 20 11900920023 RUPANKAR BARMAN 5 20 3 3 21 11900920023 ANKAR BARMAN 5 20 4 3 22 11900920023 SUPRIYO GHOSH 5 23 4 4 23 11900920023 PRIANKA MUNDA 5 20 5 5 24 11900920027 MAINSH CHETTRI 5 20 3 5 26 11900920028 RENA GUPTA 5 20 3 3 27 11900920031 RUBI SARKAR 5 20 4 4 30 0 CHOWDHURY 23 4 4 3 1 1900920031 RUBI SARKAR 5 20 4 3 1 3 3 1 3 3 1 3 3 1 3 1 3 1 3 1 3		11900920019		5	22	4	
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41 1190920043 MAINI SARKAR 5 23 4 42 1190920044 DEBAPRIYA RAHA 5 20 4 43 11900920045 SOUMYAJIT GUHA 5 20 5 44 11900920046 SUBHANKAR DAS 5 21 3 45 11900920047 KAJAL GUPTA 5 20 5 46 11900920048 ARABINDU BOSE 5 20 3 47 11900920049 RISHAV DUTTA 5 22 5 48 11900920050 ANGELA YOLMO 5 22 5 49 11900920051 REKHA POKHREL 5 20 4 50 GHANNANTIKA 5 23 4 51 11900920053 ASMITA SHERPA 5 20 4 52 11900920054 SAMAJIT DEY 5 20 5 53 11900920055 RIYA GURUNG 5 20 5 54 11900920056 SITANGSHU BANDHU 5 20 5 54 11	39	11900920041	PRIYANKA NANDI	5	21	3	
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	58	11900920060	Deepak Kumar	5	22	4	

	Roll No.	Name	CA 1	CA2 1 st Internal	CA3 Quiz & Case	CA4 2nd
			Assignment	Test (25)	Study (25)	Internal (25)
1	11900920001	AJAY KUMAR PRASAD	20	23		
2	11900920002	KUSHAL DAM	20	20		
3	11900920003	SUROJIT PAUL	20	20		
4	11900920004	RUPJIT DUTTA	22	21		

5	11900920005	SIMRAN CHOWDHURY	20	20		
-	11900920005	BIPLOB BARMAN	20	20		
6			23	23		
7	11900920007	PRAYANKAR DAHAL	21	22		
8	11900920008	ROHIT THAPA	20	22		
9	11900920009	PRATIK CHHETRI	20	20		
10	11900920010	SANKHA GHOSH	21	20		
11	11900920011	SOURAV DAS	20	21		
12	11900920012	RISHAV DUTTA	20	20		
13	11900920014	RINJI SHERPA	24	25		
14	11900920015	RIYA SARKAR	22	22		
15	11900920016	RIYA PRADHAN	20	20		
16	11900920017	BISWAJIT BAKSHI	20	20		
	11900920018	PRIYADARSINI	24	25		
17	11000000000000	MUKHERJEE		_		
18	11900920019	RIYA DEB	23	22		
19	11900920020	SUSHMA THAPA	22	21		
20	11900920022	RUPANKAR BARMAN	21	22		
21	11900920023	ANKUSH AICH	20	23		
22	11900920024	SUPRIYO GHOSH	20	20		
23	11900920025	PRIANKA MUNDA	20	20		
24	11900920026	NILADRI BISWAS	22	21		
25	11900920027	MANISH CHETTRI	20	20		
26	11900920028	PRENA GUPTA	23	23		
27	11900920029	ROHIT ALAM	21	22		
28	11900920030	ASHMITA SHARMA	20	22		
29	11900920031	RUBI SARKAR	20	20		
30	11900920032	SUBARNA CHOWDHURY	21	20		
31	11900920033	ASHISH SHARMA	20	21		
32	11900920034	KIRTY DAS	20	20		
33	11900920035	PRABIR AICH	24	25		
34	11900920036	SOUMYAJIT DAS	22	22		
35	11900920037	PUNAM KUMARI GUPTA	20	20		
36	11900920038	SHUVODEEP GHOSH	20	20		
37	11900920039	DEBANGI DAS	24	25		
38	11900920040	TANMOY DEY	23	22		
39	11900920041	PRIYANKA NANDI	22	21		
40	11900920042	TINNY SARKAR	21	22		
41	11900920043	MAINI SARKAR	20	23		
42	11900920044	DEBAPRIYA RAHA	20	20		
43	11900920045	SOUMYAJIT GUHA	20	20		
44	11900920046	SUBHANKAR DAS	22	21		
45	11900920047	KAJAL GUPTA	20	20		
46	11900920048	ARABINDU BOSE	23	23		
47	11900920049	RISHAV DUTTA	21	22		
48	11900920050	ANGELA YOLMO	20	22		
49	11900920051	REKHA POKHREL	20	20		
50	11900920052	GHANNANTIKA BARUA	21	20		
51	11900920053	ASMITA SHERPA	20	21		
52	11900920054	SAMAJIT DEY	20	20		
53	11900920055	RIYA GURUNG	24	25		
00	11900920056	SITANGSHU BANDHU				
54		CHATTERJEE	22	22		
55	11900920057	ARUNABH MODAK	20	20		
56	11900920058	SHREYA PALIT	20	20		
	11900920059	ANINDA	24	25		
57		BHATTACHARJEE				
58	11900920060	Deepak Kumar	23	22		

Serial No	Roll No	Name of Student	Remedial measures taken by Teacher
1	11900920036	SOUMYAJIT DAS	Wage Calculation
2	11900920039	DEBANGI DAS	360 Degree appraisal method
3	11900920037	PUNAM KUMARI GUPTA	Vestibule training
4	11900920038	SHUVODEEP GHOSH	
5			
6			
7			

XIII. NAME WITH ROLL NO.S OF STUDENT WHOSE ACADEMIC PERFOMANCE IS NOT SATISFACTORY

XIV. Records of activities for bright students :

(XV) Analysis of Students performance in the course

INTERNAL ASSESSMENT

UNIVERSITY EXAMINATION

	Students	
Grades	Achievement	Total
0		
E		
А		
В		
С		
D		
F		

Percentage of Students Achieved the Targeted Course Attainment:

	Total No. of Students		
%ag	je of students who		
atta	ined target		

CONSOLIDATED INTERNAL TEST RECORDS of MB206; MAKAUT Even Semester 2021

(xiii) Analysis of Student Feed Back: MB206 Even Sem 2021 Summative

Formative

<mark>Course Survey</mark>

	CERTIFICATE					
I, the un	I, the undersigned, have completed the course allotted to me as shown below					
Sl. No.	Semester	Subject with Code	Total Units/ Chapters	Remarks		
01.	MBA 2 ND 2021	HUMAN RESOURCE MANAGEMENT Subject Code: MB206	10			
Date : Submitte	d to HOD			Signature of Faculty		
Subilitie		Certificate by HOI)			
I, the und not satisfa		has completed th		ed to him/ her satisfactorily/		
Date :		Signature of HOD				
Submitte	d to Principal/Direct	or				
Date :						
			Signa	ature of Principal/Director		



SILIGURI INSTITUTE OF TECHNOLOGY MASTER OF BUSINESS ADMINISTRATION



COURSE FILE 4TH SEM, 2ND YEAR

SESSION 2019 - 2020 (EVEN SEMESTER-2019)

PAPER NAME : STRATEGIC MANAGEMENT PAPER CODE: MB402 MBA [Syllabus From 2008 session]

Course File

Course Title: Strategic Management

Code: MB 402

Semester 4th , Year 2nd

Name of the Faculty: Debayan Nandi

E-mail: debaisit@gmail.com

Class Schedule of MB 402 (Even Sem'2019)

	Lecture	Tutorial/
		Remedial class
Monday	10.00 AM - 10.50 AM	
Tuesday	10.00 AM - 10.50 AM	4.40 – 5.10 pm
Wednesda	10.00 AM - 10.50 AM	
у		
Thursday		4.40 – 5.10 pm
Friday	10.00 AM - 10.50 AM	

Hours for meeting students:

Day	Time
Monday	01.30 PM - 02.00 PM
Tuesday	04.40 PM - 05.00 PM
Wednesday	04.40 PM - 05.00 PM
Thursday	01.30 PM - 02.00 PM

i) Course Objective

- To gather the knowledge of the strategic management of organisations, including the formulation of longer term strategic directions, the planning of objectives and supporting strategies, and the control of strategic implementation.
- It provides students with an understanding of the approaches and tools for planning and controlling strategy at the organisation and sub-unit levels, as well as experience in case analysis and practical application of planning and control skills.
- To understand the concept to evaluate the strategic environment, industry and competitive analysis, formulating mission and setting objectives, strategy selection and implementation, and strategic control.

ii) Course Outcomes

i. After completion of this course the students are expected to be able to demonstrate following knowledge, skills and attitudes.

The student will be able to:

Description of Course Outcomes			
CO1	Critically analyse the internal and external environments in which businesses operate and assess their significance for strategic planning. <i>(Knowledge, Comprehending, Remembering)</i>	60%	
CO2	O2 Apply understanding for the theories, concepts and tools that support strategic management in organizations. <i>(Knowledge, Comprehending, Applying)</i>		
CO3	Individually and collaboratively evaluate and synthesise information and existing knowledge from numerous sources and experiences (<i>Comprehending, Applying</i>)	60%	
CO4	Participate constructively in team situations to complete shared tasks and meet agreed deadlines. (<i>Analyzing</i>)	60%	

0.05	Participate constructively in team situations to complete shared tasks and meet agreed	<u> </u>
005	deadlines. (<i>Analyzing, Evaluating</i>)	60%

ii. Once the student has successfully complete this course, he/she must be able to answer the following questions or perform/demonstrate the following:

Sl.	Question	BT Level		
1.	State the Vision, Mission, Goals, Objectives, policies that plays vital role in any organisation			
2.	Explain the Environment Analysis to understand external and internal environmental factors	BT 2		
3.	How is Models for Resource Allocation applied to overcome the Environmental turbulence?	BT 3		
4.	Analyze the concept of Strategic Investment for successful strategic entries.			
5.	State the features and relative merits & demerits of Corporate, Administrative/Executive and Operating Levels,			
6.	Give an analytical overview of Portfolio analysis			
7.	Evaluate the role of managers, leadership in Strategic Control System and Measurement			
8.	State the Meaning & Features of Mergers, Acquisitions			
9.	Elucidate the concepts of Joint Ventures & De-Merger			
10.	How do you Evaluate (Qualitative/Quantitative) the strategies	BT 3		

iii) Topic/Unit/Chapter Layout

Topic/Unit/Chapter	Lecture Hours	Tutorials/Remedial
Strategic Management : Objectives, policies, Tools – Balanced Score Card, Strategic Management process	4	Balanced Score Card
Environmental Scanning : SWOT Analysis, External Environment Analysis (Economic, Legal, Govt, Political, Social, Geographic, Technical); Internal Environment Analysis - Strategic Advantage Factors (Finance, Market Production, HR, R & D, etc.)	4	Environment Analysis & Internal Environment Analysis
Strategic Planning : Corporate; Functional and Managerial Goal Setting; Positioning Organization, Models for Resource Allocation, Environmental Turbulence Strategic Investment, Strategic Entry	6	Models for Resource Allocation, Environmental Turbulence Strategic Investment
Formulating Strategies : Corporate, Administrative/Executive and Operating Levels, Developing Functional Strategies – Production/Operations, Finance, Marketing, HR, Materials, R & D; BCG Matrix, Portfolio analysis.	6	Developing Functional Strategies
Implementation of Strategies : Role of Managers, Leadership, Strategic Control System and Measurement, Structural Implementation, Functional Implementation.	6	Structural and Functional Implementation
Strategic Actions : Mergers, Acquisitions, Diversification, Joint Ventures, De-Merger	4	De-Merger

Evaluation of Strategy : Need, Problems, Criteria for Evaluation (Qualitative/Quantitative), Process of Evaluation	4	Qualitative/Quantitative Evaluation
Case studies – Strategic Planning and Management	6	

IV) Textbooks

- Ansoff, H.I. & McDonnel, E.J. : Implementing Strategic Management, Prentice-Hall
- Banerjee, Bani P. : Corporate Strategies, OUP
- Das, Ranjan : Crafting the Strategy, Tata McGraw Hill
- Kazmi, A. : Business Policy & Strategic Management, Tata McGraw Hill
- Mellahi, K., Frynas, J.G.& Finlay, P. : Global Strategic Management, OUP
- Porter, Michael E. : Competitive Strategy, The Free Press
- Roy, Dilip : Discourses on Strategic Management, Asian Books

(v) Evaluation Scheme

1) Theory

Evaluation Criteria	Marks
Internal Exam*	50
Assignment	40
Quiz	10
Attendance	5
University Exam	70
Total	100

* Two internal examinations are conducted; based on those two tests, average of them are considered in a scale of 15.

V. Course target attainment levels:

Attainment Level	Inference
Attainment Level 1	40% of the students have attained more than the target level of that CO
Attainment Level 2	50% of the students have attained more than the target level of that CO
Attainment Level 3	60% of the students have attained more than the target level of that CO

Overall Course Attainment Target = 70% of the students will get "A" Grade

Target has been set on the basis of last year's performance / result by the students, student quality this year and difficulty level of the course.

University Grading System:

Grade	Marks
0	90% and above
Е	80 - 89.9%
А	70 – 79.9%
В	60 - 69.9%
С	50 - 59.9%
D	40 - 49.9%
F	Below 40%

Course target attainment levels for university assessment:

Target (No. of Students)	Target Level of CO (Marks) in point	Attainment Level
≤ 49.9 %	7	1
50 – 59.9 %	7	2
60 % and above	7	3

Overall Course Attainment Target = 60% of the students will get 7 points.

(vi) Mapping of Course Outcomes and Program Outcomes:							
Course Outcomes	Program PSOs Outcomes						
C MB402.1	1				1	1	
C MB402.2	1	1		1	1		
C MB402.3		1		1		1	1
C MB402.4	1	1			1	1	
C MB402.5		1				1	

1 = courses in which the student will be exposed to a topic (BT level 1& 2)

2 = courses in which students will gain competency in that area (BT level 3-4)

 $\mathbf{3}$ = courses in which students will master that skill (BT level 5-6)

CO1 to CO5 partially satisfies application of knowledge of scientific management in solving real life Shop floor Management problems. (PO1, PO2).

CO1 to CO4 partially satisfies the concept of individual and team work.

CO1 to CO5 partially satisfies the concept of applied management science, mathematics through mathematical & operations research tools and demonstrate proficiency in use of software to be required to practice Production/Operations related managerial profession.

(vii) Delivery Methodology

Outcome	Method	Supporting Tools	Demonstration
C MB402.1	Structured, partially supervised	Power point presentation, real life example	Assignment, Quiz, Internal
C MB402.2	Structured, partially supervised	Class Lectures, Power point presentation	Assignment, Quiz, Internal
C MB402.3	Structured, partially supervised	Class Lectures, Power point presentation	Assignment, Quiz, Internal
C MB402.4	Structured, partially supervised	Class Lectures, Power point presentation	Tutorial, Assignment, Quiz, Internal
C MB402.5	Structured, partially supervised	Class Lectures, real life example	Tutorial, Assignment, Quiz, Internal

(viii) Assessment Methodology				
Outcome	Assessment Tool	Specific Question/activity aligned to the		

Outcome

C.MB402.2, C.MB402.3, C.MB402.Assignment1. Explain GE 9 Cell Matrix and BCG Matrix of any industry with real life examples 2. Give a brief account of Strategic Gap Analysis 3. Write short notes on PEST analysis 4. Prepare a Balance Score Card of any Multi National Company operating in India as subsidiaryC.MB402.1, C.MB402.2, C.MB402.3, C.MB402.4, C.MB402.5End of Semester Test1. Discuss Strategic Management Process 2. Explain the factors determining Balance Score Card 3. Discuss impact of different environmental factors that govern SWOT analysis 4. Explain the internal environment of any business 5. Discuss how environmental turbulence can be estimated and resolved 6. Discuss different types of Functional and Managerial Goal Setting 7. Explain the steps of Strategic Investment, 8 Discuss the objectives and benefits of Strategic Entry 9. Discuss the role of CEO and managers in strategy formulation and implementation 10. Discuss different types of merger. How Merger is different types of demerger 12. Case studies	C.MB402.1, C.MB402.2, C.MB402.3, C.MB402.4, C.MB402.5	Internal Test	 Discuss Strategic Management Process Explain the factors determining Balance Score Card Discuss impact of different environmental factors that govern SWOT analysis Explain the internal environment of any business Discuss how environmental turbulence can be estimated and resolved Discuss different types of Functional and Managerial Goal Setting Explain the steps of Strategic Investment, Discuss the objectives and benefits of Strategic Entry
C.MB402.4, C.MB402.5 Test 2. Explain the factors determining Balance Score Card 3. Discuss impact of different environmental factors that govern SWOT analysis 4. Explain the internal environment of any business 5. Discuss how environmental turbulence can be estimated and resolved 6. Discuss different types of Functional and Managerial Goal Setting 7. Explain the steps of Strategic Investment, 8 Discuss the objectives and benefits of Strategic Entry 9. Discuss the role of CEO and managers in strategy formulation and implementation 10. Discuss different types of merger. How Merger is different from acquisition 11. Describe the steps of demerger	C.MB402.2, C.MB402.3, C.MB402.	Assignment	 any industry with real life examples 2. Give a brief account of Strategic Gap Analysis 3. Write short notes on PEST analysis 4. Prepare a Balance Score Card of any Multi National Company operating in India as
			 Explain the factors determining Balance Score Card Discuss impact of different environmental factors that govern SWOT analysis Explain the internal environment of any business Discuss how environmental turbulence can be estimated and resolved Discuss different types of Functional and Managerial Goal Setting Explain the steps of Strategic Investment, Discuss the objectives and benefits of Strategic Entry Discuss the role of CEO and managers in strategy formulation and implementation Discuss different types of merger. How Merger is different from acquisition Describe the steps of demerger

(ix) A. Weekly Lesson Plan

Week	Lectures	Tutorial/ Remedial Class	Assignment
Week 1	Objectives, policies, Tools – Balanced Score Card, Strategic Management process	Balanced Score Card	
Week 2	SWOT Analysis, External Environment Analysis (Economic, Legal, Govt, Political, Social, Geographic, Technical); Internal Environment Analysis - Strategic Advantage Factors (Finance, Market Production, HR, R & D, etc.)	Environment Analysis & Internal Environment Analysis	Give a brief account of Strategic Gap Analysis

Week 3	Corporate; Functional and Managerial Goal Setting; Positioning Organization, Models for Resource Allocation, Environmental Turbulence	Models for Resource Allocation, Environmental Turbulence Strategic Investment			
Week 4	Strategic Investment, Strategic Entry Corporate, Administrative/Executive and Operating Levels				
Week 5	Developing Functional Strategies – Production/Operations, Finance, Marketing, HR, Materials, R & D; BCG Matrix, Portfolio analysis	Developing Functional Strategies	Explain GE 9 Cell Matrix and BCG Matrix of any		
Week 6	Role of Managers, Leadership, Strategic Control System and Measurement		industry with real life examples		
Week 7	Structural Implementation, Functional Implementation. Strategic Actions :	Structural and Functional Implementation			
Week 8	Mergers, Acquisitions, Diversification, Joint Ventures, De-Merger	De-Merger	Write short notes on PEST analysis		
Week 9	Evaluation of Strategy : Need, Problems, Criteria for Evaluation (Qualitative/Quantitative), Process of Evaluation	Qualitative/Quantitativ e Evaluation	-		
Week 10	Case studies – Strategic Planning and Management		Prepare a Balance Score Card of any Multi National Company operating in India as subsidiary		

B. Topic/Chapter wise Weekly Lesson Plan

TOPIC/UNIT/ Module: I Title: Introduction to Strategic Management **Week No 1**

CONTENTS

Discussion of Course outcome and program outcome.

Introduction to Strategic Management

Topic/Unit/Chapter Objectives

Broad Objectives of the chapter/topic are:

1. To be familiar with the basic characteristics of strategy and policy

2. To aware & conceptualize vision mission goals and objectives

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain the basic characteristics of Strategic Management [L1]

2. Discuss the features & relative merits and demerits of strategy and policy [L2]

3. Describe Balance Score Card [L3]

4. Elucidate Strategic Management Process [L4]

TOPIC/UNIT/ Module: I Title: Environmental Scanning Week No 2

CONTENTS

Discussion on Internal & External Environmental Factors

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

Detailed discussion on Environmental Factors of business

1. Explain the factors determining internal environment. [L1]

2. Explain the factors determining external environment. [L2]

3. Explain Strategic Advantage Factor [L3]

4. Explain SWOT Analysis of any company or business sector [L4]

TOPIC/UNIT/ Module:I Title: Strategic Planning Week No 3 CONTENTS

Discussion on Strategic Planning

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

- Detailed discussion on Corporate; Functional and Managerial Goal Setting
- Study of different Positioning Organization
- Environmental Turbulence Strategic Investment

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

- 1. Explain Corporate; Functional and Managerial Goal Setting [L1]
- 2. Discuss different types of Positioning Organization [L2]
- 3. Concept of Environmental Turbulence [L3]
- 4. Steps and precautions of Strategic Investment & Entry[L4]

TOPIC/UNIT/ Module:I Title: Formulating Strategies Week No 4

CONTENTS

Corporate, Administrative/Executive and Operating Levels strategy formulation

Discussion on Developing Functional Strategies

Topic/Unit/Chapter Objectives

Broad Objectives of the chapter/topic are:

1. Detailed discussion on different strategy formulation

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

- 1. Levels of strategy formulations (L1)
- 2. Developing different functional strategies for Marketing (L2)
- 3. Developing different functional strategies for Finance & Inventory [L3]
- 4. Developing different functional strategies for HR & R&D [L4]

TOPIC/UNIT/ Module:I Title: **Portfolio Analysis Week No 5**

CONTENTS

Basic Concepts of Portfolio Analysis of business

Topic/Unit/Chapter Objectives

Broad Objectives of the chapter/topic are:

- 1. Different Matrices
- 2. Strategic gap analysis

- 1. BCG Matrix analysis(L1)
- 2. GE 9 Cell Matrix (L2)
- 3. Directional Policy Matrix [L3]
- 4. PASTEL Analysis [L4]

TOPIC/UNIT/ Module: II Title: Implementation of Strategies Week No 6

CONTENTS

Different implementation of strategies

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. Details of Role of Managers, Leadership, Strategic Control System and Measurement

2. How to determine Strategic Control System and Measurement?

3. How to Conduct Structural Implementation, Functional Implementation?

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain the Role of Managers in strategy implementation[L1]

2. Explain the concepts of Leadership in strategy implementation[L2]

3. Explain the steps involved in Strategic Control System [L3]

4. Strategic Control System and Measurement [L4]

TOPIC/UNIT/ Module : II Title: Implementation of Strategies & Strategic Actions Week No 7

CONTENTS

Implementation of Strategies & Strategic Actions

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. Implementation of Strategies

2. Strategic actions for different operational issues

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain the conceptual basics behind Structural Implementation [L1]

2. Explain the conceptual basics behind Functional Implementation [L2]

3. Explain different types of merger [L3]

4. Explain the difference between merger and acquisition [L4]

TOPIC/UNIT/ Module : II Title: Strategic Actions & Evaluation of Strategy Week No 8

CONTENTS

Strategic Actions & Evaluation of Strategy

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. Concept of Diversification [L1]

2. Basic understanding of Joint Ventures, De-Merger[L2]

3. To be familiar with the need & problems of evaluation of strategy [L3]

4. To study the identification of criteria for evaluation {L4]

1. Explain the meaning of Diversification [L1]

2. Concept of Joint ventures [L2]

3. Reasons for de-merger [L3]

4. Discuss the need & problems of evaluation of strategy [L4]

TOPIC/UNIT/ Module : II Title: Evaluation of Strategy Week No 9

CONTENTS

Evaluation of Strategy

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. To be familiar with the Qualitative evaluation

2. To be familiar with the Quantitative evaluation

3. To understand the Process of strategic evaluation

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Qualitative evaluation of strategies [L1]

- 2. Mention the usual criteria or factors based on Quantitative evaluation can be performed. [L2]
- 3. To understand the Process of strategic evaluation [L3]

4. Case Study [L4]

TOPIC/UNIT/ Module : II Title: Case Study Week No 10

CONTENTS

Case Studies
Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. To familiar with real life problems

2. To be able to take strategic decisions in adverse situations

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. How to tackle different managerial problems

2. How to come out of adverse situations

COMBINED DAILY LESSON PLAN & EXECUTION REPORT

NAME OF FACULTYDEPARTMENTMr. DEBAYAN NANDIM.B.A	SUBJECT: STRATEGIC MANAGEMENT CODE : MB 402	SEMESTER: 4TH
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Sl.	Lecture Unit	Topic Description	Planned	Execution	Teaching
No.	No No	(to be quoted from syllabus)	Date	Date	Pedagogy

			Explain the basic characteristics of Strategic		1.0.17					
	1		Management	11/2/19	13/2/19					
1	2	1	Discuss the features & relative merits and demerits of strategy and policy	13/2/19	15/2/19					
	3		Describe Balance Score Card	16/2/19	16/2/19					
	4		Elucidate Strategic Management Process	19/2/19	19/2/19	Traditional				
2	5	2	Explain the factors determining internal environment. Explain the factors determining external environment	20/2/19	26/2/19	Chalk & Talk using Black board + PPT presentation				
	6		Explain Strategic Advantage Factor	22/2/19	27/2/19					
2	8	- 3	Explain SWOT Analysis of any company or business sector	23/2/19	1/3/19					
3	9	3	Explain Corporate; Functional and Managerial Goal Setting	26/2/19	2/3/19					
	10		Discuss different types of Positioning Organization	27/2/19	5/3/19					
	11		Concept of Environmental Turbulence	1/3/19	12/3/19					
4	12	- 4	Steps and precautions of Strategic Investment & Entry	2/3/19	15/3/19					
4	13	4	Levels of strategy formulations	5/3/19	16/3/19					
	14		Developing different functional strategies for Marketing	6/3/19	19/3/19	Traditional Chalk & Talk				
	15		Developing different functional strategies for Finance & Inventory	8/3/19	20/3/19	using Black board + PPT presentation				
	16		Developing different functional strategies for HR & R&D	9/3/19	22/3/19	presentation				
5	17	5	⁵ BCG Matrix analysis		24/3/19					
	18		GE 9 Cell Matrix	12/3/19	26/3/19					
6	19		DPM		2/4/19					
6	20	6	PASTEL Analysis	16/3/19	3/4/19					
	21		Explain the Role of Managers in strategy implementation	19/3/19	5/4/19					
	22		Explain the concepts of Leadership in strategy implementation	20/3/19	6/4/19	Traditional Chalk & Talk				
7	23	7	7	7	7	7	Explain the steps involved in Strategic Control System	22/3/19	8/4/19	using Black board + PPT
	24		Strategic Control System and Measurement	23/3/19	13/4/19	presentation				
	25		Explain the conceptual basics behind Structural Implementation	25/3/19	16/4/19					
	26		Explain the conceptual basics behind Functional Implementation	26/3/19	17/4/19					
	27	-	Explain different types of merger	2/4/19	19/4/19					
	28		Explain the difference between merger and acquisition	3/4/19	20/4/19	Traditional Chalk & Talk				
8	29	8	Concept of Diversification	5/4/19	23/4/19	using Black board + PPT				
	30	-	Basic understanding of Joint Ventures, De-Merger To be familiar with the need & problems of	6/4/19	24/4/19	presentation				
	31		evaluation of strategy	8/4/19	25/4/19					
9	32	9	To study the identification of criteria for evaluation	9/4/19	27/4/19	Traditional Chalk & Talk using Black				
	33		Explain the meaning of Diversification	12/4/19 30/4/19		board + PPT				
	34		Concept of Joint ventures	13/4/19	1/5/19	presentation				

	35		Reasons for de-merger	16/4/19	3/5/19	
	36		Discuss the need & problems of evaluation of strategy	17/4/19	7/5/19	
	37		To be familiar with the Qualitative evaluation	19/4/19	8/5/19	Traditional
10	38	10	To be familiar with the Quantitative evaluation	20/4/19	10/5/19	Chalk & Talk using Black
_	39	_	To understand the Process of strategic evaluation	23/4/19	11/5/19	board + PPT
	40		Case Study	24/4/19	12/5/19	presentation

x) Teaching Strategy/Method (describes instructional methods, usage of ICT, efficient and engaging instructions and displays the best practices on institutional website)

- Learning by real life case incidents (from Economic Times , Business Line, HBR)
- Learning by question and answering
- Learning by different current industry business models in local areas
- Learning by team work (think, pair, share)
- Learning by solving numerical problems
- Learning by good video lectures and animation

(x.a) Strategy to support weak students

- Involve them in such real life based live business project work/designing of business plan
- Engage some bright students to put attention on their friends i.e. weak students Encouraging them to express their point of trouble
- Paying extra attention regarding subject matter beyond the class and regular follow up

(x.b) Strategy to encourage bright students

- Motivate them to browse the internet and go through the latest invention/developments in the particular field
- Try to encourage them to study beyond the syllabus
- Suggest them to follow comparatively advanced and well equipped text books
- Encourage them to implement some real life based hand on business oriented project work on the subject matter

(x.c) Efforts to keep students engaged

- Delivering some interesting lectures apart from conventional teaching
- Asking random questions to the students found unmindful from the topic
- Assigning regular home works and follow up
- Engage them by providing interesting problem solving
- Introducing some informal business quiz among different groups

XI. Attendance Records

ATTENDANCE SHEET (Lecture)								
 IAME OF FACULTY Ir. DEBAYAN NANDI	DEPARTMENT M.B.A	SUBJECT: STRATEGIC MANAGEMENT CODE : MB 402	SEMESTER: 4TH					

Sl.	Roll No.	Name	13/	15/	16/	19/	26/	27/	1/	2/	5/	12/	15/	16/	19/3
			2	2	2	2	2	2	3	3	3	3	3	3	
1	11900917001	VICKY DUTTA	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р
2	11900917002	SUVANKAR NASKAR	Р	Р	А	Р	Р	А	Р	Р	A	Р	Р	Р	Р
3	11900917003	SUSHANTA DAN GURUNG	А	А	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
4	11900917004	SUMIT SINGH	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А	Р
5	11900917005	SUJOY DAS	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
6	11900917006	SUBHODEEP CHAKRABORTY	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
7	11900917007	SOUMYADEEP MITRA	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
8	11900917008	SOUMYA BANERJEE	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А

9	11900917009	SIDDHARTHA TALUKDAR	А	Р	Р	Р	А	А	Р	Р	Р	Р	Р	Р	Р
10	11900917010	SHARMISTHA GHOSH	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р
11	11900917011	SHAMBHAVI JHA	Р	Р	А	Р	Р	А	Р	Р	А	Р	Р	Р	Р
12	11900917012	SHAIMA ZAFIR	А	А	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
13	11900917013	SATYAKI GHOSH	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А	Р
14	11900917014	SAPTARSHI CHAKRABORTY	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
15	11900917015	SAGAR PRASAD	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
16	11900917016	ROSHAN KUMAR THAKUR	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
17	11900917017	RIKTAM SAHA	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А
18	11900917018	RAJDEEP GHOSH	А	Р	Р	Р	А	А	Р	Р	Р	Р	Р	Р	Р
19	11900917019	PUSHKAR JHA	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р
20	11900917020	PRIYANKA ROY	Р	Р	А	Р	Р	А	Р	Р	А	Р	Р	Р	Р
21	11900917021	PRIYANKA DUTTA	A	A	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
22	11900917022	PRITI SAHA	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А	Р
23	11900917023	PRASHANT KR JHA	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
24	11900917024	PARJEAL GURUNG	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
25	11900917025	PINKEY DEY	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
26	11900917026	PARTHA SARKAR	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А
27	11900917027	NILIMI SEMA	А	Р	Р	Р	А	А	Р	Р	Р	Р	Р	Р	Р
28	11900917028	NILADRI SEKHAR BARUA	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р
29	11900917029	NAINA BHAGAT	Р	Р	А	Р	Р	А	Р	Р	А	Р	Р	Р	Р
30	11900917030	MRIGAN GUPTA	А	А	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
31	11900917031	MOUSHUMI GHOSH	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А	Р
32	11900917032	MONIKA KUMARI	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
33	11900917033	MIRA SAHANI	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
34	11900917034	MAMONI SAHA	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
35	11900917035	MADHUPARNA CHATTERJEE	Р	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	A
36	11900917036	KOUSHIK PODDAR	А	Р	Р	Р	А	A	Р	Р	Р	Р	Р	Р	Р
37	11900917037	JYOTI GUPTA	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р
38	11900917038	JAHINUR RAHAMAN	Р	Р	A	Р	Р	A	Р	Р	A	Р	Р	Р	Р
39	11900917039	HARSA SINGH	A	А	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
40	11900917040	GOPAL BISWAS	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	A	Р
41	11900917041	CHANDRA KANTA KUMARI	Р	P	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	P
42	11900917042	BASUNDHARA PRADHAN	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
43	11900917043	AYESHA GURUNG	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
44	11900917044	AVISHEK TIWRI	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А
45	11900917045	AVEEK SAHA	А	Р	Р	Р	А	А	Р	Р	Р	Р	Р	Р	Р
46	11900917046	ASHIKA DANGAL	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р
47	11900917047	ARCHANA PANDA	Р	Р	А	Р	Р	А	Р	Р	A	Р	Р	Р	Р
48	11900917048	ANIL PANDA	А	A	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
49	11900917049	ANANYA BHADRA	Р	Р	А	Р	Р	А	Р	Р	А	Р	Р	Р	Р
50	11900917050	AMIT GHATAK	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
51	11900917051	AMIRUL MD	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
52	11900917052	ABHISHEK KHARGA	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
53	11900917053	ABHIJIT DEY	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А
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	ATTI	ENDANCE SHEET (Lecture)	
NAME OF FACULTY Mr. DEBAYAN NANDI	DEPARTMENT M.B.A	SUBJECT: STRATEGIC MANAGEMENT CODE : MB 402	SEMESTER: 4TH

Sl.	Roll No.	Name	20/ 3	22/ 3	25/ 3	26/ 3	2/4	3/4	5/ 4	6/ 4	8/ 4	13/ 4	16/ 4	17/ 4	19/4
1	11900917001	VICKY DUTTA	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р
2	11900917002	SUVANKAR NASKAR	Р	Р	А	Р	Р	А	Р	Р	A	Р	Р	Р	Р
3	11900917003	SUSHANTA DAN GURUNG	A	A	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
4	11900917004	SUMIT SINGH	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А	Р
5	11900917005	SUJOY DAS	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
6	11900917006	SUBHODEEP CHAKRABORTY	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
7	11900917007	SOUMYADEEP MITRA	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
8	11900917008	SOUMYA BANERJEE	Р	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	A
9	11900917009	SIDDHARTHA TALUKDAR	A	Р	Р	Р	A	A	Р	Р	Р	Р	Р	Р	P
10	11900917010	SHARMISTHA GHOSH	Р	Р	Р	A	Р	Р	Р	Р	Р	Р	Р	Р	P
11	11900917011	SHAMBHAVI JHA	Р	Р	A	Р	Р	A	Р	P	A	Р	Р	Р	P
12	11900917012	SHAIMA ZAFIR	A	A	Р	Р	A	Р	Р	Р	Р	Р	Р	Р	Р
13	11900917013	SATYAKI GHOSH	Р	P P	P	Р	Р	Р	A	Р	P	Р	Р	A	P
14	11900917014	SAPTARSHI CHAKRABORTY	P	-	Р	P	Р	P	P	A	P	P	P	P	P
15	11900917015	SAGAR PRASAD	Р	P	Р	Р	A	Р	Р	P	P	Р	Р	Р	P
16	11900917016	ROSHAN KUMAR THAKUR	Р	P	Р	P	Р	Р	P	P	P	P	P	Р	P
17	11900917017	RIKTAM SAHA	Р	P	Р	Р	Р	Р	P	A	Р	Р	Р	Р	A
18	11900917018	RAJDEEP GHOSH	A	P	Р	Р	A	A	P	P	P	P	Р	Р	P
19	11900917019	PUSHKAR JHA	P P	P P	P A	A P	P P	Р	P P	P P	P	P P	P P	P P	P P
20	11900917020 11900917021	PRIYANKA ROY PRIYANKA	P A	P A	A P	P	P A	A P	P P	P P	A P	P P	P P	P	P
21	11900917021	DUTTA	Р	Р	P	P	Р	P	A	P	P	P	P	A	P
22	11900917022	PRITI SAHA PRASHANT KR	P	P P	P	P	P P	P	A P	P A	P P	P	P P	A P	P
23	11900917023	JHA	Г	Г	Г	г	Г	г	Г	А	г	г	г	г	Г
24	11900917024	PARJEAL GURUNG	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
25	11900917025	PINKEY DEY	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
26	11900917026	PARTHA SARKAR	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А
27	11900917027	NILIMI SEMA	A	Р	Р	Р	A	A	Р	Р	Р	Р	Р	Р	Р
28	11900917028	NILADRI SEKHAR BARUA	Р	P	Р	A	Р	Р	P	P	Р	P	P	Р	P
29	11900917029	NAINA BHAGAT	P	Р	A	Р	Р	A	P	P	A	P	Р	P	P
30	11900917030 11900917031	MRIGAN GUPTA MOUSHUMI	A P	A P	P P	P P	A P	P P	P A	P P	P P	P P	P P	P A	P P
31	11900917032	GHOSH MONIKA KUMADI	Р	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	Р
32	11900917032	MONIKA KUMARI	P P	P	P P	P P	P A	P	P P	A P	P P	P P	P	P	P P
33	11900917033	MIRA SAHANI MAMONI SAHA	г Р	г Р	г Р	P	P	r P	r P	г Р	г Р	r P	г Р	r P	P
34 35	11900917034	MAMONI SAHA MADHUPARNA CHATTERJEE	P	P	P	P	P	P	P	A	P	P	P	P	A
36	11900917036	KOUSHIK PODDAR	А	Р	Р	Р	А	А	Р	Р	Р	Р	Р	Р	Р
37	11900917037	JYOTI GUPTA	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р
38	11900917038	JAHINUR RAHAMAN	Р	Р	А	Р	Р	А	Р	Р	A	Р	Р	Р	Р
39	11900917039	HARSA SINGH	А	А	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р

40	11900917040	GOPAL BISWAS	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А	Р
	11900917041	CHANDRA	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
41		KANTA KUMARI													
	11900917042	BASUNDHARA	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
42		PRADHAN													
43	11900917043	AYESHA GURUNG	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
44	11900917044	AVISHEK TIWRI	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А
45	11900917045	AVEEK SAHA	А	Р	Р	Р	А	А	Р	Р	Р	Р	Р	Р	Р
46	11900917046	ASHIKA DANGAL	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р
	11900917047	ARCHANA	Р	Р	А	Р	Р	А	Р	Р	А	Р	Р	Р	Р
47		PANDA													
48	11900917048	ANIL PANDA	А	А	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
	11900917049	ANANYA	Р	Р	А	Р	Р	А	Р	Р	А	Р	Р	Р	Р
49		BHADRA													
50	11900917050	AMIT GHATAK	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
51	11900917051	AMIRUL MD	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
	11900917052	ABHISHEK	А	Р	Р	Р	А	А	Р	Р	Р	Р	Р	Р	Р
52		KHARGA													
53	11900917053	ABHIJIT DEY	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р

ATTENDANCE SHEET (Lecture)										
NAME OF FACULTY	DEPARTMENT	SUBJECT: STRATEGIC MANAGEMENT	SEMESTER: 4TH							
Mr. DEBAYAN NANDI	M.B.A	CODE : MB 402								

SI.	Roll No.	Name	20/ 4	23/ 4	24/ 4	26/ 4	27/ 4	30/ 4	1/ 5	3/ 5	7/ 5	8/5	10/ 5	11/ 5	14/5
1	11900917001	VICKY DUTTA	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р
2	11900917002	SUVANKAR NASKAR	Р	Р	А	Р	Р	A	Р	Р	A	Р	Р	Р	Р
3	11900917003	SUSHANTA DAN GURUNG	A	A	Р	Р	A	Р	Р	Р	Р	Р	Р	Р	Р
4	11900917004	SUMIT SINGH	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А	Р
5	11900917005	SUJOY DAS	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
6	11900917006	SUBHODEEP CHAKRABORTY	Р	Р	Р	Р	A	Р	Р	Р	Р	Р	Р	Р	Р
7	11900917007	SOUMYADEEP MITRA	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
8	11900917008	SOUMYA BANERJEE	Р	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	A
9	11900917009	SIDDHARTHA TALUKDAR	A	Р	Р	Р	A	A	Р	Р	Р	Р	Р	Р	Р
10	11900917010	SHARMISTHA GHOSH	Р	Р	Р	A	Р	Р	Р	Р	Р	Р	Р	Р	Р
11	11900917011	SHAMBHAVI JHA	Р	Р	А	Р	Р	А	Р	Р	А	Р	Р	Р	Р
12	11900917012	SHAIMA ZAFIR	А	А	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
13	11900917013	SATYAKI GHOSH	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А	Р
14	11900917014	SAPTARSHI CHAKRABORTY	Р	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	Р
15	11900917015	SAGAR PRASAD	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
16	11900917016	ROSHAN KUMAR THAKUR	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
17	11900917017	RIKTAM SAHA	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А
18	11900917018	RAJDEEP GHOSH	А	Р	Р	Р	А	А	Р	Р	Р	Р	Р	Р	Р
19	11900917019	PUSHKAR JHA	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р
20	11900917020	PRIYANKA ROY	Р	Р	А	Р	Р	А	Р	Р	А	Р	Р	Р	Р
21	11900917021	PRIYANKA DUTTA	A	A	Р	Р	A	Р	Р	Р	Р	Р	Р	Р	Р
22	11900917022	PRITI SAHA	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А	Р
23	11900917023	PRASHANT KR JHA	Р	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	Р
24	11900917024	PARJEAL GURUNG	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р

25	11900917025	PINKEY DEY	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
26	11900917026	PARTHA SARKAR	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А
27	11900917027	NILIMI SEMA	А	Р	Р	Р	А	А	Р	Р	Р	Р	Р	Р	Р
28	11900917028	NILADRI SEKHAR BARUA	Р	Р	Р	A	Р	Р	Р	Р	Р	Р	Р	Р	Р
29	11900917029	NAINA BHAGAT	Р	Р	А	Р	Р	А	Р	Р	А	Р	Р	Р	Р
30	11900917030	MRIGAN GUPTA	А	А	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
31	11900917031	MOUSHUMI GHOSH	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	A	Р
32	11900917032	MONIKA KUMARI	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
33	11900917033	MIRA SAHANI	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
34	11900917034	MAMONI SAHA	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
35	11900917035	MADHUPARNA CHATTERJEE	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А
36	11900917036	KOUSHIK PODDAR	А	Р	Р	Р	А	А	Р	Р	Р	Р	Р	Р	Р
37	11900917037	JYOTI GUPTA	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р
38	11900917038	JAHINUR RAHAMAN	Р	Р	А	Р	Р	A	Р	Р	A	Р	Р	Р	Р
39	11900917039	HARSA SINGH	А	А	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
40	11900917040	GOPAL BISWAS	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А	Р
41	11900917041	CHANDRA KANTA KUMARI	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
42	11900917042	BASUNDHARA PRADHAN	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
43	11900917043	AYESHA GURUNG	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
44	11900917044	AVISHEK TIWRI	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А
45	11900917045	AVEEK SAHA	А	Р	Р	Р	А	А	Р	Р	Р	Р	Р	Р	Р
46	11900917046	ASHIKA DANGAL	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р
47	11900917047	ARCHANA PANDA	Р	Р	А	Р	Р	А	Р	Р	A	Р	Р	Р	Р
48	11900917048	ANIL PANDA	А	А	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
49	11900917049	ANANYA BHADRA	Р	Р	A	Р	Р	А	Р	Р	А	Р	Р	Р	Р
50	11900917050	AMIT GHATAK	Р	Р	А	Р	Р	А	Р	Р	А	Р	Р	Р	Р
51	11900917051	AMIRUL MD	А	Α	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
52	11900917052	ABHISHEK KHARGA	Р	P	P	P	P	P	A	P	P	P	P	A	P
53	11900917053	ABHIJIT DEY	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р

ATTENDANCE SHEET (Tutorial)

Subject: Strategic Management Semester: 4th

Subject Code: MB 402 Discipline: MBA

	Roll No.	Name	5/2/ 2018	19/0 2/ 2018	27/2 / 2018	8/3/ 2018	9/3/ 2018	12/3/ 2018	18/3/ 2018	19/3/ 2018	22/3/ 2018
1	11900917001	VICKY DUTTA	Α	Α	Р	Р	Α	А	Р	Р	Р
2	11900917002	SUVANKAR NASKAR	Α	Р	Р	Α	Р	Р	Р	Р	Р
3	11900917003	SUSHANTA DAN GURUNG	Р	Р	Р	Р	Р	Р	Р	Р	Р
4	11900917004	SUMIT SINGH	Α	Р	Α	Р	Р	Р	Р	Р	Р
5	11900917005	SUJOY DAS	Р	Р	Α	А	Р	Р	Р	Р	Р
6	11900917006	SUBHODEEP CHAKRABORTY	А	Р	Р	Р	Р	Р	Р	Р	Р
7	11900917007	SOUMYADEEP MITRA	Р	Р	Р	Р	Р	Р	Р	Р	Р
8	11900917008	SOUMYA BANERJEE	Р	Р	Α	Α	Р	Р	Α	Р	Р
9	11900917009	SIDDHARTHA TALUKDAR	Р	Р	Р	Р	Р	Р	Р	А	Р
10	11900917010	SHARMISTHA GHOSH	Р	Р	Α	Р	Α	Р	Р	Р	Р

13	11900917012	SHAMBHAVI JHA SHAIMA ZAFIR	A	Р	Р	Р	Р	Р	Р	Р	Р
13			Α	Α	Р	Р	Р	Р	Р	Р	Р
10	11900917013	SATYAKI GHOSH	P	P	P	P	P	P	P	P	P
	11900917014	SAPTARSHI				_					
14		CHAKRABORTY	A	Р	Р	A	Р	Р	Р	A	Р
10	11900917015	SAGAR PRASAD	Р	Α	Р	Р	Р	Р	Р	А	Р
16	11900917016	ROSHAN KUMAR THAKUR	А	Р	А	Р	Р	Р	Р	Р	Р
17	11900917017	RIKTAM SAHA	Α	Р	А	Р	Α	А	Р	А	Р
10	11900917018	RAJDEEP GHOSH	Р	Р	Р	Р	Α	Р	Р	А	Р
1)	11900917019	PUSHKAR JHA	Р	Р	Р	Р	Α	Р	Р	Р	Р
20	11900917020	PRIYANKA ROY	Р	Р	Α	Р	Р	Р	Р	Р	Р
21	11900917021	PRIYANKA DUTTA	Р	Р	Р	Р		Р	Р	Р	Р
22	11900917022	PRITI SAHA	Α		Р	Р	Р	Р	А	Р	Р
23	11900917023	PRASHANT KR JHA	Р	Р	Р	Р	Р	Р	Р	Р	Α
24	11900917024	PARJEAL GURUNG	Α	Р	Α		Р	Р	Р	А	
25	11900917025	PINKEY DEY	А	Α	А	Р	Р	Р	А	Р	Р
26	11900917026	PARTHA SARKAR	Р	Р	А	Р	Р	Р	Р	Р	Р
27	11900917027	NILIMI SEMA	А	Р	Р	Р	Р	Р	Р		Р
28	11900917028	NILADRI SEKHAR BARUA	А	А	А	Р	Р	Р	Р	Р	Р
29	11900917029	NAINA BHAGAT	Α	Α	Р	Р	Р	Р	Р	Р	
30	11900917030	MRIGAN GUPTA	Р	Р	Α	Р	Р	Р	Р	Р	Р
31	11900917031	MOUSHUMI GHOSH	Α	Р	Α	А	Р	Р	Р	А	А
32	11900917032	MONIKA KUMARI	Α	Α	Α	Р	Р	Р	Р	Р	Р
33	11900917033	MIRA SAHANI	Α	Α	Р	Р	Р	Р	Р	Р	Р
34	11900917034	MAMONI SAHA	Р	Р	Р	Р	Р	Р	Р	Р	Р
35	11900917035	MADHUPARNA CHATTERJEE	А	Р	А	Р	Р	Р	Р		Р
	11900917036	KOUSHIK PODDAR	Р	Α	Α	Р	Α	Р	Р	Р	Р
	11900917037	IYOTI GUPTA	A	P	P	P	P	P	P	P	Р
	11900917038	JAHINUR RAHAMAN	P	P	P	P	P	P	P	P	P
	11900917039	HARSA SINGH	P	A	P	Р	P	A	P	P	Р
	11900917040	GOPAL BISWAS	P	P	P	P	P	P	P	P	P
	11900917041	CHANDRA KANTA KUMARI	Р	Р	A	Р	Р	Р	Р	Р	Р
	11900917042	BASUNDHARA PRADHAN	Р	Р	Р	Р	Р	Р	Р	Р	Р
	11900917043	AYESHA GURUNG	Р	Р	Р	Α	Р	Р		Р	Р
	11900917044	AVISHEK TIWRI	А	Α	Р	Р	Р	Р	Р	Р	Р
	11900917045	AVEEK SAHA	A	Р	P	A	P	A	P	P	
	11900917046	ASHIKA DANGAL	A	Р	P	Р	P	Р	P	P	Р
	11900917047	ARCHANA PANDA	Р	Р	Р	Р	Р	P	P	P	P
	11900917048	ANIL PANDA	Р		Р	Р	Р	А	Р	Р	Р
	11900917049	ANANYA BHADRA	P	Р	P	Р	P	Р	P	P	P
	11900917050	AMIT GHATAK	P	Р	Р	A	Р	P		P	P
	11900917051	AMIRUL MD	А	Α	Р	Р	Р	Р	Р	Р	Р
	11900917052	ABHISHEK KHARGA	А	Р	Р	Α	Р	А	Р	Р	
	11900917053	ABHIJIT DEY	А	Р	Р	Р	Р	Р	Р	Р	Р

Records of Assignment									
NAME OF FACULTY Mr. DEBAYAN NANDI	DEPARTMENT M.B.A	SUBJECT: STRATEGIC MANAGEMENT CODE : MB 402	SEMESTER: 4TH						

Sl.	Roll No.	Name	20/3/18	5/4/18	17/4/18	27/4/18
1	11900917001	VICKY DUTTA	Submitted	Submitted	Submitted	Submitted

2	11900917002	SUVANKAR NASKAR	Submitted	Submitted	Submitted (delayed)	Submitted
3	11900917003	SUSHANTA DAN GURUNG	Submitted	Submitted	Submitted	Submitted
4	11900917004	SUMIT SINGH	Submitted	Submitted	Submitted	Submitted
5	11900917005	SUJOY DAS	Submitted	Submitted	Submitted	Submitted
6	11900917006	SUBHODEEP CHAKRABORTY	Submitted	Submitted	Submitted	Submitted (delayed)
7	11900917007	SOUMYADEEP MITRA	Submitted	Submitted	Submitted	Submitted
8	11900917008	SOUMYA BANERJEE	Submitted	Submitted	Submitted	Submitted
9	11900917009	SIDDHARTHA TALUKDAR	Submitted	Submitted (delayed)	Submitted	Submitted
10	11900917010	SHARMISTHA GHOSH	Submitted	Submitted	Submitted	Submitted
11	11900917011	SHAMBHAVI JHA	Submitted	Submitted	Submitted (delayed)	Submitted
12	11900917012	SHAIMA ZAFIR	Submitted	Submitted	Submitted	Submitted
13	11900917013	SATYAKI GHOSH	Submitted	Submitted	Submitted	Submitted
14	11900917014	SAPTARSHI CHAKRABORTY	Submitted	Submitted	Submitted	Submitted
15	11900917015	SAGAR PRASAD	Submitted	Submitted	Submitted	Submitted (delayed)
16	11900917016	ROSHAN KUMAR THAKUR	Submitted	Submitted	Submitted	Submitted
17	11900917017	RIKTAM SAHA	Submitted	Submitted	Submitted	Submitted
18	11900917018	RAJDEEP GHOSH	Submitted	Submitted (delayed)	Submitted	Submitted
19	11900917019	PUSHKAR JHA	Submitted	Submitted	Submitted	Submitted
20	11900917020	PRIYANKA ROY	Submitted	Submitted	Submitted (delayed)	Submitted
21	11900917021	PRIYANKA DUTTA	Submitted	Submitted	Submitted	Submitted
22	11900917022	PRITI SAHA	Submitted	Submitted	Submitted	Submitted
23	11900917023	PRASHANT KR JHA	Submitted	Submitted	Submitted	Submitted
24	11900917024	PARJEAL GURUNG	Submitted	Submitted	Submitted	Submitted (delayed)
25	11900917025	PINKEY DEY	Submitted	Submitted	Submitted	Submitted
26	11900917026	PARTHA SARKAR	Submitted	Submitted	Submitted	Submitted
27	11900917027	NILIMI SEMA	Submitted	Submitted (delayed)	Submitted	Submitted
28	11900917028	NILADRI SEKHAR BARUA	Submitted	Submitted	Submitted	Submitted
29	11900917029	NAINA BHAGAT	Submitted	Submitted	Submitted (delayed)	Submitted
30	11900917030	MRIGAN GUPTA	Submitted	Submitted	Submitted	Submitted
31	11900917031	MOUSHUMI GHOSH	Submitted	Submitted	Submitted	Submitted
32	11900917032	MONIKA KUMARI	Submitted	Submitted	Submitted	Submitted
33	11900917033	MIRA SAHANI	Submitted	Submitted	Submitted	Submitted (delayed)
34	11900917034	MAMONI SAHA	Submitted	Submitted	Submitted	Submitted
35	11900917035	MADHUPARNA CHATTERJEE	Submitted	Submitted	Submitted	Submitted
36	11900917036	KOUSHIK PODDAR	Submitted	Submitted (delayed)	Submitted	Submitted
37	11900917037	JYOTI GUPTA	Submitted	Submitted	Submitted	Submitted
38	11900917038	JAHINUR RAHAMAN	Submitted	Submitted	Submitted (delayed)	Submitted
39	11900917039	HARSA SINGH	Submitted	Submitted	Submitted	Submitted
40	11900917040	GOPAL BISWAS	Submitted	Submitted	Submitted	Submitted
41	11900917041	CHANDRA KANTA KUMARI	Submitted	Submitted	Submitted	Submitted

	11900917042	BASUNDHARA	Submitted	Submitted	Submitted	Submitted (delayed)
42		PRADHAN				
	11900917043	AYESHA	Submitted	Submitted	Submitted	Submitted
43		GURUNG				
44	11900917044	AVISHEK TIWRI	Submitted	Submitted	Submitted	Submitted
45	11900917045	AVEEK SAHA	Submitted	Submitted (delayed)	Submitted	Submitted
	11900917046	ASHIKA	Submitted	Submitted	Submitted	Submitted
46		DANGAL				
	11900917047	ARCHANA	Submitted	Submitted	Submitted	Submitted
47		PANDA			(delayed)	
48	11900917048	ANIL PANDA	Submitted	Submitted	Submitted	Submitted
	11900917049	ANANYA	Submitted	Submitted	Submitted	Submitted
49		BHADRA				
50	11900917050	AMIT GHATAK	Submitted	Submitted (delayed)	Submitted	Submitted
51	11900917051	AMIRUL MD	Submitted	Submitted	Submitted	Submitted
	11900917052	ABHISHEK	Submitted	Submitted	Submitted	Submitted
52		KHARGA			(delayed)	
53	11900917053	ABHIJIT DEY	Submitted	Submitted (delayed)	Submitted	Submitted

	XII. INT	ERNAL ASSESMENT	RECO	RD HR4	04; M	AKAU	Γ Even Ser	nester 2019	
Cl	Dell Ma	N	Atten	dance	Inte	rnal Exa	mination	Assignment /	Total
Sl.	Roll No.	Name	Total	Marks	1 st	2nd	Out of 20	Quiz (5)	(30)
1	11900917001	VICKY DUTTA	5	5	22	21	17	4	26
2	11900917002	SUVANKAR NASKAR	5	4	20	20	16	4	24
3	11900917003	SUSHANTA DAN GURUNG	5	5	20	20	16	5	26
4	11900917004	SUMIT SINGH	5	5	19	22	16	3	24
5	11900917005	SUJOY DAS	5	5	20	22	17	5	27
6	11900917006	SUBHODEEP CHAKRABORTY	5	5	20	17	15	3	23
7	11900917007	SOUMYADEEP MITRA	5	5	24	23	19	5	29
8	11900917008	SOUMYA BANERJEE	5	5	22	18	16	5	26
9	11900917009	SIDDHARTHA TALUKDAR	5	4	20	21	16	4	24
10	11900917010	SHARMISTHA GHOSH	5	5	22	21	17	4	26
11	11900917011	SHAMBHAVI JHA	5	4	20	20	16	4	24
12	11900917012	SHAIMA ZAFIR	5	5	20	20	16	5	26
13	11900917013	SATYAKI GHOSH	5	5	19	22	16	3	24
14	11900917014	SAPTARSHI CHAKRABORTY	5	5	20	22	17	5	27
15	11900917015	SAGAR PRASAD	5	5	20	17	15	3	23
16	11900917016	ROSHAN KUMAR THAKUR	5	5	24	23	19	5	29
17	11900917017	RIKTAM SAHA	5	5	22	18	16	5	26
18	11900917018	RAJDEEP GHOSH	5	4	20	21	16	4	24
19	11900917019	PUSHKAR JHA	5	5	22	21	17	4	26
20	11900917020	PRIYANKA ROY	5	4	20	20	16	4	24
21	11900917021	PRIYANKA DUTTA	5	5	20	20	16	5	26
22	11900917022	PRITI SAHA	5	5	19	22	16	3	24
23	11900917023	PRASHANT KR JHA	5	5	20	22	17	5	27
24	11900917024	PARJEAL GURUNG	5	5	20	17	15	3	23
25	11900917025	PINKEY DEY	5	5	24	23	19	5	29
26	11900917026	PARTHA SARKAR	5	5	22	18	16	5	26

27	11900917027	NILIMI SEMA	5	4	20	21	16	4	24
	11900917028	NILADRI SEKHAR	5	5	22	21	17	4	26
28		BARUA						-	
29	11900917029	NAINA BHAGAT	5	4	20	20	16	4	24
30	11900917030	MRIGAN GUPTA	5	5	20	20	16	5	26
31	11900917031	MOUSHUMI GHOSH	5	5	19	22	16	3	24
32	11900917032	MONIKA KUMARI	5	5	20	22	17	5	27
33	11900917033	MIRA SAHANI	5	5	20	17	15	3	23
34	11900917034	MAMONI SAHA	5	5	24	23	19	5	29
	11900917035	MADHUPARNA	5	5	22	18	16	5	26
35		CHATTERJEE			22				
36	11900917036	KOUSHIK PODDAR	5	4	20	21	16	4	24
37	11900917037	JYOTI GUPTA	5	5	22	21	17	4	26
38	11900917038	JAHINUR RAHAMAN	5	4	20	20	16	4	24
39	11900917039	HARSA SINGH	5	5	20	20	16	5	26
40	11900917040	GOPAL BISWAS	5	5	19	22	16	3	24
	11900917041	CHANDRA KANTA	5	5	20	22	17	5	27
41		KUMARI			20	22	17		27
	11900917042	BASUNDHARA	5	5	20	17	15	3	23
42	1100001=010	PRADHAN		_					
43	11900917043	AYESHA GURUNG	5	5	24	23	19	5	29
44	11900917044	AVISHEK TIWRI	5	5	22	18	16	5	26
45	11900917045	AVEEK SAHA	5	4	20	21	16	4	24
46	11900917046	ASHIKA DANGAL	5	5	22	21	17	4	26
47	11900917047	ARCHANA PANDA	5	4	20	20	16	4	24
48	11900917048	ANIL PANDA	5	5	20	20	16	5	26
49	11900917049	ANANYA BHADRA	5	5	19	22	16	3	24
50	11900917050	AMIT GHATAK	5	5	24	23	19	5	29
51	11900917051	AMIRUL MD	5	5	22	18	16	5	26
52	11900917052	ABHISHEK KHARGA	5	4	20	21	16	4	24
53	11900917053	ABHIJIT DEY	5	5	22	21	17	4	26

XIII. NAME WITH ROLL NO.S OF STUDENT WHOSE ACADEMIC PERFOMANCE IS NOT SATISFACTORY

Serial No	Roll No	Name of Student	Remedial measures taken by Teacher
01	11900917006	SUBHODEEP CHAKRABORTY	Guided him how to analyse the cases and explain since he was found confused with the pattern of answering
02	11900917030	MRIGAN GUPTA	Explained Levels of strategies as she was confused with the concept.
03	11900917048	ANIL PANDA	Explained strategic investment
04	11900917051	AMIRUL MD	Explained implementation of strategies
05	11900917014	SAPTARSHI CHAKRABORTY	Explained implementation of strategies
06	11900917015	SAGAR PRASAD	Explained de-merger concept

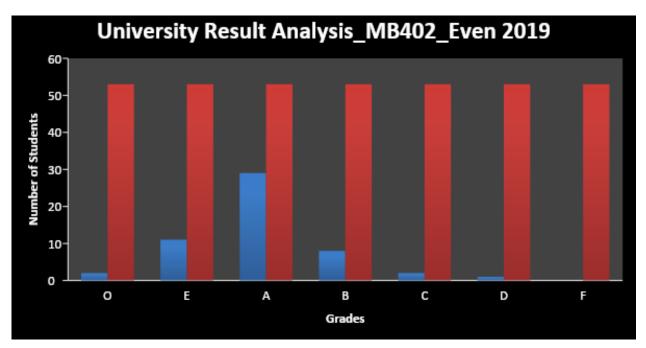
XIV. Records of activities for bright students :

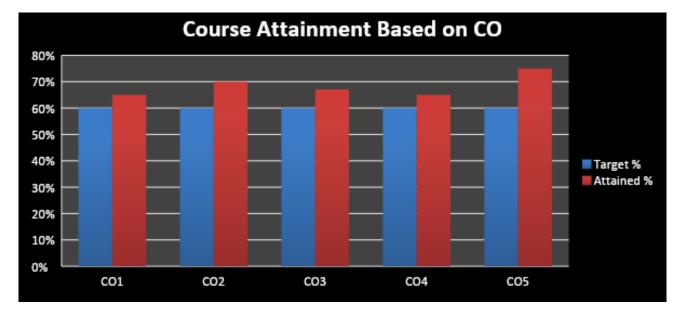
NILIMI SEMA & SHAMBHAVI JHA performed very well in the exam and assignment

(XV) Analysis of Students performance in the course

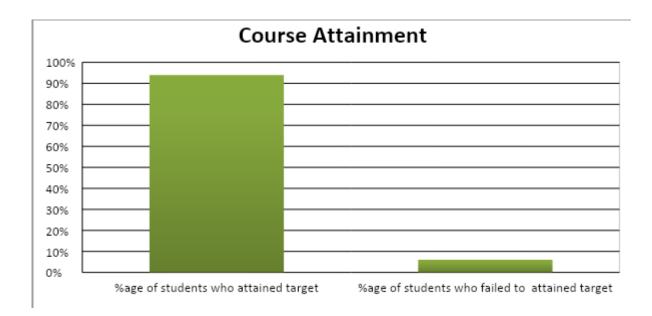
Grades	Students Achievement	Total
Graues	Achievement	TOLAI
0	2	
E	11	
A	29	53
В	8	
С	2	

D	1
F	0

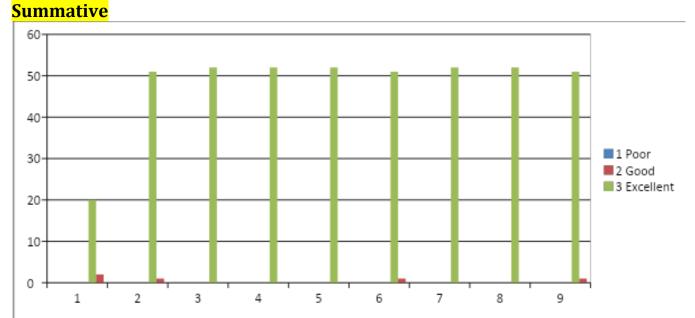




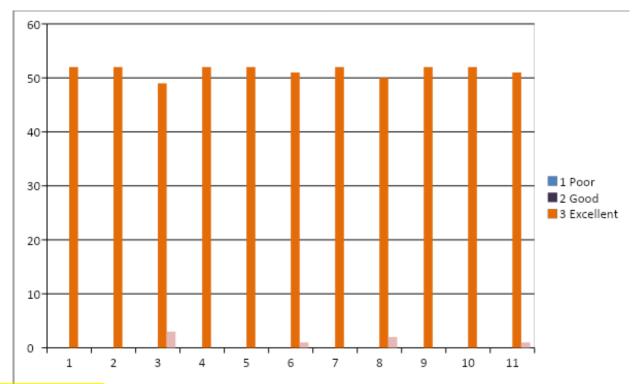
Total No. of Students	53	50
%age of students who attained target	94%	
%age of students who failed to attained target	6%	



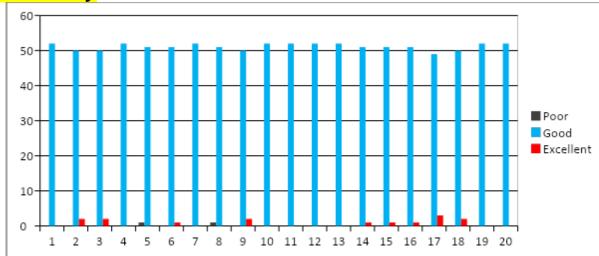
(xiii) Analysis of Student Feed Back: MB 402 Even Sem 2019



Formative







	CERTIFICATE							
I, the ur	I, the undersigned, have completed the course allotted to me as shown below							
Sl. No.	Semester	Subject with Code	Subject with Code Total Units/ Chapters Remarks					
01.	MBA 4th 2019	Strategic Management (MB-402)	9					
Date : 1	1/7/2019				Signature of Faculty			
Submitte	ed to HOD							
		Certificate by HOD						
	I, the undersigned, certify thathas completed the course work allotted to him/ her satisfactorily/ not satisfactorily.							
	Date : 11/7/2019 Signature of HOD							

Submitted to Principal/Director	
Date :	
	Signature of Principal/Director



SILIGURI INSTITUTE OF TECHNOLOGY MASTER OF BUSINESS ADMINISTRATION



COURSE FILE 4TH SEM, 2ND YEAR

SESSION 2019 - 2020 (EVEN SEMESTER-2019)

PAPER NAME : INDUSTRIAL RELATIONS PAPER CODE: HR404 (HR SPECIALIZATION PAPER) MBA [Syllabus From 2008 session]

Course File

Course Title: Industrial Relations

Code: HR404

Semester 4th , Year 2nd

Name of the Faculty: Debayan Nandi

E-mail: debaisit@gmail.com

Class Schedule of HR404 (Even Sem'2019)

	Lecture		Tutorial/ Remedial class	
Monday		3.00 PM - 3.50 PM		
Tuesday	12.30 PM - 1.20 PM		4.40 – 5.10 pm	
Wednesda	10.50 AM - 11.40 AM			
у				
Thursday		2.10 PM - 3.00 PM		
Friday			1.30 - 2.10 pm	

Hours for meeting students:

Day	Time
Monday	01.30 PM - 02.00 PM
Tuesday	04.40 PM - 05.00 PM
Wednesday	04.40 PM - 05.00 PM
Thursday	01.30 PM - 02.00 PM

i) Course Objective

- To investigate the nature of the relationship that exists between an employer and his or her employees or the employment relationship, as it is generally known.
- To introduce students to the theories, institutions and practices of Industrial Relations.
- To examines the role and objectives of the main actors in the employment relations employers, employees and trade unions and the government, and their interactions in collective bargaining, employee involvement/participation, conflict resolution and expression and the termination of the employment relationship

ii) Course Outcomes

i. After completion of this course the students are expected to be able to demonstrate following knowledge, skills and attitudes.

The student will be able to:

	Description of Course Outcomes	Target
CO1	Demonstrate descriptive knowledge of the field of industrial relations. (Knowledge, Comprehending, Remembering)	60%
CO2	Apply the essential concepts of industrial relations and their interrelationship at the personal, organisational and national levels (Knowledge, Comprehending, Applying)	60%
CO3	Recognize and consider the social, historical and equity issues within industrial relations. (<i>Comprehending, Applying</i>)	60%
CO4	Investigate solutions to industrial relations problems based on research and assessment of current practices. (<i>Analyzing</i>)	60%
CO5	Communicate the knowledge of industrial relations in both written and verbal formats reactive to both audience and purpose. (<i>Analyzing, Evaluating</i>)	60%

ii. Once the student has successfully complete this course, he/she must be able to answer the following questions or perform/demonstrate the following:

Sl.	Question	BT Level		
1.	State the System Model of IR	BT 1		
2.	Explain the Problems of Industrial Workers	BT 2		
3.	Elucidate Origin, Growth, Structure and Management of Trade Unions	BT 3		
4.	Analyze Role of Government and State, Role of Management, Role of Trade Unions.			
5.	State the features and relative merits & demerits of Settlement of Disputes	BT 2		
6.	Give an analytical overview of Prerequisites, Process, Negotiating Skills and Strategies	BT 4		
7.	Evaluate the role of Workers'Participation Schemes in India – Works Committee, Joint Management Council, Worker	BT 5		
8.	State the Meaning & Features of Statutory and Non-Statutory Provisions of Labour Welfare	BT 1		
9.	Elucidate the concepts of Misconduct, Disciplinary Action, Domestic Enquiry, Grievance Handling	BT 5		
10.	How do you Evaluate Wage Negotiation strategies ?	BT 3		

iii) Topic/Unit/Chapter Layout

Topic/Unit/Chapter	Lecture Hours	Tutorials/Remedial
Industrial Relations : Concept, Approaches to IR, Parties to IR, System Model of IR	4	System Model of IR
Industrial Worker in India : Rise of Industrial Workers, Profile of Industrial Workers in India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics)	2	Problems of Industrial Workers
Trade Unionism in India : Origin, Growth, Structure and Management of Trade Unions, Recognitions, Leadership, Trade Unionisms, Employers' Organisations in India, Managerial Associations.	4	Unionisms, Employers' Organisations in India
Industrial Relations in India : Labour Policy in Five Year Plans, Tripartism, Role of Government and State, Role of Management, Role of Trade Unions.	6	Role of Government
Industrial Disputes : Causes, Types, Trends and Settlement of Disputes (Internal Options, Third Party Machinery).	4	Settlement of Disputes
Collective Bargaining : Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement –content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India	4	Productivity Bargaining, Growth of Collective Bargaining in India
Workers' Participation in Management : Concept, Purpose and Practices in other countries; Workers Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council, WPM, EPM; Problems and Prospects in India; Quality Circles – Concept and Practices in India.	4	Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council, WPM
Labour Welfare and Industrial Relations : Concept, Purpose, Statutory and Non-Statutory Provisions, ILO Conventions and its application in India, Workers' Education Programmes in India.	4	Conventions and its application in India, Workers'
Employee Discipline : Meaning Types, Misconduct, Disciplinary Action, Domestic Enquiry, Grievance Handling.	4	Grievance Handling
Case Studies - Wage Negotiation, Disciplinary Action, Industrial Disputes	4	Industrial Disputes

IV) Textbooks

- Marchington, M. : Managing Industrial Relations, McGraw Hill.
- Monapppa, Arun : Industrial Relations, Tata McGraw Hill.
- Ramaswamy, E. A. : Managing Human Resources, Oxford University Press.
- Venkata Ratnam, CS: Industrial Relations, OUP
- Govt. of India : Report of the National Commission on Labour

(v) Evaluation Scheme

1) Theory

Evaluation Criteria	Marks
Internal Exam*	50
Assignment	40
Quiz	10
Attendance	5
University Exam	70
Total	100

* Two internal examinations are conducted; based on those two tests, average of them are considered in a scale of 15.

V. Course target attainment levels:

Attainment Level	Inference
Attainment Level 1	40% of the students have attained more than the target level of that CO
Attainment Level 2	50% of the students have attained more than the target level of that CO
Attainment Level 3	60% of the students have attained more than the target level of that CO

Overall Course Attainment Target = 70% of the students will get "A" Grade

Target has been set on the basis of last year's performance / result by the students, student quality this year and difficulty level of the course.

University Grading System:

Grade	Marks
0	90% and above
Е	80 - 89.9%
А	70 – 79.9%
В	60 - 69.9%
С	50 - 59.9%
D	40 - 49.9%
F	Below 40%

Course target attainment levels for university assessment:

Target (No. of Students)	Target Level of CO (Marks) in point	Attainment Level
≤ 49.9 %	7	1
50 – 59.9 %	7	2
60 % and above	7	3

Overall Course Attainment Target = 60% of the students will get 7 points.

VI. Mapping of course Outcomes and Program Outcomes:							
Course Outcomes	Program Outcomes			PSC)s		
C HR404.1	1				1	1	
C HR404.2	1	1		1	1		
C HR404.3		1		1		1	1
C HR404.4	1	1			1	1	
C HR404.5		1				1	

VI. Mapping of Course Outcomes and Program Outcomes:

1 = courses in which the student will be exposed to a topic (BT level 1& 2)

2 = courses in which students will gain competency in that area (BT level 3-4)

3 = courses in which students will master that skill (BT level 5-6)

CO1 to CO5 partially satisfies application of knowledge of scientific management in solving real life Shop floor Management problems. (PO1, PO2).

CO1 to CO4 partially satisfies the concept of individual and team work.

CO1 to CO5 partially satisfies the concept of applied management science, mathematics through mathematical & operations research tools and demonstrate proficiency in use of software to be required to practice Production/Operations related managerial profession.

(vii) Delivery Methodology

Outcome	Method	Supporting Tools	Demonstration
C HR404.1	Structured, partially supervised	Power point presentation, real life example	Assignment, Quiz, Internal
C HR404.2	Structured, partially supervised	Class Lectures, Power point presentation	Assignment, Quiz, Internal
C HR404.3	Structured, partially supervised	Class Lectures, Power point presentation	Assignment, Quiz, Internal
C HR404.4	Structured, partially supervised	Class Lectures, Power point presentation	Tutorial, Assignment, Quiz, Internal
C HR404.5	Structured, partially supervised	Class Lectures, real life example	Tutorial, Assignment, Quiz, Internal

(viii) Assessment Methodology

Outcome	Assessment Tool	Specific Question/activity aligned to the Outcome
C.HR404.1, C.HR404.2, C.HR404.3, C.HR404.4, C.HR404.5		 Discuss importance of IR in the industry Explain the evolution of Trade Unionism in Indian industries Analyze Role of Government and State, Role of Management, Role of Trade Unions State the features and relative merits & demerits of Settlement of Disputes

		 5. Evaluate the role of Workers'Participation Schemes in India – Works Committee, Joint Management Council, Worker 6. Discuss Growth of Collective Bargaining in India 7. Explain the steps of Productivity Bargaining, 8 Discuss the objectives and benefits of Workers' Education Programmes in India
C.HR404.2, C.HR404.3, C.HR404.4	Assignment	 Explain the steps of Grievance Handling Give a brief account of Problems of Industrial Workers (absenteeism, commitment, Work Ethics) Write short notes on Managerial Associations Describe Labour Policy in Five Year Plans
C.HR404.1, C.HR404.2, C.HR404.3, C.HR404.4, C.HR404.5	End of Semester Test	 State the features and relative merits & demerits of Settlement of Disputes Evaluate the role of Workers'Participation Schemes in India – Works Committee, Joint Management Council, Worker Discuss importance of IR in the industry Explain the evolution of Trade Unionism in Indian industries Analyze Role of Government and State, Role of Management, Role of Trade Unions Explain Quality Circles – Concept and Practices in India. Discuss Growth of Collective Bargaining in India Explain the steps of Productivity Bargaining, B Discuss the objectives and benefits of Workers' Education Programmes in India Case studies Distinguish between Tripartite and Bipartite agreements What are the different Approaches to IR ?

(ix) A. Weekly Lesson Plan

Week	Lectures	Tutorial/ Remedial Class	Assignment
Week 1	Industrial Relations : Concept, Approaches to IR, Parties to IR, System Model of IR	System Model of IR	
Week 2	Industrial Worker in India : Rise of Industrial Workers, Profile of Industrial Workers in India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics) Trade Unionism in India : Origin, Growth	Problems of Industrial Workers	Explain the steps of Grievance
Week 3	Trade Unionism in India : Structure and Management of Trade Unions, Recognitions, Leadership, Trade Unionisms, Employers' Organisations in India, Managerial Associations. Industrial Relations in India : Labour Policy in Five Year Plans	Unionisms, Employers' Organisations in India	Handling
Week 4	Tripartism, Role of Government and State, Role of Management, Role of Trade Unions.	Role of Government	
Week 5	Industrial Disputes : Causes, Types, Trends and Settlement of Disputes (Internal Options, Third Party Machinery).	Settlement of Disputes	Describe Labour Policy in Five Year Plans

Week 6	Collective Bargaining : Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement – content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India.	Productivity Bargaining, Growth of Collective Bargaining in India	
Week 7	Workers' Participation in Management : Concept, Purpose and Practices in other countries; Workers' Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council, WPM, EPM; Problems and Prospects in India; Quality Circles – Concept and Practices in India.	Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council, WPM	Give a brief account of Problems of Industrial Workers (absenteeism, commitment, Work Ethics)
Week 8	Labour Welfare and Industrial Relations : Concept, Purpose, Statutory and Non-Statutory Provisions, ILO Conventions and its application in India, Workers' Education Programmes in India	Statutory and Non- Statutory Provisions	Write short notes on Managerial Associations
Week 9	Employee Discipline : Meaning Types, Misconduct, Disciplinary Action, Domestic Enquiry, Grievance Handling	Disciplinary Action, Domestic Enquiry, Grievance Handling	
Week 10	Case Studies - Wage Negotiation, Disciplinary Action, Industrial Disputes		

B. Topic/Chapter wise Weekly Lesson Plan

TOPIC/UNIT/ Module: I Title: Introduction to Industrial Relations Week No 1

CONTENTS

Discussion of Course outcome and program outcome.

Introduction to Industrial Relations

Topic/Unit/Chapter Objectives

Broad Objectives of the chapter/topic are:

1. To be familiar with the basic characteristics of industrial relations

2. To aware & conceptualize model of IR

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain Concept of IR [L1]

2. Discuss Parties to IR [L2]

3. Describe System Model of IR [L3]

4. Elucidate different Approaches to IR [L4]

TOPIC/UNIT/ Module: I Title: Industrial Worker in India Week No 2

CONTENTS

Discussion of Course outcome and program outcome.

Introduction to Industrial Relations

Topic/Unit/Chapter Objectives

Broad Objectives of the chapter/topic are:

1. To be familiar with the basic characteristics of industrial relations

2. To aware & conceptualize model of IR

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain Rise of Industrial Workers, Profile of Industrial Workers in India [L1]

2. Problems of Industrial Workers (absenteeism, commitment, Work Ethics) [L2]

3. Describe Origin and Growth of Trade Unionism in India [L3]

4. Elucidate Structure of Trade Union [L4]

TOPIC/UNIT/ Module: I Title: **Trade Unionism in India Week No 3**

CONTENTS

Discussion on Industrial Worker in India

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

Industrial Worker in India &

Introduction of Trade Unionism in India

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain Management of Trade Unions. [L1]

2. Explain the factors determining Recognitions, Leadership in Trade Unions. [L2]

3. Explain Employers Organisations in India [L3]

4. Explain Managerial Associations [L4]

TOPIC/UNIT/ Module:I Title: Labour Policy of India Week No 4

Topic/Unit/Chapter Objectives

Broad Objectives of the chapter/topic are:

1. Labour Policy of India

2. Role of Central & State Government

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

- 1. Labor Policy in Five Year Plans (L1)
- 2. Tripartism (L2)
- 3. Role of Government and State, Role of Management, [L3]
- 4. Role of Trade Unions [L4]

TOPIC/UNIT/ Module:I Title: Industrial Relations in India Week No 5

CONTENTS

Different Industrial Disputes

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. Details of Role of Managers to resolve industrial disputes

2. How to Settle of Disputes?

3. How to Conduct Structural Implementation, Functional Implementation?

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain Causes of Industrial Disputes, [L1]

2. Explain the Types of Industrial Disputes, [L2]

3. Explain the Trends of Industrial Disputes [L3]

4. Settlement of Disputes (Internal Options, Third Party Machinery). [L4]

	TOPIC/UNIT/ Module: I	
	Title: Industrial Disputes	
	Week No 6	
CONTENTS		

Concept and application of Collective Bargaining

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. Implementation of Collective Bargaining

2. Strategic actions for Productivity Bargaining

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain the conceptual basics behind Theories, Prerequisites, [L1]

2. Explain the conceptual basics behind Process, Negotiating Skills and Strategies, Agreement content, [L2]

3. Explain Validity, Implementation, Productivity Bargaining, [L3]

4. Explain Growth of Collective Bargaining in India [L4]

TOPIC/UNIT/ Module : II
Title: Collective Bargaining
Week No 7
Topic/Unit/Chapter Objectives:
Broad Objectives of the chapter/topic are:
1. Concept of WPM
2. Different schemes of WPM
3. To be familiar with Quality Circles
Once the student has completed this topic/ chapter he/she will be able to answer following
questions/perform the following activities with Levels of Bloom's Taxonomy):
1. Explain the WPM Concept, Purpose and Practices in other countries [L1]
2. Workers Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director,
Shop Council and Joint Council [L2]
3. EPM; Problems and Prospects in India [L3]
4. Discuss the Quality Circles – Concept and Practices in India [L4]
Topic/Unit/Chapter Objectives:
Broad Objectives of the chanter /tonic are:

Broad Objectives of the chapter/topic are:

1. Concept of WPM

2. Different schemes of WPM

3. To be familiar with Quality Circles

TOPIC/UNIT/ Module : II Title: Workers' Participation in Management Week No 8

CONTENTS

Labour Welfare and Industrial Relations

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. To be familiar with the different provisions of labour welfare

2. To be familiar with Workers Education schemes

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Concept, Purpose of Labour Welfare [L1]

2. Mention the Statutory and Non-Statutory Provisions of Labour Welfare. [L2]

3. To understand the ILO Conventions and its application in India [L3]

4. Workers' Education Programmes in India [L4]

TOPIC/UNIT/ Module : II	
Title: Labour Welfare and Industrial Relations	
Week No 9	

CONTENTS

Employee Discipline

Topic/Unit/Chapter Objectives: Broad Objectives of the chapter/topic are:

1. To familiar with real life problems

2. To be able to take strategic decisions in adverse situations

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

- 1. Meaning & Types of Employee Discipline,
- 2. Misconduct, Disciplinary Action,
- 3. Domestic Enquiry,
- 4. Grievance Handling

TOPIC/UNIT/ Module : II Title: Case Studies Week No 10

CONTENTS

Case Studies Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. To familiar with real life problems

2. To be able to take strategic decisions in adverse situations

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

- 1. Case on Wage Negotiation
- 2. Case on Disciplinary Action
- 3. Case on Industrial Disputes
- 4. Presentation

COMBINED DAILY LESSON PLAN & EXECUTION REPORT

NAME OF FACULTY	DEPARTMENT	SUBJECT: Industrial Relations	SEMESTER: 4TH
Mr. DEBAYAN NANDI	M.B.A	CODE : HR404	

Sl. No.	Lecture No	Unit No	Topic Description (to be quoted from syllabus)	Planned Date	Execution Date	Teaching Pedagogy
	1		Explain Concept of IR	11/2/19	13/2/19	
1	2		Discuss Parties to IR	13/2/19	15/2/19	
1	3	1	Describe System Model of IR	16/2/19	16/2/19	
	4		Elucidate different Approaches to IR	19/2/19	19/2/19	Traditional
2	5	2	Explain Rise of Industrial Workers, Profile of Industrial Workers in India	20/2/19	26/2/19	Chalk & Talk using Black board + PPT
	2 6 2		Problems of Industrial Workers (absenteeism, commitment, Work Ethics)	22/2/19	27/2/19	presentation
3	8	3	Describe Origin and Growth of Trade Unionism in India	23/2/19	1/3/19	
	9		Elucidate Structure of Trade Union	26/2/19	2/3/19	
	10		Explain Management of Trade Unions.	27/2/19	5/3/19	Traditional
4	11	4	Explain the factors determining Recognitions, Leadership in Trade Unions.	1/3/19	12/3/19	Chalk & Talk using Black

	12		Explain Employers Organisations in India	2/3/19	15/3/19	board + PPT
	13		Explain Managerial Associations	5/3/19	16/3/19	presentation
	13		Labor Policy in Five Year Plans	6/3/19	19/3/19	
	15		Tripartism	8/3/19	20/3/19	
	16		Role of Government and State in Labor Policy	9/3/19	20/3/19	
5	17	5	Role of Management in Labor Policy	10/3/19	24/3/19	
5	18	5	Role of Trade Unions in Labour Policy	12/3/19	26/3/19	
	10		Explain Causes of Industrial Disputes	15/3/19	2/4/19	
6	20	6	Explain the Types of Industrial Disputes	16/3/19	3/4/19	
	20	0	Explain the Trends of Industrial Disputes	19/3/19	5/4/19	
	22		Settlement of Disputes (Internal Options, Third Party Machinery).	20/3/19	6/4/19	
	23		Explain the conceptual basics behind Theories, Prerequisites	22/3/19	8/4/19	Traditional Chalk & Talk using Black
7	24	7	Explain the conceptual basics behind Process, Negotiating Skills and Strategies, Agreement content	23/3/19	13/4/19	board + PPT presentation
	25		Explain Validity, Implementation, Productivity Bargaining,	25/3/19	16/4/19	
	26		Explain Growth of Collective Bargaining in India	26/3/19	17/4/19	
	27		Explain the WPM Concept, Purpose and Practices in other countries	2/4/19	19/4/19	
8	28	8	Workers Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council	3/4/19	20/4/19	Traditional Chalk & Talk using Black
-	29		EPM; Problems and Prospects in India	5/4/19	23/4/19	board + PPT
	30		Discuss the Quality Circles – Concept and Practices in India	6/4/19	24/4/19	presentation
	31		Concept, Purpose of Labour Welfare	8/4/19	25/4/19	
	32		Mention the Statutory and Non-Statutory Provisions of Labour Welfare.	9/4/19	27/4/19	
9	33	9	To understand the ILO Conventions and its application in India	12/4/19	30/4/19	Traditional Chalk & Talk using Black
	34		Workers' Education Programmes in India	13/4/19	1/5/19	board + PPT presentation
	35		Meaning & Types of Employee Discipline	16/4/19	3/5/19	presentation
	36		Misconduct, Disciplinary Action	17/4/19	7/5/19	
	37		Domestic Enquiry	19/4/19	8/5/19	Traditional
10	38	10	Grievance Handling	20/4/19	10/5/19	Chalk & Talk using Black
10	39	10	Case on Wage Negotiation & Disciplinary Action	23/4/19	11/5/19	board + PPT
	40		Case on Industrial Disputes	24/4/19	12/5/19	presentation

x) Teaching Strategy/Method (describes instructional methods, usage of ICT, efficient and engaging instructions and displays the best practices on institutional website)

- Learning by real life case incidents (from Economic Times, Business Line, HBR)
- Learning by question and answering
- Learning by different current industry business models in local areas
- Learning by team work (think, pair, share)
- Learning by solving numerical problems
- Learning by good video lectures and animation

(x.a) Strategy to support weak students

- Involve them in such real life based live business project work/designing of business plan
- Engage some bright students to put attention on their friends i.e. weak students Encouraging them to express their point of trouble

• Paying extra attention regarding subject matter beyond the class and regular follow up

(x.b) Strategy to encourage bright students

- Motivate them to browse the internet and go through the latest invention/developments in the particular field
- Try to encourage them to study beyond the syllabus
- Suggest them to follow comparatively advanced and well equipped text books
- Encourage them to implement some real life based hand on business oriented project work on the subject matter

(x.c) Efforts to keep students engaged

- Delivering some interesting lectures apart from conventional teaching
- Asking random questions to the students found unmindful from the topic
- Assigning regular home works and follow up
- Engage them by providing interesting problem solving
- Introducing some informal business quiz among different groups

XI. Attendance Records

Subiect	with code: Industr	rial Relations (HR404)		ATTEN	IDANCE	SHEET	•	re) ction: I	HR						
Semest								line: MI							
SI.	Roll No.	Name	13/ 2	15/ 2	16/ 2	19/ 2	26/ 2	27/ 2	1/ 3	2/ 3	5/ 3	12/ 3	15/ 3	16/ 3	19/3
1	11900917011	SHAMBHAVI JHA	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р
2	11900917025	PINKEY DEY	Р	Р	А	Р	Р	А	Р	Р	А	Р	Р	Р	Р
3	11900917027	NILIMI SEMA	А	А	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
4	11900917031	MOUSHUMI GHOSH	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	A	Р
5	11900917035	MADHUPARNA CHATTERJEE	Р	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	Р
6	11900917039	HARSA SINGH	Р	Р	Р	Р	A	Р	Р	Р	Р	Р	Р	Р	Р
7	11900917041	CHANDRA KANTA KUMARI	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
8	11900917042	BASUNDHARA PRADHAN	Р	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	А
9	11900917046	ASHIKA DANGAL	А	Р	Р	Р	А	A	Р	Р	Р	Р	Р	Р	Р
Sl.	Roll No.	Name	20/	22/	25/	26/	2/4	3/4	5/	6/	8/	13/	16/	17/	19/4
ы		Mullie	3	3 ′	3	3	,	,	4	4	4	4	4	4	
1	11900917011	SHAMBHAVI JHA	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р	Р
2	11900917025	PINKEY DEY	Р	Р	А	Р	Р	А	Р	Р	А	Р	Р	Р	Р
3	11900917027	NILIMI SEMA	А	А	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
4	11900917031	MOUSHUMI GHOSH	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	A	Р
5	11900917035	MADHUPARNA CHATTERJEE	Р	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	Р
6	11900917039	HARSA SINGH	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
7	11900917041	CHANDRA KANTA KUMARI	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
8	11900917042	BASUNDHARA PRADHAN	Р	Р	Р	Р	Р	Р	Р	A	Р	Р	Р	Р	Р
9	11900917046	ASHIKA DANGAL	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
Cl	Roll No.	Name	20/	23/	24/	26/ 4	27/ 4	30/ 4	1/ 5	3/ 5	7/ 5	8/5	10/ 5	11/ 5	14/5
SI.			4	4	4	4	т	т	3					3	
51. 1	11900917011	SHAMBHAVI JHA	4 P	4 P	4 Р	A	P	P	P	P	P	Р	P	P	Р
	11900917011 11900917025	SHAMBHAVI JHA PINKEY DEY										P P			P P

4	11900917031	MOUSHUMI GHOSH	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	А	Р
5	11900917035	MADHUPARNA CHATTERJEE	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
6	11900917039	HARSA SINGH	Р	Р	Р	Р	А	Р	Р	Р	Р	Р	Р	Р	Р
7	11900917041	CHANDRA KANTA KUMARI	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
8	11900917042	BASUNDHARA PRADHAN	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р
9	11900917046	ASHIKA DANGAL	Р	Р	Р	Р	Р	Р	Р	А	Р	Р	Р	Р	Р

	ATTENDANCE SHEET (Tutorial)													
	Roll No.	Name	5/2/ 2019	19/0 2/ 2019	27/2 / 2019	8/3/ 2019	19/3/ 2019	12/4/ 2019	18/4/ 2019	29/4/ 2019	2/5/ 2019			
1	11900917011	SHAMBHAVI JHA	Р	Р	Р	Р	Р	Р	Р	Р	Р			
2	11900917025	PINKEY DEY	А	Р	А	Р	Р	Р	Р	Р	Р			
3	11900917027	NILIMI SEMA	Р	Р	Р	Р	А	Р	Р	Р	Р			
4	11900917031	MOUSHUMI GHOSH	А	Р	Р	Р	Р	Р	Р	А	Р			
5	11900917035	MADHUPARNA CHATTERJEE	А	А	Р	Р	Р	Р	Р	Р	А			
6	11900917039	HARSA SINGH	Р	А	А	Р	А	Р	Р	Р	Р			
7	11900917041	CHANDRA KANTA KUMARI	Р	Р	Р	Р	Р	Р	Р	Р	Р			
8	11900917042	BASUNDHARA PRADHAN	Р	Р	А	Р	Р	Р	Р	Р	Р			
9	11900917046	ASHIKA DANGAL	Р	Р	Р	А	Р	Р	А	Р	Р			

			Records of As	signment		
-	t with code: IR (I ter :4 th	HR404)		-	Section: HF Discipline:	-
Sl.	Roll No.	Name	20/3/19	5/4/19	17/4/19	27/4/19
1	11900917011	SHAMBHAVI JHA	Submitted	Submitted	Submitted	Submitted
2	11900917025	PINKEY DEY	Submitted	Submitted	Submitted (delayed)	Submitted
3	11900917027	NILIMI SEMA	Submitted	Submitted	Submitted	Submitted
4	11900917031	MOUSHUMI GHOSH	Submitted	Submitted	Submitted	Submitted
5	11900917035	MADHUPARNA CHATTERJEE	Submitted	Submitted	Submitted	Submitted
6	11900917039	HARSA SINGH	Submitted	Submitted	Submitted	Submitted (delayed)
7	11900917041	CHANDRA KANTA KUMARI	Submitted	Submitted	Submitted	Submitted
8	11900917042	BASUNDHARA PRADHAN	Submitted	Submitted	Submitted	Submitted
9	11900917046	ASHIKA DANGAL	Submitted	Submitted (delayed)	Submitted	Submitted

	XII. INT	'ERNAL ASSESMENT	RECO	RD HR4	04; M	AKAUI	^r Even Sen	nester 2019	
Sl.	Roll No.	Name		dance			mination	Assignment /	Total
			Total	Marks	1 st	2nd	Out of 20	Quiz (5)	(30)
1	11900917011	SHAMBHAVI JHA	5	5	22	21	17	4	26
2	11900917025	PINKEY DEY	5	4	20	20	16	4	24
3	11900917027	NILIMI SEMA	5	5	20	20	16	5	26
4	11900917031	MOUSHUMI GHOSH	5	5	19	22	16	3	24
5	11900917035	MADHUPARNA CHATTERJEE	5	5	20	22	17	5	27
6	11900917039	HARSA SINGH	5	5	20	17	15	3	23
7	11900917041	CHANDRA KANTA KUMARI	5	5	24	23	19	5	29
8	11900917042	BASUNDHARA PRADHAN	5	5	22	18	16	5	26

9	11900917046	ASHIKA DANGAL	5	4	20	21	16	4	24
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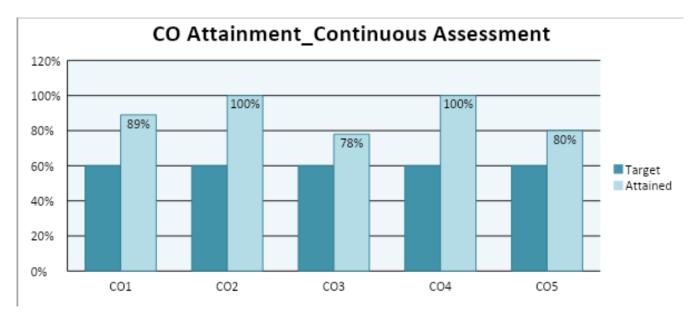
XIII. NAME WITH ROLL NO.s	OF STUDENT WHOSE	ACADEMIC DEDEOMANCE	IC NOT CATICEACTODY
AIII. NAME WITH KULL NU.S	OF STUDENT WHOSE	ACADEMIC FERFUMANCE	IS NUT SATISFACTURE

Serial No	Roll No	Name of Student	Remedial measures taken by Teacher
01	11900917011	SHAMBHAVI JHA	Explained Employers Union
02	11900917031	MOUSHUMI GHOSH	Explained Grievance handling procedure
03	11900917035	MADHUPARNA CHATTERJEE	Explained Trade union movements in India
04	11900917041	CHANDRA KANTA KUMARI	Explained Collective Bargaining steps

XIV. Records of activities for bright students : Shambhavi Jha & Nilimi Sema were found doing very good in the internal exams.

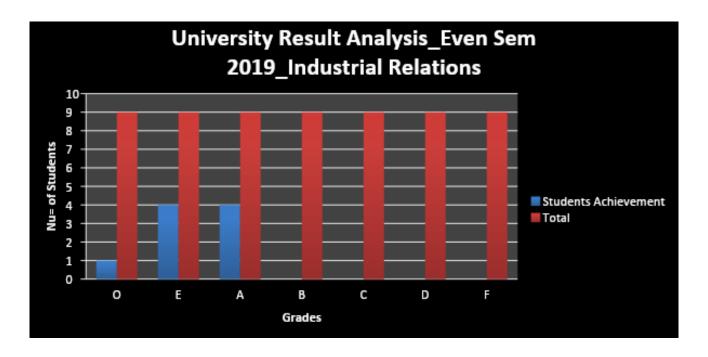
(XV) Analysis of Students performance in the course

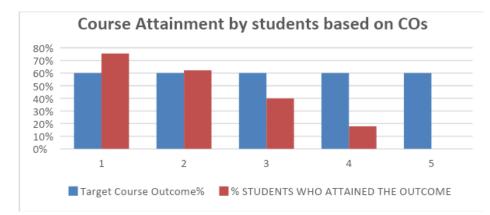
INTERNAL ASSESSMENT



UNIVERSITY EXAMINATION

	Students	
Grades	Achievement	Total
0	1	9
E	4	9
A	4	9
В	0	9
C	0	9
D	0	9
F	0	9





Percentage of Students Achieved the Targeted Course Attainment: 100%

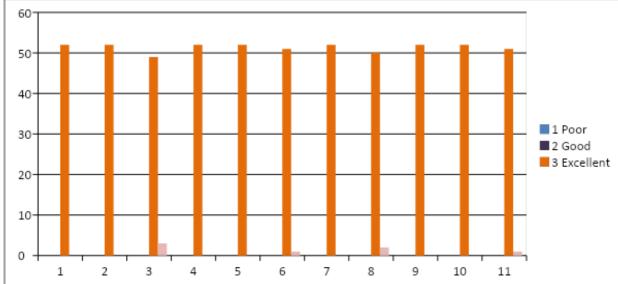
Total No. of Students	9	9
%age of students who attained target	100%	9

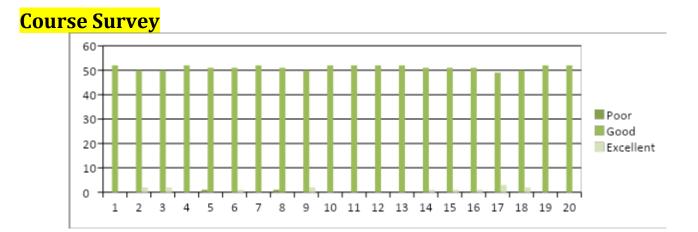
(XVI) Analysis of Student Feed Back: MB 402 Even Sem 2019

Summative



Formative





(XVII) Teacher Self-Assessment (at the completion of course)

Students were found more interested to know the present practices that take place at various industries. Interest towards typical theoretical aspects was found very less.

(XVIII) Recommendations/Suggestions for improvement by faculty

Revision of the syllabus is very much required

	CERTIFICATE			
I, the undersigned, have completed the course allotted to me as shown below				
Sl. No.	Semester	Subject with Code	Total Units/ Chapters	Remarks
01.	MBA 4 th 2019	Industrial Relations (HR404)	10	
	2/8/2019	Signature of Faculty		
Submitte	d to HOD			
		Certificate by HOD		
I, the undersigned, certify thathas completed the course work allotted to him/ her satisfactorily/ not satisfactorily.				
D	ate : 22/8/2019	Signature of HOD		
Submitted to Principal/Director				
Date :				
	Signature of Principal/Director			ature of Principal/Director