



# Bharath

INSTITUTE OF HIGHER EDUCATION AND RESEARCH  
(Declared as Deemed - to - be - University under section 3 of UGC Act 1956)

## DEPARTMENT OF MANAGEMENT STUDIES



## OBE – PARADIGM SHIFT

## OBE addresses the following key questions:

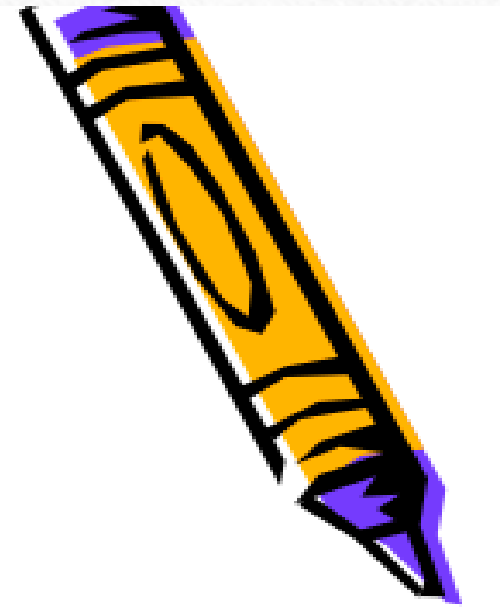


- **What** do you want the students to have or able to do?
- **How** can you best help students achieve it?
- **How** will you know what they have achieved it?
- **How** do you close the loop

# Outcome-based Education

Focuses on student learning by:

- Using learning outcome **statements** to make explicit what the student is **expected to be able to know, understand or do**;
- Providing **learning activities** which will help the student to **reach these outcomes**;
- **Assessing** the extent to which the **student meets these outcomes** through the use of explicit assessment criteria.



# Implementation of OBE Program

- Effective Program Educational Objectives.
- Effective Program Outcomes.
- Practical Assessment Tools.
- Effective Assessment Planning.
- Robust Evaluation Planning.
- CQI procedures in place



# Vision of **BIHER- DOMS**

The Department of Management Studies, Bharath Institute of Higher Education and Research aspires to be a leading Management Institution with a passion for Academic Excellence, uncompromising Human Values and an abiding commitment for the development of Business and Society through excellence in grooming Leadership, Entrepreneurial Talent and Research.

# Mission



**M1:** To imbibe Entrepreneurial Culture through Curriculum, Pedagogy, Mentoring and foster excellence by providing Quality Education in Business Management.



**M2:** To cultivate the principles of Social Responsibility, Ethics and Spiritual Values among budding Managers.



**M3:** To build intellectual capabilities based on the twin pillars of Research & Innovation.

## **PROGRAMME EDUCATIONAL OBJECTIVES (PEO):**

**PEO1 - Career Achievements** – Our budding Managers will demonstrate their skills in solving challenges in the corporate world through the core foundation and knowledge acquired in Business Management.

**PEO2 - Professionalism** – Our budding Managers will exhibit leadership, make decisions with societal and ethical responsibilities, function and communicate effectively in multidisciplinary settings.

**PEO3 - Life-long Learning** – Our budding Managers will recognize the need for sustaining and expanding their Managerial competence and engage in learning opportunities throughout their careers.

## PEO (Cont...)

**PEO4 - SKILL**- Our budding Managers will be trained for developing soft skills such as proficiency in many languages, Business communication, verbal, logical, analytical, comprehension, team building, inter- personal relationship, group discussion and leadership skill to become a better professional.

**PEO5 - ETHICS**– Our budding Managers will apply the ethical and social aspects of modern Business with a sense of Corporate Social Responsibility.

# Programme Outcomes (PO)

## PROGRAMME OUTCOMES (PO)

**PO1** : *An Ability to apply conceptual foundations to solve practical decision – making problems.*

**PO2** : *An ability to develop a systematic understanding of changes in business environment.*

**PO3** : *An ability to function effectively in a team.*

**PO4**: *An ability to analyze a problem, and use the appropriate managerial skills for obtaining its solutions.*

**PO5**: *An ability to understand and analyze global, economic, legal and ethical aspects of business and apply them in organizational settings.*

**PO6**: *An understanding of professional integrity.*

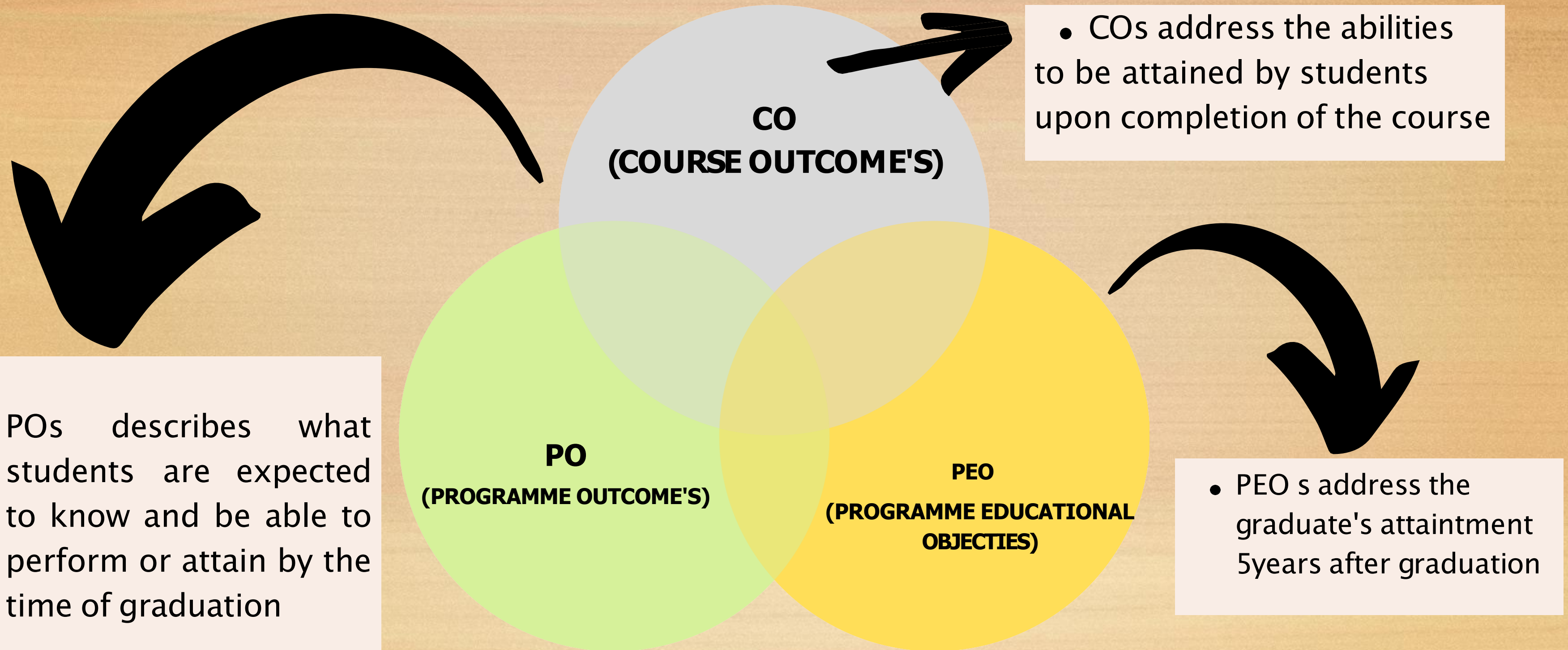
**PO7**: *An ability to communicate effectively.*

**PO8**: *An ability to use information and knowledge effectively.*

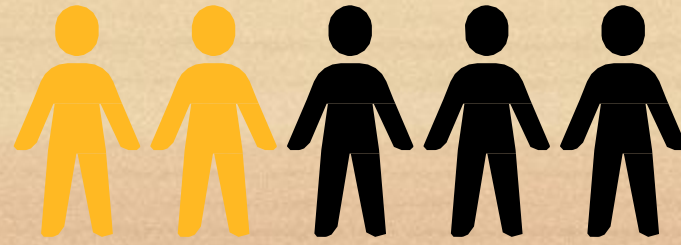
**PO9**: *An awareness about the society.*

**PO10**: *An ability to use practical managerial and analytical skills.*

# MAIN COMPONENTS OF OBE

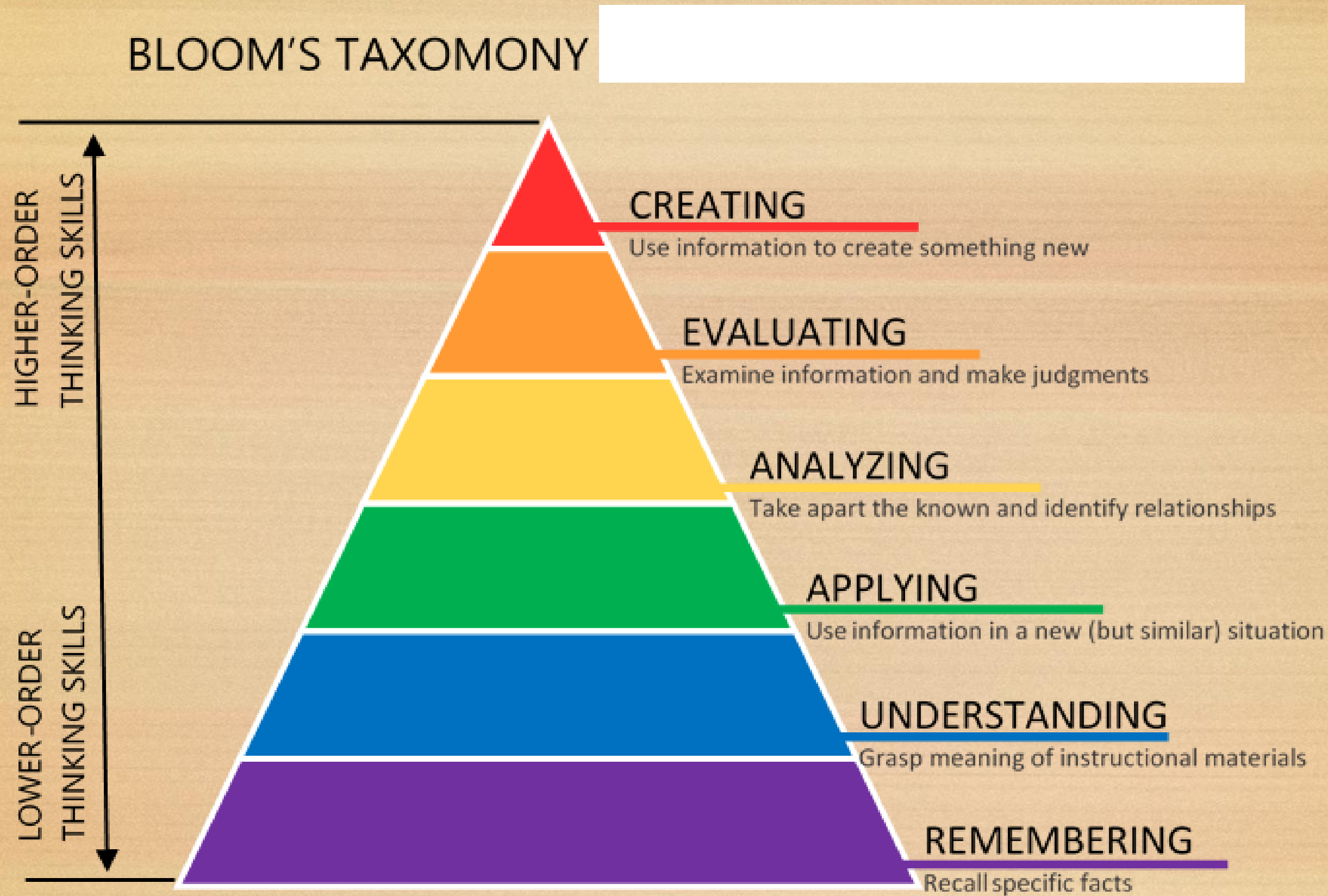


# Course Outcomes (COs)



- “Statements of observable student actions that serve as evidence of the Knowledge, Skills and Attitudes acquired in a course”.
- Each course is designed to meet (about 6) Course Outcomes
- The Course Outcomes are stated in such a way that they can be measured.
- POs are attained through Core Courses

# Bloom's Taxonomy



*Bloom's taxonomy is hierarchical, meaning that learning at the higher level requires skills at a lower level to be attained.*

P18AEMB116	BUSINESS COMMUNICATION	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
COURSE OUTCOMES (COs)					
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES			
CO1	Remembering	List the various elements of communication, channels of communication and barriers to effective communication.			
CO2	Understanding	Demonstrate themselves effectively in routine and special real world business interactions			
CO3	Applying	Make appropriate use of body language. Communicating the process and findings in a range of business documents			
CO4	Analyzing	Take part in professional meetings, group discussions, telephonic calls, interviews and speaking activities			
CO5	Analyzing	Analyze the effectiveness of business reports			
CO6	Creating	Create and Deliver effective business presentations, using appropriate technology tools, for common business situations			

# Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)

S-Strong, M-Medium, L-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	
2	CO1			*				*	*			
	CO2		*	*		*		*	*			
	CO3			*		*		*	*			
	CO4			*				*	*			
	CO5	*	*		*	*		*	*			
	CO6			*	*			*	*			

CO	COURSE OUTCOME	PO	COGNITIVE LEVEL	KNOWLEDGE LEVEL	CLASS HOURS
CO1	List the various elements of communication, channels of communication and barriers to effective communication.	PO3,PO7,PO8	Remembering	C	3
CO2	Demonstrate themselves effectively in routine and special real world business interactions	PO2,PO3,PO5,PO7, PO8,	Understanding	P	13
CO3	Make appropriate use of body language. Communicating the process and findings in a range of business documents	PO3, PO5,PO7, PO8	Applying	P	14
CO4	Take part in professional meetings, group discussions, telephonic calls, interviews and speaking activities	PO3,PO7,PO8	Analyzing	P	4
CO5	Analyze the effectiveness of business reports	PO1,PO2,PO4,PO5, PO7, PO8	Analyzing	C,P	2
CO6	Create and Deliver effective business presentations, using appropriate technology tools, for common business situations	PO3,PO4,PO7,PO8,	Create	C,P	9

# CO – PO MAPPING

PO	COs	TOTAL SESSIONS	LEVEL
PO1	CO5	2	NIL
PO2	CO2,CO5	15	$15/45*100=33=$ M
PO3	CO1,CO2,CO3,CO4,CO6	43	S
PO4	CO5,CO6	11	L
PO5	CO2,CO3,CO5	29	S
PO7	CO1,CO2,CO3,CO4,CO5,CO6	45	S
PO8	CO1,CO2,CO3,CO4,CO5,CO6	45	S

# Mapping of Course Outcomes with Program Outcomes for BUSINESS COMMUNICATION

(S/M/L indicates strength of correlation)

S-Strong, M-Medium, L-Low

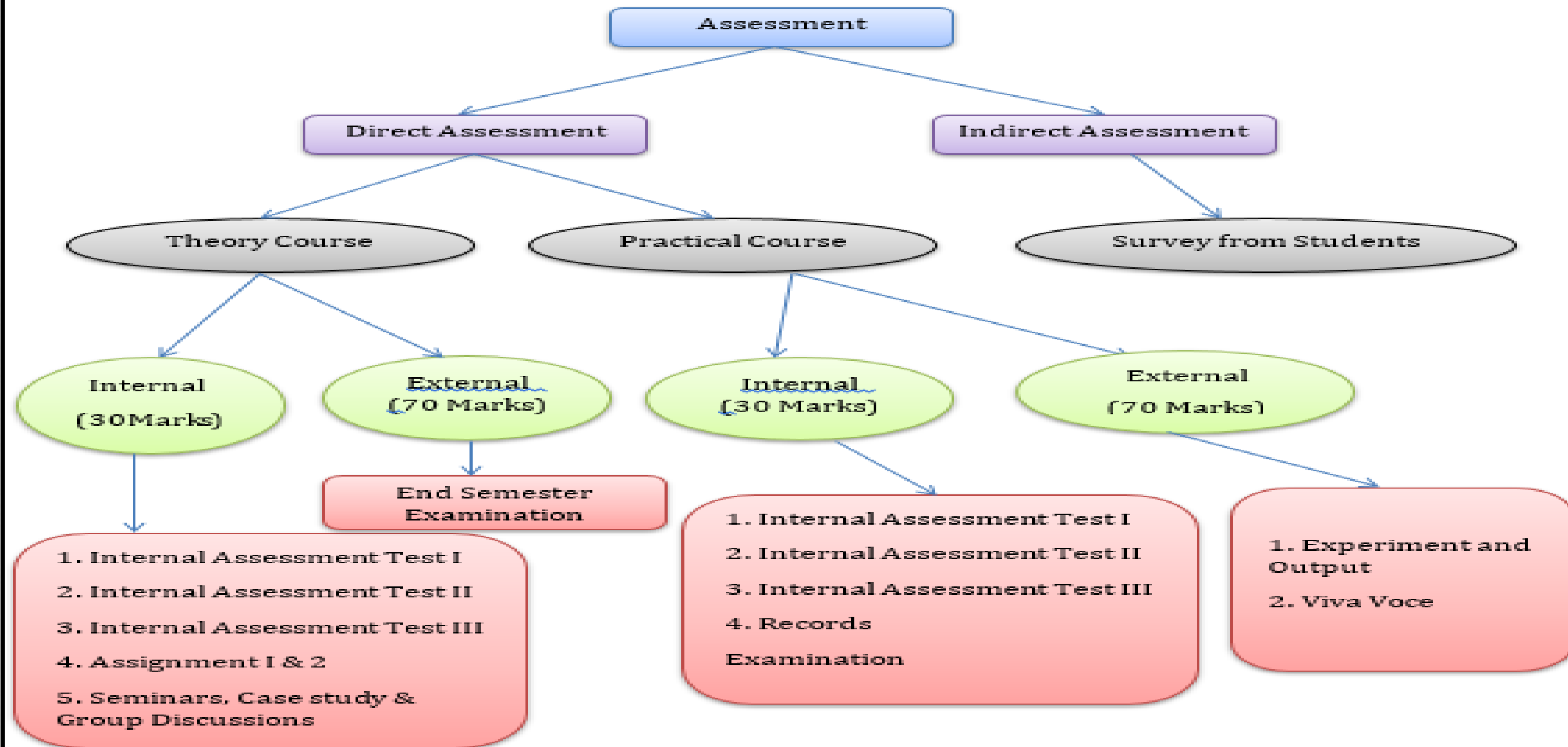
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1			S				S	S		
CO2		M	S		S		S	S		
CO3			S		S		S	S		
CO4			S				S	S		
CO5		M		L	S		S	S		
CO6			S	L			S	S		

UNIT 1 - TOPIC	CO	HOURS
Nature and Process of Communication: Definition, classification, purpose	CO1	1
Process, Barriers, importance of communication in management	CO2	3
principles to effective communication, communication structure in organization	CO3	3
conditions for successful communication	CO5	2
UNIT 2 - TOPIC	CO	HOURS
Types of listening Essentials of good listening	CO1	2
Listening: listening process Nonverbal communication: classification of non-verbal communication, - elements of a presentation	CO2	2
Guidelines for developing nonverbal communication skills, Presentation skills	CO3	2
Body language, gestures, handshakes, gazes, smiles, hand movements, styles of walking, voice modulations	CO4	2
Designing your presentation.	CO6	1

<u>UNIT 3 - TOPIC</u>	CO	HOURS
Negotiation Skills: need to negotiate, stages of the negotiation process	CO2	2
negotiation strategies, Business etiquettes: telephone etiquette	CO3	3
factors affecting negotiation	CO4	2
Communication skills for Interviews and Group Discussions	CO6	2
<u>UNIT 4 - TOPIC</u>	CO	HOURS
Principles of effective writing, Layout of a letter	CO2	3
Letter Formats - Application for appointment - Reference letters - Appointment letters	CO3	1
Orders - Enquiry letters - Offers and Quotations	CO3	2
Bank correspondence - correspondence with Government Department and public bodies	CO6	3
<u>UNIT 5 - TOPIC</u>	CO	HOURS
Business letter format, style of letter arrangement, types of letters,	CO2	3
Developing resume. Report writing, circulars, notices, memos, agenda and minutes	CO6	2
Modern Forms of Communication: Fax - e-mail – Video Conferencing - Internet – Weblinks and their use in Business	CO3	3
Current trends and technologies in business communication.	CO6	1

Evaluation		Weightage	Evaluation Component	Components	Duration
Continuous Evaluation	I Assessment Test	30%	Written Examinations	Component 1	1.5 Hour
	II Assessment Test	30%	Written Examinations	Component 2	1.5 Hour
	III Assessment Test	30%	Written Examinations	Component 3	1.5 Hours
	Assignments, GD, Quiz, Project, Case Evaluation and Participation	10%	CS, A, S, V, Q, T/ Mini Project, Case Studies administered throughout the Semester	Component 4	Spread across Semester
Comprehensive Evaluation	End Semester Examination	100%	Written Examinations	Part A- 10*2 Part B- 5*6 Part C-5*10	3 Hours

### | List of Assessment Tools



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# RUBRICS

# Evaluation of the Project Work

S.No	Parameter	Course Outcomes	(Excellent)	(Good)	(Satisfactory)
	Topic Selection		Students generates the topic supports with proper rationale and hypothesis	Students generates the topic supports with inadequate rationale and hypothesis	Students generates the topic with teachers assistance
1	Introduction (CO1)	CO1: Find the potential research areas in the field of Management. Recall concepts of report and present the findings of the study conducted in the preferred domain	Students should frame the profile of the organization, statement of the problem objective, need for the study	Students should frame the profile of the organization, statement of the problem objective, need for but not corrected properly	Students frame of profile of the organization, statement of the problem objective, need for the study with help of teacher
2	Literature Review (CO2)	CO2: Demonstrate the knowledge, skills and attitude of a Professional Manager and Master the art of working in group, and develop understanding of technical Previous dissertation presentation and writing.	Information is collected from the electronic and non-electronic sources and cited properly	Information is collected from the electronic and non-electronic sources and but not cited properly	Information is collected from the limited electronic and non-electronic sources and but not cited properly
3	Research Methodology (CO3)	CO3: Build a survey of several available literatures in the preferred field of study.	Students should prepare on its own pertaining to research design, data collection source, sample size etc.	Students should prepare on its own pertaining to research design, data collection source, sample size etc. but not properly designed	Students should prepare on its own pertaining to research design, data collection source, sample size etc. with the help of teacher.

4	Data Analysis and Interpretation	Course Outcomes	Students should do the required statistical analysis to meet the objectives	Inadequate statistical analysis to meet the objectives	Students should do the required statistical analysis to meet the objectives with help of teachers
5	Findings, Conclusion and Recommendations (CO4)	CO4: Compare and Contrast the several existing solutions for business research challenge.	Students should write the findings, conclusion and recommendation of the study based on the objectives	Findings, conclusion and recommendation of the study mismatching with objectives	Students should write the findings, conclusion and recommendation of the study based on the objectives with the help of the teacher
6	Content writing (CO5)	CO5: Evaluate Links and Dependencies and Schedule to achieve deliverables through Problem Identification, Formulation and Solution.	Content is well organized, demonstrate logical sequencing and sentence, structure with excellent concluding remarks	Content is well organized, demonstrate logical sequencing and sentence, structure with good concluding remarks	Content is well organized, demonstrate logical sequencing and sentence, structure with poor concluding remarks
7	Viva Voce (Oral Presentation) (CO6)	CO6: Formulate and propose a plan for creating a solution for the research plan identified and Develop acumen for higher education and research.	Excellent use of font, colors, important points etc. with smooth delivery that holds audience attention	Excellent use of font, colors, important points etc. with fairly delivery that holds audience attention	Good use of font, colours, important points etc. with smooth delivery that holds audience attention

# Project Work Review

Project Review	CO1	CO2	CO3	CO4	CO5	CO6
Review I	Y	Y	Y			
Review II		Y	Y	Y		
Review III		Y		Y	Y	Y
END SEMESTER	Y	Y	Y	Y	Y	Y

# Soft Skills Activity

	Soft Skills Activities	CO1	CO2	CO3	CO4	CO5	CO6
Soft Skills I	Article Presentation	Y					
	Group Discussion		Y	Y			
	Mock Interview				Y	Y	Y
Soft Skills II	Case Study	Y	Y				
	Role Play			Y	Y		
	Ex-Temper				Y	Y	Y
Soft Skills III	Business Quiz	Y	Y				
	Product Development			Y	Y		
	Event Management	Y	Y	Y	Y	Y	Y

## Evaluation of the Soft Skills

S.No	Parameter	(Excellent)	(Good)	(Satisfactory)
	Article Presentation			
1	SWOT Analysis of Research Paper	Student generates and present the research paper with SWOT Analysis	Student generates and present the research paper with SWOT Analysis but data is not relevant	Student generates and present the research paper with SWOT Analysis with the help of teacher
2	Creativity	Student learns some creative idea/ thoughts through the research paper	Student does not learn any creative/ idea thoughts from the research paper	Student is not able to show creative /idea
3	Motivation to Present/Choose	Student presents the article with justification of choosing the research paper	Student presents the article with not giving correct justification for choosing the research paper	Student is not able to present the article properly
4	Attitude	Student is open to receive comments from other but reiterates through healthy discussion.	Student receives comments from others silently	Student indulges in argument with others
5	Score for Viva Voce	Student discusses the important points with data	Student misses statistical data	Student does not present well

# Evaluation of the Soft Skills

S.No	Parameter	(Excellent)	(Good)	(Satisfactory)
	Group Discussion			
1	Content	Student generate the topic in current scenario	Student generates the topic in current scenario but not in the exact manner	Student generates the topic in current scenario with the help of other team members
2	Co-ordination with the Team	Student gives space to others and considers others opinion	Student does not accommodate others thoughts	Student is dominant in Group Discussion
3	Confidence	Student prepares the GD topic and speaks very confidently	Student prepares the GD topic but lacks in confidence	Student prepares the GD topic, but does not deliver.
4	Attitude	Student is open to receive comments from other but reiterates through healthy discussion.	Student receives comments from others silently	Student indulges in argument with others
5	Score for Viva Voce	Student discusses the important points related to GD with data	Student misses statistical data	Student does not present well

# Evaluation of the Soft Skills

S.No	Parameter	(Excellent)	(Good)	(Satisfactory)
	<b>Mock Interview</b>			
1	Resume	Student brings the Resume in proper format	Student brings the Resume but not in the proper format	Student comes with resume which has less data
2	Body Language	Student displays the right body language	Student is not able to display the proper body language	Students shows attitude
3	Communication Skills	Student is able to communicate properly in front of the Panel	Student is not able to communicate properly in front of the Panel	Student lacks communication skills
4	Attitude	Student is open to receive comments from other but reiterates through healthy discussion.	Student receives comments from others silently	Student indulges in argument with others
5	Motivation	Student is able to convince the HR in the Interview	Student tried to convince the HR in the Interview	Student is not able to convince the HR in the Interview
6	Goal Setting	Student has clear defined goals and gives justification	Student is not able to give justification for their Goal	Student has no clear goals
7	Presence of Mind/Creativity	Student displays presence of mind in the Interview Panel	Students is hesitant to voice his thoughts	Students does not have presence of mind
8	Confidence Level	Student is prepared well for the interview and talks very confidently	Students talking less confidently	Student is not prepared and is not confident

## Evaluation of the Soft Skills

S.No	Parameter	(Excellent)	(Good)	(Satisfactory)
	Case Study Analysis			
1	Assessment	Students are able to assess the entire case according to changing industry standards	Student assesses the case but is not able to correlate to recent trends	Student is not able to properly analyse the case
2	Understanding	Students display knowledge of comprehension and is able to give proper solution for the case	Students understand the case but are not able to give solution for the case.	Student lacks understanding of the case
3	Presentation Skills	Students presents the Case problem with solution confidently	Students is does not give appropriate solution	Student is not able to present the case properly
4	Summary and Conclusion	Student is able to present the findings, conclusion and recommendation of the study.	Findings, conclusion and recommendation of the study mismatching.	Students does not properly present the findings, conclusion
5	Score for Viva Voce	Students discusses the important points related case study with statistical	Students discuss the important points but misses statistical data related case study	Students lack clarity in presenting data

## Evaluation of the Soft Skills

S.No	Parameter	(Excellent)	(Good)	(Satisfactory)
	<b>Role Play</b>			
1	Understanding	Student understands the concept and depicts the role given confidently	Students is able to understand the concept but fails to portray the role	Students is not able to understand role
2	Co-operation	Students co operate with the Team members seamlessly	Students should co operate with selective Team members	Students lack the ability to cooperate with the Team members.
3	Presentation Skills	Students dons the role and adapts into the character	Students perform the role but lacks empathy	Students fails to capture the essence of the activity
4	Attitude	Student is open to receive comments from other but reiterates through healthy discussion.	Student receives comments from others silently	Student indulges in argument with others
5	Time Management	Students act within the Time Limit	Students exceeds time limit by 2 to 5 Minutes	Students exceeds time limit by 5 minutes.

## Evaluation of the Soft Skills

S.No	Parameter	(Excellent)	(Good)	(Satisfactory)
	<b>Product Development</b>			
1	Idea about the Product	Students are able to develop proper idea about the product	Students fail to develop proper idea about the product	Students are not able to develop the idea.
2	Co-operation	Students co operate with the Team members seamlessly	Students should co operate with selective Team members	Students lack the ability to cooperate with the Team members.
3	Presentation Skills	Students present the Product with Logo, slogan and SWOT Analysis	Students present the Product with Logo and Slogan	Students present the product with the help of Team members
4	Scope for Implementation	Students give the justification about the implementation of the product	Students give the justification about the implementation of the product with the help of Team	Students are not able to give justification about the implementation of the product
5	Time Management	Students act within the Time Limit	Students exceeds time limit by 2 to 5 Minutes	Students exceeds time limit by 5 minutes.

# Evaluation for Soft Skills

Direct Assessment							
Assessment Tools		CO1	CO2	CO3	CO4	CO5	CO6
IA	Internal Test 1	Y	Y				
	Internal Test 2			Y	Y		
	Internal Test 3	Y	Y	Y	Y	Y	Y
	Assignment 1		Y				
	Assignment 2					Y	
SEM	End Semester	Y	Y	Y	Y	Y	Y
Sub Total		30% (IA) + 70% (SEM)					
Indirect Assessment							



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# ATTAINMENT CALCULATION PROCEDURE

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# CO Attainment Calculation

- **Direct Attainment = 30% internal attainment + 70% university attainment**

Internal Attainment

$$= \frac{\text{Marks obtained in AT1} + \text{AT2} + \text{AT3} + \text{A1} + \text{A2}}{\text{Marks allotted for AT1} + \text{AT2} + \text{AT3} + \text{A1} + \text{A2}} * 100$$

$$\text{University Attainment} = \frac{\text{Marks obtained}}{\text{Marks Allotted}} * 100$$

➤ **Indirect Attainment IDA(COi) - Course Exit Survey Report**

➤ **Total Attainment = 80% Direct attainment + 20% Indirect attainment**

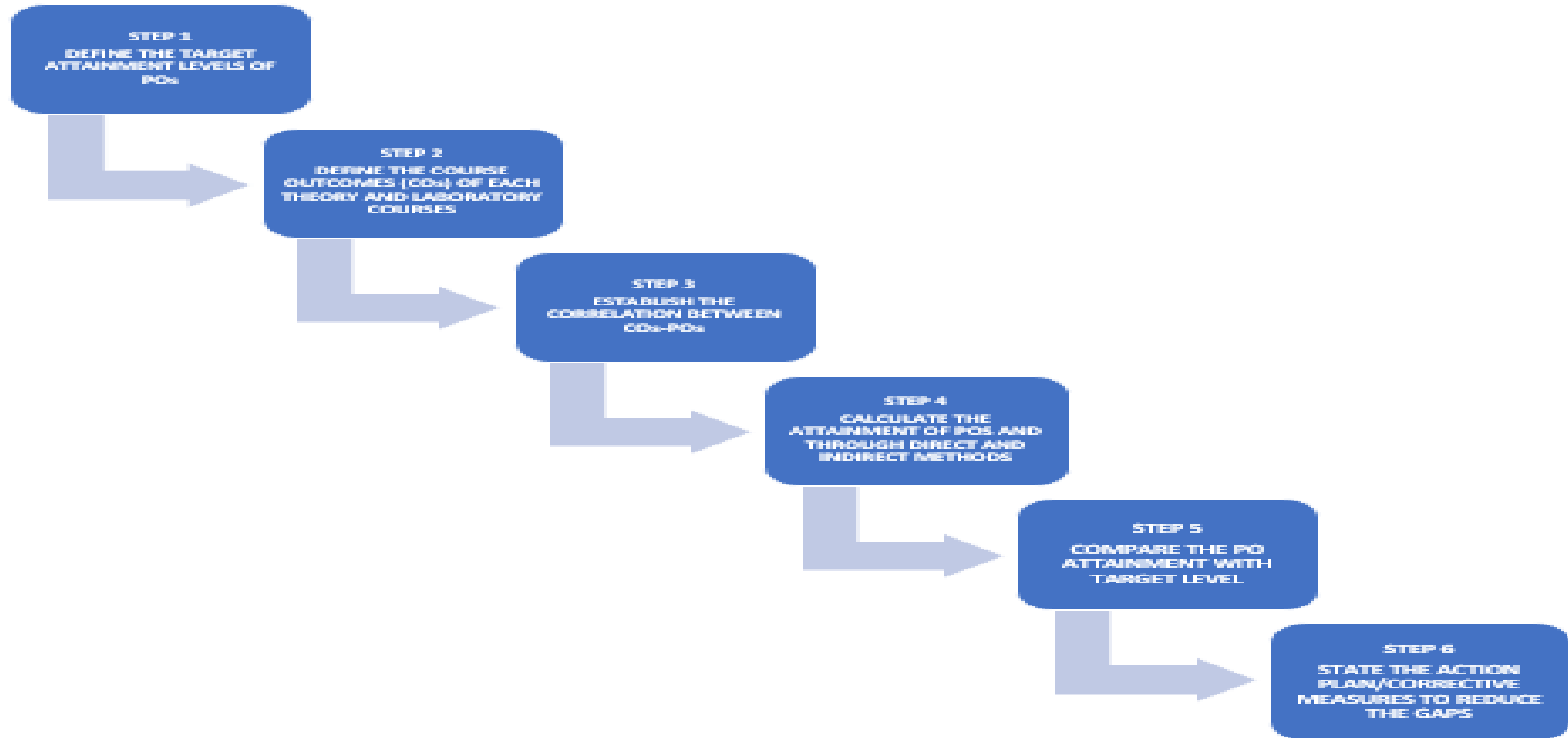
# CO Attainment Process

P18AEMB116/Name - Business Communication

P18AEMB116/Name - Business Communication																					
	MARKS ALLOTTED					MARKS OBTAINED						END SEMESTER EXAM									
CO	AT1	AT2	AT3	A1	A2	AT1	AT2	AT3	A1	A2	CO ATTAIN MENT AVERA GE FROM ASSESS MENT TEST	MARKS ALLOTTE D	MARKS OBTAIN E	CO ATTAIN MENT AVERA GE FROM END SEMEST ER EXAM	DIRECT CO ATTAIN MENT	INDIRE CT CO ATTAIN MENT (OBTAI NED FROM EXIT SURVE Y)	TOTAL CO ATTAIN MENT (%)	TARGET [CLASS AVERA GE] (%)	CO ATTAIN MENT GAP [ TARGET - ATTAIN MENT (%)	Actions Proposed to bridge the Gap (Gap >0)	Modificati on of Target when achieved( Gap <=0)
CO1	20	6	8			17	4	6			79	20	15	75	76	70	74	67	-7		
CO2	14	18	22	5		9	14	18	4		76	36	24	67	70	84	72	67	-5		
CO3	10	2	10			8	2	7			77	12	8	67	70	72	70	67	-3	-	-
CO4		10	4		5		7	4		5	84	3	2	67	72	79	73	67	-6	-	-
CO5		6					4				67	18	12	67	67	81	70	67	-3	-	-
CO6	6	8	6			4	6	5			75	10	6	60	65	80	68	67	-1		

# **PO Attainment Calculation**

## | Rubrics developed to validate the POs



# Target attainment levels of POs

S. No	Levels	Performance quality
1	PO greater than 70%	Excellent/ Exceeds Expectations
2	PO between 67% - 69%	Good/ Meets Expectation
3	PO between 65% - 67%	Satisfactory/ Marginal Expectations
4	PO below 65%	Unsatisfactory/ Does Not Meet Expectations

**Direct Attainment of PO for a Batch : Sum of PO Attainment for the course**

**Indirect Attainment – Program End Survey Report**

**Total Attainment = 80% Direct Attainment + 20% Indirect Attainment**

# PO Attainment

PO Attainment - Business Communication

PO / PSO	COs	Total Number of Sessions	Number of Sessions Devoted	Mapping Strength	CO attainment average	PO attainment %	Normalized to 1
PO1	CO5	2	4	0	70	0	0.00
PO2	CO2,CO5	15	33	2	71	47	0.47
PO3	CO1,CO2,CO3,CO4,CO6	43	96	3	72	72	0.72
PO4	CO5,CO6	11	24	2	69	46	0.46
PO5	CO2,CO3,CO5	29	64	3	71	71	0.71
PO7	CO1,CO2,CO3,CO4,CO5,CO6	45	100	3	71	71	0.71
PO8	CO1,CO2,CO3,CO4,CO5,CO6	45	100	3	71	71	0.71

# PO Attainment Level

[illegible]



**THANK YOU!**