

VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI.



Scheme of Teaching, Examinations and Syllabus
MASTER OF BUSINESS ADMINISTRATION (MBA)
(Effective from Academic year 2024 - 25)

SCHEME OF TEACHING AND EXAMINATION

VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI

Scheme of Teaching and Examinations: 2024- 25

MASTER OF BUSINESS ADMINISTRATION (MBA)

Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

I SEMESTER

Sl. No.	Course	Course Code	Course Title	Teaching Hours /Week		Examination			Credits	
				Theory	Practical component	Duration in hours	CIE Marks	SEE Marks		Total Marks
1	PCC	MBA101	Management and Organizational Behaviour	04	00	03	50	50	100	04
2	PCC	MBA102	Financial Accounting & Reporting	04	00	03	50	50	100	04
3	PCC	MBA103	Economics for Decision Making	04	00	03	50	50	100	04
4	PCC	MBA104	Business Statistics	04	00	03	50	50	100	04
5	PCC	MBA105	Marketing Management	04	00	03	50	50	100	04
6	PCC	MBA106	Managerial Communication	04	00	03	50	50	100	04
TOTAL				24	00	18	300	300	600	24

Note: PCC: Professional Core Course, Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 50 hours Teaching – Learning process.

Societal project shall be Mandatory course, the students should identify and study problems faced by the society. The students must submit a report to the respective guides. This shall be an audit course on lines of ability enhancement courses and shall be undertaken after the first semester and before commencement of the second semester.

Note:

1. Each Course has a theory component of 04 hrs (04 credits). Practical and real life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching –learning process.
2. 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.
3. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage business cases/Case Centre.
4. One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.
5. The Students and course instructor/s should involve either individually or in groups to interact together to enhance the learning and application skills.
6. **Practical component**
Students should interact with industry after regular contact hours (small, medium and large) to understand their problems and study in the form of research/testing/projects and for creative and innovative methods for guidance and to solve the identified problem.
7. **The students shall**
 - (a) Gain confidence in modeling of management systems.
 - (b) Work on different software/s (tools) to Simulate, analyze and authenticate the output to interpret and conclude.
 - (c) Involve in case studies and field visits/ field work.
 - (d) Accustom with the use of standards/codes etc., to narrow the gap between academia and industry.

All activities should lead to enhancement of students’ abilities/skills for employment and/or self-employment opportunity, management skills, statistical analysis, fiscal expertise, etc.
8. Societal Project (one week) is mandatory for all the students and this has to be carried out after the first semester during vacation and the report should be submitted by the students should be assessed internally during the second semester and it is a non credit but mandatory course.

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MASTER OF BUSINESS ADMINISTRATION (MBA)
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II SEMESTER

Sl. No	Course	Course Code	Course Title	Teaching Hours /Week		Examination				Credits
				Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	MBA201	Human Resources Management	04	00	03	50	50	100	04
2	PCC	MBA202	Financial Management	04	00	03	50	50	100	04
3	PCC	MBA203	Research Methodology and IPR	04	00	03	50	50	100	04
4	PCC	MBA204	Operations Research	04	00	03	50	50	100	04
5	PCC	MBA205	Corporate Strategy	04	00	03	50	50	100	04
6	PCC	MBA206	Entrepreneurship Development	04	00	03	50	50	100	04
7	SEC	MBA287	Societal Project	-	-	-	-	-	-	-
TOTAL				24	00	18	300	300	600	24

Note:

PCC: Professional Core Course, SEC: Skill Enhancement Course.

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload.

Four credit courses are designed for 50 hours Teaching – Learning process.

Note:

1 Each Course has a theory component of 04 hrs (04credits). Practical and real life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching –learning process.

2. 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.

3. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage business cases /Case Centre.

4. One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.

5. Practical component: Students should interact with industry after regular contact hours or during holidays and vacations (small, medium and large) to understand their problems and study in the form of research/ testing / projects and for creative and innovative methods for guidance and to solve the identified problem.

6. Internship-MBAIN387* (four weeks) to be carried out by students after second semester during vacation and the report should be submitted by the students and is to be assessed internally during the third semester.

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III SEMESTER (Core Courses and Dual Specialization Courses)

Sl. No.	Course	Subject Code				Teaching Hours Per Week		Examination				Credits
		Marketing	Finance	Human Resources	Business Analytics	Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC*	MBA301*	MBA301*	MBA301*	MBA301*	04	00	03	50	50	100	04
2	PCC*	MBA302*	MBA302*	MBA302*	MBA302*	04	00	03	50	50	100	04
3	PEC	MBAMM313	MBAFM313	MBAHR313	MBABA313	04	00	03	50	50	100	04
4	PEC	MBAMM314	MBAFM314	MBAHR314	MBABA314	04	00	03	50	50	100	04
5	PEC	MBAMM315	MBAFM315	MBAHR315	MBABA315	04	00	03	50	50	100	04
6	PEC	MBAMM316	MBAFM316	MBAHR316	MBABA316	04	00	03	50	50	100	04
7	PCC*	MBAIN387*	MBAIN387*	MBAIN387*	MBAIN387*	-	08	-	50	50	100	04
Total						24	08	18	350	350	700	28

Note: PCC*: Professional Core Course, PEC: Professional Elective Course.

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 50 hours Teaching – Learning process.

Note:

- Each Course has a theory component of 04 hrs (04 credits). Practical and real life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching –learning process
- 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.
- One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.
- In case of Core specialization, the students will be studying 2 core subjects and 4 specialization subjects in any one stream. Whereas in case of Dual specialization, the students will be studying 2 core subjects and First 2 subjects in any two specializations. For Example 2 core, 2 marketing and 2 HR specialization subjects, etc.,
- Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.
- Project Work-MBAPR487 (six weeks) to be carried out by students after third semester and the report should be submitted by the students during the fourth semester.

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MASTER OF BUSINESS ADMINISTRATION (MBA)
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III SEMESTER
Core Courses

Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
MBA 301	Logistics & Supply Chain Management	MBA 301	Logistics & Supply Chain Management	MBA 301	Logistics & Supply Chain Management	MBA 301	Logistics & Supply Chain Management
MBA 302	International Business	MBA 302	International Business	MBA 302	International Business	MBA 302	International Business

Specialisation Courses

Marketing Professional Elective Courses		Finance Professional Elective Courses		Human Professional Elective Courses		Business Analytics Professional Elective Courses	
MBA MM313	Consumer Behaviour	MBA FM313	Strategic Cost Management	MBA HR313	Recruitment & Selection	MBA BA313	Introduction to Python data and Control systems
MBA MM314	Sales & Retail Management	MBA FM314	Investment Analysis & Portfolio Management	MBA HR314	Industrial Relations & Legislations	MBA BA314	Data Visualization
MBA MM315	Services Marketing	MBA FM315	Advanced Financial Management	MBA HR315	Organizational Change & Development	MBA BA315	Business Analytics and Intelligence
MBA MM316	Rural Marketing	MBA FM316	Banking & Financial Services	MBA HR316	Compensation & Reward Management	MBA BA316	Big Data Analytics
MBA IN387	Internship	MBA IN387	Internship	MBA IN387	Internship	MBA IN387	Internship

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MASTER OF BUSINESS ADMINISTRATION

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IV SEMESTER (Core Courses and Dual Specialization)

S l . N o	Course	Subject Code				Teaching Hours /Week		Examination				Credits
		Marketing	Finance	Human Resource	Business Analytics	Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC*	MBA401*	MBA401*	MBA401*	MBA401*	02	02	03	50	50	100	3
2	PCC*	MBA402*	MBA402*	MBA402*	MBA402*	02	02	03	50	50	100	3
3	PEC	MBAMM413	MBAFM413	MBAHR413	MBABA413	02	02	03	50	50	100	3
4	PEC	MBAMM414	MBAFM414	MBAHR414	MBABA414	02	02	03	50	50	100	3
5	PEC	MBAMM415	MBAFM415	MBAHR415	MBABA415	02	02	03	50	50	100	3
6	PEC	MBAMM416	MBAFM416	MBAHR416	MBABA416	02	02	03	50	50	100	3
7	PCC*	MBAPR487*	MBAPR487*	MBAPR487*	MBAPR487*	-	12	-	50	50	100	6
Total						12	24	18	350	350	700	24

Note:

PCC*: Professional Core Course, PEC: Professional Elective Course.

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload (Practical component hours must be conducted as regular teaching hours in the respective class rooms only.

Three credit courses are designed for 40 hours Teaching – Learning process.

Note:

1. Each Course has a theory component of 2 hrs and Practical Component of 2 hrs (3credits). The Time-Table allotment for each course should be 4 hrs.
2. 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.
3. In case of Core specialization, the students will be studying 2 core subjects and 4 specialization subjects in any one stream. Whereas in case of Dual specialization, the students will be studying 2 core subjects and First 2 subjects in any two specializations. For Example 2 core, 2 marketing and 2 HR specialization subjects, etc,.
4. One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof. The format of the report shall be prescribed by the department.
5. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.

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IV SEMESTER

Core Courses

Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
MBA 401	Emerging Technologies for Business	MBA 401	Emerging Technologies for Business	MBA 401	Emerging Technologies for Business	MBA 401	Emerging Technologies for Business
MBA 402	Innovation & Design Thinking	MBA 402	Innovation & Design Thinking	MBA 402	Innovation & Design Thinking	MBA 402	Innovation & Design Thinking

Specialisation Courses

Marketing Professional Elective Courses		Finance Professional Elective Courses		Human Professional Elective Courses		Business Analytics Professional Elective Courses	
MBA MM413	Strategic Brand Management	MBA FM413	Tax Management	MBA HR413	Conflict & Negotiation Management	MBA BA413	Machine Learning
MBA MM414	Integrated Marketing Communication	MBA FM414	International Financial Management	MBA HR414	International HRM	MBA BA414	Predictive Analytics
MBA MM415	Digital & Social Media Marketing	MBA FM415	Risk Management & Insurance	MBA HR415	Personal Growth & Interpersonal Effectiveness	MBA BA415	Digital Analytics
MBA MM416	B2B Marketing	MBA FM416	Mergers, Acquisitions & Corporate Restructuring	MBA HR416	Strategic Talent Management	MBA BA416	Strategy Analytics
MBA PR487*	Project Report	MBA PR487*	Project Report	MBA PR487*	Project Report	MBA PR487*	Project Report

PROGRAM EDUCATIONAL OBJECTIVES (PEOs):

- MBA is a two-year full-time programme, aimed at nurturing and training young minds with contemporary skills of management, adept in handling diverse sectors of the economy.
- The programme intends to inculcate leadership qualities in individuals to strategically position themselves in all emerging platforms of idea generation, creation of pragmatic knowledge, skills and competency development.
- The diverse course curriculum enables a high degree of academic flexibility for fostering innovation and creativity. It instils resilience and adaptability in students for facing the challenges of the contemporary business world.

PROGRAM OUTCOMES

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster analytical and critical thinking abilities for data based decision making.
3. Ability to develop value-based leadership.
4. Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals contributing effectively to a team environment.

PROGRAM SPECIFIC OUTCOMES (PSOs):

The post graduate students of the department shall be able to

PSO1) Comprehend the contemporary features and characteristics of Business Management Science and its administration

PSO2) Analyse and interpret the dynamic situations for making Business Management strategies and decisions at the national and global level

PSO3) Handle responsibility with the ethical values for all actions undertaken by them.

PSO4) Adapt and focus on achieving the organisational goal and objectives with complete zeal and commitment.

2nd Semester MBA syllabus for AY 2024-25 onwards

HUMAN RESOURCE MANAGEMENT			
Course Code	MBA201	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
<p>Course Learning objectives: The student will be able to</p> <ul style="list-style-type: none"> • Recite the theories and various functions of Human Resources Management. • Describe and explain the relevance and importance of Human Resources Management at workplace. • Apply and solve the workplace problems through Human Resources Management intervention. • Compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace. • Design and develop an original framework and model in dealing with the problems in the organization. 			
Module-1 (6 Hours)			
<p>Introduction to HRM: Introduction, meaning, nature, scope of HRM, Importance and Evolution of the concept of HRM, Major functions of HRM, Principles of HRM. Human Resource Management and Personnel Management, Models of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management, The HR Competencies, Human Resource Management and Firm Performance.</p>			
Module-2 (12 Hours)			
<p>HR Planning: Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis: Job Description and Job Evaluation.</p> <p>Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy, Future Trends in Recruitment; Selection Process; Types of Selection Tests; Factors Influencing Selections.</p> <p>Training and Development: Need and Importance of Training and Development, Training Need Analysis and techniques, Design Training Programme, Methods of training, Training evaluation, Executive Development, Concept of Career Development.</p>			
Module-3 (9 Hours)			
<p>Compensation and Benefits: Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, External and Internal Factors, Establishing Pay Rates, Employee Benefits.</p> <p>Performance Management and Appraisal: Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management.</p> <p>Industrial Relations: Decent Workplace, International Labour Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management.</p>			
Module-4 (7 Hours)			
<p>Human Resource Management in Small and Medium Enterprises: Introduction to SMEs, The Difference in Adoption of Human Resource Management, SMEs and Large Firms, Indian</p>			

Experience, Impact of Weak Adoption of Human Resource Management in SMEs,
Human Resource Management in the Service Sector: Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Trade Unions in Services Sector, Models of Union Strategies.

Module-5 (9 Hours)

Human Resource Management and Innovations: Factors Affecting the Innovation Process in organisations, Current Trends in Human Resource Management, Innovative Human Resource Management Practices in India, Sustainable and innovative Human Resource Management.

HR Information Systems: Introduction to HRIS. HRIS in the digital age.

Module-6 (7 Hours)

Future Trends in Human Resource Management: Hybrid work model, Employee Skill Development, Internal mobility, Diversity and inclusion in workforce, People analytics, Employee well-being, Multi-generational workforces and All-in-One HR tools.

Introduction to Human Resource Information System (HRIS): The Concept of HRIS, The role of IT, Database concepts and applications in HRIS, Steps in implementing an HRIS, Benefits and limitations of HRIS

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

Suggested Learning Resources:

Books

1. Human Resource Management: Concepts authored by Amitabha Sengupta by Sage Publication India Pvt. Ltd. 2019 edition.
2. Human Resource Management: Theory and Practices authored by R. C. Sharma, Nipun Sharma by Sage Publication India Pvt. Ltd., 2019 edition.
3. Leadership: Theory and Practices authored by Peter G. Northouse by Sage Publication, 2016 edition.
4. Human Resources Management authored by T.P Renuka Murthy by HPH, 2015 edition.

5. The HR Scorecard: Linking People, Strategy, and Performance by Brian Becker, Dave Ulrich, and Mark A. Huselid by Harvard Business School Press, 2001 edition.
6. The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals by Shawn Smith and Rebecca Mazin by AMACOM publishers, 2011 edition.
7. Performance Management and Appraisal Systems HR Tools for Global Competitiveness by T. V. Rao, First edition 2004.
8. Human Resource Management by Appasaba L.V and Kadakol A M by College Book House, 2016 edition.
9. Human Resource Management by V.S.P Rao, 2014 edition.
10. Robert S. Kaplan, David P. Norton, Alignment: Using the Balanced Scorecard to Create Corporate Synergies, Boston (2006)

Web links and Video Lectures (e-Resources):

1. <https://youtu.be/hHE4ilceiXs>
2. https://youtu.be/_d5QMwLC19Y
3. <https://youtu.be/uMQMDQI7Hpk>
4. https://youtu.be/vXgt9yASs_k
5. <https://youtu.be/pqtYQb9nbRk>
6. <https://youtu.be/e1F3xnF5LKg>
7. <https://youtu.be/4Kr0VpM14LI>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

1. Make students visit an organization and know the various HR roles in the organization
2. Conduct mock interviews.
3. Role play for acquainting and addressing HR challenges.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand and gain practical experience in the field of Human Resource Concepts, functions and theories.	L1
CO2	Acquire conceptual insight of Human Resource and various functions of HR.	L2
CO3	Apply personnel, managerial and welfare aspects of HR.	L3
CO4	Perceive greater understanding about HR practices.	L4
CO5	Perceive knowledge about the future trends in HRM	L5

Mapping of COS and Pos

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2	1		2				2		
CO3		2		3				2	
CO4	1	2		2					3
CO5		2			2				

FINANCIAL MANAGEMENT			
Course Code	MBA202	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To familiarise the students with basic concepts of financial management and financial system. • To understand the concept of time value of money and its implication. • To evaluate investment proposals. • To understand the management of working capital in an organization. • To analyse the capital structure and dividend decision of an organisation 			
Module 1 - Introduction			6 Hours
<p>Introduction: Financial Management: Meaning and scope- objectives of Financial Management-role and functions of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Structure-types-Financial markets- Financial Instruments -Financial institutions and financial services- Non-Banking Financial Companies (NBFCs). Emerging areas in Financial Management: Risk Management- Behavioural Finance- Financial Engineering- Derivatives (Theory).</p>			
Module2-Time Value of Money			7 Hours
<p>Time value of money: Time value of money –Future value of single cash flow & annuity – Present value and discounting-present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest - Capital recovery factor & loan amortization schedule (Theory & Problem).</p>			
Module3– Long term sources of Finance & Cost of Capital			7 Hours
<p>Long term sources of Finance & Cost of Capital: Shares- Debentures- Term loans and deferred credit-Lease financing- Hybrid financing- Venture Capital-Angel investing- private equity- Crowd funding (Theory Only). Cost of Capital: Basic concepts-Components and computation of cost of capital- Cost of debentures- cost of term loans- cost of preferential capital-cost of equity (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) (Theory & Problem).</p>			
Module4– Investment Decisions			10 Hours
<p>Long term Investment Decisions (Capital Budgeting): Need and importance of capital budgeting and its process-Techniques of capital budgeting – Payback period, Discounted Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Modified internal Rate of Return, Profitability Index Method. Capital Rationing. Estimation of cash flows for new projects and replacement projects. (Theory & Problem).</p>			
Module5– Capital Structure and Dividend Decisions			10 Hours
<p>Capital structure and Dividend Decisions: Capital structure– Planning the capital structure, optimum capital structure- Governance of Equity and Debt Leverages- EBIT and EPS analysis-Return of Investment (ROI) &Return on Earnings (ROE) analysis (Theory & Problem). Dividend decisions & policies – Factors affecting the dividend policy – types of Dividend Policy forms of dividend-bonus issue-stock split (Theory only).</p>			
Module6– Working Capital Management			10 Hours
<p>Working Capital Management: Sources of working capital- Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm (Theory and problem).</p>			

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25 Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
 - 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:**Books**

1. Financial Management, M.Y. Khan & P.K. Jain, TMH 7/e, 2017.
2. Financial Management, Prasanna Chandra, TMH 10/e, 2019.
3. Financial Management, I.M. Pandey, Vikas Publishing, 11/e 2015.
4. Financial Management, Ravi M Kishor Taxmann's, 6/e .
5. Financial Management, Rajiv Srivastava & Anil Misra, Oxford University press, 2/e.
6. Financial Management, Principals And Practice, Sudhindra Bhat, Excel Books, 2/e.

Web links and Video Lectures (e-Resources):

1. <https://www.pdfdrive.com/financial-management-and-analysis-workbook-step-by-step-exercises-and-tests-tohelp-you-master-financial-management-and-analysis-e158595305.html>
2. <https://www.pdfdrive.com/fundamentals-of-financial-management-concise-sixth-edition-e20229517.html>
3. https://www.youtube.com/watch?v=CCQwz_Gwo6o
4. <https://www.digimat.in/nptel/courses/video/110107144/L01.html>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
- Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
- Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.
- Students can study any five companies' capital structure
- Students can do Company analysis for select companies using profitability and liquidity ratios.

Course outcome (Course Skill Set)

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand the basic financial concepts	2
CO2	Apply time value of money	3
CO3	Evaluate the investment decisions	2
CO4	Estimate working capital requirements	3
CO5	Analyze the capital structure and dividend decisions	4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1	1	3	2	1	-	-	-	-
CO2	1	1	2	1	-	-	-	-	-
CO3	2	2	3	1	1	-	-	-	-
CO4	3	2	2	2	1	-	-	-	-
CO5	2	3	1	-	2	-	-	-	-

RESEARCH METHODOLOGY AND IPR

Course Code	MBA203	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03

Course Learning objectives:

- To understand the basic components of research design.
- To Gain an insight into the applications of research methods.
- To equip students with various research analytical tools used in business research.
- To provide the insights of IPR and IPR system in India.

Module-1 (7 Hours)

Introduction to Business Research: Meaning, types, significance of research, process of research-management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Motives in doing research, Research Application in business decisions, Ethical issues in business research. Features of a good research study.

Module-2 (9 Hours)

Business Research Design: Meaning, types and significance of research design, Process of research design, errors affecting research design.

Exploratory Research: Meaning, purpose, methods, Literature search, experience survey, focus groups and comprehensive case methods.

Conclusive Research Design: Descriptive Research, Meaning, Types, Cross sectional studies and longitudinal studies.

Experimental Research Design: Meaning and classification of experimental designs, formal and informal, Pre experimental design, True experimental design, Quasi-experimental design, Statistical experimental design.

Module-3 (7 Hours)

Sampling: Concepts, Types of Sampling, Process of sampling, **Probability Sampling:** simple random sampling, systematic sampling, stratified random sampling, cluster sampling.

Non Probability Sampling: convenience sampling- judgmental sampling, snowball sampling, quota sampling, Errors in sampling.

Module-4 (9 Hours)

Data Collection: Meaning, types, **Data collection methods:** Observations, survey and interview techniques, **Questionnaire design:** Meaning, process of designing questionnaire. Qualitative Techniques of data collection, Secondary data Sources: Meaning, advantages and disadvantages.

Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert Scale, Semantic Differential Scale, Thurston scale, **Multi-Dimensional Scaling:** Non comparative scaling techniques.

Module-5 (9 Hours)

Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation, Report writing and presentation of results, Importance of report writing, types of research reports, Report structure, Guidelines for effective documentation.

Module-6 (9 Hours)

Intellectual Property Rights: Meaning and Concepts of Intellectual Property, Nature and Characteristics of Intellectual Property, Origin and Development of Intellectual Property, Kinds of Intellectual Property, Intellectual Property System in India, IPRs- Invention and Creativity- Intellectual Property-Importance and Protection of Intellectual Property Rights (IPRs)- **A brief summary of:** Patents, Copyrights, Trademarks, TRIPS and TRIMS , Industrial Designs- Integrated Circuits- Geographical Indications-Establishment of WIPO-Application and Procedures.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

a) Tests (for 25 Marks) and

b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 Percent theory in SEE.

Suggested Learning Resources:**Books**

1. Research Methodology: C R Kothari, Viswa Prakasam Publication, 2014.
2. Business Research Methods: Donald R. Cooper & Pamela s Schindler, TMH/9e/2007.
3. Business Research Methods: S. N. Murthy & U. Bhojanna, Excel Books, 3e, 2016.
4. Research Methods: M M Munshi & K Gayathri Reddy, HPH, 2015.
5. Intellectual Property Rights. India, IN: Neeraj, P., & Khusdeep, D. (2014). PHI learning Private Limited.
6. David I. Bainbridge, Intellectual Property, Longman, 9th Edition, 2012.
7. Intellectual Property Rights: Protection and Management. India, IN: Nithyananda, K V Cengage Learning India Private Limited, 2019.
8. Principles of Intellectual Property N.S. Gopalakrishnan & T.G. Ajitha, Eastern Book Company, 2nd Edition, 2014.

Web links and Video Lectures (e-Resources):

- <https://ccsuniversity.ac.in/bridge-library/pdf/Research-Methodology-CR-Kothari.pdf>
- https://onlinecourses.nptel.ac.in/noc22_ge08/preview
- <https://www.digimat.in/nptel/courses/video/121106007/L01.html>
- <https://www.coursera.org/learn/research-methods>
- https://www.researchgate.net/publication/319207471_HANDBOOK_OF_RESEARCH_METHODODOLOGY
- <https://www.pdfdrive.com/research-methodology-books.html>
- <https://dst.gov.in/sites/default/files/E-BOOK%20IPR.pdf>
- https://www.icsi.edu/media/webmodules/IPRLP_NOV29.pdf
- <https://sagepub.libguides.com/c.php?g=964634&p=6968892>
- <https://www.youtube.com/watch?v=GSeeyJVD0JU>
- <https://www.icsi.edu/docs/webmodules/Publications/9.4%20Intellectual%20Property%20Rights.pdf>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Identify research problem and collect relevant literatures for data analysis.
- Write the research design by using Exploratory and Descriptive Research methods.
- Prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.
- Conduct Market survey and to investigate consumer perception towards any FMCG.
- Demonstrate Report writing and Presentation methods.
- Study Intellectual Property challenges in the field of business.

Course outcome (Course Skill Set)

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand various research approaches, techniques and strategies in the appropriate in business.	2
CO2	Apply a range of quantitative / qualitative research techniques to business and day to day management problems.	3
CO3	Demonstrate knowledge and understanding of data analysis, interpretation and report writing.	2
CO4	Develop necessary critical thinking skills in order to evaluate different research approaches in Business.	3
CO5	Discuss various forms of the intellectual property, its relevance and business impact in the changing global business environment and leading International Instruments concerning IPR.	6

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3
CO5	2		3		2			3	

OPERATIONS RESEARCH			
Course Code	MBA204	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To understand the mathematical tools that are needed to solve optimization problems. • To elucidate optimization techniques for various problems. • To understand and practice allocation problems, Assignment problems, Transportation problems and Network Analysis (PERT & CPM). 			
Module-1 (7 Hours)			
Introduction: Evolution of OR, Definitions of OR, Scope of OR, Applications of OR, Phases in OR, Characteristics and limitations of OR, models used in OR, Quantitative approach to decision making models (Theory Only)			
Module-2 (9 Hours)			
Linear programming: Linear Programming Problem (LPP), Generalized LPP- Formulation of LPP, Guidelines for formulation of linear programming model, Assumption, Advantages, Limitations, Linear Programming problem (LPP), optimal and feasible Solutions by graphical method (minimization and maximization), Simplex method. (Theory and Problems)			
Module-3 (8 Hours)			
Decision Theory: Introduction, Decision under uncertainty- Maxmin & Minmax, Decision under Risk- Expected Value, Simple decision tree problems. (Only theory). Job Sequencing- 'n' jobs on 2 machines, 'n' jobs on 3 machines, 'n' jobs on 'm' machines. Sequencing of 2 jobs on 'm' machines. (Theory and Problems).			
Module-4 (8 Hours)			
Transportation Problems: Formulation of transportation problem, types, initial basic feasible solution using North-West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel's Approximation method (VAM). Optimality in Transportation problem by Modified Distribution (MODI) method. Unbalanced T.P. Maximization T.P. Degeneracy in transportation problems, application of transportation problem. (Theory and Problems).			
Module-5 (9 Hours)			
Theory of Games: Definition, Pure Strategy problems, Saddle point, Max-Min and Min-Max criteria, Principle of Dominance, Solution of games with Saddle point. Mixed Strategy problems (Graphical and algebraic methods). Assignment Problem: Formulation, Solutions to assignment problems by Hungarian method, Special cases in assignment problems, unbalanced, Maximization assignment problems. (Theory and Problems)			
Module-6 (9 Hours)			
Project Management: Introduction, Construction of networks, Structure of projects, phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning (Theory only) Critical path method to find the expected completion time of a project, determination of floats in networks, PERT networks, determining the probability of completing a project, predicting the completion time of project; (Theory and Problems)			

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problem in SEE.

Suggested Learning Resources: Books

1. Operation research .H.A. Taha, Person Publication 2012
2. Operation research , J.K.Sharma, McMillan Publication 2014
3. Quantitative Techniques in management, N D Vohra McGraw Hill 2015.
4. Quantitative Techniques: Theory and Problems, P.C. Tulsian and Vishal Pandey, Pearson India 2006

Web links and Video Lectures (e-Resources):

- <https://youtu.be/vuKK3HAOB74>
- https://lipas.uwasa.fi/~tsottine/lecture_notes/or.pdf
- https://onlinecourses.nptel.ac.in/noc20_ma23/preview
- https://www.amirajcollege.in/wp-content/uploads/2020/10/3151910-operations-research-theory-and-application-by-j.-k.-sharma-zlib.org_.pdf
- <https://youtu.be/vUMGvpsb8dc>
- <https://youtu.be/fSuqTgnCVRg>
- https://www.youtube.com/results?search_query=operation+research+transportation+problem
- <https://www.youtube.com/watch?v=fSuqTgnCVRg>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- To comprehend the operation research models
- Analyze various organisational problems using LPP, Assignments and Game theory principles.
- Applying techniques of OR for project management
- Evaluate the constraints and challenges faced by the manufacturing and service organisations using methods of operation research.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Get an insight into the fundamentals of Operations Research and its definition, characteristics and phases	L1
CO2	Use appropriate quantitative techniques to get feasible and optimal solutions	L3
CO3	Understand the usage of game theory , Queuing Theory and Simulation for Solving Business Problems	L2
CO4	Understand and apply the network diagram for project completion.	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

CORPORATE STRATEGY			
Course Code	MBA205	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To provide insights into the core concepts of strategic management. 2. To evaluate various business strategies in dynamic market environments. 3. To gain insights into various strategic management models and tools. 4. To apply the models and tools of strategic management in real-time scenarios. 			
Module-1 OVERVIEW OF STRATEGIC MANAGEMENT (7 Hours)			
Meaning of strategy and strategic management, Stages of strategic management, the strategic management model, benefits of strategic management, key terms in strategic management, Competitive advantage, strategists, vision, mission, long-term objectives, strategies, annual objectives and policies. Relationship Between a Company's Strategy and its Business Model.			
Module-2 ASSESSING EXTERNAL ENVIRONMENT (9 Hours)			
The process of performing an external audit, Nature of an external audit, key external forces, industry analysis, competitive forces, competitive analysis, Porter's Five Forces Model, and Key Success Factors.			
Module-3 ASSESSING INTERNAL ENVIRONMENT (9 Hours)			
Nature of internal audit, key internal forces, the internal audit process, Resource-Based View(RBV), Integrating strategy and culture, SWOT analysis, Value chain analysis, Benchmarking, and Internal Factor Evaluation matrix.			
Module-4 STRATEGY FORMULATION(9 Hours)			
The business vision and mission, the process of developing vision and mission, the importance of vision and mission statement, characteristics of mission statement, long-term objectives, types of strategies, levels of strategies, integration strategies, intensive strategies, diversification strategies, defensive strategies, Porter's generic strategies, Blue Ocean Strategy, and Strategic Decision Making.			
Module-5 STRATEGY IMPLEMENTATION (9 Hours)			
Nature of strategy implementation, issues in strategy implementation, model of strategic implementation, resource allocation, managing conflicts, restructuring, reengineering and e-engineering, linking performance and pay to strategies, managing resistance to change, creating a strategy-supportive culture, and production/operations concerns in implementing strategies.			
Module-6 STRATEGY EVALUATION (7 Hours)			
The process of evaluating strategies, strategy evaluation framework, balanced scorecard, characteristics of an effective evaluation system, contingency planning, Role of organisational systems in evaluation, Emerging trends and issues in strategic management – ESG initiatives and the role of technology.			

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

a) Tests (for 25 Marks) and

b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 Percent theory in SEE.

Suggested Learning Resources:**Books**

1. Strategic Management, Fred R. David, Prentice Hall India Publication.
2. Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble, A. J. Strickland III, Arun K. Jain, McGraw Hill Education, 16/e 2016
3. Contemporary Strategy Analysis, Robert M. Grant, Wiley India, 10e
4. Strategic Management-Concepts and Cases, Upendra Kachru, Excel Books, New Delhi, 2005.

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=uY_ywciZUnM
- <https://www.youtube.com/watch?v=qGU-etCqbtQ>
- <https://www.youtube.com/watch?v=TzcuoTOkPKg>
- <https://www.youtube.com/watch?v=mgY864U-OH0>
- <https://www.youtube.com/watch?v=MIOLtFPYfsE>
- <https://www.youtube.com/watch?v=d2GoZDOXzzw>
- <https://www.youtube.com/watch?v=ZmRK9wc3hjI>
- <https://www.youtube.com/watch?v=tyUw0h5i9yI>
- <https://www.youtube.com/watch?v=FQLIrmmsHeo>
- <https://www.youtube.com/watch?v=EvvnoNAUPS0>
- <https://study.com/academy/topic/strategic-management-overview.html>
- <https://www.cascade.app/blog/strategic-management-process>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Conduct environmental analysis of the local industry.
- Identify and list out the Key Success Factors of the industries located in your area.
- Apply SWOT analysis to any of the locally functioning companies.
- Draft a Vision and Mission statement of your institute.
- Identify the organisations and list the corporate social responsibilities they have undertaken.

Course outcome (Course Skill Set)

At the end of the course,

Sl. No.	Description	Bloom's Level
CO1	Students should have a clear understanding of the concepts of Strategic Management, its relevance, Characteristics, process, nature, and purpose.	L1
CO2	Students will acquire an understanding of how firms successfully institutionalize a strategy, create an organizational structure for domestic and overseas operations and gain competitive advantage.	L3
CO3	Students gain insights into strategies at various organizational levels to achieve a competitive advantage.	L2
CO4	Students should understand the strategic motivations of multinational firms and their decisions in various markets.	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

ENTREPRENEURSHIP DEVELOPMENT			
Course Code	MBA206	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> • To develop and strengthen entrepreneurial qualities and motivation among students. • To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively. • To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs. • To make students understand the ways of starting a company of their own. 			
Module-1 (7 Hours)			
Introduction to Entrepreneur & Entrepreneurship: Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneurs - Intrapreneur- an emerging class - Concept of Entrepreneurship -Entrepreneurial Culture - Stages in entrepreneurial process. Creativity and Innovation: The role of creativity , The innovation Process , Sources of New Ideas , Methods of Generating Ideas , Creative Problem Solving , Entrepreneurial Process.			
Module-2 (9 Hours)			
Developing Business Model: Importance of Business Model, Starting a small-scale industry - Components of an Effective Business Model, Osterwalder Business Model Canvas. Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture. Lab Component and assignment: Designing a Business Model Canvas			
Module-3 (9 Hours)			
Managing and Growing New Venture: Preparing for the new venture launch - early management decisions, Managing early growth of the new venture- new venture expansion strategies and issues. Getting Financing or Funding for the New Venture: Estimating the financial needs of a new venture and preparation of a financial plan, Sources of Personal Financing, Preparing to Raise Debt or Equity Financing, Business Angels, Venture Capital, Initial Public Offering, Commercial Banks, Other Sources of Debt Financing, Leasing. Forms of business organization: Sole Proprietorship , Partnership , Limited liability partnership - Joint Stock Companies and Cooperatives.			
Module-4 (9 Hours)			
Entrepreneurship Development and Government: Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available- Start Up India scheme. Women Entrepreneurs, Reasons for low women Entrepreneurs, Prospects for Women Entrepreneurs, Strategies to motivate entrepreneurship amongst women. Institutions supporting Entrepreneurs: A brief overview of financial institutions in India - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India. Latest e – government portals supporting entrepreneurship.			

Module-5 (7 Hours)

Process of Company Incorporation; process of registration of a private limited company, a public limited company, a partnership; Characteristics of a limited liability partnership; Four stages of Start Up, Intellectual property protection and Ethics: Patents , Copyright - Trademark- Geographical indications , Ethical and social responsibility and challenges.

Module-6 (9 Hours)

Emerging Trends in Entrepreneurship Development; Digital Entrepreneurship, meaning, scope and opportunities. Social Entrepreneur, Meaning of Social Entrepreneur, Motivation for a Social Entrepreneur; Supporting and Evaluating Social Entrepreneurship in India. Rural Entrepreneur, Meaning of Rural Entrepreneur, Potential opportunities for Rural entrepreneurship in India. Benefits of Social Media platforms in promoting entrepreneurship.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in therespective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

Suggested Learning Resources: Books

1. The Dynamics of Entrepreneurial Development and Management, Vasant Desai, Himalaya Publishing House, 2010.
2. Entrepreneurship, Donald F. Kuratko and Richard M. Hodgetts, South-Western, 2012.
3. Entrepreneurship Development, Gupta S.L., Arun Mittal, International Book House, 2012.
4. Management and Entrepreneurship Development, Sudha G. S, Indus Valley Publication, 2009.

Web links and Video Lectures (e-Resources):

- <https://youtu.be/rbmz5VEW90A>
- <https://www.youtube.com/watch?v=CnStAWc7iOw>
- <https://www.youtube.com/watch?v=RLQivEQUgUc>

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Make a business plan for your intended business, talk to bankers to find out what they look for in a business plan, modify accordingly and present it in the class.
- **Practical Component:** Discuss the characteristics and strategies adopted by new age modern entrepreneurs/ Unicorns/start-ups who changed the market scenario with their innovations (minimum 5 entrepreneurs)
- Analyse the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
- Interview a local entrepreneur to find out his/her major motivations to start a business, which of the skills and characteristics do you find in the entrepreneur?
- Study a local for-profit business and try to list out the positive social impact of the business.
- Visit a trade show and try to compare the marketing activities of various stalls in that show, make a list of good practices you come across in the show.

Course outcomes

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Display keen interest and orientation towards entrepreneurship, entrepreneurial opportunity Modules in order to setup a business and to think creatively.	L6
CO2	To know about the various business models and B-Plans across Business sectors.	L3
CO3	Able to understand the importance of marketing and different forms of businesses.	L2
CO4	Become aware about various sources of funding and institutions supporting entrepreneurs.	L4
CO5	Awareness about legal aspects and ways to protect the ideas.	L2
CO6	To understand the ways of starting a business and to know how to foster their ideas.	L3

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2				3	1			1
CO2	1	2			2		2		
CO3	1		1	2					
CO4	1				1				
CO5	1		3		1			3	
CO6	1		1						2

SOCIETAL PROJECT			
Course Code	MBA287	CIE Marks	00
Teaching Hours/Week (L:T:P)	0:0:0	SEE Marks	00
Credits	00	Exam Hours	00
COURSE OBJECTIVES			
<ol style="list-style-type: none"> 1. <i>To understand the social issues and to promote the social interests among students.</i> 2. <i>To undertake studies and Projects, which have a social bearing on the Society.</i> 3. <i>To enhance human values and help meet basic and complex needs of the society.</i> 			
GUIDELINES			
<ol style="list-style-type: none"> 1. It is a Non-Credit and a mandatory Course. 2. The duration of the Project is ONE week 3. Students should undertake the project between First and Second Semester 4. Students need to identify any one of the social issues individually and collect relevant data. Group Projects are not permitted. 5. Students should get guidance from the Internal/External Guide regarding identification, collection of data and for preparations of Societal Project Report. However External Guide/Certificate is not mandatory. 6. Students can approach any NGOs, Trust and such similar Organisation to identify the societal issues OR they can identify the general societal issues for the purpose of study. 7. The Institute is required to issue a certificate on successful completion of Societal Project and certified by Guide, HOD and Principal 8. Students should submit a report with a minimum of 10 pages in the prescribed format. 9. The institute should conduct the viva-voce examination after submission of the Societal Project Report. 10. The Institute should prepare a suitable rubrics to assess the eligibility of societal project of students. Without successful completion of the societal project, student may not be awarded the MBA degree. 11. Normal binding is suggested for the report. 			
GENERAL FORMAT OF THE SOCIETAL PROJECT REPORT			
<ol style="list-style-type: none"> 1. Cover page 2. General Introduction of the Societal Project 3. Background of the Social issues. (at past, present and the future) 4. Identification of the Social issue/s 5. Review of Literature (Minimum Five) 6. Data analysis/Results and Discussion (Primary or secondary) 7. Suggestions to overcome issues. 8. Conclusion 			

3rd Semester MBA Core Subjects Syllabus for AY 2024-25 onwards

LOGISTICS AND SUPPLY CHAIN MANAGEMENT			
Course Code	MBA 301	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> • To understand the basic concepts of logistics and supply chain management • To provide insights for establishing efficient, effective and sustainable supply chains. • To comprehend the role of Information Technology in warehousing, transportation and Inventory management in SCM. • To gain knowledge about international logistics and environment 			
Module-1 (8 Hours)			
Introduction to Logistics Management: Meaning of Logistics, Definition of Logistics, Objectives of Logistics, Types of Logistics, Need for Logistics Management, Evolution of logistics toward Supply chain Management, Logistics Industry in India. Logistical Activities, Logistics Costs, Expected cost of stock outs. Logistical Informational Requirements.			
Module-2 (9 Hours)			
Strategic Logistic plan, Operating objectives of logistics planning, Flow of logistics planning, Developing Logistic strategy, Logistics System Design and Administration, logistic environment assessment, Pricing in logistics, Warehousing– scope, primary functions. Efficient Warehouse Management System, Types of Warehouses. Logistics and Environment, Methods and tools facilitating International Logistics and its challenges.			
Module-3 (9 Hours)			
Introduction to Supply chain Concepts, significance and key challenges. Scope of SCM-historical perspective, essential features, Drivers of SCM, decision phases–process view, supply chain frame work, key issues in SCM and benefits. Managing uncertainty in Supply Chain, (Bullwhip Effect), Impact of uncertainties, forecasting in Supply Chain, Innovations in Supply Chain. Sourcing Decisions in Global SCM, Key issues in Global sourcing, Outsourcing. Network design in the supply chain, factors affecting the network design decisions.			
Module-4 (9 Hours)			
Introduction to Inventory Concepts: various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis. Goals, need, impact of inventory management on business performance. Types of Inventory, Alternative approach for classification of inventories, components of inventory decisions, inventory cost management, business response to stock out, replenishment of inventory, material requirements planning.			
Module-5 (9 Hours)			
Introduction to Distribution Management: Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice. HUB & SPOKE V/S Distributed Warehouses. Mode of transportation and criteria of decision. Transportation Infrastructure .Factors impacting road transport cost, Packaging Issues in Transportation, role of containerization, Hazards in transportation, State of Ocean Transport, global alliances.			
Module-6 (6 Hours)			

Introduction IT in SCM: Role of computer/ IT in supply chain management, Benchmarking concept, features and implementation. Vendor Managed Inventory, CPFRP, and Customer Service, Integrated Supply Chain and Logistics. Value addition in SCM.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory.

Suggested Learning Resources:

Books:

1. A Logistic approach to Supply Chain Management, Coyle, Bardi, Longley, Cengage Learning, Latest edition.
2. Supply Chain Management- Strategy, Planning and Operation, Sunil Chopra, Peter Meindl, D.V.Kalr, Pearson Latest edition.
3. Supply chain Logistics Management, Donald J Bowersox, Mc Graw Hill, 4th Edition.

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gI7Te7HAX.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.researchgate.net%2fpublication%2f270876147_Supply_Chain_Management_4th_edition/RK=2/RS=l5xJm6fL0veF5TOaSQK.2R1Giqo-
- https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gI7je7HAX.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.oracle.com%2fwebfolder%2fs%2fassets%2febook%2fscm-complete-guide%2fpdf%2fscm-guide.pdf/RK=2/RS=ztnJiPlSXhKgg3LJKrxxE5MspDo-
- https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gI7ze7HAX.;_ylu=Y29sbwNzZzMEcG9zAzUMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=http%3a%2f%2ftrainingtancang.com%2fupload%2fnews%2febook-principles-of-supply-chain-management-9010.pdf/RK=2/RS=Drwv0C_5itZTS4CPsIKgOZLYxQM
- www.proquest.com

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Students are expected to choose any four Indian Organizations and study their supply chain in terms of drivers of the Supply chain and submit a report.
- Students should visit different logistics companies and understand the services provided by them and submit a report.
- Students should identify any product/service and study the type of distribution system used and understand the reason for using that particular type and present it in the class.
- Students should identify the various types of IT applications employed by Indian Organizations in their Supply chain.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Demonstrate knowledge of the functions of logistics and supply chain management.	L1/L2
CO2	Relate concepts and activities of the supply chain to actual organizations	L3
CO3	Analyse the role of technology in logistics and supply chain management.	L4
CO4	Evaluate cases for effective supply chain management and its implementation.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

INTERNATIONAL BUSINESS

Course Code	MBA 302	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03

Course Learning objectives:

- To explore and offer knowledge on Global Business Environment.
- To explore knowledge on International Institutions involved in global business.
- To assist the students to develop a truly Global Perspective.
- To understand the contemporary issues in global business that illustrates the unique challenges faced by managers in the IBE.

Module-1 (8 Hours)

Introduction to International Business: Evolution, Meaning, Importance, Nature and Scope of International Business, Characteristics of International Business, Factors affecting International Business, Changing scenario of International Business, Advantages of International Business, challenges in International business, Modes of entry into International Business, Internationalization Process.

Module-2 (8 Hours)

International Business Environment: Introduction, Meaning and Components of International Business Environment, Political Environment, Legal Environment, Economic Environment, Technological Environment, Socio and Cultural Environment, Ethics in International Business and CSR in International Business.

Module-3 (9 Hours)

Theories of International Business: Introduction, Mercantilism, Theory of absolute cost advantage, Comparative cost advantage theory, Comparative cost advantage with money, Relative factor endowment theory, Product life cycle theory, Global strategic rivalry theory, Porter's National Competitive Advantage Theory.

Module-4 (9 Hours)

International Institutions: UNCTAD- Introduction, Principles and achievements, IMF-Role and objectives, WTO-Role and advantages, TRIMS, TRIPS Features, Economic Integration-Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, USA, ASEAN, SAARC, SAPTA.

Module-5 (8 Hours)

Multi-National Corporations: Definition and Meaning, factors that contributed to positive growth of MNCs, Importance of MNCs, Advantages and disadvantages of MNCs, MNCs in India, Organizational structure of MNCs, Transfer of Technology, Global Competitiveness, Indicators of competitiveness, Technology of Global competitiveness.

Module-6 (8 Hours)

Basics of International Marketing- Environment and cultural dynamics of global markets, functions of International Marketing, determining International Marketing strategies in different stages of PLC, Major actors in International Marketing, Competitive Global Marketing Strategies.

Global HRM- Characteristics, Nature and factors of IHRM, Functions of IHRM,

Global Finance-Features of Global Capital Market, Growth of Global Capital Market, Global equity market.

International Production Management-Coordinating Global Manufacturing System.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

a) Tests (for 25Marks) and

b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in SEE.

Suggested Learning Resources:

Books

1. International Business (text and cases): P Subba Rao, HPH, 4/e, 2017.
2. International Business: competing in the global market place, Charles W L Hill, Tata McGraw-Hill., 5th Edition, 2005.
3. International Business, Justin Paul, PHI Learning, 2010.
4. International Business: V. K. Bhalla, S Chand, 1/e, 2013.
5. The International Business Environment: Anant K. Sundaram/ J. Stewart Black-Prentice Hall.
6. International Business environments and Operations John D Daniel, Lee H Radebaugh, Daniel P Sullivan- Pearson Education, 10th edition, 2004.
7. The International Business Environment Janet Morrison Mac Millan Palgrave, 2004
8. International Business Environment by Francis Cherunilam- Himalaya Publishing House, 2004.

Web links and Video Lectures (e-Resources):

- <https://www.pdfdrive.com/international-business-environment-e56594187.html>
- <https://www.pdfdrive.com/business-environment-e54194142.html>
- https://ebooks.lpude.in/commerce/mcom/term_3/DCOM501_INTERNATIONAL_BUSINESS.pdf
- <https://www.yumpu.com/en/document/view/63865501/pdf-download-international-business-case-studies-for-the-multicultural-marketplace-full-online>
- <http://elibrary.gci.edu.np/bitstream/123456789/681/1/BM727%20The%20International%20Business%20Environment%20Challenges%20and%20Changes%20by%20Jamie%20Weatherston.pdf>
- <https://www.taylorfrancis.com/books/edit/10.4324/9780080511306/international-business-case-studies-robert-moran-david-braaten-ph-john-walsh>
- https://www.youtube.com/watch?v=3hMNnvd_HbQ
- https://onlinecourses.nptel.ac.in/noc20_mg54/preview
- <https://www.coursera.org/learn/international-business>

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Identify the companies and study the factors affecting their business at international level.
- Study the advantages and disadvantages of various companies operated in different countries.
- Study the various ethical practices adopted by various companies and also issues faced by them.
- Students must study role of corporate social responsibility (CSR) in international business practice.

Course outcome (Course Skill Set)

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Defining international business and describe how it differs from domestic business with respect to laws, regulations and taxation.	L3
CO2	Identify and describe factors and forces that affect an organization's decision to internationalize its business.	L3
CO3	Describe and compare strategies for internationalization.	L3,L2
CO4	Identify and analyze challenges in working, communicating and negotiating in a cross-cultural context.	L3,L4
CO5	Discuss the role of corporate social responsibility (CSR) in international business practice.	L6

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3
CO5		1				2	3		

3rd Semester MBA Marketing Electives Syllabus

CONSUMER BEHAVIOUR			
Course Code	MBA MM313	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
<p>Course Learning objectives: The student will be able</p> <ul style="list-style-type: none"> • To develop an understanding of consumer behaviour theories and apply this understanding in a marketing decision making context. • To identify the multitude of factors influencing consumers so that each of us will be able to apply this knowledge to improve market strategy. • To Create better marketing programs and strategies basing on the knowledge of consumer behaviour. 			
Module-1 (7 Hours)			
<p>Introduction to Consumer Behaviour: Meaning, Nature and Importance of Consumer Behaviour; Difference between Consumer & Customer; Nature & characteristics of Indian Consumers; Consumer Movement in India; Rights & Responsibilities of consumers in India; Consumerism: Meaning and benefits of consumerism. Consumer Research process.</p>			
Module-2 (9 Hours)			
<p>Consumer Decision Making: Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages. Situational Influences- Nature of Situational Influence, Situational Characteristics and consumption behaviour.</p> <p>Models of Consumer Behaviour: Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour, Class Exercise: Conducting consumer experiments.</p>			
Module-3 (6 Hours)			
<p>Individual Determinants of Consumer Behaviour: Perception: Process, Consumer Imagery, Perceived Risk. Learning: Principles and Theories Personality: Nature, Theories, Self Concept, Psychographic and Life Style. Attitude: Structural model of attitude, attitude formation & change. Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories.</p>			
Module-4 (12 Hours)			
<p>Group Determinants of Consumer Behaviour: Groups: Meaning and Nature of Groups, Reference Group Influence: Types of consumer relevant groups, factors affecting group influence, Application of reference group concept. Family: Functions of family, family decision making, Family Life Cycle (FLC). Dynamics of husband-wife decision making, Opinion Leadership and Personal influence. Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders. Diffusion of Innovation: Adoption process, Diffusion process.</p>			
Module-5 (9 Hours)			
<p>Environmental Influences on Consumer Behaviour: Social Class: Social Class Basics, Social class and Social status, The dynamics of status consumption, Life style profile of social class, Features of Social Class, Five Social-Class Categories in India.</p> <p>Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values</p>			

and beliefs in Consumer Behaviour. Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures. Cross Culture - Cross-cultural consumer analysis - Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problem.

Module-6 (7 Hours)

Customer Relationship Management: CRM Concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs. **CRM in Marketing** - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modelling, - Channel Optimization - Event-based marketing.- CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 Percent theory in SEE

Suggested Learning Resources:

Books

1. Consumer Behaviour, Schiffman Kanuk and S. Ramesh Kumar- Pearson, Latest Edition.
2. Consumer Behaviour: A Managerial Perspective, Dr. Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal, Cengage Learning, latest Edition.
3. Consumer Behaviour, Sethna, Sage Publications, 4/e, 2018.
4. Consumer Behaviour in Indian Perspective, Himalaya Publications-latest Edition.
5. Consumer Behavior, Blackwell and Engel, Cengage Publication, Indian Edition.
6. Indian Consumers, S.C.Mehta – Tata McGraw Hill

Web links and Video Lectures (e-Resources):

1. <https://youtu.be/ctMpHpJouoU>
2. <https://youtu.be/jSrC-EWYIJQ>
3. <https://youtu.be/dptzjrKRAm8>
4. <https://youtu.be/60eRK7AwgWm>
5. https://youtu.be/KILsxmXUm_M
6. <https://youtu.be/0srjdRDh99Y>
7. <https://youtu.be/AGYxSskyuq0>
8. <https://books.mec.biz/tmp/books/NXHQRTHBQ2L87NIU6YVN.pdf>
9. https://www.oup.com.au/__data/assets/file/0025/131983/9780195597080_SC.pdf
10. <https://www.pdfdrive.com/consumer-behaviour-books.html>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

1. Students can identify how marketers are addressing the various components and stages of the decision making process.
2. Students can go to malls and unorganized retail outlets and observe the behaviour of consumers of different demographic segments while buying different category of goods. The students need to present the findings / observations followed with a group discussion.
3. Give examples of the products and services that cater to our: biogenic needs, acquired needs and hedonic needs.
4. Find three advertisements that appeal to the need for power, affiliation and achievement. Discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy.
5. Meet your friends and conduct a survey to find out what are the important factors in their purchase of mobiles, shoes, bags etc.
6. Which type of personality, as per Jung's personality types, do you have? Similarly, find out the personality types of your family members.
7. Conduct a study on advertisements regarding a specific product and find out how consumer deal with the information overload.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	The students will be able understand the background and concepts of consumer behaviour	L1
CO2	The students will be able to identify the dynamics of consumer behaviour and the basic factors that influence the consumers decision process	L2
CO3	The students will be able to demonstrate how concepts may be applied to marketing strategy.	L3

CO4	Students will be able to apply and demonstrate theories to real world marketing situations by profiling and identifying marketing segments.	L4
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Mapping of COS and Pos

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1	2			2			2	
CO2			2			3			
CO3				3			2	2	
CO4		2	3	2			3		3

SALES AND RETAIL MANAGEMENT

Course Code	MBA MM314	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03

Course Learning objectives:

- To provide an understanding of the concepts, techniques and approaches in Sales Management.
- To emphasize on the Sales Manager's problems and dilemmas.
- To develop skills for generating, evaluating and selecting sales strategies.
- To develop an understanding of the contemporary retail management, issues, strategies and trends.
- To highlight the importance of retailing and its role in the success of modern business.
- To acclimatize with the insights of retailing, key activities and relationships.

Module-1 (8 Hours)

Introduction to Sales Management: Meaning, Evaluation, Importance, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of sales manager. Selling skills & selling strategies: Selling and business Styles, selling skills, situations, Personal Selling: Meaning and definition, selling process, sales presentation, Handling customer objections, Follow- action.

Module-2 (8 Hours)

Management of Sales Territory & Sales Quota: Sales territory: meaning, factors affecting in designing size of Sales territory, steps in designing Sales territory, Sales quota, procedure for sales quota. Types of sales quota, Methods of setting sales Quota. Recruitment and selection of sales force, Training of sales force.

Module-3 (9 Hours)

Sales force Motivation and Compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process. Sales management job: Standard sales management process-International sales management - International market selection, market survey approach or strategy.

Module-4 (9 Hours)

Retail Management: Introduction and Perspectives on Retailing, World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) - Multichannel Retailing - role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing- Ethics in retailing- Current Scenario.

Module-5 (9 Hours)

Setting up Retail organization: Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design. Retail Market Strategy - Financial Strategy Human Resource Management, Information Systems and supply chain management & Logistics. Store Layout and Space planning: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors. Store Management: Responsibilities of Store Manager, Store Security, Parking Space. Problem at Retail Centers, Store Record and Accounting System, Coding System, Material

Handling in Stores, Management of modern retail stores.

Module-6 (7 Hours)

Relationship Marketing & International Retailing: Management & Evaluation of Relationships in Retailing, Retail Research in Retailing: Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Customer Audits, Brand Management in retailing, Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment and issues in international retailing.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in SEE.

Suggested Learning Resources:

Books

1. Sales & Distribution Management: Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press, 2012.
2. Sales Management by Charles, Futrell, 6/e, Thomson South Western, 2003.
3. Retail Management - Levy & Weitz, TMH, latest edition.
4. Retail Management - Chetan Bajaj, Oxford University press.
5. Retail Management-A Global Perspective: Text and Cases, Dr.Harjit Singh, S.Chand, 2018.
6. Sales & Retail Management, an Indian perspective by Dr.S.L Gupta, 1/e, Excel Books, 2007.
7. Salesmanship and Sales Management-P.K Sahu & K C Raut, 3/e, Vikas Publishing House.
8. Integrated Retail Management - James R. Ogden & Denise Trodden, Biztantra, Latest Edition.
9. Retail Marketing Management - Dravid Gilbert, 2/e, Pearson Education

10. Retail Management: A Strategic Approach - Barry Berman, Joel R. Evans, Pearson. Latest Edition.

Web links and Video Lectures (e-Resources):

- <https://www.pdfdrive.com/sales-management-e529300.html>
- <https://ncert.nic.in/textbook/pdf/ieva101.pdf>
- <https://www.pdfdrive.com/retail-marketing-e34523955.html>
- <https://www.coursera.org/lecture/mafash/retail-management-yrF51>
- <https://www.youtube.com/watch?v=8ah0ET7zIBw>
- https://onlinecourses.swayam2.ac.in/cec20_mg01/preview
- <https://www.digimat.in/nptel/courses/video/110105122/L16.html>
- <https://freevidelectures.com/course/4216/nptel-sales-distribution-management>
- <https://nptel.ac.in/courses/110105122>
- <https://www.digimat.in/nptel/courses/video/110105122/L01.html>

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.
- Go to a kirana store and a supermarket and compare the following:
 - a) Store arrangement
 - b) No of brands carried
 - c) Pricing policies – are discounts given?
 - d) Service – personal or impersonal? Etc.
- Go to at least three kirana stores in your neighbourhood and discuss with them the importance of location, pricing, credit policy, etc. What percentages of goods are sold ‘loose’ in each locality and compare this with the approximate income range of the customers? What are the retailer’s losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Student can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand the selling techniques in an organisation.	L2
CO2	Develop a plan for organizing, staffing & training sales force.	L3
CO3	Organize sales territories to maximize selling effectiveness.	L3
CO4	Evaluate sales management strategies.	L5
CO5	Find out the contemporary retail management issues and strategies.	L1
CO6	Evaluate the recent trends in retailing and its impact in the success of modern business.	L5
CO7	Understand Relate store management and visual merchandising practices for effective retailing.	L2

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3
CO5	1		2		3		2		
CO6		1		2		1			
CO7	1		2						3

SERVICES MARKETING

Course Code	MBA MM315	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03

Course Learning objectives:

- To acquaint the students with the characteristics of services and their marketing implications.
- To discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment.
- To familiarize the students with the GAPS model and strategizing towards closing the GAPS for effective services marketing.

Module-1 (7 Hours)

Introduction: Meaning and Definition of services Marketing, Reasons for the growth of services sector and its contribution; difference in goods and service marketing; characteristics of services; concept of service marketing triangle; service marketing mix;

Consumer behavior in services: Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services, Factors influencing customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.

Module-2 (9 Hours)

GAP models of service quality: Key reasons for gap using marketing research to understand customer expectation, Types of service research, building customer relationship through retention strategies–Relationship marketing, Evaluation Of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services. “Hard”&“Soft” standards.

Module-3 (9 Hours)

Yield management: balancing capacity utilization, pricing. Waiting line strategies-four basic Waiting line strategies.

Matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand. Key reasons for GAP-2 service leadership- Creation of service vision and implementation, Service quality as profit strategy.

Module-4 (9 Hours)

Boundary spanning roles: Emotional labour, Source of conflict, Quality- productivity trade off, Strategies for closing GAP3. Customer’s role in service delivery-Importance of customer & customer’s role in service delivery, Strategies for enhancing-Customer participation,-Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery.

Module-5 (9 Hours)

Pricing of services: Role of price and value in provider GAP 4, Role of non-monitory cost, Price as an indicator of service quality–Approaches to pricing services, pricing strategies, Key intermediaries for service delivery, Intermediary control strategies. Role of services marketing communication SERVQUAL Model.

Module-6 (7 Hours)

Physical evidence in services: Importance of Physical Evidence, Elements of Physical Evidence, Physical Evidence Strategies, Guidelines for Physical Evidence.

Service scapes: Types of service scapes-Objectives and Goals of service scapes, Role of service scapes, Approaches for understanding service scapes effects, Frame work for understanding service scapes & its effect on behavior-Guidance for physical evidence strategies.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 theory in SEE.

Suggested Learning Resources:**Books:**

1. Services Marketing, Valarie A Zeithmal& Mary Jo, McGraw Hill, 6/e 2018
2. Services Marketing, Christopher Lovelock, Pearson Education, 2014
3. Services Marketing, Parasuraman, Sage Publications 2018

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IV9i7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2fbooks.lpu.de.in%2fmanagement%2fmba%2fterm_4%2fDMGT510_SERVICES_MARKETING.pdf/RK=2/RS=rz8XYyCSOhGnU6JznbggyVS_8NM-
- https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IWNi7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2fwww.coursehero.com%2ffile%2f27673829%2fServices-Marketing-5th-Edition-pdf%2f/RK=2/RS=Ric3RoGnm212j6Xe5dA6FmlStA-
- https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IY9i7HAX.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2ffinfolearners.com%2febooks%2fessentials-of-services-marketing-3rd-edition-pdf-free-download%2f/RK=2/RS=eUc.stCHtWkAmoi3H7VQ_mdeFT0-

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Ask students to choose a service industry of their choice at the beginning of the semester
- Ask them to do an in-depth study of the industry and give a presentation at the end of the every Module relating the concepts to the particular industry (GAPS).
- Students can prepare service blueprints for any service of their choice.
- Identify any existing services, locate loopholes in the design and suggest modifications.
- Visit a service industry and analyse the role of customers in service delivery.

Course outcome (Course Skill Set)

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Develop an understanding about the various concepts and importance of Services Marketing.	L1/L2
CO2	Enhance knowledge about emerging issues and trends in the service sector.	L3
CO3	Learn to implement service strategies to meet new challenges.	L4
CO4	Analysing Services blue print and SERVQUAL model	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

RURAL MARKETING			
Course Code	MBA MM316	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • Make students have an understanding of the fundamental concepts of rural marketing & the environment in which rural marketing system operates • To gain the knowledge on consumer buying behavior and influencing factors on consumer buying behavior at rural market and the decision process • To understand the promotional mix in rural markets • To understand premise underlying in rural markets • To comprehend the initiatives and future of rural markets 			
Module-1 (7 Hours)			
Introduction to Rural Markets: Definition, Concept, Nature, Size and Scope of Indian Rural markets, Rural Demand, Buying Characteristics, Rural Market Structure: Demographic, Physical, Economic Environment. Rural Infrastructural Facilities – Warehousing, Cold Storage, Logistics. Indian Rural Market: Profile, Rural Vs Urban Market, Importance of Branding, Problems of Rural Consumers: Adulteration, Short Weight and Measures, Unfair Warranties and Guarantees, Unreasonable Pricing, Challenges and Future of Rural Marketing.			
Module-2 (9 Hours)			
Understanding the Rural Consumer: Rural Community in India. Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Rural Consumer Behavior, Rural Buyer Characteristics, Consumer Buying Decision Process, Factors Affecting Consumer Behavior –Cultural, Social, Technological, Economic and Political.			
Module-3 (9 Hours)			
Marketing Mix in Rural Markets: Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems.			
Module-4 (9 Hours)			
Innovation in Rural Markets: Significance of innovation in rural markets, The intervention of IT in Rural Markets: Importance and Initiatives, The emergence of Organized retailing in Rural India, Key Drivers of Organized Retail, Cases in organized retail: Operative Models adopted by Indian Companies.			
Module-5 (9 Hours)			

Initiatives of Rural Marketing: Improvement measures taken by the Government –Initiatives by Co-operative and Private Sector, Present Scenario-Rural Female Empowerment, Micro Financing, Mobility in Emerging Markets, Growing Rural Tourism. E- Commerce: Importance of E-Commerce and Impact of E-Marketing on rural consumers, Concept of Digital Village, Role of Social Media in rural marketing. Information Technology: Impact of IT in Agricultural Marketing, E Chaupal, Project Shakti, Web-casting-online training and guidance to farmers.

Module-6 (7 Hours)

Future of Rural Marketing: Changing Role of Rural Sector in India; Rural Income and Demand, Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers, Certified seeds and Agricultural Equipments, Tractors, Engines, Pump Sets, Marketing of Agricultural products. Online Marketers: Role of Online Marketers, Growth and Challenges.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in SEE.

Suggested Learning Resources:

Books

1. Rama Bijapurkar (2007), We are Like That Only, the logic of Consumer India, Penguin Books
2. Prahalad C.K (2008), Fortune at the Bottom of the Pyramid, Pearson Publication
3. R V Badi, N V Badi, Rural Marketing, 2008, Himalaya Publishing House.
4. U C Mathur, Rural marketing, Text and Cases, 2008, excel books
5. CSG Krishnamacharyulu, Lalitha Ramakrishnan, Cases in Rural marketing, An Integrated Approach, 2006, Pearson Publication.

Web links and Video Lectures (e-Resources):

- <https://youtu.be/fB3DI31FE4I>
- https://youtu.be/Hguauxu_0bM
- <https://youtu.be/d8-k2LbP-y4>
- <https://youtu.be/WttNQX5cyA>
- <https://youtu.be/OpU33j9wVss>
- <https://youtu.be/jpqZb0ZhA2s>
- <https://youtu.be/5sDNYnhbq9A>
- <https://youtu.be/hih1rLTJbWM>
- <https://youtu.be/DzZCVqrtXYw>

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Skill Development Activities Suggested

- Make students to visit a village.
- Demonstrating e-Choupal activities
- Visit a village and undertake a research about the buying pattern of rural consumers.
- Study about their disposable income.
- Each student to give presentation of 5 minutes with respect to rural consumer buying behaviour.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Recognize appropriate Rural marketing objectives.	L1
CO2	Knowledge on consumer buying behavior and influencing factors on consumer buying behavior at rural market and the decision process Appreciate the e-commerce and innovation in Rural marketing.	L3
CO3	Illustrate the promotional mix in rural markets Rural marketing and marketing strategies.	L2
CO4	Knowledge of premise underlying in rural markets	L5
CO5	To comprehend the initiatives and future of rural markets	L5

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1		2		2	3			
CO2	1		2				2		
CO3	1	2	2	3	2			2	2
CO4	1	2		2					
CO5	1		2		2				

3rd Semester MBA Finance Electives Syllabus

STRATEGIC COST MANAGEMENT			
Course Code	MBA FM313	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
<p>Course Learning objectives:</p> <ul style="list-style-type: none"> • To understand various concepts and terminologies used in cost management. • To explain and critically evaluate various costing methods and techniques such as marginal costing, budgetary control, standard costing, activity based costing etc. • To apply and analyse various costing methods and techniques mentioned above. 			
Module-1 (8 Hours)			
<p>Introduction to Cost Management-Cost Accounting to Cost Management- Objectives and functions of Cost Accounting , Cost accounting and Financial Accounting , Elements of costs- Classification of costs-Methods of costing-Cost Management Tools- A Strategic View to Cost Management- Inventory systems , Average cost methods, Preparation of a cost sheet . Target Costing, features, steps, Advantages (Problems on cost sheet).</p>			
Module-2 (8 Hours)			
<p>Overheads: Meaning of Overhead Cost, Classification and Collection, Difference between Cost Allocation and Cost Apportionment, (Full-fledged Problems on Primary and secondary distribution, Simultaneous equations, Absorption of Overhead, Theory on Under and Over absorption of Overhead). Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC (Unit level, Batch Level and Product Sustaining Activities), Benefits and weaknesses of ABC. (Theory & Problems).</p>			
Module-3 (9 Hours)			
<p>Marginal Costing – Nature and Scope- Applications-Break even charts and Point, Decision-making (all types with full problems) Differential Cost Analysis, Advantages and Disadvantages of Marginal Costing Process Costing: introduction to Process Costing, Cost accumulation in process costing (Problems).</p>			
Module-4 (9 Hours)			
<p>Budgetary Control- Essentials of Effective Budgeting , Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor Problems on Production Budgets and Flexible Budgets. Standard Costing:- Comparison with Budgetary control, analysis of Variances, Simple Problems on Material and Labour variances only, Performance Budgeting , Zero base Budgeting (ZBB) (Problems).</p>			
Module-5 (9 Hours)			
<p>Cost Audit & Reporting to Management-objectives and advantages of Cost Audit, Cost Audit report. Management Audit- Objectives and Scope. Reporting to Management – Purpose of reporting- Requisites of a good report, Classifications of Report, Segment reporting, Cost Reduction and Cost Control, Target Costing – its Principles, Balanced Scorecard: Features and Purpose, Back-flush accounting, The Variants of Backflush Accounting , Lean Accounting, Cost Control vs. Cost Reduction (theory only).</p>			
Module-6 (7 Hours)			

Responsibility Centers: Revenue and Expense Centers Responsibility Centers, Revenue Centers. Transfer Pricing – Meaning, Principles of Transfer Pricing, Methods of Transfer of Pricing expense Centers, Administrative Centers. Cost Management for Specific Sectors – Gold, Agriculture, IT sector, Phrama and others (theory only).

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

1. Cost Accounting (2e) by M.Y. Khan and P.K. Jain (2017). McGraw Hill Education.
2. Management Control Systems (4e) by Kenneth Merchant and Wim Van Der Stede. Pearson Education (2019).
3. A Text book of Cost and Management Accounting: Arora M. N, 11th Edition, Vikas.
4. Managerial Accounting: James Jiambalvo, 4th Edition, Wiley India Pvt. Ltd.
5. Cost Accounting: Jawaharlal & Seema Srivastava, 4th Edition, TMH

Web links and Video Lectures (e-Resources):

- <https://journal.ump.edu.my/ijim/article/view/5983/1166>
- <http://indianresearchjournals.com/pdf/APJMMR/2013/April/7.pdf>
- <https://www.youtube.com/watch?v=fWPPfUiPdHA>
- <https://www.coursera.org/lecture/construction-cost-estimating/introduction-to-cost-estimating-and-cost-control-xXOyj>
- https://www.icsi.edu/WebModules/Publications/FULL_BOOK_PP-CMA-2017-JULY_4.pdf
- <https://www.pdfdrive.com/cost-management-e20763553.html>
- https://www.academia.edu/31736202/Cost_Management_Accounting_and_Control

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Skill Development Activities Suggested

- The student can choose any product and get details about the actual cost of material, wages and other cost and prepare a cost statement.
- Standard cost of each component has to be obtained and compared with actual cost to find the variance and reasons for variance to assess efficiency of purchase, operations and production.
- Prepare a comparative chart to understand and depict the budgetary control mechanisms in Private and Public Sector enterprises.
- Visit to a NGO and find out the various cost heads and how they do differ from profit making business organizations.
- Conduct an in-house workshop on Transfer pricing for Manufacturing Sector (Analyze how value addition takes place at every stage of the production).

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand the goals and strategies of business units.	L2
CO2	Determine standard costing and variance analysis cost control in Business decision making,	L5
CO3	Applications of Management accounting and control systems in Corporate.	L3
CO4	Critically evaluate all traditional and non-traditional costing methods such as absorption costing; marginal costing and activity based costing.	L5

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT			
Course Code	MBA FM314	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> To acquaint students with fundamental concepts of capital market and its instruments. To understand techniques to evaluate and analyze risk and return characteristics of securities such as individual stocks, mutual funds etc. To provide basic knowledge of the theories and practices of modern portfolio choice and investment decision 			
Module-1 (8 Hours)			
<p>Introduction to Investment: Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Investment Process.</p> <p>Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives. Securities Market: Trading & Settlement Procedure, Stock Market Indicators- Indices of Indian Stock Exchanges. Mutual Funds: Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Types of Mutual funds. (Only Theory).</p>			
Module-2 (9 Hours)			
<p>Return and Risk Concepts: Concept of Risk, Causes of Risk, Types of Risk- Systematic risk- Market Price Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk- Business risk, Financial Risk, Insolvency Risk, Risk-Return Relationship, Concept of diversifiable risk and non-diversifiable risk. Calculation of Return and Risk of Individual Security & Portfolio (Theory & Problems).</p>			
Module-3 (9 Hours)			
<p>Valuation of Securities: Bond – Meaning, features, types, determinants of interest rates, Bond Valuation, Bond Duration, Bond Management Strategies. Preference Shares- Concept, Valuation. Equity Shares- Concept, Valuation, Dividend Valuation Models, P/E Ratio valuation model. (Theory & Problems).</p>			
Module-4 (8 Hours)			
<p>Fundamental & Technical Analysis: Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis- Financial Statement Analysis. Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Technical Analysis – Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators –Moving Average Convergence-Divergence, Relative Strength Index (Theory only).</p>			
Module-5 (9 Hours)			
<p>Modern Portfolio Theory: Markowitz Model- Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Sharpe’s Single Index Model, Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML V/s SML. Sharpe’s Optimum Portfolio Construction, Optimum Portfolio with Short sales (Theory & Problems).</p>			
Module-6 (7 Hours)			

Portfolio Management Strategies and Performance Evaluation: Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans. Measure of Mutual Fund Performance. Portfolio performance Evaluation: Sharpe's Performance Index, Treynor's Performance Index and Jensen's Performance Index (Theory & Problems).

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

1. Investment Analysis and Portfolio management, Prasanna Chandra, Tata McGraw Hill, 3/e, 2010.
2. Security Analysis & Portfolio Management, S Kevin, Tata McGraw Hill, 2014.
3. Security Analysis & Portfolio Management, Punithavathy Pandian, Vikas Publications, 2/e, 2018.
4. Security Analysis & Portfolio Management – Fisher and Jordan, 6/e Pearson, PHI.
5. Investments –Zvi Bodie, Kane, Marcus & Mohanty, TMH, 8th Edition, 2010.
6. Investment management (Security Analysis and & Portfolio Management), Bhalla V.K., Vikas Publications, 19/e, 2018.

Web links and Video Lectures (e-Resources):

- <https://www.digimat.in/nptel/courses/video/110105035/L01.html>
- <https://www.youtube.com/watch?v=Fv63XWOIERM>
- <https://www.youtube.com/watch?v=NIjucusocFw>
- <https://www.digimat.in/nptel/courses/video/110105035/L02.html>
- <https://www.pdfdrive.com/investment-management-e1833037.html>
- <https://www.youtube.com/watch?v=5QuK8L1g2r4>

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Each student will be given a virtual cash of Rs.10 Lakhs and they will be asked to invest in equity shares based on fundamental analysis throughout the semester. At the end the best investment will be awarded based on the final net worth. Virtual on line trading account can be opened for the student and every week 2 hours can be allotted to invest, monitor and evaluate.
- Students should study the stock market pages from business press and calculate the risk and return of selected companies.
- Students can do a macro economy using GDP growth.
- Students' are expected to do Industry analysis for specific sectors.
- Students can do Company analysis for select companies using profitability and liquidity ratios.
- Practice technical analysis using Japanese candle sticks.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand the capital market and various Instruments for Investment.	L2
CO2	Assess the risk and return associated with investments and methods to value securities.	L5
CO3	Analyze the Economy, Industry and Company framework for Investment.	L4
CO4	Learn the theories of Portfolio management and also the tools and techniques for efficient portfolio management.	L5

Mapping of COs and Pos

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

ADVANCED FINANCIAL MANAGEMENT			
Course Code	MBA FM315	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> • To understand the concept capital structure and capital structure theories. • To assess the dividend policy of the firm. • To be aware of the management of working capital and it's financing. • To understand the techniques of managing different components of working capital. • To evaluate the impact of financial decisions on the strategic direction of the organisation. • To evaluate complex investment appraisal situations and appreciate the importance of the cost of capital to the organisation and how the capital structure chosen will impact upon this. 			
Module1 – Cash Management		10 Hours	
Facets of Cash Management, Motive for holding cash, managing cash collection and disbursement-investing surplus, cash in marketable securities, forecasting cash flows, Cash budgets-long-term cash forecasting, optimal cash balances, Baumol model-Miller-Orr Model-Strategies for managing surplus fund. (Theory and Problems)			
Module2 – Receivables Management & Factoring		10 Hours	
Receivables Management & Factoring: Nature and objectives of Receivables Management – Credit management through credit policy variables- marginal analysis- Credit evaluation of individual accounts and its monitoring receivables - Numerical credit scoring- Control of accounts receivables. Problems on credit granting decision. (Theory and Problems) Factoring: Meaning, definition, types & its benefits (Theory only) Recent Developments in Advanced Financial Management-Crypto currency, Block chain technology, Cloud funding, Digitization of financial transactions-Big data project finance.			
Module3– Inventory Management		8 Hours	
Inventory Management: Purpose and functions of inventories -Types of inventory (Raw-materials, work-in-progress (WIP), finished goods & Maintenance, Repairs and Operations (MRO). Determination of inventory control levels: ordering, reordering, danger level. Techniques of inventory management- Economic Order Quantity (EOQ model). Pricing of raw material - Monitoring and control of inventories- ABC Analysis. (Theory and problems)			
Module 4 - Capital Structure Decisions		8 Hours	
Capital structure & market value of a firm, Factors determining capital structure, Credit agency ratings-debt ratio-debt to equity ratio-long term debt to capitalization ratio. Theories of capital structure: Net Income approach, Net Operating Income approach, Modigliani Miller approach, Traditional approach. (Theory only)			
Module 5 - Dividend Policy		7 Hours	

Dividend policy, Theories of dividend policy: Theory of irrelevance, Bird- in –the hand theory & Tax preference theory, Walter’s & Gordon’s model, Modigliani & Miller approach. Dividend policies, stable dividend, stable payout and growth. Bonus shares and stock split -corporate dividend behaviour. (Theory and Problems).

Module 6 – Value Based Management

7 Hours

Value Based Management: Methods and Key premises of VBM - Marakon approach-Alcar approach-Mckinsey approach-Stern Stewart approach-BCG approach-Lessons from the experiences of VBM adopters. (Theory and Problems).

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25 Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

1. Financial Management, M.Y. Khan & P.K. Jain, TMH 7/e, 2017.
2. Financial Management, Prasanna Chandra, TMH 10/e, 2019.
3. Financial Management and Policy: Text and Cases, Bhalla. V. K Anmol Publications Pvt. Ltd, 9/e.
4. Financial Management & Policy, James C Vanhorne, Sanjay Dhamija, Pearson, 12/e

Web links and Video Lectures (e-Resources):

1. <https://www.pdfdrive.com/advance-financial-management-e33606254.html>
2. <https://www.smartworld.com/notes/advanced-financial-management-notes-pdf-afm/>
3. https://www.academia.edu/33769964/Advanced_Financial_Management_Class_Notes
4. <https://5y1.org/document/advanced-financial-management-pdf.html>
5. <https://www.youtube.com/watch?v=BKbXjfhLf0w>
6. <https://opentuition.com/acca/afm/>
7. https://www.youtube.com/watch?v=CCQwz_Gwo6o
8. <http://mappingyourfuture.org/money>
9. <http://www.mymoney.gov/>
10. <http://www.vertex42.com/Calculators/debt-reduction-calculator.html>.

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Study the working capital financing provided by a Bank and submit the report on the same.
- Study the annual report of any two companies and prepare a cash budget for next year.
- Study dividend policy of companies and its impact on shareholders' wealth.
- Study implications of bonus issues/stock splits of companies.
- To be able to utilise this growing demand, one needs good skills. One way to keep your financial management skills sharp and current is to gain experience and continuously handle new work but this will usually take a longer time to accomplish.
- Analysis of the performance of an organization.
- Understand the key ratios (profitability, liquidity, efficiency, gearing and investor) which are used in the evaluation of a company's performance & Interpret the results and make recommendations for improvement.

Course outcome (Course Skill Set)

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Demonstrate the applicability of the concept of Financial Management to understand the managerial Decisions and Corporate Capital Structure.	2
CO2	Apply the Leverage and EBIT EPS Analysis associate with Financial Data in the corporate & Analyse the complexities associated with management of cost of funds in the capital Structure.	3
CO3	Demonstrate how the concepts of financial management and investment, financing and dividend policy decisions could integrate while identification and resolution of problems.	2
CO4	Be aware of the techniques of inventory and receivables management.	3
CO5	Demonstrate how the concept of cash management work in the respective organization	4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1	-	-	-	2	-	-	-	-
CO2	-	-	2	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	-
CO4	-	2	-	2	-	-	-	-	-
CO5	1		2		2	-	-	-	-

BANKING & FINANCIAL SERVICES			
Course Code	MBA FM316	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> ● To understand the Structure and functions of Public sector Banks and Commercial Banking in India. ● To learn the functions of various Financial Services in India. ● To understand role of Banking and Financial Services in Business organizations ● To know the functioning of NBFC 's in India. 			
Module-1 (8 Hours)			
Banking System and Structure in India: Types of banks –Public Sector, Regional Banks, Credit creation and Deployment of Funds. Role of Reserve Bank and GOI as regulator of banking system, Banking sector reforms, Provisions of Banking Regulation Act & Reserve Bank of India Act, Quantitative and Qualitative Measures of Credit Control, Recent trends in Banking- Banking Technology, Neo banking, Payment banking, Fintech, Crypto currency, Integration of AI in Banking, Bank Performance analysis and Future of Banking. (Theory)			
Module-2 (8 Hours)			
Commercial Banking: Structure, Functions - Primary & Secondary functions, Services rendered. Concept of Universal Banking, Analysis of Banks' Financial statements, Financial statement of Banks, Comparison of bank ratios of Public sector banks, Private sector and Foreign banks operating in India. (Theory)			
Module-3 (8 Hours)			
Merchant Banking: Categories, Services offered, Issue management – Pre and Post issue management, Issue pricing, Preparation of Prospectus, Underwriting, Private Placement, Book Building Vs. Fixed price issues. (Theory)			
Module-4 (10 Hours)			
NBFCs-Micro-finance- Leasing & Hire Purchase: NBFCs: An Overview -Types of NBFCs in India- Growth, Functions and Regulatory framework. (Theory) Micro-finance: The paradigm-NGOs and SHGs-Micro-finance delivery mechanisms, Models Services, Challenges. -Future of Micro finance(Theory) Leasing & Hire Purchase: Nature and scope of leasing, Types of leasing, Problems in Evaluation of Leasing. Nature and forms of Hire purchase agreements, Problems in Evaluation of Hire Purchase. (Theory and Problems)			
Module-5 (8 Hours)			

Credit Rating- Venture Capital- Depository System- Securitization of Debt:

Credit Rating: Meaning, Process, Methodology, Agencies And Symbol

Venture Capital: Concept, features, Process ,Stages. Private equity- Investment banking perspectives in private equity. Performance of Venture Capital Funded Companies In India.(Theory)

Depository System: Objectives of Depository System, Activities, NSDL& CDSL. Process of Clearing and Settlement.

Securitization of Debt: Meaning, process, Types, Benefits. (Theory)

Module-6 (8 Hours)

Mutual Funds: Meaning, Structure, Functions, Participants, Types of Funds, Types of Schemes, Performance of Mutual Funds, Factors contributing for the growth of mutual funds in India, Marketing of mutual funds. (Theory)

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

a) Tests (for 25Marks) and

b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 80 percent theory and 20 percent problem in SEE.

Suggested Learning Resources:**Books**

1. Financial services by Khan M.Y, McGraw Hill Education, 6th Edition,2011.
2. Banking and Financial Services by Mukund Sharma, Himalaya Publishing House, 2015
3. Management of Banking and Financial services by Padmalatha Suresh & Justin Paul, Pearson. 3rd Edition
4. Financial Markets and Services by K. Natarajan, E. Gordan, Himalaya Publishing House, 2009.
5. Merchant Banking and Financial Services by Madhu Vij, Swati Dhawan, McGraw Hill Education, 2nd Edition

Web links and Video Lectures (e-Resources):

- RBI, NSE India, BSE India, Investing.com, Moneycontrol.com

Skill Development Activities Suggested

- Analyze and compare the Performance of Public, private sector and foreign banks operating in India by Comparing the Bank ratios
- Issue management: Study the recent public issues
- Understand the Venture capital funding and start up challenges in India
- Visit any Microfinance institution or SHG understand the funding process.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	The Student will be acquainted to various Banking and Non-Banking financial services in India.	L1
CO2	The Student will understand the activities of Merchant Banking and credit rating.	L3
CO3	The Student will be equipped to understand micro financing and other financial services in India	L2
CO4	The Student will understand how to evaluate and compare leasing & hire purchase	L4

Mapping of COS and Pos

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1		2			3			
CO2	1	3		2					
CO3		1	3		3				
CO4	1	3				3			

3rd Semester MBA HR Electives Syllabus

RECRUITMENT AND SELECTION			
Course Code	MBA HR313	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
<p>Course Learning Objectives: This course will enable the students</p> <ul style="list-style-type: none"> • To recite the theories and various steps involved in Recruitment and Selection. • To describe and explain in her/his own words, the relevance and importance of Recruitment and Selection in the Organization. • To apply and solve the workplace problems through Recruitment and Selection intervention. • To classify and categorize in differentiating between the best method to be adopted by organization related to Recruitment and Selection • To compare and contrast different approaches of Recruitment and Selection framework for solving the complex issues and problems. • To design and develop an original framework and framework in dealing with the problems in the organization. 			
Module-1 (7 Hours)			
<p>Workforce Planning and Recruitment Analytics: Concept of Work, Organisation's Work and Jobs; Millennials at the work place; Key Characteristics of Millennials; Types of Millennial; The Evolution of Work Structure; Organising the Work; Strategic Job Redesign and Its Benefits; Strategic Issues in Recruitment; What make Bad Recruitment; Overview of the Hiring Process; Recruitment Metrics; Factors Affecting Recruitment; Recruitment Strategy: An Internal Approach; Recruitment Strategy: An External Approach; Legal and Ethical Considerations; Organisational Best Practices. Manpower Planning: Macro Level Scenario of manpower planning, Process of manpower planning, requisites for successful manpower planning.</p>			
Module-2 (9 Hours)			
<p>Job Analysis, Job Description and Job Design: Identify the Job to Examine; Determine Appropriate Information Sources and Collect Job-Related Data; Job Description; Competency and Competency Ice Berg Model; Why Competency Based Recruitment; Sources of Recruitment; Different steps of job search; Motivational Job Specification; Creation of Functional Specification; Creation of Behavioural Specification; Employer branding; Social Media; Job Design.</p>			
Module-3 (9 Hours)			
Job Evaluation:			

The Job Evaluation Process; Obtain Job KSAOs, Qualifications, Working Conditions, and Essential Duties; Examine Compensable Factors Using the Rating/Weighting Evaluation Method; Determine Overall Job Value; Hay Group–Pioneer in Job Evaluation; Determining Compensation using Job Evaluation Data; Legal and Ethical Considerations for Job Evaluation; Online Salary Survey.

Module-4 (9 Hours)

Selection and Interview Strategy:

Interview Strategy and Process; Millennials shaping the Recruitment landscape in the organizations; Strategies for recruiting and selecting Generation Y into the workforce Developing Effective. Interviewers; Interviewing Techniques; Legal and Ethical Considerations in the Interview Process; The overall BEI Process; Assessment Centre' s; Simulations.

Module-5 (9 Hours)

Testing and Assessment:

Testing in Occupational Selection; Test related to Assessment of Knowledge, Skills, and Abilities; Personality Assessment; The Birkman method and MBTI® comparison; FIRO-B; Honesty and Integrity Assessment; Various Non-Interviewing Methods; Graphology; Skills Assessment; Games and Group Activity for Leadership Assessment; Administration of Tests and Assessments; Key Interviewer Skills.

Module-6 (7 Hours)

Making the Hire; Assessment of Candidate and Job Fit:

Unique Recruitment strategies; Bio data and Application Forms; Implications of Using Social Media Content in Hiring Decisions; Background Checks; Reference Checks; Pre-Employment Testing; Making a Job Offer; Transitioning from Job Candidate to Employee; Induction; Placement.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- c) Tests (for 25Marks) and
- d) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above

based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in SEE.

Suggested Learning Resources:

Books

1. How to Recruit, Incentives and Retain Millennials., Rohtak, Sage Publications, 2019.
2. Recruitment and Selection- Strategies for Workforce Planning & Assessment, Carrie A. Picardi, Sage Publication, 2019.
3. Human Resource Management, R. C. Sharma, Sage Publication, 2019.
4. Human Resource Management, Amitabha Sengupta, Sage Publication, 2018.

Web links and Video Lectures (e-Resources):

1. <https://www.pdfdrive.com/employee-recruitment-selection-and-assessment-e47851497.html>
2. <https://asiajobsinc.com/ebook/1202894721.pdf>
3. <https://core.ac.uk/download/pdf/29818879.pdf>
4. <https://www.youtube.com/watch?v=NcGtVXmcfTQ>
5. <https://www.youtube.com/watch?v=Z3lOca6YVSc>
6. <https://www.youtube.com/watch?v=IeabqeaBTbY>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

1. Design and Job Advertisement and Calculate the Cost; Paper Print mode; Social Media formalities.
2. Meet a Manager (which ever stream), interact and design and JD for that role.
3. Meet HR Manager / Officer, and ask Best 10 Interview Questions they ask during Candidate interaction.
4. Visit HR department, and take part on shortlisting/ Scrutiny the CV.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Gain the practical insight of various principles and practices of recruitment and selection.	L2
CO2	Acquire knowledge of latest conceptual framework used in recruitment and selection process and procedure applied in various industries.	L2
CO3	Illustrate the application of recruitment and selection tools and techniques in various sectors.	L3
CO4	Develop a greater understanding about strategies for workforce planning and assessment, analyse the hiring management system followed in various industries.	L5

Mapping of COS and Pos

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

INDUSTRIAL RELATIONS AND LEGISLATIONS			
Course Code	MBA HR314	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
<p>Course Learning Objectives: This course will enable the students</p> <ul style="list-style-type: none"> • To describe and identify the application of Labour Laws regulating Industrial Relations in Organisation. • To describe and explain in her/his own words, the relevance and importance of Labour Laws and Industrial Relations in Organisation • To apply and solve the workplace problems through Labour Laws • To classify and categorise different Laws and Codes • To create and reconstruct Industrial Relations System to be adopted in the Organisation • To appraise and judge the practical applicability of Labour Laws regulating Industrial Relations in Organisation 			
Module-1 (7 Hours)			
<p>Introduction to Industrial Relations: Industrial Relations: Overview, Importance, Approaches to IR, Parties to IR, System Model of IR, Industrial Employees of India, Problems of Industrial Workers (Absenteeism, Commitment, Work Ethics), Contemporary Issues in Employee Relations, Managing IR Changes.</p>			
Module-2 (9 Hours)			
<p>Evolution of Labour Legislation in India - History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers; The Present Labour Laws and Codes.</p> <p>Concept and steps of Grievance, Need for a Grievance Redressal procedure, Legislative aspects of the grievance redressal procedure in India, Model of Grievance redressal Procedure.</p>			
Module-3 (9 Hours)			
<p>Collective Bargaining: Concept - Function and Importance - Principles and forms of Collective bargaining, importance of Collective Bargaining, Process of Collective Bargaining, Negotiation, form of negotiation Workers' Discipline Management, causes of indiscipline, disciplinary Action - service rules, misconduct, investigation of allegations, show cause notice, charge sheet, domestic enquiry, Report of findings, punishments to be imposed. Workers participation In Management.</p>			
Module-4 (9 Hours)			
<p>Introduction to Employee Relations: meaning and significance of employee relation in industry, Advantages and limitations of maintaining employee relations through unions. Legal provisions to maintain employee relation- works committee, conciliation, board of conciliation,</p>			

voluntary arbitration, and adjudication.

Module-5 (9 Hours)

Factory Act 1948, Contract labour Act (Regulation and Abolition) Act 1970, The Payment of Wages Act 1936, The Minimum Wages Act 1948.

Module-6 (7 Hours)

Industrial Dispute Act 1947, Trade Union act 1926. Employee State Insurance Act 1948, Employee Compensation Act 1923, Maternity Benefit Act 1961, Employee provident Fund and Miscellaneous Provisions Act 1952 , Gratuity Act 1972, Bonus Act 1965.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- e) Tests (for 25Marks) and
- f) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in SEE.

Suggested Learning Resources:

Books

1. Industrial Relations, S. Venkata Ratam and Manoranjan Dhal, Oxford Publication, 2017 (2nd edition).
2. Essentials of HRM and Industrial Relations, Rao, P Subba, Himalaya Publishing House,

2013 (5th edition).

3. Industrial Relations, Trade Union and Labour Legislation. PRN Sinha, Indu Bala Sinha, Seema Shekhar, Pearson, 2017 (3rd edition).
4. Industrial Relations and Labour Laws - Emerging Paradigms, B. D. Singh, Excel Book, 2008.

Web links and Video Lectures (e-Resources):

1. <https://www.youtube.com/watch?v=P29Cp35JqGA>
2. <http://www.digimat.in/nptel/courses/video/110105069/L22.html>
3. <https://www.buytestseries.com/OnlineCourses/Industrial-Relations-MBA-Video-Lecture-Online>
4. <http://www.nitttrc.edu.in/nptel/courses/video/110105069/L22.html>
5. <https://www.icsi.edu/media/webmodules/publications/7.%20Industrial,%20Labour%20and%20General%20Laws.pdf>
6. <https://odl.ptu.ac.in/SLM/mba/4th/BOOK%20MBA%20968.pdf>
7. <https://www.scribd.com/document/435959602/Industrial-Relations-and-Labour-Laws-6th-SC-Srivastava-1-pdf>
8. <http://www.gopalancolleges.com/gcem/course-material/mba/hr-subjects/industrialregulations-legislation-14MBAHR301.pdf>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

1. Visit any factory and understand their Grievance redressal Procedure.
2. Discuss with IR Manager/ Factory Manager of two manufacturing firms and review the process of strikes and lockout they had in last decade. Prepare a report on the same.
3. Discuss with IR Manager of two national Banks and review the process of Trade unions they have had in the last decade. Prepare a report on the same.
4. Visit Any Organisation and discuss the applicability of Laws at the workplace.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Gain practical experience related to labour legislations in	L2

	India across various sectors.	
CO2	Acquire conceptual knowledge of Industrial relations and labour laws followed within industries.	L2
CO3	Develop the greater understanding of IR concepts and its application in solving various issues in IR.	L4
CO4	Apply the IR and labour laws concepts in various industries in India.	L5

Mapping of COS and Pos

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

ORGANISATIONAL CHANGE AND DEVELOPMENT			
Course Code	MBA HR315	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
<p>Course Learning Objectives: The student will be able to</p> <ul style="list-style-type: none"> • Describe and identify the application of OC/D framework. • Describe and explain the relevance and importance of various OC/D interventions to be adopted in the Organisation. • Apply and improve the workplace effectiveness through various OC/D Interventions. • Classify and categorise different OC/D practices and intervention followed in the Organisation. • Create and reconstruct OC/D intervention and process required to manage the Organisation. • Appraise and judge the practical applicability of various OC/D intervention, process and practices to be followed in the Organisation. 			
Module-1 (7 Hours)			
<p>Changing Organisations: Nature of 21st Century Organisation, Defining Organisational Change, The Roots of Organisation Change, Environmental Forces, Driving Change Today, The Implications of Worldwide Trends for Change Management, Four Types of Organisational Change, Planned Changes and Intended Results, Organisation Change Roles, Change Initiators, Change Implementers, Change Facilitators, Change Recipients, The Requirements for Becoming a Successful Change Leader, Application of Lewin's Model of Change, OD Practitioners.</p>			
Module-2 (9 Hours)			
<p>Building and Energising the Need for Change: Organisations as Systems, Levels and Characteristics of Organisational Change, Models of Organisational Change, Systems Theory and Social Construction Approaches, Developing a Knowledge for the Need for Change, Seek Out and Make Sense of Internal - External Data, The Organisations' Readiness for Change, Creating Awareness of the Need for Change, Factors That Block People From Recognising the Need for Change, Creating a Powerful Vision for Change, The Difference Between an Organisational Vision and a Change Vision</p>			
Module-3 (9 Hours)			
<p>Measuring Change: Designing Effective Control Systems: Using Control Processes to Facilitate Change, Selecting and Deploying Measures, Use Measures that Lead to Challenging but Achievable Goals, Use Measures and Controls that are Perceived as Fair and Appropriate, Ensure Accurate Data, Control Systems and Change Management, Controls During Design and Early Stages of the Change Project, Measurement Tools to use in Change Process, Strategy Maps, The Balanced Scorecard, Risk Exposure Calculator, Organisational Change Agent, Orienting Yourself to Organisation Change, Data Gathering, Diagnosis and Feedback.</p>			

Module-4 (9 Hours)

Models of Change: Kurt Lewin's Three-step Model (1950-1952), Six-box Model of Marvin Weisbord, The McKinsey 7-S Model, Huse's Model of Planned Organizational Change, Action Research Model, David Nadler and Michael Tushman Model, Porras and Silvers Model (1991), The Burke-Litwin Causal Model, John Kotter's Eight-step Theory, Organizational Intelligence Model (2004), Managing Change with ADKAR Model, Integrated Model of Change, Comparison and Critical Analysis of Change Models Plan the Work, Selecting the Correct Path, Engage Others in Action Planning, Working the Plan Ethically and Adaptively, Developing a Communication Plan, Key Principles in Communicating for Change, Transition Management. Ensure Alignment in Your Action Planning, Action Planning Tools: 1) To-Do Lists; 2) Responsibility Charting; 3) Contingency Planning; 4) Surveys and Survey Feedback; 5) Project Planning and Critical Path Methods; 6) Force Field and Stakeholder Analysis; 7) Leverage Analysis and 8) Other Change-Management Tools.

Module-5 (9 Hours)

Organisation Development (OD): 7 hours Concept of O D, History of O D, OD in India, OD Activities, Values, Beliefs and Assumptions of OD, Laboratory Training and T-Groups Action Research and Survey Feedback, Employee Involvement, Organisational Culture, Reengineering Organisational Learning, Organisational Effectiveness and Employee Engagement, Defining Values, Values Important to the OD Practitioner, Core Values of O D, Changes to OD Values, Values Statement of O D, Ethical Issues of OD.

Module-6 (7 Hours)

OD Practitioner and Consulting Process: Changing Workforce Demographics, Changing Nature of Work, The Consulting Relationship and Types of Consulting, Consulting Model, OD Practitioners, The Organisation Development Consulting Profession, The OD Consulting Process and Action Research, Data Gathering - Data Gathering Methods and Process, Ethical Issues With Data Gathering, Diagnosis and Feedback, assessment, Ethical Issues With Diagnosis and Giving Feedback, OD Intervention-Team Interventions, Quality, Performance Management, Communication in OD process, Coaching, Mentoring, 360 Feedback, Career Planning and Development. Merger and Acquisition, Organisational Health, OD Association in India

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- g) Tests (for 25Marks) and
- h) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in SEE.

Suggested Learning Resources:

Books

1. Change Management and Organisational Development Ratan Raina SAGE Texts 2018
2. Organisational Change- An Action Oriented Toolkit Gene Deszca, Cynthia Ingols, Tupper F. Cawsey SAGE Publications, Inc 2019
3. Organisation Development: The process of Leading Organisational Change Donald L. Anderson Sage Publication India Pvt. Ltd. 2/e, 2012
4. Organisation Development Donald L. Anderson SAGE South Asia 2013
5. Toolkit for Organisational Change T. F. Cawsey, Gene Deszca SAGE Text 2007
6. Organisation Development and Organisational Change Donald L. Anderson and Tupper F. Cawsey SAGE Publications 1/e, 2014

Web links and Video Lectures (e-Resources):

1. https://www.researchgate.net/publication/353915158_ORGANIZATIONAL_CHANGE_AND_DEVELOPMENT
2. https://www.msmsgf.org/files/msmsgf/documents/org_dev/organisationalchange_and_development.pdf
3. https://www.researchgate.net/publication/324166817_organisational_change_and_development

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

1. A visit to Organisation and interact with OD and Change Manager and list out the roles played by OD/C manager.
2. Meet and interact with OD and Change Manager and ask- 10 questions related to Change and Development issues
3. Meet OD and Change Manager and list out various OC/D Intervention practised and how they impact the Organisational Growth
4. Visit Organisation and Interact with Employees in the organisation and discuss Culture Impact on Change process and how it can be managed.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Gain conceptual insight of change management models, OD Processes and interventions.	L1
CO2	Develop the understanding of OD to apply OD aspects in private and public sectors in India.	L2
CO3	Analyse the tools and techniques available to implement changes in the organization environment.	L2
CO4	Handle the OD interventions by analysing the role of OD consultant.	L3

Mapping of COS and Pos

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

COMPENSATION AND REWARD MANAGEMENT			
Course Code	MBA HR316	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ul style="list-style-type: none"> • The student will be able to describe and identify the application of Compensation Management in the Organisation • The student will be able to describe and explain in her/his own words, the relevance and importance of Compensation Management in the Organisation • The student will be able to apply and solve the workplace problems through application of Compensation Management • The student will be able to classify and categories different models and approaches of Compensation Management adopted in the Organisation • The student will be able to formulate and prepare Compensation Management to be adopted in the Organisation • The student will be able to design and develop an original framework and model in dealing with compensation problems in the organisation. 			
Module-1 (7 Hours)			
Compensation: Compensation, Meaning of compensation, Total Compensation/Reward and Its Components and Types, Importance of the Total Compensation Approach, Wages/Salaries, Some Other Terms, Theories of Wages, Does Compensation Motivate Behaviour?, Compensation Philosophy, Compensation Strategy, Compensation Policy, Base of Compensation Management, The Psychological Contract, Compensation and Legal Issues in Compensation Management, Factors Affecting Employee Compensation/Wage Rates/Wage Structure/Levels of Pay.			
Module-2 (9 Hours)			
Compensation Management: Meaning of Compensation Management, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organisational Level, Wage Problems in India, Components/Functions of Compensation Management/Wage and Salary Administration, Divergent Systems and Institutions for Wage Fixation in India.			
Module-3 (9 Hours)			
Wage Determination Practices: Divergent Systems for Wage Determination in Practice in Indian Organisations Introduction, Management' s Strategy, Reward Policy, Reward Management Processes, Reward Management Procedures, Pay Reviews, Planning and Implementing Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Evaluation of Reward Processes, Some Other Trends, Boardroom Pay; Divergent Systems and Institutions for Wage Fixation in Practice in India, Management Strategy; Fringe Benefits, Fringe Benefits and Current Practices, Internal Audit of Compensation and Benefits; Different types of Direct and Indirect compensation include: Base Pay / Base			

pay; Commissions; Overtime Pay; Bonuses, Profit Sharing, Merit Pay; Stock Options; Travel/Meal/Housing Allowance; Benefits including dental, insurance, medical, vacation, leaves, retirement, taxes; Merit pay; Incentive Pay; Deferred Pay ; Pay for time; Recreational facilities

Module-4 (9 Hours)

Contingent Pay, Pay for Performance, Competence: Competency-Based Pay, Skill-Based Pay, Team-Based Rewards, Gain sharing, Profit-Sharing Profit-Related Pay and Beyond Other Cash Payments and Allowances Overtime Payments Attendance Bonuses, Shift Pay, Clothing Allowances, Honoraria, Payments for Qualifications, Pay for Person, Pay for Excellence, Managerial Compensation and Rewards, Sales Force Incentive Programmes, Competency based Pay- Framework, Model and Challenges; Pay for Performance: Steps involved in the design for pay for performance - Intent; Eligibility; Participation; Performance and Goal Criteria-Measurements ; Funding; Pay Outs and Timing; Benefits Impact & Administration; Evaluation.

Module-5 (9 Hours)

Administration & Controlling Salary Costs and Salary Review: Salary Survey data, Salary Costs, Salary Planning, Salary Budget, Salary Control, Salary Reviews, Guidelines for Salary Review Process, Responding to Negative Salary Review, Five Key Steps: Manager' s Guide to Annual Salary Review, Fixing of Salary, Method of Paying Salary, Flexibility, Process of Wage and Salary Fixation.

Module-6 (7 Hours)

Operating, Non-financial Benefits(Intrinsic and Relational Rewards: Role of Non-financial Benefits/Rewards on Employee Motivation, Types of Non-financial Benefits/Rewards, Planning the Nonfinancial Benefits/Rewards, A Few Most Effective Non-Financial Benefits/Rewards to Motivate Employees, Heineken' s Refreshing Approach to Reward, Non-financial Metrics Intellectual Capital Assessment and Market Implications of Human Capital, Recognition, Praise, Learning and Development, Achievement, Value Addition in Personality Others.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- i) Tests (for 25Marks) and
- j) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in SEE.

Suggested Learning Resources:

Books

1. Compensation Management: R. C. Sharma, Sulabh Sharma Sage Publication India Pvt. Ltd Edition 2019.
2. Compensation and Benefit: Biswas, Bashker, D Pearson, edition 2013.
3. Managing Employees Performance and Rewards: Shields Cambridge Press, edition 2007.
4. Human Resource Information Systems: Basics, Applications, and Future Directions: Michael J. Kavanagh, Mohan Thite, Richard D. Johnson, Sage Publication India Pvt.Ltd , 3/e, 2015.
5. Competency-Based Human Resource Management: AnindyaBasu Roy, SumatiRaym, Sage Publication India Pvt. Ltd, 2019.
6. Compensation and Reward Management: Singh, B D , Excel Books -2007.

Web links and Video Lectures (e-Resources):

1. <https://www.youtube.com/watch?v=yml9dx9nUco>
2. <https://hr-gazette.com/total-rewards-and-compensation-understanding - the essentials/>
3. <https://www.youtube.com/watch?v=ax7suq7w4cm>
4. <https://www.youtube.com/watch?v=g4AGhGehhsc>
5. https://www.researchgate.net/publication/325959515_impact_of_compensation_and_benefits_on_job_satisfaction

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

1. Understand the theoretical and practical aspects in the area of compensation and benefits.
2. Exposure to MS-Excel or HRIS packages recommended.
3. Acquire knowledge of compensation and reward system policies, processes, and procedure.
4. Apply the concepts of compensation administration and intrinsic and extrinsic reward system in national and global perspective.

5. Analyse the divergent system and wage determination practices followed in various sectors.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Gain insights of various conceptual aspects of Compensation and Benefits to achieve organizational goals	L1
CO2	Determine the performance-based compensation system for business excellence and solve various cases and can compose the business letters in English precisely and effectively.	L3
CO3	Designing the compensation strategies for attraction, motivation and retaining high quality workforce.	L2
CO4	Understand the Legal & Administrative Issues in global compensation to prepare compensation plan, CTC, wage survey and calculate various bonus.	L4

Mapping of COS and Pos

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					2

3rd Semester MBA Business Analytics Electives Syllabus

INTRODUCTION TO PYTHON DATA AND CONTROL SYSTEMS			
Course Code	MBA BA313	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	3:1:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning Objectives <ul style="list-style-type: none"> Develop fundamental Python programming skills. Understand data manipulation and analysis using Python. Gain a basic understanding of control systems and their applications. Apply Python to solve problems related to data and control systems. 			
Module 1: Introduction to Python Programming (9 hours)			
Python Basics: Syntax, data types, variables, operators. Control Flow: Conditionals (if, elif, else), loops (for, while). Functions: Defining and calling functions, scope, and arguments. Data Structures: Lists, tuples, dictionaries, and sets.			
Module 2: Data Manipulation and Analysis (9 hours)			
Libraries and Tools: Introduction to Python libraries like Pandas, NumPy, and Matplotlib. Data Import and Export: Reading from and writing to files (CSV, Excel). Data Cleaning: Handling missing values, data transformation. Data Analysis: Basic operations, aggregation, and summarization. Data Visualization: Creating plots and charts with Matplotlib and Seaborn.			
Module 3: Advanced Python Techniques (9 hours)			
Object-Oriented Programming: Classes, objects, inheritance, and polymorphism. Error Handling: Try, except blocks, and custom exceptions. Modules and Packages: Importing libraries, creating custom modules. Introduction to Jupyter Notebooks: Writing and running Python code in Jupyter.			
Module 4. Introduction to Control Systems (9 hours)			
Basic Concepts: Definition of control systems, open-loop vs. closed-loop systems. Components of Control Systems: Sensors, actuators, controllers. System Response: Time-domain and frequency-domain analysis.			
Module : 5 Python for Control Systems (7hours)			
Simulation of Control Systems: Using Python for system simulation. Libraries for Control Systems: Introduction to libraries such as SciPy for control system analysis.			
Module:6 Applications of Python in data and control systems. (7hours)			
Mathematical Models: Transfer functions, state-space representation. Plotting System Responses: Analysing step responses, frequency responses using Python.			
Assessment Details (both CIE and SEE)			
The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.			
Continuous Internal Evaluation:			
There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the			

maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in SEE.

Suggested Learning Resources:

Books

Text books and references :

1. "Python for Data Analysis" by Wes McKinney.
2. "Introduction to Control Systems" by K. Ogata.
3. "Automate the Boring Stuff with Python" by Al Sweigart.

Tools and Software:Python Programming Environment: Anaconda, Jupyter Notebooks.

- **Libraries:** Pandas, NumPy, Matplotlib, SciPy. **Control Systems Tools:** SciPy library for control systems analysis.

Web links and Video Lectures (e-Resources):

- <https://www.studocu.com/in/course/visvesvaraya-technological-university/introduction-to-python-and-data-control-system/6711099>
- <https://www.youtube.com/watch?v=eWRfhZUzrAc>
- <https://www.youtube.com/watch?v=alXZ6wJJqV0>

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Course Outcome:

At the end of the course the student will be able to:

Sl. No.	Description	Blooms Level
CO1	Develop fundamental Python programming skills.	L1/L2
CO2	Understand data manipulation and analysis using Python.	L3
CO3	Gain a basic understanding of control systems and their applications.	L4
CO4	Apply Python to solve problems related to data and control systems.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

DATA VISUALISATION			
Course Code	MBA BA314	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	3:1:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning Objectives			
<ul style="list-style-type: none"> • Understand the key techniques and theory behind data visualization. • Use effectively the various visualization structures (like tables, spatial data, tree and network etc.) • Evaluate information visualization systems and other forms of visual presentation for their effectiveness. • Design and build data visualization systems. 			
Module 1: Introduction To Data Visualizations And Perception (9 hours) :			
Introduction of visual perception, visual representation of data, Gestalt principles, Information overload. Value of Visualization – What is Visualization and Why do it: External representation – Interactivity – Difficulty in Validation. Data Abstraction: Dataset types – Attribute types – Semantics.			
Module 2: Visual Representations: (8 hours) :			
Creating visual representations, visualization reference model, visual mapping, visual analytics, Design of visualization applications. Task Abstraction – Analyze, Produce, Search, Query. Four levels of validation – Validation approaches – Validation examples. Marks and Channels.			
Module 3: Classification Of Visualization Systems (8 hours):			
Classification of visualization systems, Interaction and visualization techniques misleading, Visualization of one, two and multi-dimensional data, text and text documents. data structures used in data visualization.			
Module 4: Visualization Of Groups(9 hours):			
Visualization of groups, trees, graphs, clusters, networks, software, Metaphorical visualization. Overview of tools like Tableau, Power BI, and their applications. Dashboards and Reporting: Creating and interpreting dashboards to support strategy. Data Visualization: Best practices for visualizing strategic data insights.			
Module 5: Visualization Of Volumetric Data And Evaluation Of Visualizations (8 hours):			
Visualization of volumetric data, vector fields, processes and simulations, Visualization of maps, geographic information, GIS systems, collaborative visualizations.			
Module 6: Evaluating Visualizations, Arrange Networks And Trees (8 hours):			
Connections, Matrix views – Containment. Map color: Color theory, Color maps and other channels. Rules of thumb – Arrange tables: Categorical regions – Spatial axis orientation – Spatial layout density. Arrange spatial data: Geometry – Scalar fields – Vector fields – Tensor fields.			
Assessment Details (both CIE and SEE)			
The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.			

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in SEE.

Suggested Learning Resources:**Books****Text books and references :**

1. Tamara Munzner, Visualization Analysis and Design, A K Peters Visualization Series, CRC Press, 2014.
2. Scott Murray, Interactive Data Visualization for the Web, O'Reilly, 2013.
3. Alberto Cairo, The Functional Art: An Introduction to Information Graphics and Visualization, New Riders, 2012
4. Nathan Yau, Visualize This: The FlowingData Guide to Design, Visualization and Statistics, John Wiley & Sons, 2011.
5. Ward, Grinstein, Keim, Interactive Data Visualization: Foundations, Techniques, and Applications. Natick, 2nd edition, A K Peters, Ltd 2015.

Tools and Software: Power BI, Tableau**Web links and Video Lectures (e-Resources):**

- <https://www.youtube.com/watch?v=1GhZisgc6DI>
- <https://www.youtube.com/watch?v=dHSYXZMY96s>
- <https://www.youtube.com/watch?v=IKSRwGZe8Oc>
- <https://www.semanticscholar.org/paper/Visualization-analysis-%26-design-Munzner/5521849729aaa387cfeef0d12d3c91170d7bbfd0>
- <https://dokumen.pub/visualization-analysis-and-design-9781466508934-1466508930.html>

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand the key techniques and theory behind data visualization.	L1/L2
CO2	Use effectively the various visualization structures (like tables, spatial data, tree and network etc.)	L3
CO3	Evaluate information visualization systems and other forms of visual presentation for their effectiveness.	L4
CO4	Design and build data visualization systems.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

BUSINESS ANALYTICS AND INTELLIGENCE			
Course Code	MBA BA315	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	3:1:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ul style="list-style-type: none"> • Understand the role of business analytics and intelligence in decision-making. • Learn key techniques and tools for analyzing business data. • Develop skills to interpret and present data insights effectively. • Apply analytical methods to real-world business scenarios. 			
Module 1: Introduction to Business Analytics and Intelligence (9 hours)			
Definition and scope of business analytics and intelligence. Evolution and importance in modern business. Key concepts and terminologies. Data Collection and Management: Sources of business data (internal vs. external, structured vs. unstructured).Data collection methods and tools.			
Module 2: Descriptive Analytics (8 hours)			
Basic statistical concepts (mean, median, mode, standard deviation).Data management best practices and data warehousing. Data visualization techniques (charts, graphs, dashboards). Tools for descriptive analytics (Excel, Tableau, Power BI).			
Module 3: Prescriptive Analytics (9 hours)			
Optimization and simulation techniques. Decision trees and scenario analysis. Tools for prescriptive analytics (Excel Solver, optimization software). Predictive Analytics: Introduction to predictive modelling. Regression analysis (linear and logistic regression). Time series analysis. Machine learning basics (classification, clustering).			
Module 4: Business Intelligence: (8 hours)			
Key components of Business Intelligence systems. Data warehousing and ETL processes.BI tools and platforms (SAP BI, Oracle BI, Microsoft Power BI).			
Module 5: Data Ethics and Governance (8 hours)			
Data privacy laws and regulations (GDPR, CCPA). Ethical considerations in data use. Data quality and governance frameworks. Case Studies and Real-world Applications: Industry-specific case studies. Hands-on projects involving real business data.			
Module 6:Emerging trends in analytics (AI, big data, IoT).(8 hours)			
key concepts and techniques. future developments in business analytics. Real-time analytics and reporting.			
Assessment Details (both CIE and SEE)			
The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.			
Continuous Internal Evaluation:			
There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the			

maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory.

Suggested Learning Resources:

Books

Text Books / References

1. "Business Analytics: Data Analysis & Decision Making" by S. Christian Albright and Wayne L. Winston.
2. "Competing on Analytics: The New Science of Winning" by Thomas H. Davenport and Jeanne G. Harris.
3. "Data Science for Business" by Foster Provost and Tom Fawcett.

Tools and Software:

- Microsoft Excel
- Tableau or Power BI
- R or Python
- SQL Database

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=wjILmMxantI>
- <https://www.youtube.com/watch?v=4NOeykig4E>

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand the role of business analytics and intelligence in decision-making.	L1/L2
CO2	Learn key techniques and tools for analyzing business data.	L3

CO3	Develop skills to interpret and present data insights effectively.	L4
CO4	Apply analytical methods to real-world business scenarios.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

BIG DATA ANALYTICS			
Course Code	MBA BA316	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	3:1:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ul style="list-style-type: none"> • Understand the fundamental concepts of big data and analytics. • Learn key technologies and tools used in big data processing and analysis. • Develop skills to manage, analyze, and interpret large datasets. • Apply big data analytics techniques to real-world business problems. 			
Module 1: Introduction to Big Data (7 hours)			
Definition and Characteristics: Volume, velocity, variety, veracity, and value. Big Data Ecosystem: Overview of big data architecture. Business Implications: How big data transforms business decision-making.			
Module 2: Big Data Technologies and Tools (8 hours)			
Hadoop Ecosystem: Hadoop Basics: Introduction to Hadoop, HDFS (Hadoop Distributed File System), and MapReduce. Hadoop Tools: Pig, Hive, and HBase. Apache Spark: Introduction to Spark: Spark architecture, RDDs (Resilient Distributed Datasets), Data Frames. Spark SQL and MLlib: Basics of querying and machine learning with Spark.			
Module 3: Data Management and Processing (9 hours)			
Data Storage Solutions: NoSQL Databases: Overview of Mongo DB, Cassandra, and Redis. Data Lakes and Warehouses: Concepts and architectures. Data Processing Frameworks: Batch vs. Stream Processing: Introduction to tools like Apache Kafka and Apache Flink.			
Module 4: Data Analytics and Visualization (9hours)			
Data Analytics Techniques: Exploratory Data Analysis (EDA): Techniques and tools. Predictive Analytics: Introduction to machine learning algorithms. Data Visualization Tools: Visualization with Python: Using libraries like Matplotlib, Seaborn. BI Tools: Introduction to Tableau, Power BI for interactive dashboards.			
Module 5: Advanced Topics in Big Data (9hours)			
Machine Learning and Big Data: Algorithms and Models: Supervised vs. unsupervised learning. Scalable Machine Learning: Implementing algorithms at scale with Spark MLlib. Big Data Security and Privacy: Data Privacy Issues: GDPR, CCPA. Security Best Practices: Protecting big data assets.			
Module 6: Real-world Applications and Case Studies (8 hours)			
Industry Use Cases: Big data applications in finance, healthcare, retail, and other sectors. Case Studies: Analyzing and discussing real-world big data projects and solutions.			
Assessment Details (both CIE and SEE)			
The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be			

deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory.

Suggested Learning Resources:

Books

Text books and References:

1. "Big Data: Principles and Best Practices of Scalable Real-Time Data Systems" by Nathan Marz and James Warren.
2. "Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking" by Foster Provost and Tom Fawcett.
3. "Hadoop: The Definitive Guide" by Tom White.

Tools and Software:

- Hadoop: Hadoop ecosystem components.
- Apache Spark: Spark for data processing and machine learning.
- Python Libraries: Pandas, NumPy, Scikit-learn.
- Data Visualization Tools: Tableau, Power BI.

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=aeHqYLgZP84>
- <https://www.youtube.com/watch?v=5G3WJpiyMDs>
- <https://www.youtube.com/watch?v=FSIxMKGfpvM>

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand the fundamental concepts of big data and analytics.	L1/L2
CO2	Learn key technologies and tools used in big data processing and analysis.	L3
CO3	Develop skills to manage, analyze, and interpret large datasets.	L4
CO4	Apply big data analytics techniques to real-world business problems.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

**GUIDELINES FOR INTERNSHIP MBAIN387
(BETWEEN 2ND AND 3RD SEMESTER MBA)**

INTERNSHIP			
Course Code	MBA IN387	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	0:8:0	SEE Marks	50
Total Hours of Pedagogy	00	Total Marks	100
Credits :	04	Exam Hours	00
OBJECTIVE			
To provide industry insights to the students in order to get acquainted with the industry environment and to apply theoretical concepts in real life situation at the work place for various functions of the organization.			
STRUCTURE			
The Internship shall consist of study of an organization for 4 credits for 4 weeks.			
GENERAL GUIDELINES			
<ul style="list-style-type: none"> • The Internship shall be for a period of 4 weeks immediately after the completion of 2nd Semester Examinations but before the commencement of the 3rd semester classes. • The Course code of the Internship shall be MBA IN387 and shall be compulsory for all the students. • No two students of an institute shall work on the same organization. • The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance. Student need to identify an external guide (Working in the organization) and seek guidance from him/her. 			
SUBMISSION OF REPORT			
Students shall submit one hard copy of the report to the college with hard bound color of royal blue and a soft copy in PDF file (Un-editable Format).			
EVALUATION			
Internal evaluation will be done by the internal guide.			
Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective institution where a student is expected to give a presentation of his/ her work. The viva –voce examination will be conducted by the respective HOD or Senior Professor or Internal Guide of the department and The external guide will be from the industry/ faculty from VTU PG Centres or faculty from affiliated institutions of VTU as examiner for the viva voce of Internship.			
The affiliated institutions can have the external guide from the industry/ faculty from other VTU affiliated institutions/ VTU PG Centres. Viva-Voce on internship shall be conducted at the college and the date of Viva-Voce shall be fixed in consultation with the external Guide. The Examiners shall jointly award the Viva - Voce marks. In case of non availability of industry			

professional, a senior professor or a faculty with more than 10 years of experience may be invited to conduct the viva-voce examination. Internship carries 100 marks consisting of 50 marks for Internship report (evaluated by internal guide) and 50 marks for viva-voce examination.

CONTENTS OF THE INTERNSHIP REPORT

- Cover page
- Certificate from the Organization (scanned copy)
- Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonafide performance of Internship by the student.
- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents
- List of tables and graphs

Executive summary

Chapter 1: Introduction about the Organisation & Industry.

Chapter 2: Organization Profile

- i. Back ground,
- ii. Nature of business,
- iii. Vision, mission, quality policy
- iv. Workflow model
- v. Product/service profile
- vi. Ownership pattern
- vii. Achievements/awards if any
- viii. Future growth and prospects

Chapter 3: Mckensy's 7S framework and Porter's Five Force Model with special reference to Organization under study.

Chapter 4: SWOT Analysis

Chapter 5: Analysis of financial statements

Chapter 6: Learning experience.

Bibliography

Annexure relevant to the Internship such as figures, graphs, photographs, Financial statements etc.,

FORMAT OF THE INTERNSHIP REPORT

Report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1" margin all sides (1.5" on left side due to binding) and 1.5line spacing. The Internship report shall be minimum of 50 pages.

RUBRICS FOR INTERNSHIP MBAIN 387

Sl.No.	Evaluation Type	Particulars	Marks
1	CIE	Assessment by the Guide- Interaction with the student by Seminars, etc.,	25
2	CIE	Report Evaluation by the Guide	25
3	SEE	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/Institute	50
Total			100

MARK SHEET FOR VIVA VOCE EXAMINATION (SEE)

Visvesvaraya Technological University
Name of the Institution
Name of the Department
Course Code: MBA IN 387 and Course Title: Internship

Sl.No.	Aspects	Marks
1	Introduction and Understanding the Industry	5
2	Understanding the Corporate Functions/Company profile	10
3	Mckensy's 7S framework and Porter's Five Force Model	10
4	SWOT/SWOC analysis justification	10
5	Financial statement analysis	5
6	Learning experience	10
Total		50

Marks Sheet for Internship Viva Voce examination

Sl.No.	USN	1	2	3	4	5	6	Total
1								
2								
3								
4								
5								

4th Semester MBA Core Subjects Syllabus for AY 2024-25 onwards

EMERGING TECHNOLOGIES FOR BUSINESS			
Course Code	MBA401	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> • To understand the emerging technologies applicable in field of Management. • To study data science as a tool for decision making in Management • To understand the concept of AI, IOT and AR. • To study other emerging technologies in Management. 			
Module-1 (7 Hours)			
Introduction to Emerging Technologies for Business: Evolution of technologies; Introduction to Industrial revolution; Historical background of the Industrial Revolution; Introduction to Fourth industrial revolution (IR 4.0); Role of data for Emerging technologies; Enabling devices and networks for emerging technologies (programmable devices); Human to Machine Interaction; Future trends in emerging technologies.			
Module-2 (7 Hours)			
Data Science: Overview for Data Science; Definition of data and information; Data processing cycle, Data types and representation; Data Value Chain; Data Acquisition; Data Analysis; Data Curating; Data Storage; Data Usage; Basic concepts of Big Data.			
Module-3 (7 Hours)			
Artificial Intelligence (AI): Concept of AI, meaning of AI, History of AI, Goals of AI, Need for AI, Levels of AI, Types of AI, Techniques of AI, Applications of AI in Agriculture, Health, Business (Emerging market), Education, AI tools and platforms (eg: scratch/object tracking), Advantages and limitations of AI.			
Module-4 (7 Hours)			
Internet of Things (IoT): Overview of IOT; meaning of IOT; History of IOT; Advantages of IOT; Challenges of IOT; IOT working process; Architecture of IOT; Devices and network; Applications of IOT at Smart home; Smart grid; Smart city; Wearable devices; Smart farming; IOT tools and platforms.			
Module-5 (6 Hours)			
Augmented Reality (AR) and Virtual Reality (VR): Introduction to AR, Virtual reality (VR), Augmented Reality (AR) V/S mixed reality (MR), Architecture of AR systems. Application of AR systems (education, medical, assistance, entertainment).			
Module-6 (6 Hours)			
Ethics, Professionalism and Other Emerging Technologies: Technology and ethics, Digital privacy, Accountability and trust, Treats and challenges. Other Technologies: Block chain technology, Cloud and quantum computing, Autonomic computing, Computer vision, Cyber security, Additive manufacturing (3D Printing).			

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is

Suggested Learning Resources:**Books:**

1. Designing for Emerging Technologies: UX for Genomics, Robotics, and the Internet of Things : Follett, J. , O'Reilly Media, 2014.
2. Emerging Technologies for Emerging Markets : Vong, J., & Song, I., Springer Singapore, 2014.
3. Disruption: Emerging Technologies and the Future of Work, Del Rosal, V., Emtechub, 2015.
4. Emerging Internet-Based Technologies: Sadiku, M. N. O, CRC Press, 2019.
5. Emerging Exponential Technologies – A Management Perspective: Dr. D.G. Kulkarni and Dr. Prayag Gokhale, Himalaya Publishing House Pvt. Ltd., 1/e, 2020.

Web links and Video Lectures (e-Resources):

- <https://www.studocu.com/in/document/visvesvaraya-technological-university/masters-of-business-administration/eet-ch1-emerging-and-exponential-technologies-notes-chapter1-ytu/51659497>.
- <https://wcu.edu.et/FirstYearModule/EMERGING%20TECHNOLOGIES%20module.pdf>
- https://www.youtube.com/watch?v=diP4tx_U1ak
- <https://www.youtube.com/watch?v=kf9ekJOZpqU>
- <https://www.youtube.com/watch?v=kz40aFgfB5M>

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Big data analysis using an analytical tool.
- Study the Application of AI in any one field and prepare a Report.
- Study the Ethical practices of a Company.
- 3D model printing by Group or team.
- Exposing the students to usage of IoT.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Identify different emerging technologies	L1/L2
CO2	Select appropriate technology and tools for a given task	L3
CO3	Identify necessary inputs for application of emerging technologies	L4
CO4	Understand the latest developments in the area of technology to support business.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

INNOVATION & DESIGN THINKING			
Course Code	MBA402	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning Objectives:			
<ul style="list-style-type: none"> • To familiarize students with Design Thinking (DT) and its phases. • To make students aware of the evolution, concepts & models of Design Thinking. • To provide learners with the context, methods and mindsets related to Design Thinking. • To equip students with the opportunities to ideate and find solutions by applying DT. 			
Module-1 (6 Hours)			
<p>Introduction, Design Thinking as a Solution, The Value of Design Thinking, A Look at the History of Design Thinking, A Look at the History of Design Thinking, Four Core Principles of Successful Innovation, A Model of the Design Innovation Process, Seven Modes of the Design Innovation Process, Understanding Methods.</p>			
Module-2(7 Hours)			
<p>Sense Intent: Mindsets, Sensing Changing Conditions, Seeing Overviews, Foreseeing Trends, Reframing Problems, Forming an Intent, Sense Intent: Methods, Buzz Reports, Popular Media Scan, Key Facts, Innovation Sourcebook, Trends Expert Interview, Keyword Bibliometrics, Ten Types of Innovation Framework, Innovation Landscape, Trends Matrix, Convergence Map, From To Exploration, Initial Opportunity Map, Offering-Activity-Culture Map, Intent Statement.</p> <p>Know Context: Mindsets, Knowing Context History, Understanding Frontiers, Seeing System Overviews, Understanding Stakeholders, Using Mental Models, Know Context: Methods, Contextual Research Plan, Popular Media Search, Publications Research, Eras Map, Innovation Evolution Map, Financial Profile, Analogous Models, Competitors-Complementors Map, Ten Types of Innovation Diagnostics, Industry Diagnostics, SWOT Analysis, Subject Matter Experts Interview, Interest Groups Discussion.</p>			
Module-3 (7 Hours)			
<p>Know People: Mindsets, Observing Everything, Building Empathy, Immersing in Daily Life, Listening Openly, Looking for Problems and Needs.</p> <p>Know People: Methods, Research Participant Map, Research Planning Survey, User Research Plan, Five Human Factors, POEMS, Field Visit, Video Ethnography, Ethnographic Interview, User Pictures Interview, Cultural Artifacts, Image Sorting, Experience Simulation, Field Activity, Remote Research, User Observations Database, Case studies in industries such as technology, healthcare, education, etc.</p>			
Module-4(7 Hours)			
<p>Frame Insights: Mindsets, Exploring Systems, Looking for Patterns, Constructing Overviews, Identifying Opportunities, Developing Guiding Principles.</p> <p>Frame Insights: Methods, Observations to Insights, Insights Sorting, User Observation Database Queries, User Response Analysis, ERAF Systems Diagram, Descriptive Value Web, Entities Position Map, Venn Diagramming, Tree/Semi-Lattice Diagramming, Symmetric Clustering Matrix, Asymmetric Clustering Matrix, Activity Network, Insights Clustering Matrix, Semantic Profile, User Groups Definition, Compelling Experience Map, User Journey Map, Summary Framework, Design Principles Generation, Analysis Workshop.</p>			
Module-5 (7 Hours)			
<p>Explore Concepts: Challenging Assumptions, Standing in the Future, Exploring Concepts at the</p>			

Fringes, Seeking Added Value, Narrating Stories about the Future.

Explore Concepts: Methods, Principles to Opportunities, Opportunity Mind Map, Value Hypothesis, Persona Definition, Ideation Session, Concept-Generating Matrix, Concept Metaphors and Analogies, Role-Play Ideation, Ideation Game, Puppet Scenario, Behavioral Prototype, Concept Prototype, Concept Sketch, Concept Scenarios, Concept Sorting, Concept Grouping Matrix, Concept Catalog.

Module-6 (6 Hours)

Frame solutions: Mindsets, Conceiving Holistic Solutions, Conceiving Options, Making Value Judgments, Envisioning Scenarios, Structuring Solutions, Frame solutions: Methods, Morphological Synthesis, Concept Evaluation, Prescriptive Value Web, Concept-Linking Map, Foresight Scenario, Solution Diagramming, Solution Storyboard, Solution Enactment, Solution Prototype, Solution Evaluation, Solution Roadmap, Solution Database, Synthesis Workshop.

Realize Offerings: Mindsets, Reiterating Prototypes, Evaluating in Reality, Defining Strategies, Implementing in Reality, Communicating Vision, Realize Offerings: Methods, Strategy Roadmap, Platform Plan, Strategy Plan Workshop, Pilot Development and Testing, Implementation Plan, Competencies Plan, Team Formation Plan, Vision Statement, Innovation Brief.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/ course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on

- a) Tests (for 25Marks) and
- b) Assignments, Quiz, Simulations, Experimentation, Mini projects, oral examination, fieldwork etc., (for 25 Marks) conducted in this course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for this.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have a question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in SEE.

Suggested Learning Resources:

Books

1. Design Thinking for Strategy – Innovating towards Competitive Advantage by Claude Diderich, Springer, 2020.
2. 101 Design Methods – A Structured Approach to Driving Innovation in Your Organization by Vijay Kumar, John Wiley & Sons, 2013.
3. The Design of Business – Why Design Thinking is the Next Competitive Advantage by Roger Martin, Harvard Business Press, 2009.
4. Design Thinking – Integrating innovation, Customer experience, & Brand Value by Thomas Lockwood, Allworth Press, 2009.
5. Design Thinking Methodology by Emrah Yayici, ArtBizTech, 2016.

Web links and Video Lectures (e-Resources):

- https://onlinecourses.nptel.ac.in/noc22_mg75/preview
- <https://www.ideo.com/pages/design-thinking-resources>
- <https://www.innovationtraining.org/stanford-design-thinking-resources/>
- <https://www.teachthought.com/pedagogy/45-design-thinking-resources-for-educators/>
- <https://theaccidentaldesignthinker.com/design-thinking-tools-resources/>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Visit Start-ups to comprehend prototype development.
- Observe the innovation and technology synchronisation for creative Design Thinking.
- Conduct interviews with social entrepreneurs and develop socially sustainable prototypes.
- Learn to be a critical thinker and respond to societal needs.

Course Outcomes (Course Skill Set)

At the end of the course, the students will be able to:

Sl. No.	Description	Bloom's Level
CO1	Understand the Design Thinking process from a business management perspective.	L1
CO2	Apply the knowledge and skills of Design Thinking in prototype development for product and service innovations.	L3
CO3	Analyse sustainable and societal challenges and find solutions.	L2
CO4	Evaluate the pros and cons of sustainable development by applying Design Thinking.	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	1			2			2	
CO2			2			3			
CO3				3			3	2	
CO4		2	3	2			3		3

4th Semester MBA Marketing Electives Syllabus for AY 2024-25 onwards

STRATEGIC BRAND MANAGEMENT			
Course Code	MBA MM413	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To appreciate the relationship between corporate strategy and Brand Management. • To explore the various issues related to Brand Management, brand association, brand identity, brand architecture, leveraging brand assets, brand portfolio management. • To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors. 			
Module-1 (6 Hours)			
<p>Introduction: Meaning of Brand, Concepts, Evolution of Brands, Functions of Brand to consumer, Role of Brand-Advantages of Brand, Product Vs Brand. Branding- Meaning, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas, challenges to Brand builders. Brand Management-Meaning & Definition. Strategic Brand Management-Meaning, Strategic Brand Management Process, Strong Indian Brands.</p>			
Module-2 (7 Hours)			
<p>Concept of Brand Equity and Positioning: Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism. Brand positioning: Meaning, Point of parity & Point of difference, positioning guidelines, Brand Value: Definition, Core Brand values, Brand mantras, Internal branding.</p>			
Module-3 (6 Hours)			
<p>Meaning of Brand Knowledge: Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process. Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging. Leveraging Brand Knowledge.</p>			
Module-4 (7 Hours)			
<p>Designing and sustaining branding strategies:</p> <p>Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands overtime. Brand Architecture and brand consolidation. Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.</p>			
Module-5 (7 Hours)			
<p>Brand Value chain and Establishing brand Equity Management Systems.</p> <p>Meaning of Brand Value, Stages in Brand Value Chain, Designing Brand Tracking studies. Methods for measuring Brand Equity-Quantitative Techniques & Quantitative Techniques. Measuring Outcomes of Brand Equity- Comparative methods: Brand based comparisons, marketing</p>			

based comparisons Conjoint Analysis, Holistic methods: Residual approaches, Valuation approaches.

Module-6 (7 Hours)

Making Brands go Global: Global Branding: Meaning, benefits and potential drawbacks of global branding, How do you make brands go global?, Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, Guidelines for a global branding, pathways to globalization, barriers to globalization, managerial blockages.

Making brands Luxury: Luxury definition and relativity, luxury goods and luxury brands, Luxury Brand Management, Significance of luxury brands in the global market, basic psychological phenomena associated with luxury purchase.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 Percent theory in SEE.

Suggested Learning Resources:

Books:

1. Strategic Brand Management, Building Measuring & Managing, Kevin Lane Keller, Pearson Education Latest Edition
2. Strategic Brand Management Jean, Noel, Kapferer Kogan Page India, Latest Edition
3. Brand Building and Advertising Concepts and Cases, M B Parameswaran, Tata McGraw Hill Publication Latest Edition.
4. Brand Imitations, Dr.S S Kaptan, Dr.Pandey, HPH, 1/e, 2004.

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGS9u7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2finfolearners.com%2febooks%2fstrategic-brand-management-keller-4th-edition-pdf-free-download%2f/RK=2/RS=U5OgBIEUZ62VbrTFMU6vraNPfSU-
- https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGTdu7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2finfolearners.com%2febooks%2fstrategic-brand-management-kevin-lane-keller-pdf%2f/RK=2/RS=sD1VpREzcn0kxS0pjjXk6qwLD8Y-
- https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGVdu7HAX.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2fsites.google.com%2fsite%2fonlineamazonbookdownload%2f-pdf-download-strategic-brand-management-pdf-by-kevin-lane-keller/RK=2/RS=z1m_wwr1.oNfn.v1DhFqibGa90E-

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Go to a supermarket and find the brand elements in various brands of soaps, mobiles, jeans, and other product.
- If you would start an MBA College, what would the positioning be with POP's and POD's?
- Pick up your college, analyse its positioning and how would you reposition it?
- Pick a multiproduct company and as completely as possible analyze its brand portfolio and brand extensions?
- Consider some groups like Tata's , Birla's, Infosys etc – what is their branding strategy.
- Students are supposed to assess the product life cycle and appraise alternative approaches to luxury brand management.
- Students can select any two popular brands and identify and examine the criteria for success in the luxury brand industry.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Comprehend & correlate all the management functions to brand creation	L1/L2
CO2	Ability to develop the branding strategies	L3
CO3	Demonstrate their acumen in applying managerial and behavioural concepts in creating brand equity	L4
CO4	Ability to analyse the global brands and their SWOT.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

INTEGRATED MARKETING COMMUNICATIONS			
Course Code	MBA MM414	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> To build a comprehensive framework for integrated marketing communications. To the study the advertising, publicity, personal selling, direct marketing and sales promotion. To enhance knowledge of emerging trends in integrated marketing communications. To acquaint the students with the latest internet and e-marketing techniques, ethically way of handling business. 			
Module-1 (6 Hours)			
<p>Integrated Marketing Communication: Role of IMC in marketing process, IMC planning model, Marketing and promotion Process model.</p> <p>Communication Process, steps involved in developing IMC programme, Effectiveness of marketing communications</p> <p>Advertising: Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC</p> <p>Relevant Case Study</p>			
Module-2 (6 Hours)			
<p>Advertising Agency: Type of agencies, Services offered by various agencies, Criteria For selecting the agencies and evaluation.</p> <p>Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.</p> <p>Relevant Case Study</p>			
Module-3 (7 Hours)			
<p>Media planning: Factors considered in Media Planning, Developing Media plan, Importance, Problems encountered, Advertising Media, Media Evaluation-Print, Broadcast media, Support media in advertising.</p> <p>Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.</p> <p>Relevant Case Study</p>			
Module-4 (7 Hours)			
<p>Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies.</p> <p>Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity</p> <p>Public relation/ Publicity:-Meaning, Objectives, tools of public relations, Public Relation strategies, Goals of publicity</p> <p>Corporate Advertising – Role, Types, Limitations, PR Vs Publicity</p> <p>Relevant Case Study</p>			
Module-5 (7 Hours)			
<p>Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.</p> <p>Relevant Case Study</p>			
Module-6 (7 Hours)			

International Advertising: Global environment in advertising, Decision areas in international advertising.

Industrial advertising: B 2 B Communication, Special issues in Industrial selling.

Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising

Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI

Relevant Case Study

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

a) Tests (for 25Marks) and

b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in SEE.

Suggested Learning Resources:

1. Advertising and Promotions IMC Perspectives: Belch and Belch, 9/e, Tata McGraw Hill, 2012.
2. Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, Cengage Learning, 2008
3. Integrated Advertising, Promotion, and Marketing Communications, Global Edition, Kenneth E Clow, **Donald E Baack**, 9th edition Published by Pearson, Copyright © 2022
4. Advertising an IMC Perspective, S.N. Murthy & U Bhojanna, Excel Books, 2007
5. Integrated Marketing Communications – Niraj Kumar, HPH, 2013.
6. Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press
7. Advertising & Promotions: An IMC perspective, Kruti Shah and Alan, Souza, Tata McGraw Hill
8. Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning

Web links and Video Lectures (e-Resources):

Weblinks for Video lectures:

1. <https://www.digimat.in/nptel/courses/video/110107158/L04.html>
2. https://www.academia.edu/13180608/E_Book_IMC_Integrated_Marketing_Communication
3. <https://www.pdfdrive.com/integrated-marketing-communications-d41011351.html>
4. <https://www.digimat.in/nptel/courses/video/110107158/L03.html>
5. <https://www.youtube.com/watch?v=GyxdlocMSpY>
6. <https://www.youtube.com/watch?v=dQNRWF1BaTc>
7. <https://www.youtube.com/watch?v=joyTZl5isp4>
8. <https://www.youtube.com/watch?v=iGZZqpytetE>
9. <https://www.youtube.com/watch?v=-WXxxR-Ry3E>
10. <http://www.gurukpo.com>
11. <https://www.youtube.com/watch?v=uuFGD7eCrhc>

Weblinks for Additional e-Resources:

1. https://www.researchgate.net/publication/46966230_Advertising_and_Promotion_An_Integrated_Marketing_Communication_Perspective
2. <https://bestdigitalagency.in/best-advertising-agencies-in-bangalore/>
3. <https://www.marketingevolution.com/marketing-essentials/media-planning>
4. <https://www.marketing91.com/media-strategy/>
5. <https://www.cyberclick.net/numericalblogen/what-is-direct-marketing-benefits-and-steps-to-campaign>
6. <https://www.startingbusiness.com/blog/marketing-ethics>
7. <https://www.igi-global.com/chapter/integrated-marketing-communication-and-the-ethics-of-advertising/213085>
8. <https://byjus.com/commerce/what-is-promotion/>
9. <https://www.managementstudyhq.com/public-relations-and-publicity.html>
10. <https://ebooks.ibsindia.org/imc/chapter/sessions-24-25-monitoring-evaluation-control-integrated-marketing-communication/>
11. <https://www.artofmarketing.org/international-marketing-2/advertising/international-advertising-meaning-characteristics-nature-and-media-selection/13601>
12. <https://sendpulse.com/support/glossary/advertising>
13. <https://www.managementstudyguide.com/industrial-advertising.htm>

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.
- Ability to create an integrated marketing communications plan which includes promotional strategies.
- Explain the role of IMC in the overall marketing & Use effectiveness measures to evaluate IMC strategies.
- Prepare advertising copy and design other basic IMC tools.
- Develop Internet media strategies to solve business problems.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	The students will be able to define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.	L1
CO2	The students will be getting an idea to explain the role of IMC in the overall marketing & Use effectiveness measures to evaluate IMC strategies.	L2
CO3	The students will get the ability to create an integrated marketing communications plan which includes promotional strategies.	L3
CO4	The students will get trained in the art of drafting, prepare advertising copy and design other basic IMC tools ethically Situations.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1					2			
CO2		1					2		
CO3			1		2		3		
CO4				1	2			3	2

DIGITAL AND SOCIAL MEDIA MARKETING			
Course Code	MBA MM415	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning Objectives:			
This course will enable the students			
<ul style="list-style-type: none"> • Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy. • Understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media. • Learn to develop, evaluate, and execute a comprehensive digital marketing strategy and plan. • Learn how to measure digital marketing efforts and calculate ROI. • Explore the latest digital ad technologies. 			
Module-1 (5 Hours)			
Digital Marketing Overview: Concept of Digital Marketing, Traditional Vs Digital Marketing, Understanding Digital Marketing Process, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Planning and Strategy.			
Module-2 (6 Hours)			
Display Advertising: Concept of Display Advertising, types of display ads, buying models, display plan, Segmenting and customizing Messages, Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging. Programmatic digital advertising, You Tube Advertising. The P-O-E-M Framework.			
Module-3 (7 Hours)			
Digital Advertising (PPC, Digital Display and YouTube campaign): Google Ad Words Overview; Understanding AdWords Algorithm; Creating Search Campaigns; Understanding Ad Placement, Understanding Ad Ranks, Types of Search Campaigns - Standard, All features, dynamic search & product listing. Tracking			
Performance/Conversion: conversion tracking and its importance, setting up of conversion tracking, Optimizing Search Ad Campaigns. Display ads and its features, Types of display campaigns, Creating Display Campaign, Optimizing Display Campaign and Re-marketing, customer engagement on e-portals.			
Concept of Online Advertising: Types of Online Advertising, Contextual advertising, Payment Modules, Different Online advertising platforms Creating Banner Ads Using Tools			
Module-4 (8 Hours)			
Emerging trends in Digital Marketing: Affiliate Marketing- Affiliate marketing history, Affiliate marketing scenario in India, Different ways to do affiliate marketing.			
Email Marketing- email marketing and process. Types of email marketing- Opt-in & bulk emailing; Setting up email marketing account, creating a broadcast email. auto responders, Setting up auto responders; Tricks to land in inbox instead of spam folder;			
Social Media Marketing- Concept of social media marketing, Understanding Facebook marketing, LinkedIn Marketing, Twitter Marketing, Video Marketing and VIDEO & AUDIO (PODCASTING) marketing; and Content Marketing- Introduction to content marketing, Objective of content marketing, Content marketing 7 step strategy building process, writing a great compelling content,			

optimizing content for search engines, opt-in email list with content marketing examples.

Module-5 (7 Hours)

Search Engine Optimization (SEO): Introduction to SEO. Search engine Major functions and operating algorithm, Introduction to SERP, search engine keywords and types, Google keyword planner tool; Keywords research process; Understanding keywords; On page optimization; Off Page optimization; Top tools for SEO; Monitoring SEO process; Preparing SEO reports, creating SEO Strategy, link juice, Importance of domain and page authority, Optimize exact keywords for impactful search. Google Panda Algorithm, Google Penguin and Google EMD Update. How to save your site from Google Panda, Penguin and EMD Update, how to recover your site from Panda, Penguin and EMD.

Module-6 (7 Hours)

E-Commerce and Payment Gateway: Concept of e-commerce, Top ecommerce websites around the world, software Payment Gateways, Merchant Accounts & Logistics for physical goods. Integrating Woo-commerce and setting up an ecommerce store on Word Press. Case studies on ecommerce websites. Google Product Listing Ads (PLA) for ecommerce websites. Practical Process of SEO for an ecommerce website.

Assessment Details (both CIE and SEE)

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Continuous Internal Evaluation:

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CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from

question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

- 100 percent theory in SEE.

Suggested Learning Resources:

Books

1. Marketing 4.0: Moving from Traditional to Digital by P. Kotler. Wiley Publication.
2. The Essentials of E-Marketing, 4th edition by Quirk Education (E-Book)
3. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, by Damian Ryan and Calvin Jones. Kogan Page Publication, 3rd edition.
4. Digital Marketing Insights 2017, Social Beat Digital Marketing LLP, Kindle Edition.
5. Social Media for Business – Stories of Indian Brands, By Sorav Jain
6. Total E-mail Marketing: Maximizing your results from Integrated E-marketing (E-marketing essentials): Dave Chaffey.

Web links and Video Lectures (e-Resources):

- https://onlinecourses.nptel.ac.in/noc22_mg104/preview
- https://onlinecourses.nptel.ac.in/noc22_mg78/preview
- https://learninglink.oup.com/access/king-lawley3e-student-resources#tag_all-chapters
- <https://openstax.org/details/books/organizational-behavior>
- <https://www.classcentral.com/course/introduction-organisational-behaviour-11892>

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Create an Ad Campaign using banner to launch ad in YOU TUBE
- Create a digital Marketing Plan
- Students are suggested to create a digital marketing plan.
- Students are suggested to create a mobile advertising for any organisation/Product
- Students can create an Ad Campaign using banner to launch ad in YOU TUBE.

Course outcome

At the end of the course the student will be able to:

Sl. No.	Description	Blooms Level
CO1	Illustrate the knowledge about digital marketing strategy and planning.	L2
CO2	Describe and/or improve a strategy for measuring and improving digital media effectiveness	L4
CO3	Describe online advertising including ad networks and behavioural targeting.	L4
CO4	Evaluate Emerging trends in digital marketing.	L4
CO5	Analyze how to create search engine optimization strategy for own business.	L5

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3						3		2	
CO4	1	2		2			1		
CO5									

B2B MARKETING			
Course Code	MBA MM416	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning Objectives:			
This course will enable the students			
<ul style="list-style-type: none"> To understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy. To understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media. To develop, evaluate, and execute a comprehensive digital marketing strategy and plan. To measure digital marketing efforts and calculate ROI. To explore the latest digital ad technologies. 			
Module-1 (5 Hours)			
B2B Marketing: B2B-Introduction, significance and concept of B2B Marketing. Business Markets, characteristics. Classification of Business Products and Markets.			
Module-2 (8 Hours)			
Organisational Buying Behaviour: Factors affecting purchasing decisions, purchasing orientation, Segmenting purchase categories. Purchase Process-variations. Buying situations and marketer actions. Online buying. Traditional marketing approach-uncertainties of buyer and supplier/marketer. Supplier uncertainties. Relationship variables. Impact of IT. Inter-firm Relationships and Networks. Research on B2B markets: Marketing Information System; Research facilities; Analysis of competition - Benchmarking. Case Study.			
Module-3 (8 Hours)			
B2B strategy and Market Segmentation: Process, approach. Responsible strategy-CSR and sustainability, Customer value and strategy. Researching B2B markets. Standard industrial classification.			
B2B Market Segmentation- Significance of segmentation. Basis of segmentation. Challenges of segmentation in B2B markets. B2B positioning. Case Study.			
Module-4 (7 Hours)			
Market Communication: Brand expression, Communication mix and customer acquisition process. Relationship Communication, sales responsibilities. The relationship communication process, call preparation, selling to low-priority and high priority customers. Value selling and consequences-order fulfillment-relationship building. Vertical specialization: Choosing industry; specialization; Expanding to other verticals in the industry. Case Study.			
Module-5 (5 Hours)			
Relationship Portfolio & Key Account Management: Principles of Portfolio management, identifying key accounts, Classification criteria. Relationship life-cycle, declassification, managing loyalty. Case Study. Assignment: Implementing Key Account Management.			
Module-6 (7 Hours)			
B2B product Offerings and Price Setting: Elements of B2B offering, strategic tools for managing product offerings, managing innovation in the B2B context. Price setting in B2B markets- 3 C's of pricing-cost, customer and competition-Pricing- strategy, price positioning, role of sales force in pricing, bid pricing, internet auctions, ethical aspects of B2B pricing. Product Policy of established			

products: Classification of the product types; The life cycle of the product; Management products; Strategies for established products. Pricing: Price on the Internet; Financial marketing.
Case Study

Assessment Details (both CIE and SEE)

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Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory. 100 percent theory in SEE.

Suggested Learning Resources:

Books

- Business to Business Marketing, Ross Brennan, Louise Canning & Raymond McDowell Sage Publications , 3e -2014.
- B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement, Heidi Taylor Kogan Page, 1/e, 2017.
- Innovative B2B Marketing: New Models, Processes and Theory, Simon Hall, Kogan Page, 1/e, 2017

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=AwrKDaS_rvNiJ.UIUwi7HAX.; ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660165952/RO=10/RU=https%3a%2f%2fcollegelearners.com%2fbooks%2fb2b-marketing-pdf-free-download%2f/RK=2/RS=BcuoM9EM5UHUTDADPHqdt_ amyLY-
- https://r.search.yahoo.com/_ylt=AwrKDaS_rvNiJ.UIVQi7HAX.; ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660165952/RO=10/RU=https%3a%2f%2fbibleandbookcenter.com%2fread%2fb2b-marketing%2f/RK=2/RS=Q6Tqbed4LYKcVncCHVw3.picYIM-

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession.
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behaviour also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Students can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where the institute is operating.
- Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.
- Roles and functions of sales manager and sales people are different in every organization. Sales people view the roles of sales managers in their own way and vice versa. You are the sales manager of a company. You make an analysis of what you feel should be roles of a sales manager and a salesperson for maximizing sales of the organization.
- Your company is active in internet trading. A current issue in internet trading is: how to make internet selling safe. Different methods have been suggested for safety or security of internet trading. You have to analyze different methods and recommend a method for your company.

Course outcome

At the end of the course the student will be able to:

Sl. No.	Description	Blooms Level
CO1	Understand significance of B2B marketing.	L2
CO2	Ability to create an integrated marketing communications plan which includes promotional strategies.	L2
CO3	Effectively use marketing communication for customer acquisition.	L4
CO4	Define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.	L5

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

4th Semester MBA Finance Electives Syllabus for AY 2024-25 onwards

TAX MANAGEMENT			
Course Code	MBA FM413	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To provide the students with a comprehensive understanding of basic concepts of Direct tax. • To understand the computation of taxable Income under different heads. • To know the deductions available while computing Taxable Income. • To acquaint the students with basic principles and broad understanding of the Indian Indirect tax laws. 			
Module 1 – Introduction to Direct Tax		06 Hours	
Income Tax Act, 1961, Basic Concepts and definitions, Basis of charge and scope of total income, Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), Tax Evasion, Tax avoidance, Tax Planning (Problems on residential Status and incidence of tax of an Individual Assessee).			
Module 2 – Income from Salaries & House property		10 Hours	
Income from House Property (Theory only), Meaning of Salary, Leave Salary, HRA, Gratuity, Rent Free Accommodation, PF, Pension, Allowances and Perquisites, Death cum Retirement benefits, Deductions against Salary. (Problems on Leave Encashment, HRA, Gratuity and Taxable salary), Income from other sources (Theory only).			
Module 3 – Income from Business or Profession		8Hours	
Income under the head Profit and Gains of Business or Professions and its computation. Problems on computation of income from business/ profession of Individual Assessee and Simple Problems on Depreciation on Block of Assets.			
Module 4 – Income under Capital Gain		8 Hours	
Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains. (Problems on computation of Income from capital gain).			
Permission deductions under Sec 80C to 80U, Problems on computation of taxable income and tax liability under both old and new regime.(Only Deductions u/s 80C, 80CCC, 80CCD, 80D, 80DD, 80E, 80U to be covered)			
Module 5 – Computation of Total Income of Company under Minimum Alternative Tax		4 Hours	
Residential Status of a Company and Computation of taxable income with special reference to MAT. (Problems on MAT).			

Module 6: Overview of Indirect Taxation	4 Hours
<p>Basic concepts of GST, Features, Taxes subsumed and not subsumed in GST, Rates of GST, CGST, SGST and UTGST. Goods and Services Tax Network (GSTN)-Features, functions Goods and services exempted from GST.</p> <p>GST Registration-Meaning, Persons liable and not liable for Registration, Types of Registration. Procedure for Registration, GSTIN.</p> <p>Customs Act-Meaning of Customs Duty, Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty. (Theory only)</p>	
<p>Assessment Details (both CIE and SEE)</p> <p>The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.</p> <p>Continuous Internal Evaluation:</p> <p>There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.</p> <p>CIE Marks shall be based on:</p> <p>a) Tests (for 25 Marks) and</p> <p>b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.</p> <p>Semester End Examination:</p> <p>The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.</p> <ul style="list-style-type: none"> • The question paper will have 8 full questions carrying equal marks. • Each full question is for 20 marks with 3 sub questions. • Each full question will have sub question covering all the topics. • The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory. • 40 percent theory and 60 percent problems in the SEE. • Case Study question should be drawn from Module 2 and 4 only 	
<p>Suggested Learning Resources:</p> <p>Books</p> <ul style="list-style-type: none"> • Direct Taxes Law and practice, Vinod Singhania and Kapil Singhania, Taxman Publication, Latest Edition. • Students Guide to Income Tax, Vinod Singhania and Kapil Singhania, Taxman Publication, Latest Edition. • GST & Customs Law (University Edition), K.M Bansal, Taxmann's, Latest Edition. • Indirect Taxes Law and practices, V S Datey, Taxmann's, Latest Edition. 	
<p>Web links and Video Lectures (e-Resources):</p>	

1. <https://www.canarahsbclife.com/tax-university/articles/all-about-tax-structure-in-india>
2. <https://swayam.gov.in/explorer?searchText=>
3. <https://www.coursera.org/learn/gst-genesis-and-imposition>

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Calculation of Taxable income and tax liability using Excel.
- Encouraging the students to register as tax return preparers.
- Students can be exposed to filing of tax returns of Individual assesses
- Visit to a small scale traders and identify documents pertaining to Registration as well as Returns under GST.
- List the provisions incorporated in the latest Union Budget and prepare a report on these changes.

Course outcome (Course Skill Set)

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand the basic concepts of Direct tax and determining residential status.	2
CO2	Apply the provisions of income from salary and compute taxable salary	3
CO3	Analyse the business or professional income and computing taxable profit	2
CO4	Evaluate the capital gain, taxable income of an individual and company under MAT	3
CO5	Understand the concepts of GST, registration process and customs duty.	4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3		2			-	-	-	-
CO2	2	1	3			-	-	-	-
CO3		2	1		3	-	-	-	-
CO4	1	1	3		3	-	-	-	-
CO5	3	2	1		1	-	-	-	-

INTERNATIONAL FINANCIAL MANAGEMENT			
Course Code	MBA FM414	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning Objectives:			
<ul style="list-style-type: none"> • To understand the risk in International Financial Environment and the Foreign Exchange market. • To describe the international monetary system and the foreign exchange markets. • To examine the Balance of Payments (BOP) data and determine its implications for international competition. • To forecast exchange rates based on the parity conditions that should apply between spot rates, forward rates, inflation rates, and interest rates. • To evaluate portfolios and apply the capital asset pricing model and other multifactor Models in financial decision making. 			
Module-1 (6 Hours)			
<p>International Financial Environment: An overview of IFM- Importance, rewards & risk of international finance- Goals of MNC- Balance of Payments (BoP)- Fundamentals of BoP-Accounting components of BOP- Equilibrium & Disequilibrium (Basic problems on BoP).</p> <p>International Monetary System: Evolution-Gold Standard- Bretton Woods system- flexible exchange rate regime- recent developments in exchange rate arrangements-recent changes and challenges in IFM- the Economic and Monetary Union (EMU).(Only Theory).</p>			
Module-2 (8 Hours)			
<p>Foreign Exchange Market: Characteristics, Functions and Structure of Forex Markets-Foreign exchange market participants- Types of transactions and Settlements Dates-Exchange rate quotations-Determination of Exchange rates in Spot markets- Exchange rates determinations in Forward markets- Exchange rate behaviour-Cross Rates, Bid, Ask, Spread. Overview of international money markets (Theory & Problems).</p>			
Module-3 (8 Hours)			
<p>Foreign Exchange Risk Management: Foreign exchange risk and its types(transaction risk, translation risk & economic risk) - Hedging against foreign exchange exposure – Forward Market-Forward contract Vs Future contracts- Futures Market- Options Market(call option, put option, American option, European option & Asian option)(Theory only) - Currency Swaps-Interest Rate Swap- problems on both two-way and three-way swaps. Overview of international stock market (Theory & Problems).</p>			
Module-4 (6 Hours)			
<p>International Financial Markets and Instruments: Foreign Portfolio Investment- International Bond & Equity market-Global Depository Receipt (GDR)- American Depository Receipt (ADR)-International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes-Zero coupon Bonds- International Money Markets. International Banking services –Correspondent Bank-Representative offices- Foreign Branches. Forward Rate Agreements. (Theory Only).</p>			
Module-5 (6 Hours)			

Forecasting Foreign Exchange Rate: International Parity Relationships- Measuring exchange rate movements-Exchange rate equilibrium –Factors effecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity (IRP), Purchasing Power Parity Theory (PPP) & International Fisher Effects (IFE) - Comparison of IRP, PPP and IFE. Arbitrage-Types of Arbitrage – locational, triangular and covered interest arbitrage. (Theory & Problems).

Module-6 (6 Hours)

Foreign Exchange Exposure: Management of Transaction exposure, Translation exposure, Economic exposure, Political Exposure- Management of Interest rate exposure.
International Capital Budgeting: Concept- Factors affecting international capital budgeting- International budgeting partnership- Inputs for international capital budgeting- Evaluation of a project for international capital budgeting (Theory only).

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 Percent theory and 60 percent problems.

Suggested Learning Resources:

Books

1. International Corporate Finance, Jeff Madura, Cengage Learning, 10/e, 2012.
2. International Financial Management, Cheol Eun & Bruce Resnick, McGraw Hill, 7/e, 2014
3. International Financial Management, Binoy Mathew & G. Nagarajan, Jayvee Digital Publishing, 2/e, 2022.
4. Financing International Trade: Banking Theories and Applications, Gargi Sanati, Sage Publication, 1/e, 2017.
5. International Financial Management, Apte P.G & Sanjeevan Kapshe, McGraw Hill, 8/e, 2020.
6. Fundamentals of Multinational Finance, Moffett, M. H., Stonehill, A. I., & Eiteman, D. K. Global Edition: Vol. Fifth edition, Global edition. Pearson, (2016).
7. International Financial Management, Jeff Madura, & Roland Fox. Edition 5. Cengage Learning. (2020).

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=Og-EOTRz7XA>
- <https://www.youtube.com/watch?v=jr1t1lzsx-A>
- https://www.youtube.com/watch?v=BLTz_y7obGw
- <https://www.youtube.com/watch?v=eciQ3sTftBs>
- <https://www.youtube.com/watch?v=rE0JVR0Nm1I>
- <https://www.digimat.in/nptel/courses/video/110105057/L01.html>
- <https://www.ravisonkhiyaclasses.com/product/ca-inter-financial-management-video-lectures-by-ca-ravi-sonkhiya-download-with-hard-copy-books/>
- <https://www.pdfdrive.com/international-finance-books.html>
- <https://www.pdfdrive.com/the-handbook-of-international-trade-and-finance-the-complete-guide-to-risk-management-international-payments-and-currency-management-bonds-and-guarantees-credit-insurance-and-trade-finance-e184245062.html>
- <https://www.youtube.com/watch?v=KvRBST1o0RE>

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Understand international capital and foreign exchange market
- Explore the international integration of financial markets and analyse implications for financial managers.
- Identify derivative instruments and strategies used by multinational corporations to hedge financial risks.
- Apply critical thinking skills in identifying and evaluating international financial issues and information.
- Use analytical skills to identify and analyse material factors that are involved in business problems.
- Identify risk relating to exchange rate fluctuations and develop strategies to deal with them
- Identify and evaluate foreign direct investment and international acquisition opportunities
- Develop strategies to deal with other types of country risks associated with foreign operations
- Express well considered opinion on issues relating to international financial management.
- Visit the foreign exchange department of a bank, study the operations and submit a report
- Track and analyse the rupee exchange value against Dollar and Euro in spot and forward markets for one week and record the observations.
- Study the different types of swaps used in Foreign Exchange Market
- Visit the foreign exchange department of a bank, study the operations and submit a report
- Track and analyse the rupee exchange value against Dollar and Euro in spot and forward markets for one week and record the observations

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	The student will have an understanding of the International Financial Environment.	L1
CO2	The student will learn about the foreign exchange market, participants and transactions.	L2, L3
CO3	The student will be able to use derivatives in foreign exchange risk management.	L2
CO4	The student will be able to evaluate the Firm's Exposure to risk in International environment and various theories associated with it.	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

RISK MANAGEMENT AND INSURANCE			
Course Code	MBA FM415	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To provide an understanding of different types of risk. • To provide an understanding of the risk identification and measurement. • To give an overview of role of Life Insurance in risk management. • To provide an understanding of general insurance contract. 			
Module-1 (6 hours)			
Introduction to Risk Management: Risk Identification: Risk-Risk and Uncertainty-Types of Risk-Burden of Risk-Sources of Risk-Methods of handling Risk-Degree of Risk-Management of Risk. Risk Identification-Business Risk Exposures-Individual Exposures-Exposures of Physical Assets - Exposures of Financial Assets -Exposures of Human Assets - Exposures to Legal Liability - Exposure to Work-Related Injury. (Theory).			
Module-2 (6 hours)			
Risk Measurement: Evaluating the Frequency and Severity of Losses-Risk Control-Risk Financing Techniques-Risk Management Decision Methods-Pooling Arrangements and Diversification of Risk. Advanced Issues in Risk Management: The Changing Scope of Risk Management-Insurance Market Dynamics-Loss Forecasting-Financial Analysis in Risk Management -- Decision Making Other Risk Management Tools. (Theory).			
Module-3 (6 hours)			
Introduction to Insurance: Risk and Insurance- Definition and Basic Characteristics of Insurance-Requirements of an Insurable Risk-Adverse Selection and Insurance-Insurance vs. Gambling Insurance vs. Hedging Types of Insurance-Essentials of Insurance Contracts. Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India. IRDA-Duties and powers of IRDA-IRDA Act 1999. (Theory).			
Module-4 (8 hours)			
Life Insurance: Basics of Life Insurance-Growth of Actuarial Science-Features of Life Insurance-Life Insurance Contract-Life Insurance Documents-Insurance Premium Calculations. Life Insurance Classification-Classification on the Basis –Duration-Premium Payment Participation in Profit-Number of Persons Assured-Payment of Policy Amount-Money Back Policies-Module Linked Plans. Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities. (Theory).			
Module-5 (8 hours)			
General Insurance:			
Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation (GIC). Health Insurance-Individual Medical Expense Insurance – Long Term Care Coverage – Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy – Child Welfare Policy-Employee Group Insurance – Features of Group Health Insurance –			

Group Availability Plan. Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage. Marine Insurance-Types of Marine Insurance – Marine Insurance principles Important Clauses in Marine Insurance– Marine Insurance Policies –Marine Risks-Clauses in Marine Policy. Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing. (Theory).

Module-6 (6 hours)

Management of Insurance Companies:
Functions and Organization of Insurers- Types of Insurance Organization, Organizational Structure of Insurance Companies-Functions of Insurers. Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance. Claims Management-Claim Settlement in General Insurance-Claim Settlement in Life Insurance. (Theory).

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in SEE.

Suggested Learning Resources:

Books

1. Principles of Risk Management and Insurance, George E Rejda, Pearson, 12/e, 2009.
2. Insurance and Risk Management, P.K. Gupta, Himalaya, 1/e, 2010
3. Introduction to Risk Management and Insurance, Dorfman, Mark S., Prentice Hall India, 10/e, 2008.
4. Risk Management and Insurance, Scott E. Harrington, Gregory R Niehaus, TMH, 2/e, 2007.

Web links and Video Lectures (e-Resources):

- <https://vulms.vu.edu.pk/Courses/FIN725/Downloads/Risk%20management%20and%20insurance.pdf>
- <http://www.insurance-institute.ru/library/zothers/mcnamara.pdf>
- <https://www.coursera.org/lecture/family-planning/introduction-to-risk-management-sxEMr>
- <https://cob.unt.edu/firel/rmi>
- <https://slideplayer.com/slide/4760242/>

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Should visit insurance companies and understand the types of policies
- Understand how insurance premium are fixed
- Interact with insurance agents and understand the ground reality of insurance investors.
- Understand how different insurance companies settles the accident claims/death claims
- Understand the functioning and organisation structure of insurances companies.
- Compile and analyse General and Life insurance policies offered by Indian insurance companies (one public sector and one private sector)
- Visit policy bazaar portal and study the different types of insurance policies offered by the Indian insurance companies.
- Analyse the Systematic and unsystematic risk of any two companies
- Analyse the types of Risk in different sectors of India due to Covid- 19 Pandemic

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand various types of risks.	L2
CO2	Assess the process of identifying and measuring the risk.	L6
CO3	Acquaint with the functioning of life Insurance in risk management.	L1
CO4	Understand general insurance contract.	L2

Mapping of COS and Pos

	PO 1	PO 2	PO3	PO4	PO 5	PSO 1	PSO 2	PSO3	PSO4
CO1	2					2			
CO2	1	2					2		
CO3	1					1			

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING			
Course Code	MBA FM416	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To explain and critically evaluate M & A with its different classifications, strategies, theories, synergy etc. • To evaluate the financial forms of M & A. • To understand the HR & legal aspects of M & A. • To use appropriate defensive strategies against hostile takeovers. • To impart knowledge on theories and rationale of corporate restructuring. 			
Module-1 (6 hours)			
Mergers and Acquisitions (M&A): Introduction of M & A, Meaning-types of mergers–Merger Motives-Theories of Mergers-Mergers and industry life cycle, Reasons for failures of M & A-synergy-types of synergy–value creation in M&A (Theory).			
Module-2 (6 hours)			
Merger Process: Procedure for effecting M & A-Five-stage model–Due diligence–Types, process and challenges of due diligence-HR aspects of M & A–Tips for successful mergers-Process of merger integration (Theory).			
Module-3 (8 hours)			
Financial Evaluation of M & A Merger as a capital budgeting-Business valuation approaches-asset based, market based and income based approaches-Exchange Ratio (Swap Ratio)-Methods of determining exchange rate. (Theory and Problems).			
Module-4 (8 hours)			
Accounting aspects of Amalgamation: Types of amalgamations (Amalgamation in the nature of merger and amalgamation in the nature of purchase)-Methods of Accounting-Pooling of interest method and Purchase method)–Calculation of purchase consideration-Journal entries in the books of transferor & transferee company-Ledger accounts in the books of transferor and transferee companies. (Theory and Problems).			
Module-5 (6 hours)			
Acquisitions/Takeovers & Post acquisition integration: Meaning and types of acquisition/takeovers (Friendly, Hostile, Reverse, Backflip and Bailout takeovers)-Anti-takeover strategies-Anti-takeover amendments-Legal and human framework of M & A-Combination and Competition Act-2002, Competition Commission of India (CCI)-The SEBI Substantial Acquisition of Shares and Takeover (Takeover code-2011). Post- acquisition integration: Organization and human aspect of post-acquisition –Stages in the integration process (Theory).			
Module-6 (6 hours)			

Corporate Restructuring Meaning, significance and forms of restructuring–sell-off, spin-off, divestitures, demerger, Equity Carve Out (ECO), Leveraged Buy Outs (LBO), Management Buy Out (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) and joint ventures. (Theory). Introduction to cross-borders mergers and acquisitions.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 60 percent theory and 40 percent problems.

Suggested Learning Resources:

Books

1. Mergers Acquisitions & Corporate Restructuring - Strategies & Practices, Rabi Narayan Kar and Minakshi, Taxmann's, 3/e, 2017.
2. Mergers and Acquisitions, Sheeba Kapil and Kanwal N. Kapil, Wiley, 2/e, 2017.
3. Mergers, Acquisitions and Corporate Restructuring: Text and Cases, Chandrashekar, Krishnamurti & Vishwanath S, Sage Publications, 2/e, 2018.
4. Mergers, Acquisitions and Takeovers, H.R.Machiraju, New Age International Publishers, 1/e, 2010.
5. Mergers, Acquisitions and Corporate Restructuring, Patrick A. Gaughan, Wiley, 7/e, 2017

Web links and Video Lectures (e-Resources):

- <https://www.mca.gov.in/MinistryV2/mergers+and+acquisitions.html>
- <https://imaa-institute.org/e-library-m-and-a/>
- <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/mergers-acquisitions/us-making-the-deal-work-strategy.pdf>
- <https://corporatefinanceinstitute.com/resources/knowledge/deals/motives-for-mergers/>

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Case studies assigned to group of students to analyse the process of recent mergers of various sectors.
- Evaluate the financial performance of Company's pre and post merger deal using financial tools/ ratios.
- Students need to choose any two latest M & A deal, announced/completed in the Indian corporate sector and Compile complete details of the deal. Study the deal in the light of the following:
 1. Nature of the deal: merger, amalgamation, acquisition, takeover, OR any program of corporate restructuring Valuation/Financials involved in the deal.
 2. Synergies/benefits likely to emerge from the deal.
 3. Challenges/Impact/Problems-associated with the deal.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	To describe the process of value creation under different forms of M & A	L6
CO2	To Understand M&A with its different classifications, strategies, theories, synergy etc.	L1
CO3	To Conduct financial evaluation of M&A	L5
CO4	To Analyze and demonstrate the accounting aspects of Amalgamation	L4
CO5	To Critically evaluate different types of M&A, takeover and anti-takeover strategies	L5
CO6	To explain the major forms and objectives of corporate restructuring.	L5

Mapping of COS and Pos

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1	2					2		
CO2	1					1			
CO3	1			3	1		3		
CO4		2			1				2
CO5			1	3	1		2		1
CO6	2					2			

4th Semester MBA HR Electives Syllabus

CONFLICT & NEGOTIATION MANAGEMENT			
Course Code	MBA HR413	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives:			
<ol style="list-style-type: none"> 1. To understand the nature of various dimensions of conflict. 2. To learn various strategies and techniques to manage conflicts. 3. To understand the importance and role of negotiation in conflict resolution. 4. To understand the importance of cross-cultural and gender dimensions of negotiation. 			
Module-1		6 Hours	
<p>Introduction: Conflict: Definition, Meaning, Theories, Types of Conflicts - Productive (functional) and Destructive (dysfunctional). Levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, Process and Structural Models. Myths about conflicts - of conflicts: cognitive (Pseudo conflict), process (simple conflict) and Inter-personal conflict (ego conflict), causes of conflict: common causes, organizational and interpersonal of conflict: traditional, Contemporary and Integrationist, Causes for work place conflicts – Harassment and discrimination.</p>			
Module-2		7 Hours	
<p>Analogy of Conflict: Stages of conflicts: grievances- personal needs, lack of monetary benefits and Incentives, promotion and recognition, harassment, discrimination, prejudice and Bias, identity unconcern attitudes of administration, frustration, escalation of Conflicts, and violence, Cost and effect of conflicts. Perspectives of conflict - organizational and individuals. Spectrum of conflicts- Personal conflicts, group conflicts, labour conflicts, social and political conflicts, Contingency conflict management process, Cost of Workplace Conflict, conflict mapping and tracking.</p>			
Module-3		7 Hours	
<p>Conflict Management: Nature of conflict Management, Managing conflict: Thomas conflict resolution approach (Avoiding, Accommodating, Compromising, Competing, Collaboration) behavioural style and conflict handling, Cosier Schank model of conflict resolution. Strategies for resolving Individual, Team and organizational level conflict, Conflict Resolution Process – Persuasion, Counselling and Reconciliation Skills, Negotiation and Arbitration, Skills for conflict management – Listening, Mentoring, Mediating, Negotiating, Counselling, Diplomacy, EI (Emotional Intelligence). Conflict Regulation Reduction, Resolution, Transformation</p>			
Module-4		6 Hours	
<p>Negotiation: Negotiations/ Negotiation strategies –Meaning , Six Foundations of Negotiation, Negotiations, negotiation process, Principles for successful negotiations, Factors and essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations. Negotiation strategies: Strategy and tactics for distributive bargaining</p>			
Module-5		7 Hours	
<p>Negotiation - Resolving Disputes: Dispute Settlement Negotiation (DSN) and Deal Making Negotiation (DMN), importance of BATNA (Best alternative to a negotiated agreement) and ZOPA (Zone of possible agreement) in Dispute Settlement, Negotiation Strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of</p>			

power, Implications of Negotiation on Policy making, Ethics in negotiation.

Module-6 7 Hours

Managing Impasse and difficult negotiations

Impasse - Meaning, Definition Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 Percent theory in SEE.

Suggested Learning Resources:

Books

1. Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson Omiko, Prentice India, 2007.
2. Negotiations, Roy J. Lewicki, David M. Saunders, Bruce Barry, 5/e, Mc Graw Hill, 2005, ISBN: 9780072973075. Dividing students into groups and give a scenario to negotiate and reach conclusion.
3. Fisher,R and Ury,W, (1986), Getting to Yes. Negotiating Agreement without Givingin. London, Hutchinson Business Books Ltd.
4. Mark Gerzon, (2006) Leading Through Conflict, Harvard Business School Press,Boston, USA.
5. Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3rd

edition, Polity publishers, ISBN 0745649734, 9780745649733, 2011

6. Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.
7. Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426
8. Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258, 9781412844253.

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=wYb_PKTawE4
- <https://freevideolectures.com/course/3144/international-business-communication/28>
- <https://www.coursera.org/lecture/negotiation-skills-conflict/week-2-outline-neVhB>
- <https://www.pdfdrive.com/negotiation-and-conflict-management-e34393592.html>
- https://www.researchgate.net/publication/339850653_MANAGING_CONFLICT_AND_NEGOTIATION

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Survey the conflict resolution techniques adopted by individuals based on individual personality types.
- Dividing students into groups and give a scenario to negotiate and reach conclusion.
- Reading: 8 Habits of Highly Effective People; apply the concepts to understand how people approach negotiation through different mind –sets.
- Conduct Role Plays for different scenarios.
- Solve various case studies dealing with conflict between teams and organizations.
- Ask students to identify three unconscious factors that may affect their negotiation effectiveness and ask them to explain why or how that phenomenon may occur.
- Management games like two dollar game, cross the line games can be played in the class to develop negotiation skills among the students.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand the concepts of conflict and negotiation and its role	L2
CO2	Learn various contemporary methods of conflict and negotiation.	L3
CO3	Gain insights of various conflict handling mechanisms	L3
CO4	Demonstrate the cross-cultural and gender dimensions of negotiation	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1				3					
CO2			2							
CO3		1		2		4				
CO4			1			2		3		

INTERNATIONAL HRM

Course Code	MBA HR414	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03

Course Learning objectives:

- The student will be able to identify the application of IHRM in managing and developing an organization.
- The student will be able to understand International staffing and Training process.
- The student will be able to describe the compensation and performance management systems in an international perspective.
- The student will be able to analyse the role of culture in international business.
- The student will be able to solve the workplace problems involving International issues.
- The student will be able to apply concepts and knowledge about the range of Human resource functions to the deployment of expatriate employees.

Module-1 (6 Hours)

IHRM- Meaning and Definition, Objectives, The drivers of internationalization of business. HR Challenges in a global workforce, Difference between IHRM and Domestic HRM, Functions of global HRM, Emergence of Global HR Manager, Approaches to International Human Resource Management, Culture and Cross-Cultural Management, Models of IHRM.

Module-2 (6 Hours)

Concept of culture, International Culture Management, Role of culture in International business, Models of Culture- Hofstede's Four Cultural Dimensions, Globe's Nine Cultural Dimensions, Edgar Schein's Model of Culture, Schneider's Culture Model, cultural uniqueness vs. pan-culturalism, Diversity Management-The paradox of diversity.

Module-3 (7 Hours)

Staffing for international operations, Selection strategies for overseas assignments, Differentiating between PCNs, TCNs and HCNs, International transfers, Expatriation and Repatriation, Expatriate management, Repatriation Process, Challenges of repatriation and support practices.

Module-4 (7 Hours)

Training and development: Training and development for expatriates; Training and development for international staff. Compensation: Compensation in international perspective, Approaches to international Compensation, International total rewards objectives for MNC's, Key components of global total rewards programs, Complexities faced by IHR managers.

Module-5 (7 Hours)

Performance management cycle, Key components of PMS, Performance Management of International Assignees, Issues and challenges in international performance management, PMS for expatriates, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA.

Module-6 (7 Hours)

Equal opportunities, Diversity Management, Work–life balance: practices and discourses; International Culture Management: Model Organisational Culture and Innovation, Models of Culture, Hofstede’s Four, Cultural Dimensions, Trompenaar’s Seven Cultural Dimensions, Ethics and corporate social responsibility International labour standards.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25 Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in SEE.

Suggested Learning Resources:

Books

1. International Human Resource Management, Srinivas R. Kandula, Sage Publication India Pvt. Ltd., 2018
2. International Human Resource Management, Anne-Wil Harzing, Ashly H. Pinnington, Sage Publication
3. India Pvt. Ltd., 4/e, 2015
4. International Human Resource Management - Peter J. Dowling, Denice E. Welch, Cengage Learning.

Web links and Video Lectures (e-Resources):

- <https://www.airswift.com/blog/importance-of-cultural-awareness>
- <https://www.geektonight.com/international-human-resource-management/>
- https://www.researchgate.net/publication/265020002_Performance_management_in_international_human_resource_management

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Study and compare Recruitment, Selection and Training practices in various countries.
- Study Indian and US legal aspects involved when deploying an employee on an International Assignment.
- Visit to an Organization and interact with IHR Manager and list out the roles played by IHR manager.
- Solve a case study to understand the challenges faced by organizations in evaluating the performance of international assignees.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand various practices within the field of global HRM.	
CO2	Describe HR concepts, policies and practices to deal with issues in an international context.	
CO3	Appraise the impact of global factors in shaping HR practices.	
CO4	Apply the concepts of HR in global perspective.	

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS			
Course Code	MBA HR415	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • The student will be able to describe and Identify the application of various PG and IE framework • The student will be able to describe and explain in her/his own words, the relevance and importance of various PG and IE to be adopted in the Organisation • The student will be able to apply and improve the workplace effectiveness through various PG and IE • The student will be able to classify and categorise different PG and IE practices and to be followed in the Organisation • The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organisation • The student will be able to appraise and judge the practical applicability of various PG and IE practices to be followed in the Organisation 			
Module-1 (5 Hours)			
Dynamics of Personal Growth Meaning, nature and scope of personal growth. Self-awareness and self-esteem, life roles, social roles and organisational roles, role clarity and role boundaries. Ego states- Id, ego and super ego and defense mechanism. Developing a self-improvement plan.			
Module-2 (6 Hours)			
Interpersonal Trust: Openness, confidentiality, blind spot and unknown part of personality. Self-disclosure, seeking feedback, self-reflection and practicing new behaviors. Discovering facets of interpersonal trust through Johari Window.			
Module-3 (7 Hours)			
Understanding Human Personality and Neuro Functioning: Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, PF 16 and Type A and B, Emotional intelligence. Basic functions of mind: Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming.			
Module-4 (8 Hours)			
Attitudes, Beliefs, Values and their impact on Behaviour: Personal change meaning, nature and requisites. Social adjustments and habit formation. Locus of control. Habits of personal effectiveness. Seven habits of highly effective people.			
Module-5 (8 Hours)			
Interpersonal relations and personal growth: Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, time management and honouring the commitments.			
Module-6 (7 Hours)			

Transactional Analysis: Ego states, types of transactions and time structuring. Life position, scripts and games; T-group sensitivity training, encounter groups, appreciative enquiry and group relations conference (students may go through three days personal growth lab for experiential learning)

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in SEE.

Suggested Learning Resources:

Books:

1. Organisational Behaviour: Human Behaviour at work John W. Newstrom and Keith Davis, Tata McGraw Hill, 11/e, 2003
2. Human Relations in organisations , Robert N. Lussier, Mc- Graw Hill Education,6/e.
3. Development of Management Skills, Whetten & Cameron, PHI,7/e.
4. Competency Mapping Assessment and Growth, Naik G. P, IIHRM,2010.

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIeIW7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fidoc.pub%2fdocuments%2fpersonal-growth-and-interpersonal-effectiveness-ylyx3eompqnm/RK=2/RS=n8xZOt_T_bFC68F4X7UAwxMwkv4-
- https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIeoW7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fwww.tppl.org.in%2f2020%2fall-stream-books%2f6244-personal-growth-and-interpersonal-effectiveness-.html/RK=2/RS=rpRdeJi7et9M8tFNBCBdlaXNTdI-
- https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIhoW7HAX.;_ylu=Y29sbwNzZzMEcG9zAzOEdnRpZAMEc2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fwww.scribd.com%2fpresentation%2f318352003%2fPersonal-Growth-and-Interpersonal-Effectiveness-PPT/RK=2/RS=2IWkxWYX9qUIPdmH461FNs0M1FI-

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Students are expected to conduct an in-depth study about various personality traits & TA and submit a detailed report.
- Students must undergo psychometric test like MBTI, FIRO-B, Big Five etc, conduct SWOT analysis and prepare a personal growth plan based on the results
- Ask the individual students to seek multisource feedback about their interpersonal effectiveness from peers, teachers, and parents; understand and reflect the feedback and prepare a development plan for interpersonal effectiveness.
- Discuss a Johari Window case in the class to identify how it can help each individual student to promote his/ her personal growth.
- Organize a workshop on MBTI for the students to know their type and to understand the type dynamics.
- Organize a Neuro linguistic programming workshop for the participation of all HR students

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Have in-depth understanding the various personality traits which promotes personal growth.	L1/L2
CO2	Analyze the concepts of human personality, behaviour and functioning of mind	L3
CO3	Learn and apply the psychometrics tests in understanding the personality traits.	L4
CO4	Develop the greater insight of self, and others through various theories and prepare the developmental plan for interpersonal effectiveness.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

STRATEGIC TALENT MANAGEMENT			
Course Code	MBA HR416	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization. • To develop a conceptual understanding of the management of talents in the competitive environment. • To understand how important is to develop and retain the best talents in the industry. • To understand the concepts of competency and its usage in evaluating a person's work. • To get an idea about different tools in identifying required competencies in a person. 			
Module-1 (6 Hours)			
Basics of Talent Management: Talent- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process, Talent Management System – Components and benefits of Talent Management System; creating TMS, challenges of TMS, Building blocks of talents management: competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.			
Module-2 (6 Hours)			
Talent Planning: Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning.			
Module-3 (7 Hours)			
Developing and Retaining Talent – Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management ,employee retention- motivation and engagement, Return on talent; age of analytics, making outplacement as a part of talent strategy, developing talent management information system.			
Module-4 (7 Hours)			
Competency mapping: Concepts and definition of competency; types of competencies, competency based HR systems, competency and performance, 5 level competency model, developing various competency models, how competencies relate to career development and organizational goals.			
Module-5 (7 Hours)			
Methodology of competency mapping : competency model development ,competency models, people capability maturity model ,developing competency framework , competency profiling , competency mapping tools , use of psychological testing in competency mapping , competency based interviewing.			
Module-6 (7 Hours)			

Measuring Performance, Assessment and Development Centre: performance assessment, diagnosing reasons for performance problems, designing an effective performance management systems, sources of errors in performance measurement. Assessment and Development Centre : concepts , importance and uses of assessments centre in selecting employees , difference between assessment and development centre, assessment centre approach to competence building , profile of the assessors, steps in assessment centre, designing the assessment centre.

Assessment Details (both CIE and SEE)

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Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in SEE.

Suggested Learning Resources:

Books:

1. Talent Management – Gowri Joshi, Veena Vohra, Cengage Learning, 2018.
2. The Talent Management Hand Book – Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill.
3. Competence at work – Lyle M. Spencer, Signe M. Spencer. John Wiley, 1993.
4. A Handbook of Competency Mapping – Seema Sangi, Response BOOKS, 2004.

Web links and Video Lectures (e-Resources):

- <https://www.pdfdrive.com/the-talent-management-handbook-e33563313.html>
- <https://www.researchgate.net/publication/228672156> Strategic Talent Management A review and research agenda
- <https://hvtc.edu.vn/Portals/0/files/635834387511001885talent-management-a-focus-on-excellence.pdf>
- https://www.youtube.com/watch?v=Pk8hN7lw_RA
- <https://www.youtube.com/watch?v=ZG8coejZoSg>
- https://www.tutorialspoint.com/talent_management/talent_management_tutorial.pdf

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Discussion on “How to have/ evaluate the performance of the MBA students”.
- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Identify the important positions in your college or any other organization and ascertain the measures if any taken to develop second line of leadership.
- Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions.
- Presentation by students about the competency directory profiling of various positions.
- Ask the students to role play the behavioural event interview to collect data for competency mapping for the position of management professor.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Acquire knowledge and the various challenges of acquisition and retention of talents for competitive advantage of the organization.	L1/L2
CO2	Gain insights to develop and retain best talents in the industry.	L3
CO3	Learn the concepts of competency and its usage in evaluating a person's	L4
CO4	Adhere knowledge in the identified competencies.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

4th Semester MBA Business Analytics Electives

MACHINE LEARNING			
Course Code	MBA BA413	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning Objectives <ul style="list-style-type: none"> • Understand the core concepts and algorithms of machine learning. • Apply machine learning techniques to solve business problems. • Gain practical experience with machine learning tools and technologies. • Interpret and communicate machine learning results effectively. 			
Module 1. Introduction to Machine Learning (4 hours) Definition and Scope: What is machine learning? How it differs from traditional programming. Types of Machine Learning: Supervised, unsupervised, and reinforcement learning. Applications in Business: Use cases and impact on various industries.			
Module 2. Data Preparation and Feature Engineering (6 hours) Data Collection and Cleaning: Importance of data quality, handling missing values, and outliers. Feature Selection and Engineering: Techniques for selecting and creating relevant features. Data Splitting: Training, validation, and test datasets.			
Module 3. Supervised Learning Techniques (9 hours) Regression Analysis: Linear Regression: Simple and multiple linear regression. Evaluation Metrics: Mean Absolute Error (MAE), Mean Squared Error (MSE), R-squared. Classification: Logistic Regression: Basics of logistic regression and its applications. Decision Trees and Random Forests: Understanding and implementing decision trees and ensemble methods. Support Vector Machines (SVM): Introduction to SVM and its applications.			
Module 4. Unsupervised Learning Techniques (6 hours) Clustering: K-Means Clustering: Algorithm, implementation, and evaluation. Hierarchical Clustering: Basics and applications. Dimensionality Reduction: Principal Component Analysis (PCA): Technique and use cases. t-Distributed Stochastic Neighbor Embedding (t-SNE): Introduction and application.			
Module 5. Model Evaluation and Selection (6 hours) Evaluation Metrics: Accuracy, precision, recall, F1-score, ROC curve, AUC. Model Selection Techniques: Cross-validation, Grid Search, and Hyperparameter Tuning. Bias-Variance Trade-off: Understanding and balancing overfitting and underfitting. Ethics and Bias in Machine Learning: Addressing ethical considerations and biases in models.			
Module 6. Practical Implementation with Tools and Libraries (9 hours) Python for Machine Learning: Introduction to Python libraries such as Scikit-learn, Pandas, and NumPy. Building and Training Models: Hands-on exercises in building, training, and evaluating machine learning models. Introduction to Neural Networks and Deep Learning: Basics of neural networks and their applications.			
Assessment Details (both CIE and SEE) The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to			

each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory.

Suggested Learning Resources:

Books

Text books and references

1. "Pattern Recognition and Machine Learning" by Christopher M. Bishop.
2. "Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow" by Aurélien Géron.
3. "Machine Learning Yearning" by Andrew Ng (available online).

Tools and Software:

- **Python Programming Environment:** Anaconda, Jupyter Notebooks.
- **Libraries:** Scikit-learn, Pandas, NumPy, Matplotlib, Seaborn.
- **Machine Learning Platforms:** TensorFlow or Keras (for those interested in neural networks).

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=5dchFSA8LrU>
- <https://www.youtube.com/watch?v=8Us9DXb88Uc>
- https://aec.edu.in/aec/Instruction_Material/ML%20UNIT-1%20NOTES.pdf
- <https://news.vidyaacademy.ac.in/wp-content/uploads/2018/10/NotesOnMachineLearningForBTech-1.pdf>
-

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand the core concepts and algorithms of machine learning.	L1/L2
CO2	Apply machine learning techniques to solve business problems.	L3
CO3	Gain practical experience with machine learning tools and technologies.	L4
CO4	Interpret and communicate machine learning results effectively.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

PREDICTIVE ANALYTICS			
Course Code	MBA BA414	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning Objectives			
<ul style="list-style-type: none"> • Understand the principles and applications of predictive analytics in business. • Develop skills to build, evaluate, and apply predictive models. • Use tools and techniques to make data-driven business decisions. • Analyze real-world case studies to apply predictive analytics concepts. 			
Module1: Introduction to Predictive Analytics (7 hours)			
Definition and significance. Predictive vs. Descriptive vs. Prescriptive Analytics. Overview of the predictive analytics process. Applications in Business Case studies from various industries (e.g., finance, marketing, operations) Discussion on the impact of predictive analytics on decision-making.			
Module2: Data Collection and Preparation (7hours)			
Data Sources and Collection: Types of data (structured vs. unstructured)/ Data collection methods and tools. Data Cleaning and Preparation: Handling missing data. Data transformation and normalization. Data Preparation Using Excel or Python/R for data cleaning and preparation.			
Module 3: Statistical Foundations (5 hours)			
Statistical Concepts: Probability distributions. Hypothesis testing. Regression analysis basics Building Statistical Models: Simple and multiple linear regression. Model assumptions and diagnostics.			
Module 4: Predictive Modeling Techniques (7 hours)			
Regression Models: Advanced regression techniques (e.g., polynomial, ridge, lasso regression). Model evaluation metrics (R^2 , RMSE, MAE). Classification Models: Logistic regression. Decision trees and random forests. Model evaluation metrics (accuracy, precision, recall, F1 score). Time Series Analysis: Components of time series data. ARIMA models.			
Module 5: Machine Learning Basics (7 hours)			
Introduction to Machine Learning: Supervised vs. unsupervised learning. Key algorithms (k-means clustering, support vector machines). Model Evaluation and Validation: Cross-validation techniques. Bias-variance trade-off.			
Module 6:Big Data and Predictive Analytics(7hours)			
Introduction to Hadoop and Spark. Handling large datasets. Predictive Analytics Tools: Overview of software (e.g., SAS, SPSS, Tableau). Comparison of different tools and their applications. Ethical Issues in Predictive Analytics: Data privacy and security. Bias and fairness in predictive models.			
Assessment Details (both CIE and SEE)			
The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.			

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory.

Suggested Learning Resources:**Books****Text books /References:**

1. "Data Science for Business" by Foster Provost and Tom Fawcett
2. "Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die" by Eric Siegel
3. "Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst" by Dean Abbott
4. "Hands-On Predictive Analytics with R: Build effective predictive models with R" by Ashish Kumar and Amit S. Ranjan
5. "The Elements of Statistical Learning: Data Mining, Inference, and Prediction" by Trevor Hastie, Robert Tibshirani, and Jerome Friedman

Tools and Software: Excel, Python (Pandas, Scikit-learn), R, Tableau

Web links and Video Lectures (e-Resources):

- <https://www.predictiveanalyticsworld.com/book/notes.php>
- <https://www.odcms.org/wp-content/uploads/2015/01/Predictive-Analytics.Chapter1.pdf>
- <https://cloud.google.com/learn/what-is-predictive-analytics>
- <https://biet.ac.in/pdfs/PREDICTIVE%20ANALYTICS.pdf>

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand the principles and applications of predictive analytics in business.	L1/L2
CO2	Develop skills to build, evaluate, and apply predictive models.	L3
CO3	Use tools and techniques to make data-driven business decisions.	L4
CO4	Analyze real-world case studies to apply predictive analytics concepts.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

DIGITAL ANALYTICS			
Course Code	MBA BA415	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning Objectives:			
<ul style="list-style-type: none"> • Understand key concepts and metrics in digital analytics. • Develop skills to analyze and interpret digital marketing data. • Utilize digital analytics tools to derive actionable insights. • Apply digital analytics to real-world business scenarios. 			
Module 1: Introduction to Digital Analytics (6 hours)			
Definition and importance in the digital age. Overview of the digital analytics landscape Key Concepts and Metrics: Key Performance Indicators (KPIs) Metrics vs. dimensions. Funnel analysis and customer journey mapping.			
Module 2: Digital Analytics Tools and Platforms (8 hours)			
Overview of Analytics Tools: Google Analytics, Adobe Analytics, and other platforms. Comparison of features and capabilities. Tool Demonstrations: Basic navigation and functionality. Setting up dashboards and reports. Hands-on Lab: Tool Exploration: Setting up a Google Analytics account. Navigating the interface and basic features.			
Module 3: Data Collection and Integration 6 hours)			
Data Collection Methods: Website tracking and tagging. Event tracking (e.g., clicks, downloads, video views). Integrating Data Sources: Combining data from multiple platforms (e.g., CRM, social media). Data import/export techniques.			
Module 4: Web Analytics Fundamentals (6hours)			
Website Performance Metrics: Traffic sources, user behaviour, and engagement metrics. Conversion tracking and attribution models. Analysing Website Performance: Analyzing traffic patterns and user flow. Identifying and interpreting key metrics.			
Module 5: Social Media Analytics (6 hours)			
Introduction to Social Media Analytics: Key metrics and KPIs for social media. Tools for social media analysis (e.g., Facebook Insights, Twitter Analytics). Analysing Social Media Campaigns: Engagement metrics, reach, and sentiment analysis. Influencer and brand performance evaluation			
Module 6: Mobile and App Analytics (8 hours)			
Introduction to Mobile Analytics: Key metrics for mobile apps (e.g., app installs, user retention). Tools for mobile app analytics (e.g., Firebase, Flurry). Analysing Mobile User Behavior: User flow, in-app events, and lifetime value. Optimizing app performance and user experience.			
Assessment Details (both CIE and SEE)			
The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.			
Continuous Internal Evaluation:			
There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the			

maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory.

Suggested Learning Resources:

Books

Text books/References:

1. "Digital Analytics 101" by Jason Burby and Shane Atchison
2. "Google Analytics: How to Measure Digital Marketing & Analytics in an Easy Way" by Nikolas R. Reichenbach
3. "Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking" by Foster Provost and Tom Fawcett
4. "Measuring Marketing: 110+ Key Metrics Every Marketer Needs" by John A. Davis
5. "Advanced Web Metrics with Google Analytics" by Brian Clifton

Tools and Software: Google Analytics, Google Data Studio, Tableau, social media analytics tools

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=jV_VqB4Oi2k
- <https://www.youtube.com/watch?v=upgbtXil10E>
- <https://advertising.amazon.com/library/guides/digital-analytics>

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand key concepts and metrics in digital analytics.	L1/L2
CO2	Develop skills to analyze and interpret digital marketing data.	L3
CO3	Utilize digital analytics tools to derive actionable insights.	L4
CO4	Apply digital analytics to real-world business scenarios.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

STRATEGY ANALYTICS			
Course Code	MBA BA416	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning Objectives:			
<ul style="list-style-type: none"> • Understand the role of analytics in strategic decision-making. • Learn analytical techniques to support strategic planning and execution. • Develop skills to interpret data and generate actionable insights for business strategy. • Apply analytics to real-world strategic scenarios. 			
Module 1. Introduction to Strategy Analytics (5 hours)			
Concept of Strategy Analytics: Definition, scope, and importance. Role of Data in Strategy: How data drives strategic decision-making. Overview of Analytics Types: Descriptive, diagnostic, predictive, and prescriptive analytics.			
Module 2. Strategic Management Fundamentals (5 hours)			
Strategic Planning Process: Mission, vision, goals, and objectives. SWOT Analysis: Strengths, weaknesses, opportunities, and threats. Porter's Five Forces: Industry analysis and competitive strategy.			
Module 3. Data-Driven Strategy Formulation (6 hours)			
Data Collection and Sources: Internal and external data sources relevant to strategy. Market and Competitive Analysis: Using data to analyze market trends and competitors. Customer Insights: Leveraging customer data to inform strategic decisions.			
Module 4. Analytical Tools and Techniques (8 hours)			
Descriptive Analytics: Techniques for summarizing and visualizing historical data. Predictive Analytics: Forecasting models and trend analysis (e.g., regression analysis). Prescriptive Analytics: Optimization and scenario analysis for strategic decision-making.			
Module 5. Strategic Performance Measurement (8 hours)			
Key Performance Indicators (KPIs): Designing and using KPIs to track strategic goals. Balanced Scorecard: Integrating financial and non-financial performance metrics. Benchmarking: Comparing performance against industry standards			
Module 6. Advanced Analytical Methods (8 hours)			
Big Data Analytics: Techniques for handling and analyzing large datasets. Machine Learning for Strategy: Basic concepts and applications in strategic analysis. Simulation and Scenario Analysis: Using simulations to evaluate strategic options.			

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory.

Suggested Learning Resources:**Books****Text books/References:**

1. "Competing on Analytics: The New Science of Winning" by Thomas H. Davenport and Jeanne G. Harris.
2. "Data-Driven Business Decisions" by Chris J. Lloyd.
3. "Strategic Management: Concepts and Cases" by Fred R. David and Forest R. David.

Tools and Software:

- Business Intelligence Tools: Tableau, Power BI.
- Analytics Software: Excel, Python (with libraries like Pandas and NumPy).
- Statistical Tools: R or SPSS (for advanced statistical analysis)

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=uX8Oaew4pDs>
- <https://www.youtube.com/watch?v=NPuX6VdvQZ0>
- <https://www.youtube.com/watch?v=AZMBtRgmRJA>
- <https://www.businessofgovernment.org/sites/default/files/Strategic%20Analytics.pdf>
- <https://onlinelibrary.wiley.com/doi/10.1002/9781119519638.ch1>
- <https://www.igi-global.com/book/using-strategy-analytics-measure->

[corporate/265459](#)

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand the role of analytics in strategic decision-making.	L1/L2
CO2	Learn analytical techniques to support strategic planning and execution.	L3
CO3	Develop skills to interpret data and generate actionable insights for business strategy.	L4
CO4	Apply analytics to real-world strategic scenarios.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

**GUIDELINES FOR 6 WEEK PROJECT WORK MBAPR487
(BETWEEN 3RD AND 4TH SEMESTER MBA)**

PROJECT REPORT

Course Code	MBAPR487	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	0:12:0	SEE Marks	50
Total Hours of Pedagogy	00	Total Marks	100
Credits :	06	Exam Hours	00

OBJECTIVE

To expose the students to understand the working of the organization/company / industry and take up an in-depth study of an issue / problem in the area of specialization.

STRUCTURE

The Project Work shall consist of study of any organizational Problem based on specialization for 6 credits for 6 weeks.

GENERAL GUIDELINES

- The project work shall be for a period of 6 weeks immediately after the completion of 3rd SEE but before the commencement of the 4th semester classes.
- The Course code of the project report shall be MBAPR487 and shall be compulsory for all the students opting for all specializations.
- The University shall receive 2 copies of project reports prior to the commencement of the 4th semester examination. Copies of the project report should be sent to the concerned Regional Office with intimation to the Registrar (Evaluation).
- By keeping the business trend in the present scenario, university has given an option to the students to select the research problem either from business organization or they can carry out the project on freelance basis subject to the approval of department committee.
- It is the total responsibility of the internal guide to monitor the freelance project.
- In case, business problem selected from a Company, no two students of an institute shall work on the same problem in the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- On completion of the project work, student shall prepare a report with the following format.
- The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size.
- All the reports shall be printed in the A4 size 1” margin on all the sides.
- The report shall be hard bound facing sheet of royal blue color indicating the title of college and month & year of admission (spiral binding not permitted).
- A certificate by the guide, HOD and Head of the institution indicating the bonafide

performance of the project by the student to be enclosed.

- An undertaking by the student to the effect that the work is independently carried out by him/her.
- The certificate from the organization if applicable (if its Freelance project, certificate is not required and internal guide can issue a certificate for successful completion).
- Acknowledgement
- Executive Summary.

Project Report Evaluation:

- Internal evaluation will be done by the internal guide.
- External valuation shall be done by a faculty members of PG centres of VTU and affiliated institutions of VTU with minimum of 10 years experience.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective Institution where a student is expected to give a presentation of his/ her work.
- The viva –voce examination will be conducted by the respective HOD / Senior faculty of the department and an expert drawn from the VTU affiliated institutes/ VTU PG Centres with minimum of 10 years of experience as appointed by the University.
- Project work carries 100 marks consisting of 50 marks for internal marks by the internal guide, average of 25 marks from both internal and external evaluation and 25 marks for viva-voce examination. Minimum passing marks of the Project work is 50% in each of the components such as Internal Marks, report evaluation and viva-voce examination.
- Format of the project report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1inch margin all sides (1.5inch on left side) and 1.5 line spacing. The Project report shall not exceed 100 pages.
- Submission of Report: Students should submit the Project Report in electronic data form only, in PDF file (Un-editable Format) to the Institute. The Institute in turn shall submit all the CD's of their students along with a consolidated master list as per specialization containing USN, Name of the student, and Title of the Report to Registrar Evaluation) one week before the commencement of the Theory Examinations or as per notification given for this purpose.
- Plagiarism: Plagiarism is considered as academically fraudulent, and an offence against University academic discipline. The University considers plagiarism to be a major offence, and subject to the corrective procedures. It is compulsory for the student to get the plagiarism check done before submission of the project report. Plagiarism of up to 10 % is allowed in the project work and report should consist of original content/work.
- Publication of Research Findings: Students are expected to present their research findings in Seminars/ Conferences/ Technical/ Management Fests or publish their research work in Journals in association with their Internal Guide. Appropriate Weightage should be given to

this in the internal evaluation as well as in the viva voce examination of the project report.

CONTENTS OF THE INTERNSHIP REPORT

- Cover page
- Certificate from the Organization (scanned copy if applicable)
- Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonafide performance of Project by the student
- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents
- List of tables and graphs
- Executive summary

Chapter 1: Introduction

Introduction, Industry profile and company profile: Promoters, vision, Mission & Quality Policy. Products / services profile areas of operation, infrastructure facilities, competitor's information, SWOT Analysis, Future growth and prospects and Financial Statement.

Chapter 2: Conceptual background and Literature review

Theoretical background of the study, Literature review with research gap (with minimum 20 literature reviews).

Chapter 3: Research Design

Statement of the problem, Need for the study, Objectives, Scope of the study, Research methodology, Hypotheses, Limitations, Chapter scheme.

Chapter 4: Analysis and Interpretation

Analysis and interpretation of the data- collected with relevant tables and graphs. Results obtained by the using statistical tools must be included.

Chapter 5: Findings, Conclusion and Suggestions

Summary of findings, Conclusion and Suggestions / Recommendations

Bibliography: Books, Articles names, etc. to be mentioned as per APA style.

Annexure: Relevant to the project such as figures, graphs, photographs etc.,

Rubrics for Project Work (Common to core and Dual Specializations)- MBAPR487

Sl. No.	Evaluation Type	Particulars	Marks
1	CIE	Internal Assessment by the Guide- Based on three Presentations by Students	50
2	SEE	Report Evaluation by the Guide & External Examiner Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.	25
3	SEE	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute (Joint Evaluation)	25
Total			100

Rubrics for Project Evaluation and Viva voce Examination**A. Internal Assessment by the Guide- Based on three Presentations by Students**

Sl. No.	Aspects	Marks
1	First Presentation	5
2	Second Presentation	5
3	Third Presentation	5
4	Introduction and Methodology	5
5	Industry and Company Profile	5
6	Theoretical background of study	5
7	Data analysis and interpretation	10
8	Summary of findings, suggestions and conclusion	10
Total		50

B. Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.

Sl.No.	Aspects	Marks
1	Introduction & Relevance of the project	5
2	Conceptual background and literature review	5
3	Research design	5
4	Analysis and interpretation	5
5	Summary of findings, suggestions and conclusion	5
Total		25

C. Viva-Voce Examination to be conducted by the HOD/ Guide and an External examiner from the Industry/ Institute (Joint Evaluation)

Sl.No.	Aspects	Marks
1	Presentation and Communication Skills	5
2	Subject knowledge	5
3	Objectives of the study and Methodology	5
4	Analysis using statistical tools and statistical packages	5
5	Findings and appropriate suggestions	5
Total		25

MARKS SHEET FORMATS

1. Internal Assessment by the Guide- Based on three Presentations by Students

**Visvesvaraya Technological University
Marks Sheet for MBA Project Work (MBAPR487)**

Name of the College:

College Code:

Internal Marks Allocation for Project Work (MBAPR487)

Sl.No.	Aspects	Marks
1	First Presentation	5
2	Second Presentation	5
3	Third Presentation	5
4	Introduction and Methodology	5
5	Industry and Company Profile	5
6	Theoretical background of study	5
7	Data analysis and interpretation	10
8	Summary of findings, suggestions and conclusion	10
Total		50

Marks Sheet

Sl.No.	USN	1	2	3	4	5	6	7	8	Total
1										
2										
3										
4										
5										

Signature of the Internal Guide with Name, Address & Date

Note:

1. Total Internal Evaluation Marks of the Project report should be sent along with the other subject internal marks and the above marks sheet should be maintained by the Department/Institution for verification on demand.
2. Total Internal Evaluation Marks of the Project report should be uploaded to VTU by the Internal guide after thorough evaluation of the project report and the copy of the mark sheet downloaded after the entry must be maintained in the department as well as sent to VTU along with the remuneration bill.

2. Report Evaluation by the Guide & External Examiner.

Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.

Visvesvaraya Technological University

Marks Sheet for MBA Project Work (MBAPR487)

Name of the College:

College Code:

External Evaluation Marks Allocation for Project Work (MBAPR487)

Sl.No.	Aspects	Marks
1	Introduction & Relevance of the project	5
2	Conceptual background and literature review	5
3	Research design	5
4	Analysis and interpretation	5
5	Summary of findings, suggestions and conclusion	5
Total		25

Marks Sheet

Sl.No.	USN	1	2	3	4	5	Total
1							
2							
3							
4							
5							

Signature of External Examiner with affiliation

Note:

1. Total External Evaluation Marks of the Project report should be uploaded to VTU by the External examiner appointed by VTU after thorough evaluation of the project report and the copy of the mark sheet downloaded after the entry must be sent to VTU along with the remuneration bill.

3. Viva-Voce Examination to be conducted by the HOD/ Guide and an External examiner from the Industry/ Institute (Joint Evaluation)

**Visvesvaraya Technological University
Marks Sheet for MBA Project Work (MBAPR487)**

Name of the College:

College Code:

Viva voce Marks Allocation for Project Work (MBAPR487)

(Viva voce conducted by HOD/Internal Guide and an Expert from VTU.)

Sl.No.	Aspects	Marks
1	Presentation and Communication Skills	5
2	Subject knowledge	5
3	Objectives of the study and Methodology	5
4	Analysis using statistical tools and statistical packages	5
5	Findings and appropriate suggestions	5
Total		25

Marks Sheet

Sl.No.	USN	1	2	3	4	5	Total
1							
2							
3							
4							
5							

Signature of Internal Examiner

Signature of External Examiner with affiliation

Note: Marks may be finalized based on the joint evaluation by internal examiner and External examiner.

Schedule to be followed before commencement of Project

Activity	Timeline	Remarks
Identifying the organization Problem identification	First week	Student individually identifies an organization OR identifies problem for his/her study, according to his/her interest.
Problem statement Research Design	Second week	His/ Her interests are discussed with project guides. Discussion with Internal Guide to decide on suitable design for the research
Synopsis Preparation	Third week	Preparation of Synopsis* & formulating the objectives
Presentation of Synopsis	Fourth Week	The student will present the synopsis with the detailed execution plan to the Internal Guide and HOD who will review and may: a. Approve b. Approve with modification or c. Reject for fresh synopsis
Approval Status	Fifth & Sixth week	The approval status is submitted to HOD who will officially give concurrence for the execution of the Project

Synopsis: Three page hard copy to be submitted to the HOD with the signatures of the Guide and the student

Page 1	Title, Contact Address of student- with details of Internal and External Guide (if applicable).
Page 2	Short introduction with objectives and summary (300 words). Review of Articles / Literature about the topic with source of information.
Page 3	Time Activity Chart.

Schedule to be followed during Project work

Activity	Timeline	Remarks
Understanding Structure, Culture and functions of the organization /identifying of business problem from the Industry from the literature study	1 st of Project	Student should understand products/services and the problems of the organization.
Preparation of Research design and Research instrument for data collection	2 nd week of Project	Discussion with the guide for finalization of research design and instrument in his/her domain and present the same to the guide. (First Presentation).
Data collection	3 rd week of Project	Data collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis. (Second Presentation).
Analysis and finalization of report	4 th & 5 th week of project	Students must use appropriate and latest statistical tools and techniques for analyzing the data. (It is must to use of Statistical Package whose result should be shown in the report) (Third Presentation).
Submission of Report	6 th week of Project	Final Report should be submitted to the University before one week of the commencement of theory examination.

Formats for Project Report and Evaluation

- Format of Cover Page
- Format of certificate by Company/Institution or from both
- Format of Declaration Page
- Format of Contents
- Format of List of Tables and Charts
- Format of Bibliography
- Format for Internal Evaluation, External Evaluation and Viva voce

(Title of the Report)

Submitted by

**(Student Name)
(USN)**

Submitted to

**VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELGAVI
In partial fulfillment of the requirements for the award of the degree of**

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

**INTERNAL GUIDE
(Name & Designation)**

**EXTERNAL GUIDE
(Name & Designation)**

(Institute Logo)

Department of MBA

(Institute Name with Address)

(Month & Year of submission)

CERTIFICATE

This is to certify that (Name of the Student) bearing USN (xxxx), is a bonafide student of Master of Business Administration course of the Institute (Batch), affiliated to Visvesvaraya Technological University, Belgaum. Project report on “(Title of Report)” is prepared by Him/her under the guidance of (Name of the Guide), in partial fulfillment of the requirements for the award of the degree of Master of Business Administration of Visvesvaraya Technological University, Belagavi Karnataka.

Signature of Internal

Guide Signature of HOD

Signature of Principal

DECLARATION

I, (Student Name), hereby declare that the Project report entitled “(Title)” with reference to —(Organization with place) prepared by me under the guidance of (Guide Name), faculty of M.B.A Department, (Institute name) and external assistance by (External Guide Name, Designation and Organization). I also declare that this Project work is towards the partial fulfillment of the university Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I have undergone a summer project for a period of Twelve weeks. I further declare that this Project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place:

Signature of the Student

Date:

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Chapter-4	Data Analysis and interpretation	XXXXXXXXXXXX
Chapter-5	Summary of Findings, suggestions and Conclusion	XXXXXXXXXXXX
Bibliography		
Annexures		

List of Tables

Sl.No	Particulars	Page No's.
1	Table showing ABC Analysis	XXXXXX
2	Table showing FSN Analysis	XXXXXX

List of Figures/ Charts/ Graphs

Sl.No.	Particulars	Page No's.
1	Graph showing ABC Analysis	XXXXXX
2	Graph showing FSN Analysis	XXXXXX

