01.02.2023

3rd Semester MBA syllabus for Affiliated Colleges - Core Papers

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Code	**22MBA31**	**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 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 (7 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)

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

Module-3 (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.

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 (7 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 Logistics and Environment, Methods and tools facilitating International Logistics, challenges, Integrated Supply Chain and Logistics.

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. 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=ztnJiPlSXhKgq3LJKrxxE5MspDo-
- https://r.search.yahoo.com/_ylt=Awrx.GMrk_Niq2gI7ze7HAx.;_ylu=Y29sbwNzZzMEcG9zAzUEdnRpZAMEc2VjA3Ny/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_5itZTS4CPslKgOZLYxQM-
- 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

Information Technology for Managers

Course Code	**22MBA302**	**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 Objectives:

- To make students understand the concept of information technology importance in today's corporate world.
- To create awareness about various Applications and emerging technologies available and its usages for excel the service in corporate sector.
- To create awareness about role of MIS and its contributions to Corporate
- To make students understand Role of Computers/Social science software contributions.

Module-1 (9 Hours)

Introduction to MIS: Concepts, Roles, Impacts, MIS & its users, Components of an IS, Management as Control systems, MIS support to Organization Effectiveness, MIS for E- business Digital Firms – E-Commerce, E – Communication, E-Collaborations, Real Time Enterprise, MIS: Strategic Business Planning, concept of Corporate planning, Essentiality of strategic Planning, Balance Score card, Score Card & Dash Board, Security Challenges in E- Enterprises, Impacts of Information Technology on society.

Module-2 (7 Hours)

Kinds of Information Systems: Transaction Processing System (TPS) - Office Automation System (OAS) - Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS), Ethical Issues in Information systems.

Module-3 (9 Hours)

System Analysis and Development and its models: Need for System Analysis - Stages in System Analysis - Structured SAD and tools like DFD, Context Diagram Decision Table and Structured Diagram. System Development Models: Water Flow, Prototype, Spiral, RAD – Roles and responsibilities of System Analyst, Database Administrator and Database Designer.

Module-4 (7 Hours)

Application of MIS in Manufacturing and Service Sector: Introduction- Personnel Management, Financial Management, Production Management, Raw Materials Management, Marketing Management. Introduction to Service Sector, Creating a distinctive service, MIS Applications in Airlines, Hotel, Hospital, Banking, Insurance.

Module-5 (9 Hours)

Information Technology Infrastructure: Introduction, data processing, transaction processing, application Processing ,information system processing, TQM of IS, introduction network, network topology, data communication, Data & Clint Service Architecture RDBMS, Data Ware House, Introduction to E-business, models of E-business, internet and World Wide Web (WWW), Intranet and extranet, Security in E-business, electronic payment system, Impact of web on strategic management, web enabled business management, MIS in web environment.

Module-6 (9 Hours)

Emerging Exponential Technologies in Business Decision Making.

Introduction to Emerging Technologies and its types. Introduction to AI and its Applications in Agriculture, Health, Business, Education. Introduction to IOT and its Applications at Smart home; Smart grid; Smart city; Wearable devices; Smart farming. Introduction to AR, VR and MR, Application of AR systems (education, medical, entertainment).

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.

Suggested Learning Resources:

Books

1. "Management Information Systems", Kenneth J Laudon, Jane P. Laudon, Pearson/PHI, 11/e, 2010.
2. "Management Information Systems", W. S. Jawadekar, Tata McGraw Hill Edition, 5/e, 2017.
3. Management Information Systems, S. Sadagopan, PHI, 1/e, 2005.
4. Introduction to Information System, James A. O' Brien, Tata McGraw Hill, 12th Edition, 2007.
5. Management Information Systems, Iffy Oz, Thomson Course Technology, 3/e, 2003.
6. Management Information System, CSV Murthy, HPH, 3/e.
7. Corporate Information Strategy and Management, Lynda M Apple Gate, Robert D Austin et al, Tata McGraw Hill, 7th Edition.

Web links and Video Lectures (e-Resources):

- https://onlinecourses.swayam2.ac.in/cec21_ge05/preview
- https://www.digimat.in/nptel/courses/video/122105022/L01.html
- https://www.youtube.com/watch?v=5JMkdGQCm4k
- https://archive.nptel.ac.in/courses/110/105/110105148/
- https://drive.google.com/file/d/16WQO04CNTgv0D236HTnEmrmF1DLx1MGW/view
- https://freevideolectures.com/course/2687/management-information-system
- https://www.academia.edu/33858287/LECTURE_NOTES_on_Management_Information_Systems
- https://ebooks.lpude.in/management/mba/term_4/DMGT505_MANAGEMENT_INFORMATION_SYSTEM.pdf
- https://www.pdfdrive.com/management-information-systems-e19716384.html

Skill Development Activities Suggested

- Identify any companies and write at least 2 pages of analysis report on how participations are benefited by IT enabled E-business enterprises.
- Study the Application of AI in any one field and prepare a Report.
- Study the Application of IOT in any one field and prepare a Report.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the importance of Information technology for business.	2
CO2	Develop insights into technology and investigate its impact on Business.	3
CO3	Understand Various Measures of Technology available in corporate world.	2
CO4	Understanding how creativity and innovative Technologies help to find a solution to problems.	2

01.02.2023

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

3rd Semester MBA Marketing Electives

CONSUMER BEHAVIOUR			
Course Code	**22MBAMM303**	**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 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)

Introduction to consumer behaviour: Meaning of Consumer Behaviour; Difference between Consumer & Customer; Nature & characteristics of Indian Consumers; Consumerism: meaning; Consumer Movement in India; Rights & Responsibilities of consumers in India; Benefits of consumerism.

Module-2 (9 Hours)

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. 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.

Module-3 (9 Hours)

Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, and Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals. Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs, McGuire's Psychological Motives.

Personality: Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, NeoFreudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Brand Personality, Self and Self-Image.

Perception: Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Influence of perception on consumer behavior, Consumer Imagery, Perceived price, Perceived quality, price/quality relationship, Perceived Risk, Types of risk, How to consumers'

handle risk.
Module-4(9 Hours)
Learning: Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model, Instrumental Conditioning. **Attitude:** Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tricomponent Model of attitude, Multi attribute attitude models. Elaboration Likelihood Model). **Persuasive Communication:** Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation.
Module-5 (9 Hours)
Social Class: Social Class Basics, What is Social Class? (Social class & Social status, the dynamics of status consumption), Features of Social Class, Five Social-Class Categories in India. **Culture:** Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values 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 **Groups:** Meaning and Nature of Groups, Types Family: The changing structure of family, Family decision making and roles in decision making, Dynamics of husband-wife decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications, **Reference Groups:** Understanding the power & benefits of reference groups, Types of reference group, Reference Group Appeals.
Module-6 (7 Hours)
Opinion Leadership: Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders. **Diffusion of Innovations:** Diffusion Process, Adoption Process: Stages, categories of adopters, Post Purchase Processes. **Customer Relationship Management**- Meaning & Significance of CRM, Types of CRM Strategies for building relationship marketing,

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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 Hil

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 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 can identify how marketers are addressing the various components and stages of the decision making process.
- 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.
- Give examples of the products and services that cater to our: biogenic needs, acquired needs and hedonic needs.
- 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.
- Meet your friends and conduct a survey to find what are the important factors in their purchase of mobiles, shoes, bags etc.
- Which type of personality, as per Jung's personality types, do you have? Similarly, find out the personality types of your family members.
- 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	L3
CO3	The students will be able to demonstrate how concepts may be applied to marketing strategy.	L2
CO4	Students will be able to apply and demonstrate theories to real world marketing situations by profiling and identifying marketing segments.	L4

Mapping of COs and POs

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

Sales and Retail Management

Course Code	22MBAMM304	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 (7 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-u action.

Module-2 (9 Hours)

Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing, 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 retails 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)

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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=8ah0ET7zlBw
- https://onlinecourses.swayam2.ac.in/cec20_mg01/preview
- https://www.digimat.in/nptel/courses/video/110105122/L16.html
- https://freevideolectures.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

01.02.2023

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	**22MBAMM305**	**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.

Suggested Learning Resources:

Books:

4. Services Marketing, Valarie A Zeithmal& Mary Jo, McGraw Hill, 6/e 2018
5. Services Marketing, Christopher Lovelock, Pearson Education, 2014
6. 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%2febooks.lpude.in%2fmanagement%2fmba%2fterm_4%2fDMGT510_SERVICES_MARKETING.pdf/RK=2/RS=rz8XYyCSOhGnU6JznbgeyVS_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=Ric3RoGnmc212j6Xe5dA6FmlStA-
- https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IY9i7HAx.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2finfolearners.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	**22MBAMM306**	**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:

- 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.

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/fB3Dl31FE4I
- https://youtu.be/Hguauxu_0bM
- https://youtu.be/d8-k2LbP-y4
- https://youtu.be/WttNQtX5cyA
- https://youtu.be/OpU33j9wVss
- https://youtu.be/jpqZb0ZhA2s
- https://youtu.be/5sDNYnhbq9A
- https://youtu.be/hih1rLTJbWM
- https://youtu.be/DzZCVqrtXYw

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 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

Strategic Cost Management			
Course Code	**22MBAFM303**	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 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)

Introduction to Cost Management- Cost Accounting to Cost Management- Elements of costs-Classification of costs-Methods of costing-Cost Management Tools- A Strategic View to Cost Management- Preparation of a cost sheet. (Problems on cost sheet).

Module-2 (8 Hours)

Overheads: 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).

Module-3 (9 Hours)

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).

Module-4 (9 Hours)

Budgetary Control- 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 (Problems).

Module-5 (9 Hours)

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 (theory only).

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

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

- 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

01.02.2023

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

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT			
Course Code	**22MBAFM304**	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 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 (6 Hours)

Introduction to Investment: Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Investment Process.
Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives.
Securities Market: Trading & Settlement Procedure, Stock Market Indicators- Indices of Indian Stock Exchanges (only Theory).

Module-2 (9 Hours)

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).

Module-3 (9 Hours)

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).

Module-4 (8 Hours)

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).

Module-5 (9 Hours)

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. (Theory & Problems).

Module-6 (9 Hours)

Portfolio Management Strategies and Performance Evaluation: Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans. Mutual Funds: Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Measure of Mutual Fund Performance. Portfolio performance Evaluation: Measures of portfolio performance (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=Fv63XWOlERM • 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	**22MBAFM305**	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 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 Identify and evaluate the exposure of a company to financial risk and the techniques required to manage this risk
- 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
- To Analyse the key strategic financial issues that must be considered in an acquisition or merger, including valuation of the target company

Module-1 (9 Hours)

Capital Structure Decisions: 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-2 (9 Hours)

Dividend Policy: 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-3 (9 Hours)

Working Capital Management Policy: Management of Working capital, Types of working capital, Determination and estimation of working capital needs, Level of current assets, Sources for financing working capital- Bank finance for working capital. (No problems on estimation of working capital). Working capital financing: Short term financing of working capital- long term financing of working capital. Working capital leverage concepts. (Theory)

Module-4 (7 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-5 (7 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)
Module-6 (9 Hours)
Cash Management: Presentation: 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) **Recent Developments in Advanced Financial Management-**Crypto currency, Block chain technology, Cloud funding, Digitization of financial transactions-Big data project finance, Behavioural finance-Derivative markets in developing countries. (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 problem in SEE.

01.02.2023

Suggested Learning Resources:

Books

1. Financial Management: Text, Problems & CasesM.Y. Khan & P.K. Jain, Tata McGraw Hill, 7/e, 2017.
2. Financial Management: Theory and Practice, Prasanna Chandra Tata McGraw Hill, 10/e, 2019.
3. Advanced Financial Management, Binoy Mathew & G. Nagarajan, Jayvee Digital Publishing, 2/e, 2022.
4. Financial Management, Prasanna Chandra, Tata McGraw Hill, New Delhi.
5. Financial Management and Policy: Text and Cases, Bhalla. V. K. (2009). 9th Edition, Anmol Publications Pvt. Ltd.
6. Corporate Finance, Vishwanath S R, Sage Publications, 3/e. 2019.
7. Financial Management & Policy, James C Vanhorne, Sanjay Dhamija,Pearson, 12/e.
8. Financial Management, Pandey, I.M., Vikas Publishing House, New Delhi.
9. Financial Management, SheebaKapil, Pearson Education, New Delhi.
10. Fundamentals of Financial Management, Chandrabose, PHI, New Delhi.
11. Financial Management, Kulakarni. P.V., Himalaya Publishing House Co. Ltd, Mumbai.

Web links and Video Lectures (e-Resources):

- https://www.pdfdrive.com/advance-financial-management-e33606254.html
- https://www.smartzworld.com/notes/advanced-financial-management-notes-pdf-afm/
- https://www.academia.edu/33769964/Advanced_Financial_Management_Class_Notes
- https://5y1.org/document/advanced-financial-management-pdf.html
- https://www.youtube.com/watch?v=BKbXjfhLf0w
- https://opentuition.com/acca/afm/
- **https://www.youtube.com/watch?v=CCQwz_Gwo6o**
- **http://mappingyourfuture.org/money**
- **http://www.mymoney.gov/**
- **http://www.vertex42.com/Calculators/debt-reduction-calculator.html.**
- **http://www.nfcc.org/**
- **Beckett-Camarata, J. (2020), "References",** ***Public-Private Partnerships, Capital Infrastructure Project Investments and Infrastructure Finance*****, Emerald Publishing Limited, Bingley, pp. 225-241. https://doi.org/10.1108/978-1-83909-654-920201018**
- **http://mappingyourfuture.org/money;**
- **http://www.mymoney.gov/**
- **http://www.vertex42.com/Calculators/debt-reduction-calculator.html;**
- **http://www.nfcc.org/**
- **www.ft.com - Financial Times**
- **www.wsj.com - The Wall Street Journal Online**
- **www.investmentinternational.com - Investment International**

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 organisation
- 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

Module Learning Environment

The module will be taught in a traditional classroom setting for lectures and tutorials. At commencement of the course learners are provided with a detailed course manual and a learner handbook, incorporating the module descriptor, learning outcomes and assignment briefs.

Module Teaching and Learning Strategy

The module is delivered by means of formal and participative lectures supported by the use of case studies, reflecting the importance of finance in practical situations. Tutorials are also used to discuss financial management topics in greater depth and past examination papers with suggested solutions are introduced. Learners are expected to undertake significant reading and preparation before classes.

Module Assessment Strategy

Class work and directed assignments are allocated on a regular basis. Learners are required to complete the necessary assignments throughout the module. Learners are advised how to approach the assignments both in terms of the research and the presentation involved. Assignments account for 20% of the module marks. The remaining 80% is reserved for a closed book examination on module completion.

Course outcome

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	L1
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	L3
CO3	Demonstrate how the concepts of financial management and investment, financing and dividend policy decisions could integrate while identification and resolution of problems	L2
CO4	Be aware of the techniques of cash, inventory and receivables management	L4

01.02.2023

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

Banking & Services Operations

Course Code	**20MBAFM306**	**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 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)

1Banking 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, 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 Banking:

NBFCs: An Overview -Types of NBFCs in India- Growth, Functions and Regulatory framework. (Theory)

Micro-finance: The paradigm-NGOs and SHGs-Microfinance 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, SwatiDhawan, 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

RECRUITMENT AND SELECTION			
Course Code	**22MBAHR303**	**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:

This course will enable the students

- 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 (8 Hours)

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.

Module-2 (9 Hours)

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.

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; Biodata 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:
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. 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):

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

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

- Design and Job Advertisement and Calculate the Cost; Paper Print mode; Social Media formalities.
- Meet a Manager (which ever stream), interact and design and JD for that role.
- Meet HR Manager / Officer, and ask Best 10 Interview Questions they ask during Candidate interaction.
- 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.	L4
CO4	Develop a greater understanding about strategies for workforce planning and assessment, analyse the hiring management system followed in various industries.	L5

01.02.2023

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

Industrial Relations And legislations

Course Code	**22MBAHR304**	**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:

This course will enable the students

- 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 (9 Hours)

Introduction – Industrial Relation: Definitions, Scope, Objectives, Types, Characteristics, Importance, approaches of Industrial Relations, Model of Industrial relations, Recent Trends in Industrial Relations, Managing IR Changes. The Participants of Industrial Relation Activities.

Module-2 (9 Hours)

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. **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.

Module-3 (9 Hours)

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, showcase notice, charge sheet, domestic enquiry, Report of findings, punishments to be imposed. Workers participation In Management.

Module-4 (9 Hours)

Introduction to Employee Relation, 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, 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:

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.

Suggested Learning Resources:

Books

1. Industrial relation, S. Venkata Ratam and Manoranjan Dhal, Oxford Publicatio, 2017 (2nd edition).
2. Essentials of HRM and Industrial Relation, 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):

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

- Visit any factory and understand their Grievance redressal Procedure.
- 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.
- 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.
- 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 India across various sectors.	L2
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	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

ORGANISATIONAL CHANGE AND DEVELOPMENT			
Course Code	**22MBAHR305**	**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**

- The student will be able to describe and identify the application of various OC/D framework
- The student will be able to describe and explain in her/his own words, the relevance and importance of various OC/D intervention to be adopted in the Organisation
- The student will be able to apply and improve the workplace effectiveness through various OC/D Intervention
- The student will be able to classify and categorise different OC/D practices and intervention followed in the Organisation
- The student will be able to create and reconstruct OC/D intervention and process required to manage the Organisation
- The student will be able to appraise and judge the practical applicability of various OC/D intervention, process and practices to be followed in the Organisation

Module-1 7 hours

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.

Module -2 9 hours

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

Module -3 9 hours

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.

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:

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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.

Suggested Learning Resources:

Books

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

Web links and Video Lectures (e-Resources):

- https://www.researchgate.net/publication/353915158_ORGANIZATIONAL_CHANGE_AND_DEVELOPMENT
- https://www.msmgf.org/files/msmgf/documents/org_dev/organisationalchange and development.pdf
- https://www.researchgate.net/publication/324166817_organisational_change_and_development

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

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.	L3
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.	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

COMPENSATION AND REWARD MANAGEMENT			
Course Code	**22MBAHR306**	**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:

- 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
- 6. 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 (7 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/W&S Admin, 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, Gainsharing, 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 (9 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 Non-financial 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.

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Continuous Internal Evaluation:

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CIE Marks shall be based on:

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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.

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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.

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 FutureDirections: 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):

- https://www.youtube.com/watch?v=yml9dx9nUco
- https://hr-gazette.com/total-rewards-and-compensation-understanding - the essentials/
- https://www.youtube.com/watch?v=ax7suq7w4cm
- https://www.youtube.com/watch?v=g4AGhGehhsc
- https://www.researchgate.net/publication/325959515_impact_of_compensation_and_benefits_on_job_satifaction

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

3rd Semester MBA Business Analytics Electives

Introduction to Python, Data and Control Systems			
Course Code	**22MBABA303**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**3:0:1**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning objectives:

- To understand python programming
- To develop Python programs with conditionals and loops.
- To define Python functions and call them.
- To use Python data structures – lists, tuples, dictionaries and do with input / output with files in Python.

Module-1 Introduction to Python Program 8Hrs

Introduction to Python Program: Creativity and motivation, Computer hardware architecture, understanding programming, word and sentence, Conversing with Python, Terminology, Debugging, The learning journey.

Module-2 8Hrs

Variables, Expressions and Statements: Python installation data types: Int, float, Boolean, string, and list; variables, expressions, statements, precedence of operators, comments; modules, function and its use, flow of execution, parameters and arguments.

Module-3 8Hrs

Control Flow, Loops and Conditionals: Boolean values and operators, conditional (if), alternative (if-else), chained conditional (if-elif-else); Iteration: while, for, break, continue.

Module-4 8Hrs

Functions, Arrays andFruitful functions: return values, parameters, local and global scope, function composition, recursion; Strings: string slices, immutability, string functions and methods, string module; Python arrays, Access the Elements of an Array, array methods.

Module-5 10Hrs

Lists, Tuples, Dictionaries: list operations, list slices, list methods, list loop, mutability, aliasing, cloning lists, list parameters, list comprehension; Tuples: tuple assignment, tuple as return value, tuple comprehension; Dictionaries: operations and methods, comprehension;

Module-6 8 Hrs

Files, Exception, Modules, Packages : text files, reading and writing files, command line arguments, errors and exceptions, handling exceptions, modules (datetime, time, OS , calendar, math module), Explore packages.

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

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Semester End Examination:

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- 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. ``Think Python: How to Think like a Computer Scientist‘‘, Allen B. Downey, 2nd edition.
2. Updated for Python 3, Shroff/O‘Reilly Publishers, 2016.
3. “Core Python Programming”, R.Nageswara Rao dream tech.
4. Python Programming: A Modern Approach, Vamsi Kurama, Pearson.
5. Core Python Programming, W.Chun, Pearson.
6. Introduction to Python, Kenneth A. Lambert, Cengage
7. Learning Python, Mark Lutz, Orielly

Web links and Video Lectures (e-Resources):

- www.Programiz.
- www.CodeCademy
- www.FreeCodeCamp

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 to:

- Practice on Python software to become Expertise in data visualization process.
- Access to web-frameworks and get motivated to work on analytical tools
- Analyse any big retail chain data using python

Course outcome:

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

Sl. No.	Description	Blooms Level
CO1	Understand the concepts of python programming	L1
CO2	Structure a simple Python programs for solving problems.	L2
CO3	Apply the knowledge to decompose a Python program into functions.	L3
CO4	Analyse and Represent compound data using Python lists, tuples, dictionaries.	L4
CO5	Read and write data form/to files in Python Program.	

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

EXPLORATORY DATA ANALYSIS FOR BUSINESS			
Course Code	**22MBABA304**	**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 make students to understand data analysis and visualization process
- To make students to use tools to extract trends from existing data to drive business decisions
- To make students to analyze and to visualize different characteristics of a data set.
- To make students to develop summarized reports

Module-1 8 Hours

Introduction to Data Mining: Applications- Nature of The Problem- Classification Problems in Real Life- Email Spam, Handwritten Digit Recognition, Image segmentation, Speech Recognition, DNA Expression Microarray, DNA Sequence Classification. Exploratory Data Analysis (EDA)- What is Data- Numerical Summarization - Measures of Similarity and Dissimilarity, Proximity- Distance- Euclidean Distance, Minkowski Distance, Mahalanobis Distance Visualization- Tools for Displaying Single Variables - Tools for Displaying Relationships Between Two Variables - Tools for Displaying More Than Two Variables

R Scripts- R Library: ggplot2-R Markdown

Module-2 8 Hours

Statistical Learning and Model Selection: Prediction Accuracy - Prediction Error, Training and Test Error as A Function of Model Complexity, Over fitting a Model, Bias-Variance Trade-off, Cross Validation- Holdout Sample: Training and Test Data, Three-way Split: Training, Validation and Test Data, Cross-Validation, Random Sub sampling, K-fold Cross-Validation, Leave-One-Out Cross-Validation with examples for each.

Module-3 8 Hours

Linear Regression and Variable Selection: Meaning- Review Expectation, Variance, Frequentist Basics, Parameter Estimation, Linear Methods, Point Estimate, Example Results, Theoretical Justification, R Scripts.

Variable Selection- Variable Selection for the Linear Model, R Scripts.

Module-4 9 Hours

Regression Shrinkage Methods and Tree based method: Meaning, Types- Ridge Regression, Compare Squared Loss for Ridge Regression, More on Coefficient Shrinkage, The Lasso.

Tree Based Methods- Construct the Tree, The Impurity Function, Estimate the Posterior Probabilities of Classes in Each Node, Advantages of the Tree-Structured Approach, Variable Combinations, Missing Values, Right Sized Tree via Pruning, Bagging and Random Forests, R Scripts, Bagging, From Bagging to Random Forests, Boosting

Module-5 10 Hours

Principal Components Analysis and Classification: Singular Value Decomposition (SVD), Principal Components, Principal Components Analysis(PCA), Geometric Interpretation, Acquire Data, Classification - Classification Error Rate, Bayes Classification Rule, Linear Methods for Classification, Logistic Regression - Assumptions, Comparison with Linear Regression on Indicators- Fitting based on Optimization Criterion, Binary Classification, Multiclass Case ($K \geq 3$), Discriminant Analysis - Class Density Estimation, Linear Discriminant Analysis, Optimal Classification

Module-6 7 Hours

Support Vector Machines: Overview, When Data is Linearly Separable, Support Vector Classifier, When Data is NOT Linearly Separable, Kernel Functions, Multiclass SVM.

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- 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. John W. Tukey "Exploratory Data Analysis", 1st Edition, ISBN13: 978-0201076165, ISBN-10: 0201076160
2. Foster Provost and Tom Fawcett. "Data Science for Business: What you need to know about data mining and data-analytic thinking". O'Reilly Media, latest edition, ISBN-13: 978-1449361327
3. Hadley Wickham, Garrett Grolemund."R for Data Science: Import, Tidy, Transform, Visualize, and Model Data", Publisher: "O'Reilly Media, Inc.", 2016, ISBN 1491910364, 9781491910368
4. Cathy O'Neil, Rachel Schutt. "Doing Data Science: Straight Talk from the Frontline", Publisher: "O'Reilly Media, Inc.", 2013, ISBN 144936389X, 9781449363895

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=AwrKEtWRgvdiaAQVgLW7HAx.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660416785/RO=10/RU=https%3a%2f%2farchive.org%2fdetails%2fexploratorydataa0000tuke_7616/RK=2/RS=5BVZN5konKiTESg8jAvGKFu9qtw-
- https://r.search.yahoo.com/_ylt=AwrKEtWRgvdiaAQVf7W7HAx.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660416785/RO=10/RU=https%3a%2f%2fjhu-advdatasci.github.io%2f2019%2flectures%2fEDA.pdf/RK=2/RS=pupbdtbn2rtanCvRHfwBi9lWxMk-

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Skill Development Activities Suggested:

- To conduct explorative research to collect data and analyse using statistical tools like excel and SPSS
- Interpret the data objectively and prepare report

Course outcome :

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

Sl. No.	Description	Blooms Level
CO1	Understand Data Mining and its importance .	L2
CO2	Apply knowledge of research design for business problems	L3
CO3	Analyze the cause and effect relationship between the variables from the analysis	L4
CO4	Evaluate Regression and decision tree based methodsto solve business problems	L5

01.02.2023

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	**22MBABA305**	**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 impart the skills needed to manage database of large scale organization, techniques for data mining.
- To become familiar with the processes needed to develop, report, and analyse business data.
- To provide a comprehensive introduction to various visualization techniques.
- To focus on solving problems around Data Processing and Analysis
- To provide a comprehensive introduction to various visualization techniques.
- To focus on solving problems around Data Processing and Analysis

Module-1 7 Hours

INTRODUCTION TO BUSINESS ANALYTICS: What is business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics.

Module-2 8 Hours

INTRODUCTION TO BUSINESS INTELLIGENCE: Meaning, Purpose and Structure of Business Intelligence Systems. Understanding Multidimensional Analysis Concepts: Attributes, Hierarchies and Dimensions in data Analysis. Understanding Dimensional Data Warehouse: Fact Table, Dimension Tables, Surrogate Keys and Alternative Table Structure. What is multi-dimension

Module-3 10 Hours

BUSINESS PROBLEM SOLVING AND TABULEAU: Introduction to Tableau, Evaluation of Tableau, Tableau Architecture and Installation of Tableau. Data analysis and data communication with Tableau. Tableau public and desktop. Knowing Your Data, importing data, the "Data Visualization Process", table view, Dashboard, Tableau Basics: Dimensions, Measures, Tableau Workspace, cards and shelves, marks card, formatting how to analyse structured data using Tableau, exporting data.

Module-4 9 Hours

BUSINESS PROBLEM SOLVING AND VISUALISATION USING TABULEAU: Visualization Graphs and Application: using device designer, maps in Tableau, editing unrecognized locations, custom geocoding, polygon maps, map box integration, types of calculations, calculation syntax.

Module-5 8 Hours

INTRODUCTION TO POWER BI, SQL Server Introduction, Introduction to Power Bi, Basic Report Design, Visual sync, Grouping, Visualization Properties.

Module-6 8 Hours

VISUALISATION USING POWER BI, Data preparation, Visualizing data in charts and tables, Relationships in tables, Spatial visualization.

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.

Suggested Learning Resources:

Recommended Books

1. Business Intelligence and Analytics: Systems for Decision Support : by Ramesh Sharda, Pearson.
2. Business Intelligence, Analytics, and Data Science: A Managerial Perspective | Fourth Edition | By Pearson Paperback by Ramesh Sharda / DursunDelen / Efraim Turban
3. Visual Analytics with Tableau,by Alexander Loth,Wiley
4. Learning Tableau 2020: Create effective data visualizations, build interactive visual analytics, and transform your organization, 4th Edition,by Joshua N. Milliga
5. Data Visualization: Using Power BI, Orange and Excel- by Dr.Shirshendu Roy , sold by BOOKNETZ
6. Mastering Power BI- by Chandraish Sinha , Sold by Epitome Books

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=Awr1Rc1iaPdiPmUT4oa7HAx.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660410083/RO=10/RU=https%3a%2f%2fkathterhin.blogspot.com%2f2014%2f04%2fe673ebook-pdf-ebook-business.html/RK=2/RS=DeUCJ8WnPRk3QtR2PKX8UhrcJlo-
- https://r.search.yahoo.com/_ylt=Awr1Rc1iaPdiPmUT5Ia7HAx.;_ylu=Y29sbwNzZzMEcG9zAzUEdnRpZAMEc2VjA3Ny/RV=2/RE=1660410083/RO=10/RU=https%3a%2f%2fwww.dbooks.org%2fessentials-of-business-analytics-3319688375%2f/RK=2/RS=wLsmGpjOzEUsZbRxxpLPf_1_m88-

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

- To visit the business organisation and understand the Business Intelligence and Analytics
- Suggested to work on data collected for research using excel and SPSS
- Suggested to get acquainted with statistical tools like R and Tableau for data visualisation.

Course outcome :

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

Sl. No.	Description	Blooms Level
CO1	To understand concepts of business analytics and business intelligence	L2
CO2	To apply the knowledge of the processes needed to develop, report, and analyse business data.	L3
CO3	Analyse data using Excel and Excel add-ins to solve business problems.	L4
CO4	Evaluate the Data Structure and pattern for Decision making in business management	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

Marketing, Web and Social Media Analytics			
Course Code	**22MBABA306**	**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 make students to understand Web marketing and digital marketing concepts.
- To make students to apply knowledge of web marketing for data analysis
- To make students to analyze social media like Facebook analytics
- To make students to use statistical tools for data analysis

Module-1 7 Hours

Meaning and nature of marketing, Importance, Objectives of marketing, Marketing v/s Selling, E- Business, Marketing Environment – Features, importance, Components of Marketing Environment. Emerging areas of Marketing – Neuro Marketing, Sensory Marketing. Marketing Ethics - Green marketing and green economy. Contemporary Indian Marketing Environment, Recent trends in Marketing.

Module-2 9 Hours

Prediction Accuracy: - Prediction Error, Training and Test Error as A Function of Model Complexity, Over fitting a Model, Bias-Variance Trade-off

Cross Validation- Holdout Sample: Training and Test Data, Three-way Split: Training, Validation and Test Data, Cross-Validation, Random Sub sampling, K-fold Cross-Validation, Leave-One-Out Cross-Validation with examples for each

Module-3 9 Hours

Linear Regression and Variable Selection: Meaning- Review Expectation, Variance, Frequentist Basics, Parameter Estimation, Linear Methods, Point Estimate, Example Results, Theoretical Justification, R Scripts Variable Selection- Variable Selection for the Linear Model, R Scripts

Module-4 9 Hours

Regression Shrinkage Methods and Tree based method: Types- Ridge Regression, Compare Squared Loss for Ridge Regression, More on Coefficient Shrinkage, The Lasso

Tree Based Methods- Construct the Tree, The Impurity Function, Estimate the Posterior Probabilities of Classes in Each Node, Advantages of the Tree-Structured Approach, Variable Combinations, Missing Values, Right Sized Tree via Pruning, Bagging and Random Forests, R Scripts, Bagging, From Bagging to Random Forests, Boosting

Module-5 9 Hours

Principal Components, Principal Components Analysis(PCA): Geometric Interpretation, Acquire **Data Classification** - Classification Error Rate, Bayes Classification Rule, Linear Methods for Classification, Logistic Regression - Assumptions, Comparison with Linear Regression on Indicators- Fitting based on Optimization Criterion, Binary Classification, Multiclass Case ($K \geq 3$),

Discriminant Analysis - Class Density Estimation, Linear Discriminant Analysis, Optimal Classification, Binary Classification, Estimating the Gaussian Distributions.

Module-6 **7 Hours**

Support Vector Machines: Overview, When Data is Linearly Separable, Support Vector Classifier, When Data is NOT Linearly Separable, Kernel Functions, Multiclass SVM.

Assessment Details (both CIE and SEE)

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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. Social Media Analytics Strategy: Using Data To Optimize Business Performance by Gonçalves, Publisher: Apress.
2. Social Media Analytics - Techniques and Insights for Extracting Business Value Out of Social Media 1 Edition (English, Paperback, AvinashKohirkar, Matthew Ganis, Ed Brill) , Publisher: Pearson.
3. Marketing to the Social Web: How Digital Customer Communities Build Your Business, By Larry Weber; Publisher: Pearson.

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=AwrKC2owifdiw70UiEG7HAx.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660418481/RO=10/RU=https%3a%2f%2fconnect.darden.virginia.edu%2fmrktngebook/RK=2/RS=S9yskCsL8By_vrVii_iQYKaonLc-

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

- Observe Facebook insights and understand how retailers use those insights for business purposes
- Analyse the Amazon .com promotions and web marketing strategies
- Analyse the digital and social media marketing strategies to increase sale volume and profit

Course outcomes:

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

Sl. No.	Description	Blooms Level
CO1	Understand the concepts of Marketing	L2
CO2	Apply of knowledge on data analysis in Facebook and web	L3
CO3	Analyse the usage of digital platforms for business purpose	L4
CO4	Evaluate the business models with integration of technology	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

GUIDELINES FOR INTERNSHIP 22MBA IN 307
(BETWEEN 2ND AND 3RD SEMESTER MBA)

INTERNSHIP			
Course Code	**22MBAIN307**	**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 expose the students to understand the working culture of the organization and 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

- 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 20MBA IN 307 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 the other PG centres 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 not exceed 60 pages.

RUBRICS FOR INTERNSHIP 22MBAIN 307

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: 22MBA IN 307 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								

Signature of Internal Examiner
Name and Designation with affiliation

Signature of External Examiner
Name and Designation with affiliation

4th Semester MBA Syllabus for Affiliated Colleges- Core Papers

International Business

Course Code	**22MBA401**	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:

- 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 (6 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 (7 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 (7 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 (7 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 (6 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 (7 Hours)

Basics of International Marketing- Environment and cultural dynamics of global markets, functions of International Marketing, determining International Marketing strategies, 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)

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

Web links and Video Lectures (e-Resources):

01.02.2023

- 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	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3
CO5		1				2	3		

01.02.2023

INNOVATION AND DESIGN THINKING

Course Code	**22MBA402**	**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:

- To familiarise Design Thinking (DT) and its phases
- To enable the students to become aware of the evolution, concepts & models of Design Thinking.
- To enable learners with the context, methods and mindsets pertaining to Design Thinking.
- To equip students to the opportunities to ideate and find solutions by applying DT.

Module-1 (6 Hours)

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.

Module-2 (9 Hours)

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.
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.

Module-3 (6 Hours)

Know People: Mindsets, Observing Everything, Building Empathy, Immersing in Daily Life, Listening Openly, Looking for Problems and Needs.
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.

Module-4 (7 Hours)

Frame Insights: Mindsets, Exploring Systems, Looking for Patterns, Constructing Overviews, Identifying Opportunities, Developing Guiding Principles.
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.
Module-5 (7 Hours)
Explore Concepts: Challenging Assumptions, Standing in the Future, Exploring Concepts at the Fringes, Seeking Clearly 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)

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- 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. 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.ideou.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 materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

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

Course outcome

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

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

STRATEGIC BRAND MANAGEMENT			
Course Code	**22MBAMM403**	**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:

- 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 (7 Hours)

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 Process-Meaning, Steps in Brand Management Process, Strong Indian Brands.

Module-2 (5 Hours)

Meaning, Model of CBBE: 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.

Module-3 (7 Hours)

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.

Module-4 (7 Hours)

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.
Module-5 (7 Hours)
Establishing brand Equity Management Systems. Methods for measuring Brand Equity-Quantitative Techniques & Quantitative Techniques, Making Brands go Global: Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, managerial blockages.
Module-6 (7 Hours) **Global branding:** Organization for a global brand, pathways to globalization. Luxury Brand Management: Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix, luxury retail, international luxury markets: historical leaders and emerging countries.

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. 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 ParameswaranTata McGraw Hill Publication Latest Edition.

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

01.02.2023

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	**22MBAMM404**	**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:

- 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)

Integrated Marketing Communication: Role of IMC in marketing process, IMC planning model, Marketing and promotion Process model.
Communication Process, steps involved in developing IMC programme, Effectiveness of marketing communications
Advertising: Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC
Relevant Case Study

Module-2 (6 Hours)

Advertising Agency: Type of agencies, Services offered by various agencies, Criteria For selecting the agencies and evaluation.
Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.
Relevant Case Study

Module-3 (7 Hours)

Media planning: Factors considered in Media Planning, Developing Media plan, Importance, Problems encountered, Advertising Media, Media Evaluation-Print, Broadcast media, Support media in advertising.
Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.
Relevant Case Study

Module-4 (7 Hours)

Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies.
Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity
Public relation/ Publicity:-Meaning, Objectives, tools of public relations, Public Relation strategies, Goals of publicity
Corporate Advertising – Role, Types, Limitations, PR Vs Publicity
Relevant Case Study

Module-5 (7 Hours)

Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.

Relevant Case Study

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: Adverting & 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.

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, Cenage 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 UniversityPress
7. Advertising & Promotions: An IMC perspective, Kruti Shah and Alan, Souza, Tata Mc Graw Hill
8. Advertising & Promotion:An IMC approach, TerenceA. ShimpPub., 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 aability 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	**22MBAMM405**	**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

- 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:

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. Marketing 4.0: Moving from Traditional to Digital by P. Kotler. Wiley Publication.
2. The Essentials of E-Marketing, 4^{th} 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									

BUSINESS MARKETING			
Course Code	**22MBAMM406**	**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

- 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:

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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.

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- 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.

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- • https://r.search.yahoo.com/_ylt=AwrKDaS_rvNiJ.UIVwi7HAx.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660165952/RO=10/RU=https%3a%2f%2fptgmedia.pearsoncmg.com%2fimages%2f9780134084527%2fsamplepages%2f9780134084633.pdf/RK=2/RS=ehk_ISgVQTUwnP1D8v6ujXo05MY- **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 if 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

Global Financial Management			
Course Code	**22MBAFM403**	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:

- To understand the International Financial Environment and the Foreign Exchange market.
- To learn hedging and Forex risk management.
- To learn the Firm's Exposure to risk in International environment and various theories associated with it.
- Understand the various stages of expansion overseas that multinational corporations utilize in order to benefit from globalization.
- Describe the international monetary system and the foreign exchange markets.
- Examine the Balance of Payments (BOP) data and determine its implications for international competition.
- Identify the basic philosophies that govern corporate behaviour throughout the world.
- Forecast exchange rates based on the parity conditions that should apply between spot rates, forward rates, inflation rates, and interest rates.
- Evaluate portfolios and apply the capital asset pricing model and other multifactor Models in financial decision making.
- Apply the relevant models and skills in Prediction of corporate failure
- Apply derivatives in financial risk management and apply international finance concepts.
- Evaluate mergers and acquisitions
- Undertake corporate restructuring and re-organisation& apply valuation techniques in real estate finance

Module-1 (6 Hours)

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. 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).

Module-2 (8 Hours)

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).
Module-3 (8 Hours)
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)- Currency Swaps-Interest Rate Swap- problems on both two-way and three-way swaps. Overview of international stock market (Theory & Problems).
Module-4 (6 Hours)
International Financial Markets and Instruments: Foreign Portfolio Investment- International Bond & Equity market-Global Depositary 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. (Only Theory).
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 & 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 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

MERGERS ACQUISTIONS AND CORPORATE RESTRUCTURING			
Course Code	**22MBAFM404**	**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:

- To impart knowledge on theories and rationale of corporate restructuring.
- 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.

Module-1 (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.

Module-2 (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-3 (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-4 (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-5 (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-6 (6 hours)

Acquisitions/Takeovers & Post acquisition integration: Meaning and types of acquisition/takeovers (Friendly and Hostile 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).

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.
- 50 percent theory and 50 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.

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-acqisitions/us-ma-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 explain the major forms and objectives of corporate restructuring.	L5
CO2	To describe the process of value creation under different forms of M & A	L6
CO3	To Understand M&A with its different classifications, strategies, theories, synergy etc.	L1
CO4	To Conduct financial evaluation of M&A	L5
CO5	To Analyze and demonstrate the accounting aspects of Amalgamation	L4
CO6	To Critically evaluate different types of M&A, takeover and anti takeover strategies	L5

Mapping of COS and Pos

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

RISK MANAGEMENT AND INSURANCE			
Course Code	**22MBAFM405**	**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:

- 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

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

INDIRECT TAXATION			
Course Code	**22MBAFM406**	**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:

- To acquaint the students with basic principles and broad understanding of the Indian Indirect tax laws.
- To enable students to distinguish the difference in concept of forward & reverse charge mechanism, composite & mixed supply and various exemptions under the GST regime.
- To enhance the knowledge of students on provisions related to time, place and value of supply.
- To enable the student to understand the process of Registration, input tax credit (ITC) and GST assessment under the GST law.
- To enable the student to understand Customs duty provisions and evaluates import and export goods.

Module-1 (6 hours)

Introduction to Goods and Services Tax (GST): Basic concepts of GST, Features, Taxes subsumed and not subsumed in GST, Need for GST in India, Benefits and drawbacks of GST, Dual GST Model-significance, Rates of GST, Structure of GST-CGST Act 2017, SGST Act 2017, UTGST Act 2017 & IGST Act 2017, GST Council-Structure, Recommendations and functions, Goods and Services Tax Network (GSTN)-Features, functions and services, Goods and services exempted from GST (Theory)

Module-2 (6 hours)

Registration and Filing of returns:

GST Registration-Meaning, Benefits, Types of Registration & Provisions: Persons liable and not liable for Registration, Compulsory Registration, Voluntary Registration, Deemed Registration, Suo Motu Registration, Procedure for Registration, GSTIN (Theory), Computation of aggregate turnover (Simple problems).

Returns under GST-Benefits, features, Modes of filing returns, Furnishing of Returns, First Return, Annual return and Final return (Theory). **Returns under GST**-Benefits, features, Modes of filing returns, Furnishing of Returns, First Return, Annual return and Final return (Theory).

Module-3 (8 hours)

Supply, Levy and Collection of Tax:

Supply-Meaning of Goods and Services, Deemed supply, Classification of supply-Inward & outward supply, One time & Continuous supply, supply on the basis of taxability & geographical location, Composite and Mixed Supplies, Scope of supply (Theory) Determination of tax liability on various types of supply (Simple problems)

Levy and Collection, Composition scheme in GST- Eligibility criteria, Conditions for adoption, Rate of GST of the Composition Levy, (Simple problems on calculation of value of taxable supply and GST Levy). (Theory and Problems).
Module-4 (8 hours)
Time, Place and Value of Supply **Time of Supply**-Key concepts, Determination of time of supply of goods and services (Simple problems including Change in Rate of Tax in respect of Supply of Goods or Services), **Place of Supply** – importance and types. Simple Problems on identification of Place of supply. **Value of Supply**. (Simple problems on treatment of discount in transaction value, Money exchange services, Air travel agent, based on Cost. Value of supply in case of lottery, betting, gambling and Horse racing) **Input tax credit**-Meaning, Eligibility for availing ITC, Conditions to be satisfied for availing ITC. Determination of ITC admissible on goods and services (Simple problems)
Module-5 (4 hours)
Export-Import Procedure for Customs **Customs Act**-important definitions, Types of goods, import Export Route, Types of Cess under Customs, Introduction to Baggage and General Free Allowance. Provisional Assessment of Duty, Due Dates for Payment of Duty, Penalties under Customs, Seizure of Goods, Confiscation of Goods. (Theory).
Module-6 (8 hours)
Valuation of Customs Duty: Concept, Meaning of Customs Duty, Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty. Valuation under customs: Valuation of Imported Goods and Valuation of Export Goods.. (Problems on Valuation of Imported Goods- calculation of FOB, CIF, AV, BCD, SWS, GST Concession Cess, and IGST) (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.
- 50 percent theory and 50 percent problems in SEE.

Suggested Learning Resources:

Books

1. GST & Customs Law (University Edition), K.M Bansal, Taxmann's, Latest Edition.
2. Indirect Taxes Law and practices, V S Datey, Taxmann's, Latest Edition.
3. Goods & Services Tax (GST) in India, B. Viswanathan, UBS Publishers, Latest Edition.
4. Indirect Taxation, Raj K Agrawal & Shivangi Agrawal, Bharat Law House Pvt. Ltd, Latest Edition.

Web links and Video Lectures (e-Resources):

1. GST Council: www.gstindia.com/tag/gst-council/
2. CBEC : http://www.cbec.gov.in/htdocs-cbec/gst
3. GST Act/Rules/Migration/Press Release etc: http://www.cbec.gov.in/htdocs-cbec/gst/index
4. GST Awareness campaign/training calendar: https://gstawareness.cbec.gov.in/
5. GST FAQ: http://www.cbec.gov.in/resources//htdocs-cbec/deptt_offcr/faq-on-gst.pdf
6. GSTN: http://www.gstn.org/
7. FAQ on GST Suvidha Providers GSTN : http://www.gstn.org/ecosystem/faq_question.php

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

- Visit to a small scale trader and identify documents pertaining to Registration as well as Returns under GST under Composition Scheme.
- Visit to a GST practitioner to learn Online GST Returns
- Generate GSTR -1 & GSTR- 3B, E way Bill
- Calculate the GST and avail ITC for a local trader.
- List the provisions incorporated under GST law in the last Union Budget and prepare a note on these changes.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Explain the various terms related to Indian Goods and Service tax (GST)	L5
CO2	Analyze whether a person is eligible to obtain registration as well as filing of returns under GST law.	L4
CO3	Have clarity on Provisions of levy and collection of GST in India	L3
CO4	Assess the Value of goods and services based on provisions of Time, value and Place of supply.	L5
CO5	Understand the concept of import and export procedure for Custom duty.	L2
CO6	Identify Customs duty provisions and valuation of imported goods.	L3

Mapping of COS and POs

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

4^{th} Semester MBA HR Electives

CONFLICT & NEGOTIATION MANAGEMENT			
Course Code	**22MBAHR403**	**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:
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**

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.

Module-2 **7 Hours**

Analogy of Conflict: Stages of conflicts: grievances- personal needs, lack of monetary benefits an 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- Persona conflicts, group conflicts, labour conflicts, social and political conflicts, Contingency conflic management process, Cost of Workplace Conflict, conflict mapping and tracking

Module-3 **7 Hours**

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

Module-4 **6 Hours**

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
Module-5 **7 Hours**
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 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)

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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.

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		

Global HRM			
Course Code	**22MBAHR404**	**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,Ethicsandcorporatesocialresponsibility Internationallabourstandards.

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.

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.	
C04	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	**22MBAHR405**	**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 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)

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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.

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.yuqvNiMlYIeIW7HAx.;_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.yuqvNiMlYIeoW7HAx.;_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.yuqvNiMlYIhoW7HAx.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/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	**22MBAHR406**	**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:

- 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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Semester End Examination:

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- 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. 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	Aquire 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	**22MBABA403**	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:

- To acquaint students with theoretical and practical knowledge on machine learning.
- To make students to apply the concepts of Machine learning
- To make students to understand the technology integration and importance of data analytics
- To make students to analyse using the Machine learning techniques for business decisions

Module-1 6 Hours

Introduction to Machine Learning: Creativity and motivation, Computer hardware architecture, understanding programming, word and sentence, Conversing with Python, Terminology, Debugging, The learning journey.

Module-2 6 Hours

Supervised and Unsupervised Learning : Regression and classification models, Decision tree, Classification of regression trees, linear, multiple, logistic regression ,neutral networks, multi layer perception ,support vector machines, linear and non-linear kernel functions, introduction to clustering and k model clustering.

Module-3 7 Hours

Decision tree and generic algorithms: Basic decision tree algorithm, information gain, hypothesis space, inductive bias, issues in decision tree learning, determining the correct and final tree size, purning. Genetic Algorithms: Motivation, Genetic Algorithms: Representing Hypotheses, Genetic Operator, Fitness Function and Selection, An Illustrative Example, Hypothesis Space Search, Genetic Programming, Models of Evolution and Learning: Lamarkian Evolution, Baldwin Effect, Parallelizing Genetic Algorithms.

Module-4 7 Hours

Ensemble and probabilistic learning: Model Combination Schemes, Voting, Error-Correcting Output Codes, Bagging: Random Forest Trees, Boosting: Adaboost, Stacking. Gaussian mixture models - The Expectation-Maximization (EM) Algorithm, Information Criteria, Nearest neighbour methods - Nearest Neighbour Smoothing, Efficient Distance Computations: the KD-Tree, Distance Measures

Module-5 7 Hours

Reinforcement Learning and Evaluating Hypotheses: Learning Task, Q Learning, Non deterministic Rewards and actions, temporal-difference learning, Relationship to Dynamic Programming, Active reinforcement learning, Generalization in reinforcement learning.
Motivation, Basics of Sampling Theory: Error Estimation and Estimating Binomial Proportions, The Binomial Distribution, Estimators, Bias, and Variance

Module-6   7 Hours

Introduction to Virtual Reality and Virtual Environment: Computer and Real time computer graphics, Flight Simulation, Virtual environment requirement, benefits of virtual reality
Augmented Reality: Taxonomy, technology and features of augmented reality, difference between AR and VR, Challenges with AR, AR systems and functionality, Augmented reality methods, visualization techniques for augmented reality, enhancing interactivity in AR environments, evaluating AR systems.

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.
- No Laboratory exam for this course.

Suggested Learning Resources: Books:

1. Tom M. Mitchell, “Machine Learning”, McGraw-Hill, 2010.
2. Bishop, Christopher. Neural Networks for Pattern Recognition. New York, NY: Oxford University Press, 1995

3. EthemAlpaydin, (2004) "Introduction to Machine Learning (Adaptive Computation and Machine Learning)", The MIT Press
4. T.astie, R. Tibshirani, J. H. Friedman, "The Elements of Statistical Learning", Springer(2nd Ed.), 2009

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=AwrKEtVjfPdijgcUVXy7HAx.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660415204/RO=10/RU=https%3a%2f%2fwww.globalsqa.com%2ffree-machine-learning-
- https://r.search.yahoo.com/_ylt=AwrKEtVjfPdijgcUV3y7HAx.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660415204/RO=10/RU=https%3a%2f%2fai.stanford.edu%2f~nilsson%2fMLBOOK.pdf/RK=2/RS=KWhp7r2qOpmAwpK8yjApfSnMirE-

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Skill Development Activities Suggested

- Practice on visualisation of data tools and understand the machine interaction
- Analyse the Google map for traffic congestion in a big city if IOT is implemented
- Learn simple algorithms and solve business problems using decision tree and simulations

Course outcome:

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

Sl. No.	Description	Blooms Level
CO1	Understand the concepts of Machine learning	L2
CO2	Apply the knowledge of Data visualisation and accurate decision making	L3
CO3	Analyse the Big data and pattern using machine learning algorithms	L4
CO4	Evaluate the Data Structure and provide immersive experience to users	L5

01.02.2023

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

01.02.2023

HR Analytics			
Course Code	**22MBABA404**	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:

- To introduce the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting.
- To develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyse and interpret HR data to support decision making.
- To aware the challenges human resources analytics for the competitive advantage of the organization.
- To enable students to use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management.

Module-1 6 Hours

HR Analytics in Perspective: Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean), Locating the HR challenge in the system , Valuing HR Analytics in the organizational system.

Module-2 6 Hours

HRA Frameworks: Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship

Module-3 7 Hours

Basics of HR Analytics: Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics.

Predictive Analytics: Steps involved in predictive analytics: Determine key performance indicator, analyse and report data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.

Module-4 7 Hours

Insight into Data Driven HRA: Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.

Module-5 7 Hours

HR Matrics – Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum. HR Dashboards. Statistical software used for HR analytics: MS-Excel, IBM-SPSS, IBMAMOS, SAS, and R programming and data visualisation tools such as Tableau, Ploty, Click view and Fusion Charts.

Module-6 7 Hours

HR Scorecard: Assessing HR Program, engagement and Turnover, Finding money in Analytics, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.

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.
- No Laboratory exam for this course.

Suggested Learning Resources:

Books

- Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
- Predictive analytics for Human Resources, Jac Fitz- enz, John R. Mattox, II, Wiley, 2014.
- Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley,2013.
- The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.
- HR Analytics: The What, Why and How, by Tracey Smith
- The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ, 2010.

Web links and Video Lectures (e-Resources):

- https://www.pdfdrive.com/predictive-hr-analytics-mastering-the-hr-metric-e188006190.html
- https://www.pdfdrive.com/hr-metrics-and-workforce-analytics-e20835652.html
- http://u.camdemy.com/sysdata/doc/f/fb30e8a98c5d9a85/pdf.pdf
- https://www.youtube.com/watch?v=zogLCssW0Ts
- https://www.digimat.in/nptel/courses/video/110104086/L05.html
- https://www.youtube.com/watch?v=wcs-wlkTJlc

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

- To solve case studies on Workplace Ethics Discussion on “How to have/ evaluate the performance of the MBA students”
- To visit organizations and find out the problems and causes for unethical behavior at Workplace.
- Identify the important HR metrics used in manufacturing companies.
- Ask students to collect manpower data of your institute and prepare HR Dashboards.
- Collect the payroll detail from IT Company and use module 6 contents.

Course outcome:

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

Sl. No.	Description	Blooms Level
CO1	Have an understanding of How HR function adds value and demonstrates the value in business terms	L2
CO2	Measure the value of Intangibles that HR helps builds for the organization given a particular business context to facilitate decision making.	L3
CO3	Convert soft factors in a people management context into measurable variables across various domains.	L4
CO4	Devise, conduct and analyse a study on employees or any other related to the HR context in an organization.	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				2		
CO3				3		3		2	
CO4		2		2			1		2

BIG DATA			
Course Code	**22MBABA405**	**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:

- Understand the Big Data Platform and its Use cases
- Provide an overview of Apache Hadoop
- Provide HDFS Concepts and Interfacing with HDFS
- Understand Map Reduce Jobs
- Exposure to Data Analytics with R.
- Apply analytics on Structured, Unstructured Data.

Module-1 6 Hours

INTRODUCTION TO BIG DATA AND HADOOP : Types of Digital Data, Introduction to Big Data, Big Data Analytics, History of Hadoop, Apache Hadoop, Analysing Data with Unix tools, Analysing Data with Hadoop, Hadoop Streaming, Hadoop Echo System, IBM Big Data Strategy, Introduction to Info sphere Big Insights and Big Sheets.

Module-2 7 Hours

HDFS (Hadoop Distributed File System: The Design of HDFS, HDFS Concepts, Command Line Interface, Hadoop file system interfaces, Data flow, Data Ingest with Flume and Scoop and Hadoop archives, Hadoop I/O: Compression, Serialization, Avro and File-Based Data structures.

Module-3 6 Hours

Map Reduce: Anatomy of a Map Reduce Job Run, Failures, Job Scheduling, Shuffle and Sort, Task Execution, Map Reduce Types and Formats, Map Reduce Features.

Module-4 7 Hours

Hadoop Eco System : Introduction to PIG, Execution Modes of Pig, Comparison of Pig with Databases, Grunt, Pig Latin, User Defined Functions, Data Processing operators.
Hive: Hive Shell, Hive Services, Hive Metastore, Comparison with Traditional Databases, HiveQL, Tables, Querying Data and User Defined Functions. HBase :HBasics, Concepts, Clients,

Module-5 7 Hours

Data Analytics with R: Introduction, Supervised Learning, Unsupervised Learning, Collaborative Filtering.Big Data Analytics with Big R.

Module-6 7 Hours

NoSQL , Searching and Indexing Big Data: Structured and Unstructured Data, Taxonomy and NoSQL Implementation, Discussion of basic architecture of Hbase, Cassandra and MongoDb
Full text Indexing and Searching, Indexing with Lucene, Distributed Searching with Elastic search.

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.
- No Laboratory exam for this course.

Suggested Learning Resources:Books

1. Tom White "Hadoop: The Definitive Guide" Third Edit on, O'reily Media, 2012.
2. Seema Acharya, SubhasiniChellappan, "Big Data Analytics" Wiley 2015.
3. Michael Berthold, David J. Hand, "Intelligent Data Analysis", Springer, 2007.
4. Jay Liebowitz, "Big Data and Business Analytics" Auerbach Publications, CRC press (2013)

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=AwrKC2qQjvdij9UV_2.7HAx.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660419857/RO=10/RU=https%3a%2f%2fwww.crayondata.com%2fdownload-12-free-ebooks-on-big-
- https://www.youtube.com/watch?v=rvJgArru8dI
- https://www.coursera.org/courses?query=big%20data
- https://www.pdfdrive.com/big-data-books.html

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Skill Development Activities Suggested

- Visit amazon website and do observe how often change the design the website and update information
- Understand Walmart strategies for competitive advantage using big data analytics

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

Sl. No.	Description	Blooms Level
CO1	Understand Big Data and its Business Implications	L2
CO2	Apply the knowledge of Hadoop and Hadoop Eco-System in big data analysis	L3
CO3	Analyse the big data and provide data visualization and helps in decisions	L4
CO4	Develop Big Data Solutions using Hadoop Eco System	L5
CO5	Apply Machine Learning Techniques using R	L3
CO6	Understanding about NoSQL and Indexing in Big data	L2

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
CO5	1				2	3			
CO6		2	2				2		

FINANCIAL ANALYTICS			
Course Code	**22MBABA406**	**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:

- To understand the basic concepts of Data analytics
- To Gain an insight into the decision making under uncertainty circumstances based on results
- To apply the statistical tools in financial analytics for solving business problems
- To equip students with necessary analytical skills using excel and SPSS software

Module-1

Essentials of Financial Analytics: Introduction to Business Analytics: Meaning, Business Analytics in Decision Making; Categorization of Analytical methods and models: Descriptive -Predictive -Prescriptive–Big data; Financial Analytics; Importance -uses-Features; Nature of data in finance and sources of data

Module-2

Statistical concepts: Probability, Discrete and Continuous probability distribution, Decision making under uncertainty, Confidence Interval, Hypothesis testing.

Module-3

Time – Series: Stochastic Process, Components of time series data - Trend Analysis, Seasonality and cyclical behaviour; Concept of Stationary process; Smoothing Methods- Moving Average, Weighted Moving Average, Exponential smoothing methods – Single exponential, Double exponential; Forecasting Model ARIMA (Using MS Excel)

Module-4

Multivariate time-series analysis-Building long-term relationship between variables, choosing the model based on stationarity of the data. Vector Auto Regression (VAR) – Form, estimation and interpretation of result.

Module-5

Regression Analysis: Regression v/s Causation, Simple linear regression, Least Squares Method, Using Regression equation for estimation, Multiple Regression Model, Regression analysis using MS Excel;

Module-6

Computer lab: Introduction to Jamovi. Real-time Practical Assessment in the Computer lab, Advanced Excel.

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.
- No Laboratory exams for this course.

Suggested Learning Resources: Books

- Basic Econometrics Damodar N Gujarati, Dawn Porter, Sangeetha Gunashekar McGraw Hill Education 5th, 2017
- Financial Econometrics Oliver Linton Cambridge University Press, 1st, 2019
- Introductory Econometrics for Finance Chris Brooks Cambridge University Press 4th, 2019.
- Spreadsheet skills for Finance Professionals Pitabas Mohanty Taxmann's 2^{nd}, 2020.

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=AwrPpk6rQ_diy2YTchK7HAx.;_ylu=Y29sbwNzZzMEcG9zAzYEdnRpZAMEc2VjA3Ny/RV=2/RE=1660400683/RO=10/RU=https%3a%2f%2fcorporatefinanceinstitute.com%2fresources%2febooks%2fanalyst-trifecta-ebook-pdf%2f/RK=2/RS=GU5U05axvSbcRt9TbAEysqyOD5Y-
- https://www.pdfdrive.com/financial-statement-analysis-books.html
- https://r.search.yahoo.com/_ylt=AwrPpHyqR_diEp8TTQK7HAx.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660401706/RO=10/RU=https%3a%2f%2fcorporatefinanceinstitute.com%2fresources%2febooks%2fanalyst-trifecta-ebook-pdf%2f/RK=2/RS=9WRyngvp15QjtBSAgeNzY6oWzPo-
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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

- To collect secondary data from stock market, do the fundamental and technical analysis for decision to buy or not to buy stocks/shares
- Download the open software of python and R software and practice the data analytics and make financial projections
- Get trained outside to earn data analytics certification on econometric models

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

Sl. No.	**Description**	**Blooms Level**
CO1	Understand and perform the basics of financial analytics.	L2
CO2	Application of quantitative methods for financial data analysis.	L3
CO3	Apply Multivariate time series analysis for financial data of any business	L3
CO4	Analyse the data using Jamovi real world application	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 22MBAPR407
(BETWEEN 3RD AND 4TH SEMESTER MBA)

PROJECT REPORT			
Course Code	**22MBAPR407**	**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 22MBAPR407 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 other PG centres of VTU and for The affiliated institutions projects evaluation done by the faculty member of other institute drawn from VTU affiliated institute or VTU PG Centres 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 25% is allowed in the project work and report should consist 75% 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)- 22MBAPR 407

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 (22MBAPR407)

Name of the College: **College Code:**

Internal Marks Allocation for Project Work (22MBAPR407)

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 (22MBAPR407)

Name of the College: **College Code:**

External Evaluation Marks Allocation for Project Work (22MBAPR407)

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 (22MBAPR407)

Name of the College: **College Code:**

Viva voce Marks Allocation for Project Work (22MBAPR407)

(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	1st of Project	Student should understand products/services and the problems of the organization.
Preparation of Research design and Research instrument for data collection	2nd 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	3rd week of Project	Date collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis. (Second Presentation).
Analysis and finalization of report	4th & 5th 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	6th 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	**EXTERNAL GUIDE**
(Name & Designation)	**(Name & Designation)**

(Institute Logo)

Department of MBA

(Institute Name with Address)

(Month & Year of submission)

01.02.2023

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:

Table of Contents

List of Tables

List of Figures/ Charts/ Graphs