BMS INSTITUTE OF TECHNOLOGY AND MANAGEMENT

Avalahalli, Doddaballapura Main Road, Yelahanka, Bengaluru - 560064

Department of MBA

Scheme and Syllabus

2022 Scheme

Institute Vision

To emerge as one of the finest technical institutions of higher learning, to develop engineering professionals who are technically competent, ethical and environment friendly for betterment of the society.

Institute Mission

Accomplish stimulating learning environment through high quality academic instruction, innovation and industry-institute interface.

DEPARTMENT OF MBA

About Department

The Department of MBA started in the year 2022 with a prime objective to bestow Quality Management Education with an intake of 60 aspiring managers. The Department is enriched with team of qualified and experienced faculty members who are committed to offer best management education though structured curriculum and through various value-added programmes such as series of guest lectures, seminars, workshops, case-based learning, course assignments, industry interaction to bridge the gap between industry and academia. The students will be equipped with managerial, leadership and entrepreneurial skills to address the challenges in society and the corporate world through innovation. The Department provides placement assistance and trains students to make them corporate ready.

Vision

To be a prominent centre of excellence imparting value-based management education and research to develop leaders and entrepreneurs contributing for the betterment of the society.

Mission

The department commits itself to achieve the vision through:

- Imparting management education that employs students with ethics, knowledge, skill, and attitude to exhibit managerial expertise.

- Nurturing innovative thinking and creativity to promote leaders and entrepreneurs.

- Fostering a research culture to enhance analytical and critical thinking abilities

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

The Post Graduate students shall:

PEO1   Establish themselves as management professionals by applying various tools in decision making required for solving real world business and societal problems with a passion to innovate.

PEO2   Exhibit the value-based leadership attributes and entrepreneurial competencies for integrating the core values for sustainable development.

PEO3   Involve and engage in lifelong learning for professional development.

PROGRAM OUTCOMES (POs)

The Post Graduate Students will be able to:

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

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

PO3   Develop value-based leadership abilities.

PO4   Understand, analyze, and communicate global, economic, legal and ethical aspects of business.

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

PO6   Develop entrepreneurial mindset and promote innovation in business enterprises.

PO7   Synthesize ethical behaviour and social responsibility in managerial decision making.

PO8   Integrate the academic learning and research skills for career planning and development.

PROGRAM SPECIFIC OUTCOMES (PSOs)

The Post Graduate students will be able to:

**PSO1**   Apply the conceptual and quantitative knowledge to analyse the financial behavior and to make optimal decisions.

PSO2   Demonstrate the critical thinking skills in key functional areas of Human Resource to create organizational leaders.

PSO3   Develop the ability to apply marketing strategies in promoting products and services to the prospects in the competitive landscape.

Credit Distribution of MBA
(Autonomous-2022)

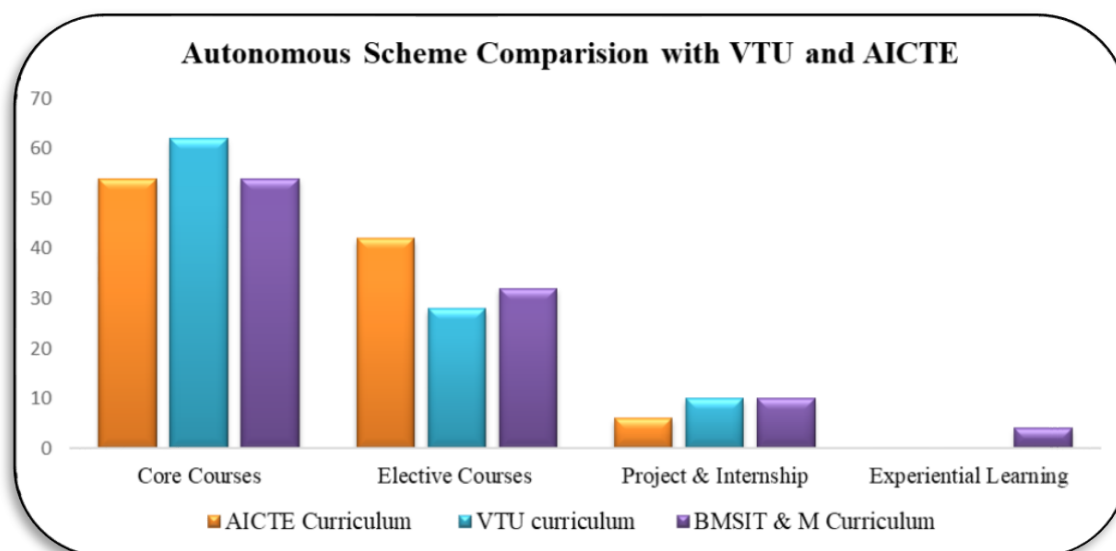| Semester	PCC	PEC	IN	PW	EXP	Total Credits
I	23	-	-	-	2	25
II	23	-	-	-	2	25
III	6	16	4	-	-	26
IV	6	12	-	6	-	24
Total	58	28	4	6	4	100
PCC: Professional Core Courses; **PEC**: Professional Electives Courses IN: Internship; **PW:** Project Work; **EXP:** Experiential Learning						

CREDIT DISTRIBUTION MBA
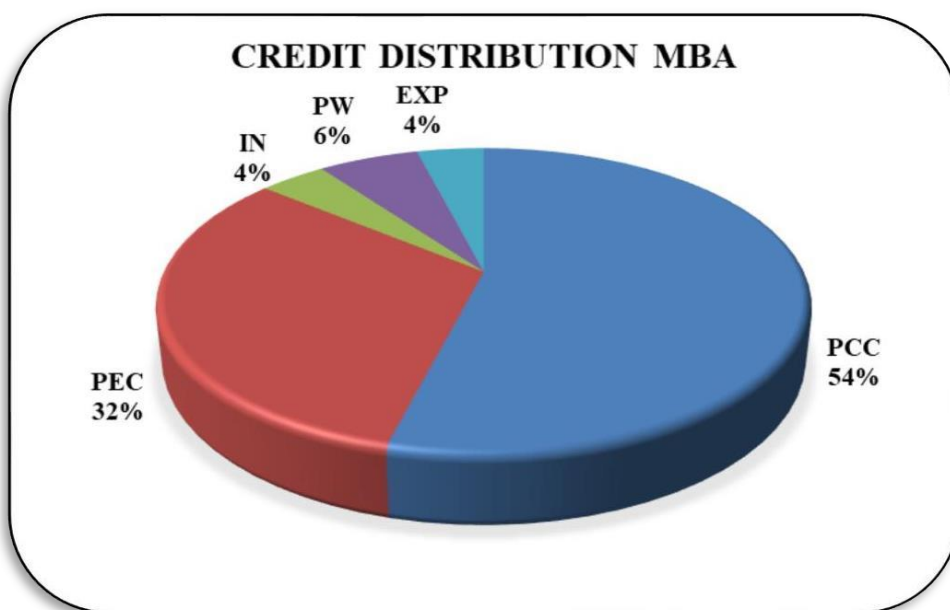
Comparison of syllabus with AICTE model curriculum and VTU

Sl. No	Curriculum Components	AICTE Curriculum	VTU Curriculum	BMSIT & M Curriculum
1	Core Courses	54	62	58
2	Elective Courses	42	28	28
3	Project & Internship	6	10	10
5	Experiential Learning	-	-	4
6	Societal Project	-	Included	Included

BMS INSTITUTE OF TECHNOLOGY AND MANAGEMENT

(Autonomous Institute affiliated to VTU)

Scheme of Teaching and Examination: Effective from AY 2022 – 23

Choice Based Credit System (CBCS)

PG PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA) — **SEMESTER: I**

Sl. No	Course Category	Course Code	Course Title	Teaching Hours /Week			Credits	Examination			
				L	T	P		Duration in Hours	CIE Marks	SEE Marks	Total Marks
1	PCC	22MBA1C1	Management & Organizational Behaviour	4	0	0	4	3	50	50	100
2	PCC	22MBA1C2	Managerial Economics	4	0	0	4	3	50	50	100
3	PCC	22MBA1C3	Accounting for Managers	3	2	0	4	3	50	50	100
4	PCC	22MBA1C4	Marketing Management	4	0	0	4	3	50	50	100
5	PCC	22MBA1C5	Business Analytics and Statistics	3	2	0	4	3	50	50	100
6	PCC	22MBA1C6	Managerial Communication	3	0	0	3	3	50	50	100
7	EXP	22MBA1C7	Design Thinking and Innovation	1	0	2	2	-	50	50	100
			TOTAL	22	4	2	25		350	350	700

Note: PCC: Professional Core Course; EXP: Experiential Learning; Program Practical /Field Work / Assignment are part of contact hours.

Program Structure

II Semester- Total Credits 25 credits

BMS INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(Autonomous Institute affiliated to VTU)
Scheme of Teaching and Examination: Effective from AY 2022 – 23
Choice Based Credit System (CBCS)

PG PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER: II

Sl. No	Course Category	Course Code	Course Title	Teaching Hours /Week			Credits	Duration in Hours	CIE Marks	SEE Marks	Total Marks
				L	T	P					
1	PCC	22MBA2C1	Research Methodology and IPR	4	0	0	4	3	50	50	100
2	PCC	22MBA2C2	Financial Management	3	2	0	4	3	50	50	100
3	PCC	22MBA2C3	Human Resource Management	4	0	0	4	3	50	50	100
4	PCC	22MBA2C4	Operations Research	3	2	0	4	3	50	50	100
5	PCC	22MBA2C5	Strategic Management	4	0	0	4	3	50	50	100
6	PCC	22MBA2C6	Business, Government and Society	3	0	0	3	3	50	50	100
7	EXP	22MBA2C7	Business Plan	1	0	2	2	-	50	50	100
8	SEC	22MBA2C8	Societal Project [Mandatory course (Non-Credit)]	0	0	0	0	-	50	-	50
			TOTAL	22	4	2	25		400	350	750

Note: PCC: Professional Core Course; EXP: Experiential Learning; SEC: Skill Enhanced Course; Program Practical /Field Work / Assignment are part of contact hours.

BMS INSTITUTE OF TECHNOLOGY AND MANAGEMENT

(Autonomous Institute affiliated to VTU)

Scheme of Teaching and Examination: Effective from AY 2022 – 23

Choice Based Credit System (CBCS)

	PG PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)							SEMESTER: III			
Sl.no	**Course Category**	**Course Code**	**Course Title**	**Teaching Hours/Work**			**Credits**	**Examination**			
				L	**T**	**P**		**Duration in Hours**	**CIE Marks**	**SEE Marks**	**Total**
1	PCC	22MBA3C1	Entrepreneurship & Startup Management	3	0	0	3	3	50	50	100
2	PCC	22MBA3C2	Information Technology for Managers	3	0	0	3	3	50	50	100
3	EXP	22MBA3C3	Internship	0	0	4	4	-	50	50	100
Electives*											
4	PEC		Electives 1	4	0	0	4	3	50	50	100
5	PEC		Electives 2	4	0	0	4	3	50	50	100
6	PEC		Electives 3	4	0	0	4	3	50	50	100
7	PEC		Electives 4	4	0	0	4	3	50	50	100
			Total	26	0	4	26				
Finance Electives											
8	PEC	22MBA3F1	Security Analysis and Portfolio Management (D)	4	0	0	4	3	50	50	100
9	PEC	22MBA3F2	Direct Taxation (D)	4	0	0	4	3	50	50	100
10	PEC	22MBA3F3	Merges Acquisitions & Corporate Restructuring	4	0	0	4	3	50	50	100
11	PEC	22MBA3F4	Strategic Cost Management	4	0	0	4	3	50	50	100

			Marketing Electives							
12	PEC	22MBA3M1	Sales and Retail Management(D)	4	0	0	4	3	50	50	100
13	PEC	22MBA3M2	Digital & Social Media marketing (D)	4	0	0	4	3	50	50	100
14	PEC	22MBA3M3	Consumer Behavior	4	0	0	4	3	50	50	100
15	PEC	22MBA3M4	Rural marketing	4	0	0	4	3	50	50	100
			HR Electives							
16	PEC	22MBA3H1	Recruitment And Selection (D)	4	0	0	4	3	50	50	100
17	PEC	22MBA3H2	Strategic Talent Management (D)	4	0	0	4	3	50	50	100
18	PEC	22MBA3H3	Organizational Change and Development	4	0	0	4	3	50	50	100
19	PEC	22MBA3H4	Industrial Relations and Legislations	4	0	0	4	3	50	50	100
			Business Analytics Electives							
20	PEC	22MBA3B1	Introduction to Python, Data andControl Systems (D)	3	0	2	4	3	50	50	100
21	PEC	22MBA3B2	Exploratory Data Analysis for Business (D)	4	0	0	4	3	50	50	100
22	PEC	22MBA3B3	Business Analytics and Intelligence	4	0	0	4	3	50	50	100
23	PEC	22MBA3B4	Marketing, Web and Social MediaAnalytics	4	0	0	4	3	50	50	100

Note: PCC: Professional Core Course; PEC: Professional Elective Course; IN: Internship

*Dual Specialization: Students can choose any 2 electives. In each elective students should choose any 2 subjects in the bucket of 4 subjects.
Internship report will be submitted as per the VTU guidelines and format.

Program Structure

IV Semester- Total Credits 24 credits

BMS INSTITUTE OF TECHNOLOGY AND MANAGEMENT

(Autonomous Institute affiliated to VTU)

Scheme of Teaching and Examination: Effective from AY 2022 – 23

Choice Based Credit System (CBCS)

PG PROGRAM: MASTER OFBUSINESSADMINISTRATION (MBA)   **SEMESTER: IV**

Sl.no	Course Category	Course Code	Course Title	Teaching Hours/Work L	T	P	Credits	Examination Duration in Hours	CIE Marks	SEE Marks	Total
1	PCC	22MBA4C1	Logistics And Supply Chain Management	3	0	0	3	3	50	50	100
2	PCC	22MBA4C2	International Business	3	0	0	3	3	50	50	100
3	EXP	22MBA4C3	Project	0	0	12	6	-	50	50	100
Electives*											
4	PEC		Electives 1	3	0	0	3	3	50	50	100
5	PEC		Electives 2	3	0	0	3	3	50	50	100
6	PEC		Electives 3	3	0	0	3	3	50	50	100
7	PEC		Electives 4	3	0	0	3	3	50	50	100
			Total	24	0	12	24				
Finance Electives											
8	PEC	22MBA4F1	International Financial Management (D)	3	0	0	3	3	50	50	100
9	PEC	22MBA4F2	Financial Derivatives (D)	3	0	0	3	3	50	50	100
10	PEC	22MBA4F3	Merchant Banking & Financial Services	3	0	0	3	3	50	50	100
11	PEC	22MBA4F4	Indirect Taxation	3	0	0	3	3	50	50	100

			Marketing Electives							
12	PEC	22MBA4M1	Integrated Marketing Communications (D)	3	0	0	3	3	50	50	100
13	PEC	22MBA4M2	Strategic Brand Management (D)	3	0	0	3	3	50	50	100
14	PEC	22MBA4M3	Services Marketing	3	0	0	3	3	50	50	100
15	PEC	22MBA4M4	Business Marketing	3	0	0	3	3	50	50	100
			HR Electives							
16	PEC	22MBA4H1	Compensation & Reward Management (D)	3	0	0	3	3	50	50	100
17	PEC	22MBA4H2	Global HRM (D)	3	0	0	3	3	50	50	100
18	PEC	22MBA4H3	Conflict & Negotiation Management	3	0	0	3	3	50	50	100
19	PEC	22MBA4H4	Personal Growth and Interpersonal Effectiveness	3	0	0	3	3	50	50	100
			Business Analytics Electives							
20	PEC	22MBA4B1	Machine learning (D)	3	0	0	3	3	50	50	100
21	PEC	22MBA4B2	HR Analytics (D)	3	0	0	3	3	50	50	100
22	PEC	22MBA4B3	Big Data	3	0	0	3	3	50	50	100
23	PEC	22MBA4B4	Financial Analytics	3	0	0	3	3	50	50	100

Note: PCC: Professional Core Course; PEC: Professional Elective Course; PW: Project Work

*Dual Specialization: Students can choose any 2 electives. In each elective students should choose any 2 subjects in the bucket of 4 subjects.
Project report will be submitted as per the VTU guidelines and format.

COURSE GUIDELINES

1. Credited Theory Courses with Lecture Component only

- 1 Lecture Hour per week will be equal to 1 Credit
- 1 Credit will have a course content of 13 hours.
- 85% Attendance is mandated to qualify to appear for SEE.
- Case Based Teaching Learning Process will be adopted based on the course contents as required.
- Course Assignments will be given for all courses.

2. Credited Theory Courses with Lecture and Tutorial Components

- 1 Lecture Hour per week will be equal to 1 Credit
- 1 Credit will have a course content of 13 hours.
- 2 Tutorial Hours per week will be equal to 1 credit.
- 85% Attendance is mandated to qualify to appear for SEE.
- Case Based Teaching Learning Process will be adopted based on the course contents as required.
- Course Assignments will be given related to self-study components.

3. Credited Theory Courses with Lecture and Practical Components

- 1 Lecture Hour per week will be equal to 1 Credit
- 1 Credit will have a course content of 13 hours.
- 2 Practical Hours per week will be equal to 1 credit.
- 85% Attendance is mandated to qualify to appear for SEE.
- Case Based Teaching Learning Process will be adopted based on the course contents as required.
- Course Assignments will be given related to self-study components.

COURSE ASSESSMENT AND EVALUATION

1. Minimum 50% Marks in CIE is mandated for Qualifying for SEE
2. Minimum 40% Marks in SEE is mandated for qualifying but an overall aggregate (CIE+SEE) of 50% is mandated for Pass/Grading
3. Only Credited Courses will be considered for Grading.
4. 50:50 weightage for CIE: SEE.

1. Credited Theory Courses with Lecture Component only

Theory	AAT	Total CIE	Total SEE	Total Marks Grading
Test	Course Assignments/Seminars/Quiz/Viva Voce/Case Discussion			
25 Marks	25 Marks	50 Marks	50 Marks	100 Marks

CIE

a. 3 tests will be conducted. Each test will be for 50 marks and the average will be converted to 25 marks.
b. The Question paper format will be the same as that of SEE.

SEE

a. SEE will be conducted for 100 marks and then converted to 50 marks.

2. Mandatory Courses (Non-Credit)

Theory/Practical	Total CIE
Test/Viva Voce/Seminar	
50 Marks	50 Marks

a. Assessment and Evaluation based only on CIE.
b. CIE – The test/Viva Voce/Seminar would be conducted for 50 marks.
c. A pass is required for the award of a degree.

3. Design Thinking and Innovation

Evaluation Pattern

Internal Evaluation (Report) – CIE	Viva Voce Examination – SEE			Total Marks
	Internal	**External**	**Average**	
50 Marks	**50 Marks**	**50 Marks**	**50 Marks**	**100 Marks**

Rubrics for CIE: Presentation & Report 50 Marks

Parameter (50 Marks)	Poor (1-5)	Average (6-8)	Outstanding (9-10)
Introduction and problem identification (10 Marks)	The problem identification is not coherently done and doesn't display the understanding in the report	The problem identification is done coherently, and understanding is reasonably displayed in the report	The problem identification is very coherently done and clearly understood from the report
Pitching the idea with research framework (10 Marks)	Idea is not considered from research framework	Idea is reasonable consideration of research framework	Idea is according to the research framework
Proposing the prototype (10 Marks)	The prototype is poorly selected and exhibited in report	The prototype is reasonably appealing and exhibited in the Report	The prototype is excellent and clearly exhibited in the report
Commercialization plan & sustainability of the proposed prototype (10 Marks)	The plan considered poor clarity in commercialization & sustainability of prototype	The plan considered reasonable clarity in commercialization & sustainability of prototype	The plan considered excellent clarity in commercialization & sustainability of prototype
Originality (10 Marks)	> 40% plagiarism in the first draft report	> 20-40% plagiarism in the first draft report	< 20% plagiarism in the first draft report

Viva Voce Marks: 50 marks- Internal Examiner, 50 marks- External Examiner. Average: 50 marks

Parameter (50 Marks)	Poor (1-5)	Average (6-8)	Outstanding (9-10)
Content/Knowledge (10)	The content is not coherently done and doesn't display the understanding in the viva	The content is done coherently, and understanding is reasonably displayed in the viva	The content is very coherently done and clearly understood from the viva
Communication (10)	Communication is not up to the mark	Communication is reasonable	Excellent communication
Confidence/ Body language (10)	Lack of confidence and improper body language	Confidence level is moderate and reasonable body language exhibited	Highly confident and good body language exhibited
Question and Answers (10)	Unable to answer many queries	Answered some queries and clarity was lacking	Answered all queries with clarity
Overall impression (10)	Can be improved	Reasonable impression created	Very good impression created

4. Business Plan

Evaluation Pattern

Internal Evaluation (Report) – CIE	Viva Voce Examination – SEE			Total Marks
	Internal	External	Average	
50 Marks	**50 Marks**	**50 Marks**	**50 Marks**	**100 Marks**

Rubrics for CIE: Presentation & Report 50 Marks

Parameter (50 Marks)	Poor (1-5)	Average (6-8)	Outstanding (9-10)
Executive Summary (10 Marks)	Poorly summarized in report	Moderately summarized in Report	Excellent summary in report
Product or Service to be Offered. (10 Marks)	Inappropriate product or service offered in report	Fairly appropriate product or service offered in report	Appropriate product or service offered in report
Market Opportunity and Marketing/Sales (10 Marks)	The market opportunity is poorly exhibited in report	The market opportunity is reasonably. exhibited in the report	The market opportunity is excellently. exhibited in the report
Structure & Operational Plan (10 Marks)	The plan considered poor clarity in operations	The plan considered reasonable clarity in operations	The plan considered excellent clarity in operations
Financials, Risks and Sensitivities Projection (10 Marks)	Poor projection of financial, risk and sensitivities in report	Moderate projection of financial, risk and sensitivities in report	Excellent projection of financial, risk and sensitivities in report

Viva Voce Marks: 50 marks- Internal Examiner, 50 marks- External Examiner. Average: 50 marks

Parameter (50 marks)	Poor (1-5)	Average (6-8)	Outstanding (9-10)
Presentation Skills (10 Marks)	The content is not coherently done and doesn't display the understanding in the viva	The content is done coherently, and understanding is reasonably displayed in the viva	The content is very coherently done and clearly understood from the viva
Industry Analysis & Organization Formulation (10 Marks)	Analysis & formulation is not up to the mark	Analysis & formulation is reasonable	Excellent analysis & formulation
Product or Service Commercialization Plan (10 Marks)	Unrealistic commercialization plan	Fairly realistic commercialization plan	Realistic commercialization plan
Operational & Financial Feasibility (10 Marks)	Lack of feasibility on operational & financial aspects	Fairly feasible operational & financial aspects	Excellent feasible operational & financial aspects
Viability of the Business Proposal (10 Marks)	Business proposal is not viable	Fairly viable business proposal	Excellent viability of business plan

5. Societal Project

Evaluation Pattern

Internal Evaluation (Report) – CIE	Total Marks
50 marks	**50**

Rubrics for CIE: Presentation & Report 50 Marks

Parameter (50 Marks)	Poor (1-5)	Average (6-8)	Outstanding (9-10)
Social problem identification (10 Marks)	The social problem identification is not coherently done	The social problem identification is done coherently	The social problem identification is very coherently done
Problem & solution framework (10 Marks)	Poorly designed framework	Reasonable consideration of framework	Excellent framework
Creativity in solving social problem (10 Marks)	Lack of creativity in solving social problem	Moderate creativity in solving social problem	Highly creative in solving social problem
Feasibility of proposed solution (10 Marks)	The solution considered poorly feasible	The solution considered fairly feasible	The solution considered highly feasible
Real time solution adoptability (10 Marks)	Unrealistic solution	Fairly realistic solution	Highly adoptable solution

SEE - Question Paper Pattern*

Semester End Examination - MBA Degree Examination

Course Code:	Course Name:	Max Marks - 100
Credits:	L-T-P	Exam duration – 3 Hours

GENERAL:

    a. The students will have to answer 4 full questions out of 7 questions in PART - A

    b. PART - B will be compulsory.

    c. All questions carry equal marks (20 marks)

    d. Questions to be framed from all the Modules.

PART - A

    a. Every question will have 3 sub questions for 3 marks, 7 marks and 10 marksrespectively.

    b. Among the three sub questions, 3 marks should be a direct question, whereas 7- or 10-marks question must be an application-oriented question.

    c. The three sub questions should be a **mix of all modules** with due weightage given to modules which covered for **more number of hours**.

PART - B

    a. Case Study must be relevant to the subject and can be addressed to a problem fromany module of the respective subject/from the module specified in the syllabus.

    b. It can have 3 to 4 sub questions depending on the complexity of the case.

* Question Paper Pattern may change as per the VTU regulations and expert's feedback.

ENTREPRENEURSHIP AND STARTUP MANAGEMENT

Course Code	22MBA3C1	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:0:0	SEE Marks	50
Total Number of Contact Hours	40	Total Marks	100
Credits	03	Exam Hours	03

Course Objectives:

This course will enable students:

1. To impart the skills needed to manage databases of large-scale organizations, techniques for data mining.

2. To become familiar with the processes needed to develop, report, and analyse business data.

3. To provide a comprehensive introduction to various visualization techniques.

4. To focus on solving problems around Data Processing and Analysis

5. To provide a comprehensive introduction to various visualization techniques.

6. To focus on solving problems around Data Processing and Analysis

Module – 1 (8 hours)

Entrepreneur: Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Characteristics and Skills of Entrepreneurship, Concepts of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship

Module – 2 (8 hours)

Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture, Entrepreneurial Mobility, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs. Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility

Module – 3 (8 hours)

Role of Government in promoting Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centres (DIC), Small Industries 59 | P a g e Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Financial Support System: Forms of Financial support, Long t e r m and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions

Module – 4 (8 hours)

Family Business: Importance of family business, Types, History, Responsibilities, and rights of shareholders of a family business, Succession in family business, Pitfalls of the family business. Women Entrepreneurship: Meaning, Characteristic features, Developing Women Entrepreneurship in India. International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, Stages of economic development, Entrepreneurship entry into international business, exporting, direct foreign investment, barriers to international trade.

Module – 5 (8 hours)

Start up: Start up definition, Difference between Start up Founder and Entrepreneur, Start-up Ideas, Different types of Start-ups, Business Incubator, How does a Business Incubator work, Role of Business Incubator, Accelerator v/s Incubators, Co-working space, Leading business

incubators and accelerators in India, (How to build start-up companies), Procedure for registering a Start-up Company in India, Sources of Finance for start-up, Government Schemes for Start-ups, Legal issues concerned to start-ups, Start-up Marketing

Practical Components:

- Discuss the characteristics and strategies adopted by new age modern entrepreneurs/ Unicorns/startups who changed the market scenario with their innovations (minimum 5 entrepreneurs)
- Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
- Interview a local entrepreneur to find out his/her major motivations to start a business, which of the skills and characteristics do you find in the entrepreneur?
- Study a local for-profit business and try to list out the positive social impact of the business.
- Visit a trade show and try to compare the marketing activities of various stalls in that show, make a list of good practices you come across in the show.

MOOC:

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

Course outcomes:
The students will be able to:

CO1:	Demonstration the keen interest and orientation towards entrepreneurship, entrepreneurship by learning concepts of Entrepreneurship.
CO2:	Identify the necessary competencies of Entrepreneurship.
CO3:	Discuss the various sources of funding and institutions supporting entrepreneurs.
CO4:	Identify the importance of role of family business in developing Entrepreneurship.
CO5:	Explain the factors affecting start-ups and requirements of building a successful start-up.

Question paper pattern:
  a. The students will have to answer 4 full questions out of 7 questions in PART – A
  b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
  c. PART - B will be compulsory (Case study).
  d. All questions carry equal marks (20 marks)
  e. Questions to be framed from all the Modules.

Textbooks

1.	The Dynamics of Entrepreneurial Development and Management, Vasant Desai, Himalaya Publishing House, 2010.
2.	Entrepreneurship: Creating and Leading an Entrepreneurial Organization by Arya Kumar, Pearson Education, 1/e 2012
3.	Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016. 5.

References

1.	Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017

| 2. | Management and Entrepreneurship Development, Sudha G. S, Indus Valley Publication, 2009 |

INFORMATION TECHNOLOGY FOR MANAGERS

Course Code	22MBA3C2	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:0:0	SEE Marks	50
Total Number of Contact Hours	40	Total Marks	100
Credits	03	Exam Hours	03

Course Objectives:

This course will enable students to:

1. To make students understand the concept of information technology's importance in today's corporate world.

2. To create awareness about various Applications and emerging technologies available and their usages for excel the service in corporate sector.

3. To create awareness about role of MIS and its contributions to Corporate

4. To make students understand Role of Computers/Social science software contributions.

Module – 1 (7 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 SupportSystem (DSS) and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS), Ethical Issues in Information systems.

Module – 3 (7 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)

Information Technology Infrastructure: Introduction, data processing, transaction processing, application Processing ,information system processing, TQM of IS, introduction network, network topology and network security, data communication, Data & Client 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 – 5 (12 hours)

Application of MIS in Manufacturing & Service Sector and Emerging Exponential Technologies in Business Decision Making: Introduction- Personnel Management,Financial Management, Production Management, Raw Materials Management, Marketing Management. Introduction to Service Sector, Creating a distinctive service, MISApplications in Airlines, Hotel, Hospital, Banking, Insurance.

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).

Practical Components:

- 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.

MOOC:

- https://www.mooc-list.com/course/introduction-management-information-systems-mis-survival-guide-edx-0

Course outcomes:

The students will be able to:

CO1:	Develop insights into technology and investigate its impact on Business.
CO2:	Understand Various Measures of Technology available in corporate world.
CO3:	Illustrate the requirements of system development and implementation at organizations
CO4:	Analyse the infrastructure of information technology and its impact on IT systems
CO5:	Apply the concepts of MIS in business decision making through emerging Technologies.

Question paper pattern:

a. The students will have to answer 4 full questions out of 7 questions in PART – A
b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
c. PART - B will be compulsory (Case study).
d. All questions carry equal marks (20 marks)
e. Questions to be framed from all the Modules.

Textbooks

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.

References

1.	Introduction to Information System, James A. O' Brien, Tata McGraw Hill, 12th Edition, 2007.
2.	Management Information Systems, Iffy Oz, Thomson Course Technology, 3/e, 2003.
3.	Management Information System, CSV Murthy, HPH, 3/e.

GUIDELINES FOR INTERNSHIP 22MBA3C3
(BETWEEN 2nd AND 3rd SEMESTER MBA)

INTERNSHIP

Course Code	22MBA3C3	CIE Marks	50
Teaching Hours/Week (L:T:P)	0:0:8	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 workplace 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 22MBA3C3 and shall be compulsory for all the students.
- No two students at 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. Students 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 centers 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 Centers. 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 professionals, 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 to the Organisation & Industry.

Chapter 2: Organization Profile
- i. Background,
- 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 22MBA3C3

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: 22MBA3C3 and Course Title: Internship

Sl.No.	Aspects	Marks
1	Introduction and Understanding the Industry	5
2	Understanding the Corporate Functions/Company profile	10
3	McKinsey'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   **Signature of External Examiner**
Name and Designation with affiliation   **Name and Designation with affiliation**

Finance Electives

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code	22MBA3F1	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Total Marks	100
Credits	04	Exam Hours	03

Course Objectives:

The objective of the course is to provide knowledge on various investment avenues, secondary market operations and valuation of securities along with portfolio construction and evaluation.

In detail:
1. To inculcate the knowledge about investment process and financial markets
2. To understand the concept of risk, return, its calculation, and valuation of securities
3. To inculcate knowledge about fundamental analysis and technical analysis and usage of charts for investment.
4. To acquaint knowledge about portfolio construction & evaluation and mutual fund evaluation
5. To appraise the students on the leading practical application-oriented case studies – relevant and updated and doing case study analysis & arriving at conclusions facilitating business decisions

Module – 1 (8 hours)

Investment: Concepts of investment, attributes, forms of investment, Objectives of financial investment, Sources of investment information. Features of a good investment, Investment Process. Economic vs. Financial Investment, Investment and speculation.

Securities Market: Primary Market - Factors to be considered to enter the primary market, Secondary Market- Major Players in the secondary market, Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India.

Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges. (Calculations)

Module – 2 (12 hours)

Analysis of Risk and Return: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns. Portfolio Risk and Return: Expected returns of a portfolio, Calculation of risk and return of individual security and portfolio with 2 assets and more than 2 assets.

Valuation of Securities: Bond Valuation: meaning, features and types of bonds, Bond pricing theorems, bond valuation, duration of bond and immunization of interest risk, determination of yield curves. Equity shares: Concept, Valuation, Dividend Valuation models and CAPM Preference Shares: Concept, Features, Yields.

Module – 3 (10 hours)

Fundamental Analysis: Concept of intrinsic value, Objectives, and beliefs of fundamental analysts, EIC framework. Economic analysis, Industry Analysis and Company Analysis.

Technical Analysis: Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators –Moving averages, ROC, RSI, Market Indicators.

Market Efficiency and Behavioural Finance: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Behavioural Finance –Meaning and biases.

Module – 4 (10 hours)

Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. Beta Measurement and Sharpe Single Index Model

Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Sharpe's Optimum Portfolio Construction

Module – 5 (10 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

Practical Components:

- 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.

MOOC:

- Investment Management – www.springboard.com/udemuy/goldman-sachs
- Indicative course assignment: Mock investment game
- https://www.digimat.in/nptel/courses/video/110105035/L01.html

Course outcomes:

The students will be able to:

CO1:	Understand the capital market and various Instruments avenues in financial market
CO2:	Assess the risk and return of various securities.
CO3:	Demonstrate the use of fundamental analysis and technical analysis in evaluating. Stock market investments.
CO4:	Apply the concept of CAPM and MPT while constructing optimal portfolio.
CO5:	Analyse the performance of mutual funds and evaluate portfolio strategies.

Question paper pattern:

a) The students will have to answer 4 full questions out of 7 questions in PART – A
b) PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
c) PART - B will be compulsory (Case study).
d) All questions carry equal marks (20 marks)
e) Questions to be framed from all the Modules.
f) Question paper consists of 60% problem & 40% theory.

Textbooks	
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.
References	
1.	Investments –Zvi Bodie, Kane, Marcus & Mohanty, TMH, 8th Edition, 2010.
2.	Investment management (Security Analysis and & Portfolio Management), Bhalla V.K., Vikas Publications, 19/e, 2018.

DIRECT TAXATION

Course Code	22MBA3F2	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Total Marks	100
Credits	04	Exam Hours	03

Course Objectives: The objective of the course is to educate students about the provisions and procedures of income tax act in determining the tax liability of individual, firms and companies and provisions and procedures under central excise, customs, VAT in determining the indirect taxes liability of business organizations.

In detail

1. To make students understand the basic concepts of income tax such as residential status and tax incidence.
2. To make students understand the income tax provisions involved in determination of income from salary, business, and profession.
3. To help students understand the determination of tax liability of partnership firms and companies.
4. To make students understand the provisions of indirect taxes in determining GST.
5. To help students in application of theoretical concepts to practical situations involving several cases.

Module – 1 (12 hours)

Basic concepts: assessment year, previous year, person, assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status, receipt and accrual of income, connotation of income deemed to accrue or arise in India, incidence of tax, Tax Planning, Tax Evasion, Tax Management, Incomes which do not form part of Total Income (Sec.10). (Problems on residential Status of Individual assessee).

Module – 2 (14 hours)

Income from salary: Introduction, Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, Death cum Retirement benefits, Deductions against Salary. Income from House Property (Theory Only). (Problems on salary Income).

Module – 3 (12 hours)

Income from Business or Profession: Basis of charge- method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation (Both Theory & Problems). (Problems on computation of income from business/ profession).

Module – 4 (6 hours)

Income under capital gain: Basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains. Income from Other Sources (Theory Only). (Problems on computation of Income from capital gain).

Permissible deductions under section 80C to 80U, computation of tax liability of Individuals. Setoff and carry forward of losses (Theory only). (Problems on Computation of taxable Income and tax liability of Individuals). Income Tax provisions relating to TDS, TCS. Income Tax E-Filing.

Module – 5 (6 hours)

Assessment of Company – Introduction to Corporate Computation of taxable income of a company with special reference to MAT (Problems on MAT)

Practical Components:

- Calculation of Taxable income and tax liability using Excel.
- Encouraging the students to register as tax return preparers.
- Students can be exposed to filing of tax returns of Individual assesses.

MOOC:

- https://onlinecourses.swayam2.ac.in/cec21_cm02/preview
- https://www.mooc-list.com/tags/taxation

Course outcomes:

The students will be able to:

CO1:	Understand the basic concepts of taxation system and apply the resident status & incidence of tax on real word situation.
CO2:	Understand and computation of taxable salary income
CO3:	Understand and apply the provisions of business/profession income while computation of individual tax liability.
CO4:	Assess the provisions of capital gain and apply the deductions available while computing Income Tax.
CO5:	Evaluate Company's Tax liability in India context.

Question paper pattern:

a. The students will have to answer 4 full questions out of 7 questions in PART – A
b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
c. PART - B will be compulsory (Case study).
d. All questions carry equal marks (20 marks)
e. Questions to be framed from all the Modules.

Textbooks

1.	Vinod Singhania- Students Guide to Income Tax – Assessment year 2022-23 Taxman Publications, 2020
2.	V S Datey – Indirect Taxes –Assessment year 2022-23 Taxman Publications,2020

References

1.	Vinod Singhania –Direct Taxes –Taxman Publications,2020
2.	Mehrotra- Direct Tax –Sahitya Bhavan,2020

MERGERS ACQUISITIONS AND CORPORATE RESTRUCTURING

Course Code	22MBA3F3	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Total Marks	100
Credits	04	Exam Hours	03

Course Objectives:

This course will enable students to:

1. To impart knowledge on theories and rationale of corporate restructuring.
2. To explain and critically evaluate M & A with its different classifications, strategies, theories, synergy etc.
3. To evaluate the financial forms of M & A.
4. To understand the HR & legal aspects of M & A.
5. To use appropriate defensive strategies against hostile takeovers.

Module – 1 (10 hours)

Mergers and Acquisitions (M&A): Introduction of M & A, Meaning-types of mergers–Merger Motives-Theories of Mergers, Reasons for failures of M & A synergy-types of synergy–value creation in M&A, Mergers and industry life cycle, Product life cycle analysis, Strategic approaches to M&A- SWOT analysis, BCG matrix, Porter's Five forces model. (Theory).

Module – 2 (10 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).

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. (Theory).

Module – 3 (10 hours)

Financial Evaluation of M & A valuation approaches – discounted cash flow valuation – relative valuation – valuing operating and financial synergy – valuing corporate control. Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision. (Theory and Problems).

Module – 4 (10 hours)

Accounting aspects of Amalgamation: Types of amalgamations (Amalgamation in the nature of merger and amalgamation in the nature of purchase)-Methods of Accounting-Pooling of interest method and Purchase method)–Calculation of purchase consideration-Journal entries in the books of transferor & transferee company-Ledger accounts in the books of transferor and transferee companies. (Theory and Problems).

Module – 5 (10 hours)

Acquisitions/Takeovers & Post acquisition integration: Meaning and types of acquisition/takeovers (Friendly and Hostile takeovers)-Anti-takeover strategies-Anti-takeover amendments- SEBI takeover code, Provisions of Competition Act. Post acquisition integration: Organization and human aspect of post-acquisition –Stages in the integration process (Theory).

Practical Components:

- 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:
- Nature of the deal: merger, amalgamation, acquisition, takeover, OR any program of corporate restructuring Valuation/Financials involved in the deal.
- Synergies/benefits likely to emerge from the deal.
- Challenges/Impact/Problems-associated with the deal

MOOC:

- 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-mamaking-the-deal-work-strategy.pdf
- https://corporatefinanceinstitute.com/resources/knowledge/deals/motives-for-mergers/

Course outcomes:

The students will be able to:

CO1:	Understand M&A with its different types ,strategies, theories and synergy.
CO2:	Understand and appreciate the corporate restructuring approaches and merger process in real time scenario.
CO3:	Compute and evaluate the value of the business for M&A decision.
CO4:	Analyse and demonstrate the accounting aspects of amalgamation in mergers.
CO5:	Understand the legal aspects of mergers and types of takeover/acquisitions.

Question paper pattern:

a) The students will have to answer 4 full questions out of 7 questions in PART – A
b) PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
c) PART - B will be compulsory (Case study).
d) All questions carry equal marks (20 marks)
e) Questions to be framed from all the Modules.
f) Question paper consists of 60% problem & 40% theory.

Textbooks

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.
	References
1.	Mergers, Acquisitions and Corporate Restructuring: Text and Cases, Chandrashekar, Krishnamurti & Vishwanath S, Sage Publications, 2/e, 2018.
2.	Mergers, Acquisitions and Takeovers, H.R.Machiraju, New Age International Publishers, 1/e, 2010.

STRATEGIC COST MANAGEMENT

Course Code	22MBA3F4	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Total Marks	100
Credits	04	Exam Hours	03

Course Objective: The objective of the course is to acquaint the students with the use of methods and techniques of costing in effective management control systems of business organization.

1. To make students understand the strategic importance of management accounting and control systems in modern business organization and the process of arriving at cost of a product or service.
2. To make students understand the utility of CVP model in managerial decision making.
3. To help students in understanding the mechanisms involved in preparation of functional and flexible budgets and implications of different pricing policies on profits of the organizations.
4. To make students understand standard costing as a tool for cost control.
5. To help students in application of theoretical concepts to practical situations involving several cases

Module – 1 (14 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. Cost Management for Specific Sectors – Gold, Agriculture, IT sector, Pharma and others.

Responsibility Centres: Revenue and Expense Centres Responsibility Centres, Revenue Centres. (Problems on cost sheet and job order costing).

Module – 2 (12 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 (10 hours)

Cost-volume – profit (CVP) Relationship: Profit planning- behavior of expenses in relation to volume- sensitivity analysis of CVP Model for changes in underlying parameters- assumptions of the CVP Model, Comparison between Marginal costing and Absorption costing, Utility of CVP Model in Management Decision Making.

Module – 4 (10 hours)

Budgetary Control- Objectives of Budgetary control, Functional Budgets, Master Budgets, (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).

Transfer Pricing – Meaning, Principles of Transfer Pricing, Methods of Transfer of Pricing expense Centres, Administrative Centres.

Module – 5 (4 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).

Practical Components:

- The student can choose any product and get details about the actual cost of material, wages and other costs and prepare a cost statement.
- Standard cost of each component must 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 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).

MOOC:

- 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-estimatingand-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

Course outcomes:

The students will be able to:

CO1:	Understand and appreciate cost management in modern business entities and determine the cost of a product or service.
CO2:	Understand the overheads and activity-based costing concepts and its implications on cost management.
CO3:	Apply the utility of the CVP model and marginal costing in managerial decision making of business.
CO4:	Assess the costing methods such as budgetary control, standard costing and transfer pricing.
CO5:	Understand and appreciate the cost audit, report management & target costing.

Question paper pattern:

a. The students will have to answer 4 full questions out of 7 questions in PART – A
b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
c. PART - B will be compulsory (Case study).
d. All questions carry equal marks (20 marks)

e.	Questions to be framed from all the Modules.
f.	Question paper consists of 60% problem & 40% theory.

Textbooks

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 Textbook of Cost and Management Accounting: Arora M. N, 11th Edition, Vikas.
References	
1.	Managerial Accounting: James Jiambalvo, 4th Edition, Wiley India Pvt. Ltd.
2.	Cost Accounting: Jawaharlal & Seema Srivastava, 4th Edition, TMH

MARKETING ELECTIVES

SALES AND RETAIL MANAGEMENT

Course Code	22MBA3M1	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Total Marks	100
Credits	04	Exam Hours	03

Course Objectives:

This course will enable students to:

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

Module – 1 (8 hours)

Introduction to sales management: Meaning, Evaluation, Importance, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of sales manager. Selling skills & selling strategies: Selling and business Styles, selling skills, situations, Personal Selling: Meaning and definition, selling process, sales presentation, Handling customer objections, Follow-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 (12 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, FDI in Retail - Problems of Indian Retailing- Ethics in retailing- Current Scenario. Brand Management in retailing, trends in retailing, Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment, and issues in international retailing.

Module – 5 (12 hours)

Setting up Retail organization and Relationship Marketing: 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 Centres, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of modern retails stores.:

Relationship Marketing:

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.

Practical Components:

- Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travel 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:
1. Store arrangement
2. No of brands carried.
3. Pricing policies – are discounts given?
4. 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?
- 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 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.

MOOC:

- https://www.mooc-list.com/course/make-sale-build-launch-and-manage-e-commerce-stores-coursera

Course outcomes:

The students will be able to:

CO1: Understand the selling techniques in an organization.
CO2: Develop a plan for organizing staffing & training the sales force.
CO3: Organize sales territories to maximize selling effectiveness and Evaluate sales management strategies.
CO4: Find out the contemporary retail management issues and strategies and evaluate the recent trends in retailing and its impact in the success of modern business.

CO5:	Understand Relate store management, visual merchandising, and practices for effective retailing.

Question paper pattern:

a. The students will have to answer 4 full questions out of 7 questions in PART – A
b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
c. PART - B will be compulsory (Case study).
d. All questions carry equal marks (20 marks)
e. Questions to be framed from all the Modules.

Textbooks

1.	Sales & Distribution Management: Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press, 2012.
2.	Sales Management by Charles, Futrell, 6/e, Thomson Southwestern, 2003.
3.	Retail Management - Levy & Weitz, TMH, latest edition.

References

1.	Retail Management - Chetan Bajaj, Oxford University press
2.	Retail Management-A Global Perspective: Text and Cases, Dr.Harjit Singh, S.Chand, 2018.
3.	Sales & Retail Management, an Indian perspective by Dr.S.L Gupta, 1/e, Excel Books, 2007.

DIGITAL AND SOCIAL MEDIA MARKETING

Course Code	22MBA3M2	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Total Marks	100
Credits	04	Exam Hours	03

Course Objectives:

This course will enable students to:
1. Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy.
2. Understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media.
3. Learn to develop, evaluate, and execute a comprehensive digital marketing strategy and plan.
4. Learn how to measure digital marketing efforts and calculate ROI.
5. Explore the latest digital ad technologies.

Module – 1 (9 hours)

Digital Marketing Overview and E-Commerce and Payment Gateway: 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.

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.

Module – 2 (9 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 (10 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 (10 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 (12 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.

Practical Components:

- 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 organization/Product •

MOOC:

- https://www.mooc-list.com/course/strategic-brand-management-edx

Course outcomes:

The students will be able to:

CO1:	Illustrate the knowledge about digital marketing strategy and planning and E-commerce.
CO2:	Describe and/or improve a strategy for measuring and improving digital media effectiveness
CO3:	Describe online advertising including ad networks and behavioural targeting for digital advertising.
CO4:	Evaluate Emerging trends in digital marketing.
CO5:	Demonstrate the creation of search engine optimization strategy for own business.

Question paper pattern:

a. The students will have to answer 4 full questions out of 7 questions in PART – A
b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
c. PART - B will be compulsory (Case study).
d. All questions carry equal marks (20 marks)

e.	Questions to be framed from all the Modules.

Textbooks

1.	Marketing 4.0: Moving from Traditional to Digital by P. Kotler. Wiley Publication.
2.	Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, by Damian Ryan and Calvin Jones. Kogan Page Publication, 3rd edition.

References

1.	The Essentials of E-Marketing, 4th edition by Quirk Education (E-Book)

CONSUMER BEHAVIOUR

Course Code	22MBA3M3	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Total Marks	100
Credits	04	Exam Hours	03

Course Objectives:

This course will enable students to:

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

Module – 1 (8 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 (12 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, Neo Freudian 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.

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).

Module – 4 (12 hours)

Persuasive Communication: Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation.

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 – 5 (09 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,

Practical Components:

- 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 out 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.

MOOC:

➕ https://www.mooc-list.com/course/buyer-behaviour-and-analysis-edx

Course outcomes:

The students will be able to:

CO1:	Understand the background and concepts of consumer behaviour.
CO2:	Identify the dynamics of consumer behaviour and the basic factors that influence the consumers decision process.
CO3:	Interpret the behavioural impact through theories and models, apply these concepts to build marketing strategy.
CO4:	Apply and demonstrate social theories to real world marketing situations by profiling and identifying marketing segments.
CO5:	Summarize the CRM Strategies for building relationship marketing.

Question paper pattern:

a. The students will have to answer 4 full questions out of 7 questions in PART – A
b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
c. PART - B will be compulsory (Case study).
d. All questions carry equal marks (20 marks)
e. Questions to be framed from all the Modules.

Textbooks

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

References

1.	Consumer Behaviour in Indian Perspective, Himalaya Publications-latest Edition.
2.	Consumer Behavior, Blackwell and Engel, Cengage Publication, Indian Edition.
3.	Indian Consumers S.C.Mehta – Tata McGraw Hill

RURAL MARKETING

Course Code	22MBA3M4	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Total Marks	100
Credits	04	Exam Hours	03

Course Objectives:

This course will enable students to:

1. Make students understand the fundamental concepts of rural marketing & the environment in which rural marketing system operates.
2. To gain knowledge on consumer buying behavior and influencing factors on consumer buying behavior at rural market and the decision process.
3. To understand the promotional mix in rural markets.
4. To understand premise underlying in rural markets.
5. To comprehend the initiatives and future of rural markets.

Module – 1 (12 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 (8 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 (12 hours)

Innovation in Rural Markets and future of rural marketing: 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.

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 Equipment's, Tractors, Engines, Pump Sets, Marketing of Agricultural products. Online Marketers: Role of Online Marketers, Growth and Challenges.

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.

Practical Components:

- Make students visit a village.
- Demonstrating e-Croupal activities
- Visit a village and undertake 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.

MOOC:

- https://www.mooc-list.com/course/ruralization-creating-new-opportunities-rural-areas-edx

Course outcomes:

The students will be able to:

CO1:	Recognize appropriate Rural marketing objectives
CO2:	Interpret consumer buying behaviour and influencing factors on consumer buying behaviour at rural market and the decision process Appreciate the e-commerce and innovation in Rural marketing.
CO3:	Illustrate the promotional mix in rural markets Rural marketing and marketing strategies.
CO4:	Comprehend the innovation initiatives and future of rural markets Knowledge of premise underlying in rural markets
CO5:	Analyse the initiatives undertaken to facilitate and enrich the rural marketing.

Question paper pattern:

a. The students will have to answer 4 full questions out of 7 questions in PART – A
b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
c. PART - B will be compulsory (Case study).
d. All questions carry equal marks (20 marks)
e. Questions to be framed from all the Modules.

Textbooks

1.	R V Badi, N V Badi, Rural Marketing, 2008, Himalaya Publishing House.
2.	U C Mathur, Rural marketing, Text, and Cases, 2008, excel books
3.	CSG Krishnamacharyulu, Lalitha Ramakrishnan, Cases in Rural marketing, An Integrated Approach, 2006, Pearson Publication.

References

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

HR ELECTIVES

RECRUITMENT AND SELECTION

Course Code	22MBA3H1	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Total Marks	100
Credits	04	Exam Hours	03

Course Learning Objectives:

This course will enable the students.

1. To recite the theories and various steps involved in Recruitment and Selection
2. To describe and explain in her/his own words, the relevance and importance of Recruitment and Selection in the Organization
3. To apply and solve the workplace problems through Recruitment and Selection intervention.
4. To classify and categorize in differentiating between the best method to be adopted by organization related to Recruitment and Selection
5. To compare and contrast different approaches of Recruitment and Selection framework for solving the complex issues and problems.
6. To design and develop an original framework and framework in dealing with the problems in the organization.

Module-1 (11 Hours)

Workforce Planning and Recruitment Analytics:

Concept of Work, Organisation's Work and Jobs; Millennials at the workplace; Key Characteristics of Millennials; Types of Millennials; 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. Unique Recruitment strategies; Biodata and Application Forms; Implications of Using Social Media Content in Hiring Decisions.

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 Iceberg 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. Background Checks; Reference Checks; Pre-employment Testing; Making a Job Offer; Transitioning from Job Candidate to Employee; Induction; Placement.

Module-5 (12 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.

Practical Components:
- 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.

MOOC:
- 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

Course outcomes:

The students will be able to:

CO1: Gain the practical insight of various principles and practices of recruitment and selection.

CO2: Acquire knowledge of latest conceptual framework used in recruitment and selection process and procedure applied in various industries.

CO3: Illustrate the application of recruitment and selection tools and techniques in various sectors.

CO4: Develop a greater understanding about strategies for workforce planning and assessment, analyse the hiring management system followed in various industries.

CO5: Design Job Evaluation methods for new generation jobs.

Question paper pattern:
  a. The students will have to answer 4 full questions out of 7 questions in PART – A
  b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
  c. PART - B will be compulsory (Case study).
  d. All questions carry equal marks (20 marks)
  e. Questions to be framed from all the Modules.

Textbooks	
1.	How to Recruit, Incentives and Retain Millennials., Rohtak, Sage Publications, 2019.
3.	Human Resource Management, R. C. Sharma, Sage Publication, 2019.

4.	Human Resource Management, Amitabha Sengupta, Sage Publication, 2018.
References	
1.	Recruitment and Selection- Strategies for Workforce Planning & Assessment, Carrie A.Picardi, Sage Publication, 2019.

STRATEGIC TALENT MANAGEMENT			
Course Code	22MBA3H2	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Total Marks	100
Credits	04	Exam Hours	03

Course Learning Objectives:

This course will enable the students.

1. To make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization.

2. To develop a conceptual understanding of the management of talents in the competitive environment.

3. To understand how important is to develop and retain the best talents in the industry.
4. To understand the concepts of competency and its usage in evaluating a person's work.
5. To get an idea about different tools in identifying required competencies in a person

Module-1 (9 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   (9 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   (9 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 (14 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.

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-5 (9 Hours)

Measuring Performance, Assessment and Development Centre: performance assessment, diagnosing reasons for performance problems, designing an effective performance management system, sources of errors in performance measurement.

Assessment and Development Centre: concepts , importance and uses of assessmentscentre 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.

Practical Components:

- 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 behavioral event interview to collect data for competency mapping for the position of management professor

MOOC:

- 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-onexcellence.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.

Course outcomes:

The students will be able to:

CO1: Acquire knowledge and the various challenges of acquisition and retention of talents for competitive advantage of the organization.

CO2: Gain insights to develop and retain best talents in the industry.

CO3: Learn the concepts of competency and its usage in evaluating a person's.

CO4: Adhere knowledge in the identified competencies.

CO5: Designing an effective performance management system.

Question paper pattern:

    a. The students will have to answer 4 full questions out of 7 questions in PART – A

    b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.

    c. PART - B will be compulsory (Case study).

    d. All questions carry equal marks (20 marks)

    e. Questions to be framed from all the Modules.

Textbooks

| 1. | Talent Management – Gowri Joshi, Veena Vohra, Cengage Learning, 2018. |
| 2. | Competence at work – Lyle M. Spencer, Signe M. Spencer. John Wiley, 1993. |

References

| 1. | The Talent Management Handbook – Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill. |

ORGANISATIONAL CHANGE AND DEVELOPMENT

Course Code	22MBA3H3	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Total Marks	100
Credits	04	Exam Hours	03

Course Learning Objectives:

This course will enable the students.

1. The student will be able to describe and identify the application of various OC/D framework.

2. The student will be able to describe and explain in her/his own words, the relevance and importance of various OC/D interventions to be adopted in the Organization.

3. The student will be able to apply and improve the workplace effectiveness through various OC/D Intervention

4. The student will be able to classify and categorize different OC/D practices and intervention followed in the Organization.

5. The student will be able to create and reconstruct OC/D intervention and process required to manage the Organization.

6. 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(8 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 Energizing the Need for Change: Organizations 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 (10 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 StakeholderAnalysis; 7) Leverage Analysis and 8) Other Change-Management Tools.

Module-5 (14 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 OD, Ethical Issues of OD. OD Practitioner and Consulting Process**.** OD Intervention.

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

MOOC:
- 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_deveopment

Course outcomes:
The students will be able to:
CO1: Gain conceptual insight of change management models, OD processes and interventions.
CO2: Develop the understanding of OD to apply OD aspects in private and public sectors in India
CO3: Analyse the tools and techniques available to implement changes in the organisation environment.
CO4: Handle the OD interventions by analysing the role of OD consultant.
CO5: Designing OD intervention techniques.

Question paper pattern:
    a.   The students will have to answer 4 full questions out of 7 questions in PART – A

	b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules. c. PART - B will be compulsory (Case study). d. All questions carry equal marks (20 marks) e. Questions to be framed from all the Modules.
Textbooks	
1.	Organisational Change- An Action Oriented Toolkit Gene Deszca, Cynthia Ingols, Tupper F. Cawsey SAGE Publications, Inc 2019
2.	Organisation Development: The process of Leading Organisational Change Donald L. Anderson Sage Publication India Pvt. Ltd. 2/e, 2012
3.	Organisation Development Donald L. Anderson SAGE South Asia 2013
4.	Toolkit for Organisational Change T. F. Cawsey, Gene Deszca SAGE Text 2007
5.	Organisation Development and Organisational Change Donald L. Anderson and Tupper F. Cawsey SAGE Publications 1/e, 2014
References	
1.	Change Management and Organisational Development Ratan Raina SAGE Texts 2018

INDUSTRIAL RELATIONS AND LEGISLATIONS

Course Code	22MBA3H4	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Total Marks	100
Credits	04	Exam Hours	03

Course Objective:

This course will enable the students.

1. To describe and identify the application of Labour Laws regulating Industrial Relations in Organisation
2. To describe and explain in her/his own words, the relevance and importance of Labour Laws and Industrial Relations in Organisation
3. To apply and solve the workplace problems through Labour Laws
4. To classify and categories different Laws and Codes
5. To create and reconstruct Industrial Relations System to be adopted in the Organisation.
6. 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. Worker's 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 (16 hours)

Factory Act 1948, Contract labour Act (Regulation and Abolition) Act 1970, The Payment of Wages Act, 1936 – the Minimum Wages Act, 1948. Industrial Dispute Act1947, 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.

Practical Components:

- 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 reporton 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.

MOOC:

- 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-LectureOnline
- 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-SC-Srivastava-1-pdf
- http://www.gopalancolleges.com/gcem/course-material/mba/hr-subjects/industrialregulations-legislation-14MBAHR301.pdf

Course outcomes:

The students will be able to:

CO1: Gain practical experience related to labour legislations in India across various sectors.

CO2: Acquire conceptual knowledge of Industrial relations and labour laws followed within industries.

CO3: Develop the greater understanding of IR concepts and its application in solving various issues in IR.

CO4: Apply the IR and labour laws concepts in various industries in India.

CO5: Evaluate the relevance of provisions of acts as on date.

Question paper pattern:

a. The students will have to answer 4 full questions out of 7 questions in PART – A
b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
c. PART - B will be compulsory (Case study).
d. All questions carry equal marks (20 marks)
e. Questions to be framed from all the Modules.

Textbooks

1.	Industrial relation, S. Venkata Ratam and Manoranjan Dhal, Oxford Publicatio, 2017 (2nd 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.

References

1.	Essentials of HRM and Industrial Relation, Rao, P Subba, Himalaya Publishing House, 2013 (5th edition).

BUSINESS ANALYTICS ELECTIVES

INTRODUCTION TO PYTHON, DATA AND CONTROL SYSTEMS

Course Code	22MBA3B1	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:0:2	SEE Marks	50
Total Number of Contact Hours	50	Total Marks	100
Credits	04	Exam Hours	03

Course Objectives:

This course will enable students to:

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

Module – 1 (12 hours)

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 (9 hours)

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 (10 hours)

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

Functions, Arrays and Fruitful 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 – 4 (10 hours)

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 – 5 (9 hours)

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.

Practical Components:

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

MOOC/ e resources:

➕ **https://nptel.ac.in/courses/106106145**
➕ **https://www.coursera.org/learn/interactive-python-1**
➕ **https://open.sap.com/courses/python1**

Course outcomes:

The students will be able to:

CO1: Understand the concepts of python programming.
CO2: Structure a simple Python programs for solving problems.
CO3: Apply the knowledge to decompose a Python program into functions.
CO4: Analyse and Represent compound data using Python lists, tuples, dictionaries.
CO5: Read and write data form/to files in Python Program.

Question paper pattern:

  a. The students will have to answer 4 full questions out of 7 questions in PART – A
  b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
  c. PART - B will be compulsory (Case study).
  d. All questions carry equal marks (20 marks)
  e. Questions to be framed from all the Modules.

Textbooks

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.

References	
1.	Python Programming: A Modern Approach, Vamsi Kurama, Pearson.
2.	Core Python Programming, W.Chun, Pearson
3.	Introduction to Python, Kenneth A. Lambert, Cengage
4.	Learning Python, Mark Lutz, Orielly

EXPLORATORY DATA ANALYSIS FOR BUSINESS

Course Code	22MBA3B2	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Total Marks	100
Credits	04	Exam Hours	03

Course Objectives:

This course will enable students:

1 To make students understand data analysis and visualization process.

2 To make students use tools to extract trends from existing data to drive business decisions.

3 To make students analyze and to visualize different characteristics of a data set.

4 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 (12 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 (10 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 (10 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 ≥ 3), Discriminant Analysis - Class Density Estimation, Linear Discriminant Analysis, Optimal Classification. **Support Vector Machines:** Overview, When Data is Linearly Separable, Support Vector Classifier, When Data is NOT Linearly Separable, Kernel Functions, Multiclass SVM.

Practical Components:

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

MOOC:

- **https://www.coursera.org/learn/exploratory-data-analysis**
- **https://www.mooc-list.com/course/exploratory-data-analysis-aws-coursera**

Course outcomes:

The students will be able to:

CO1: Understand Data Mining and its importance.
CO2: Apply knowledge of research design for business problems.
CO3: Analyze the cause-and-effect relationship between the variables from the analysis.
CO4: Evaluate Regression and decision tree-based methods to solve business problems.
CO5: Analyze and develop summarized reports.

Question paper pattern:

a. The students will have to answer 4 full questions out of 7 questions in PART – A
b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
c. PART - B will be compulsory (Case study).
d. All questions carry equal marks (20 marks)
e. Questions to be framed from all the Modules.

Textbooks

1.	John W. Tukey "Exploratory Data Analysis", 1st Edition, ISBN13: 978-0201076165, ISBN10: 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: 9781449361327
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

References	
1.	Cathy O'Neil, Rachel Schutt. "Doing Data Science: Straight Talk from the Frontline", Publisher: "O'Reilly Media, Inc.", 2013, ISBN 144936389X, 9781449363895

BUSINESS ANALYTICS AND INTELLIGENCE

Course Code	22MBA3B3	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Total Marks	100
Credits	04	Exam Hours	03

Course Objectives:

This course will enable students to:

1. To impart the skills needed to manage database of large-scale organization, techniques for data mining.

2. To become familiar with the processes needed to develop, report, and analyse business data.

3. To provide a comprehensive introduction to various visualization techniques.

4. To focus on solving problems around Data Processing and Analysis

5. To provide a comprehensive introduction to various visualization techniques.

6. To focus on solving problems around Data Processing and Analysis

Module – 1 (8 hours)

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

Module – 2 (12 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 (10 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 (10 hours)

INTRODUCTION TO POWER BI, SQL Server Introduction, Introduction to Power Bi, Basic Report Design, Visual sync, Grouping, Visualization Properties.
VISUALISATION USING POWER BI, Data preparation, Visualizing data in charts and tables

Practical Components:

➕ 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.

MOOC:

- https://www.my-mooc.com/en/categorie/business-intelligence
- [https://www.udemy.com/course/the-business-intelligence-analyst-course-2018/?utm_source=adwords&utm_medium=udemyads&utm_campaign=LongTail_la.EN_cc.INDIA&utm_content=deal4584&utm_term=_._ag_77882236543_._ad_533220806582_._kw__._de_c_._dm__._pl__._ti_dsa-1007766171552_._li_9062044_._pd__._&matchtype=&gclid=CjwKCAjwsvujBhAXEiwA_UXnAJZh6eW970ExzKd7eohLc3UI2Drk0pILeO_pjsP4HVnGl2LjIL3hMRoCIawQAvD_BwE](https://www.udemy.com/course/the-business-intelligence-analyst-course-2018/)

Course outcomes:

The students will be able to:

CO1:	Understand concepts of business analytics and business intelligence
CO2:	Apply the knowledge of the processes needed to develop, report, and analyse business data.
CO3:	Analyze data using Excel and Excel add-ins to solve business problems.
CO4:	Evaluate the Data Structure and pattern for Decision making in business management.
CO5:	Apply Data Processing and Analysis for business problem solving.

Question paper pattern:

a. The students will have to answer 4 full questions out of 7 questions in PART – A
b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
c. PART - B will be compulsory (Case study).
d. All questions carry equal marks (20 marks)
e. Questions to be framed from all the Modules.

Textbooks

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

References	
1.	Learning Tableau 2020: Create effective data visualizations, build interactive visual analytics, and transform your organization, 4th Edition,by Joshua N. Milliga
2.	Data Visualization: Using Power BI, Orange and Excel- by Dr.Shirshendu Roy , sold by BOOKNETZ
3.	Mastering Power BI- by Chandraish Sinha , Sold by Epitome Books

MARKETING, WEB AND SOCIAL MEDIA ANALYTICS			
Course Code	22MBA3B4	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Total Marks	100
Credits	04	Exam Hours	04

Course Objectives:

This course will enable students to:

1. To make students understand Web marketing and digital marketing concepts.
2. To provide an understanding of the significance of Social media analytics and its future opportunities and challenges.
3. To provide a theoretical understanding of Social Network Landscape and various tools and types considered.
4. To provide a theoretical and practical understanding of popular social media being Twitter in gaining valuable insights.
5. To provide a theoretical and practical understanding of popular social media being Facebook in gaining valuable insights.

Module – 1 (8 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 (10 hours)

Understanding social media, Advantages and significance, Disadvantages and pitfalls, Social media analytics, A typical social media analytics workflow, Data access, Data processing and normalization, Data analysis, Insights, Opportunities and Challenges

Module – 3 (12 hours)

Defining Analytics in social media: Types of Analytics in Social Media: Analytics, Listening, Advertising Analytics, Analytics from CMS and CRM; Dedicated tools: Meaning, Advantages and Disadvantages, Hybrid Tools: Meaning, Advantages and Disadvantages and Integrated Tools: Meaning, Advantages and Disadvantages, Social Network Landscape: Concept and user experience, Features, Interactivity

Module – 4 (10 hours)

Facebook Analytics: Understanding Twitter, APIs, Registering an application, Connecting to Twitter using R, Extracting sample Tweets, Revisiting analytics workflow, Trend analysis, Sentiment analysis, Key concepts of sentiment analysis, Subjectivity, Sentiment polarity, Opinion summarization, Features, Sentiment analysis in R, Follower graph analysis, Challenges

Module – 5 (10 hours)

Foursquare Analytics: Accessing Facebook data, Understanding the Graph API, Understanding Facebook, Understanding Netvizz, Data access challenges, Analysing your personal social network, Basic descriptive statistics, Analysing mutual interests, Build your friend network graph, Visualizing your friend network graph.

Practical Components:

➕ Observe Facebook insights and understand how retailers use those insights for business purposes

- Analyze the Amazon .com promotions and web marketing strategies - Analyze the digital and social media marketing strategies to increase sale volume and profit	

MOOC:

- **https://www.coursera.org/courses?query=social%20media%20analytics**.
- **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_iQYKa onLc-**

Course outcomes:

The students will be able to:

CO1:	Understand the concepts of social media analytics and digital marketing
CO2:	Understand of the significance of social media analytics and its future opportunities and challenges.
CO3:	Have a theoretical understanding of Social Network Landscape and various tools and types considered.
CO4:	Have theoretical and practical understanding of popular social media being Twitter in gaining valuable insights
CO5:	have theoretical and practical understanding of popular social media being Facebook in gaining valuable insights.

Question paper pattern:

a. The students will have to answer 4 full questions out of 7 questions in PART – A
b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
c. PART - B will be compulsory (Case study).
d. All questions carry equal marks (20 marks)
e. Questions to be framed from all the Modules.

Textbooks

1.	Learning Social Media Analytics with R, by Raghav Bali, Dipanjan Sarkar, Tushar Sharma, Packt Publishing, 2017
2.	Social Media Analytics Strategy: Using Data to Optimize Business Performance, Alex Gonçalves, Apress,2017

References	
1.	Social Media Analytics Strategy: Using Data to Optimize Business Performance, April Ursula Fox, Apress,2022