



BMS INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(Autonomous Institute affiliated to VTU, Belagavi, Approved by AICTE
New Delhi, Accredited by NAAC with 'A' Grade and 7 Programs accredited
by NBA)

**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 through 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 management education institute empowering aspiring business professionals by imparting value-based management education and research excellence contributing to the society.

Mission

The department commits itself to achieve the vision through:

- ✚ Imparting management education that integrates theoretical foundations with practical applications through experiential learning
 - ✚ Developing the passion for innovation, entrepreneurship, and social responsibility.
 - ✚ Fostering a culture of research excellence.
-

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

The Post Graduate students shall:

- PEO1** Establish themselves as management professionals by 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 competencies and promote innovation in business enterprises.
- PO7** Synthesis of 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)

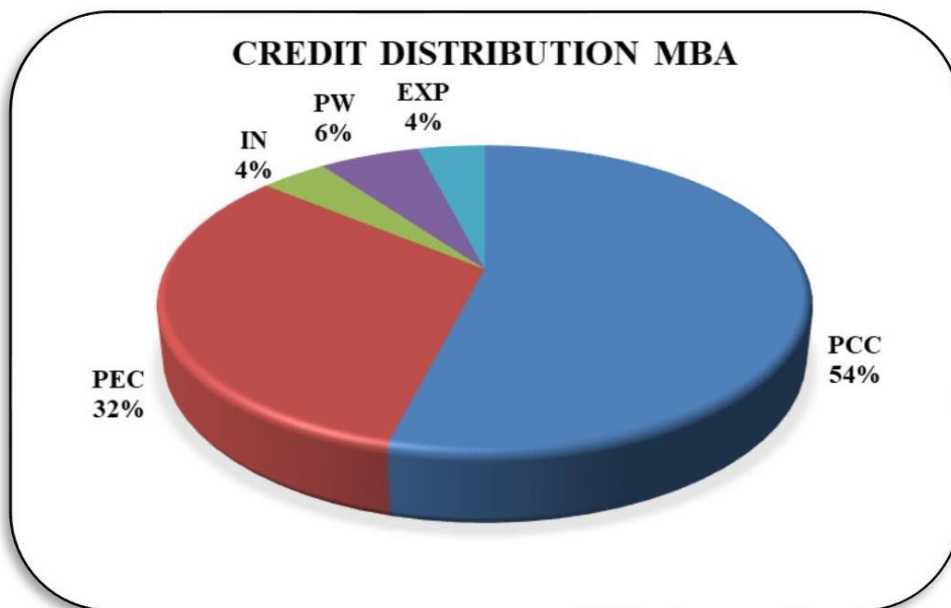
The Post Graduate Students will be able to:

- PSO1** Apply the conceptual and quantitative knowledge to analyse the financial behaviour 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.
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Credit Distribution of MBA(Autonomous-2022)

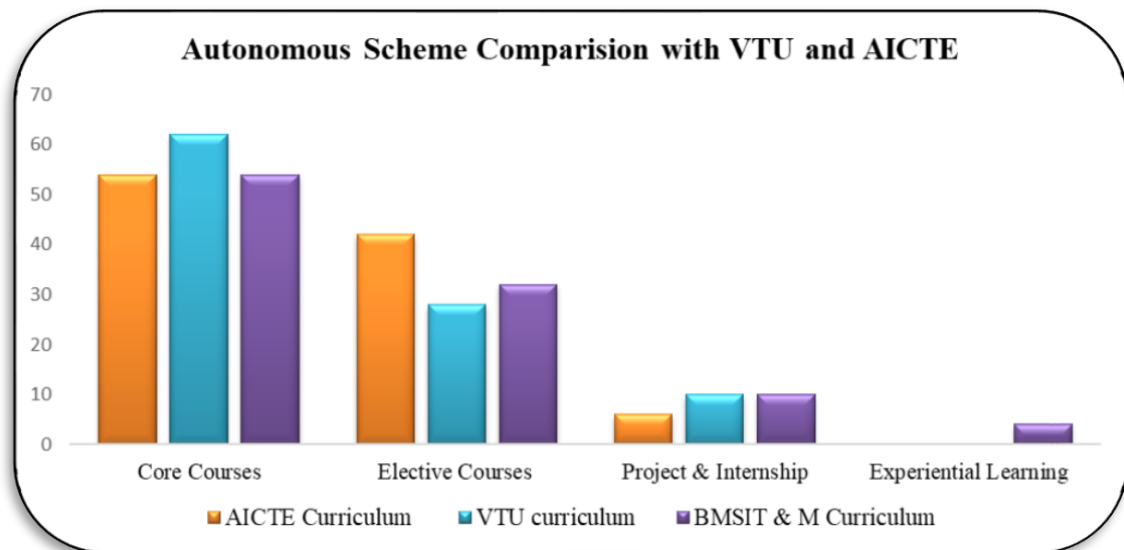
Semester	PCC	PEC	IN	PW	EXP	Total Credits
I	23	-	-	-	2	25
II	23	-	-	-	2	25
III	6	16	4	-	-	26
IV	6	12	-	6	-	24
Total	58	28	4	6	4	100

PCC: Professional Core Courses; **PEC:** Professional Electives Courses
IN: Internship; **PW:** Project Work; **EXP:** Experiential Learning



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



Program Structure

I Semester - Total Credits 25 credits



BMS INSTITUTE OF TECHNOLOGY AND MANAGEMENT

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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	4	0	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	4	0	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



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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	Examination			
				L	T	P		Duration in Hours	CIE Marks	SEE Marks	Total Marks
1	PCC	22MBA2C1	Research Methodology and IPR	4	0	0	4	3	50	50	100
2	PCC	22MBA2C2	Financial Management	4	0	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	4	0	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.

Program Structure
III Semester- Total Credits 26 credits



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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 and Control 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	HR Analytics	4	0	0	4	3	50	50	100
23	PEC	22MBA3B4	Marketing, Web and Social Media Analytics	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



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

Choice Based Credit System (CBCS)

PG PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)								SEMESTER: IV			
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	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	Business Analytics and Intelligence (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.
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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.
-

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:

- d. The students will have to answer 4 full questions out of 7 questions in PART - A
- e. PART - B will be compulsory.
- f. All questions carry equal marks (20 marks)
- g. 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 marks respectively.
- 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 from any 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.

III SEMESTER MBA SYLLABUS

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 | Page 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 term 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

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|----|--|
| 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 Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS), Ethical Issues in Information systems.

Module – 3 (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, MIS Applications 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

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| 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
Name and Designation with affiliation

Signature of External Examiner
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

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|----|---|
| 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-acquisitions/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

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|----|--|
| 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

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|----|--|
| 1. | Managerial Accounting: James Jiambalvo, 4 th 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 retail 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

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|----|---|
| 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. |
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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, 4 th 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=Z3IOca6YVSc>
- ✚ <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

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|----|--|
| 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 assessments centre in selecting employees, difference between assessment and development centre, assessment centre approach to competence building, profile of the assessors, steps in assessment centre, designing the assessment centre.

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://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

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|----|---|
| 1. | The Talent Management Handbook – Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill. |
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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 Stakeholder Analysis; 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.msngf.org/files/msngf/documents/org_dev/organisationalchange_and_development.pdf
- ✚ https://www.researchgate.net/publication/324166817_organisational_change_and_development

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

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 report on the same.
- ✚ Discuss with IR Manager of two national Banks and review the process of Trade unions they have had in the last decade. Prepare a report on the same. Visit Any Organisation and discuss the applicability of Laws at the workplace.

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

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|----|---|
| 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 ($K \geq 3$), 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

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

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	03	Exam Hours	03

Course Objectives:

This course will enable students to:

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

Module – 1 (10 hours)

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

Module – 2 (10 hours)

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

Module – 3 (8 hours)

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

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

Module – 4 (8 hours)

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

Module – 5 (14 hours)

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

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

Practical Components:

To solve case studies on Workplace Ethics Discussion on “How to have/ evaluate the performance of the MBA students”.

- ✚ To visit organizations and find out the problems and causes for unethical behavior at Workplace.
- ✚ Identify the important HR metrics used in manufacturing companies.
- ✚ Ask students to collect manpower data of your institute and prepare HR Dashboards.
- ✚ Collect the payroll detail from IT Company and use module 6 contents.

MOOC:

- ✚ <https://www.coursera.org/courses?query=hr%20analytics>
- ✚ <https://www.udemy.com/course/hr-analytics-using-excel/>
- ✚ <https://www.pdfdrive.com/predictive-hr-analytics-mastering-the-hr-metric-e188006190.html>
- ✚ <https://www.pdfdrive.com/hr-metrics-and-workforce-analytics-e20835652.html>
- ✚ <http://u.camdemy.com/sysdata/doc/f/fb30e8a98c5d9a85/pdf.pdf>
- ✚ <https://www.youtube.com/watch?v=zogLCssW0Ts>
- ✚ <https://www.digimat.in/nptel/courses/video/110104086/L05.html>

Course outcomes:

The students will be able to:

- CO1:** Understand how HR function adds value and demonstrates the value in business terms.
- CO2:** Measure the value of Intangibles that HR helps builds for the organization given a particular business context to facilitate decision making.
- CO3:** Convert soft factors in a people management context into measurable variables across various domains.
- CO4:** Devise, conduct and analyse a study on employees or any other related to the HR context in an organization.
- CO5:** Create the HR metrics & score card in real application scenario.

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.	Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
2.	Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014.
3.	Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.

References

1.	The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.
2.	HR Analytics: The What, Why and How, by Tracey Smith

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://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%2fmrktngbook/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
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IV SEMESTER MBA SYLLABUS

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Code	22MBA4C1	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 understand the basic concepts of logistics and supply chain management
2. To provide insights for establishing efficient, effective and sustainable supply chains.
3. To comprehend the role of Information Technology in warehousing, transportation and Inventory management in SCM
4. To gain knowledge about international logistics and environment

Module – 1 (7 hours)

Introduction to Logistics Management: Meaning of Logistics, Definition of Logistics, Objectives of Logistics, Types of Logistics, Need for Logistics Management, Evolution of logistics toward Supply chain Management, Logistics Industry in India. Logistical Activities, Logistics Costs, Expected cost of stock outs. Logistical Informational Requirements.

Module – 2 (8 hours)

Introduction to Supply chain Concepts, significance and key challenges. Scope of SCM-historical perspective, essential features, Drivers of SCM, decision phases–process view, supply chain framework, key issues in SCM and benefits. Managing uncertainty in Supply Chain, (Bullwhip Effect), Impact of uncertainties, forecasting in Supply Chain, Innovations in Supply Chain. Sourcing Decisions in Global SCM, Key issues in Global sourcing, Outsourcing.

Module – 3 (7 hours)

Strategic Logistic plan, Operating objectives of logistics planning, Flow of logistics planning, Developing Logistic strategy, Logistics System Design and Administration, logistic environment assessment, Pricing in logistics, Warehousing– scope, primary functions. Efficient Warehouse Management System, Types of Warehouses.

Module – 4 (10 hours)

Introduction to Inventory Concepts: various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis. Goals, need, impact of inventory management on business performance. Types of Inventories, Alternative approach for classification of inventories, components of inventory decisions, inventory cost management, business response to stock out, replenishment of inventory, material requirements planning.

Introduction to Distribution Management: Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice. HUB & SPOKE V/S Distributed Warehouses. Mode of transportation and criteria of decision. Transportation Infrastructure .Factors impacting road transport cost, Packaging Issues in Transportation, role of containerization, Hazards in transportation, State of Ocean Transport, global alliances.

Module – 5 (8 hours)

Introduction IT in SCM: Role of computer/ IT in supply chain management, Benchmarking concept, features and implementation. Vendor Managed Inventory, CPFRP, and Customer Service Logistics and Environment, Methods and tools facilitating International Logistics, challenges, Integrated Supply Chain and Logistics.

Practical Components:

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

MOOC:

- ✚ https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gI7Te7HAX.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.researchgate.net%2fpublication%2f270876147_Supply_Chain_Management_4th_edition/RK=2/RS=15xJm6fL0veF5TOaSQK.2R1Giqo-
- ✚ https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gI7je7HAX.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.oracle.com%2fwebfolder%2fs%2fassets%2febook%2fscm-complete-guide%2fpdf%2fscmguide.pdf/RK=2/RS=ztnJiPISXhKgg3LJKrxxE5MspDo-
- ✚ www.proquest.com

Course outcomes:**The students will be able to:**

- CO1:** Understand the concept of logistics management in a business scenario.
- CO2:** Demonstrate knowledge of the functions of supply chain management.
- CO3:** Analyse the role of technology in logistics and supply chain management.
- CO4:** Understand the importance of Inventory management system in SCM and Logistics.
- CO5:** Understand and apply the IT tools in supply chain management.

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

References

- | | |
|----|--|
| 1. | Introductory Econometrics for Finance Chris Brooks Cambridge University Press 4th, 2019. |
| 2. | Spreadsheet skills for Finance Professionals Pitabas Mohanty Taxmann's 2 nd , 2020. |

INTERNATIONAL BUSINESS

Course Code	22MBA4C2	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 explore and offer knowledge on Global Business Environment.
2. To explore knowledge on International Institutions involved in global business.
3. To assist the students to develop a truly Global Perspective.
4. To understand the contemporary issues in global business that illustrates the unique challenges faced by managers in the IBE.

Module – 1 (8 hours)

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

Module – 2 (8 hours)

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

Module – 3 (8 hours)

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

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

Module – 4 (8 hours)

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

Module – 5 (8 hours)

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

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

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

International Production Management-Coordinating Global Manufacturing System.

Practical Components:

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

MOOC:

- ✚ <https://www.pdfdrive.com/international-business-environmente56594187.html>
- ✚ <https://www.pdfdrive.com/business-environment-e54194142.html>
- ✚ https://ebooks.lpude.in/commerce/mcom/term_3/DCOM501_INTERNATIONAL_BUSINESS.pdf
- ✚ <https://www.yumpu.com/en/document/view/63865501/pdf-download-international-business-case-studies-for-the-multicultural-marketplace-full-online>
- ✚ [http://elibrary.gci.edu.np/bitstream/123456789/681/1/BM727%20The%20International%20Business%20Environ ment%20Challenges%20and%20Changes%20by%20Jamie%20Weatherston.pdf](http://elibrary.gci.edu.np/bitstream/123456789/681/1/BM727%20The%20International%20Business%20Environ%20ment%20Challenges%20and%20Changes%20by%20Jamie%20Weatherston.pdf)
- ✚ <https://www.taylorfrancis.com/books/edit/10.4324/9780080511306/international-business-case-studies-robertmoran-david-braaten-ph-john-walsh>
- ✚ https://www.youtube.com/watch?v=3hMNnvd_HbQ
- ✚ https://onlinecourses.nptel.ac.in/noc20_mg54/preview
- ✚ <https://www.coursera.org/learn/internationalbusiness>

Course outcomes:**The students will be able to**

- CO1:** Defining international business and describe how it differs from domestic business with respect to laws, regulations and taxation.
- CO2:** Identify and describe factors and forces that affect an organization's decision to internationalize its business.
- CO3:** Describe and compare strategies for internationalization.
- CO4:** Identify and analyze challenges in working, communicating and negotiating in across-cultural context.
- CO5:** Discuss the role of corporate social responsibility (CSR) in international business practice.

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 International Business Environment: Anant K. Sundaram/ J. Stewart Black-Prentice Hall. |
| 2. | International Business environments and Operations John D Daniel, Lee H Radebaugh, Daniel P Sullivan- Pearson Education, 10 th edition, 2004. |
| 3. | The International Business Environment Janet Morrison Mac Millan Palgrave, 2004 |
| 4. | International Business Environment by Francis Cherunilam- Himalaya Publishing House, 2004. |

References

- | | |
|----|---|
| 1. | International Business (text and cases): P Subba Rao, HPH, 4/e, 2017. |
|----|---|

GUIDELINES FOR 6 WEEK PROJECT WORK 22MBA4C3

(BETWEEN 3rd AND 4th SEMESTER MBA)

PROJECT REPORT

Course Code	22MBA4C3	CIE Marks	50
Teaching Hours/Week (L: T:P)	0:0:12	SEE Marks	50
Total Hours of Pedagogy	00	Total Marks	100
Credits:	06	Exam Hours	00

OBJECTIVE

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

STRUCTURE

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

GENERAL GUIDELINES

- The project work shall be for a period of 6 weeks immediately after the completion of 3rd SEE but before the commencement of the 4th semester classes.
- The Course code of the project report shall be 22MBA4C3 and shall be compulsory for all the students opting for all specializations.
- The University shall receive 2 copies of project reports prior to the commencement of the 4th semester examination. Copies of the project report should be sent to the concerned Regional Office with intimation to the Registrar (Evaluation).
- By keeping the business trend in the present scenario, university has given an option to the students to select the research problem either from business organization or they can carry out the project on freelance basis subject to the approval of department committee.
- It is the total responsibility of the internal guide to monitor the freelance project.
- In case, business problem selected from a Company, no two students of an institute shall work on the same problem in the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- On completion of the project work, students shall prepare a report with the following format.
- The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size.
- All the reports shall be printed in the A4 size 1” margin on all the sides.
- The report shall be hard bound facing sheet of royal blue color indicating the title of college and month & year of admission (spiral binding not permitted).
- A certificate by the guide, HOD and Head of the institution indicating the bonafide performance of the project by the student to be enclosed.
- An undertaking by the student to the effect that the work is independently carried out by him/her.
- The certificate from the organization if applicable (if its Freelance project, certificate is not required and internal guide can issue a certificate for successful completion).
- Acknowledgement

- Executive Summary.

Project Report Evaluation:

- Internal evaluation will be done by the internal guide.
- External valuation shall be done by a faculty members of other PG centers of VTU and for The affiliated institutions projects evaluation done by the faculty member of other institute drawn from VTU affiliated institute or VTU PG Centers with minimum of 10 years' experience.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective Institution where a student is expected to give a presentation of his/ her work.
- The viva –voce examination will be conducted by the respective HOD / Senior faculty of the department and an expert drawn from the VTU affiliated institutes/ VTU PG Centers with minimum of 10 years of experience as appointed by the University.
- Project work carries 100 marks consisting of 50 marks for internal marks by the internal guide, average of 25 marks from both internal and external evaluation and 25 marks for viva-voce examination. Minimum passing marks of the Project work is 50% in each of the components such as Internal Marks, report evaluation and viva-voce examination.
- The format of the project report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1inch margin all sides (1.5inch on left side) and 1.5 line spacing. The Project report shall not exceed 100 pages.
- Submission of Report: Students should submit the Project Report in electronic data formonly, in PDF file (Un-editable Format) to the Institute. The Institute in turn shall submit all the CDs of their students along with a consolidated master list as per specialization containing USN, Name of the student, and Title of the Report to Registrar Evaluation) one week before the commencement of the Theory Examinations or as per notification given for this purpose.
- Plagiarism: Plagiarism is considered academically fraudulent, and an offence againstuniversity academic discipline. The University considers plagiarism to be a major offence, and subject to the corrective procedures. It is compulsory for the student to get the plagiarismcheck done before submission of the project report. Plagiarism of up to 25% is allowed in theproject work and the report should consist 75% of original content/work.
- Publication of Research Findings: Students are expected to present their research findings in Seminars/ Conferences/ Technical/ Management Fests or publish their research work inJournals in association with their Internal Guide. Appropriate Weightage should be given to this in the internal evaluation as well as in the viva voce examination of the project report.

CONTENTS OF THE INTERNSHIP REPORT

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

CHAPTERIZATION

Chapter 1: Introduction

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

Chapter 2: Conceptual background and Literature review

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

Chapter 3: Research Design

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

Chapter 4: Analysis and Interpretation

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

Chapter 5: Findings, Conclusion and Suggestions

Summary of findings, Conclusion and Suggestions / Recommendations

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

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

Rubrics for Project Work (Common to core and Dual Specializations)- 22MBA4C3

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

Rubrics for Project Evaluation and Viva voce Examination

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

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

Total	50
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B. Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.

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

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

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

MARKS SHEET FORMATS

**1. Internal Assessment by the Guide- Based on three Presentations by Students
Visvesvaraya Technological University**

Marks Sheet for MBA Project Work (22MBA4C3)

Name of the College:

College Code:

Internal Marks Allocation for Project Work (22MBA4C3)

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

Marks Sheet

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

Signature of the Internal Guide with Name, Address & Date

Note:

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

2. Report Evaluation by the Guide & External Examiner.

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

Visvesvaraya Technological University

Marks Sheet for MBA Project Work (22MBA4C3)

Name of the College:

College Code:

External Evaluation Marks Allocation for Project Work (22MBA4C3)

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

Sheet

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

Signature of External Examiner with affiliation

Note:

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

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

**Visvesvaraya Technological University
Marks Sheet for MBA Project Work (22MBA4C3)**

Name of the College:

College Code:

Viva voce Marks Allocation for Project Work (22MBA4C3) (Viva voce conducted by HOD)

Internal Guide and an Expert from VTU.)

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

Marks Sheet

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

**Signature of Internal Examiner
with affiliation**

**Signature of External Examiner
with affiliation**

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

Schedule to be followed before commencement of Project

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

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

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

Schedule to be followed during Project work

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

Submission of Report	6 th week of Project	Final Report should be submitted to the University. before one week of the commencement of theory examination.
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Formats for Project Report and Evaluation

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

(Title of the Report)

Submitted by

**(Student Name)
(USN)**

Submitted to

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

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

**INTERNAL GUIDE
(Name & Designation)**

**EXTERNAL GUIDE
(Name & Designation)**

(Institute Logo)

Department of MBA

(Institute Name with Address)

(Month & Year of submission)

CERTIFICATE

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

Signature of Internal

Guide Signature of HOD

Signature of Principal

DECLARATION

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

Place:

Signature of the Student

Date:

Table of Contents

Sl.No.	Contents	Page No's.
Executive Summary		
Chapter-1	Introduction	XXXXXXXXXXXX
Chapter-2	Industry and Company profile	XXXXXXXXXXXX
Chapter-3	Theoretical Background of the Study	XXXXXXXXXXXX
Chapter-4	Data Analysis and interpretation	XXXXXXXXXXXX
Chapter-5	Summary of Findings, suggestions, and Conclusion	XXXXXXXXXXXX
Bibliography		
Annexures		

List of Tables

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

List of Figures/ Charts/ Graphs

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

FINANCE ELECTIVES

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code	22MBA4F1	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 Objective: The objective of the course is to make the students familiar with foreign exchange market, exchange rate mechanism, international monetary system, and foreign exchange exposure management in detail:

1. To provide an understanding of the importance, rewards, and risks of international business.
2. To provide an understanding of mechanisms involved in the determination of foreign exchange rates.
3. To provide an understanding of foreign exchange exposure management and the impact of international parity relationships on exchange rates.
4. To provide an understanding of foreign exchange risk management, designing and valuation of interest rate and currency swaps.
5. To provide an understanding of application of theoretical concepts to practical in situations involving several cases.

Module – 1 (8 hours)

International financial Environment- the Importance, rewards & risk of international finance. Goals of MNC- International Business methods – Exposure to international risk- International Monetary system. Balance of payments, – Equilibrium, disequilibrium & adjustment of Balance of payment & Trade deficits. (Simple problems on BOP)

Module – 2 (8 hours)

International Financial Markets: - Foreign exchange markets-foreign exchange trading-Cash & Spot exchange markets-foreign exchange rates & quotation- forward markets-Exchange rate Behavior-Cross Rates-Foreign exchange market participants-arbitrage profit in foreign exchange markets.

Module – 3 (8 hours)

Forecasting exchange rates- Measuring exchange rate movements-Exchange rate equilibrium – Factors affecting foreign exchange rate- international parity relationship: interest rate.

Foreign Exchange exposure: - Management of Transaction exposure and translation exposure

Module – 4 (8 hours)




Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward market-Futures Market- options Market, hedging through currency of invoicing- Hedging through mixed currency invoicing –Hedging through selection of supplying country.

Module – 5 (8 hours)

Swaps: Meaning, types, construction and valuation of currency and interest rate swaps.

International Capital Budgeting: Introduction, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis. (Theory & Problems)

Practical Components:

-  Identify and evaluate foreign direct investment and international acquisition opportunities.
-  Develop strategies to deal with other types of country risks associated with foreign operations.
-  Express well considered opinion on issues relating to international financial management.

- ✚ Track and analyze the rupee exchange value against Dollar and Euro in spot and forward markets for one week and record the observations.
- ✚ Study the different types of swaps used in Foreign Exchange Market

MOOC:

- ✚ <https://www.digimat.in/nptel/courses/video/110105057/L01.html>
- ✚ <https://www.ravisonkhiyaclasses.com/product/ca-inter-financial-management-video-lecturesby-ca-ravi-sonkhiya-download-with-hard-copy-books/>
- ✚ <https://www.pdfdrive.com/international-finance-books.html>
- ✚ <https://www.pdfdrive.com/the-handbook-of-international-trade-and-finance-the-completeguide-to-risk-management-international-payments-and-currency-management-bonds-and-guarantees-credit-insurance-and-trade-finance-e184245062.html>

Course outcomes:

The students will be able to:

- CO1:** Demonstrate the significance of Financial Management in the Global Context.
- CO2:** Calculate the Foreign Exchange rates and Arbitrage possibilities
- CO3:** Apply the concept of forecasting exchange rates and analysing foreign exchange exposures.
- CO4:** Evaluate different hedging techniques to make appropriate financial decisions
- CO5:** Design the swap arrangements and evaluate international capital budgeting.

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.	International Corporate Finance, Jeff Madura, Cengage Learning, 10/e, 2012.
2.	International Financial Management, Cheol Eun & Bruce Resnick, McGraw Hill, 7/e, 2014
3.	International Financial Management, Apte P.G & Sanjeevan Kapshe, McGraw Hill, 8/e, 2020.

References

1	International Financial Management, Jeff Madura, & Roland Fox. Edition 5. Cengage Learning.(2020).
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FINANCIAL DERIVATIVES

Course Code	22MBA4F2	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 Objective: The objective of this course is to acquire knowledge about different types of financial risks and techniques to mitigate them with the help of forwards, futures, options and swaps.

In detail:

1. To make students understand the different types of derivatives.
2. To help students in understanding, option pricing models, option trading strategies and to work out problems in these areas.
3. To expose students to options on future contracts, using options to manage interest rate risk, short term and long-term interest rate futures and swaps.
4. To make students understand the credit risk and credit derivative instruments and VaR.
5. To help students in application of theoretical concepts to practical situations involving several cases

Module – 1 (8 hours)

Financial Derivatives - Introduction, economic benefits of derivatives - Types of financial derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets - Exchange traded versus OTC derivatives - traders in derivatives markets - Derivatives market in India.

Module – 2 (10 hours)

Futures and Forwards: Meaning, features and types of futures/forwards-Futures vs Forwards-Mechanics of buying and selling futures/forwards-Hedging through futures/forwards-Marking-to-market process-contract specifications of stock, index and commodity futures-valuation of futures/forwards using cost of carry model-Arbitrage Process-Interest Rate Futures & options. (Numerical problems on MTM and valuation of futures/forwards). (Theory and Problems).

Module – 3 (8 hours)

Option Contracts: Meaning, features and types of option contracts-Options vs futures/forwards-Mechanics of buying and selling option contracts-contract specifications of stock, index and commodity options-Option pricing-factors affecting option pricing-Valuation of option contracts using Black Scholes model and Binomial model-Put-call parity theory-Option Greeks-Option Trading strategies-Interest rate options-Exotic options. (Numerical problems on all aspects except exotic options). (Theory and Problems)

Module – 4 (8 hours)

Financial Swaps: Meaning, features and advantages of financial swaps-Types of financial swaps (Interest rate swap, currency swap, equity swap and commodity swap)-Mechanics of interest rate swaps- Triangular swap (Numerical problems only on interest rate swap including triangular swap)-valuation of interest rate swaps- Only theory. (Theory and Problems)

Commodity Derivative Market: Meaning of commodity derivatives-Commodity derivative exchanges (with commodities traded) in India-Trading and settlement system of commodity derivatives-SEBI Guidelines for commodity market-commodities traded. (Theory).

Module – 5 (6 hours)

Credit Derivatives-Total Return Swap (TRS)-Credit Default Swap (CDS)-Types of CDS-Asset Backed Securities (ABS)-Collateralised Debt Obligation (CDO)-Sub-Prime Crisis-2007-Credit Spread Options-Probability of Default- Forward Rate Agreement (FRA)- Interest Rate Caps/Floors/Collars-Types of Interest Rates-Zero Rate - Forward Rate-Value-at-Risk-Meaning,

VaR Models-Stress testing and back testing. (Numerical problems only on VaR, Zero Rate and Forward rate). (Theory and Problems).

Practical Components:

- ✚ Students should calculate the theoretical futures prices taking real time data and comparing with the actual futures prices.
- ✚ Students can visit a financial institution dealing in derivatives and study the products offered by them.
- ✚ Students are expected to use real time option trading data and construct various option trading strategies.
- ✚ Students will select various futures or options and watch the behavior of these futures and options on a day to day for 15 days to see how futures and options might help mitigate the risks of investors.

MOOC:

- ✚ <https://www.coursera.org/learn/derivatives-options-futures>
- ✚ <https://www.mooc-list.com/tags/financial-derivatives>

Course outcomes:**The students will be able to:**

- CO1:** Understand and appreciate the basic concepts of derivatives markets.
- CO2:** Assess the application of forwards/futures of financial derivatives.
- CO3:** Examine the options trading strategies in derivatives market.
- CO4:** Demonstrate the understanding of swaps and commodity derivative market.
- CO5:** Analyse the credit derivative instruments and evaluate risks involved in derivative market.

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

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|----|--|
| 1. | Futures and Options, N D Vohra and B R Bagri, 2 nd edition, Tata Mcgraw hill,2017. |
| 2. | Options, Futures and other derivatives, John C. Hull, Sankarshan Basu, eleventh edition, PHI, 2021 |

References

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|----|--|
| 1. | Derivatives Rajiv Srivastav, Oxford University press,2014 2/e |
| 2. | Risk Management, Vaiijanath Babshetti, Prakash.B.Yaragol, Kalyani Publishers |

MERCHANT BANKING & FINANCIAL SERVICES

Course Code	22MBA4F3	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 understand the Indian Financial Management.
2. To learn the functions of various Financial Services in India.
3. To understand role of Banking and Financial Services in Business organizations
4. To know the functioning of NBFC 's in India

Module – 1 (8 hours)

Financial System: Functions of a financial system. Financial System and Economic Development. Indian financial system, Markets and Regulators. Banks and technology- Various IT products and services- International banking services.

SEBI: Role and functions of SEBI.

Reserve Bank of India: Functions of RBI. Recent Policy Developments in the Indian Financial system

Money Market in India: Organized and Unorganized Market. , Money market structure Functions and Instruments. .(Theory)

Module – 2 (8 hours)

Merchant Banking: SEBI guidelines for merchant bankers – Issue Management: Project appraisal, designing capital structure and instruments, Issue pricing, preparation of prospectus, Underwriting, Mergers & Amalgamations, Corporate Advisory Services, Bought out deals, Equity issues – Rights issues– Debenture issues – Book building – Private Placements – Pre & Post issues activities – Raising capital from International markets: ADRs, GDRs , ECB etc Debt Syndication.(Theory)

Module – 3 (8 hours)

NBFCs; Leasing & Hire Purchase Banking:

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

Leasing & Hire Purchase: Nature and scope of leasing, Types of leasing, Problems in Evaluation of Leasing. Nature and forms of Hire purchase agreements, Problems in Evaluation of Hire Purchase. (Theory and Problems)

Module – 4 (8 hours)

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

Factoring & Forfeiting – Definition, Functions, Types and Services offered.

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

Module – 5 (8 hours)

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

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

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

Practical Components:

- ✚ Issue management: Study the recent public issues
- ✚ Understand the Venture capital funding and start up challenges in India.
- ✚ Visit any Microfinance institution or SHG to understand the funding process.

MOOC:

- ✚ Introduction to banking and financial markets - <https://www.edx.org/course/introduction-bankingfinancial-markets-i-iimbx-fc201-1x-0>

Course outcomes:

The students will be able to:

- CO1:** To understand basics of financial system, RBI, SEBI and Indian money market.
- CO2:** Understand & appreciate activities of merchant banking towards raising of long-term funds.
- CO3:** Analysing Institutional financing such as micro finance, leasing & hire purchase banking.
- CO4:** Assess the procedure involved in credit rating ,factoring forfeiting & venture capital.
- CO5:** Understanding of procedures involved in depository system, debt securitization & mutual funds in India.

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

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|----|---|
| 1. | Financial services by Khan M.Y, McGraw Hill Education, 6 th Edition,2011. |
| 2. | Management of Banking and Financial services by Padmalatha Suresh & Justin Paul, Pearson. 3rd Edition |
| 3. | Merchant Banking and Financial Services by Madhu Vij, SwatiDhawan, McGraw Hill Education, 2 nd Edition |

References

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|----|---|
| 1. | Financial Markets and Services by K. Natarajan, E. Gordan, Himalaya Publishing House, 2009. |
| 2. | Banking and Financial Services by Mukund Sharma, Himalaya Publishing House, 2015 |

INDIRECT TAXATION

Course Code	22MBA4F4	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 acquaint the students with basic principles and broad understanding of the Indian Indirect tax laws.
2. To enable students to distinguish the difference in concept of forward & reverse charge mechanism, composite & mixed supply, and various exemptions under the GST regime.
3. To enhance the knowledge of students on provisions related to time, place, and value of supply.
4. To enable the student to understand the process of Registration, input tax credit (ITC) and GST assessment under the GST law.

Module – 1 (8 hours)

Introduction to Goods and Services Tax (GST):

Goods and Services Tax Act & Rules, Need for GST in India, Dual GST Model - Central Goods and Services Tax Act, 2017 (CGST) State Goods and Services Tax Act, 2017 (SGST) Union Territory Goods and Services Tax Act, 2017 (UTGST) Integrated Goods and Services Tax Act, 2017 (IGST) Goods and Services Tax Network (GSTN), GST Council Guiding principle and Functions of the GST Council. Goods and services exempted from GST (Theory).

Module – 2 (8 hours)

Registration and Filing of returns:

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

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

Module – 3 (8 hours)

Supply, Levy and Collection of Tax:

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

Levy and Collection, Composition scheme in GST- Eligibility criteria, Conditions for adoption, Rate of GST of the Composition Levy, (Simple problems on calculation of value of taxable supply and GST Levy). (Theory and Problems).

Module – 4 (8 hours)

Time, Place and Value of Supply

Time of Supply-Key concepts, Determination of time of supply of goods and services (Simple problems including Change in Rate of Tax in respect of Supply of Goods or Services).

Place of Supply – importance and types. Simple Problems on identification of Place of supply

Value of Supply. (Simple problems on treatment of discount in transaction value, Money exchange services, Air travel agent, based on Cost. Value of supply in case of lottery, betting, gambling and Horse racing)

Input tax credit-Meaning, Eligibility for availing ITC, Conditions to be satisfied for availing ITC. Determination of ITC admissible on goods and services (Simple problems)

Module – 5 (8 hours)

Export-Import Procedure for Customs

Customs Act-important definitions, Types of goods, import Export Route, Types of Cess under Customs, Introduction to Baggage and General Free Allowance. Provisional Assessment of Duty, Due Dates for Payment of Duty, Penalties under Customs, Seizure of Goods, Confiscation of Goods. (Theory).

Valuation of Customs Duty

Concept, Meaning of Customs Duty, Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty. Valuation under customs: Valuation of Imported Goods and Valuation of Export Goods.. (Problems on Valuation of Imported Goods- calculation of FOB, CIF, AV, BCD, SWS, GST Concession Cess, and IGST) (Theory and Problems).

Summary: The students will use tools and techniques in identifying and solving issues related to cost and management accounting.

Practical Components:

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

MOOC:

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

Course outcomes:

The students will be able to:

- CO1:** Understand and appreciate the basic concepts of Goods and Service tax
- CO2:** Analyze the process of registration and returns under GST.
- CO3:** Appreciate the concept of Supply in GST and Assess levy and collection of GST in India.
- CO4:** Assess the Value of goods and services based on provisions of Time, value and Place of supply.
- CO5:** Understand the concept of import and export procedure & assess the valuation of Custom duty.

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. | GST & Customs Law (University Edition), K.M Bansal, Taxmann's, Latest Edition. |
| 2. | Indirect Taxes Law and practices, V S Datey, Taxmann's, Latest Edition. |

References

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|----|---|
| 1. | Goods & Services Tax (GST) in India, B. Viswanathan, UBS Publishers, Latest Edition. |
| 2. | Indirect Taxation, Raj K Agrawal & Shivangi Agrawal, Bharat Law House Pvt. Ltd, Latest Edition. |
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MARKETING ELECTIVES

INTEGRATED MARKETING COMMUNICATIONS

Course Code	22MBA4M1	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 build a comprehensive framework for integrated marketing communications.
2. To study the advertising, publicity, personal selling, direct marketing, and sales promotion.
3. To enhance knowledge of emerging trends in integrated marketing communications.
4. To acquaint the students with the latest internet and e-marketing techniques, ethical way of handling business.

Module – 1 (7 hours)

Integrated Marketing Communication: Role of IMC in marketing process, IMC planning model, Marketing, and promotion Process model.

Communication Process, steps involved in developing IMC programme, Effectiveness of marketing communications.

Advertising: Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC

Relevant Case Study

Module – 2 (7 hours)

Advertising Agency: Type of agencies, Services offered by various agencies, Criteria For selecting the agencies and evaluation.

Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used. **Relevant Case Study**

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

Relevant Case Study

Module – 3 (7 hours)

Media planning: Factors considered in Media Planning, Developing Media plan, Importance, Problems encountered, Advertising Media, Media Evaluation-Print, Broadcast media, Support media in advertising.

Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline, and body copy.

Relevant Case Study

Module – 4 (9 hours)

Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies.

Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity

Public relation/ Publicity: -Meaning, Objectives, tools of public relations, Public Relation strategies, Goals of publicity.

Corporate Advertising – Role, Types, Limitations, PR Vs Publicity

Relevant Case Study

Module – 5 (10 hours)

International Advertising: Global environment in advertising, Decision areas in international advertising.
Industrial advertising: B 2 B Communication, Special issues in Industrial selling.
Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising
Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI Relevant Case Study

Practical Components:

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

MOOC:

- + <https://www.mooc-list.com/course/content-advertising-social-imc-coursera>

Course outcomes:

The students will be able to:

- CO1:** Define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.
- CO2:** Develop an idea to explain the role of IMC in the overall marketing & Use effectiveness measures to evaluate IMC strategies.
- CO3:** Create an integrated marketing communications plan which includes promotional strategies.
- CO4:** Develop advertising copy and design other basic IMC tools ethically Situations.
- CO5:** Discuss laws and ethics governing advertising and concepts of international, industrial and internet advertising.

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. | Advertising and Promotions IMC Perspectives: Belch and Belch, 9/e, Tata McGraw Hill, 2012. |
| 2. | Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, Cengage Learning, 2008 |
| 3. | Integrated Advertising, Promotion, and Marketing Communications, Global Edition, Kenneth E Clow, Donald E Baack, 9th edition Published by Pearson, Copyright © 2022 |
| 4. | Advertising an IMC Perspective, S.N. Murthy & U Bhojanna, Excel Books, 2007 |

References

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|----|---|
| 1. | Integrated Marketing Communications – Niraj Kumar, HPH, 2013. |
| 2. | Advertising & Promotions: An IMC perspective, Kruti Shah and Alan, Souza, Tata Mc Graw Hill |

STRATEGIC BRAND MANAGEMENT

Course Code	22MBA4M2	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 appreciate the relationship between corporate strategy and Brand Management.
2. To explore the various issues related to Brand Management, brand association, brand identity, brand architecture, leveraging brand assets, brand portfolio management.
3. To develop familiarity and competence with the strategies and tactics involved in building, leveraging, and defending strong brands in different sectors.

Module – 1 (7 hours)

Introduction: Meaning of Brand, Concepts, Evolution of Brands, Functions of Brand to consumer, Role of Brand-Advantages of Brand, Product Vs Brand. **Branding-** Meaning, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas, challenges to Brand builders. **Brand Management-** Meaning & Definition. Strategic Brand Management Process-Meaning, Steps in Brand Management Process, Strong Indian Brands.

Module – 2 (7 hours)

Meaning, Model of CBBE: Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism.
Brand positioning: Meaning, Point of parity & Point of difference, positioning guidelines, Brand Value: Definition, Core Brand values, Brand mantras, Internal branding.

Module – 3 (7 hours)

Meaning of Brand Knowledge: Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process. Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging. Leveraging Brand Knowledge.

Module – 4 (9 hours)

Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands overtime. Brand Architecture and brand consolidation. Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers' advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.

Module – 5 (10 hours)

Establishing brand Equity Management Systems and Global branding. Methods for measuring Brand Equity, Quantitative Techniques & Quantitative Techniques, Making Brands go Global: Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, managerial blockages.

Global branding: Organization for a global brand, pathways to globalization. Luxury Brand Management: Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix, luxury retail, international luxury markets: historical leaders and emerging countries.

Practical Components:

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

MOOC:

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

Course outcomes:**The students will be able to:**

- CO1:** Comprehend & correlate all the management functions to brand creation
- CO2:** Build and develop the branding strategies for brand positioning
- CO3:** Demonstrate the acumen in applying managerial and behavioural concepts in creating brand.
- CO4:** Illustrate the brand hierarchy and limitations.
- CO5:** Analyse the ability to establish brand equity and analyse the global brands and their SWOT.

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. | Strategic Brand Management, Building Measuring & Managing, Kevin Lane Keller, Pearson Education Latest Edition |
| 2. | Strategic Brand Management Jean, Noel, Kapferer Kogan Page India, Latest Edition |

References

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|----|--|
| 1. | Brand Building and Advertising Concepts and Cases, M B Parameswaran Tata McGraw Hill Publication Latest Edition. |
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SERVICES MARKETING

Course Code	22MBA4M3	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 Learning objectives:

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

Module – 1 (8 hours)

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

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

Module – 2 (9 hours)

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

Module – 3 (9 hours)

Yield management: balancing capacity utilization, pricing. Waiting line strategies-four basic Waiting line strategies. Matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand. Key reasons for GAP-2 service leadership- Creation of service vision and implementation, Service quality as profit strategy. Service scopes: Types of service scapes-Objectives and Goals of service scapes, Role of service scapes, Approaches for understanding service scapes effects, Framework for understanding service scapes & its effect on behavior-Guidance for physical evidence strategies.

Module – 4 (8 hours)

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

Module – 5 (6 hours)

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

Practical Components:

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

MOOC:

- + <https://www.mooc-list.com/course/principles-service-management-futurelearn>

Course outcomes:**The students will be able to:**

- CO1:** Develop an understanding about the various concepts and importance of Services Marketing.
- CO2:** Enhance knowledge about emerging issues and trends in the service sector.
- CO3:** Learn to implement service strategies to meet new challenges.
- CO4:** Analyse the role of consumers in service delivery
- CO5:** Analysing Services blueprint and SERVQUAL model.

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. | Services Marketing, Valarie A Zeithmal& Mary Jo, McGraw Hill, 6/e 2018 |
| 2. | Services Marketing, Christopher Lovelock, Pearson Education, 2014 |

References

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| 1. | Services Marketing, Parasuraman, Sage Publications 2018 |
| 2. | Service Management for Dummies. For Dummies, ISBN: 9780470440582 |

BUSINESS MARKETING

Course Code	22MBA4M4	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 understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media.
2. To develop, evaluate, and execute a comprehensive digital marketing strategy and plan.
3. To measure digital marketing efforts and calculate ROI.
4. To explore the latest digital ad technologies.

Module – 1 (8 hours)

B2B Marketing: B2B-Introduction, significance, and concept of B2B Marketing. Business Markets, characteristics. Classification of Business Products and Markets. Elements of B2B offering, strategic tools for managing product offerings, managing innovation in the B2B context.

Module – 2 (8 hours)

Organisational Buying Behaviour: Factors affecting purchasing decisions, purchasing orientation, Segmenting purchase categories. Purchase Process-variations. Buying situations and marketer actions. Online buying. Traditional marketing approach-uncertainties of buyer and supplier/marketer. Supplier uncertainties. Relationship variables. Impact of IT. Inter-firm Relationships and Networks. Research on B2B markets: Marketing Information System; Research facilities; Analysis of competition - Benchmarking. Case Study.

Module – 3 (8 hours)

B2B strategy and Market Segmentation:

Process, approach. Responsible strategy-CSR and sustainability, Customer value and strategy.

Researching B2B markets. Standard industrial classification.

B2B Market Segmentation- Significance of segmentation. Basis of segmentation. Challenges of segmentation in B2B markets. B2B positioning. **Case Study.**

Module – 4 (8 hours)

Market Communication: Brand expression, Communication mix and customer acquisition process. Relationship Communication, sales responsibilities. The relationship communication process, call preparation, selling to low-priority and high priority customers. Value selling and consequences- order fulfilment-relationship building. Vertical specialization: Choosing industry; specialization; Expanding to other verticals in the industry. Case Study.

Module – 5 (8 hours)

Relationship Portfolio & Price Setting: Principles of Portfolio management, identifying key accounts, Classification criteria. Relationship life cycle, declassification, managing loyalty. **Case Study. Assignment: Implementing Key Account Management.**

Price setting in B2B markets- 3 Cs of pricing-cost, customer, and competition-Pricing- strategy, price positioning, role of sales force in pricing, bid pricing, internet auctions, ethical aspects of B2B pricing. Product Policy of established products: Classification of the product types; The life cycle of the product; Management products; Strategies for established products. Pricing: Price on the Internet; Financial marketing. Case Study

Practical Components:

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

MOOC:

✚ <https://www.coursera.org/specializations/uol-business-and-marketing-strategies>

Course outcomes:

The students will be able to:

- CO1: Understand significance and elements of B2B marketing.
- CO2: Ability to create an integrated marketing communications plan which includes promotional strategies.
- CO3: Apply marketing communication for customer acquisition.
- CO4: Define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.
- CO5: Develop pricing strategies for effective business to business 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. | Business Marketing Concepts and Cases 2nd Edition 2023, Sharad Sarin, CBS publishers & distributors PVT. LTD. |
| 2. | Business-to-Business Marketing - Relationships, Networks, and Strategies, Soumya Sarkar, Nick Ellis, Oxford higher education. |

References

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|----|---|
| 1. | B2B Service Marketing, Dr. M. Dhanamjaya Dr. Nethravathi N, ISBN: 9789356253773 |
|----|---|

HR Electives

COMPENSATION AND REWARD MANAGEMENT

Course Code	22MBA4H1	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. The student will be able to describe and identify the application of Compensation Management in the Organisation
2. The student will be able to describe and explain in her/his own words, the relevance and importance of Compensation Management in the Organisation
3. The student will be able to apply and solve the workplace problems through application of Compensation Management
4. The student will be able to classify, and categories different models and approaches of Compensation Management adopted in the Organisation.
5. The student will be able to formulate and prepare Compensation Management to be adopted in the Organisation.
6. The student will be able to design and develop an original framework and model in dealing with compensation problems in the organisation.

Module – 1 (6 hours)

Compensation: Compensation, meaning of compensation, Total Compensation/Reward and Its Components and Types, Importance of the Total Compensation Approach, Wages/Salaries, Some Other Terms, Theories of Wages, Does Compensation Motivate Behavior? Compensation Philosophy, Compensation Strategy, Compensation Policy, Base of Compensation Management, The Psychological Contract, Compensation and Legal Issues in Compensation Management, Factors Affecting Employee Compensation/Wage Rates/Wage Structure/Levels of Pay.

Module – 2 (7 hours)

Compensation Management: Meaning of Compensation Management, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organisational Level, Wage Problems in India, Components/Functions of Compensation Management/W&S Admin, Divergent Systems and Institutions for Wage Fixation in India. Types of compensation. **Intrinsic and Relational Rewards.** Heineken's Refreshing Approach to Reward, Non-financial Metrics Intellectual Capital Assessment and Market Implications of Human Capital.

Module – 3 (9 hours)

Wage Determination Practices: Divergent Systems for Wage Determination in Practice in Indian Organisations Introduction, Management's Strategy, Reward Policy, Reward Management Processes, Reward Management Procedures, Pay Reviews, Planning and Implementing Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Evaluation of Reward Processes, Some Other Trends, Boardroom Pay; Divergent Systems and Institutions for Wage Fixation in Practice in India, Management Strategy; Fringe Benefits, Fringe Benefits and Current Practices, Internal Audit of Compensation and Benefits; Different types of Direct and Indirect compensation include: Base Pay / Base pay; Commissions; Overtime Pay; Bonuses, Profit Sharing, Merit Pay; Stock Options; Travel/Meal/Housing Allowance; Benefits including dental, insurance, medical, vacation, leaves, retirement, taxes; Merit pay; Incentive Pay; Deferred Pay ; Pay for time; Recreational facilities.

Module – 4 (9 hours)

Contingent Pay, Pay for Performance, Competence: Competency-Based Pay, Skill-Based Pay, Team

Based Rewards, Gainsharing, Profit-Sharing Profit-Related Pay and Beyond Other Cash Payments and Allowances Overtime Payments Attendance Bonuses, Shift Pay, Clothing Allowances, Honoraria, Payments for Qualifications, Pay for Person, Pay for Excellence, Managerial Compensation and Rewards, Sales Force Incentive Programs, Competency based Pay- Framework, Model and Challenges; Pay for Performance : Steps involved in the design for pay for performance.

Module – 5 (9 hours)

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

Practical Components:

- ✚ Understand the theoretical and practical aspects in the area of compensation and benefits. Exposure to MS-Excel or HRIS packages recommended.
- ✚ Acquire knowledge of compensation and reward system policies, processes, and procedure.
- ✚ Apply the concepts of compensation administration and intrinsic and extrinsic reward system in national and global perspective. Analyze the divergent system and wage determination practices followed in various sectors.

MOOC:

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

Course outcomes:

The students will be able to:

CO1: Gain insights of various conceptual aspects of Compensation and Benefits to achieve organizational goals.

CO2: Determine the performance-based compensation system for business excellence and solve various cases and can compose the business letters in English precisely and effectively.

CO3: Designing the compensation strategies for attraction, motivation and retaining high quality workforce.

CO4: Understand the Legal & Administrative Issues in global compensation to prepare compensation plan, CTC, wage survey and calculate various bonus.

CO5: Devising Salary at various levels.

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. Compensation and Benefit: Biswas, Bashker, D Pearson, edition 2013
2. Managing Employees Performance and Rewards: Shields Cambridge Press, edition 2007
3. Human Resource Information Systems: Basics, Applications, and Future Directions: Michael J. Kavanagh, Mohan Thite, Richard D. Johnson, Sage Publication India Pvt.Ltd , 3/e, 2015

4.	Competency-Based Human Resource Management: AnindyaBasu Roy, SumatiRaym, Sage Publication India Pvt. Ltd, 2019
5.	Compensation and RewardManagement: Singh, B D , Excel Books -2007
References	
1.	Compensation Management: R. C. Sharma, Sulabh Sharma Sage Publication India Pvt.Ltd Edition 2019

GLOBAL HRM

Course Code	22MBA4H2	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. The student will be able to identify the application of IHRM in managing and developing an organization.
2. The student will be able to understand international staffing and Training process.
3. The student will be able to describe the compensation and performance management systems from an international perspective.
4. The student will be able to analyze the role of culture in international business.
5. The student will be able to solve workplace problems involving international issues.
6. The student will be able to apply concepts and knowledge about the range of Human resource functions to the deployment of expatriate employees.

Module – 1 (8 hours)

IHRM- Meaning and Definition, Objectives, The drivers of internationalization of business. HR Challenges in a global workforce, Difference between IHRM and Domestic HRM, Functions of global HRM, Emergence of Global HR Manager, Approaches to International Human Resource Management, Culture and Cross-Cultural Management, Models of IHRM. Equal opportunities, Diversity Management, Work–life balance: practices and discourses.

Module – 2 (9 hours)

Concept of culture, International Culture Management, Role of culture in international business, Models of Culture- Hofstede’s Four Cultural Dimensions, Globe’s Nine Cultural Dimensions, Edgar Schein’s Model of Culture, Schneider’s Culture Model, cultural uniqueness vs. pan-culturalism, Diversity Management-The paradox of diversity. International Culture Management: Model Organisational Culture and Innovation, Models of Culture, Hofstede’s Four Cultural Dimensions, Trompenaar’s Seven Cultural Dimensions, Ethics and corporate social responsibility International labour standards

Module – 3 (8 hours)

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

Module – 4 (8 hours)

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

Module – 5 (7 hours)

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

Practical Components:

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

MOOC:

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

Course outcomes:

The students will be able to:

- CO1:** Understand various practices within the field of global HRM.
- CO2:** Describe HR concepts, policies and practices to deal with issues in an international context.
- CO3:** Appraise the impact of global factors in shaping HR practices.
- CO4:** Apply the concepts of HR in global perspective.
- CO5:** Filming the performance appraisal process.

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.	Dowling, P. J. and Welch, D. E. (1999). International Human Resources Management. 4th ed. CENGAGE Learning.
2.	Ashwathappa, K. and Dash, S. (2008). International HRM. Tata McGrawHill. Publishing Company Limited.
3.	Rao, P.L. International Human Resource Management, First Edition, Excel Books, New Delhi, 2008.
4.	Armstrong M., A Handbook of Personnel Management Practice. Kogan Page Publishers.
5.	Andersen, Arthur. (1996). International Assignment Policies- A Benchmark Study. Jossey-Bass Publishers.

References

1.	Dowling, P. J. and Welch, D. E. (1999). International Human Resources Management. 4th ed. CENGAGE Learning.
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CONFLICT & NEGOTIATION MANAGEMENT

Course Code	22MBA4H3	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 understand the nature of various dimensions of conflict.
2. To learn various strategies and techniques to manage conflicts.
3. To understand the importance and role of negotiation in conflict resolution.
4. To understand the importance of cross-cultural and gender dimensions of negotiation.

Module – 1 (8 hours)

Introduction: Conflict: Definition, Meaning, Theories, Types of Conflicts - Productive (functional) and Destructive (dysfunctional). Levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, Process and Structural Models. Myths about conflicts - of conflicts: cognitive (Pseudo conflict), process (simple conflict) and Inter-personal conflict (ego conflict), causes of conflict: common causes, organizational and interpersonal of conflict: traditional, Contemporary and Integrationist, Causes for workplace conflicts – Harassment and discrimination.

Module – 2 (8 hours)

Analogy of Conflict: Stages of conflicts: grievances- personal needs, lack of monetary benefits and Incentives, promotion and recognition, harassment, discrimination, prejudice and Bias, identity unconcern attitudes of administration, frustration, escalation of Conflicts, and violence, Cost and effects of conflicts. Perspectives of conflict -organizational and individuals. Spectrum of conflicts- Persona conflicts, group conflicts, labour conflicts, social and political conflicts, Contingency conflict management process, Cost of Workplace Conflict, conflict mapping and tracking

Module – 3 (8 hours)

Conflict Management: Nature of conflict Management, managing conflict: Thomas conflict resolution approach (Avoiding, Accommodating, Compromising, Competing, Collaboration) behavioral style and conflict handling, Cosier Schanck model of conflict resolution. Strategies for resolving Individual, Team and organizational level conflict, Conflict Resolution Process – Persuasion, Counselling and Reconciliation Skills, Negotiation and Arbitration, Skills for conflict management– Listening, Mentoring, Mediating, Negotiating, Counselling, Diplomacy, EI (Emotional Intelligence). Conflict Regulation Reduction, Resolution, Transformation.

Module – 4 (8 hours)

Negotiation: Negotiations/ Negotiation strategies –Meaning, Six Foundations of Negotiation, Negotiations, negotiation process, Principles for successful negotiations, Factors and essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations. Negotiation strategies: Strategy and tactics for distributive bargaining.

Module – 5 (8hours)

Negotiation - Resolving Disputes: Dispute Settlement Negotiation (DSN) and Deal Making Negotiation (DMN), importance of BATNA (Best alternative to a negotiated agreement) and ZOPA (Zone of possible agreement) in Dispute Settlement, Negotiation Strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Implications of Negotiation on Policy making, Ethics in negotiation.

Practical Components:

🚩 Survey the conflict resolution techniques adopted by individuals based on individual personality types.

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

MOOC:

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

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

Course outcomes:

The students will be able to:

- CO1:** Understand the concepts of conflict and negotiation and its role.
- CO2:** Learn various contemporary methods of conflict and negotiation.
- CO3:** Gain insights of various conflict handling mechanisms
- CO4:** Demonstrate the cross-cultural and gender dimensions of negotiation.
- CO5:** Negotiating strategy for resolving conflicts.

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.	Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson Omiko, Prentice India, 2007.
2.	Negotiations, Roy J. Lewicki, David M. Saunders, Bruce Barry, 5/e, Mc Graw Hill, 2005, ISBN: 9780072973075. Dividing students into groups and give ascenario to negotiate and reach conclusion.
3.	Fisher,R and Ury.W, (1986), Getting to Yes. Negotiating Agreement without Givingin. London, Hutchinson Business Books Ltd.
4.	Mark Gerzon, (2006) Leading Through Conflict, Harvard Business School Press,Boston, USA.
5.	Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3rd edition, Polity publishers, ISBN 0745649734, 9780745649733,2011
6.	Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.
7.	Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426

References

1. Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258, 9781412844253.
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PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS

Course Code	22MBA4H4	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:

1. The student will be able to describe and identify the application of various PG and IE framework.
2. The student will be able to describe and explain in her/his own words the relevance and importance of various PG and IE to be adopted in the Organisation.
3. The student will be able to apply and improve the workplace effectiveness through various PG and IE
4. The student will be able to classify and categorize different PG and IE practices and to be followed in the Organisation. The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organisation
5. The student will be able to appraise and judge the practical applicability of various PG and IE practices to be followed in the Organisation

Module – 1 (6 hours)

Dynamics of Personal Growth Meaning, nature and scope of personal growth. Self-awareness and self-esteem, life roles, social roles and organisational roles, role clarity and role boundaries. Ego states- Id, ego and super ego and defence mechanism. Developing a self-improvement plan.

Module – 2 (6 hours)

Interpersonal Trust: Openness, confidentiality, blind spot and unknown part of personality. Self disclosure, seeking feedback, self-reflection and practicing new behaviours. Discovering facets of interpersonal trust through Johari Window.

Module – 3 (8 hours)

Understanding Human Personality and Neuro Functioning: Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, PF 16 and Type A and B, Emotional intelligence. Basic functions of mind: Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming.

Module – 4 (8 hours)

Attitudes, Beliefs, Values and their impact on Behavior: Personal change meaning, nature and requisites. Social adjustments and habit formation. Locus of control. Habits of personal effectiveness. Seven habits of highly effective people.

Module – 5 (12 hours)

Interpersonal relations and personal growth: Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, time management and honouring the commitments. **Transactional Analysis:** Ego states, types of transactions and time structuring. Life position, scripts and games; T-group sensitivity training, encounter groups, appreciative enquiry and group relations conference (students may go through three days personal growth lab for experiential learning).

Practical Components:

- ✚ Students are expected to conduct an in-depth study about various personality traits & TA and submit a detailed report.
- ✚ Students must undergo psychometric test like MBTI, FIRO-B, Big Five etc, conduct SWOT analysis and prepare a personal growth plan based on the results

- Ask the individual students to seek multisource feedback about their interpersonal effectiveness from peers, teachers, and parents; understand and reflect the feedback and prepare a development plan for interpersonal effectiveness.
- Discuss a Johari Window case in the class to identify how it can help each individual student to promote his/ her personal growth. Organize a workshop on MBTI for the students to know their type and to understand the type dynamics.
- Organize a Neuro linguistic programming workshop for the participation of all HR students

MOOC:

- https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIeoW7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fwww.ttpl.org.in%2f2020%2fall-streambooks%2f6244-personal-growth-and-interpersonal-effectiveness-.html/RK=2/RS=rpRdeJi7et9M8tFNBcBdlaXNTdI-
- https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIeIW7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fidoc.pub%2fdocuments%2fpersonal-growthand-interpersonal-effectiveness-ylyx3eompqnm/RK=2/RS=n8xZOt_T_bFC68F4X7UAwxMwkv4-
- https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIhoW7HAX.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fwww.scribd.com%2fpresentation%2f318352003%2fPersonal-Growth-and-Interpersonal-EffectivenessPPT/RK=2/RS=2IWkxWYX9qUIPdMH461FNs0M1FI-

Course outcomes:

The students will be able to:

- CO1:** Have in-depth understanding the various personality traits which promotes personal growth.
- CO2:** Analyze the concepts of human personality, behaviour and functioning of mind.
- CO3:** Learn and apply the psychometrics tests in understanding the personality traits.
- CO4:** Develop the greater insight of self, and others through various theories and prepare the developmental plan for interpersonal effectiveness.
- CO5:** Solving the group conflicts.

Question paper pattern:

- The students will have to answer 4 full questions out of 7 questions in PART – A
- 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.
- PART - B will be compulsory (Case study).
- All questions carry equal marks (20 marks)
- Questions to be framed from all the Modules.

Textbooks

1.	Organisational Behaviour: Human Behaviour at work John W. Newstrom and Keith Davis, Tata McGraw Hill, 11/e, 2003
2.	Human Relations in organisations
3.	Competency Mapping Assessment and Growth, Naik G. P, IIHRM,2010.

References

1.	Development of Management Skills, Whetten & Cameron, PHI,7/e.
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BUSINESS ANALYTICS ELECTIVES

MACHINE LEARNING			
Course Code	22MBA4B1	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:			
<ol style="list-style-type: none"> 1. To acquaint students with theoretical and practical knowledge on machine learning. 2. To make students apply the concepts of Machine learning. 3. To make students understand the technology integration and importance of data analytics. 4. To make students analyze using the Machine learning techniques for business decisions 			
Module – 1 (8 hours)			
<p>Introduction to Machine Learning: Creativity and motivation, Computer hardware architecture, understanding programming, word and sentence, Conversing with Python, Terminology, Debugging, The learning journey.</p> <p>Supervised and Unsupervised Learning :Regression and classification models, Decision tree, Classification of regression trees, linear, multiple, logistic regression ,neural networks, multi layer perception ,support vector machines, linear and non-linear kernel functions, introduction to clustering and k model clustering.</p>			
Module – 2 (8 hours)			
<p>Decision tree and generic algorithms: Basic decision tree algorithm, information gain, hypothesis space, inductive bias, issues in decision tree learning, determining the correct and final tree size, pruning. Genetic Algorithms: Motivation, Genetic Algorithms: Representing Hypotheses, Genetic Operator, Fitness Function and Selection, An Illustrative Example, Hypothesis Space Search, Genetic Programming, Models of Evolution and Learning: Lamarckian Evolution, Baldwin Effect, Parallelizing Genetic Algorithms.</p>			
Module – 3 (8 hours)			
<p>Ensemble and probabilistic learning: Model Combination Schemes, Voting, Error-Correcting Output Codes, Bagging: Random Forest Trees, Boosting: Adaboost, Stacking. Gaussian mixture models - The Expectation-Maximization (EM) Algorithm, Information Criteria, Nearest neighbour methods - Nearest Neighbour Smoothing, Efficient Distance Computations: the KD-Tree, Distance Measures</p>			
Module – 4 (8 hours)			
<p>Reinforcement Learning and Evaluating Hypotheses: Learning Task, Q Learning, Non deterministic Rewards and actions, temporal-difference learning, Relationship to Dynamic Programming, Active reinforcement learning, Generalization in reinforcement learning.</p> <p>Motivation, Basics of Sampling Theory: Error Estimation and Estimating Binomial Proportions, The Binomial Distribution, Estimators, Bias, and Variance</p>			
Module – 5 (8 hours)			
<p>Introduction to Virtual Reality and Virtual Environment: Computer and Real time computer graphics, Flight Simulation, Virtual environment requirement, benefits of virtual reality.</p> <p>Augmented Reality: Taxonomy, technology and features of augmented reality, difference between AR and VR, Challenges with AR, AR systems and functionality, Augmented reality methods, visualization techniques for augmented reality, enhancing interactivity in AR environments, evaluating AR systems.</p>			

Practical Components:

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

MOOC:

- ✚ https://r.search.yahoo.com/_ylt=AwrKEtVjfPdijgcUVXy7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660415204/RO=10/RU=https%3a%2f%2fwww.globalsqa.com%2ffree-machine-learning-
- ✚ <https://www.coursera.org/learn/machine-learning>
- ✚ <https://www.my-mooc.com/en/mooc/machine-learning-fundamentals-uc-san-diegox-dse220x/>

Course outcomes:**The students will be able to:**

- CO1:** Understand the concepts of Machine learning
- CO2:** Apply the knowledge of Data visualization and accurate decision making
- CO3:** Analyse the Big data and pattern using machine learning algorithms
- CO4:** Evaluate the Data Structure and provide immersive experience to users
- CO5:** Analyse the virtual ,reality, environmental & augmented reality in the real time situation.

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

References

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|----|---|
| 1. | EthemAlpaydin, (2004) “Introduction to Machine Learning (Adaptive Computation and Machine Learning)”, The MIT Press |
| 2. | T.astie, R. Tibshirani, J. H. Friedman, “The Elements of Statistical Learning”, Springer(2 nd Ed.), 2009 |

BUSINESS ANALYTICS AND INTELLIGENCE

Course Code	22MBA4B2	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 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 (4 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 (8 hours)

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

Module – 3 (14 hours)

TABLEAU AND BASIC DATA ANALYSIS IN TABLEAU: Introduction to Tableau, Tableau Architecture. Data analysis and data communication with Tableau. Tableau public and desktop. Knowing Your Data, importing data, the “Data Visualization Process”, table view, Dashboard

Module – 4 (8 hours)




VISUALISATION USING TABULEAU: How to create simple static charts in Tableau, selecting appropriate chart, bar charts, line charts, bubble charts, scatter charts, tree maps, stacked bar charts, bulleted charts and histogram Visualizing locations and time, how to save and publish your data in Tableau, how to export charts from Tableau for use in PowerPoint and Word.

Module – 5 (6 hours)

INTRODUCTION TO POWER BI, SQL Server Introduction, Introduction to Power Bi, Basic Report Design.

VISUALISATION USING POWER BI, Data preparation, Visualizing data in charts and tables

Practical Components:

-  To visit the business organization 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 visualization.

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_pjsP4HVnG12LjIL3hMRoClawQAvD_BwE

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:

- The students will have to answer 4 full questions out of 7 questions in PART – A
- 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.
- PART - B will be compulsory (Case study).
- All questions carry equal marks (20 marks)
- Questions to be framed from all the Modules.

Textbooks

1.	Business Intelligence and Analytics: Systems for Decision Support : by RameshSharda, Pearson
2.	Business Intelligence, Analytics, and Data Science: A Managerial Perspective FourthEdition 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 visualanalytics, and transform your organization, 4th Edition,by Joshua N. Milliga
2.	Data Visualization: Using Power BI, Orange and Excel- by Dr.Shirshendu Roy , soldby BOOKNETZ
3.	Mastering Power BI- by Chandraish Sinha , Sold by Epitome Books

BIG DATA

Course Code	22MBA4B3	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. Understand the Big Data Platform and its Use cases.
2. Provide an overview of Apache Hadoop
3. Provide HDFS Concepts and Interfacing with HDFS □ Understand Map Reduce Jobs
4. Exposure to Data Analytics with R.
5. Apply analytics on Structured, Unstructured Data.

Module – 1 (8 hours)

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

Module – 2 (8 hours)

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

Module – 3 (8 hours)

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

Module – 4 (8 hours)

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

Module – 5 (8 hours)

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

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

Practical Components:

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

MOOC:

- ✚ https://onlinecourses.nptel.ac.in/noc20_cs92/preview
- ✚ https://r.search.yahoo.com/_ylt=AwrKC2qQjvdij9UV_2.7HAX.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660419857/RO=10/RU=https%3a%2f%2fwww.crayondata.com%2fdownload-12-free-ebooks-on-big-

- <https://www.youtube.com/watch?v=rvJgArru8dI>
- <https://www.coursera.org/courses?query=big%20data>
- <https://www.pdfdrive.com/big-data-books.html>

Course outcomes:

The students will be able to:

- CO1:** Understand Big Data and its Business Implications
- CO2:** Apply the knowledge of Hadoop and Hadoop Eco-System in big data analysis
- CO3:** Analyse the big data and provide data visualization and helps in decisions
- CO4:** Develop Big Data Solutions using Hadoop Eco System
- CO5:** Apply Machine Learning Techniques using R

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. | Tom White “Hadoop: The Definitive Guide” Third Edit on, O’reily Media, 2012. |
| 2. | Seema Acharya, SubhasiniChellappan, "Big Data Analytics" Wiley 2015. |
| 3. | Michael Berthold, David J. Hand, "Intelligent Data Analysis”, Springer, 2007. |

References

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|----|--|
| 1. | Jay Liebowitz, “Big Data and Business Analytics” Auerbach Publications, CRC press (2013) |
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FINANCIAL ANALYTICS

Course Code	22MBA4B4	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 understand the basic concepts of Data analytics
2. To Gain an insight into the decision making under uncertainty circumstances based on results.
3. To apply the statistical tools in financial analytics for solving business problems
4. To equip students with necessary analytical skills using excel and SPSS software

Module – 1 (8 hours)

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

Module – 2 (8 hours)

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

Module – 3 (8 hours)

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

Module – 4 (8 hours)

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

Module – 5 (8 hours)

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

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

Practical Components:

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

MOOC:

- ✚ https://r.search.yahoo.com/_ylt=AwrPpk6rQ_diy2YTchK7HAX.;_ylu=Y29sbwNzZzMEcG9zAzYEdnRpZAMEc2VjA3Ny/RV=2/RE=1660400683/RO=10/RU=https%3a%2f%2fcorporatefinanceinstitute.com%2fresources%2febooks%2fanalyst-trifecta-ebookpdf%2f/RK=2/RS=GU5U05axvSbcRt9TbAEysqyOD5Y-
- ✚ <https://www.pdfdrive.com/financial-statement-analysis-books.html>
- ✚ https://r.search.yahoo.com/_ylt=AwrPpHyqR_diEp8TTQK7HAX.;_ylu=Y29sbwNzZzMEcG9zAzMEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660401706/RO=10/RU=https%3a%2f%2fcorporatefinanceinstitute.com%2fresources%2febooks%2fanalyst-trifecta-ebookpdf%2f/RK=2/RS=GU5U05axvSbcRt9TbAEysqyOD5Y-

[nceinstitute.com%2fresources%2febooks%2fanalyst-trifecta-ebookpdf%2f/RK=2/RS=9WRyngvp15QjtBSAgeNzY6oWzPo-](https://www.nceinstitute.com/resources/books/analyst-trifecta-ebookpdf/RK=2/RS=9WRyngvp15QjtBSAgeNzY6oWzPo-)

Course outcomes:

The students will be able to:

- CO1:** Understand and perform the basics of financial analytics.
- CO2:** Application of quantitative methods for financial data analysis.
- CO3:** Apply Multivariate time series analysis for financial data of any business
- CO4:** Analyse the data using Jamovi real world application
- CO5:** Assess & Evaluate regression analysis in business application of finance.

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

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|----|--|
| 1. | Basic Econometrics Damodar N Gujarati, Dawn Porter, Sangeetha Gunashekar McGraw Hill Education 5th, 2017 |
| 2. | Financial Econometrics Oliver Linton Cambridge University Press, 1st, 2019 |

References

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| 1. | Introductory Econometrics for Finance Chris Brooks Cambridge University Press 4th, 2019. |
| 2. | Spreadsheet skills for Finance Professionals Pitabas Mohanty Taxmann's 2 nd , 2020. |