

BMS INSTITUTE OF TECHNOLOGY AND MANAGEMENT

(Autonomous Institute affiliated to VTU, Belagavi, Approved by AICTE
New Delhi, Accredited by NAAC with 'A' Grade and 9 Programs accredited
by NBA)

**Avalahalli, Doddaballapur Main Road, Yelahanka,
Bengaluru - 560119**



Department of MBA

Scheme and Syllabus

2024 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 the 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 department imparting value-based education and research to develop leaders and entrepreneurs contributing for the betterment of the society.

Mission

The department commits itself to achieve the vision through:

-  Imparting management education that integrates interdisciplinary theoretical foundations with practical applications through experiential learning
 -  Developing the passion for innovation, entrepreneurship, and social responsibility.
 -  Fostering a culture of research excellence.
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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, analyse, and communicate global, economic, legal and ethical aspects of business.
- PO5** Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- PO6** Develop entrepreneurial mindset and promote innovation in business enterprises.
- PO7** Synthesis of ethical behaviour and social responsibility in managerial decision making.
- PO8** Integrate the academic learning and research skills for career planning and development.

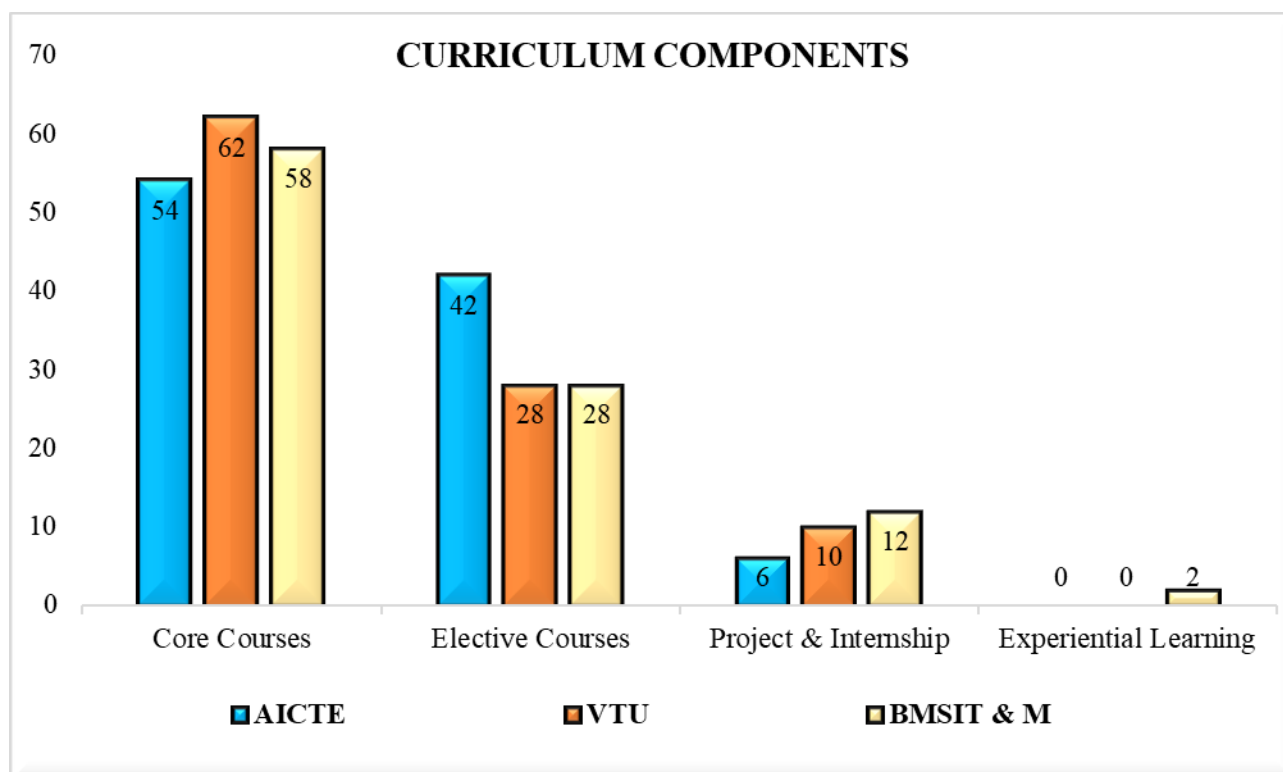
PROGRAM SPECIFIC OUTCOMES (PSOs)

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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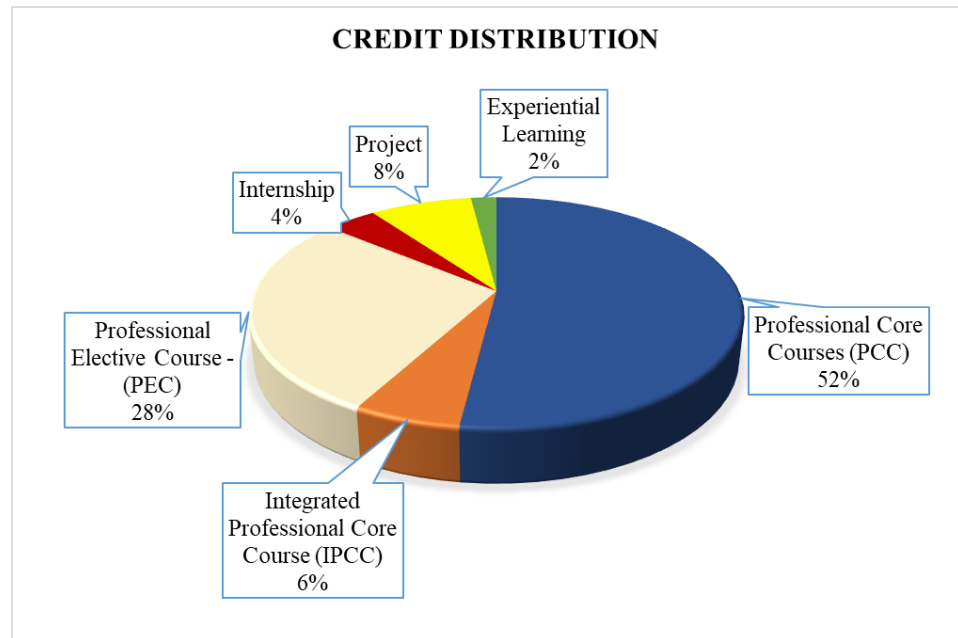
Comparison of syllabus with AICTE model curriculum and VTU

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	12
5	Experiential Learning	-	-	2
6	Societal Project	-	Included	Included



Typical Structure of Curriculum - MBA

Semester	Professional Core Courses (PCC)	Integrated Professional Core Course (IPCC)	Professional Elective Course - (PEC)	Internship	Project	Experiential Learning	Audit Course	Total
I	22	3					1	25
II	22	3				2	2	27
III	8		16	4				28
IV			12		8			20
Total	52	6	28	4	8	2	3	100



SEMESTER – 1



BMS INSTITUTE OF TECHNOLOGY AND MANAGEMENT

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Scheme of Teaching and Examination: Effective from AY 2024-25

Choice Based Credit System (CBCS)

PG PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER: I

Sl. No	Course Category	Course Code	Course Title	Credit Distribution			Credits	Contact Hours/week	Examination			
				L	T	P			Duration in Hours	CIE Marks	SEE Marks	Total Marks
1.	PCC	MMBA1C1	Management & Organizational Behaviour	4	0	0	4	4	3	50	50	100
2.	PCC	MMBA1C2	Managerial Economics	4	0	0	4	4	3	50	50	100
3.	PCC	MMBA1C3	Financial Accounting & Reporting	4	0	0	4	4	3	50	50	100
4.	PCC	MMBA1C4	Marketing Management 1	3	0	0	3	3	3	50	50	100
5.	PCC	MMBA1C5	Business Statistics	4	0	0	4	4	3	50	50	100
6.	PCC	MMBA1C6	Managerial Communication	3	0	0	3	3	3	50	50	100
7.	IPCC	MMBA1C7	Computer Application for Management	2	0	1	3	4	3	50	50	100
8.	AUD	MMBA1A1	English for Professional Excellence - 1	-	-	-	-	2	-	50	-	PP
TOTAL				24	-	1	25	28	21	400	350	700

Note: PCC: Professional Core Course; IPCC: Integrated Professional Core Course, AUD: Audit course

SEMESTER – 2



BMS INSTITUTE OF TECHNOLOGY AND MANAGEMENT

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Scheme of Teaching and Examination: Effective from AY 2024-25

Choice Based Credit System (CBCS)

PG PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER: II

Sl. No	Course Category	Course Code	Course Title	Credit Distribution			Credits	Contact Hours/week	Examination			
				L	T	P			Duration in Hours	CIE Marks	SEE Marks	Total Marks
1.	PCC	MMBA2C1	Operations Research	4	0	0	4	4	3	50	50	100
2.	PCC	MMBA2C2	Human Resource Management	4	0	0	4	4	3	50	50	100
3.	PCC	MMBA2C3	Financial Management	4	0	0	4	4	3	50	50	100
4.	PCC	MMBA2C4	Strategic Management	3	0	0	3	3	3	50	50	100
5.	PCC	MMBA2C5	Business Research Methods	4	0	0	4	4	3	50	50	100
6.	PCC	MMBA2C6	Marketing Management 2	3	0	0	3	3	3	50	50	100
7.	IPCC	MMBA2C7	Business Analytics	2	0	1	3	4	3	50	50	100
8.	EXP	MMBA2C8	Design Thinking & Innovation	1	0	1	2	3	-	50	50	100
9.	AUD	MMBA2A1	English for Professional Excellence - 2	-	-	-	-	2	-	50	-	PP
10.	AUD	MMBA2A2	Societal Project	-	-	-	-	-	-	50	-	PP
TOTAL				25	0	2	27	31	21	500	400	800

Note: PCC: Professional Core Course; IPCC: Integrated Professional Core Course; EXP: Experiential Learning; Program Practical /Field Work / Assignment are part of contact hours ; AUD – Audit course

SEMESTER - 3



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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	Credit Distribution			Credits	Contact Hours/week	Examination			
				L	T	P			Duration in Hours	CIE Marks	SEE Marks	Total Marks
1.	PCC	MMBA3C1	Entrepreneurship & Startup Management	4	0	0	4	4	3	50	50	100
2.	PCC	MMBA3C2	Operations & Supply Chain Management.	4	0	0	4	4	3	50	50	100
3.	INT	MMBA3C4	Internship	0	0	4	4	8	-	50	50	100
4.	PEC		Electives 1 (D)	4	0	0	4	4	3	50	50	100
5.	PEC		Electives 2 (D)	4	0	0	4	4	3	50	50	100
6.	PEC		Electives 3	4	0	0	4	4	3	50	50	100
7.	PEC		Electives 4	4	0	0	4	4	3	50	50	100
TOTAL				24	0	4	28	32	18	350	350	700

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

Specialization Courses – III Semester

Finance Professional Elective Courses		Marketing Professional Elective Courses		Human Resource Professional Elective Courses		Business Analytics Professional Elective Courses	
MMBA3F1	Strategic Cost Management	MMBA3M1	Consumer Behavior	MMBA3H1	Recruitment And Selection	MMBA3B1	Introduction to Python Programming and Data Science
MMBA3F2	Investment Analysis and Portfolio Management	MMBA3M2	Sales Management	MMBA3H2	Strategic Talent Management	MMBA3B2	Data Visualization
MMBA3F3	Advanced Financial Management	MMBA3M3	Services Marketing	MMBA3H3	Organizational Change and Development	MMBA3B3	Business Analytics and Intelligence
MMBA3F4	Mergers Acquisitions & Corporate Restructuring	MMBA3M4	Rural Marketing	MMBA3H4	Industrial Relations and Legislations	MMBA3B4	Big Data Analytics

SEMESTER - 4



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Choice Based Credit System (CBCS)

PG PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER: IV

Sl. No	Course Category	Course Code	Course Title	Credit Distribution			Credits	Contact Hours/week	Examination			
				L	T	P			Duration in Hours	CIE Marks	SEE Marks	Total Marks
1.	PROJ	MMBA4C1	Project Work	0	0	8	8	16	-	50	50	100
2.	PEC		Electives 5	3	0	0	3	3	3	50	50	100
3.	PEC		Electives 6	3	0	0	3	3	3	50	50	100
4.	PEC		Electives 7	3	0	0	3	3	3	50	50	100
5.	PEC		Electives 8	3	0	0	3	3	3	50	50	100
TOTAL				12	0	8	20	28	12	250	250	500

Note: PCC: Professional Core Course; PEC: Professional Elective Course; PROJ: Project work

Specialization Courses – IV Semester

Finance Professional Elective Courses		Marketing Professional Elective Courses		Human Resource Professional Elective Courses		Business Analytics Professional Elective Courses	
MMBA4F1	Tax Management	MMBA4M1	Strategic Brand Management	MMBA4H1	Conflict & Negotiation Management	MMBA4B1	Machine Learning
MMBA4F2	International Financial Management	MMBA4M2	Integrated Marketing Communication	MMBA4H2	International HRM	MMBA4B2	Predictive Analytics
MMBA4F3	Financial Derivatives	MMBA4M3	B2B Marketing	MMBA4H3	Personal Growth & Interpersonal Effectiveness	MMBA4B3	Digital Analytics
MMBA4F4	Banking & Financial Services	MMBA4M4	Retail Management	MMBA4H4	Compensation & Reward Management	MMBA4B4	Strategy Analytics

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. Two tests will be conducted. Each test will be for 50 marks and the average will be converted to 25 marks.

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.
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3. Design Thinking and Innovation

Evaluation Pattern

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

Rubrics for CIE: Presentation & Report 50 Marks

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

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

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

4. Societal Project

Evaluation Pattern

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

Rubrics for CIE: Presentation & Report 50 Marks

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

SEE - Question Paper Pattern*

Semester End Examination - MBA Degree Examination

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

GENERAL:

- a. The students will have to answer FOUR full questions, choosing ONE full question from each module. in PART - A
- b. PART - B will be compulsory.
- c. All questions carry equal marks (20 marks)
- d. Questions to be framed from all the Modules.

PART - A

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

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 SYLLABUS

ENTREPRENEURSHIP & STARTUP MANAGEMENT					
Course Code	MMBA3C1	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	4:0:0	SEE	50 marks	Exam Hours	03 hours
Course Co-Ordinator:		Dr. Vishwanath M R			

COURSE CONTENT

COURSE OBJECTIVES:

1. To provide a fundamental understanding of entrepreneurship.
2. To provide an insight into feasibility analysis and business plan.
3. To provide a basic understanding of startup.
4. To create awareness about startup ecosystem.
5. To appraise the students on the application-oriented case studies on entrepreneurship.

SYLLABUS

MODULE 1

12 HOURS

Entrepreneur: Meaning, Definition, Characteristics and Skills of Entrepreneurship, Concepts of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Manager, Types of Entrepreneurs, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship, Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies. Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility. Role of Government in promoting Entrepreneurship- Government Schemes and Institutional Support.

MODULE 2

12 HOURS

Feasibility Analysis and Business Plan: Feasibility Analysis - Meaning, reasons for conducting feasibility analysis. Types of feasibility analysis – Market, technical and financial. Feasibility analysis vs Business plan. Business Plan – meaning, reasons for developing business plan. Business Plan steps – Title page, table of content, executive summary, product/service profile, General company description, production and operation plan, marketing plan, Human Resource plan, financial plan, Appendices.

MODULE 3

12 HOURS

Introduction to Start up: Start up definition, Difference between startup and small business, startup founder vs entrepreneurs, Start-up Ideas, Different types of Start-ups, Startup trends, Business Incubator, Accelerator v/s Incubators, Leading business incubators and accelerators in India, Procedure for registering a Start-up Company in India, Success stories of startups. Challenges for startups, Startup lifecycle, Startup Canvas.

MODULE 4

12 HOURS

Ecosystem for Startup: Concept and Importance of Startup Funding, Types of Funding: Bootstrapping, Bank loan, Crowdfunding, Debt Financing, Equity Financing. Venture Capital and Angel Investment: Meaning, Characteristics, and Importance of Venture Capital, Stages of Venture Capital Funding (Seed, Series A, B, C...), Role of Angel Investors vs. Venture Capitalists.

MODULE 5

04 HOURS

Case Study- Review and recap of case studies discussed from Unit 1 to Unit 4

PRACTICAL COMPONENTS

- Interview an entrepreneur to find out his/her major motivations to start a business, early challenges, funding issues, competition, marketing plan and achievements.
- Watch episodes of Shark Tank and learn how to pitch your business plan in front of investors.
- Develop a business plan
- Develop a startup canvas

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

- <https://www.my-mooc.com/en/categorie/entrepreneurship>
- <https://www.youtube.com/watch?v=g0CjWbgdTQ>
- https://www.youtube.com/watch?v=SfOaZIGJ_gs&t=1275s

COURSE OUTCOME

The students will be able to:

- CO1** Understand the fundamental concepts of entrepreneurship.
- CO2** Develop a business plan for any idea of their choice.
- CO3** Analyze the importance of startup management
- CO4** Evaluate various avenues for startup funding.
- CO5** Analyze the given case based on various entrepreneurship concepts.

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

OPERATIONS AND SUPPLY CHAIN MANAGEMENT					
Course Code	MMBA3C2	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	4:0:0	SEE	50 marks	Exam Hours	03 hours
Course Co-Ordinator:		Dr. Balabadhra Kishore			

COURSE CONTENT

COURSE OBJECTIVES:

1. Understand the concept of Operations management in a business scenario.
2. Demonstrate knowledge of the functions of supply chain management.
3. Analyze the role of technology in operations and supply chain management.
4. Understand the importance of Quality management and Project Management practices.
5. Understand and apply the IT tools in supply chain management.

SYLLABUS

MODULE 1

12 HOURS

Introduction to Operations Management: Operation types and layers, planning, design and control of products and services. NPD strategies, operations strategy, manufacturing decisions, material requirement planning (MRP) systems, Enterprise Resources Planning (ERP), production and service systems, operational excellence, global operations strategy, behavioral operations.

MODULE 2

12 HOURS

Strategic Quality Management: Definition, evolution of QM, quality gurus, product & process development strategies, Six Sigma organization, SPC – basic and management tools, six S, continual improvement programs, BPR, TQM, TPM, JIT, lean thinking – VSM, JIDOKA, TOC, quality management system – principles and various systems, business excellence – MBNQA and EFQM.

MODULE 3

12 HOURS

Introduction to Supply chain Concepts: Definition and components, supply chain development and development chain, SC strategy, SC risk management framework, global SCM, SC fragmentation, Strategic Sourcing, SRM, CRM, green SCM, emerging trends in SCM, Achieving strategic fit, agile SC, performance- SCOR model and BSC model, Inventory Management and e-commerce.

MODULE 4

12 HOURS

Strategic Project Management: Definition, Introduction to project, program & portfolio management, product life cycle v/s project lifecycle. Project Management Environment, Performance Domains, Value Delivery System, Principles of Project Management, Models, Methods and Artifacts, project process groups, knowledge areas, Agile project management, emerging trends in project management.

MODULE 5

04 HOURS

Case Study- Review and recap of case studies discussed from Unit 1 to Unit 4

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

- <https://nptel.ac.in/courses/110106045>
- <https://www.maersk.com/logistics-explained/supply-chain-management/2024/02/23/essential-guide-to-supply-chain-management>
- https://onlinecourses.nptel.ac.in/noc24_mg01/preview
- https://onlinecourses.nptel.ac.in/noc20_mg34/preview

COURSE OUTCOME

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** Analyze 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.

RECOMMENDED BOOKS:

1. F Robert Jacobs, R B Chase, Ravishankar Operations and Supply Chain Management, 17th Edition, MC Graw Hill
2. Supply Chain Management- Strategy, Planning and Operation, Sunil Chopra, Peter Meindl, D.V. Kalr, Pearson Latest edition.
3. Mahadevan B, Operations Management – Theory and Practice, 3rd edition, Pearson.

REFERENCE BOOKS:

1. William J Stevenson, Operations Management, 13th edition, Mc Graw Hill
2. Lal H, Total Quality Management : a practical approach, New Age 2009
3. Meredith, Jack R Mantel, Samuel J, Project Management: a managerial approach, Wiley India 2003

INTERNSHIP					
Course Code	MMBA3C3	CIE	50 marks	Contact Hours	00 hours
Credits (L:T:P)	0:0:4	SEE	50 marks	Exam Hours	00 hours
Course Co-Ordinator:		Ms. Sindhu Ramesh			

COURSE CONTENT

COURSE OBJECTIVE:

To provide industry insights to the students in order to get acquainted with the industry environment and to apply theoretical concepts in real life situation at the work place for various functions of the organization.

STRUCTURE:

The Internship shall consist of study of an organization for 4 credits for 4 weeks.

GENERAL GUIDELINES:

1. 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.
2. The Course code of the Internship shall be MMBA3C3 and shall be compulsory for all the students.
3. No two students of an institute shall work on the same organization.
4. The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance. Student need to identify an external guide (Working in the organization) and seek guidance from him/her.

SUBMISSION OF REPORT:

Students shall submit one hard copy of the report to the college with hard bound color of royal blue and a soft copy in PDF file (Un-editable Format)

EVALUATION:

1. Internal evaluation will be done by the internal guide.
2. Viva-Voce / Presentation:

A viva-voce examination shall be conducted at the respective institution where a student is expected to give a presentation of his/ her work. The viva –voce examination will be conducted by the respective HOD or Senior Professor or Internal Guide of the department and the external guide will be from the industry/ faculty from VTU PG Centers or faculty from affiliated institutions of VTU as examiner for the viva voce of Internship.

The affiliated institutions can have the external guide from the industry/ faculty from other VTU affiliated institutions/ VTU PG 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 professional, a senior professor or a faculty with more than 10 years of experience may be invited to conduct the viva-voce examination. Internship carries 100 marks consisting

of 50 marks for Internship report (evaluated by internal guide) and 50 marks for viva-voce examination.

CONTENTS OF THE INTERNSHIP REPORT:

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

Executive Summary

Chapter 1: Introduction about the Organization & Industry.

Chapter 2: Organization Profile

- i. Background
- ii. Nature of Business
- iii. Core values and ethics of the company
- iv. Vision, Mission and Quality Policy
- v. Workflow Model
- vi. Product/Service profile
- vii. Ownership Pattern
- viii. Achievements/Awards, if any
- ix. Future growth and prospects

Chapter 3: McKinsey'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 1.5 line spacing. The Internship report shall be minimum of 50 pages.

RUBRICS FOR INTERNSHIP MMBA3C3:

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

MARKSHEET FOR VIVA-VOCE EXAMINATION (SEE):

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

FINANCE ELECTIVES

STRATEGIC COST MANAGEMENT					
Course Code	MMBA3F1	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	4:0:0	SEE	50 marks	Exam Hours	03 hours
Course Co-Ordinator:		Dr. Vinay H V			

COURSE CONTENT

COURSE OBJECTIVES

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.

SYLLABUS

MODULE 1

12 Hours

Introduction to Cost Management- Cost Accounting to Cost Management- Objectives and functions of Cost Accounting, Cost accounting and Financial Accounting, Elements of costs- **Classification of costs** - Methods of costing- Responsibility Centers - Cost Management Tools- A Strategic View to Cost Management, Preparation of a cost sheet. Target Costing, features, steps, Advantages (Problems on cost sheet).

MODULE 2

10 Hours

Overheads: Meaning of Overhead Cost, Classification and Collection, Difference between Cost Allocation and Cost Apportionment, Problems on Overhead Distribution. Under and Over absorption of Overhead. Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis, Benefits and weaknesses of ABC. (Theory & Problems).

MODULE 3

14 Hours

Marginal Costing – Nature and Scope- Applications-Break even charts and Point, Decision-making (all types with full problems) Differential Cost Analysis, Advantages and Disadvantages of Marginal Costing.

Budgetary Control- Essentials of Effective Budgeting, Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor Problems on Production Budgets and Flexible Budgets.

MODULE 4

12 hours

Standard Costing - Comparison with Budgetary control, analysis of Variances, Simple problems on Material and Labor variances only, Performance Budgeting, Zero base Budgeting (ZBB) (Problems).

Cost Audit & Reporting to Management-objectives and advantages of Cost Audit, Cost Audit report. Management Audit- Objectives and Scope. Cost Reduction and Cost Control, Balanced Scorecard: Features and Purpose, Back-flush accounting, The Variants of Backflush Accounting, Lean Accounting, Cost Control vs. Cost Reduction. Transfer Pricing – Meaning, Principles of Transfer Pricing, Methods of Transfer of Pricing (theory only).

MODULE 5

4 hours

Case Study: Review and recap of case studies discussed from Module 1 to Module 4.

PRACTICAL COMPONENTS

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

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

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

COURSE OUTCOME

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.

RECOMMENDED BOOKS:

1. Cost Accounting (2e) by M.Y. Khan and P.K. Jain (2017). McGraw Hill Education.
2. Management Control Systems (4e) by Kenneth Merchant and Wim Van Der Stede. Pearson Education (2019).
3. A Textbook of Cost and Management Accounting: Arora M. N, 11th Edition, Vikas.

REFERENCE BOOKS:

1. Managerial Accounting: James Jiambalvo, 4th Edition, Wiley India Pvt. Ltd.
2. Cost Accounting: Jawaharlal & Seema Srivastava, 4th Edition, TMH

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT					
Course Code	MMBA3F2	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	4:0:0	SEE	50 marks	Exam Hours	03 hours
Course Co Ordinator:		Dr. Jyothi E Singh			

COURSE CONTENT

COURSE OBJECTIVES

1. To provide foundational knowledge of investment concepts, risk-return trade-offs, and their application in decision-making.
2. To enable understanding of securities markets and methods of valuing financial instruments for effective investment evaluation.
3. To develop competency in investment analysis through the application of fundamental and technical tools.
4. To provide insights into portfolio theory and management techniques for creating and optimizing investment portfolios.
5. To strengthen problem-solving and decision-making abilities by applying investment concepts to practical and case-based contexts.

SYLLABUS

MODULE

12 hours

Introduction to Investment: Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Sources of investment information Investment Process. (Only theory)

Risk and Return Analysis: Concept of Risk, Types of Risk- Systematic risk & Unsystematic Risk, Risk-Return Relationship. Calculation of Return and Risk of Individual Security (Theory & Problems).

MODULE 2

12 hours

Introduction to Securities Market: 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. (Only theory)

Valuation of Securities: Bond – Meaning, features, types, determinants of interest rates, Bond Valuation, Bond Duration, Bond Management Strategies. Preference Shares- Concept, Valuation. Equity Shares- Concept, Valuation, Dividend Valuation Models (Theory & Problems). Mutual Funds: Basic concepts of Mutual funds and its types. (Only theory)

MODULE 3

12 hours

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

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

Market Efficiency and Behavioral Finance: Random Walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Basics of Behavioral Finance Algorithmic trading, and Quant Trading (Only theory)

MODULE 4

12 hours

Modern Portfolio Theory: Markowitz Model- Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Sharpe's Single Index Model, Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML V/s SML. (Theory & Problems)

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

MODULE 5

4 hours

Case Study- Review and recap of case studies discussed from Unit 1 to Unit 4

PRACTICAL COMPONENTS

1. 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.
2. Students should study the stock market pages from business press and calculate the risk and return of selected companies.
3. Students can do EIC framework analysis and practice Technical Analysis
4. Students can study the mutual funds schemes available in the market and do their Performance evaluation.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

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

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

COURSE OUTCOME

The students will be able to:

- CO1** Apply risk–return analysis to evaluate individual securities and investment avenues for informed decision-making.
- CO2** Analyze securities markets and valuations of financial instrument for effective investment decisions.
- CO3** Analyze and evaluate securities by applying fundamental and technical analysis tools.
- CO4** Apply portfolio theory and management strategies to construct, revise, and evaluate investment portfolios.
- CO5** Demonstrate the ability to analyses and evaluate investment decisions by applying theoretical concepts to practical case-based situations

RECOMMENDED BOOKS:

1. Investment Analysis and Portfolio management, Prasanna Chandra, Tata McGraw Hill, 3/e, 2010.
2. Security Analysis & Portfolio Management, S Kevin, Tata McGraw Hill, 2014.
3. Security Analysis & Portfolio Management, Punithavathy Pandian, Vikas Publications, 2/e, 2018.

REFERENCE BOOKS:

1. Security Analysis & Portfolio Management – Fisher and Jordan, 6/e Pearson, PHI.
2. Investments –Zvi Bodie, Kane, Marcus & Mohanty, TMH, 8th Edition, 2010.
3. Investment management (Security Analysis and & Portfolio Management), Bhalla V.K., Vikas Publications, 19/e, 2018.

ADVANCED FINANCIAL MANAGEMENT					
Course Code	MMBA3F3	CIE	50 marks	Contact Hours	52 hours
Credits (L: T: P)	4:0:0	SEE	50 marks	Exam Hours	03 hours
Course Co Ordinator:		Mr. Channakeshava H C			

COURSE CONTENT

COURSE OBJECTIVES

1. To enable students to understand and apply the fundamental principles of cash management.
2. To develop problem-solving skills by calculating EOQ and evaluating inventory scenarios through real-world data.
3. To explain the relationship between a firm's capital structure and its market value, and understand the role of leverage in financial decision-making.
4. To Evaluate the company's performance by applying financial ratio analysis and develop actionable recommendations to enhance financial health and stakeholder value.
5. To explain the importance of receivable management and analyze the various credit policies to manage receivables effectively.

SYLLABUS

MODULE 1

10 hours

Cash Management Facets of Cash Management, Motive for holding cash, managing cash collection and disbursement investing surplus, cash in marketable securities, forecasting cash flows, Cash budgets-long-term cash forecasting, optimal cash balances, Baumol model- Miller-Orr Model-Strategies for managing surplus fund. (Theory and Problems)

MODULE 2

14 hours

Inventory Management: Inventory Management: Purpose and functions of inventories - Determination of inventory control levels, Techniques of inventory management- Economic Order Quantity (EOQ model). ABC Analysis. (Theory and problems).

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

MODULE 3

12 hours

Capital Structure and Dividend policy: Capital structure & market value of a firm, Credit agency ratings debt ratio-debt to equity ratio-long term debt to capitalization ratio. Theories of capital structure: Net Income approach, Net Operating Income approach, Modigliani Miller approach, Traditional approach. (Theory and problems).

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

MODULE 4

12 hours

Receivables Management & Factoring: Receivables Management & Factoring: Nature and objectives of Receivables Management – Credit management through credit policy variables- marginal analysis- Problems on credit granting decision. (Theory and Problems) Factoring: Meaning, definition, types & its benefits (Theory only)

Recent Developments in Advanced Financial Management: Crypto currency, Block chain technology, Cloud funding, Digitization of financial transactions-big data project finance.

MODULE 5

4 hours

Case Study- Review and recap of case studies discussed from Unit 1 to Unit 4

PRACTICAL COMPONENTS

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

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

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

COURSE OUTCOME

The students will be able to:

- CO1** Understand the fundamental concepts and apply techniques of cash management.
- CO2** Analyze inventory control systems using various techniques and evaluate dividend policy theories.
- CO3** Analyze and Evaluate the various capital structure theories and their impact on firm valuation.
- CO4** Analyze and evaluate credit policies and assess the impact of receivables decisions using marginal analysis and credit policy variables.
- CO5** Demonstrate the ability to analyse and evaluate capital structure decisions by applying theoretical concepts to practical case-based situations.

RECOMMENDED BOOKS:

1. Financial Management, M.Y. Khan & P.K. Jain, TMH 7/e, 2017.
2. Financial Management, Prasanna Chandra, TMH 10/e, 2019.

REFERENCE BOOKS:

1. Financial Management and Policy: Text and Cases, Bhalla. V. K Anmol Publications Pvt. Ltd, 9/e.
2. Financial Management & Policy, James C Vanhorne, Sanjay Dhamija, Pearson, 12/e

MERGERS ACQUISITIONS AND CORPORATE RESTRUCTURING					
Course Code	MMBA3F4	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	4:0:0	SEE	50 marks	Exam Hours	03 hours
Course Co ordinator:	Mr. Manoj Kumar S				

COURSE CONTENT

COURSE OBJECTIVES

1. To foster understanding of the theories, motives, and rationale underlying corporate restructuring
2. To explain and critically analyse mergers and acquisitions in terms of their classifications, strategies, theoretical foundations, and the concept of synergy.
3. To assess the financial dimensions and evaluation techniques related to mergers and acquisitions.
4. To understand the human resource and legal considerations involved in mergers and acquisitions transactions.
5. To use appropriate defensive strategies to counter hostile takeovers.

SYLLABUS

MODULE 1

12 hours

Introduction to Mergers & Acquisitions: Introduction, Meaning, Types of Mergers, Merger Motives, Theories of Mergers, Reasons for failures in M&A. Synergy, Types of synergy, Value creation in M&A. M&A deal in the dynamic Indian Market.

Mergers and industry life cycle, Product life cycle analysis, Strategic approaches to M&A – SWOT analysis, BCG matrix and Porter’s five forces model.

MODULE 2

12 hours

Merger Process: Procedure for effecting M & A - Five-stage model. Due diligence – Meaning, types, process and challenges of due diligence. HR aspects of M & A, Process of merger integration, Participants in M&A process, Tips for successful mergers. (Theory).

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), Joint Ventures and Employee Stock Ownership Plans (ESOP). (Theory)

MODULE 3

12 hours

Financial Evaluation of M & A: Business valuation approaches - asset based, market based and income-based 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

12 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 (Theory and Problems).

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. (Theory).

MODULE 5

4 hours

Case Study- Review and recap of case studies discussed from Unit 1 to Unit 4.

PRACTICAL COMPONENTS

1. Students will be assigned case studies to critically examine the process and outcomes of recent mergers and acquisitions across different sectors in India.
2. The task involves assessing the financial performance of the companies involved, both before and after the merger/acquisition, using relevant financial tools, techniques, and ratio analysis.
3. Each group must select any one of the most recent M&A deals (announced or completed) in the Indian corporate sector and compile comprehensive details regarding the transactions.
4. The selected deals are to be analyzed by focusing on the type of corporate restructuring involved, such as a merger, amalgamation, acquisition, takeover, or strategic alliance. Students should also examine the valuation methods applied and the key financial aspects that influenced the deal. In addition, the analysis must highlight the strategic rationale behind the transaction and the potential synergies expected to arise from it.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

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

COURSE OUTCOME

The students will be able to:

- CO1** Understand M&A with its different types, strategies, theories and synergy.
- CO2** Appraise the corporate restructuring approaches and merger process in real time scenario.
- CO3** Evaluate the value of the business for M&A decision.
- CO4** Analyze the accounting aspects of amalgamation in mergers and the legal aspects of mergers and types of takeover/acquisitions.

HUMAN RESOURCE ELECTIVES

RECRUITMENT AND SELECTION					
Course Code	22MBA3H1	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	4:0:0	SEE	50 marks	Exam Hours	03 hours
Course Co ordinator:	Dr. Janmitha K L				

Course Content

Course Objectives:

This course will enable the students to

1. Identify and summarize the key theories and steps in Recruitment and Selection.
2. Conduct job analysis by identifying emerging roles and collecting relevant job data.
3. Evaluate jobs and compensation through systematic approaches.
4. Implement interviews, assessments, and AI-driven selection methods ethically and effectively.
5. To appraise the students on the application-oriented case studies on recruitment and selection process

SYLLABUS

Module 1

12 Hours

Workforce Planning and Recruitment Analytics:

Concept of work, organization's work, and jobs, Evolution of work structures, Strategic issues in recruitment, Bad recruitment: causes, costs, and avoidance strategies, Overview of the hiring process, Sources of recruitment: online job portals, social media, talent marketplaces, employee referrals, Recruitment metrics and factors affecting recruitment, Unique recruitment strategies, Biodata and application forms, role of AI in recruitment process, implications of using social media content in hiring decisions

Module 2

12 Hours

Human Resource Planning Tools:

Job Analysis: Identifying jobs in emerging roles; determining information sources; collecting job-related data.

Job Description: Competency and Competency Iceberg Model, Competency-based recruitment, Recruitment strategies: internal and external approaches, motivational job specification, Creation of functional and behavioral specifications, including AI-driven environments, Employer branding and social media for talent attraction

Job Design: Strategic job redesign and its benefits; flexible, hybrid, remote-first, and project-based work structures

Module 3

10 Hours

Job Evaluation and Compensation:

Job Evaluation Process: Steps and methodology, Job Analysis for Evaluation: Obtain KSAOs, qualifications, working conditions, and essential duties. Compensable Factors: Rating and weighting evaluation methods, Determining Job Value: Using HR analytics, Hay Group model, and AI-enhanced evaluation tools, Compensation Decisions: Determining pay using job evaluation data, Legal & Ethical Considerations: Compliance in job evaluation, Benchmarking Tools: Online salary surveys and compensation comparison tools.

Module 4

12 Hours

Selection & Assessment Techniques: Interview strategy and techniques (virtual, AI-driven, BEI, competency-based), Assessment centres, simulations, and tech-enabled testing, Personality assessments (Big Five, MBTI®, Hogan, etc.), Background and reference checks, Job offer, induction, and virtual onboarding

Module 5

06 Hours

Review and recap of case studies discussed from Module 1 to Module 4.

Practical Components:

1. Draft or critique sample biodata and application forms for different roles. Design a social media-based talent attraction campaign.
2. Meet a manager (which ever stream), interact and design and JD for that role.
3. Conduct mock interviews using BEI, competency-based, and virtual/AI-driven techniques.
4. Meet HR Manager / Officer and ask Best 10 Interview Questions they ask during Candidate interaction.
5. Visit HR department, and take part in 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.udemy.com/course/hr-recruitment-and-selection>
- <https://www.coursera.org/learn/recruiting-hiring-onboarding-employees>
- <https://www.linkedin.com/learning/linkedin-recruiter-ai-powered-talent-acquisition>

Course outcomes:

The students will be able to:

- CO1** Understand different types of work, job structures, and recruitment methods, including social media.
- CO2** Analyze jobs, write job descriptions, and design flexible or AI-supported roles.
- CO3** Conduct interviews, assessments, and personality tests using modern and virtual methods
- CO4** Assess job value and decide fair compensation using analytics and evaluation tools.
- CO5** Analyze the given case based on various recruitment and selection concepts.

Textbooks

1. Human Resource Management by Gary Dessler
2. International Human Resource Management by Peter J. Dowling, Marion Festing, & Allen D. Engle
3. Human Resource Management by P. Subba Rao.
4. Human Resource Management by Ashok Kurana & Parveen Khurana

References

1. Recruitment and Selection- Strategies for Workforce Planning & Assessment, Carrie A. Picardi, Sage Publication, 2019.

STRATEGIC TALENT MANAGEMENT					
Course Code	MMBA3H2	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	4:0:0	SEE	50 marks	Exam Hours	03 hours
Course Co-ordinator: Dr. Nethravathi N					

COURSE CONTENT

COURSE 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 individual work.
5. To strengthen problem-solving and decision-making abilities by applying strategic talent management concepts to practical and case-based contexts.

SYLLABUS

MODULE 1

10 Hours

Introduction to Talent Management: Talent- fundamental concepts, difference between talents and knowledge workers, leveraging talent for achieving organizational goals, the talent value chain, elements of talent friendly organizations, talent management process, Talent Management System – Components, benefits and challenges of Talent Management System, building blocks of Talents Management System: competencies – performance management, conducting performance reviews, appraising talent at various levels, selecting the right appraisal.

MODULE 2

12 Hours

Talent Planning: Concept, succession planning and its role in talent planning. Succession management process, integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce talent, balanced scorecard, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management.

Module 3

12 Hours

Developing and Retaining Talent: Potential identification and development, training and development strategies for developing and retaining talent, integrating coaching, 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 and performance management: Competency model development, developing competency framework using people capability maturity model, competency profiling, competency mapping tools, use of psychological testing in competency mapping, competency-based interviewing. performance assessment, diagnosing reasons for performance problems, designing an effective performance management system, sources of errors in performance measurement.

MODULE 5

4 hours

Case Study- Review and recap of case studies discussed from Unit 1 to Unit 4

PRACTICAL COMPONENTS

1. Presentation by students about the competency directory profiling of various positions.
2. Discussion on “How to have/ evaluate the performance of the MBA students”.
3. Identify the important positions in an organization and ascertain the measures taken to develop second line of leadership.
4. Collect data of various positions and prepare a competency dictionary for the positions.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

- https://onlinecourses.nptel.ac.in/noc21_mg34/preview
- <https://cdn.oujdalibrary.com/books/436/436-the-talent-management-handbook>
- <https://www.aihr.com/blog/what-is-talent-management/>

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

COURSE OUTCOME

The students will be able to:

- CO1** Analyze various challenges of acquisition and retention of talents for competitive advantage of the organization.
- CO2** Demonstrate the talent planning to build a reservoir of talent.
- CO3** Design the strategies for developing and retaining talents of organization.
- CO4** Choose the suitable competency mapping methods to evaluate the individual and team competencies and design a performance management system.
- CO5** To apply the skills and competencies of HR manager to solve the real-world problems

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

ORGANISATIONAL CHANGE AND DEVELOPMENT					
Course Code	MMBA3H3	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	4:0:0	SEE	50 marks	Exam Hours	03 hours
Course Coordinator: Dr. Janmitha K L					

COURSE CONTENT

Course Objectives:

This course will enable the students.

1. The student will be able to identify the application of various OC/D framework and understand the foundations of organizational change.
2. Assess internal and external factors, identify barriers, and distinguish between organizational vision and change vision.
3. Acquaint students with workplace effectiveness by enhancing awareness of organizational change and development techniques that enhance productivity
4. The student will be able to critically examine and apply major models of change management.
5. Design appropriate system and process level OD interventions that suit the organizations.

SYLLABUS

Module 1

10 hours

Changing Organizations: Definition and concept of organizational change, Nature and characteristics of 21st-century organizations, Origins and causes of organizational change Environmental forces influencing change, Drivers of change in today's context, Global trends and their impact on change management Types of organizational change Planned changes and expected outcomes, Roles, responsibilities, and key skills for effective change leadership.

Module 2

10 Hours

Organizational Change: Systems Approach, Readiness and Vision: Organizations as systems: levels and characteristics, Approaches and models of change, Systems theory and social construction, building awareness and assessing readiness for change, analyzing internal-external data, identifying barriers to change, Developing and differentiating organizational vs. change vision.

Module 3

12 Hours

Measuring Change: Designing Effective Control Systems: Using control processes to support change, designing transparent, fair, and effective control systems, Selecting and applying performance measures, ensuring data accuracy and informed decision-making, Tools for managing change: strategy maps, balanced scorecards, risk calculators, Role of change agents and adapting to change Data gathering, diagnosis, and providing constructive feedback

Module 4

14 Hours

Models of Change Management: Kurt Lewin's Three-step Model (1950–1952) – Classic foundation for change management. McKinsey 7-S Model. Action Research Model, John

Kotter's Eight-step Theory, Burke Litwin Causal Model, ADKAR Model (Prosci).

Foundations and Practices of Organization Development: History and evolution of OD, with emphasis on India, Core values, beliefs, and assumptions of OD, Key OD activities: laboratory training, T-groups, action research, survey feedback, Role of OD practitioners: consulting process, ethics, and professional competencies, Employee involvement, organizational culture, and learning for effectiveness, Designing, implementing, and evaluating OD interventions at individual, group, and organizational levels

Module 5

06 Hours

Review and recap of case studies discussed from Module 1 to Module 4.

Practical Components:

- A visit to Organization and interact with OD and Change Manager and list out the roles played by OD/C manager.
- Group Discussion on “Change Management”
- Students will brainstorm and create a model of change for an organization that has an impact on employee attrition and retention.
- Conduct workshops or role-plays on change leadership, communication strategies, and consulting responsibilities.

MOOC:

- <https://onlinecourses.nptel.ac.in/>
- <http://acl.digimat.in/nptel/courses/video/110101146/L01.html>
- https://onlinecourses.nptel.ac.in/noc24_mg74/preview

Course outcomes:

The students will be able to:

CO1 Define change, identify drivers and types, and understand global impacts.

CO2 Analyze organizations, assess readiness, create change vision, and use data effectively.

CO3 Develop control systems and apply tools like balanced scorecards and strategy maps.

CO4 Compare and apply key models for effective change.

CO5 Evaluate OD interventions, uphold ethics, and enhance culture, learning, and employee engagement.

Textbooks

1. Organizational Change- An Action Oriented Toolkit Gene Deszca, Cynthia Ingols, Tupper F. Cawsey SAGE Publications, Inc 2019
2. Organization Development: The process of Leading Organizational Change Donald L. Anderson Sage Publication India Pvt. Ltd. 2/e, 2012
3. Organization Development Donald L. Anderson SAGE South Asia 2013

References

1. Change Management and Organizational Development Ratan Raina SAGE Texts 2018

INDUSTRIAL RELATIONS AND LEGISLATIONS					
Course Code	MMBA3H4	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	4:0:0	SEE	50 marks	Exam Hours	03 hours
Course Co ordinator: Dr.Nethravathi N					

COURSE CONTENT

COURSE OBJECTIVES

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

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 create and reconstruct Industrial Relations System to be adopted in the Organisation.
5. To appraise and judge the practical applicability of Labour Laws regulating Industrial Relations in Organisation.

SYLLABUS

MODULE 1

11 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

12 HOURS

Evolution of Labor Legislation in India:

History of Labor Legislation in India, Objectives of Labor Legislation, Types of Labor Legislations in India, Constitutional Provisions for the Protection of Labor Workforce in India, Rights of Woman Workers; The Present Labor 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

12 HOURS

Collective bargaining:

Concept – function and Importance – principles and forms of Collective bargaining, importance of Collective Bargaining, Process of Collective Bargaining, Negotiation, form of negotiation Workers' Discipline Management, causes of indiscipline, disciplinary Action – service rules, misconduct, investigation of allegations, showcase notice, charge sheet, domestic enquiry, Report of findings, punishments to be imposed. Workers participation In Management

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 4

12 HOURS

Factory Act 1948, Contract labor 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

MODULE 5

05 HOURS

Case Study- Review and recap of case studies discussed from Module 1 to Module 4

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.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

- <https://www.youtube.com/watch?v=P29Cp35JqGA>
- <http://www.digimat.in/nptel/courses/video/110105069/L22.html>
- <https://www.buytestseries.com/OnlineCourses/Industrial-Relations-MBA-Video- Lecture->
- <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>

COURSE OUTCOME

- CO 1** Comprehend the recent trends in industrial relations and manage the dynamic IR policies.
- CO 2** Apply the Constitutional Provisions for the Protection of Labor Workforce in India.
- CO 3** Demonstrate the skills in discipline management and manage employee relations to implement positive work culture.
- CO 4** Apply the labor laws concepts in various industries in India.
- CO 5** Demonstrate the skills in implementing the IR and labor laws concepts in various industries in India by solving the real-world case studies.

RECOMMENDED BOOKS:

1. Industrial relation, S. Venkata Ratam and Manoranjan Dhal, Oxford Publication, 2017 (2ND edition).
2. Essentials of HRM and Industrial Relation, Rao, P Subba, Himalaya Publishing House, 2013 (5th edition).

REFERENCE BOOKS / MANUALS:

1. Industrial Relations, Trade Union and Labor Legislation. PRN Sinha, Indu Bala Sinha, Seema Shekhar, Pearson, 2017 (3rd edition)

MARKETING ELECTIVES

CONSUMER BEHAVIOUR					
Course Code	MMBA3M1	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	4:0:0	SEE	50 marks	Exam Hours	03 hours
Course Co-ordinator:		Dr. Vishwanatha MR			

COURSE CONTENT

COURSE OBJECTIVES

1. To provide a fundamental understanding of the concept of consumer behavior.
2. To provide insights into the consumer decision-making process.
3. To provide insights into individual and group determinants of consumer behavior.
4. To create awareness about environmental determinants of consumer behavior.
5. To appraise the students on the application-oriented case studies on consumer behavior.

SYLLABUS

MODULE 1

08 HOURS

Introduction to consumer behavior: 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. Digital Consumerism and Technology Adoption: Consumer Protection in the Digital Age.

MODULE 2

10 HOURS

Consumer Decision Making: Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. Online Decision Making: Meaning & Process/Stages. Situational Influences- Nature of Situational Influence, Situational Characteristics, and Consumption Behaviour. User-Generated Content (UGC) and Social Influence in Decision Making, AI-Driven and Data-Driven Decision Making

Models of Consumer Behaviour: Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour.

MODULE 3

15 HOURS

Individual Determinants of Consumer Behaviour: Perception: Process, Consumer Imagery, Perceived Risk. **Learning:** Principles and Theories, Personality: Nature, Theories, Self- concept, Psychographic and Life Style, Digital Self-Concept & Virtual Identities. **Attitude:** Structural model of attitude, attitude formation & change.

Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, Motivation theories. **Group Determinants of Consumer Behaviour: Groups:** Meaning and Nature of Groups, Reference Group Influence: Types of consumer relevant groups, factors affecting group influence, Application of reference group concept. **Family:** Functions

of family, family decision-making, Family Life Cycle (FLC). Dynamics of husband-wife decision making, Opinion Leadership and Personal Influence. Dynamics of opinion leadership process, Measurement of opinion leadership, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders. Diffusion of Innovation: Adoption process, Diffusion process. Adoption of UPI and digital wallets in semi-urban and rural markets.

MODULE 4

15 HOURS

Environmental Influences on Consumer Behaviour: Social Class: Social Class Basics, Social class and Social status, The Dynamics of Status Consumption, Lifestyle profile of Social Class, 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 problems. Hybrid Cultural Influences.

Customer Relationship Management- Meaning & Significance of CRM, Types of CRM Strategies for building relationship marketing.

MODULE 5

04 HOURS

Case Study- Review and recap of case studies discussed from Unit 1 to Unit 4

PRACTICAL COMPONENTS

1. Students can identify how marketers are addressing the various components and stages of the decision-making process.
2. Students can go to malls and unorganized retail outlets and observe the behavior of consumers of different demographic segments while buying different categories of goods. The students need to present the findings/observations, followed by a group discussion.
3. Meet your friends and survey to find out what the important factors in their purchase of mobiles, shoes, bags, etc.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

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

COURSE OUTCOME

The students will be able to:

- CO1** Understand the fundamental concepts of consumer behavior.
- CO2** Analyze the factors affecting the consumer decision-making process
- CO3** Apply individual and group determinants of consumer behavior to formulate a marketing strategy.
- CO4** Analyze the Environmental factors influencing Consumer Behaviour
- CO5** Analyze the given case based on various marketing concepts

RECOMMENDED BOOKS:

1. Consumer Behaviour, Schiffman, Kanuk and S. Ramesh Kumar- Pearson, Latest Edition.
2. Consumer Behaviour: A Managerial Perspective, Dr. Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal, Cengage Learning, latest Edition

SALES MANAGEMENT					
Course Code	MMBA3M2	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	4:0:0	SEE	50 marks	Exam Hours	03 hours
Course Co-Ordinator:			Dr. Divya H.N		

COURSE CONTENT

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 on managing sales information, budget and organization.
3. To develop skills for generating, evaluating, and selecting sales strategies and selling strategies.
4. To provide insights on sales territory and sales quota.
5. To assimilate salesforce motivation and compensation.

SYLLABUS

Module 1

12 hours

Introduction to Sales Management: Meaning, Evolution, Nature, Importance, The sales management process, Role and skills of Modern sales Managers. Selling skills & selling strategies: Selling and business Styles, selling skills, situations, Personal Selling: Meaning and definition, selling process, sales presentation, Handling customer objections, Follow-up action. Sales strategy – A strategic decision area, Emerging Trends in Sales Management.

Module 2

14 hours

Managing Sales Information: Introduction, developing sales forecast and forecasting market demand, Basic terms used in forecasting, forecasting approaches, Sales forecasting methods, Factors affecting selection of forecasting method, Sales budgets. Sales organization, concept of sales organization, Organizational principles and design, basic types of sales organization structures, Specialization within sales organization

Module 3

10 hours

Management of Sales Territory & Sales Quota: Defining sales territory, meaning, size Procedure for designing sales territory, assigning sales people to territories, managing territorial coverage. Sales quotas and targets: Sales quota, objectives of quotas, procedure for sales quota. types of sales quotas, methods of setting sales quotas

Module 4

12 hours

Sales force Motivation and Compensation: Sales force meaning, objectives, Changing role of sales force, Size of sales force, Recruitment and selection of sales force, Training of sales force, Salesforce Automation. 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 – 5

4 hours

Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

PRACTICAL COMPONENTS:

1. 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 it takes to succeed in this profession.
2. 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?
3. 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.

WEBLINKS AND VIDEO LECTURES (E -RESOURCES)

- <https://www.indeed.com/career-advice/career-development/sales-management-strategies>
- <https://egyankosh.ac.in/bitstream/123456789/90405/1/Unit-12.pdf>
- https://www3.weforum.org/docs/WEF_Responsible_Use_of_Technology_Salesforce_Case_Study_2022.pdf
- <https://www.scribd.com/doc/132769967/Sales-and-Distribution-Mgmt-Tapan-K-Panda>

COURSE OUTCOME

The students will be able to:

CO1 Understand the concepts of sales management and selling strategies.

CO2 Develop a plan on managing sales information.

CO3 Organize sales territories to maximize selling effectiveness and Evaluate sales management strategies.

CO4 Find out sales territory and sales quota assignment and management.

CO5 Understand sales force motivation and compensation.

RECOMMENDED BOOKS

1. Sales & Distribution Management: Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press, 2012.
2. Sales Management by Charles, Futrell, 6/e, Thomson Southwestern, 2003
3. Sales & Retail Management, an Indian perspective by Dr.S.L Gupta, 1/e, Excel Books, 2007.

REFERENCE BOOKS

1. The Complete Guide to Sales Force Incentive Compensation: How to Design and

Implement Plans That Work" by William J. Altier and David J. Cichelli

2. Salesforce Sales Cloud – An Implementation Handbook by Packt and Mastering Salesforce CRM Administration by Rakesh Gupta
3. Coaching Salespeople into Champions: A Tactical Playbook for Managers and Executives, by Keith Rosen.

SERVICES MARKETING					
Course Code	MMBA3M3	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	4:0:0	SEE	50 marks	Exam Hours	03 hours
Course Co-Ordinator:		Dr. Divya HN			

COURSE CONTENT

COURSE OBJECTIVES

This course will enable students to:

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.
4. To provide insights on yield management and pricing of services using models.

SYLLABUS

MODULE 1

12 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

12 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 – meaning, elements. Service scapes- types of service scapes, role of service scapes, framework for understanding service scapes

MODULE 3

10 HOURS

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

MODULE 4

09 HOURS

Boundary Spanning Roles: Emotional labor, 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, - Keyreasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery.

MODULE 5

09 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:

1. Students should choose a service industry of their choice at the beginning of the semester.
2. 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).
3. Students can prepare service blueprints for any service of their choice.
4. Identify any existing services, locate loopholes in the design and suggest modifications.
5. Visit a service industry and analyze the role of customers in service delivery

WEBLINKS AND VIDEO LECTURES (E- RESOURCES)

- <https://www.mooc-list.com/course/principles-service-management-futurelearn>
- <https://ebs.online.hw.ac.uk/EBS/media/EBS/PDFs/Services-Marketing.pdf>
- <https://www.drnishikantjha.com/booksCollection/Service%20Sector%20Marketing%20TY BMS%202016-17.pdf>

COURSE OUTCOMES:

The students will be able to:

- CO1** Develop an understanding about the various concepts and importance of Services Marketing, Physical evidence, service scapes.
- 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** Analyzing Services blueprint and SERVQUAL model

TEXTBOOKS:

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

REFERENCES:

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

RURAL MARKETING					
Course Code	MMBA3M4	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	4:0:0	SEE	50 marks	Exam Hours	03 hours
Course Co-Ordinator:		Dr. Divya HN			

COURSE CONTENT

COURSE OBJECTIVES

1. To provide a fundamental understanding of rural marketing concepts.
2. To provide an insight into the rural consumers' decision-making process.
3. To provide a basic understanding of the marketing mix strategies of rural marketing.
4. To create awareness about innovations in rural markets.
5. To appraise the students on the application-oriented case studies on rural marketing.

SYLLABUS

MODULE 1

12 HOURS

Introduction to Rural Markets: Definition, Concept, Nature, Size, and Scope of Indian Rural Markets, Rural Demand, Buying Characteristics, Rural Market 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. Convergence in Consumption Patterns.

MODULE 2

12 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. Digital Influence on Rural Consumer Behavior.

MODULE 3

12 HOURS

Marketing Mix in Rural Markets: Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Distribution Strategies, Channels of Distribution, Promotion: Advertising, Sales Promotions, Personal Selling in Rural marketing, language and Culture, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems

MODULE 4

12 HOURS

Innovation in rural market: 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.

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. Digital Financial Inclusion & Rural Fintech.

MODULE 5

04 HOURS

Case Study- Review and recap of case studies discussed from Unit 1 to Unit 4

PRACTICAL COMPONENTS

1. Demonstrating e-Choupal activities
2. Visit a village and research the buying patterns of rural consumers.
3. Study their disposable income.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

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

COURSE OUTCOME

The students will be able to:

- CO1** Understand the fundamental concepts of rural marketing.
- CO2** Analyze rural consumer behavior to formulate effective marketing strategies
- CO3** Evaluate the effectiveness of marketing mix strategies in the rural market.
- CO4** Evaluate various innovative initiatives adopted in rural marketing.
- CO5** Analyze the given case based on various rural marketing concepts

RECOMMENDED BOOKS:

1. Predeep Kashyap, Rural Marketing, 2023, Pearson
2. CSG Krishnamacharyulu, Lalitha Ramakrishnan, Cases in Rural marketing: An Integrated Approach, 2006, Pearson Publication.

REFERENCE BOOKS:

1. Prahalad C.K (2008), Fortune at the Bottom of the Pyramid, Pearson Publication
2. U C Mathur, Rural marketing, Text, and Cases, 2008, excel books

BUSINESS ANALYTICS ELECTIVES

INTRODUCTION TO PYTHON PROGRAMMING AND DATA SCIENCE					
Course Code	MMBA3B1	CIE	50 marks	Contact Hours	65 hours
Credits (L:T:P)	3:0:1	SEE	50 marks	Exam Hours	03 hours
Course Co-Ordinator: Dr. Reshma M					

COURSE CONTENT

COURSE OBJECTIVES:

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

1. Apply data science concepts for business decision making
2. Develop fundamental Python programming skills.
3. Understand data manipulation and analysis using Python.
4. Apply Python programming to develop mathematical models for various business situations.

SYLLABUS

MODULE 1

08 HOURS

Introduction to Data Science – Evolution of Data Science – Data Science Roles – Stages in a Data Science Project – Applications of Data Science in various fields.

Data Collection Strategies – Data Pre-Processing Overview – Data Cleaning – Data Integration and Transformation – Data Reduction – Data Discretization

MODULE 2

08 HOURS

Introduction to Python: Data Types: Vectors, matrices, lists, Arrays, Data frames Numpy: creating an array, mathematical operations, conditional operations, matrix multiplication, indexing and slicing, shape manipulation

MODULE 3

08 HOURS

Python for data scientists: Pandas: data structure of pandas – series, data frame, handling missing values, reading, selecting data, filtering data, filtering missing values, manipulating data, sorting, grouping data, rearranging data, ranking data, exporting files.

Graphics representation of Data: bar chart, histogram, boxplot, pie chart, scatter plot, line graph

MODULE 4

08 HOURS

Descriptive Data analysis using python: Descriptive statistics, measures of central tendency, measures of dispersion, skewness, kurtosis, testing for Normality. Correlation analysis, assumptions of correlations, Pearson and Spearman correlation

MODULE 5

07 HOURS

Inferential statistics using Python - Parametric tests, assumption testing, performing one sample t test, independent t-test, paired t test, Analysis of variance, post hoc testing, Two-way analysis, plotting interactions Inferential statistics using Python - Parametric tests, assumption testing, performing one sample t test, independent t-test, paired t test, Analysis of variance, post hoc testing, Two-way analysis, plotting interactions.

PRACTICAL COMPONENTS: (26 HOURS)

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

WEB LINKS AND VIDEO LECTURES (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** Apply data science concepts for business decision making
- CO2** Develop fundamental Python programming skills.
- CO3** Do data manipulation and analysis using Python.
- CO4** Apply Python programming to develop mathematical models for various business situations.
- CO5** Perform statistical analysis and interpret inferential results using Python for decision making.

TEXTBOOKS:

1. Think Python: How to Think like a Computer Scientist“, Allen B. Downey, 2nd edition
2. Updated for Python 3, Shroff/O‘Reilly Publishers, 2016.
3. Core Python Programming, R.Nageswara Rao dream tech

REFERENCES:

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

DATA VISUALIZATION					
Course Code	MMBA3B2	CIE	50 marks	Contact Hours	65 hours
Credits (L:T:P)	3:0:1	SEE	50 marks	Exam Hours	03 hours
Course Co-Ordinator: Ms. Seema. B					

COURSE CONTENT

COURSE OBJECTIVES:

This course will enable students:

1. Understand the key techniques and theory behind data visualization.
2. Use effectively the various visualization structures
3. Evaluate information visualization systems and other forms of visual presentation for their effectiveness.
4. Design and build data visualization systems.

SYLLABUS

MODULE 1

08 HOURS

Introduction to Data Visualizations and Perception:

Introduction of visual perception, visual representation of data, Gestalt principles, Information overload. Value of Visualization – What is Visualization and Why do it. Five Guidelines for better data visualizations: Show, reduce, integrate, avoid and start with gray, Seven stages of visualizing data, usage of visualization – exploratory and explanatory analysis.

MODULE 2

07 HOURS

Visualization Best Techniques:

Common chart selection questions, data types, Effectiveness of visual encodings – Detection, Assembly, Estimation – color, volume, angle, length, position, Edward's Tufte's design principles 1,2,3.

MODULE 3

08 HOURS

Visualization of Structured Data:

Exploratory Analysis- univariate analysis, charts – Bar, big number, Pie / Donut, Icon array, Histogram, Box and Whisker

Multivariate analysis charts – stacked bar, box plot, boxen plot, violin plot, strip plot, swarm plot, scatter plot, pair plot, heat map, parallel coordinators, line, dual axis plot Modelling – feature selection, hyper-parameters tuning, model evaluation Visualization during deployment – visualize decision tree, model explainer, local interpretation, global interpretation Business operation dashboard.

MODULE 4

08 HOURS

Visualization of Unstructured Data:

Importance of text data visualization, various forms of text data. Text data pre-processing pipeline Visualizing text data – word cloud, bar chart, word tree, line chart, joint plot, histogram plot, scatter text visualization

MODULE 5

08 HOURS

Visualization of Volumetric Data and Evaluation of Visualizations:

Visualization of volumetric data, vector fields, processes and simulations, Visualization of maps, geographic information, GIS systems, collaborative visualizations.

Evaluating Visualizations: Types of misleading charts – axis manipulation, cherry picking data, pie chart blunders, Simpson's paradox, scaling, drill down bias, data discrepancy, histogram confuser.

PRACTICAL COMPONENTS: (26 HOURS)

1. **Comparing categories:** Bar charts, paired bar, stacked bar, Diverging bar, Dot plot, Marimekko and mosaic charts, Unit, isotype and Waffle charts
2. **Time charts:** Line chart, Circular line chart, slope chart, sparklines, bump chart, cycle chart, area chart, stacked area chart, steamgraph, horizon chart, gantt chart, flow charts and time lines. **Distribution charts:** Histogram, pyramid charts, Box and whisker plot, candlestick chart, violin chart, ridgeline plot, uncertainty visualization, stem and leaf plot.
3. **Geospatial Maps:** Choropleth map, cartogram, proportional symbols, dot density maps, flow map.
4. **Relationship Maps:** Scatterplot, Parallel coordinate plot, radar charts, chord diagram, arc chart, correlation matrix, network diagrams, tree diagrams
5. Others: Tree map, Sunburst diagram, nightingale chart

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

- <https://www.youtube.com/watch?v=1GhZisgc6DI>
- <https://www.youtube.com/watch?v=dHSYXZMY96s>
- <https://www.youtube.com/watch?v=IKSRwGZe8Oc>
- [\[PDF\] Visualization analysis & design | Semantic Scholar](#)
- <dokumen.pub/visualization-analysis-and-design-9781466508934-1466508930.html>

COURSE OUTCOMES:

The students will be able to:

CO1 Understand the importance of visualization in decision making.

CO2 Apply the best practices of data visualization using advanced charts in business decision making.

CO3 Apply effectively various chart types in business decision making on structured data using Power BI and Data studio

CO4 Analyze text data using visualizing tools such as PowerBI.

CO5 Create data visualization systems, reports etc., and evaluate them

TEXTBOOKS:

1. Tamara Munzner, Visualization Analysis and Design, A K Peters Visualization Series, CRC Press, 2014.
2. Data Visualization, Sharada Sringeswara, Wiley 2022

REFERENCES:

1. Leland Wilkinson, The Grammar of Graphics, Springer
2. Alberto Cairo, The Functional Art: An Introduction to Information Graphics and Visualization, New Riders, 2012

BUSINESS ANALYTICS AND INTELLIGENCE					
Course Code	MMBA3B3	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	4:0:0	SEE	50 marks	Exam Hours	03 hours
Course Co-Ordinator: Dr. Reshma M					

COURSE CONTENT

COURSE OBJECTIVES:

This course will enable students:

1. Apply key techniques and tools to collect and process the business data.
2. Acquire and apply skills to manage and analyze data from unstructured databases.
3. Analyze the role of business analytics and intelligence in supporting effective decision making.
4. Evaluate data quality and governance practices in an organizational context

SYLLABUS

MODULE 1

10 HOURS

Introduction to Databases: Characteristics of Database approach: Actors on the screen; workers behind the scene; Advantages of using DBMS approach, when not to use a DBMS. Database System Concepts and Architecture: Data models, Schemas and instances; Three schema architecture and Data independence; Database languages and Interfaces; Classification of DBMS.

MODULE 2

12 HOURS

Data Modelling Using the Entity–Relationship (ER) Model: Introduction, meaning. Using high level conceptual Data model for database design; A sample database application; Entity types, Entity sets, attributes and keys; Relationship types, Relationship sets, Roles and Structural constraints, Weak Entity types, Refining an ER design for company database, ER diagrams, Naming conventions and Design issues.

Relational model concepts, Relational model constraints, Relational database schema, Update operations and dealing with constraint violations. SQL: SQL data definition and data types; Specifying constants in SQL; Basic Retrieval Queries in SQL; Insert, Delete and Update Statements in SQL; Additional Features of SQL. More complex SQL Queries, Specifying constraints as assertions and actions as triggers

MODULE 3

12 HOURS

Business Intelligence: Data, Information and Knowledge, Defining Business Intelligence, Important Factors in Business Intelligence, Business Intelligence Architecture, Business Intelligence Framework, Role of Mathematical Models in BI, Factors Responsible for a Successful BI Project, Development of BI System, Obstacles to Business Intelligence in an Organization, Ethics and Business Intelligence.

Introduction to Business Analytics and Intelligence: Definition, scope, and types of analytics: Descriptive, Predictive, Prescriptive. Evolution and importance in modern business. Key concepts and terminologies in data analytics. Types of business data and sources of data: Internal vs External, APIs, web scraping, enterprise systems.

MODULE 4**12 HOURS****Business Intelligence Systems and Applications:**

Architecture and Components of BI systems, BI Platforms: SAP BI, Oracle BI, Microsoft Power BI. Data integration and ETL with BI tools. Building end-to-end BI dashboards from data sources. Case Study: Sales/Marketing/HR Dashboard Implementation.

MODULE 5**06 HOURS**

Case Study: Review and recap of case studies discussed from Module 1 to Module 4.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

- <https://www.youtube.com/watch?v=wjILmMxantI>
- https://www.youtube.com/watch?v=_4NOeykig4E

COURSE OUTCOMES:

The students will be able to:

- CO1** Apply key techniques and tools to collect and process the business data.
- CO2** Acquire and apply skills to manage and analyze data from unstructured databases.
- CO3** Analyze the role of business analytics and intelligence in supporting effective decision-making.
- CO4** Analyze data using visualizing tools such as Data studio /PowerBI.
- CO5:** Evaluate data quality and governance practices in an organizational context.

TEXTBOOKS:

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

REFERENCES:

1. "Fundamentals of Database Systems", Ramez Elmasri, Shamkant B. Navathe, ,7th Edition, Pearson Education, 2016
2. "Data Science for Business" by Foster Provost and Tom Fawcett.

BIG DATA ANALYTICS					
Course Code	MMBA3B4	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	4:0:0	SEE	50 marks	Exam Hours	03 hours
Course Co-Ordinator: Ms. Seema. B					

COURSE CONTENT

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
4. Exposure to Data Analytics with R.
5. Apply analytics on Structured, Unstructured Data

SYLLABUS

MODULE 1

10 HOURS

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

MODULE 2

12 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

12 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

13 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.

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.

MODULE 5

05 HOURS

Case Study: Review and recap of case studies discussed from Module 1 to Module 4.

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

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

- 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 Analyze 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

TEXTBOOKS:

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

REFERENCES:

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