



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 programmers 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.

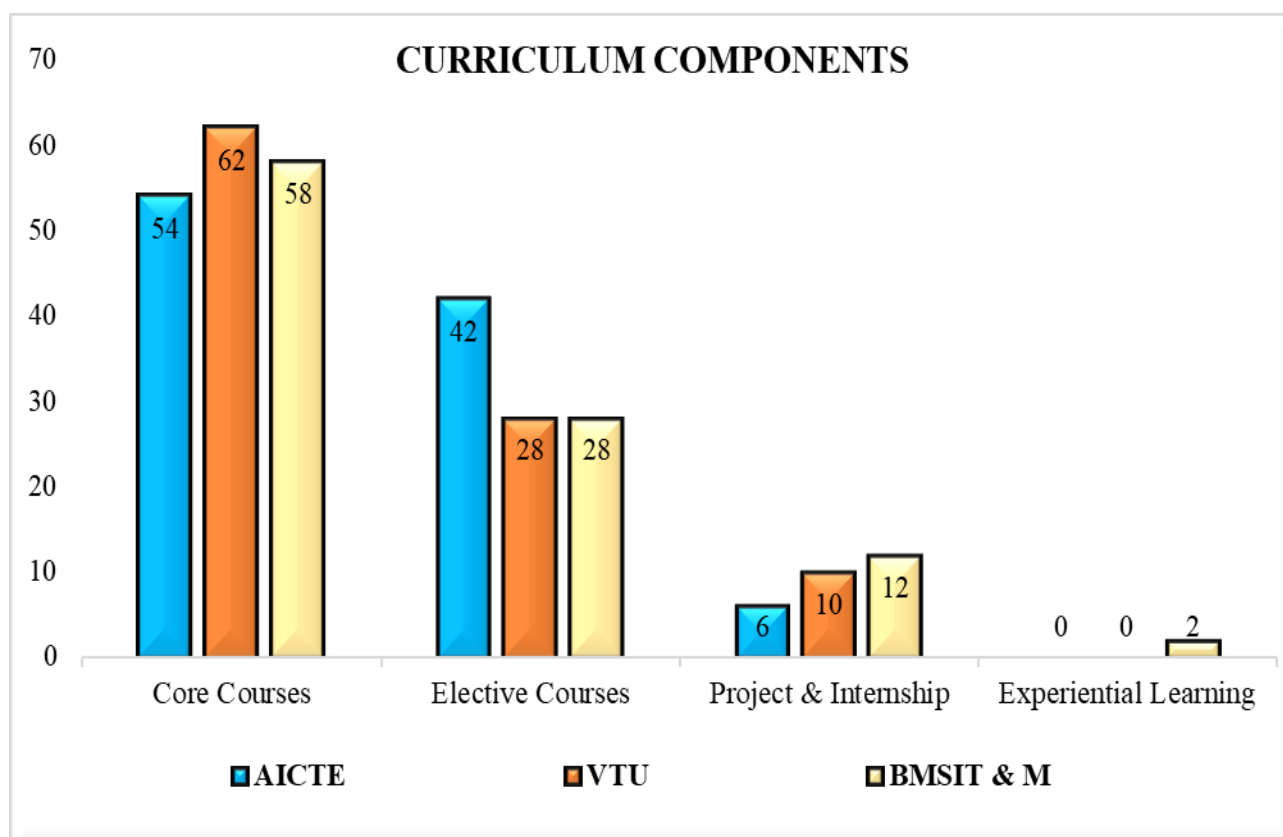
PROGRAM SPECIFIC OUTCOMES (PSOs)

The Post Graduate Students will be able to:

- PSO1** Apply conceptual and quantitative financial knowledge to analyse financial behaviour and make informed decisions that support sustainable organizational growth.
 - PSO2** Apply advanced HR tools with emotional intelligence and leadership to navigate emerging challenges and implement practices across diverse global contexts.
 - PSO3** Use marketing concepts and analytical insights to craft strategies that drive competitiveness and create value in dynamic business environments.
 - PSO4** Transform structured and unstructured data into actionable intelligence through predictive models and visualization, enabling efficient operations and strategic decision-making.
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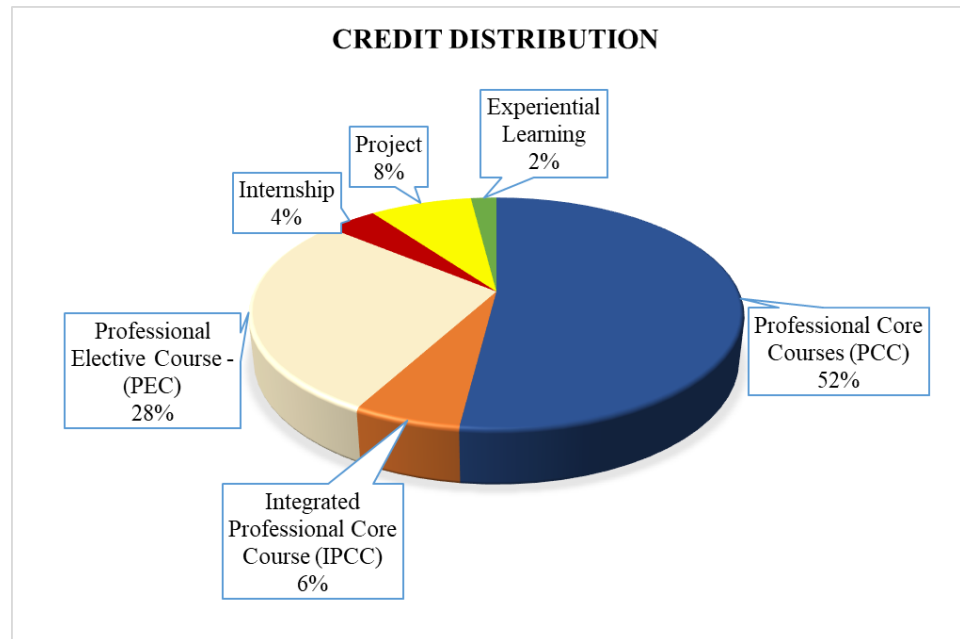
Comparison of syllabus with AICTE model curriculum and VTU

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	Total
I	22	3					25
II	22	3				2	27
III	8		16	4			28
IV			12		8		20
Total	52	6	28	4	8	2	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

Specialisation 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 data and Control systems
MMBA3F2	Investment Analysis and Portfolio Management	MMBA3M2	Retail Management	MMBA3H2	Strategic Talent Management	MMBA3B2	Data Visualization
MMBA3F3	Advanced Financial Management	MMBA3M3	Services marketing	MMBA3H3	Organizational Change and Development	MMBA3B3	Predictive Analytics
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

Specialisation 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	Compensation & Reward Management	MMBA4B1	Machine Learning
MMBA4F2	International Financial Management	MMBA4M2	Retail Management	MMBA4H2	International HRM	MMBA4B2	Predictive Analytics
MMBA4F3	Financial Derivatives	MMBA4M3	B2B Marketing	MMBA4H3	Conflict & Negotiation Management	MMBA4B3	Digital Analytics
MMBA4F4	Banking & Financial Services	MMBA4M4	Integrated Marketing Communication	MMBA4H4	Personal Growth & Interpersonal Effectiveness	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.

II SEMESTER SYLLABUS

OPERATIONS RESEARCH					
Course Code	MMBA2C1	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	4:0:0	SEE	100 marks	Exam Hours	03 hours
Course Coordinator:	Dr. Jyothi. E. Singh & Ms. Seema B				

COURSE CONTENT:

COURSE OBJECTIVES

1. To introduce the basic concepts of Operations Research and Linear Programming Problem with its application.
2. To bring out the concept of transportation and assignment models and their utility in business.
3. To introduce network analysis and its application in management.
4. To provide fundamental understanding of theory of Games and queuing system in business situations
5. To understand Monte Carlo method of simulation.

SYLLABUS

MODULE 1

10 hours

Introduction to Operations Research: Origin, Development, Meaning and Definition of Operation Research; Scope, Techniques, Characteristics and Limitations of Operation Research; Methodology and Models in OR (only theory)

Linear Programming Problem (LPP) Application of LPP in Management, Advantages of LPP (only theory) Formulation of LPP Solution of LPP by Graphical method: Infeasible and Unbounded Solution, Formulation of Dual of a LPP.

MODULE 2

11 hours

Transportation Models: General Structure; Various methods for finding initial solution: Maximization and Minimization problems Northwest Corner Method, Least Cost Method, Vogel's Approximation Method; Finding Optimal Solution: Modified Distribution method; Variations: Unbalanced Transportation Problem, Degenerate Solution.

Assignment problems: General Structure; Finding Optimal Solution; Variations: Non square matrix, Maximization problem, Restrictions on Assignments, Alternate Optimal solutions.

MODULE 3

11 hours

Network Analysis: Terminology; Networking Concepts; Rules for drawing network diagram; CPM Computations: CPM Terminology, finding critical path – Different Floats; PERT Computations: Computation of earliest and latest allowable times, Probability of meeting the scheduled dates; difference between PERT and CPM, Crashing of a Project (Theory only)

MODULE 4

10 hours

Theory of Games: Terminology; Two-person zero sum game; Solution to games: Saddle point, dominance rule, Value of the game, mixed strategy, Graphical method of solving a game – (2 x n) and (m x 2) games.

Queuing Models: Introduction; Characteristics of Queuing models, Models for Arrival and Service Times; Single Poisson arrival with Exponential Service Rate; Applications of Queuing models.

MODULE 5

10 hours

Simulation of Management Systems: Terminology, Process of Simulation, Monte Carlo Method, Waiting Line Simulation Method, Inventory Management Simulation, Marketing Management Simulation, Financial Management Simulation

Self-study component: Application of Operation

PRACTICAL COMPONENTS

1. Analyze various organizational problems using LPP, Assignments and Game theory principles.
2. Applying techniques of OR for project management.
3. Evaluate the constraints and challenges faced by the manufacturing and service organizations using methods of operation research.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

Operations Research - <https://nptel.ac.in/courses/111107128>

COURSE OUTCOME

The student will be able to

- CO1** Demonstrate the ability to apply the concepts of Operations Research and LPP for business decision making.
- CO2** Use appropriate transportation and assignment models to get feasible and optimum solutions.
- CO3** Design the project network for business decision making.
- CO4** Apply game theory and queuing theory for optimizing business decisions.
- CO5** Apply the simulation models in various business domains.

RECOMMENDED BOOKS:

1. N D Vohra, Quantitative Techniques in management, McGraw Hill 2015
2. V.K. Kapoor, Operations Research, Sultan Chand Publishers

REFERENCE BOOKS:

1. H.A. Taha, Operation research, Person Publication 2012
 2. S. D. Sharma, Operations Research, Kedar Nath and Ram Nath & Co. Ltd.2010
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HUMAN RESOURCE MANAGEMENT					
Course Code	MMBA2C2	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	4:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co-ordinator:	Dr. Nethravathi N & Dr. Divya H. N				

COURSE CONTENT:

COURSE OBJECTIVES

1. To understand the models and functions of human resources management.
2. To discuss the demand and supply elements of human resource management.
3. To demonstrate the importance of recruitment and selection at workplace and solve the workplace problems through employee training need analysis.
4. To apply and understand performance appraisal and develop scientific appraisal and reward methods for employees.
5. To understand the real time cases based on the market developments.

SYLLABUS

MODULE 1

12 hours

Human resource management and personnel management: Meaning, scope and importance of human resource management, models of human resource management, evolution of human resource management, the factors influencing human resource management, human resource management and line managers, the HR competencies, human resource management and firm performance. HR roles critical for business survival, future of human resource.

MODULE 2

12 hours

Human resource planning: Meaning and importance of HR planning, factors affecting HR planning, benefits of HR planning, HRP process, tools for demand forecasting, attributes of an effective HR planning, barriers to HR planning, the challenges for HR, process of job analysis and job evaluation. Innovative human resource management practices contributing to sustainable to organizational innovation

MODULE 3

14 hours

Recruitment and selection: Meaning, scope and importance of recruitment, recruitment policies, factors influencing recruitment, recruitment process, sources, evaluation of recruitment process, recruitment strategy; selection, future trends in recruitment; selection process; selection tests; factors influencing selections, challenges in selection.

Learning, training, and development: Meaning, scope and importance training, learning and development, learning theories, the future of training, learning, and development, crystal gazing into the future, world of learning. process of training and techniques of training, readiness for future human resource management.

MODULE 4

10 hours

Performance Management and Appraisal: Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management.

Compensation and Benefits: Introduction, Definitions, Total Compensation, Total

Rewards System, Forms of Pay. Theories of Compensation, Establishing Pay Rates, Employee Benefits.

MODULE 5

4 hours

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

PRACTICAL COMPONENTS

1. A visit to Organization and interact with HR Manager and list out the roles played by HR manager.
2. Meet Recruitment Manager to discuss about the interview process.
3. Design a recruitment advertisement for a job of your choice.
4. Demonstrate a role play for mock interview.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

MOOC's and NPTEL: <https://swayam.gov.in/explorer?searchText=hrm>

COURSE OUTCOMES:

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

- CO1** Recognize the importance of Human Resource Management as Strategic function of Management.
- CO2** Demonstrate the process of Human Resource Planning.
- CO3** Analyse recruitment and selection sources and techniques.
- CO4** Execute the Training Need Analysis .and evaluate the employee performance and compensation methods.
- CO5** Apply the HR concepts in real time situations.

RECOMMENDED BOOKS:

1. Human Resource Management, Theory and Practices, R. C. Sharma, Nipun Sharma, Sage Publication India Pvt. Ltd., 2019
2. Human Resource Management, V.S.P Rao, 2014
3. Human Resource Management: Concepts, Amitabha Sengupta, Sage Publication India Pvt. Ltd. 2019.

REFERENCE BOOKS:

1. Human Resource Management, Gary Dessler& Biju Varrkey, Sixteenth Edition | By Pearson
 2. The HR Scorecard: Linking People, Strategy, and Performance, Brian Becker, Dave Ulrich, and Mark A. Huselid, Harvard Business School Press
 3. Strategic Management: Planning for Domestic and Global Competition, John A. Pearce Richard B. Robinson, McGraw Hills Education, 14/e 2015
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FINANCIAL MANAGEMENT					
Course Code	MMBA2C3	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	4:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co Ordinator:	Dr. Vinay H N & Mr. Channakeshava H C				

COURSE CONTENT:

COURSE OBJECTIVES

1. To understand the basic concepts of financial management and applications of time value of money.
2. To calculate the cost of capital for a business or project.
3. To determine the cash flow estimation and evaluate investment proposals.
4. To understand the concepts of working capital management, Capital structure and dividend decisions of a firm.
5. To work on various functions of financial management using real time data.

SYLLABUS

MODULE 1

12 hours

Introduction: Meaning and objectives of Financial Management, Changing Role of Finance Managers. Interface of Financial Management with other Functional Areas and Decisions in Finance.

Indian Financial System: Financial Markets, Financial Instruments, Financial Institutions and Financial Services.

Time Value of Money: Meaning of Time Value of Money –Future Value of Single Cash Flow & Annuity, Present Value of Single Cash Flow, Annuity & Perpetuity. Simple Interest & Compound Interest, Capital Recovery & Loan Amortization. (Theory & Problem).

MODULE 2

12 hours

Sources of Financing: Shares, Debentures, Term Loans, Lease Financing, Hybrid Financing, Venture Capital, Angel Investing and Private Equity, Warrants and Convertibles (Theory Only).

Cost of Capital: Basic Concepts - Cost of Debenture Capital, Cost of Preferential Capital, Cost of Term Loans, Cost of Equity Capital (Dividend Discounting and CAPM Model) - Cost of Retained Earnings - Determination of Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital. (Theory & Problem).

MODULE 3

12 hours

Investment Decisions: Capital Budgeting Process, Investment Evaluation Techniques – (Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Modified Internal Rate of Return and Discounted Payback Period). Estimation of Project Cash Flows, Replacement of Capital Project. (Numerical problems).

MODULE 4

12 hours

Working Capital Management: Estimation of Working Capital Requirements of a Firm – Current Assets, Current Liabilities, Concept of Gross & Net Working Capital, (Does not include Cash, Inventory & Receivables Management). Determination of Operating Cycle and Cash Cycle. (Problems on Estimation of Working Capital).

Capital Structure and Dividend Decisions: Planning the Capital Structure - Governance of Equity and Debt, (Does not include Capital Structure Theories) Factors Affecting Capital

Structure Decisions. Leverages, EBIT and EPS analysis.

Dividend policy – Factors Affecting the Dividend Policy - Dividend Policies- Stable Dividend, Stable Payout (No Dividend Theories to be covered). (Problems on Leverages, EBIT and EPS analysis).

MODULE 5

4 hours

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

PRACTICAL COMPONENTS

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

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

1. <https://www.pdfdrive.com/financial-management-and-analysis-workbook-step-by-step-exercises-and-tests-to-help-you-master-financial-management-and-analysis-e158595305.html>
2. <https://www.pdfdrive.com/fundamentals-of-financial-management-concise-sixth-edition-e20229517.html>
3. https://www.youtube.com/watch?v=CCQwz_Gwo6o

MOOC:

1. <https://www.coursera.org/specializations/financial-management>
2. https://www.youtube.com/watch?v=CCQwz_Gwo6o
3. <https://www.digimat.in/nptel/courses/video/110107144/L01.html>

COURSE OUTCOME

The student will be able to

CO1	Apply the fundamental concepts of Finance and time value of money.
CO2	Evaluate the investment decisions
CO3	Estimate working capital requirements
CO4	Analyse the capital structure and dividend decisions
CO5	Analyse various applications of finance in real time scenario

RECOMMENDED BOOKS:

1. Financial Management, M.Y. Khan & P.K. Jain, TMH 7/e, 2017
2. Financial Management, Prasanna Chandra, TMH 10/e, 2019.
3. Financial Management, I.M. Pandey, Vikas Publishing, 11/e 2015.

REFERENCE BOOKS:

1. Fundamentals of Financial Management - Brigham & Houston, Cengage Learning.
 2. Fundamentals of Financial Management –Vanhorne & Wachowicz, PHI.
 3. Principles of Managerial Finance - Gitman, Pearson Education.
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STRATEGIC MANAGEMENT					
Course Code	MMBA2C4	CIE	50 marks	Contact Hours	40 hours
Credits (L:T:P)	3:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co-ordinator:	Dr. Divya. H. N & Dr. Reshma. M				

COURSE CONTENT:

COURSE OBJECTIVES

1. To provide insights into the core concepts of strategic management.
2. To evaluate various business strategies in dynamic market environments.
3. To gain insights on internal analysis of Business.
4. To formulate business strategies and plan for its effective implementation.
5. To solve various real time cases related to strategic management

SYLLABUS

MODULE 1

09 hours

Introduction: meaning and nature of strategic management, its importance and relevance. Characteristics of strategic management, the strategic management process. Relationship between a company's strategy and its business model.

MODULE 2

09 hours

External analysis: strategically relevant components of a company's external environment industry analysis factors driving industry change and its impact - porter's dominant economic feature competitive environment analysis porter's five forces model key success factors concept and implementation.

MODULE 3

09 hours

Internal analysis: describe strategic vision, mission, goals, long term objectives, short-term objectives and discuss their value to the strategic management process, resources, capabilities, competencies, resource based view of the firm (RBV), balanced score card, McKinsey 7S Model, SWOC analysis, value chain analysis, benchmarking, GE 9-cell matrix and BCG matrix.

MODULE 4

09 hours

Strategy formulation, Implementation and control: business strategies, corporate strategies, growth strategies, Ansoff's matrix, stability strategies, retrenchment strategies, porter's generic strategies: low cost, differentiation, best cost, focused low cost and focused differentiation, blue ocean and red ocean strategy. International business level strategies, strategy implementation and control meaning, process.

MODULE 5

04 hours

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

PRACTICAL COMPONENTS

1. Analysing the Mission and Vision statements of selected Indian companies.
 2. Applying Michael Porter's model to any one industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc).
-

3. Internal Analysis & Strategies of a listed company in the form of the report to be submitted.
4. Identify a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market; analyse the internal and external factors.
5. Conduct SWOT analysis of companies around your campus.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

MOOC: <https://www.mooc-list.com/course/developing-strategies-win-marketplace-coursera>

COURSE OUTCOME

The student will be able to

- CO1** Understand the fundamental concepts of Strategic Management.
- CO2** Analyse various models related to external analysis of Business to gain competitive advantage.
- CO3** Analyse the internal environmental components for the effective implementation of strategic.
- CO4** Identify appropriate strategies to apply in various business scenarios.
- CO5** Apply various strategic management tools to solve real time problems.

RECOMMENDED BOOKS:

1. Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases , Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble A. J. Strickland III Arun K. Jain , McGraw Hill Education , McGraw Hill Education , 19/e 2017
2. Strategic Management: A South-Asian Perspective , Michael A. HittR. Duane Ireland Robert E. Hoskisson S. Manikutty , Cengage Learnin 9/e 2016

REFERENCE BOOKS:

1. Strategy: Theory & Practice , Stewart Clegg Chris Carter Marting Kornberger Jochen Schweitzer , Sage Publications , 3/e ,2020
 2. Strategy Management: Theory & Practice, John Parnell , Biztantra , 2004
 3. Strategic Management: Planning for Domestic and Global Competition , John A. Pearce Richard B. Robinson , McGraw Hill Education
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BUSINESS RESEARCH METHODS					
Course Code	MMBA2C5	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	4:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co-ordinator:	Dr. Jyothi. E. Singh & Dr. Reshma. M				

COURSE CONTENT:

COURSE OBJECTIVES

1. To understand how literature reviews can help in problem formulation and Research design.
2. To understand the basic components of research design and sampling techniques for conducting research
3. To develop skills in designing questionnaires.
4. To equip students with various research analytical tools used in business research.
5. To understand various forms of IPR.

SYLLABUS

MODULE 1

10 hours

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

Literature review: Conducting Literature review. Importance of Literature Review in Research

MODULE 2

11 hours

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

Sampling: Concepts, Types of sampling designs, non-probability sampling, probability sampling and Complex random sampling Designs. Errors in sampling.

Determination of Sample size: Sample size calculation for mean and proportion.

MODULE 3

10 hours

Questionnaire design: Meaning, process of designing questionnaire.

Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert Scale, Semantic Differential Scale, Thurston scale

Multi-Dimensional Scaling: Non comparative scaling techniques

MODULE 4

10 hours

Data Collection: Meaning, types.

Data collection methods: Observations, survey, and interview techniques. Qualitative Techniques of data collection Secondary data Sources: advantages and disadvantages. **Data**

Processing and Analysis: Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation

MODULE 5

11 hours

Ethics in business research: Research Ethics meaning, Ethical treatment of participants, Ethics and the sponsor, Ethical behaviour of researchers and team members, methods to search required information.

Introduction to Reference Management Tools: create bibliographies and in-text citations, import references from online sources, and share references with other researchers.

Intellectual Property Rights: Meaning and Concepts of Intellectual Property, Nature and Characteristics of Intellectual Property, Kinds of Intellectual Property. Protection of Intellectual Property Rights (IPRs)- A brief summary of: Patents, Copyrights, Trademarks, TRIPS and TRIMS, Geographical Indications -Establishment of WIPO-Application and Procedures.

PRACTICAL COMPONENTS

1. The students are expected to do a mini project based on primary data according to the topic approved by the course coordinator.
2. The mini project report should contain necessary information on statement of the problem, review of literature, objectives, research design, methodology, data analysis, findings, and suggestions.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

Understanding Research Methods-<https://www.coursera.org/learn/research-methods>

COURSE OUTCOME

The student will be able to

- CO1** Define a research problem and hypothesis based on literature review and a device suitable Research Design for data collection.
- CO2** Identify the appropriate sampling techniques and estimate the sample size for collecting data.
- CO3** Design questionnaire to collect primary data.
- CO4** Demonstrate knowledge and understanding of data analysis and interpretation.
- CO5** Gain insights into Ethics in Business Research and various forms of IPR in India.

RECOMMENDED BOOKS:

1. C R Kothari, Research Methodology Methods and Techniques, 4/e, 2020, New Age International Publishers Ltd.
2. Deepak Chawla, Neena Sondhi, Research Methodology: concepts and cases, 2nd edition, Vikas publishing house pvt ltd,2018
3. Donald R. Cooper & Pamelas Schindler, Business Research Methods, TMH/9e/2007

REFERENCE BOOKS:

1. Andy Field, Discovering Statistics using IBM SPSS Statistics, 4e, Sage Publication
 2. Andrew F. Hayes, Introduction to Mediation: A Regression-Based Approach (Methodology in the Social Sciences), Guilford Publications
 3. Intellectual Property Rights. India, IN: Neeraj, P., & Khusdeep, D. (2014). P H I learning Private Limited.
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MARKETING MANAGEMENT –II					
Course Code	MMBA2C6	CIE	50 marks	Contact Hours	40 hours
Credits (L:T:P)	3:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co-ordinator: Dr. Vishwanatha MR					

COURSE CONTENT:

COURSE OBJECTIVES

1. To provide basic understanding of product strategies.
2. To develop an in-depth understanding of pricing strategies.
3. To introduce the fundamentals of Distributions strategies.
4. To equip students with a comprehensive understanding of promotion strategies.
5. To help the students on the application-oriented case analysis in the field of marketing management.

SYLLABUS

MODULE 1

9 hours

Product: Meaning of product, product levels, product hierarchy, Classification of products, Product differentiation, product line and product mix, Managing Product Life Cycle. New Product Development, packing - meaning, objective, packaging as a marketing tool, Role of colour in packaging, labelling.

MODULE 2

9 hours

Pricing: Meaning, Significance of pricing, consumer psychology and pricing- reference prices, price–quality inferences, and price endings. Price-adaptation strategies- geographical pricing, price discounts and allowances, promotional pricing, and differentiated pricing. Factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies- Value based, Cost based, Market based, Competitor based.

MODULE 3

9 hours

Place: Distribution channel – meaning, purpose, Channel functions, channel levels, Factors Affecting Channel Choice, Channel Design decisions, Channel Management Decision, Channel Conflict- meaning, causes. Managing channel conflict. E-commerce: Market size, emerging trends – AI, Augmented reality, Chatbot, voice search etc.

MODULE 4

9 hours

Promotions: Marketing communications, Communication process model, steps in developing effective communication. Marketing Communication Mix - advertising, Sales Promotion, Personal selling, Direct Marketing, Publicity, Public Relations. Emerging Trends in Marketing: Green Marketing, Event Marketing, Neuromarketing, Digital and social media Marketing. Influencer Marketing.

MODULE 5

4 hours

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

Self-study topics: Service mix, New service realities, Steps in Setting price, strategies to respond for price change, Omni-channel strategies, Private labels, AIDA model.

PRACTICAL COMPONENTS

1. Analyse Product Life Cycle of few successful and failed product.
2. Analyse pricing strategies used by FMCG companies
3. Students to study the distribution strategies used by selected companies.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

1. https://www.mooc-list.com/tags/marketing-management#google_vignette
2. https://onlinecourses.nptel.ac.in/noc22_mg57/preview
3. <https://youtu.be/ob5KWs3I3aY?t=131>
4. <https://www.youtube.com/watch?v=OGs2YsqvWDg>
5. <https://youtu.be/mL7MASrDIQ>

COURSE OUTCOME

The student will be able to

- CO1** Understand the fundamental concepts of Product strategies.
- CO2** Analyse the significance of pricing strategies in marketing..
- CO3** Develop the effective distribution strategies.
- CO4** Develop the effective promotion strategies.
- CO5** Analyse the given case based on various marketing concepts.

RECOMMENDED BOOKS:

1. Marketing Management: A South Asian Perspective - Kotler, Keller, Koshy & Jha, 16/e, Pearson Education, 2022
2. Marketing Management- Indian Context, Global Perspective. Ramaswamy & Namakumari, SAGE, 6th Edition., 2018.
3. Marketing in the New Era by J S Panvar, Sage Publications, 2007

REFERENCE BOOKS:

1. Marketing Myopia , Theodore Levitt, Theodre Levitt , Harvard Business Press 2008.
 2. Marketing Lamb, Hair, Mc Danniell Cengage Learning 2010.
 3. Marketing by Lamb, Hair, McDaniel – Thomson, 2013 edition
-

BUSINESS ANALYTICS					
Course Code	MMBA2C7	CIE	50 marks	Contact Hours	52 hours
Credits (L:T:P)	2:0:1	SEE	100 marks	Exam Hours	03 hours
Course Co-ordinator:	Ms. Seema B & Dr. Reshma.M				

COURSE CONTENT:

COURSE OBJECTIVES

1. To provide understanding of fundamentals of business analytics and Descriptive Analytics and its application in Business decision making.
2. To provide basic understanding of clustering method and its application.
3. To provide an understanding of big data analytics and its use in business decision making.
4. To provide an understanding about predictive analytics and Application of Analytics
5. To solve various real time business cases using data analytics tools.

SYLLABUS

MODULE 1 **06 hours**
 Introduction to Business Analytics, Challenges; Data Analytics- Introduction to Descriptive Analytics, Data Types and Scales: Structured and Unstructured data, Cross-sectional, Time series and Panel Data; Data Measurement scales: Nominal, Ordinal, Interval and Ratio; Importing and exporting of data, Data Visualization using Tableau.

MODULE 2 **05 hours**
 Introduction to Simple Linear Regression, Model Building, Estimation of parameters and Interpretation, Validation of SLR model, Outlier Analysis; Introduction to Multiple Linear Regression, Model Building and Interpretation.

MODULE 3 **05 hours**
 Introduction to Big Data; Need for Big data; Characteristics of Big Data; structure of Big Data (Structured, Semi-structured, Unstructured and real time data); Benefits and barriers of Big Data Analytics; Mobile Data Analytics; Social Media Analytics.

MODULE 4 **06 hours**
 Introduction to Predictive Analytics; Role of Business Analyst and Data Scientist. Business Analytics Optimization (BAO); Online Analytical Processing (OLAP); Online Transaction Processing (OLTP).
 Financial Analytics; HR Analytics; Marketing Analytics; Supply Chain Analytics; Production and Operations analytics.

MODULE 5 **04 hours**
 Case Study: Review and recap of case studies discussed from Module 1 to Module 4.

Self-study component: Ethical considerations in data usage.

PRACTICAL COMPONENTS – 26 hours

1. Importing data set into Tableau, Data Cleaning and Tooltip option.
 2. Demonstration of sorting, filtering and types of charts.
-

3. Demonstration of Histogram and line chart.
4. Demonstration of Heat map and Tree map.
5. Demonstration of Scatter plot.
6. Creation of tables.

Practical components are evaluated in Lab internal test for 50 Marks in CIE component

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

https://onlinecourses.nptel.ac.in/noc20_mg11/preview

COURSE OUTCOME

The student will be able to

- CO1** Understand the fundamentals of business analytics and apply tools of descriptive analytics for data forecasting.
- CO2** Analyse the data using clustering algorithms.
- CO3** Apply the use of big data for business decisions.
- CO4** Apply predictive and prescriptive analytics in business decisions.
- CO5** Apply business analytical techniques to provide solutions to business problems and aid in business decision making.

RECOMMENDED BOOKS:

1. Business Analytics, U Dinesh Kumar, Wiley India.
2. Fundamentals of Business Analytics, 2 nd Edition, R.N. Prasad, Seema Acharya, Wiley India

REFERENCE BOOKS:

1. Albright Winston “Business Analytics, Data Analysis and Decision Making” 5th edition, Cengage Publication
 2. Cindi Howson “Successful Business Intelligence” 2nd edition, Mc Graw Hill Education, Mc Graw Hill Education
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DESIGN THINKING AND INNOVATION					
Course Code	MMBA2C8	CIE	50 marks	Contact Hours	40 hours
Credits (L:T:P)	1:0:1	SEE	100 marks	Mode of Exam	Viva
Course Co ordinator:	Dr. Nethravathi N				

COURSE CONTENT:

COURSE OBJECTIVES

1. To familiarize students with Design Thinking (DT) and its phases.
2. To make students aware of the evolution, concepts & models of Design Thinking.
3. To provide learners with the context, methods and mindsets related to Design Thinking.
4. To equip students with the opportunities to ideate and find solutions by applying DT.
5. To provide knowledge on prototype evaluation.

SYLLABUS

MODULE 1

3 hours

Design Thinking as a Solution, The Value of Design Thinking, A Look at the History of Design Thinking, A Look at the History of Design Thinking, Four Core Principles of Successful Innovation, A Model of the Design Innovation Process, Seven Modes of the Design Innovation Process, Understanding Methods.

MODULE 2

3 hours

Sense Intent: Mindsets, Sensing Changing Conditions, Seeing Overviews, Foreseeing Trends, Reframing Problems, Forming an Intent,
Know Context: Mindsets, Knowing Context History, Understanding Frontiers, Seeing System Overviews, Understanding Stakeholders, Using Mental Models

MODULE 3

2 hours

Know People: Mindsets, Observing Everything, Building Empathy, Immersing in Daily Life, Listening Openly, Looking for Problems and Needs.- POEMS, Field Visit, Video recording.

MODULE 4

2 hours

Frame Insights: Mindsets, Exploring Systems, Looking for Patterns, Constructing Overviews, Identifying Opportunities, Developing Guiding Principles. User Groups Definition, Compelling Experience Map, User Journey Map,

MODULE 5

3 hours

Frame solutions: Solution Diagramming, Solution Storyboard, Solution Enactment, Solution Prototype, Solution Evaluation, Solution Roadmap, Pilot Development and Testing, Implementation Plan.

PRACTICAL COMPONENTS: 27 hours

1. Interview a start-up founder to comprehend prototype development.
 2. Observe and record the innovation and technology synchronisation for creative design thinking
 3. Conduct interviews with users experts and social entrepreneurs and develop socially sustainable prototypes.
 4. Develop a user groups and design user journey map.
 5. Design a story board of your solution.
-

6. Evaluate the viability of the solution- commercial, social and environmental.
7. Conduct the pilot study of the proposed prototype.
8. Observe and record the testing of the proposed prototype.
9. Evaluate the requirements of MVP.
10. Develop the implementation plan.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

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

COURSE OUTCOME

The student will be able to

- CO1** Understand the Design Thinking process from a business management perspective.
- CO2** Apply the knowledge and skills of Design Thinking in prototype development for product and service innovations.
- CO3** Analyse sustainable and societal challenges and find solutions.
- CO4** Develop a prototype and evaluate new product and service concepts through applied creativity and innovation.
- CO5** Evaluate the prototype under the light of feasibility and viability to commercialize at the market.

RECOMMENDED BOOKS:

1. 101 Design Methods – A Structured Approach to Driving Innovation in Your Organization by Vijay Kumar, John Wiley & Sons,2013.
2. Design Thinking for Strategy – Innovating towards Competitive Advantage by Claude Diderich, Springer, 2020.

REFERENCE BOOKS:

1. The Design of Business – Why Design Thinking is the Next Competitive Advantage by Roger Martin, Harvard Business Press, 2009.
 2. Design Thinking – Integrating innovation, Customer experience, & Brand Value by Thomas Lockwood, Allworth Press, 2009
 3. Design Thinking Methodology by Emrah Yayici, ArtBizTech, 2016.
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IV SEMESTER SYLLABUS

**GUIDELINES FOR 6 WEEK PROJECT WORK MMBA4C1
(BETWEEN 3rd AND 4th SEMESTER MBA)**

PROJECT REPORT			
Course Code	MMBA4C1	CIE Marks	50
Teaching Hours/Week (L: T:P)	0:0:16	SEE Marks	50
Total Hours of Pedagogy	00	Total Marks	100
Credits:	06	Exam Hours	00

OBJECTIVE

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

STRUCTURE

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

GENERAL GUIDELINES

- The project work shall be for a period of 6 weeks immediately after the completion of 3rd SEE but before the commencement of the 4th semester classes.
- The Course code of the project report shall be MMBA4C1 and shall be compulsory for all the students opting for all specializations.
- The University shall receive 2 copies of project reports prior to the commencement of the 4th semester examination. Copies of the project report should be sent to the concerned Regional Office with intimation to the Registrar (Evaluation).
- By keeping the business trend in the present scenario, university has given an option to the students to select the research problem either from business organization or they can carry out the project on freelance basis subject to the approval of department committee.
- It is the total responsibility of the internal guide to monitor the freelance project.
- In case, business problem is selected from a Company, no two students of an institute shall work on the same problem in the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- On completion of the project work, students shall prepare a report with the following format.
- The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size.
- All the reports shall be printed in the A4 size 1” margin on all the sides.
- The report shall be hard bound facing sheet of royal blue color indicating the title of college and month & year of admission (spiral binding not permitted).
- A certificate by the guide, HOD and Head of the institution indicating the Bonafide performance of the project by the student to be enclosed.
- An undertaking by the student to the effect that the work is independently carried out by him/her.
- The certificate from the organization if applicable (if its Freelance project, certificate is no required and internal guide can issue a certificate for successful completion).
- Acknowledgement
- Executive Summary.

Project Report Evaluation:

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

CONTENTS OF THE INTERNSHIP REPORT

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

CHAPTERIZATION

Chapter 1: Introduction

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

Chapter 2: Conceptual background and Literature review

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

Chapter 3: Research Design

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

Chapter 4: Analysis and Interpretation

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

Chapter 5: Findings, Conclusion and Suggestions

Summary of findings, Conclusion and Suggestions / Recommendations

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

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

Rubrics for Project Work (Common to core and Dual Specializations)- MMBA4C1

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

Rubrics for Project Evaluation and Viva voce Examination

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

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

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

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

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

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

MARKS SHEET FORMATS

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

Marks Sheet for MBA Project Work (MMBA4C1)

Name of the College:

College Code:

Internal Marks Allocation for Project Work (MMBA4C1)

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

Marks Sheet

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

Signature of the Internal Guide with Name, Address & Date

Note:

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

2. Report Evaluation by the Guide & External Examiner.

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

Visvesvaraya Technological University

Marks Sheet for MBA Project Work (MMBA4C1)

Name of the College:

College Code:

External Evaluation Marks Allocation for Project Work (MMBA4C1)

Marks Sheet

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

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

Signature of External Examiner with affiliation

- Note:**
1. Total External Evaluation Marks of the Project report should be uploaded to VTU by the External examiner appointed by VTU after thorough evaluation of the project report and the copy of the mark sheet downloaded after the entry must be sent to VTU along with the remuneration bill.
 3. **Viva-Voce Examination to be conducted by the HOD/ Guide and an External examiner from the Industry/ Institute (Joint Evaluation)**

**Visvesvaraya Technological University
Marks Sheet for MBA Project Work (MMBA4C1)**

Name of the College:

College Code:

Viva voce Marks Allocation for Project Work (MMBA4C)

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

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

Marks Sheet

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

**Signature of Internal Examiner
with affiliation**

**Signature of External Examiner
with affiliation**

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

Schedule to be followed before commencement of Project

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

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

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

Schedule to be followed during Project work

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

Formats for Project Report and Evaluation

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

(Title of the Report)

Submitted by

**(Student Name)
(USN)**

Submitted to

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

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

**INTERNAL GUIDE
(Name & Designation)**

**EXTERNAL GUIDE
(Name & Designation)**

(Institute Logo)

Department of MBA

(Institute Name with Address)

(Month & Year of submission)

CERTIFICATE

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

Signature of Internal

Guide Signature of HOD

Signature of Principal

DECLARATION

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

Place:

Signature of the Student

Date:

Table of Contents

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

List of Tables

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

List of Figures/ Charts/ Graphs

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

FINANCE ELECTIVES

TAX MANAGEMENT					
Course Code	MMBA4F1	CIE	50 marks	Contact Hours	40 hours
Credits (L:T:P)	3:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co Ordinator:		Dr. Vinay H V			

COURSE CONTENT

COURSE OBJECTIVES

The objective of the course is to educate students about the provisions and procedures of Direct and Indirect tax.

In detail

1. To make students understand the basic concepts of income tax and tax provisions involved in computation of salary income.
2. To make students understand the income tax provisions involved in business or profession and capital gain income pertaining to evaluation of individual tax liability.
3. To help students to understand the provisions of Goods and Service Tax under Indirect Taxation.
4. To inculcate international taxation from Indian perspective and overview of US & UK taxation.
5. To provide an understanding of application of theoretical concepts to practical situations involving several cases.

SYLLABUS

MODULE 1

8 hours

Basic concepts:

Income tax concepts and definitions as per Income Tax Act, Basis of charge and scope of total income, Residential Status (Individuals only). Tax Evasion, Tax avoidance, Tax Planning. Heads of Income (Theory only).

Income from Salary – Computation of income from salary under new regime.

MODULE 2

10 hours

Income from Business or Profession:

Computation of Business or Professions income. Simple problems on depreciation.

Income under capital gain: Computation of capital gain, deductions from capital gains. Income from other sources (Theory only). Computation of total taxable income and income tax liability of individuals (New Regime only).

MODULE 3

10 hours

Goods & Service Tax:

Introduction, Features, Merits & Demerits of GST Types of GST, GST rates.

GST Registration-Meaning, Persons liable and not liable for Registration, Types of Registration. Procedure for Registration.

Supply of Goods: Meaning and Scope, Time and Value of Supply, Interstate and Intrastate Supply, Place of Supply. Simple problems on calculation of GST (CGST, SGST & UTGST).

MODULE 4

8 hours

International Taxation: (Theory only)

Basic concepts of international taxation- An overview from Indian perspective, objectives, tax treaty, domestic tax reforms, double taxation avoidance agreement, purpose and types, tax heavens.

Tax Reforms in the United States: Individual tax returns, Business tax returns, Employment tax returns, Excise and special tax returns, information returns.

Tax Reforms in the United Kingdom: Individual income tax returns, corporation tax returns, Value added tax (VAT) Returns, PAYE and employment related returns.

MODULE 5

4 hours

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

PRACTICAL COMPONENTS

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

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

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

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

COURSE OUTCOME

The students will be able to:

CO1:	Understand the basic concepts of taxation and apply the provisions of income from salary.
CO2:	Understand and apply the provisions of business/profession, capital gain income while computation of individual tax liability.
CO3:	Assess the basic concepts and provisions of Goods and Services Tax.
CO4:	Understand the international taxation under Indian context and describe the nature of United States and United Kingdom taxation returns filed in their respective tax system.
CO5:	Evaluate the direct and indirect tax applications and International Taxation in real time scenario.

RECOMMENDED BOOKS:

1. Direct Taxes Law and practice, Vinod Singhania and Kapil Singhania, Taxman Publication, Latest Edition.
2. Indirect Taxes Law and practices, V S Datey, Taxmann's, Latest Edition.
3. Basic International Taxation, Roy Rohatgi, Richmond Law & Tax Ltd.,

REFERENCE BOOKS:

1. Systematic Approach to Income Tax , Ahuja G K & Gupta, Ravi, Wolters Kluwer India Pvt. Ltd. 50th Edition, 2025.
2. Handbook on Taxation (includes Income Tax and GST), T N Manoharan and G R Hari, Snow White Publications Pvt. Ltd, Assessment Year 2026.
3. Direct Tax Law, Mehrotra and Goyal, Sahitya Bhawan Publications, Assessment Year 2026.
4. Students Guide to Income Tax, Vinod Singhania and Kapil Singhania, Taxman Publication, Lates Edition.
5. GST & Customs Law (University Edition), K.M Bansal, Taxmann's, Latest Edition.

INTERNATIONAL FINANCIAL MANAGEMENT					
Course Code	MMBA4F2	CIE	50 marks	Contact Hours	40 hours
Credits (L:T:P)	3:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co-Ordinator:		Dr. Jyothi E Singh			

COURSE CONTENT

COURSE OBJECTIVES:

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

SYLLABUS

MODULE 1

09 HOURS

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

MODULE 2

09 HOURS

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

MODULE 3

09 HOURS

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

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

MODULE 4

09 HOURS

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

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

MODULE 5

04 HOURS

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

PRACTICAL COMPLEMENTS

- a. Analysis of Balance of Payments data of a selected country using RBI, IMF or World Bank reports.
- b. Study of historical foreign exchange rate movements of major currencies using published forex market data.
- c. Track and analyze the rupee exchange value against Dollar and Euro in spot and forward markets for one week and record the observations.
- d. Study the different types of swaps used in Foreign Exchange Market

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

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

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** Demonstrate the significance of Financial Management in the Global Context.
- CO2** Analyze currency rate movements to identify arbitrage opportunities.
- CO3** Apply forecasting techniques to analyze exchange rate movements and evaluate foreign exchange exposures.
- CO4** Evaluate various hedging techniques, including swaps, to make effective foreign exchange risk management decisions.
- CO5** Demonstrate the application of international finance concepts to practical situations through analysis of real-world case studies.

RECOMMENDED BOOKS:

1. International Corporate Finance, Jeff Madura, Cengage Learning, 10/e, 2012
2. International Financial Management, Cheol Eun & Bruce Resnick, McGraw Hill, 7/e, 2014.
3. International Financial Management, Madhu Vij - Excel - 3/e 2012.

REFERENCE BOOKS:

1. International Financial Management, Apte P.G & Sanjeevan Kapshe, McGraw Hill, 8/e, 2020
 2. International Financial Management, Jain, Peyard and Yadav Laxmi publications, 2023
-

FINANCIAL DERIVATIVES					
Course Code	MMBA4F3	CIE	50 marks	Contact Hours	40 hours
Credits (L:T:P)	3:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co-Ordinator:		Prof. Channakeshava H C			

COURSE CONTENT

COURSE OBJECTIVE:

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

SYLLABUS

MODULE 1

08 HOURS

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

MODULE 2

10 HOURS

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

MODULE 3

12 HOURS

Option Contracts: Meaning, features and types of option contracts-Options vs futures/forwards-Mechanics of buying and selling option contracts-contract specifications of stock, index and commodity options-Option pricing-factors affecting option pricing-Valuation of option contracts using Black Scholes model and Binomial Model-Put-call parity theory-Option Greeks-Option Trading Strategies- (Theory and Problems).

MODULE 4

06 HOURS

Financial Swaps: Meaning, features and advantages of financial swaps-Types of financial swaps (Interest rate swap, currency swap, equity swap and commodity swap)-Mechanics of interest rate swaps—valuation of interest rate swaps and currency swaps. (Theory and Problems).

MODULE 5

04 HOURS

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

PRACTICAL COMPONENTS

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

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

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

COURSE OUTCOME

The students will be able to:

- CO1** Understand and appreciate the basic concepts of derivatives markets.
- CO2** Assess the application of forwards/futures of financial derivatives.
- CO3** Examine the options trading strategies in derivatives market.
- CO4** Demonstrate the understanding of financial swaps and mechanics of different swaps.
- CO5** Demonstrate the application of financial derivatives to practical situations through analysis of real-world case studies.

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

1. Derivatives Rajiv Srivastav, Oxford University press,2014 2/e.
 2. Risk Management, Vaiijanath Babshetti, Prakash.B.Yaragol, Kalyani Publishers
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BANKING & FINANCIAL SERVICES					
Course Code	MMBA4F4	CIE	50 marks	Contact Hours	40 hours
Credits (L:T:P)	3:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co Ordinator:		Prof. Sindhu Ramesh			

COURSE CONTENT

COURSE OBJECTIVES

1. To understand the Indian Banking System.
2. To learn the various functions and services offered by banks in India.
3. To understand the process of issue management and services offered by Merchant Bankers.
4. To know the functioning of the various NBFC's in India.
5. To understand the broader concepts of leasing, hire purchase and other financial services.

SYLLABUS

MODULE 1

10 HOURS

Introduction to Banking in India - Concept and Evolution of Banks. Structure of Banks: Cooperative banks – Commercial banks – Development banks. RBI's Roles and Functions. Commercial banks and its functions, Principles of Lending, Credit Risk and Liquidity Risk in Banks, Financing International Trade. Technology in Banking – Core and Cloud Banking, AI in Banking, UPI Evolution, Central Bank Digital Currency (CBDC)

MODULE 2

09 HOURS

Types of Banking: Retail Banking and its Products, wholesale Banking and its products, International Banking, Electronic Banking, CIBIL, Basel – II, Banking Codes and Standard Boards, Basel III and Risk Management. Asset-Liability Management, NPA Management, Opening accounts for various types of customers, KYC Guidelines, Types of Collaterals and their characteristics, Priority Sector Lending, Financial Inclusion, Recent Developments in National and International Scenarios

MODULE 3

08 HOURS

Fundamental Merchant Banking: Categories, Services offered, Issue management – Pre and Post issue management, Issue pricing, Preparation of Prospectus, Underwriting, Private Placement, Book Building Vs. Fixed price issues.

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

Factoring & Forfeiting: Definition, Functions, Types and Services offered

MODULE 4

09 HOURS

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

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

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

MODULE 5

04 HOURS

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

PRACTICAL COMPONENTS

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

MOOC:

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

COURSE OUTCOME

The students will be able to:

- CO1** To understand basics of Indian banking system.
- CO2** Understand & appreciate the various services offered by the banks with various asset management strategies.
- CO3** Analysing Institutional financing through Merchant Banking services.
- CO4** Assess the procedure involved in credit rating, factoring forfeiting & venture capital.
- CO5** Understanding of procedures involved in depository system, debt securitization & NBFC services in India.

RECOMMENDED BOOKS:

1. Financial services by Khan M.Y, McGraw Hill Education, 6th Edition,2011.
2. Principles and Practices of Banking 2023 by IIBF, Macmillan Education, First Edition, 2023.
3. Management of Banking and Financial services by Padmalatha Suresh & Justin Paul, Pearson. 3rd Edition.
4. Merchant Banking and Financial Services by Madhu Vij, Swati Dhawan, McGraw Hill Education, 2nd Edition

REFERENCE BOOKS:

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

HUMAN RESOURCE ELECTIVES

COMPENSATION AND REWARD MANAGEMENT					
Course Code	MMBA4H1	CIE	50 marks	Contact Hours	40 hours
Credits (L: T: P)	3:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co Ordinator:		Dr. Janmitha K L			

COURSE CONTENT

COURSE OBJECTIVES

1. To analyze legal, ethical, and strategic issues in compensation management and their impact on motivation and organizational effectiveness.
2. To introduce core concepts of compensation and reward management, including total rewards and compensation philosophy.
3. To enable students to explain wage systems, salary structures, and wage determination mechanisms in India.
4. Explain
5. Provide practical exposure to job evaluation, wage determination, and salary administration.

SYLLABUS

MODULE 1

8 HOURS

Foundations of Compensation & Reward Policy:

Compensation concepts, total compensation and reward approach, types, components and importance.

Compensation Philosophy - Compensation Strategy, Compensation Policy, Psychological contract and its impact on compensation. Bases of compensation management, legal, ethical, and compliance issues in compensation management, Factors affecting compensation.

MODULE 2

10 HOURS

Wage Systems, Policies, and Institutional Mechanisms: Meaning of wages and salaries; wage and salary administration; theories of wages and linkage with employee motivation; wage rates, wage structure, and pay levels; essentials of a satisfactory wage system; methods of wage payment; national wage policy in India and organizational wage policy; wage problems in India; institutions and systems of wage fixation in India; salary fixation methods, flexibility in wage systems, and use of salary surveys and market wage data.

Case perspective: Heineken's refreshing approach to reward.

MODULE 3

8 HOURS

Wage Determination Practices: Wage Determination in Practice in Indian Organizations, Management Strategy and Reward Policy, Reward management processes and procedures, Job grading, pay bands, and pay structures, pay fixation and rate setting.

Pay reviews: planning, implementation, and evaluation, Salary planning and salary budgeting, Salary costs and payroll cost control, Salary review guidelines and responding to negative salary reviews, Manager's role in annual salary review, Internal audit of compensation and benefits, Boardroom and executive compensation tren

MODULE 4

8 HOURS

Performance-Linked, Competency-Based, and Strategic Rewards: Contingent pay and pay-for-performance concepts; steps in designing pay-for-performance systems; competency-based pay framework, models, and challenges; skill-based pay and pay-for-person approaches; team-based rewards; gainsharing, profit-sharing, and profit-related pay; managerial compensation and sales force incentive programs; key compensation components supporting strategic rewards base pay, merit pay, incentive pay, bonuses, commissions, deferred pay, and stock options.

MODULE 5





6 HOURS

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

PRACTICAL COMPONENTS

1. Understand the theoretical and practical aspects in the area of compensation and benefits. Exposure to MS-Excel or HRIS packages recommended.
2. Students will analyze real-world organizational cases to evaluate compensation philosophy, strategy, wage structures, and employee motivation.
3. Conduct a market salary survey and compare with organizational pay levels to propose wage adjustments or policy recommendations.
4. Create a pay-for-performance plan, competency-based pay framework, or incentive plan (e.g., team bonus or sales commission).

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

-  <https://hr-gazette.com/total-rewards-and-compensation-understanding - the essentials/>
-  <https://www.youtube.com/watch?v=g4AGhGehhsc>
-  <https://www.coursera.org/learn/compensation-management>
-  <https://www.coursera.org/learn/compensation-and-benefits>

COURSE OUTCOME

The students will be able to:

- CO1:** Understand the fundamentals of compensation and reward management.
- CO2:** Analyze wage systems and compensation policies in Indian organizations.
- CO3:** Apply wage determination and salary management practices in organizations.
- CO4:** Design performance-linked and competency-based reward systems.
- CO5:** Evaluate compensation and reward practices through case studies.

RECOMMENDED BOOKS:

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

Reference Books:

1. Compensation Management in a Knowledge-based World by R.T. Henderson: Focuses on modern, knowledge-driven environments.
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INTERNATIONAL HRM					
Course Code	MMBA4H2	CIE	50 marks	Contact Hours	40 hours
Credits (L: T:P)	3:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co Ordinator:	Dr. Nethravathi N				

COURSE OBJECTIVES

1. Understand the application of IHRM in MNC's and role of HR manager in managing IHRM process
2. Analyze the overview of cross-cultural management and appreciate the diversity of host country.
3. Understand the various staffing choices of MNC's and international transfers as different forms of international assignments.
4. Demonstrate the knowledge of international training and development requirements, key components of performance management.
5. Apply the solid knowledge of policies and practices and systems, key issues of failure of cross-border assignments.

COURSE CONTENT SYLLABUS

MODULE 1

07 HOURS

IHRM- Introduction, The drivers of internationalization of business, Difference between IHRM and Domestic HRM, Functions of global HRM, Emergence of Global HR Manager, HR Challenges in a global workforce Approaches to International Human Resource Management, Models of IHRM, Diversity Management.

MODULE 2

09 HOURS

Concept of culture, International Culture Management, Role of culture in international business, Models of Culture- Hofstede's Four Cultural Dimensions, Globe's Nine Cultural Dimensions, Edgar Schein's Model of Culture, Schneider's Culture Model, Trompenaars's Seven Cultural Dimensions.

International Culture Management: Model Organizational Culture and Innovation, Culture and Cross-Cultural Management in Ethics and corporate social responsibility, International Labour Standards. Diversity Management-The paradox of diversity, cultural uniqueness vs. pan-culturalism

MODULE 3

08 HOURS

Staffing for international operations, Selection strategies for overseas assignments, Differentiating between PCNs, TCNs and HCNs, International transfers, Expatriation and Repatriation, Expatriate Management, Repatriation Process, Challenges of repatriation and supportive practices. Equal opportunities, Work-life balance: practices and discourses.

MODULE 4**12 HOURS**

Training and development: Training and development for expatriates; Training and development for international staff – TNA (Training Need Analysis) process and types. Compensation: Compensation in international perspective, Approaches to international Compensation, International total rewards objectives for MNC's, Key components of global total rewards programs. Performance management cycle, Key components of PMS, Performance Management of International Assignees, Complexities Issues and challenges in international training, compensation & performance management, PMS for expatriates, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA.

MODULE 5**04 HOURS**

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

PRACTICAL COMPONENTS

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

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

-  https://onlinecourses.nptel.ac.in/noc26_mg05/preview
-  https://onlinecourses.swyam2.ac.in/nou26_hs35/preview

COURSE OUTCOME

The students will be able to:

- CO1** Understand the fundamentals of International HRM.
- CO2** Analyse the implications of culture and cross culture to deal with issues in an international context.
- CO3** Apply knowledge of international staffing and international transfers.
- CO4** Design effective training and performance management systems for MNC's operating in international context.
- CO5** Apply the knowledge of international policies and practices through case studies

RECOMMENDED BOOKS:

1. Dowling, P. J. and Welch, D. E. (1999). International Human Resources Management. 4th ed. CENGAGE Learning.
2. Ashwathappa, K. and Dash, S. (2008). International HRM. Tata McGrawHill. Publishing Company Limited.
3. Rao, P.L. International Human Resource Management, First Edition, Excel Books, New Delhi, 2008.

Reference BOOKS:

1. Andersen, Arthur. (1996). International Assignment Policies- A Benchmark Study. Jossey-Bass Publishers
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CONFLICT & NEGOTIATION MANAGEMENT					
Course Code	MMBA4H3	CIE	50 marks	Contact Hours	40 hours
Credits (L:T:P)	3:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co Ordinator:	Dr. Nethravathi N				

COURSE CONTENT

Course Objectives:

This course will enable the students

1. To understand the nature of various dimensions of conflict.
2. To learn various strategies and techniques to manage conflicts.
3. To understand the importance and role of negotiation in conflict resolution.
4. To understand the importance of cross-cultural and gender dimensions of negotiation.
5. To apply the knowledge of conflict and negotiation management in organization.

SYLLABUS

MODULE 1

09 HOURS

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

MODULE 2

09 HOURS

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

MODULE 3

09 HOURS

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

MODULE 4

09 HOURS

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

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

MODULE 4

04 HOURS

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

Practical Components:

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

MOOC:

- ✚ https://onlinecourses.nptel.ac.in/noc26_mg05/preview
- ✚ <https://www.coursera.org/lecture/negotiation-skills-conflict/week-2-outline-neVhB>
- ✚ <https://www.pdfdrive.com/negotiation-and-conflict-management-e34393592.html>
- ✚ https://www.researchgate.net/publication/339850653_MANAGING_CONFLICT_A

COURSE OUTCOMES:

The students will be able to:

- CO1** Understand the concepts of conflict and negotiation and its role.
- CO2** Learn various contemporary methods of conflict and negotiation.
- CO3** Gain insights of various conflict handling mechanisms
- CO4** Demonstrate the cross-cultural and gender dimensions of negotiation.
- CO5** Apply the knowledge of international policies and practices through case studies.

TEXTBOOKS

1. Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson Omiko, Prentice India, 2007
2. Negotiations, Roy J. Lewicki, David M. Saunders, Bruce Barry, 5/e, Mc Graw Hill, 2005, ISBN: 9780072973075
3. Fisher, R and Ury, W, (1986), Getting to Yes. Negotiating Agreement without Giving in. London, Hutchinson Business Books Ltd.

References

1. Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426
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PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS					
Course Code	MMBA4H4	CIE	50 marks	Contact Hours	40 hours
Credits (L: T:P)	3:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co-Ordinator: Dr. Janmitha K L					

COURSE CONTENT

COURSE OBJECTIVES

This course will enable the students.

1. To develop self-awareness, understand roles and behaviours, and create a practical self-improvement plan.
2. To build ability to establish interpersonal trust through effective openness, feedback, and self-disclosure.
3. To develop students' understanding of personality, emotional intelligence, and creative thinking skills.
4. To Strengthen students' personal effectiveness and interpersonal skills for professional settings.
5. To Facilitate integration of learning through analysis of real-world and managerial case studies.

SYLLABUS

MODULE 1

10 HOURS

Personal Growth and Self-Development: Meaning, nature, scope, and importance of personal growth; self-concept including self-awareness and self-esteem; personality structure from the psychoanalytic perspective (Id, Ego, Superego); defence mechanisms and coping behaviour; roles and role dynamics in life, social, and organisational contexts, including role clarity, conflict, ambiguity, role boundaries, and work–life balance; self-improvement through self-assessment, goal setting, and a personal development plan.

MODULE 2

10 HOURS

Interpersonal Trust and Self-Development: Meaning, dimensions, and importance of trust in personal, social, and organizational relationships; foundations of trust openness, transparency, honesty, psychological safety, ethical boundaries, and responsible confidentiality; personality awareness and perception gaps, application of the Johari Window for self-disclosure, feedback, and trust development.

MODULE 3

08 HOURS

Human Personality, Neuro-Functioning, and Creativity

Personality: meaning, development, and major theories. Jung's personality types, MBTI, trait theories (Guilford, 16PF), and Type A & B behaviour. Emotional Intelligence and its applications. Neuro-functioning: brain–behaviour relationship and basic mental processes. Creativity and innovation: meaning, blocks, and processes. Convergent and divergent thinking, Six Thinking Hats, and basics of Neuro-Linguistic Programming (NLP).

MODULE 4

06 HOURS

Individual Behavior and Interpersonal Dynamics: Attitudes, values, and beliefs influencing behavior; personal effectiveness (Seven Habits); interpersonal relations (FIRO-B); Transactional Analysis; conflict resolution and negotiation; experiential learning through group training.

MODULE 5

06 HOURS

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

PRACTICAL COMPONENTS

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

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

- <https://swayam.gov.in/>
- <https://www.mygreatlearning.com/academy/learn-for-free/courses/personality-development-course>
- <https://www.coursera.org/learn/social-emotional-intelligence>
- <https://www.udemy.com/course/making-sense-of-who-you-are-in-the-world/>

Course Outcome

The students will be able to:

- CO1** Analyze personal growth through self-concept, personality structure, role dynamics, and goal-based self-improvement.
- CO2** Analyze personal growth through self-concept, personality structure, role dynamics, and goal-based self-improvement.
- CO3** Explain personality theories, emotional intelligence, neuro-functioning, and creative thinking applications.
- CO4** Demonstrate personal effectiveness and interpersonal competence using behavioural, transactional, and group-based frameworks.
- CO5** Integrate course concepts to evaluate case studies and recommend effective personal and interpersonal solutions.

Recommended Books:

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

Reference Books:

Development of Management Skills, Whetten & Cameron, PHI.

MARKETING ELECTIVES

STRATEGIC BRAND MANAGEMENT					
Course Code	MMBA4M1	CIE	50 marks	Contact Hours	40 hours
Credits (L:T:P)	3:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co Ordinator: Dr. Vishwanatha M R					

COURSE CONTENT

Course Objectives:

This course will enable the students.

1. To introduce students to the fundamental concepts and scope of branding in contemporary markets.
2. To enable students to understand and analyze the key components of brand equity and brand positioning for creating and sustaining a strong brand presence.
3. To develop critical understanding of brand knowledge structures, brand hierarchy, and their role in influencing consumer perception
4. To develop critical understanding of brand knowledge structures, brand hierarchy, and their role in influencing consumer perception.
5. To provide insights into branding strategies used for brand expansion and management in international and global markets.

SYLLABUS

MODULE 1

08 HOURS

Introduction: Meaning of Brand, Role of Brand to consumer and manufacturers, Advantages of Brand, Product Vs Brand. Branding- Meaning, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas, challenges to Brand builders. Brand Management-Meaning & Definition. Strategic Brand Management Process-Meaning, Strong Indian Brands. Role of AI, VR and AR in Branding.

MODULE 2

08 HOURS

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

MODULE 3

10 HOURS

Brand Knowledge: Dimensions of Brand Knowledge, Leveraging Secondary Brand Knowledge. Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging. Leveraging BrandKnowledge. Brand hierarchy, Brand extension and brand transfer. Brand revival. Brand Architecture. Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers' advantages, Benefits for later entrants.

MODULE 4

10 HOURS

Global branding. Rationale for going global, Advantages and Disadvantages of global branding, Standardization versus customization, Global branding failures. Luxury Brand Management: Luxury definition and relativity, basic psychological phenomena associated with luxury purchase, luxury marketing mix, luxury retail, international luxury markets: historical leaders and emerging countries. Sustainability and ethics in luxury branding, Digital transformation luxury brands.

MODULE 5

04 HOURS

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

Practical Components:

- Visit a supermarket and systematically identify and document the brand elements used across different product categories such as soaps, mobile phones, jeans, and other consumer goods.
- Select a multiproduct company and comprehensively analyse its brand portfolio, including brand hierarchy, brand extensions, and sub-brands
- Examine the branding strategies adopted by major Indian business groups such as Tata, Birla, and Infosys, with reference to corporate branding and brand architecture.
- Assess the product life cycle stages of selected brands.
- Choose any two well-known luxury brands and evaluate the key success criteria that contribute to competitive advantage in the luxury brand industry.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

- <https://www.youtube.com/watch?v=sO4te2QNshY>
- <https://www.youtube.com/watch?v=dpZfNNUZEc>
- <https://www.mooc-list.com/course/strategic-brand-management-edx>

COURSE OUTCOMES:

The students will be able to:

- CO1** Understand the fundamental concepts of branding.
- CO2** Analyze key components of brand equity and brand positioning, to build a strong brand presence in the market.
- CO3** Critically assess the dimensions of brand knowledge and hierarchy.
- CO4** Evaluate the branding strategies to manage brands effectively over time.
- CO5** Analyze branding strategies for expanding brands in international markets.

RECOMMENDED BOOKS:

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

REFERENCE BOOKS

1. Brand Building and Advertising Concepts and Cases, M B Parameswaran Tata McGraw Hill Publication Latest Edition.
 2. Strategic Brand Management- Richard Elliott & Larry Perclu, Oxford Press, Latest Edition.
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RETAIL MANAGEMENT					
Course Code	MMBA4M2	CIE	50 marks	Contact Hours	40 hours
Credits (L:T:P)	3:0:0	SEE	100 marks	Exam Hours	03 hours
Course Coordinator: Dr. Divya H N					

COURSE CONTENT

COURSE OBJECTIVES

1. To provide an understanding of the retail concepts and formats.
2. To develop an understanding of store management and visual merchandising.
3. To develop an understanding of Retail audit and ethics in retailing.
4. To acclimatize with insights into Relationship Marketing & International Retailing.
5. To provide an understanding of E-tailing concepts, business models and E-payments.

SYLLABUS

MODULE 1

10 hours

Introduction and Perspectives on Retailing: World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) - Multichannel Retailing -Customer Buying Behavior, Historical Perspective, role of retailing, trends in retailing- Problems of Indian Retailing.

Retail Audit and ethics in Retailing: Undertaking an audit, responding to a retail Audit, problems in conducting a retail audit. Ethics in retailing

MODULE 2

10 hours

Store Management and Visual Merchandising:

Store Management: Responsibilities of Store Manager, Management of Modern retail.

Store Layout, Design and Space planning: Types of Layouts, Size and space allocation, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design. Store Security, Parking Space, Problems at Retail Centre's.

Visual Merchandising: Role of Visual Merchandiser, Visual Merchandising Techniques.

MODULE 3

8 hours

Relationship Marketing & International Retailing: Management & Evaluation of Relationships in Retailing, Retail Research in Retailing: Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research., Brand Management in retailing.

Internationalization of Retailing: Evolution of International Retailing, Motives of International Retailing, International Retail Environment, Issues in international retailing and Future of retail management.

MODULE 4

8 hours

E- Tailing: Introduction to E-Retailing -Meaning, concept, significance of e-retailing; comparison with conventional retail.

E-tailing business models and strategies -B2C, C2C, marketplace vs. pure-play; omnichannel retailing, m-commerce and social commerce and role of AI in E-tailing.

E-payment and security-Types of electronic payment systems, security mechanisms, digital signatures, authentication, PCI standards.

Challenges and opportunities-Logistics and last-mile delivery, reverse logistics, trust and privacy, competition, innovation in Indian and global markets.

MODULE 5

4 hours

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

PRACTICAL COMPONENTS

1. Go to a Kirana store and a supermarket and compare the following:

- Store arrangement
- No. of brands carried.
- Pricing policies – are discounts given?
- Service – personal or impersonal? Etc. also get in-store experience.

2. Retail Margin Analysis

Visit a local Kirana store and identify margins on 5 fast-moving products. Analyze factors affecting margin decisions.

3. Visual Merchandising Basics

Analyze product display, shelf arrangement, and visibility of high-demand items.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

- <https://sim.edu.in/wp-content/uploads/2018/02/RETAIL-MANAGEMENT-Notes.pdf>
- <https://www.scribd.com/document/163893632/Mba-III-sales-Retail-Management-10mbamm312-Notes>.
- <https://egyankosh.ac.in/bitstream/123456789/72104/1/Unit-13.pdf>
- <https://etedge-insights.com/industry/e-commerce/the-current-market-trends-in-the-indian-e-tail-industry/>
- <https://corporatefinanceinstitute.com/resources/management/electronic-retailing-e-tailing/>

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:** Find out the contemporary retail management issues and strategies and evaluate the recent trends in retailing and its impact in the success of modern business.
- CO2:** Understand Relate store management, visual merchandising, and practices for ethical retailing and Auditing
- CO3:** Understand relationship marketing and international retailing with future trends.
- CO4:** To comprehend and analyze retailing in national and international context to optimize retail performance and competitiveness
- CO5:** Develop an understanding of e-tailing concepts, business models, electronic payment systems, and innovations in the Indian and global markets.

RECOMMENDED BOOKS:

1. Retailing Management - Swapna Pradhan, 6/e, TMH, 2020.
2. Graw Hill Education pvt. Ltd
3. Retail Management - Levy & Weitz, TMH, latest edition.
4. Retail Marketing Management - Dravid Gilbert, 2/e, Pearson Education.
5. E-Commerce - Concepts, Models and Strategies" by C.S.V. Murthy

REFERENCE BOOKS:

1. Retail Management - Chetan Bajaj, Oxford University Press.
 2. Retail Management-A Global Perspective: Text and Cases, Dr.Harjit Singh, S.Chand, 2018.
 3. E-Commerce – Clear, Systematic Explanation of e-Commerce by Dr. Shivani Arora (Taxmann)
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B2B MARKETING					
Course Code	MMBA4M3	CIE	50 marks	Contact Hours	40 hours
Credits (L:T:P)	3:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co-Ordinator:		Dr. Divya H N			

COURSE CONTENT

COURSE OBJECTIVES

1. Gain a comprehensive understanding of B2B marketing concepts and the dynamics of business markets.
2. Understand and evaluate the role of the 4Ps in shaping B2B marketing strategies.
3. Understand organizational buying processes and relationship portfolio management in business markets.
4. Enable students to formulate B2B strategies with suitable segmentation, targeting, and positioning.
5. Equip students with the skills required to apply B2B marketing concepts and tools to real-life business scenarios.

SYLLABUS

MODULE 1

09 HOURS

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

MODULE 2

09 HOURS

B2B 4 P's: Products: Meaning and characteristics of B2B products, Differences between industrial products and consumer products, Types of B2B products: materials & parts, capital items, supplies & services

B2B Place Decisions: Meaning and importance of place in business markets, Role of distribution in B2B marketing strategy, Differences between B2B and B2C distribution.

Price setting in B2B markets- Pricing in B2B, price positioning, bid pricing, internet auctions, ethical aspects of B2B pricing.

Product Policy of established products: Classification of the product types; The life cycle of the product, Strategies for established products.

MODULE 3

09 HOURS

Organizational Buying Behavior: Factors affecting purchasing decisions, purchasing orientation, Segmenting purchase categories, Organizational buyers' decision process. Buying situations and marketer actions. Online buying. Traditional marketing approach-uncertainties of buyer and supplier/marketer. Supplier uncertainties. Relationship variables. Inter-firm Relationships and Networks.

Relationship Portfolio: Principles of Portfolio management, identifying key accounts, Classification criteria. Relationship life cycle.

MODULE 4

09 HOURS

B2B strategy and Market Segmentation:

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

Standard industrial classification.

B2B Market Segmentation, Target, Positioning- Meaning, Significance and Nature of Segmentation Targeting and Positioning. Basis of segmentation, target and positioning. Challenges of segmentation, target and positioning in B2B markets, B2B Advertising.

Research on B2B markets: Researching B2B markets, Marketing Information System, Research facilities; Analysis of competition. Navigating global market in Indian scenario.

MODULE 5

04 HOURS

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

PRACTICAL COMPONENTS

1. B2B Digital marketplaces and Application of AI for proposal drafting, Quotation generation- Students can have understanding on the concept.
2. Buyer Persona & DMU Mapping Exercise: Students create detailed buyer personas and decision-making unit (DMU) maps for complex B2B purchase scenarios.
3. B2B Field Insight Assignment: Students interact with sales or procurement professionals to understand real-time challenges in organizational buying and supplier selection.
4. Industry Problem Hackathon: Teams solve a live B2B marketing problem within a limited time frame using data, frameworks, and strategic tools.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

- https://onlinecourses.nptel.ac.in/noc23_mg120/preview
- <https://thecmo.com/career/best-b2b-marketing-courses/#B2BMarketingGrowthStrategiesforYourOrganization>
- <https://youtu.be/Dig9CJZILmY>
- https://youtu.be/XZde_aU2Fp0

COURSE OUTCOME

The students will be able to:

CO1 Explain core B2B marketing concepts and business market dynamics.

CO2 Analyze the role of the 4Ps in developing B2B marketing strategies

CO3 Examine organizational buying behavior and relationship portfolio management in B2B markets.

CO4 Develop effective B2B strategies using segmentation, targeting, and positioning

CO5 Apply B2B marketing concepts and tools to real-life business situations through case studies.

RECOMMENDED BOOKS:

1. Business Marketing Concepts and Cases 2nd Edition 2023, Sharad Sarin, CBS publishers & distributors PVT. LTD.
2. Business-to-Business Marketing - Relationships, Networks, and Strategies, Soumya Sarkar, Nick Ellis, Oxford higher education
3. Business to Business Marketing, Ross Brennan, Louise Canning & Raymond McDowell Sage Publications, Recent edition.

REFERENCE BOOKS:

1. B2B Service Marketing, Dr. M. Dhanamjaya Dr. Nethravathi N, ISBN: 9789356253773
 2. Innovative B2B Marketing: New Models, Processes and Theory, Simon Hall, Kogan Page, 1/e, Recent edition
 3. B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement, Heidi Taylor Kogan Page, 1/e, Recent edition
-

INTEGRATED MARKETING COMMUNICATIONS					
Course Code	MMBA4M4	CIE	50 marks	Contact Hours	40 hours
Credits (L:T:P)	3:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co-Ordinator:			Dr. Vishwanatha M.R.		

COURSE CONTENT

COURSE OBJECTIVES:

This course will enable students to:

1. To introduce students to the fundamental concepts and scope of Integrated Marketing Communication (IMC).
2. To enable students to understand and analyze advertising strategies, including objectives, budgeting methods, and the role of advertising agencies in campaign design.
3. To equip students with the skills to develop and evaluate effective media plans for enhancing the reach and impact of advertising communications.
4. To provide students with the ability to evaluate the strategic roles of sales promotion, public relations, personal selling, direct marketing, and digital marketing influencing consumer behavior and decision-making.
5. To foster critical thinking and application of IMC concepts through case study analysis and discussion of real-world marketing scenarios.

SYLLABUS

MODULE 1

08 HOURS

Integrated Marketing Communication (IMC): Meaning, Importance of IMC, Communication process models – Macro model of communication process and micro model of consumer response. Steps in developing effective communications, IMC mix, Factors to be considered in Setting the Marketing Communications Mix, Ethical issues in IMC, Role of IMC in Crisis Management, Global Examples of Effective IMC Implementation.

MODULE 2

08 HOURS

Advertising: Purpose, Functions, Types, 5M's of Advertising, Advertising appeal in various stages of PLC. Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used. Monitoring, Evaluation, and control of advertising: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing. Advertising Agency: Type of agencies, Services offered by various agencies, Criteria For selecting the agencies and evaluation

MODULE 3

08 HOURS

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

MODULE 4

12 HOURS

Sales Promotion: Objectives, Consumer promotion tools, Trade promotion tools.

Public relation and Publicity: Objectives, tools of public relations, Public Relation strategies, Goals of publicity. PR Vs Publicity. Personal Selling: Meaning, importance of personal selling,

Personal selling vs. advertising, Role of personal selling in modern marketing, Steps in personal selling process. Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies. Digital Marketing: Importance, Traditional marketing vs. digital marketing, Digital consumer behavior and online customer journey, Content marketing, social media marketing. Generative AI for Hyper-personalization.

MODULE 5

04 HOURS

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

PRACTICAL COMPONENTS:

1. Choose a brand of your choice and analyze the various IMC mix it employs, such as advertising, sales promotions, social media, personal selling, and public relations.
2. Students design, shoot, and present a short video advertisement for a chosen product.
3. Design a front-page print advertisement for a brand of your choice to be published in The Times of India.
4. Students act as customers for a selected brand, record every promotional message they encounter across sales promotion, PR, personal selling, direct and digital marketing in real time, and then evaluate which tool influenced their purchase decision the most.

WEBLINKS AND VIDEO LECTURES (E -RESOURCES)

- <https://www.mooc-list.com/course/content-advertising-social-imc-coursera>
- <https://business.google.com/in/think/>
- <https://www.youtube.com/watch?v=1-J0MTIXUCg>

COURSE OUTCOME

The students will be able to:

CO1 To understand the basic concepts of integrated marketing communication.

CO2 Analyze role of advertising objectives, budgeting methods and agencies in designing effective advertising campaigns.

CO3 Design a front-page print advertisement for a brand of your choice to be published in The Times of India.

CO4 Evaluate the strategic roles of sales promotion, public relations, personal selling, direct marketing, and digital marketing in influencing consumer decision-making.

CO5 Case study: Review and recap of case studies discussed from Module 1 to 4

RECOMMENDED BOOKS:

1. Advertising and Promotions IMC Perspectives: Belch and Belch, Tata McGraw Hill. Latest Edition.
2. Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, Cengage Learning, Latest Edition
3. Integrated Advertising, Promotion, and Marketing Communications, Global Edition, Kenneth E Clow, Donald E Baack, Pearson. Latest Edition.
4. Advertising an IMC Perspective, S.N. Murthy & U Bhojanna, Excel Books, Latest Edition.

REFERENCE BOOKS:

1. Integrated Marketing Communications – Niraj Kumar, HPH, Latest Edition
 2. Advertising & Promotions: An IMC perspective, Kruti Shah and Alan, Souza, Tata Mc Graw Hill, Latest Edition.
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BUSINESS ANALYTICS ELECTIVES

MACHINE LEARNING					
Course Code	MMBA4B1	CIE	50 marks	Contact Hours	40 hours
Credits (L:T:P)	3:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co-Ordinator:		Dr. Reshma M and Prof. Sai Niranjana R			

COURSE CONTENT

COURSE OBJECTIVES

This course will enable students to:

1. Understand the core concepts and algorithms of machine learning.
2. Apply machine learning techniques to solve business problems.
3. Gain practical experience with machine learning tools and technologies.
4. Interpret and communicate machine learning results effectively.
5. Recognize ethical considerations, bias, and fairness issues in machine learning models.

SYLLABUS

MODULE 1

08 HOURS

Introduction to Machine Learning: Definition and Scope, Types of Machine Learning: Supervised, unsupervised, and reinforcement learning. Applications in Business: Use cases and impact on various industries. Python for Machine Learning: Introduction to Python libraries such as Scikit-learn, Pandas, and NumPy. Building, Training Model and evaluating machine learning models.

MODULE 2

07 HOURS

Data Preparation and Feature Engineering: Data Collection and Cleaning: Importance of data quality, handling missing values, and outliers. Feature Selection and Engineering: Techniques for selecting and creating relevant features. Data Splitting: Training, validation, and test datasets. Ethics and Bias in Machine Learning: Addressing ethical considerations and biases in models.

MODULE 3

10 HOURS

Supervised Learning Techniques: Regression Analysis: Linear Regression: Simple and multiple linear regression. Evaluation Metrics: Mean Absolute Error (MAE), Mean Squared Error (MSE), R-squared.

Classification: Logistic Regression: Basics of logistic regression and its applications. Decision Trees and Random Forests: Understanding and implementing decision trees and ensemble methods. Support Vector Machines (SVM): Introduction to SVM and its applications.

Evaluation Metrics: Accuracy, precision, recall, F1-score, ROC curve, AUC.

MODULE 4

10 HOURS

Unsupervised Learning Techniques: Clustering: K-Means Clustering: Algorithm, implementation, and evaluation. Hierarchical Clustering: Basics and applications.

Dimensionality Reduction: Principal Component Analysis (PCA): Technique and use cases. t-Distributed Stochastic Neighbor Embedding (t-SNE): Introduction and application. Introduction to Neural Networks and Deep Learning: Basics of neural networks and their applications. Introduction to CNN

Model Selection Techniques: Cross-validation, Grid Search, and Hyperparameter Tuning.
Bias-Variance Tradeoff: Understanding and balancing overfitting and underfitting.
Compete on analytics: Phases of Analytical Center of Excellence, Five stages of analytical maturity.

MODULE 5

05 HOURS

Case study review of Unit 1 and Unit 4.

PRACTICAL COMPONENTS:

1. Analyze a business case using data visualization and exploratory data analysis to identify patterns, trends, and managerial insights for decision-making.
2. Study real-world business scenarios (sales forecasting, customer churn, credit risk) and apply supervised and unsupervised machine learning techniques to recommend data-driven strategies.
3. Evaluate multiple machine learning models through case studies, compare performance metrics, and examine ethical issues such as bias, fairness, and transparency in business decisions.

WEBLINKS AND VIDEO LECTURES (E- RESOURCES)

- <https://www.youtube.com/watch?v=5dchFSA8LrU>
- <https://www.youtube.com/watch?v=8Us9DXb88Uc>
- https://aec.edu.in/aec/Instruction_Material/ML%20UNIT-1%20NOTES.pdf
- <https://news.vidyaacademy.ac.in/wpcontent/uploads/2018/10/NotesOnMachineLearningForBTech1.pdf>

COURSE OUTCOMES:

The students will be able to:

- CO1** Understand the core concepts and algorithms of machine learning.
- CO2** Apply data cleaning and feature engineering techniques to prepare reliable datasets for business analytics and predictive modeling.
- CO3** Apply supervised learning algorithms and evaluate their performance for informed managerial decisions.
- CO4** Analyze business data patterns using clustering and dimensionality reduction techniques to derive strategic insights from unlabeled data
- CO5** Evaluate, optimize, and ethically deploy machine learning models to support responsible and effective business decision-making.

TEXTBOOKS:

1. Machine Learning for Business Analytics: Concepts, Techniques and Applications with JMP Pro, 2nd Edition, Galit Shmueli, Peter C. Bruce, Mia L. Stephens, Nitin R. Patel, Muralidhara Anandamurthy, Wiley 2023
2. "Pattern Recognition and Machine Learning" by Christopher M. Bishop
3. "Machine Learning Yearning" by Andrew Ng (available online).

REFERENCES:

1. "Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow" by Aurélien Géron.
2. Machine Learning for Business Analytics: Concepts, Techniques, and Applications in R, 2nd Edition, Galit Shmueli, Peter Gedeck, Peter C. Bruce, Inbal Yahav, Nitin R. Patel, Wiley 2023
3. Machine Learning using Python, 1st Edition, Manaranjan Pradhan and U Dinesh Kumar, Wiley, 2019

PREDICTIVE ANALYTICS					
Course Code	MMBA4B2	CIE	50 marks	Contact Hours	40 hours
Credits (L:T:P)	3:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co-Ordinator:		Dr. Reshma M			

COURSE CONTENT

COURSE OBJECTIVES

1. Understand the principles and applications of predictive analytics in business.
2. Develop skills to build, evaluate, and apply predictive models.
3. Use tools and techniques to make data-driven business decisions in business domains.
4. Analyze real-world case studies to apply predictive analytics concepts.
5. Evaluate ethical issues in predictive analytics.

SYLLABUS

MODULE 1

08 HOURS

Introduction to Predictive Analytics: Definition and significance. Predictive vs. Descriptive vs. Prescriptive Analytics. Overview of the predictive analytics process. Applications in Business Case studies from various domains (e.g., finance, marketing, operations) Discussion on the impact of predictive analytics on decision-making. Ethical Issues in Predictive Analytics: Data privacy and security. Bias and fairness in predictive models. Emerging trends in Data Analytics.

MODULE 2

07 HOURS

Data Sources and Collection: Types of data (structured vs. unstructured)/ Data collection methods and tools. Data Cleaning and Preparation: Handling missing data. Data transformation and normalization. Data Preparation Using Excel or Python/R for data cleaning and preparation.

MODULE 3

10 HOURS

Multiple Linear Regression (MLR): Introduction to MLR, Framework for building MLR, Interpretation of Coefficients and Output, Degrees of Freedom, Spurious Regression, Diagnostic checking: Multicollinearity - Autocorrelation – Heteroskedasticity, Qualitative Data and Dummy Variables, Handling Non-Stationary Data in Regression: The Role of Co-integration and Vector Error Correction Model (VECM) and Vector Autoregression (VAR), Examples and Exercises in MLR

MODULE 4

10 HOURS

Time Series Analysis: Forecasting and its importance, Time Series Forecasting, Components of time series data, Exponential Smoothing Method - HOLT and HOLT-WINTER methods, Deterministic and Stochastic Trend, Box-Jenkins method, Q-statistics and Correlogram Analysis. Selecting Forecasting Models using performance measures AIC and SIC, Forecasting Univariate and Multivariate Time series data, In-sample forecasting, Forecast accuracy.

Seasonality: Seasonal Data, Modelling Seasonality, Introduction to Seasonal Dummies, Forecasting Seasonality - Calendar effects.

Volatility: Volatility modelling and forecasting using Univariate ARCH family models, Introduction to multivariate volatility models.

MODULE 5

05 HOURS

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

PRACTICAL COMPONENTS

1. Introduction to Eviews and R: Data import, Understanding Data type, Determining trend, Charts and Graphs. Import Libraries and Data Visualization.
2. Forecasting Univariate Data: Exponential Smoothing Methods, Correlogram and Q-Statistic, AR, MA, ARMA and ARIMA models.
3. MLR: Model Formulation and Estimation, Static and Dynamic Forecasting, Diagnostic Checking – Detecting Autocorrelation and Heteroscedasticity, and Remedial measures.
4. Forecast Evaluation: Forecast Accuracy, Model Comparisons.
5. Seasonality – Modeling with trend and seasonality, Calendar Effects
6. Volatility modeling and Forecasting: ARCH/GARCH/EGARCH/ARCH-M model

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

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

COURSE OUTCOME

The students will be able to:

- CO1** Understand the principles and applications of predictive analytics in business.
- CO2** Apply data cleaning and feature engineering techniques to prepare reliable datasets for business analytics and predictive modeling
- CO3** Comprehend and perform multiple regression analysis and various diagnostic tests of regression model.
- CO4** Understand and apply the time series forecasting techniques and evaluate its accuracy.
- CO5** Understand and successfully deal with seasonal data, and perform volatility modelling in time series data

RECOMMENDED BOOKS:

1. Basic Econometrics, Damodar N Gujarati, Dawn C Port and Manoranjan Pal, McGraw Hill Education, New Delhi, 6th Edition, 2020
2. Business Analytics: The Science of Data-Driven Decision Making, U Dinesh Kumar, Wiley, 2nd Edition, 2021

REFERENCE BOOKS:

1. A Practical Guide to Using Econometrics, A. H. Studenmund, Pearson, 7th Edition, 2019.
 2. Statistics for Management, I. Levin Richard, H. Siddiqui Masood, S. Rubin David and Rastogi Sanjay, Pearson, 8th Edition, 2017.
 3. Econometrics by Example, Damodar Gujarati, Bloomsbury Publishing, 1st Edition, 2022.
 4. Introductory Econometrics: A Modern Approach, Jeffrey M. Wooldridge, Cengage Learning, 7th Edition, 2019.
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DIGITAL ANALYTICS					
Course Code	MMBA4B3	CIE	50 marks	Contact Hours	40 hours
Credits (L:T:P)	3:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co-Ordinator: Prof. Sai Niranjan R					

COURSE CONTENT

COURSE OBJECTIVES:

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

1. Acquire fundamental concepts, metrics, and KPIs in digital analytics
2. Analyze and interpret data from digital marketing channels to evaluate performance.
3. Use digital analytics tools to extract actionable insights.
4. Apply digital analytics techniques to solve real-world marketing and business problems.
5. Apply inferential statistical techniques using Python to generate actionable insights for data-driven digital marketing decisions.

SYLLABUS

MODULE 1

08 HOURS

Introduction to Digital Analytics

Definition and importance in the digital age. Overview of the digital analytics landscape Key Concepts and Metrics: Key Performance Indicators (KPIs) Metrics vs. dimensions. Funnel analysis and customer journey mapping.

MODULE 2

08 HOURS

Digital Analytics Tools and Platforms

Overview of Analytics Tools: Google Analytics, Adobe Analytics, and other platforms. Comparison of features and capabilities. Tool Demonstrations: Basic navigation and functionality. Setting up dashboards and reports. Hands-on Lab: Tool Exploration: Setting up a Google Analytics account. Navigating the interface and basic features

MODULE 3

08 HOURS

Data Collection and Integration

Data Collection Methods: Website tracking and tagging. Event tracking (e.g., clicks, downloads, video views). Integrating Data Sources: Combining data from multiple platforms (e.g., CRM, social media). Data import/export techniques.

MODULE 4

08 HOURS

Web Analytics and Social Media Analytics

Website Performance Metrics: Traffic sources, user behaviour, and engagement metrics. Conversion tracking and attribution models. Analysing Website Performance: Analyzing traffic patterns and user flow. Identifying and interpreting key metrics. Introduction to Social Media Analytics: Key metrics and KPIs for social media. Tools for social media analysis (e.g., Facebook Insights, Twitter Analytics). Analysing Social Media Campaigns: Engagement metrics, reach, and sentiment analysis. Influencer and brand performance evaluation

MODULE 5

08 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:

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
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STRATEGY ANALYTICS					
Course Code	MMBA4B4	CIE	50 marks	Contact Hours	40 hours
Credits (L:T:P)	3:0:0	SEE	100 marks	Exam Hours	03 hours
Course Co-Ordinator: Prof. Sai Niranjan R					

COURSE CONTENT

COURSE OBJECTIVES:

This course will enable students to:

1. Understand the role of analytics in strategic decision-making.
2. Learn analytical techniques to support strategic planning and execution.
3. Develop skills to interpret data and generate actionable insights for business strategy.
4. Apply analytics to real-world strategic scenarios.
5. Evaluate and design data-driven strategies using advanced analytics and AI.

SYLLABUS

MODULE 1

8 HOURS

Concept of Strategy Analytics: Definition, scope, and importance. Role of Data in Strategy: How data drives strategic decision-making. Overview of Analytics Types: Descriptive, diagnostic, predictive, and prescriptive analytics.

Digital Transformation in Organizations: Digital giants, industry incumbents, technology entrepreneurs. Digital transformation and competition: creating value, capturing value, scale, scope, learning, speed, competing with AI. Traditional vs Digital Operating Models

Properties of Digital Goods: Marginal Cost of Reproduction, Versioning, Difference Between the Original and a Copy, Ownership and Copyright, Network Effects Open-source Software: Cloud Computing, Internet-of-Things, Augmented Reality and Virtual Reality, Blockchain Technology, Artificial Intelligence and Machine Learning in Digital Transformation.

MODULE 2

8 HOURS

Data-Driven Strategy Formulation

Data Collection and Sources: Internal and external data sources relevant to strategy. Market and Competitive Analysis: Using data to analyze market trends and competitors. Customer Insights: Leveraging customer data to inform strategic decisions.

Strategic Intelligence and Business Environment Analysis, Data sources for strategic intelligence.

MODULE 3

8 HOURS

Strategic Performance Measurement

Key Performance Indicators (KPIs): Designing and using KPIs to track strategic goals. Balanced Scorecard: Integrating financial and non-financial performance metrics. Benchmarking: Comparing performance against industry standards

Strategic alignment using BI systems.

MODULE 4

8 HOURS

Advanced Analytical Methods for Designing Strategy

Big Data Analytics: Techniques for handling and analyzing large datasets. Machine Learning for Strategy: Basic concepts and applications in strategic analysis. Simulation and Scenario Analysis: Using simulations to evaluate strategic options. Strategy in the digital age: (AI, IoT, automation), Real-time analytics in decision-making, Agile strategy and data responsiveness, Digital transformation and strategic disruption

MODULE 5

8 HOURS

Advanced Analytical Methods for Designing Strategy

Big Data Analytics: Techniques for handling and analyzing large datasets. Machine Learning for Strategy: Basic concepts and applications in strategic analysis. Simulation and Scenario Analysis: Using simulations to evaluate strategic options.

Strategy in the digital age:(AI, IoT, automation), Real-time analytics in decision-making, Agile strategy and data responsiveness, Digital transformation and strategic disruption.

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=Y29sbzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660419857/RO=10/RU=https%3a%2f%2fw
- www.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)
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