



MBA - I & II Year SCHEME & SYLLABUS

Effective from Academic Year 2023 - 24



ST JOSEPH ENGINEERING COLLEGE

AN AUTONOMOUS INSTITUTION

Vamanjoor, Mangaluru - 575028

MOTTO

Service and Excellence

VISION

To be a global premier Institution of professional education and research

MISSION

- Provide opportunities to deserving students of all communities, the Christian students in particular, for quality professional education
- Design and deliver curricula to meet the national and global changing needs through student-centric learning methodologies
- Attract, nurture and retain the best faculty and technical manpower
- Consolidate the state-of-art infrastructure and equipment for teaching and research activities
- Promote all-round personality development of the students through interaction with alumni, academia and industry
- Strengthen the Educational Social Responsibilities (ESR) of the Institution



ST JOSEPH ENGINEERING COLLEGE

An Autonomous Institution

Vamanjoor, Mangaluru- 575028

Affiliated to VTU-Belgaum & Recognized by AICTE

NBA-Accredited: B.E. (CSE, ECE, EEE, ME, CIV) & PG (MBA
and MCA)

NAAC – Accredited with grade A+

Master of Business Administration (MBA)

SCHEME & SYLLABUS

(Effective from Academic Year 2023 - 24)

AUTONOMY AND ACCREDITATION

St Joseph Engineering College (SJEC) is an Autonomous Institute under Visvesvaraya Technological University (VTU), Belagavi, Karnataka State, and is recognized by the All-India Council for Technical Education (AICTE), New Delhi. SJEC is registered under the trust “Diocese of Mangalore, Social Action Department”.

The SJEC has been conferred Fresh Autonomous Status from the Academic Year 2021-22. The college was granted autonomy by the University Grants Commission (UGC) under the UGC Scheme for Autonomous Colleges 2018 and conferred by VTU. The UGC Expert Team had visited the college on 28-29 November 2021 and rigorously assessed the college on multiple parameters. The fact that only a handful of engineering colleges in the state have attained Autonomous Status adds to the college’s credibility that has been on a constant upswing. Autonomy will make it convenient for the college to design curricula by recognizing the needs of the industry, offering elective courses of choice and conducting the continuous assessment of its students.

At SJEC, the Outcome-Based Education (OBE) system has been implemented since 2011. Owing to OBE practiced at the college, SJEC has already been accredited by the National Board of Accreditation (NBA). Five of the UG programs, namely Computer Science & Engineering, Mechanical Engineering, Electronics and Communication Engineering, Electrical & Electronics Engineering and Civil Engineering and two of the PG programs, namely MBA and MCA programs, have accreditation from the NBA.

Also, SJEC has been awarded the prestigious A+ grade by the National Assessment and Accreditation Council (NAAC) for five years. With a Cumulative Grade Point Average (CGPA) of 3.39 on a 4-point scale, SJEC has joined the elite list of colleges accredited with an A+ grade by NAAC in its first cycle. The fact that only 5 per cent of the Higher Education Institutions in India have bagged A+ or higher grades by NAAC adds to the college’s credibility that has been on a constant upswing.

The college is committed to offering quality education to all its students, and the accreditation by NAAC and NBA reassures this fact. True to its motto of “Service and Excellence”, the college’s hard work has resulted in getting this recognition, which has endorsed the academic framework and policies that the college has been practicing since its inception. The college has been leveraging a flexible choice-based academic model that gives students the freedom to undergo learning in respective disciplines and a transparent and continuous evaluation process that helps in their holistic development.

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SJEC MBA

The Department of Business Administration was started in the year 2007 with an objective of producing competent industry professionals with sound ethical values and service attitude. It was approved as a research centre in the year 2011 to offer Ph D programmes by VTU, Belagavi. The Department has been accredited by National Board of Accreditation (NBA) in 2020. The Department regularly organises Management Development Programmes, Faculty Development Programmes, Capacity Building Programmes and Student Development Programmes. With its total focus on Outcome Based Education, the Department has adopted active learning strategies in delivering the curriculum.

Department Vision

To impart quality management education to bring out competent, socially responsible and conscientious professionals.

Department Mission

- Imparting contemporary curriculum and its application to business situations
- Developing proficiency through continuous industry-academia interface and research
- Encouraging entrepreneurship and venture development
- Sensitizing the students towards the needs of society
- Inculcating diligence through extra-curricular activities

Programme Educational Objectives (PEOs)

PEO 1: Graduates will be able to apply the theoretical concepts in real-life situations

PEO 2: Graduates will be able to communicate effectively think critically and be able to manage interpersonal relationships

PEO 3: Graduates will be capable of starting entrepreneurial ventures

PEO 4: Graduates will be able to cater to the needs of the society

PEO 5: Graduates will be able to adapt to a constantly changing environment

Programme Outcomes (POs)

At graduation, SJEC MBA Graduates will have the following outcomes:

- PO 1: Apply knowledge of management theories and practices to solve business problems
- PO 2: Foster Analytical and critical thinking abilities for data-based decision making
- PO 3: Ability to develop Value-based Leadership ability
- PO 4: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business
- PO 5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

Program Specific Outcomes (PSOs)

- PSO 1: Foster Soft Skills to support industry requirements
- PSO 2: Develop entrepreneurial capabilities for entrepreneurship and venture creation

I Semester MBA

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PCC	23MBA101	Modern Management and Organizational Behavior	MBA	4	0	0	3	50	50	100	4
2	PCC	23MBA102	Managerial Economics	MBA	3	2	0	3	50	50	100	4
3	PCC	23MBA103	Accounting for Managers	MBA	3	2	0	3	50	50	100	4
4	PCC	23MBA104	Business Statistics	MBA	3	2	0	3	50	50	100	4
5	PCC	23MBA105	Marketing Management	MBA	4	0	0	3	50	50	100	4
6	PCC	23MBA106	Managerial Communication	MBA	4	0	0	3	50	50	100	4
7	MNCC	23MPD107	Personality Development and Public Speaking	MBA	-	2	-	-	50	-	50	-
8	MNCC	23MTB108	Information Technology for Business	MBA	-	2	-	-	50		50	-
Total					21	10			400	300	700	24

II Semester MBA

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PCC	23MBA201	Human Resource Management	MBA	4	0	0	3	50	50	100	4
2	PCC	23MBA202	Financial Management	MBA	3	2	0	3	50	50	100	4
3	PCC	23MBA203	Research Methodology and IPR	MBA	4	0	0	3	50	50	100	4
4	PCC	23MBA204	Business Analytics	MBA	3	2	0	3	50	50	100	4
5	PCC	23MBA205	Strategic Management	MBA	4	0	0	3	50	50	100	4
6	PCC	23MBA206	Entrepreneurship & Legal Aspects	MBA	4	0	0	3	50	50	100	4
7	MNCC	23MTB207	Societal Project	MBA	-	-	2	-	50	-	50	-
8	MNCC	23ITM208	Industry Oriented Training (Mathematical Aptitude Skills)	COM	-	2	-	-	50	-	50	-
Total					22	6	2		400	300	700	24

III Semester MBA (Core Specialisation- Finance)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	23MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
2	PEC	23MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
3	PEC	23MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
4	PEC	23MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
5	PEC	23MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
6	PEC	23MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
7	SDC	23MBP307	Project Phase I	MBA					50	50	100	2
Total					18	12			350	350	700	26

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 03 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Finance-Core
List of Electives

SI No	Course Code	Course Title	Remarks
1	23MBF301	Investment Management	Choose any Six courses
2	23MBF302	Direct Taxation	
3	23MBF303	Banking and Financial Services	
4	23MBF304	Advanced Financial Management	
5	23MBF305	Mergers, Acquisitions and Corporate Restructuring	
6	23MBF306	Corporate Valuation	
7	23MBF307	Risk Management and Insurance	

III Semester MBA (Core Specialisation- Human Resource)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	23MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
2	PEC	23MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
3	PEC	23MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
4	PEC	23MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	23MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
6	PEC	23MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
7	SDC	23MBP307	Project Phase I	MBA					50	50	100	2
Total					18	12			350	350	700	26

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 03 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Human Resource - Core

List of Electives

Sl No	Course Code	Course Title	Remarks
1	23MBH301	Recruitment and Selection	Choose any Six courses
2	23MBH302	HR Analytics	
3	23MBH303	Industrial Legislations and Labour laws	
4	23MBH304	Compensation and Reward System	
5	23MBH305	Organizational Leadership	
6	23MBH306	Personal Growth and Interpersonal Effectiveness	
7	23MBH307	Organization Change and Development	

III Semester MBA (Core Specialization- Marketing)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	23MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
2	PEC	23MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
3	PEC	23MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
4	PEC	23MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	23MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
6	PEC	23MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
7	SDC	23MBP307	Project Phase I	MBA					50	50	100	2
Total					18	12			350	350	700	26

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 03 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Marketing - Core
List of Electives

SI No	Course Code	Course Title	Remarks
1	23MBM301	Services Marketing	Choose any Six courses
2	23MBM302	Marketing Research and Analytics	
3	23MBM303	Consumer Behaviour	
4	23MBM304	Retail Management	
5	23MBM305	B2B Marketing Management	
6	23MBM306	Logistics and Supply Chain Management	
7	23MBM307	Rural Marketing	

III Semester MBA (Core Specialization- Digital Business & Analytics)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	23MBD30X	Elective	MBA	4	0	0	3	50	50	100	4
2	PEC	23MBD30X	Elective	MBA	4	0	0	3	50	50	100	4
3	PEC	23MBD30X	Elective	MBA	4	0	0	3	50	50	100	4
4	PEC	23MBD30X	Elective	MBA	2	0	4	3	50	50	100	4
5	PEC	23MBD30X	Elective	MBA	2	0	4	3	50	50	100	4
6	PEC	23MBD30X	Elective	MBA	4	0	0	3	50	50	100	4
7	SDC	23MBP307	Project Phase I	MBA					50	50	100	2
Total					18	12			350	350	700	26

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 03 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Digital Business & Analytics - Core List of Electives

SI No	Course Code	Course Title	Remarks
1	23MBD301	Business Intelligence	Choose any Six courses
2	23MBD302	Web and Social Media Analytics	
3	23MBD303	Digital Product Management	
4	23MBD304	Python for Managers	
5	23MBD305	Financial analytics	
6	23MBD306	Big Data analytics	
7	23MBD307	Digital Banking & Cyber Security	

III Semester MBA (Dual Specialization- Finance and Marketing)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	23MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
2	PEC	23MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
3	PEC	23MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
4	PEC	23MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	23MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
6	PEC	23MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
7	SDC	23MBP307	Project Phase I	MBA					50	50	100	2
Total					21	6			350	350	700	26

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 03 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Note: Dual specialization – Finance and Marketing: The students have to select three electives from finance and three electives from marketing from the list of elective courses on offer.

III Semester MBA (Dual Specialization- Finance and Human Resource)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	23MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
2	PEC	23MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
3	PEC	23MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
4	PEC	23MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	23MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
6	PEC	23MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
7	SDC	23MBP307	Project Phase I	MBA					50	50	100	2
Total					21	6			350	350	700	26

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 03 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Note: Dual specialization – Finance and Human Resource: The students have to select three electives from finance and three electives from human resource from the list of elective courses on offer.

III Semester MBA (Dual Specialization- Human Resource and Marketing)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination			Credits	
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks		Total Marks
					L	T	P					
1	PEC	23MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
2	PEC	23MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
3	PEC	23MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
4	PEC	23MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	23MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
6	PEC	23MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
7	SDC	23MBP307	Project Phase I	MBA					50	50	100	2
Total					24	0			350	350	700	26

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 03 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Note: Dual specialization – Finance and Digital Business & Analytics: The students have to select three electives from Finance and three electives from Digital Business & Analytics from the list of elective courses on offer.

III Semester MBA (Dual Specialization- Finance and Digital Business & Analytics)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	23MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
2	PEC	23MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
3	PEC	23MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
4	PEC	23MBD30X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	23MBD30X	Elective	MBA	2	0	4	3	50	50	100	4
6	PEC	23MBD30X	Elective	MBA	2	0	4	3	50	50	100	4
7	SDC	23MBP307	Project Phase I	MBA					50	50	100	2
Total					17	6	8		350	350	700	26

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 03 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Note: Dual specialization – Finance and Marketing: The students have to select three electives from finance and three electives from marketing from the list of elective courses on offer.

III Semester MBA (Dual Specialization- Human Resource and Digital Business & Analytics)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	23MBH30X	Elective	MBA	3	2	0	3	50	50	100	4
2	PEC	23MBH30X	Elective	MBA	3	2	0	3	50	50	100	4
3	PEC	23MBH30X	Elective	MBA	3	2	0	3	50	50	100	4
4	PEC	23MBD30X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	23MBD30X	Elective	MBA	2	0	4	3	50	50	100	4
6	PEC	23MBD30X	Elective	MBA	2	0	4	3	50	50	100	4
7	SDC	23MBP307	Project Phase I	MBA					50	50	100	2
Total					17	6	8		350	350	700	26

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 03 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Note: **Dual specialization – Human Resource and Digital Business & Analytics:** The students have to select three electives from Human Resource and three electives from Digital Business & Analytics from the list of elective courses on offer.

III Semester MBA (Dual Specialization- Marketing and Digital Business & Analytics)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	23MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
2	PEC	23MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
3	PEC	23MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
4	PEC	23MBD30X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	23MBD30X	Elective	MBA	2	0	4	3	50	50	100	4
6	PEC	23MBD30X	Elective	MBA	2	0	4	3	50	50	100	4
7	SDC	23MBP307	Project Phase I	MBA					50	50	100	2
Total					20	0	8		350	350	700	26

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 03 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Note: Dual specialization – Marketing and Digital Business & Analytics: The students have to select three electives from Marketing and three electives from Digital Business & Analytics from the list of elective courses on offer

IV Semester MBA (Core Specialization- Finance)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	23MBF40X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	23MBF40X	Elective	MBA	3	0	0	3	50	50	100	3
3	SDC	23AEC403	MOOC	Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem							100	4
4	SDC	23MBP404	Project Work (Final presentation and report submission)					50	50	100	4	
5	INT	23INT405	Industry Internship					50	50	100	12	
Total					6				200	200	500	26

Finance-Core List of Electives

Sl No	Course Code	Course Title	Remarks
1	23MBF401	Financial Derivatives	Choose any two
2	23MBF402	Indirect Taxation	
3	23MBF403	International Financial Management	

IV Semester MBA (Core Specialization- Human Resource)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	23MBH40X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	23MBH40X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	23AEC403	MOOC	Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem							100	4
4	SDC	23MBP404	Project Work (Final presentation and report submission)						50	50	100	4
5	INT	23INT405	Industry Internship						50	50	100	12
				Total	6				200	200	500	26

Human Resource-Core List of Electives

Sl No	Course Code	Course Title	Remarks
1	23MBH401	International Human Resource Management	Choose any two
2	23MBH402	Human Resource Audit	
3	23MBH403	Management Consulting for Business excellence	

IV Semester MBA (Core Specialization- Marketing)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	23MBM40X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	23MBM40X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	23AEC403	MOOC	Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem							100	4
4	SDC	23MBP404	Project Work (Final presentation and report submission)						50	50	100	4
5	INT	23INT405	Industry Internship						50	50	100	12
				Total	6				200	200	500	26

Marketing -Core List of Electives

Sl No	Course Code	Course Title	Remarks
1	23MBM401	Digital Marketing Management	Choose any two
2	23MBM402	Strategic Brand Management	
3	23MBM403	International Marketing Management	

IV Semester MBA (Core Specialization- Digital Business & Analytics)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	23MBD40X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	23MBD40X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	23AEC403	MOOC	Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem							100	4
4	SDC	23MBP404	Project Work (Final presentation and report submission)					50	50	100	4	
5	INT	23INT405	Industry Internship					50	50	100	12	
Total					6				200	200	500	26

Digital Business & Analytics -Core List of Electives

Sl No	Course Code	Course Title	Remarks
1	23MBD401	Digital business and E Commerce Management	Choose any two
2	23MBD402	Digital Project Management	
3	23MBD403	Data Visualization	

IV Semester MBA (Dual Specialization- Finance and Marketing)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	23MBF40X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	23MBM40X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	23AEC403	MOOC	Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem							100	4
4	SDC	23MBP404	Project Work (Final presentation and report submission)						50	50	100	4
5	INT	23INT405	Industry Internship						50	50	100	12
				Total	6				200	200	500	26

Note: **Dual Specialisation- Finance and Marketing:** The students have to select one elective each from finance and marketing from the list of elective courses on offer.

III Semester MBA (Dual Specialization- Finance and Human Resource)

SL. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	23MBF40X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	23MBH40X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	23AEC403	MOOC	Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem							100	4
4	SDC	23MBP404	Project Work (Final presentation and report submission)						50	50	100	4
5	INT	23INT405	Industry Internship						50	50	100	12
Total					6				200	200	500	26

Note: **Dual Specialisation- Finance and Human Resource:** The students have to select one elective each from finance and human resource from the list of elective courses on offer.

IV Semester MBA (Dual Specialization- Human Resource and Marketing)

SL. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	23MBH40X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	23MBM40X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	23AEC403	MOOC	Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem							100	4
4	SDC	23MBP404	Project Work (Final presentation and report submission)						50	50	100	4
5	INT	23INT405	Industry Internship						50	50	100	12
Total					6				200	200	500	26

Note: **Dual Specialisation- Human Resource and Marketing:** The students have to select one elective each from human resource and marketing from the list of elective courses on offer.

IV Semester MBA (Dual Specialization- Finance and Digital Business & Analytics)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	23MBF40X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	23MBD40X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	23AEC403	MOOC	Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem							100	4
4	SDC	23MBP404	Project Work (Final presentation and report submission)						50	50	100	4
5	INT	23INT405	Industry Internship						50	50	100	12
Total					6				200	200	500	26

Note: **Dual Specialisation- Finance and Digital Business & Analytics:** The students have to select one elective each from Finance and Digital Business & Analytics from the list of elective courses on offer.

IV Semester MBA (Dual Specialization- Human Resource and Digital Business & Analytics)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits	
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks		
					L	T	P						
1	PEC	23MBH40X	Elective	MBA	3	0	0	3	50	50	100	3	
2	PEC	23MBD40X	Elective	MBA	3	0	0	3	50	50	100	3	
3	PEC	23AEC403	MOOC	Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem								100	4
4	SDC	23MBP404	Project Work (Final presentation and report submission)							50	50	100	4
5	INT	23INT405	Industry Internship							50	50	100	12
Total					6				200	200	500	26	

Note: **Dual Specialisation- Human Resource and Digital Business & Analytics:** The students have to select one elective each from Human Resource and Digital Business & Analytics from the list of elective courses on offer.

IV Semester MBA (Dual Specialization- Marketing and Digital Business & Analytics)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	23MBM40X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	23MBD40X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	23AEC403	MOOC	Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem							100	4
4	SDC	23MBP404	Project Work (Final presentation and report submission)						50	50	100	4
5	INT	23INT405	Industry Internship						50	50	100	12
Total					6				200	200	500	26

Note: **Dual Specialisation- Marketing and Digital Business & Analytics:** The students have to select one elective each from Marketing and Digital Business & Analytics from the list of elective courses on offer.

I SEMESTER

MODERN MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

Course Code	23MBA101	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To discuss importance of modern management, including the basic roles, skills, and functions of management
2. To elaborate practice and applications of Corporate Social responsibility and Ethics
3. To analyse basic concepts and theories underlying individual behavior besides developing better insights into one's own self.
4. To build logic on Individual behavior in groups, dynamics of groups, team building and interpersonal effectiveness.
5. To discover the importance of changing nature of organizational culture

Module-1 Introduction to Modern Management 10 hours

Importance of management to society and individuals, Management and Organizational Resources Introduction, Managerial Effectiveness, Management Skill: A Contemporary View, Promoting management career, Career Stages, Life Stages, and Performance, Recent trends in management, Growth in technology automation and virtual workplace, Work from Home (WFH), Gender Sensitivity.

Module -2 Corporate Social responsibility, Ethics & Sustainability 10 hours

Corporate Social Responsibility (CSR), Arguments for and against CSR, The Davis Model of Corporate Social Responsibility, Ethics as a vital part of Management Practices, Code of Ethics, creating an Ethical Workplace; The golden rule, The utilitarian principle, Kant's categorical imperative, The professional ethic, The TV test, The legal test, The four-way test, Sustainable Organization; Triple bottom-line, Total Quality Management (TQM), Eight building blocks of TQM, TQM techniques; Kaizen, Kanban, 5s, JIT, Poka-yoke.

Module -3 Organisational Behaviour		10 hours
<p>Organisational Behaviour: Introduction, Definitions, Nature, Goals, Importance, Approaches to Organisational Behaviour, Models. Attitude- Meaning, Definition, Types, Components, Attitudes and Behaviour, Changing Attitudes in the Workplace; Ethics and social responsibility, Perception-Perception, Perceptual Process, Factors Influencing Perception, Perception and Decision-making; Personality-Definitions, Factors Influencing Personality, Big Five Personality Traits, Myers–Briggs Type Indicator (MBTI), Personality Tools and Tests; Motivation-Definitions, Process of Motivation (Cycle of Motivation), Nature, Importance, Types, Theories.</p>		
Module -4 Managing Human at Work		10 hours
<p>Group Dynamics- Meaning of Group, Group Characteristics, Classification of Groups, Models of Group Development, Meaning of Group Dynamics, Group Behaviour, Impact of Group on Individual’s Behaviour, Impact of External Factors on Group Behaviour. Teamwork- Nature of Teams, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, Reasons for Team Failure, Creating Effective Teams.</p>		
Module-5 Organizational Culture, Change and Stress Management		10 hours
<p>Power and Politics- Nature of Power and Politics, Early Voices, Questioning Power and Authority, Sources of Power for Individuals, Managing Organisational Politics. Culture- Definitions of Organisational Culture, Strong Versus Weak Culture, Characteristics, Types, Levels, Dimensions, Creating Organisational Culture, Changing Organisational Culture.</p> <p>Stress Management- Understanding Stress, Relation between Stress and Performance Level, Managing Stress. Change- Change in Organizations, Resistance to Change, Managing Resistance to Change.</p>		
Course Outcomes:		
At the end of the course the student will be able to:		
23MBA101.1	Discuss contemporary view on modern management	

23MBA101.2	Appraise the importance of Corporate Social Responsibility and Total Quality Management
23MBA101.3	Compile the challenges and opportunities of organizational behavior
23MBA101.4	Elaborate the nuances of group dynamics and Team building
23MBA101.5	Determine the nature of power and politics in organizations
23MBA101.6	Predict the forces of Organizational culture and stress management

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Modern Management Concepts and Skills	Samuel C. Certo & S. Trevis Certo	Pearson Education	Twelfth Edition, 2017
2	Essentials of Management	Harold Koontz Heinz Weihrich Mark V. Cannice	McGraw Hill Education	Eleventh Edition, 2020
3	Taxmann's Management Principles & Application	VSP Rao	Taxmann Publications	Second Edition, 2022
4	Organizational behavior	Stephen P Robbins, Timothy A. Judge, Neharika Vohra	Pearson Education	Eighteen edition, 2021
5	Organizational Behaviour	Fred Luthans	McGraw Hill Education	Twelfth Edition 2017
Reference Books				
1	Principles of Management	Bright David S. Bright Cortes, Anastasia H. Cortes Open Stax	Pearson Education	2022

2	Management and Organizational Behavior	S.C. Saksena, Gaurav Sankalp	Sahitya Bhawan	2019
3	Management and Organizational Behavior	Laurie J Mullins	Pearson Education	Tenth edition, 2016
Web links/Video Lectures/MOOCs				
1. http://www.pondiuni.edu.in/sites/default/files/MANAGEMENT%20CONCEPTS%20%26%20ORGANISATIONAL%20BEHAVIOUR.pdf				
2. https://swayam.gov.in/nd2_cec20_mg03/preview				
3. https://examupdates.in/mba-organizational-behaviour-notes/				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBA101.1	3	-	-	-	-	-	-
23MBA101.2	-	-	3	-	-	-	-
23MBA101.3	-	2	-	-	-	-	-
23MBA101.4	-	-	-	3	-	-	-
23MBA101.5	-	-	-	-	3	-	2
23MBA101.6	-	-	-	-	-	3	-

1: Low 2 : Medium 3: High

MANAGERIAL ECONOMICS

Course Code	23MBA102	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:2:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To introduce the fundamentals, tools and theories of managerial economics.
2. To provide an understanding of the application of Economics in Business.
3. To learn the basic economic concepts.
4. To have an understanding of Demand, Production, Cost and Profit

Module-1 Introduction to Economics & Fundamental concepts **10 hours**

Managerial Economics: The problem of scarcity and allocation of resources, Nature, Scope, & Significance of Managerial Economics, Role and Responsibilities of Managerial Economist, The circular flow of Economic activity. Theory of the Firm: Firm and Industry, Forms of Ownership, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's Hypothesis, Williamson's Model. Behavioral theories: Simon's Satisficing Model, Cyert and March Model, Agency theory. Fundamental concepts: Opportunity Costs, Marginal principle, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles.

Module-2 Demand and Supply analysis **10 hours**

Market Equilibrium, Law of Demand, Demand Function, Exceptions to the Law of Demand, Elasticity of Demand; Change in Quantity Demanded versus Change in Demand—Classification of Price, Income & Cross elasticity, Advertising, and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Supply Function, Elasticity of supply. (With simple problems)

Module-3 Cost Analysis & Production analysis **10 hours**

Concepts of Production, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs

and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function. Types of cost, Accounting and Economic cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve. Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).

Module-4 Market structure

10 hours

Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, sources of Monopoly, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership.

Module-5 Business environment

10 hours

Nature, Scope, Structure of Indian Business Environment – Internal and External Environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global Environment. Basic Macro Economic Concepts: Open and Closed Economies, Primary, secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring the Economy: Measuring GDP and GDP Growth rate, Components of GDP. Industrial Policies and Structure: A critical look at Industrial Policies of India, New Industrial Policy 1991; - Private Sector- Growth, Problems and Prospects. New economic initiatives proposed by Indian government for economic growth Private Sector-Growth- like Atma Nirbhar Bharath Abhiyan.

Course Outcomes:

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

23MBA102.1	Explain the fundamental concepts, tools and theories of managerial economics
23MBA102.2	Analyze the demand and elasticity of demand for a product.
23MBA102.3	Analyze the concepts in production and cost for optimization of production.

23MBA102.4	Appraise market structure and its impact on pricing policy.
23MBA102.5	Examine the basic macroeconomic concepts
23MBA102.6	Appraise the industrial policy of India

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Managerial Economics	Geethika, Ghosh & Choudhury	McGraw Hill Education	Third edition 2017
2	Managerial Economics	Dominick Salvatore	Oxford Publishers	Second edition, 2016
Reference Books				
1	Managerial Economics	R. Panneerselvam, P. Sivasankaran, P.Senthilkumar	Cengage Learning	2015
2	Managerial Economics	Samuelson & Marks	Wiley	Fifth edition, 2015
3	Managerial Economics	D.M Mithani	Himalaya Publishing House	2016
Web links/Video Lectures/MOOCs				
<ol style="list-style-type: none"> 1. https://www.edx.org/learn/managerial-economics 2. https://www.indiabudget.gov.in/ 3. https://onlinecourses.swayam2.ac.in/imb19_mg16/preview 4. https://www.youtube.com/watch?v=ZXDKdJO3V6Y 				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBA102.1	3	-	-	-	-	-	-
23MBA102.2	-	3	-	-	-	-	-
23MBA102.3	3	3	-	-	-	-	1
23MBA102.4	-	3	-	-	-	-	-
23MBA102.5	3	2	3	2	-	-	-
23MBA102.6	3	1	3	3	-	-	1

1: Low 2 : Medium 3: High

ACCOUNTING FOR MANAGERS

Course Code	23MBA103	CIE Marks	50
Teaching Hours/week (L:T:P)	3:2:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To discuss fundamental accounting concepts, and conventions
2. To analyse the preparation of financial statements of companies
3. To analyse financial statements of companies
4. To explain emerging issues in Accounting

Module-1 Introduction to Accounting **10 hours**

Meaning and objectives, Need and Types of Accounting, Concepts and Conventions of Accounting, Explanation, and interpretation of accounting equation; Analyze the effects of transactions on the accounting equation Journal and Ledgers (only theory)

Module -2 Depreciation Accounting **10 hours**

Depreciation: Meaning, characteristics and causes of depreciation, Types of Depreciation. Tax implication of depreciation. (Problems only on Straight line method and written down value method,)

Module -3 Preparation of Financial Statements **10 hours**

Meaning, Trial balance, Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Simple problems of Final Accounts of company), Window dressing

Module -4 Analysis of Financial Statements **10 hours**

Limitations of Financial Statements; Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Case Study on Financial Ratio Analysis. Preparation of Cash Flow Statement (indirect method).

Module-5 Emerging Issues in Accounting and Computerized Accounting **10 hours**

Emerging Issues in Accounting: Human Resource Accounting, Forensic Accounting, Sustainability Reporting, Reporting Standards-Ind AS. Computerized Accounting Systems-Structuring Database for Accounting- Accounting system using database management system

Course Outcomes: At the end of the course the student will be able to:	
23MBA103.1	Analyze the knowledge of basic principles of accounting
23MBA103.2	Examine the methods of depreciation
23MBA103.3	Appraise the financial statement of companies
23MBA103.4	Analyze financial statements of companies by applying ratio analysis and cash flow statements
23MBA103.5	Examine the Emerging Issues in Accounting
23MBA103.6	Analyze the concept of Computerized Accounting

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Accounting for Management-Text & Cases	S.K.Bhattacharya & John Dearden	Vikas Publishing House	Third edition, 2018
2	Textbook of Accounting for Management	S N Maheshwari, CA Sharad K Maheshwari & Dr Suneel K Maheshwari	S Chand	Fifth edition, 2022
3	Principles and Practice of Accounting	Bharat Tulsian & Tushar Tulsian P.C. Tulsian	S. Chand	Thirteenth edition, 2022
Reference Books				
1	Accounting for Managers	J. Made Gowda	Himalaya Publishing House	Third edition, 2021

2	Financial Accounting for Management	N. Ramachandran, Ram Kumar Kakani	McGraw Hill Education	Fifth edition, 2020
3	Accounting and Finance for Non-finance Managers	Jai Kumar Batra	Sage Publications	First edition, 2020

Web links/Video Lectures/MOOCs

1. <https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-5New.pdf>
2. <https://journals.sagepub.com/home/jaf>
3. https://icmai.in/upload/Students/Syllabus-2012/Study_Material_New/Inter-Paper5-
4. Revised.pdf
5. <https://books.mec.biz/tmp/books/Y3BMTIHRR2UE7LMTZG3T.pdf>
6. <https://drnishikantjha.com/booksCollection/Financial%20Accounting%20-%20BMS%20.pdf>

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBA103.1	3	-	-	-	-	-	-
23MBA103.2	-	3	-	-	-	-	-
23MBA103.3	-	3	3	-	-	-	-
23MBA103.4	-	-	-	3	3	-	-
23MBA103.5	-	-	-	3	-	3	-
23MBA103.6	-	3	-	-	-	-	2

1: Low 2 : Medium 3: High

BUSINESS STATISTICS

Course Code	23MBA104	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:2:0	SEE Marks	50
Credits	04	Exam Hours	03
<p>Course Learning Objectives:</p> <ol style="list-style-type: none"> 1. To apply measures of central tendency, dispersion, correlation, and regression 2. To comprehend the concepts of probability distributions 3. To study trends using time series analysis 4. To test hypothesis for research 			
Module-1 Introduction to Statistics		10 hours	
<p>Meaning and Definition, functions, scope and limitations, Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode, Geometric mean, Harmonic mean.</p> <p>Measures of dispersion: Range – Quartile Deviation – Mean Deviation - Standard Deviation – Variance-Coefficient of Variance - Comparison of various measures of Dispersion.</p>			
Module-2 Correlation and Regression		10 hours	
<p>Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one-way table only), simple and multiple regression (problems on simple regression only).</p>			
Module-3 Probability Distribution		10 hours	
<p>Concept and definition - Rules of probability – Random variables – Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal and Exponential – Bayes' theorem (No derivation) (Problems only on Binomial, Poisson and Normal).</p>			
Module-4 Time Series Analysis		10 hours	
<p>Introduction – Objectives, Variations in Time Series - Methods of Estimating Trend: Freehand Method - Moving Average Method - Semi-Average Method - Least Square Method. Methods of Estimating Seasonal Index: Method of Simple Averages - Ratio to Trend Method - Ratio to Moving Average Method.</p>			

Module-5 Hypotheses		10 hours
Basic measurement scale, Hypotheses - Types, characteristics, source, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests- t-test, z-test, f-test, u-test, K-W Test (problems on all tests). Normality and reliability of hypothesis. Statistical analysis- Bivariate and Multivariate Analysis- ANOVA-one-way, two-way classification-Illustrative problems.		
Course Outcomes: At the end of the course the student will be able to:		
23MBA104.1	Determine values using measures of central tendency and dispersion.	
23MBA104.2	Make use of correlation and regression tools to solve underlying business problems	
23MBA104.3	Apply the concept of probability distributions for business decisions	
23MBA104.4	Analyze time-series data	
23MBA104.5	Formulate hypotheses	
23MBA104.6	Test hypotheses using parametric and non-parametric tools	

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Fundamentals of Statistics	S C Gupta	Himalaya Publications	Seventh edition, 2018
2	Research Methodology	Ranjit Kumar	Sage Publications	2016
Reference Books				
1	Statistical Methods	S P Gupta	Sultan Chand Publications	Forty Sixth 2021

2	Business Statistics	J K Sharma	Vikas Publishing House	Fifth edition, 2020
3	Research Methodology	C R Kothari	Viswa Prakasham Publication	Seventh Edition, 2015
4	Business Research Methods	S.N.Murthy and U.Bhojanna	Excel Books	2018
Web links/Video Lectures/MOOCs 1. https://www.youtube.com/watch?v=YHXadaW_Iso 2. https://www.youtube.com/watch?v=BkV7D-fbKkQ 3. https://www.youtube.com/watch?v=QzSWMw4P8x8 4. https://www.youtube.com/watch?v=E6QZLEAArIM				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBA104.1	3	-	-	-	-	-	-
23MBA104.2	-	2	-	-	-	-	2
23MBA104.3	-	2	-	2	-	-	-
23MBA104.4	-	2	-	2	-	-	-
23MBA104.5	-	3	-	-	-	-	-
23MBA104.6	1	1	1	-	-	-	-

1: Low 2 : Medium 3: High

MARKETING MANAGEMENT

Course Code	23MBA105	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To develop the student's basic analytical skills, conceptual abilities, and practical knowledge in marketing through lecture, discussions, and case studies
2. To serve as a foundation course for students who are planning to specialize in marketing
3. To gain an understanding of marketing activities those connect people, brands, and businesses.

Module-1 Introduction to Marketing

10 hours

Marketing V/s Selling, Customer value, Marketing Ethics- green marketing and green economy. Marketing Myopia. Marketing Environment - Components of Environment to be analysed- Micro/Macro Environment, Technological environment, Socio cultural environment, Economic Environment, Legal Environment, Consumer/demographic environment, Government policies, Political environment. Techniques used in Environment Analysis. Contemporary Indian Marketing Environment. Cause and Social Marketing alternate concepts like 3V concepts of Nirmalaya Kumar Social Responsibility of marketing- new marketing realities, new responsibilities, new-age marketing, Corporate Social Responsibility. Assignment: Contemporary Indian Marketing Environment

Module-2 Analyzing Consumer Behavior	10 hours
<p>Meaning, connecting with consumers and consumer in sighting, Factors influencing Consumer Behaviour, Consumer characteristics influencing buying behaviour- personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. Psychological Processes underlying consumer behaviour. Market Segmentation: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Segmentation method – Geographic segmentation and Demographic segmentation, psychographic segmentation, behavioural segmentation, volume segmentation, deep segmentation. Indian Consumer- Features about consumer India, Classifying Indian consumer by Income B2B marketing Vs Consumer Marketing. Assignment- Live projects on Consumer Behaviour. Market Segmentation, Targeting & Positioning (STP): Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning.</p>	
Module-3 Product, Brand Equity	10 hours
<p>Product Management- fundamentals, primary objective of product management, product hierarchy, product line, product mix, product mix strategies, Appraisal of product lines, products and brands. Managing PLC of product/brand, New Product development, packing as a marketing tool, Role of labeling in packing.</p> <p>Components of Product personality. Brand- selecting brand name, selecting logo, brand extension- effects. Introducing new product, innovations, new product development, stages in new product development, pricing strategy for new product. Branding - Concept of Branding, Types, Brand Equity, Branding strategies.</p>	
Module-4 Pricing, Marketing Channels	10 hours

Pricing decisions: Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies- Value based, cost based, Market based, Competitor based, Pricing Procedure.

Marketing Channels: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing. Contemporary Channels and Retailing in India.

Product Distribution Logistics: Product distribution Concept. Distinction between distribution logistics and Supply Chain Management.

Module-5 Promotion, Direct Marketing, Marketing Planning

10 hours

Promotions- Marketing communications- Integrated Marketing Communications (IMC)-communication objectives, steps in developing effective communication, Stages in designing message. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, social media for Advertising.

Sales Promotion: Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal selling: Steps/process involved in Personal Selling. Publicity/Public Relation-word of mouth, sponsorships. Database marketing: Basic concepts of e-commerce, e-marketing, m-Commerce, m-marketing, e-networking, CRM, MkIS.

Direct Marketing: Concept and scope of direct marketing, concept and components of digital marketing. Digital marketing communications, digital marketing in India.

Marketing Planning: Meaning, Steps involved in Marketing planning. Marketing Audit- Meaning, components of Marketing Audit. Market Share analysis, Marketing cost analysis, Marketing Strategic Planning Process.

Course Outcomes:	
At the end of the course the student will be able to:	
23MBA105.1	Apply the marketing functions and analyze the marketing environment
23MBA105.2	Analyze the consumer buying motives and plan segmenting, targeting and positioning strategies
23MBA105.3	Examine a product life cycle and propose a suitable marketing strategy for branding and competition
23MBA105.4	Choose the right pricing method for a product/service and organize the channel of distribution
23MBA105.5	Develop a marketing communication programme for a product/service
23MBA105.6	Apply the marketing functions and analyze the marketing environment

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbook				
1	Marketing Management- Indian Context, Global Perspective.	Ramaswamy & Namakumari	Sage Publications	Sixth edition
2	Marketing Management	Philip Kotler, Kevin Lane Jagadeesh N Seth, G Shainesh	Pearson Education	Sixteenth edition, 2022
3	New Product Management	C Merle Crawford and C Anthony Di Benedetto	McGraw Hill Education	Eleventh edition, 2020
4	Advertisement Brands & Consumer Behavior	Ramesh Kumar	Sage Publications	2020

Reference Books				
1	Marketing in India: Text and Cases	Neelamegham S	Vikas Publishing House	Latest edition
2	Marketing Management	Greg w Marshal, Mark W Johnston	McGraw Hill Education	Fourth edition, 2022
3	Principles of Marketing	Philip Kotler, Gary Armstrong, Prafulla Agnihotri	Pearson Education	Seventeenth edition, 2018

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBA105.1	3	-	-	2	-	-	-
23MBA105.2	-	3	-	-	2	2	-
23MBA105.3	2	1	2	-	-	2	-
23MBA105.4	-	-	1	2	2	2	-
23MBA105.5	-	2	-	-	-	2	2
23MBA105.6	-	2	2	-	-	-	2

1: Low 2 : Medium 3: High

MANAGERIAL COMMUNICATION

Course Code	23MBA106	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers.
2. To enable learners with the mechanics of writing and also help them to draft business letters in English precisely and effectively.
3. To introduce the students to some of the practices in managerial communication those are in vogue.
4. To prepare students to develop the art of business communication with emphasis on analyzing business situations.
5. To train Students towards drafting business proposals.

Module-1 Introduction

10 hours

Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication. Communicating within Organizations – Levels of communication, Communication flow, Communication barriers, Media choices, Legal Consequences and Ethics, Communication in a cross-cultural setting.

Module-2 Oral Communication

10 hours

Meaning – Principles of successful oral communication, Conversation control –Reflection and Empathy: two sides of effective oral communication.

Interpersonal Communication: Nonverbal communication and listening.

Negotiation skills: Definition of negotiation, Nature and need for negotiation, Factors affecting negotiation, Stages of negotiation process, Negotiation strategies.

Business Pitch: 10 steps in Pitching, Elevator Pitching

Module-3 Written Communication	10 hours
<p>Purpose of writing – Clarity in writing –Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication Audience analysis, Writing Positive, Neutral, Persuasive and Bad-news Messages</p> <p>Types of Written Communication in Business: Writing Routine And Persuasive Letters, Positive And Negative Messages, Employee Reviews, Recommendation Letters, Thank You Letters, Memos, proposals and Reports, Planning Documents, Press Releases, Proactive Media Writing and E-mail.</p>	
Module-4 Business Reports	10 hours
<p>Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing, writing executive summary.</p> <p>Employment communication: Putting your best self forward, preparing your resume, writing covering letters and Inquiry Emails, preparing for a Job Interview, Conducting Yourself during the Interview, following up throughout the process, Practicing business etiquette.</p> <p>Assignment: Executive summary to be submitted.</p>	
Module- 5 Presentation skills	10 hours
<p>Presentation: What is a presentation, Elements of presentation, Designing & Delivering Business Presentations, Advanced Visual Support for managers.</p> <p>Case method of learning: Different types of cases, overcoming the difficulties of the case method, case analysis approaches, analysing the case.</p> <p>Impact of Technological Advancement on Business Communication, Technology-enabled Communication-Communication networks, Intranet, Internet, E-Mails, SMS, teleconferencing, videoconferencing.</p> <p>Etiquette Advantage in Managerial Communication: Meaning, types and advantages of Etiquette.</p> <p>Lab component: Creating a Blog</p>	

Course Outcomes:	
At the end of the course the student will be able to:	
23MBA106.1	Apply the principles of effective communication in the corporate world
23MBA106.2	Organize and present an effective Oral communication & negotiation.
23MBA106.3	Plan professional writing and formulate business reports, letters, and minutes of meetings
23MBA106.4	Prepare Business reports and professional resumes that are effective in attracting employment
23MBA106.5	Develop the art of presentation, case analysis and use technological advancement in business situations.
23MBA106.6	Assess the case method of learning and technological advancement in Business.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Communicating in Business	Ober Newman	Cengage Learning	Eighth edition, 2018
2	BCOM A South-Asian Perspective	Lehman, Dufrene, Sinha	Cengage Learning	Second edition, 2012
3	Business Communication	P D Chaturvedi Mukesh Chaturvedi	Pearson Education	Fourth edition, 2020.
Reference Books				
1	Communicating in Business	Williams, Krizn Logan, Merrier	Cengage Learning	Eighth edition, 2017
2	Business Communication: Process	Mary Ellen Guffey	Cengage Learning	Third edition, 2002
3	Business Communication	Lesikar, Flatley, Rentz, Pane	TMH	Eleventh edition, 2011

4	Communicating in Business	Williams, Krizan, Logan & Merrier	Cengage Learning	Eighth Edition, 2014
5	Communicating in Business	Williams, Krizan Logan, Merrier	Cengage Learning	Eighth Edition, 2017
Web links/Video Lectures/MOOCs				
1. https://www.youtube.com/watch?v=HANw168huqA				
2. https://www.indeed.com/career-advice/career-development/types-of-communication				
3. https://journals.sagepub.com/home/job				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBA106.1	3	-	-	-	-	-	-
23MBA106.2	-	3	3	-	-	3	-
23MBA106.3	-	-	-	-	-	3	2
23MBA106.4	-	-	-	-	3	3	-
23MBA106.5	-	-	-	-	-	3	-
23MBA106.6	-	2	-	-	-	-	-

1: Low 2: Medium 3: High

PERSONALITY DEVELOPMENT & PUBLIC SPEAKING

Course Code	23MPD107	CIE Marks	50
Teaching Hours/week (L: T:P)	0:2:0		
Credits	00		
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To facilitate the students in building interpersonal skills. 2. To develop skill to communicate clearly. 3. To enhance team building and time management skills 4. To learn active listening and responding skills. 			
Module-1 Introduction to Personality Development			
The concept personality- Knowing yourself- Handling Failure - Importance of First Impression-Growth Mindset/Fixed Mind Set - Public Speaking; Practical sessions.			
Module-2 Attitude & Motivation			
Attitude Concept - Significance -Factors affecting attitudes - Positive attitude - Negative attitude - Ways to develop positive attitude - Concept of motivation - Significance - Internal and external motives - Importance of Self-Motivation; Practical sessions.			
Module-3 Communication Skills & Presentation Skills			
Build oratory skills -Difference between verbal & non-verbal communication -Overcoming roadblocks of communication -Body Language -Role of listening, understanding & Feedback-Building Self Esteem and Self – Confidence- Presentation Skills Practical sessions.			
Module-4 Other Aspects of Personality Development			
Other Aspects of Personality Development- Conflict and Stress Management - Character building -Team-work -Time Management- Personal Hygiene-Work ethics –Good manners and etiquette.			
Course Outcomes:			
At the end of the course the student will be able to:			
23MPD107.1	Make use of techniques for self-awareness and self-development.		

23MPD107.2	Apply the conceptual understanding of communication into everyday practice.
23MPD107.3	Analyse the importance of teamwork and group discussions skills.
23MPD107.4	Develop time management and stress management.
23MPD107.5	Apply business etiquette skills effectively in a business scenario.
23MPD107.6	Discuss issues relating to Personal hygiene

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Reference Books				
1	What Are Soft Skills?	Dorch, Patricia	New York: Execu Dress Publisher	2013
2	Soft Skills	Dr. Ritu Soryan	S.K. Kataria & Sons	2022
3	The Hard Truth about Soft Skills	Klaus, Peggy, Jane Rohman & Molly Hamaker.	London: HarperCollins E-books,	2007
4	Soft Skills and Professional Communication	Petes S. J., Francis.	McGraw Hill Education	2011

Web links/Video Lectures/MOOCs

1. <https://www.trainingcoursematerial.com/free-games-activities/communication-skills-activities>
2. <https://www.userlike.com/en/blog/communication-games>
3. <http://blog.trainerswarehouse.com/communication-exercises/>

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MPD107.1	3	-	-	-	-	3	-
23MPD107.2	-	2	-	-	-	3	-
23MPD107.3	-	-	3	-	-	3	2
23MPD107.4	-	-	-	-	-	2	2
23MPD107.5	-	-	-	2	-	-	3
23MPD107.6	-	-	-	-	-	2	2

1: Low 2 : Medium 3: High

INFORMATION TECHNOLOGY FOR BUSINESS

Course Code	23MTB108	CIE Marks	50
Teaching Hours/Week (L: T:P)	0:2:0	SEE Marks	-
Credits	00	Exam Hours	-

Course Learning Objectives:

1. Identify all physical components of a computer system when dismantled and explain how they act as a system
2. Apply knowledge of computing to analyze a business problem
3. Able to work effectively with a range of current, standard, office productivity software applications.
4. Adapt quickly to new hardware and software releases.

Module-1 Introduction to Computer

Computer Evolution: Brief history of Computer, Computer generations, Classification of Computer, Components of a Computer System: CPU, Control Unit, ALU, Input Devices, Output Devices, Storage Devices and Other Peripherals.

Module-2 Software: System Software & Application Software

Concepts of Hardware and Software; Concept of Computing, Data and Information, Types of Software: System Software & Application Software. What is an Operating System; Basics of Popular Operating Systems

Module-3 Microsoft Office Tools

Introduction to Microsoft Office Tools: MS Word, MS Excel, MS PowerPoint

Module-4 Google Apps for Work

Gmail, Google Drive, Google Docs, Google Sheets, Google Slides, Google Forms, Google Sites, Calendar, Keep

Module-5 Artificial intelligence Tools and analytics

Google Analytics, Analytics for Google Sheet/MS Excel, Working with any of the Online Business analytics Tool, , AI tools.

Course Outcomes:	
At the end of the course the student will be able to:	
23MTB108.1	Identify the hardware components and explain their role
23MTB108.2	Classify the application software and compare operating software
23MTB108.3	Apply the MS office tools to create a business document, analyze, and interpret for decision making
23MTB108.4	Apply the G suite tools for enhancing the productivity and collaboration
23MTB108.5	Apply the tools of business analytics for data-based decision making
23MTB108.6	Appraise the application of artificial intelligence in business

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Business Analytics: The Science of Data-Driven Decision-Making	U Dinesh Kumar	Wiley	2017
2	Computer Fundamentals	Pradeep K. Sinha, Priti Sinha	BPB Publications	Sixth edition, 2017
Reference Books				
1	Operating System Concepts	Abraham Silberschatz, Peter B. Galvin, Greg Gagne	Wiley	Eighth edition, 2008
2	Computing Fundamentals	Faithe Wempen	Wiley	2015

Web links/Video Lectures/MOOCs

1. <https://youtu.be/3j3avApkIcA>
2. <https://youtu.be/9gfER4p1jXM>
3. <https://support.office.com/en-us/office-training-center>
4. <https://gsuite.google.com/learning-center/products/quickstart/#!/>
5. <https://www.tableau.com/>

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MTB108.1	3	2	-	-	-	-	-
23MTB108.2	3	-	-	-	-	-	-
23MTB108.3	-	3	-	-	-	3	-
23MTB108.4	-	3	-	-	2	-	-
23MTB108.5	-	3	-	-	-	-	2
23MTB108.6	-	3	-	-	-	-	2

1: Low 2 : Medium 3: High

II SEMESTER

HUMAN RESOURCE MANAGEMENT

Course Code	23MBA201	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives

1. To analyze the HRM concepts, principles, and functions.
2. To assess the importance of job analysis and Human Resource Planning.
3. To understand the process of recruitment, selection, and placement.
4. To assess the method of appraising the employees and remuneration.

Module-1 Introduction & Human Resource Planning 10 hours

Human Resource Management and Personnel Management, The Importance of Human Resource Management, Models of Human Resource Management, Evolution of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management Human Resource Management and Line Managers, The HR Competencies, Human Resource Management and Firm Performance. Importance of HR Planning, Manpower Planning to 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.

Module -2 Recruitment and Performance Management 10 hours

Recruitment and Selection: 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, Application Tracking System using MS-Excel

Learning, Training, and Development: 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.

Performance Management: 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.

Module -3 Compensation Management and Employee Relations

10 hours

Compensation and Benefits

Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits.

Industrial Relations

Decent Workplace: International Labor Organization, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management.

Module -4 Human Resource Management in Small and Medium Enterprise

10 hours

Definition of SMEs, Human Resource Management and Performance in SMEs, The Difference in Adoption of Human Resource Management: SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs, Factors Influencing the Adoption of Human Resource Management Practices in SMEs, Future of Human Resource Management in SMEs.

Future trends in Human Resource Management: Hybrid work model, Employee skill development, Internal mobility, Diversity and inclusion in workforce, People analytics, Employee well-being multi-generational workforces and All-in-One HR tools.

Case Study on “Training Program at ABC Cement” .

Module-5 Human Resource Management in service sector**10 hours**

Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management. Practices in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Some Specific Industries in Services Sector, Trade Unions in Services Sector, Models of Union Strategies.

Human Resource Management and Innovations: Factors Affecting the Innovation Process in organizations, Current Trends in Human Resource Management, Innovative Human Resource Management Practices in India, Sustainable and innovative Human Resource Management.

Course Outcomes:

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

23MBA201.1	Describe key concepts, functions, and principles of HRM and outline the process of Human resource planning
23MBA201.2	Analyze the requirement of the job by recruitment, training and development, performance appraisal process
23MBA201.3	Appraise the process of compensation planning and Industrial Relations used for employees
23MBA201.4	Assess the practice of human resource management in Small and Medium Enterprises
23MBA201.5	Evaluate human resource management in service sectors and Manufacturing sectors.
23MBA201.6	Assess the human resource innovations and trends in HRM.

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
Textbooks				
1	Human Resource Management: Theory and Practices,	R. C. Sharma, Nipun Sharma	Sage Publications India	2019
2	Human Resource Management: Concepts	Amitabha Sengupta	Sage Publication India	2019
3	Leadership: Theory and Practices	Peter G. Northouse	Sage Publication	2016
4	Human Resources Management	T.P Renuka Murthy	HPH.	2015
Reference Books				
1	The HR Scorecard: Linking People, Strategy, and Performance	Brian Becker, Dave Ulrich, and Mark A.Huselid	Harvard Business School Press	2001
2	The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals	Shawn Smith and Rebecca Mazin	AMACOM	2011
3	Performance Management and Appraisal Systems HR Tools for Global Competitiveness	T. V. Rao		2004
4	Human Resource Management	Appasaba L.V and Kadakol A M	College Book House	2016
5	Human Resource Management	V.S.P Rao		2014

Web links/Video Lectures/MOOCs

1. <https://www.analyticsinhr.com/blog/hr-analytics-case-studies/>
2. <https://cbri.com/resources/case-studies/legal-arizona-workers-act-case-study/>

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBA201.1	3	-	3	-	-	-	-
23MBA201.2	-	2	-	-	3	3	-
23MBA201.3	3	-	-	2	-	-	-
23MBA201.4	3	-	-	-	-	-	2
23MBA201.5	-	-	3	-	3	-	-
23MBA201.6	1	-	-	3	-	-	-

1: Low 2 : Medium 3: High

FINANCIAL MANAGEMENT

Course Code	23MBA202	CIE Marks	50
Teaching Hours/week (L:T:P)	3:2:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To analyse the basic concepts of financial management.
2. To determine the future and the present value of cash flow.
3. To appraise investment proposals and determine working capital requirements
4. To estimate working capital requirements of an organisation

Module-1 Introduction

10 hours

Meaning and objectives of Financial Management, changing role of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Financial markets, Financial Instruments, Financial institutions, and financial services. Emerging issues in Financial Management: Risk Management, Behavioural Finance, Financial Engineering, Derivatives (Theory).

Module-2 Time Value of Money

10 hours

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, Loan amortization. (Theory & Problem).
Case Study on Loan amortization.

Module-3 Investment Decisions

10 hours

Capital budgeting process, Investment evaluation techniques – Net present value, Internal rate of return, modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return Problem. -Case Study on selection of investment proposals (Numerical problems). Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing Crowd Funding and private equity, Warrants and convertibles (Theory Only).

Module-4 Working Capital Management		10 hours
Management of Current Assets: Factors influencing working capital requirements - Current asset policy and current asset finance Policy- Determination of operating cycle and cash cycle Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management). Case study on Working Capital Determination		
Module-5 Capital structure and dividend decisions		10 hours
Capital structure and dividend decisions – Planning the capital Structure- Governance of Equity and Debt, Fall in interest rates and perils of Debt funding. Leverages, EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Dividend policy – Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Pay-out (No dividend Theories to be covered). Case Study on EBIT-EPS analysis & Leverages.		
Course Outcomes:		
At the end of the course the student will be able to:		
23MBA202.1	Explain the basic concepts of financial management and demonstrate the concepts of primary market, secondary market.	
23MBA202.2	Analyze the computation of future and present value of cash flow.	
23MBA202.3	Evaluating investment proposals	
23MBA202.4	Draw statements assessing the working capital requirements of a firm	
23MBA202.5	Analyze capital structure of a company	
23MBA202.6	Analyze EBIT-EPS	

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Financial Management Theory & Practice	Prasanna Chandra	McGraw Hill Education	Eleventh edition, 2022
2	Financial Management	Khan M. Y.& Jain P. K	McGraw Hill Education	Eighth edition, 2018
3	Financial Management	I M Pandey	Vikas Publishing House	Twelfth edition, 2021
Reference Books				
1	Principles of corporate finance,	Brealey and Myers	McGraw Hill Education	Fourteenth edition, 2018
2	Fundamentals of Financial Management	Brigham and Houston,	Cengage Learning	Fourteenth edition, 2018
3	Corporate Finance	Vishwanath S. R.	Sage Publications	Third edition 2019
Web links/Video Lectures/MOOCs				
<ol style="list-style-type: none"> 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 4. https://www.digimat.in/nptel/courses/video/110107144/L01.htm 				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBA202.1	3	-	3	-	-	-	-
23MBA202.2	-	3	-	-	-	-	-
23MBA202.3	-	3	-	-	-	-	3
23MBA202.4	-	3	-	-	-	-	3
23MBA202.5	3	-	-	-	-	-	1
23MBA202.6	-	3	-	2	-	-	-

1: Low 2: Medium 3: High

RESEARCH METHODOLOGY AND IPR

Course Code	23MBA203	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To comprehend types of research,
2. To appraise research process and design
3. To illustrate sampling designs
4. To study the significance of data collection

Module-1 Business Research

10 hours

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, Features of a good research study

Module-2 Business Research Design

10 hours

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

Exploratory Research - Meaning, purpose, methods- Literature search, experience survey, focus groups and comprehensive case methods.

Conclusive Research Design - Descriptive Research - Meaning, Types Cross-sectional studies and longitudinal studies.

Experimental Research Design – Meaning and classification of experimental designs- formal and informal, Pre experimental design, Quasi- experimental design, True experimental design, statistical experimental design

Module-3 Sampling and Data Collection

10 hours

.Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non-Probability Sampling –convenience sampling- judgmental sampling, snowball sampling- quota sampling - Errors in sampling.

Primary and Secondary data Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data

collection, Questionnaire design – Meaning - process of designing a questionnaire. Secondary data -Sources – advantages and disadvantages.

Module-4 Scaling and Data Analysis

10 hours

Measurement and Scaling Techniques: Basic measurement scales- Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert’s Scale, Semantic Differential Scale, Thurstone scale, multi-Dimensional scaling Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation, Use of SPSS for coding, tabulating and analysis of data- Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.

Module-5 Intellectual Property Rights

10 hours

Meaning and Concepts of Intellectual Property, Nature and Characteristics of Intellectual Property, Origin and Development of Intellectual Property, Kinds of Intellectual Property, Intellectual Property System in India, IPRs- Invention and Creativity- Intellectual Property-Importance and Protection of Intellectual Property Rights (IPRs)- A brief summary of: Patents, Copyrights, Trademarks, TRIPS and TRIMS , Industrial Designs- Integrated Circuits- Geographical Indications-Establishment of WIPO Application and Procedures.

Course Outcomes:

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

23MBA203.1	Explain the elements involved in business research
23MBA203.2	Analyse the components of the research design.
23MBA203.3	Evaluate the sampling and data collection techniques.
23MBA203.4	Examine the components of a research report.
23MBA203.5	Explain the concepts of IPR.
23MBA203.6	Analyse the Intellectual Property Systems in India.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Research Methodology	C R Kothari	Viswa Prakasam Publication	2014
2	Business Research Methods	S. N. Murthy & U. Bhojanna	Excel Books	Third edition 2010
3	Business Research Methods	Donald R. Cooper, Pamela s Schindler & J K Sharma	TMH Special Indian Edition	2019
4	Business Research Methods	Donald R. Cooper & Pamela s Schindler	TMH	Ninth edition 2007
5	Intellectual Property Rights. India, IN	Neeraj, P., & Khusdeep, D..	PHI learning Private Limited.	2014
Reference Books				
1	Research Methodology – Concepts and cases	Deepak Chawla and Neena Sondhi	Vikas Publishing House	2011
2	Research Methods	M M Munshi & K Gayathri Reddy	Himalaya Publishing House	2015
3	Marketing Research	Naresh K Malhotra	Pearson Education	Fifth edition, 2007
4	Intellectual Property,	David I. Bainbridge	Longman	Ninth edition, 2012

5	Principles of Intellectual Property	N.S. Gopalakrishnan & T.G. Ajitha	Eastern Book Company	Second edition, 2014
Web links/Video Lectures/MOOCs 1. https://www.youtube.com/watch?v=wuPqMenY56c 2. https://www.youtube.com/watch?v=rXBH3YcOI6k 3. https://www.youtube.com/watch?v=FIBFdEgrTBM 4. https://www.youtube.com/watch?v=t0hp7E85PVI 5. https://www.youtube.com/watch?v=VQnL3 J3pyM 6. https://www.youtube.com/watch?v=QLiKK6U-IAw 7. https://www.youtube.com/watch?v=10OnonAIeCk				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBA203.1	3	-	3	-	-	-	-
23MBA203.2	-	3	1	-	-	-	-
23MBA203.3	3	-	-	-	-	3	-
23MBA203.4		3	-	3	-	-	-
23MBA203.5	-	-	-	3	-	-	2
23MBA203.6	-	-	-	2	-	-	2

1: Low 2 : Medium 3: High

BUSINESS ANALYTICS

Course Code	23MBA204	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:2:0	SEE Marks	50
Credits	04	Exam Hours	03
<p>Course Learning Objectives:</p> <ol style="list-style-type: none"> 1. To understand importance of Business Analytics 2. To apply various statistical tools for decision making 3. To Forecast the trends using MS Excel Application 4. To Visualise Data using Microsoft Power BI. 			
Module 1: Introduction to Business Analytics		10 Hours	
<p>Business Analytics Defined, Evolution of Business Analytics, Impacts and Challenges, Types of Business Analytics, Models in Business analytics, Problem solving with analytics, Big Data, Business Analysis vs. Business Analytics, Data Scientist vs. Data Engineer vs. Data Analyst. Business Analysts- Tasks and skills.</p>			
Module 2: Dealing with Data Science		10 Hours	
<p>Data, Dataset, Database, Data Collection Tools, Data Management, Benefits of data management systems, best practices of data management, Big data management services, big data collection process, Data Quality: Dealing with missing data, Data visualisation, Data Science Project Life Cycle, Major Applications of Data Science.</p>			
Module 3: Forecasting Techniques		10 Hours	
<p>Introduction to forecasting, Time Series data and its components, Forecasting Techniques and forecasting Accuracy: MAE, MAPE, MSE, RMSE. Exponential Smoothing Using Regression Analysis for Forecasting: Linear Trend Projection, Seasonality, Seasonality with Trend, Seasonality without trend. (Theory and Lab)</p>			
Module 4: Data Mining & Spreadsheet analysis		10 Hours	
<p>Data sampling, Data Preparation, Variable representation, Unsupervised learning</p> <p>Cluster analysis: K-Means Clustering, Hierarchical Clustering and</p>			

Measuring Dissimilarity between Clusters, Hierarchical Clustering Versus *k*-Means Clustering, Association rules, Logistic regression.

Spreadsheet analysis: Building Good Spreadsheet Models, What-If Analysis, Monte Carlo Simulation, Introduction to Power BI, Basic Report Design, Visual sync, Grouping, Visualization Properties. **(Theory and Lab)**

Module 5: Applications of Business Analytics **10 Hours**

Financial Analytics- Marketing Analytics-HR Analytics – Supply Chain Analytics- Retail Industry- Sales Analytics- Web & Social Media Analytics- Healthcare Analytics- Energy Analytics- Transportation Analytics-Lending Analytics- Sports Analytics- Future of Business Analytics

Course Outcomes:

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

23MBA204.1	Explain the concept of business analytics
23MBA204.2	Apply the concept of data science
23MBA204.3	Analyse and forecast time series data
23MBA204.4	Examine the methods of cluster analysis
23MBA204.5	Apply tools of Data Visualisation for data-based decision making.
23MBA204.6	Examine the benefits of application of business analytics.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Business analytics- Methods, Models and Decisions	James R. Evans	Pearson Education	Second Edition, 2016
2	Business Analytics - Descriptive, Predictive,	Jeffrey D. Camm	Cengage Learning	Fourth

	Prescriptive	James J. Cochran Michael J. Fry Jeffrey W. Ohlmann		Edition, 2020
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Reference Books

1	Business Analytics- The science of Data Driven Decision Making	U. Dinesh Kumar	Wiley	Second Edition, 2022
2	Business Intelligence and Analytics: Systems for Decision Support	Efraim Turban, Ramesh Sharda, Dursun Delen	Pearson Education	Tenth Edition, 2018

Web links/Video Lectures/MOOCs

1. <https://www.youtube.com/watch?v=Km5MP93OkbY>
2. https://onlinecourses.nptel.ac.in/noc23_mg103/preview
3. https://onlinecourses.nptel.ac.in/noc23_mg54/preview

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBA204.1	-	2	-	-	-	-	-
23MBA204.2	-	3	-	-	-	-	-
23MBA204.3	-	3	-	2	-	-	-
23MBA204.4	3	-	3	-	-	-	-
23MBA204.5	-	-	-	-	3	3	-
23MBA204.6	-	-	3	-	-	-	2

1: Low 2 : Medium 3: High

STRATEGIC MANAGEMENT

Course Code	23MBA205	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
<p>Course Learning Objectives:</p> <ol style="list-style-type: none"> 1. To discuss the core concepts of strategic management. 2. To evaluate various business strategies in dynamic market environments. 3. To develop insights into various strategic management models. 4. To originate business planning in different environments and strategy implementation 			
Module 1 Introduction		10 hours	
<p>Meaning and Nature of Strategic Management, Importance of strategic management in modern organizations, Characteristics of Strategic Management, The Strategic Management Process. Relationship Between a Company's Strategy and its Business Model. Ansoff Matrix with suitable cases</p>			
Module -2 External Analysis		10 hours	
<p>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.</p>			
Module -3 Internal Analysis		10 hours	
<p>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, SWOT Analysis, Value Chain Analysis, Benchmarking. Case Study in Value Chain Analysis</p>			
Module -4 Strategy Formulation		10 hours	
<p>Business Strategies –Porter's Generic Strategies: Low Cost, Differentiation, Best Cost, Focused Low Cost and Focused Differentiation, Corporate Strategies – Growth Strategies (Internal</p>			

Growth, External Growth, Integration, Diversification, Mergers, Strategic Alliances), Stability Strategies (No-Change, Profit and Proceed with Caution), Retrenchment Strategies (Turnaround, Divestment and Liquidation), International Business Level Strategies. Case Study in international business strategies

Module -5 Strategy Implementation and Control **10 hours**

Strategy Implementation -Organisational Structure, Strategic Leadership and Organisational Culture.

Strategic Control: Focus of Strategic Control, Establishing Strategic Controls (Premise Control, Strategic Surveillance, Special Alert Control, Implementation Control), Exerting Strategic Control (through Competitive Benchmarking, Performance and Formal and Informal Organisations). Case Study on Strategic control.

Challenges faced by start-ups in the globalized market, Proposition of a Business plan that includes description of recommended strategy, Creating strategies for the growth of a family business, Case study on leadership

Course Outcomes:

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

23MBA205.1	Assess the relationship between the Company's Strategy and its Business Model
23MBA205.2	Analyse company's external environment
23MBA205.3	Appraise company's internal environment
23MBA205.4	Discuss Strategy formulation with a focus on generic strategies
23MBA205.5	Defend strategy implementation by focusing on Strategic control
23MBA205.6	Recommend the business plan with corresponding strategies

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Crafting and Executing Strategy	A Thompson Jr, Margaret A. And John E Gamble	McGraw Hill Education	Twenty Second edition, 2021
2	Strategic Management: Planning for Domestic and Global Competition (SIE)	John A. Pearce II, Richard B. Robinson, Amita Mital	McGraw Hill Education	Fourteenth edition 2018
3	Strategic Management	Hitt & Manikutti	Cengage Learning	Ninth edition, 2011
4	Strategic Management and Business Policy: Globalization, Innovation and Sustainability	Thomas L. Wheelen J. David Hunger Alan N. Hoffman	Pearson Education	Fifteenth edition, 2018
Reference Books				
1	Strategic Management – Competitiveness and Globalization:	Michael Hitt, Duane Ireland, Robert E. Hokinson	Cengage Learning.	Twelfth edition, 2018
2	Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts & Cases	Thompson Arthur A, Peteraf Margaret A , Gamble John E ,Strickland III AJ)	McGraw Hill Education	Twenty Second edition 2021

3	The Strategy Book	John Hale	Hale Consulting Group	Latest edition, 2022
Web links/Video Lectures/MOOCs <ol style="list-style-type: none"> https://www.abacademies.org/journals/academy-of-strategic-management-journal-home.html http://www.digimat.in/nptel/courses/video/122105024/L07.html https://www.digimat.in/nptel/courses/video/110108047/L01.html 				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBA205.1	2	-	-	-	-	-	-
23MBA205.2	-	2	-	-	-	3	-
23MBA205.3	-	2	3	-	-	-	-
23MBA205.4	-	-	-	2	-	-	-
23MBA205.5	-	-	-	2	3	-	-
23MBA205.6	-	2	-	-	-	-	2

1: Low 2 : Medium 3: High

ENTREPRENEURSHIP AND LEGAL ASPECTS

Course Code	23MBA206	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To develop and strengthen entrepreneurial quality and motivation in students.
2. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.
3. To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs.
4. To make students understand the ways of starting a company of their own.

Module -1 Introduction to Entrepreneur & Entrepreneurship

10 hours

Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneurs - Intrapreneur- an emerging class Concept of Entrepreneurship -Entrepreneurial Culture - Stages in entrepreneurial process.

Creativity and Innovation: The role of creativity – The innovation Process – Sources of New Ideas – Methods of Generating Ideas – Creative Problem Solving – Entrepreneurial Process.

Module -2 Developing Business Model

10 hours

Importance of Business Model – Starting a small-scale industry - Components of an Effective Business Model, Osterwalder Business Model Canvas.

Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.

Lab Component and assignment: Designing a Business Model Canvas

Module -3 Marketing function and forms of organization 10 hours

Industry Analysis – Competitor Analysis – Marketing Research for the New Venture – Defining the Purpose or Objectives – Gathering Data

from Secondary Sources – Gathering Information from Primary Sources – Analysing and Interpreting the Results – The Marketing Process Forms of business organization: Sole Proprietorship – Partnership – Limited liability partnership - Joint Stock Companies and Cooperatives.

Family Business: Importance of family business - Types - History - Responsibilities and rights of shareholders of a family business - Succession in family business - Pitfalls of the family business - strategies for improving the capability of family business - improving family business performance.

Module -4 Entrepreneurial Finance

10 hours

Entrepreneurial finance- Estimating the financial needs of a new venture, internal sources of finance, external sources of finance, components of financial plan.

Institutions supporting Entrepreneurs: Small industry financing developing countries - A brief overview of financial institutions in India - Central level and state level institutions - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India.

Module -5 Rules and Legislation

10 hours

Applicability of Legislation; Industries Development (Regulations) Act, 1951; Factories Act, 1948; Industrial Employment (Standing Orders) Act, 1946, Suspension, Stoppage of work, Termination of employment; Karnataka Shops and Establishment Act, 1961; Environment (Protection) Act, 1986; The sale of Goods Act, 1930; Industrial Dispute Act 1947. New Labour Code, 2020: Salient features- Wage Code; Social Security Code; Occupational, Safety, Health, and Working Conditions Code; Industrial Relations Code

Company Incorporation: Process of Company Incorporation; process of registration. Ethical and social responsibility and challenges

Course Outcomes:

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

23MBA206.1	Appraise entrepreneurship and the role of creativity to setup a business.
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23MBA206.2	Evaluate various business models and B-Plans across Business sectors.
23MBA206.3	Analyse the importance of marketing and different forms of businesses.
23MBA206.4	Explain various sources of funding and institutions supporting entrepreneurs.
23MBA206.5	Examine the legal aspects and new labour code.
23MBA206.6	Analyse the process of company incorporation and applicability of legislation.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
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Textbooks

1	The Dynamics of Entrepreneurial Development and Management	Vasant Desai	Himalaya Publishing House	Sixth edition 2018
2	Entrepreneurship: Theory, Process, and Practice	Donald F. Kuratko	Cengage Learning	Eleventh edition 2019

Reference Books

1	Entrepreneurship Development and Small Business Enterprises	Poornima M. Charantimath	Pearson Education	Eleventh edition 2018
2	Entrepreneurship Development	T. N. Chhabra	Sun India Publications	Second edition 2019

Web links/Video Lectures/MOOCs

1. <https://www.yourarticlelibrary.com/entrepreneurship/entrepreneur-and-entrepreneurship-development/89626>
2. <https://www.youtube.com/watch?v=12eD3K5Peu8>
3. <https://youtu.be/rbmz5VEW90A>
4. <https://www.youtube.com/watch?v=CnStAWc7iOw>
5. <https://www.youtube.com/watch?v=RLQivEQUgUc>

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBA206.1	3	-	-	-	-	-	2
23MBA206.2	-	3	-	-	-	-	2
23MBA206.3	-	-	-	2	-	-	2
23MBA206.4	-	-	-	-	-	-	3
23MBA206.5	-	-	3	2	-	-	-
23MBA206.6	-	-	-	2	-	1	-

1: Low 2 : Medium 3: High

SOCIETAL PROJECT

Course Code	23MTB207	CIE Marks	50
Teaching Hours/Week (L:T:P)	0:0:2	SEE Marks	-
Credits	00	Duration	2 weeks

Course Learning Objectives:

1. To encourage students to explore topics of social relevance.
2. To analyse the significance of societal subject with the objective to create social awareness.

Guidelines for Societal Project

- The societal project shall be undertaken from the next day of the completion of First Semester End Examination for a period of two weeks.
- Every student shall be assigned an internal guide and the student shall seek the guidance of the internal guide on a continuous basis. The guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- Students need to analyse the societal problem taken for study and prepare a report of 12- 15 pages to be submitted to respective guide allotted.
- Any societal issue, which a large segment of the population recognizes as a valid concern, can be taken as the topic for the study.
- Students need not go to the company for this Project. It's a desk based research work on any social topic. Students need to collect data/information from primary or secondary sources

Possible topics for Societal Project:

1. Drug abuse
2. Women's safety
3. Cybercrime
4. Caste discrimination
- 5 Gender discrimination
6. Pollution
7. Waste Management
8. Child abuse
9. Malnutrition
10. Green consciousness
11. Unorganised labour
- 12 Farmers suicides
- 13 Problems of working women
- 14 Alcoholism

- 15 Problems of old age
- 16 Beggary in India
- 17 Rural sanitation
- 18 Mobile usage
- 19 Terrorism

Note: The list is indicative and not exhaustive. The students may choose relevant topics by discussing with the internal guide.

Evaluation

- Internal assessment (CIE) by the internal guide.
- The Societal Project carries 50 marks for internal assessment (CIE) by the internal guide.

Contents of the Societal Project

- Cover page
- Certificate from the guide, Dean – MBA and Principal indicating the bonafide performance of Societal Project by the student
- Declaration by the student
- Acknowledgements
- Table of contents
- List of tables and graphs
- Executive summary

Chapter 1: Introduction to the Societal Problem

Chapter 2: Objectives of study and Methodology

Chapter 3: Analysis and Discussion

Chapter 4: Learning Outcomes

Chapter 5: Conclusion

Bibliography

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

Course Outcomes:

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

23MTB207.1	To identify societal challenges
23MTB207.2	To list the objectives of the study
23MTB207.3	To examine the causes of the problem

23MTB207.4	To analyse the impact on the society
23MTB207.5	To propose solutions to the problem
23MTB207.6	To list the learning outcomes of the study

Course Articulation Matrix

Course Outcomes (CO)	Program Outcomes (PO)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MTB207.1	-	-	-	3	-	-	-
23MTB207.2	3	-	-	-	-	-	-
23MTB207.3	-	-	-	2	-	-	-
23MTB207.4	-	-	-	-	-	3	-
23MTB207.5	1	-	-	-	-	-	-
23MTB207.6	-	-	3	-	-	-	-

Rubrics for Societal Project Evaluation

A. Internal Assessment by the Guide

Sl.No	Aspects	Marks Allotted
1	Introduction to the societal problem	10
2	Objectives and Methodology	10
3	Analysis and Discussion	10
4	Learning Outcome	10
5	Impact on society and conclusion	10
Total		50

Note: Formats are given below

Societal Project Report

**Title of the Project
Submitted by
Student Name
(USN)**

**Submitted to
St. Joseph Engineering College
(An Autonomous Institution)**

**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)**



**Department of Business Administration
St. Joseph Engineering College, Mangaluru – 575 028**

Month, Year

DECLARATION

I, (Student Name), hereby declare that the Societal Project Report is prepared by me under the guidance of (Internal Guide Name) (Department) (Institute). I also declare that this Project Phase - I is towards the partial fulfillment of the university/college Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I further declare that this Societal Project is based on the original work 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 Nos.
	Certificate from College Declaration Contents List of Tables List of Figures Executive Summary	
Chapter-1	Introduction	XXX
Chapter-2	Objectives of the study and Methodology	XXX
Chapter-3	Analysis and Discussion	XXX
Chapter-4	Learning Outcome	XXX
Chapter-5	Conclusion	XXX
Bibliography		
Annexures		

List of Tables

Sl.No	Particulars	Page Nos
1	Table showing ABC Analysis	XXX
2	Table showing FSN Analysis	XXX
3	Table showing EOQ	XXX
4	Table showing stock of Raw materials	XXX

List of Figures

Sl.No	Particulars	Page Nos.
1	Figure showing ABC Analysis	XXX
2	Figure showing FSN Analysis	XXX
3	Figure showing EOQ	XXX
4	Figure showing stock of Raw materials	XXX

**INDUSTRY ORIENTED TRAINING
(MATHEMATICAL APTITUDE SKILLS)**

Course Code	23ITM208	CIE Marks	50
Teaching Hours/Week (L: T:P)	0:2:0	SEE Marks	-
Credits	-	Exam Hours	-
Course Learning Objectives:			
<ol style="list-style-type: none"> To equip the students with basic concepts and tools of Mathematics to solve placement aptitude papers. To enhance the problem-solving skills and improve the basic mathematical skills to help students preparing for competitive examinations. 			
Module-1		4 Hours	
<p>Number System: Various types of Numbers; Tests of Divisibility; HCF and LCM; Roots and Squares.</p> <p>Algebra: Identities; BODMAS Rule; Logarithms; Indices; Number Series; Simple Interest and Compound Interest.</p>			
Module-2		4 Hours	
<p>Time and Work: Facts and Formulae; Group work; Pipes and Cisterns. Time and Distance: Basics of Time, Speed and Distance; Average journey speed; Relative Speeds; Boats and Streams.</p>			
Module-3		4 Hours	
<p>Average, Percentage, Age problems: Average; Concept of percentage, Results on Population and Depreciation; Problems on ages. Profit and Loss: Profit and Loss formulae; Percentage of profit and loss, Discount.</p>			
Module-4		4 Hours	
<p>Permutations, Combinations, Probability: Factorial Notation; Permutations; Combinations; Random Experiment; Probability of Occurrence of events. Ratio, Proportion, Partnership: Ratio; Ratio in terms of Percentage, Proportion, Mean Proportion; Variation; Partnership.</p>			
Module-5		4 Hours	
<p>Geometry: Pythagoras theorem - Heights and Distances; Area; Volume; Surface Area.</p> <p>Clock and Calendar: Problems related to clocks; Calendars; odd days; leap year; Day of the week related to odd days.</p>			

Course Outcomes:	
At the end of the course the student will be able to:	
23ITM208.1	Apply the basic concepts of quantitative abilities related to Number system.
23ITM208.2	Evaluate time related problems by knowing the relationship between time/speed/distance or time/work.
23ITM208.3	Apply the concepts of average, percentage, appreciation, and depreciation in real life problems
23ITM208.4	Solve application problems involving permutations and combinations.
23ITM208.5	Apply Ratio and Proportion concepts to solve the partnership problems where people share the ownership.
23ITM208.6	Apply the geometrical concepts in real- world applications.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Quantitative Aptitude for Competitive Examinations	Dr R S Aggarwal	S. Chand & Company LTD	Forty fourth edition, 2017
2	Quantitative Aptitude for Competitive Examination	R.K Tyagi	MTG Learning Media	2018

Course Articulation Matrix

Course Outcomes (CO)	Program Outcomes (PO)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23ITM208.1	3	3	-	-	-	-	-
23ITM208.2	3	3	-	-	-	-	-
23ITM208.3	3	3	-	-	-	-	2
23ITM208.4	3	3	-	-	-	-	-
23ITM208.5	3	3	-	-	-	-	-
23ITM208.6	3	3	-	-	-	-	-

1: Low 2 : Medium 3: High

III SEMESTER

INVESTMENT MANAGEMENT (FINANCE SPECIALISATION)

Course Code	23MBF301	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:2:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To explain the various financial instruments and highlight the functioning of financial markets.
2. To analyse the risk and return aspects of securities
3. To explain the theories of portfolio management

Module-1 Introduction to Investments 10 hours

Investment Avenues, Attributes, Investment v/s speculation, Criteria for evaluation of Investment, Investment Process. Functions of financial markets, Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives. Securities Market: Primary Market, Secondary Market. Stock Market Indicators- Indices of Indian Stock Exchanges, Common errors in investment management. Qualities for successful investing (only Theory).

Module-2 – Return and Risk 10 hours

Return and Risk Concepts: Concept of return, individual security returns, rate of return, Concept of Risk, Causes of Risk, Types of Risk- Systematic risk- Market Price Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk- Business risk, Financial Risk, Insolvency Risk, Risk-Return Relationship, Concept of diversifiable risk and non-diversifiable risk. Calculation of Risk and returns of individual securities, Portfolio Risk and Return (Theory & Problems).

Module-3 Bonds 10 hours

Bond features, Types of Bonds, Determinants of interest rates, Bond Valuation, Bond yields – YTM and YTC, Bond pricing theorems, Bond Duration, Immunisation, Bond Management Strategies. Preference Shares- Concept, Features, Valuation. Equity Shares- Concept, Valuation, Dividend Valuation Models (Theory & Problems).

Module-4 Fundamental and Technical Analysis		10 hours
<p>Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis.</p> <p>Technical Analysis – Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators –Moving Average Convergence-Divergence, Relative Strength Index (Theory only).</p> <p>Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency-Behavioural Finance – Heuristic driven biases, critique of behavioural finance</p>		
Module-5 Markowitz and CAPM Models		10 hours
<p>Markowitz Model- Diversification- Efficient Frontier. Sharpe’s Single Index Model, Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML vs SML, Optimum Portfolio Construction. Arbitrage Pricing Theory: Equation, Assumption, CAPM vs APT (Theory & Problems).</p> <p>Mutual Funds: Types, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Measures of Mutual Fund Performance-Portfolio performance Evaluation – Sharpe, Treynor and Jensen measures (Theory & Problems)</p>		
Course Outcomes:		
At the end of the course the student will be able to:		
23MBF301.1	Explain the investments and securities markets.	
23MBF301.2	Analyse the risk-return of individual securities and portfolios	
23MBF301.3	Appraise the valuation of securities	
23MBF301.4	Examine fundamental and technical analysis	
23MBF301.5	Assess portfolio selection and management	
23MBF301.6	Examine the performance of mutual funds	

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Investment Analysis and Portfolio Management	Prasanna Chandra	McGraw-Hill Education	Fifth edition, 2017
2	Security Analysis and Portfolio Management	Punithavathy Pandian	Vikas Publishing House	Second edition, 2012
3	Investment Management	R P Rustagi	Sultan Chand & Sons	Twelfth edition, 2023
Reference Books				
1	Investments	William F Sharpe, Gordon J.. Alexander and Jeffery V.Bailey	Prentice Hall	Sixth edition, 1998
2	Investments	Zvi Bodie , Alex Kane, Alan J. Marcus	McGraw Hill Education	Tenth edition,2013
3	Security Analysis and Portfolio Management	S. Kevin	PHI Learning	Second edition,2015
4	Security Analysis And Portfolio Management	Donald E. Fischer and Ronald J. Jordan	Pearson India	Sixth edition, 2016
Web links/Video Lectures/MOOCs				
<ol style="list-style-type: none"> 1. https://www.classcentral.com/course/investment-strategies-portfolio-analysis-7030 (MOOCs) 2. https://www.incrediblecharts.com/ 3. https://stockcharts.com/ 				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBF301.1	3	-	-	2	-	-	-
23MBF301.2	-	3	-	-	1	-	-
23MBF301.3	-	3	-	-	1	-	-
23MBF301.4	-	3	1	2	-	-	-
23MBF301.5	3	-	-	2	-	-	-
23MBF301.6	-	3	-	-	2	-	-

1: Low 2: Medium 3: High

DIRECT TAXATION

Course Code	23MBF302	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:2:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To provide the students with a comprehensive understanding of basic concepts of Income tax. 2. To understand the computation of taxable Income under different heads. 3. To know the deductions available while computing Income 			
Module-1 Income Tax Act, 1961		10 hours	
Income Tax Act, 1961, Basic Concepts and definitions, Capital and revenue –receipts, expenditures, Basis of charge and scope of total income, Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee). TDS, TCS and Advance Tax			
Module-2 – Income from Salaries		10 hours	
Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, Death cum Retirement benefits, Deductions against Salary. Income from House Property (Theory Only). (Problems on salary Income).			
Module -3 Income from Business or Professions		10 hours	
Income under the head Profit and Gains of Business or Professions and its computation- basic method of accounting- scheme of business deductions/allowance-Depreciation. (Problems on computation of income from business/ profession of Individual assessee and Depreciation).			
Module -4 Income under capital gain		10 hours	
Income under capital gain, basis of charge, types of capital assets, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains. Income from Other Sources (Theory Only). (Problems on computation of Income from capital gain).			
Module -5 Computation of Tax Liability		10 hours	
Permissible deductions under section 80C to 80U, computation of tax liability of Individuals. Setoff and carry forward of losses (Theory only). Computation of taxable income of a company with special reference to MAT. (Problems on Computation of taxable Income and tax liability of Individuals and Problems on MAT).			

Course Outcomes:

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

23MBF302.1	Explain the basic concepts of direct taxation and residential status of assessee
23MBF302.2	Analyze the computation of taxable salary of an individual
23MBF302.3	Determine the computation of business income of different types of assesses
23MBF302.4	Analyze tax provisions in computation of capital gain
23MBF302.5	Evaluate the permissible deductions under section 80C to 80U, computation of tax liability of Individuals.
23MBF302.6	Analyze the Computation of taxable income of a company with special reference to MAT

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Direct Taxes Law and practice,	Vinod Singhania and Kapil Singhania,	Taxmann Publications.	Sixty-ninth edition, 2023
2	Students Guide to Income Tax	Vinod Singhania and Kapil Singhania, –	Taxmann Publications.	Sixty-ninth edition, 2023
Reference Books				
1	Students Guide to Income Tax –	T N Manoharan	Snow White	2023
2	Income Tax	H.C. Mehrotra & Dr. S.P. Goyal	Sahitya Bhawan Publications	Sixty Fourth edition, 2023
Web links/Video Lectures/MOOCs				
1. https://cleartax.in/s/other-income-sources				
1. https://www.britannica.com/topic/taxation				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBF302.1	3	-	-	-	-	-	-
23MBF302.2	-	3	-	-	-	-	-
23MBF302.3	-	3	-	-	-	-	-
23MBF302.4	-	-	-	3	-	-	-
23MBF302.5	-	-	-	3	-	-	-
23MBF302.6	-	3	-	-	-	-	2

1: Low 2: Medium 3: High

BANKING & FINANCIAL SERVICES

Course Code	23MBF303	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:2:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To discuss the banking structure in India
2. To explore the new technologies used in banking and financial services
3. To explain the process of issue management
4. To appraise the significance of various financial services

Module-1 Structure of Banking in India 10 hours

Banking System and Structure in India: Types of banks –Public Sector, Regional Banks, Credit creation and Deployment of Funds. Role of Reserve Bank and GOI as regulator of banking system, Banking sector reforms, Provisions of Banking Regulation Act & Reserve Bank of India Act, Quantitative and Qualitative Measures of Credit Control, Recent trends in Banking- Banking Technology, Neo banking, Payment banking, Fintech, Crypto currency, Bank Performance analysis and Future of Banking. (Theory)

Module-2 Commercial Banking 10 hours

Primary & secondary function, Role of commercial banks in socio-economic development, Services rendered. Banking Technology- Concept of Universal Banking- Home banking–ATMs-Internet banking– Mobile Banking-Core banking solutions–Debit, Credit and Smart cards– Electronic Payment systems- MICR- Cheque Truncation- ECS- EFT – NEFT-RTGS. Applications of artificial intelligence, machine learning, chatbots, block chain in banking and financial services

Module -3 Financial Services 10 hours

Financial Services – nature, scope, fund based and fee based

Merchant Banking: Origin, Nature, Functions, Scope, Services offered, Recent developments in merchant banking, Issue management – Post and Pre issue management, Issue pricing, preparation of prospectus, Issue Management, Underwriting, Private Placement, Book Building vs Fixed price issues.

Module -4 NBFCs and Consumer Finance		10 hours
<p>NBFCs: An Overview - Role and Functions, Types of NBFCs in India-Regulatory framework.</p> <p>Consumer Finance: Modes of consumer finance, Role, Features, Types, Procedure for granting finance & terms of financing credit. Factoring and Forfaiting</p> <p>Micro-finance: The paradigm-NGOs and SHGs-Microfinance delivery mechanisms, Models</p> <p>Services, Challenges. -Future of Micro finance(Theory)</p> <p>Leasing & Hire Purchase: Concept, Types, Evaluation. Problems in Evaluation of Leasing & Hire Purchase. - Cases/Illustrative Problems on Leasing and Hire Purchase</p>		
Module -5 Credit Rating and Depository System		10 hours
<p>Credit Rating: Meaning, Process of credit rating and Rating methodology. Credit rating agencies in India-CRISIL, ICRA, CARE - symbols.</p> <p>Venture Capital: Concept, Features, Process. Stages, Performance of Venture Capital Funded Companies in India</p> <p>Depository System: Objectives, Dematerialisation/ Rematerialisation of shares, Electronic settlement of shares, NSDL& CDSL. Process of Clearing and Settlement. Securitization of Debt: Meaning, process, types, benefits.</p>		
Course Outcomes:		
At the end of the course the student will be able to:		
23MBF303.1	Examine the structure of banking in India	
23MBF303.2	Analyse the role of commercial banks and banking technology in economic development	
23MBF303.3	Examine the process of issue management services provided by merchant bankers	
23MBF303.4	Evaluate leasing and hire purchase services	
23MBF303.5	Examine the process of credit rating and venture capital	
23MBF303.6	Explain the significance of depository services and securitization of debt	

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Financial services	Khan M Y	McGraw Hill Education	Sixth edition
2	Indian Financial System	Bharati V. Pathak	Pearson Education	Fifth edition, 2018
3	Management of Banking and Financial services	Padmalatha Suresh & Justin Paul	Pearson Education	2018
Reference Books				
1	Financial Markets and Services	Gordon & Natarajan	Himalaya publishing	Seventh edition, 2011
2	Merchant Banking & Financial services	Vij & Dhavan	McGraw Hill Education	First edition, 2011
3	Investment Banking	Pratap G Subramanyam	McGraw Hill Education	2012
Web links/Video Lectures/MOOCs				
1. https://ibsintelligence.com/market-news/				
2. https://www.toppr.com/guides/general-awareness/banking/structure-of-banking-in-india/				
3. https://slideplayer.com/slide/8811567/				
4. https://www.youtube.com/watch?v=zsanyYtQQ2I				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBF303.1	3	-	-	3	-	-	-
23MBF303.2	2	-	2	2	-	-	-
23MBF303.3	3	-	-	2	-	-	-
23MBF303.4	2	3	-	-	-	-	-
23MBF303.5	1	-	-	2	-	-	2
23MBF303.6	1	-	-	1	-	-	-

ADVANCED FINANCIAL MANAGEMENT

Course Code	23MBF304	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:2:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To explain the concept capital structure and capital structure theories.
2. To assess the dividend policy of the firm.
3. To be aware of the management of working capital and its financing

Module -1 Capital Structure Decisions 10 hours

Capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, Traditional approach. Advanced Capital Budgeting Techniques Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. (Theory and Problems).

Module -2 Dividend Policy 10 hours

Dividend policy – Theories of dividend policy: relevance and irrelevance dividend decision. Walter’s & Gordon’s model, Modigliani & Miller approach. Dividend policies – stable dividend, stable pay out and growth. Bonus shares and stock split corporate dividend behaviour. (Theory and Problems).

Module -3 Working Capital Management Policy 10 hours

Working capital management – Determination of level of current assets. Sources for financing working capital. Bank finance for working capital. (No problems on estimation of working capital). Working capital financing: Short term financing of working capital, long term financing of working capital. Working capital leverage. (Theory).

Module -4 Inventory Management and Receivables Management 10 hours

Inventory Management: Determinations of inventory control levels: ordering, reordering, danger level. EOQ model. Pricing of raw material. Monitoring and control of inventories, ABC Analysis. (Theory and problems)

Receivables Management – Credit management through credit policy variables, marginal analysis, Credit evaluation: Numerical credit scoring and Discriminate analysis. Control of accounts receivables, Problems on credit granting decision. Cash Management – Forecasting cash flows –preparation of Cash budgets (Theory and Problems)

Module -5 Cash Management and Recent Development in AFM	
10 hours	
Cash Management – Forecasting cash flows – Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances – Baumol model, Miller-Orr model, Strategies for managing surplus fund. (Theory and Problems)	
Recent Developments in Advanced Financial Management-Crypto currency, Block chain technology, Cloud funding, Digitization of financial transactions-big data project finance, Behavioural Finance-Derivative markets in developing countries. (Theory only)	
Course Outcomes:	
At the end of the course the student will be able to:	
23MBF304.1	Analyse capital structure decisions
23MBF304.2	Analyse theories of dividend policy
23MBF304.3	Determine level of current assets.
23MBF304.4	Analyse inventory control levels.
23MBF304.5	Analyse Cash budgets, long-term cash forecasting and monitoring collections.
23MBF304.6	Explain the recent development in the field of advance financial management.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Financial Management	M.Y. Khan & P.K. Jain	TMH	Eighth edition, 2018
2	Financial Management	Prasanna Chandra	TMH	Tenth edition, 2019
3	Financial Management: Comprehensive Textbook with Case Studies	Ravi M. Kishore	Taxmann Publications	Seventh edition, 2013

4	Advanced Financial Management	Binoy Mathew & G. Nagarajan, Jayvee	Digital Publishing	Second edition, 2022
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Reference Books

1	Financial Management & Policy	Vanhorne	Pearson Education	Twelfth edition, 2012
2	Financial Planning: Theory and Practice	Sid Mittra, Shailendra Kumar Rai, Anandi P Sahu & Harry Starn, Jr.	SAGE Texts	2015
3	Financial Management-A Contemporary Approach	Rajesh Kothari	Sage Publications	Second edition, 2017
4	Corporate Finance,	Vishwanath S R	Sage Publications	Third edition, 2019

Web links/Video Lectures/MOOC

1. https://study.com/articles/10_Great_Sources_for_Financial_Education_on_the_Web.html
2. <https://www.pdfdrive.com/advance-financial-management-e33606254.html>
3. <https://www.smartzworld.com/notes/advanced-financial-management-notes-pdf-afm/>
4. https://www.academia.edu/33769964/Advanced_Financial_Management_Class_Notes
5. <https://5y1.org/document/advanced-financial-management-pdf.html>
6. <https://www.youtube.com/watch?v=BKbXjfhLf0w>
7. <https://opentuition.com/acca/afm/>
8. https://www.youtube.com/watch?v=CCQwz_Gwo6o

9. <http://mappingyourfuture.org/money>
10. <http://www.mymoney.gov/>
11. <http://www.vertex42.com/Calculators/debt-reduction-calculator.html>

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBF304.1	3	3	-	-	-	-	-
23MBF304.2	2	3	-	-	-	-	-
23MBF304.3	2	1	-	-	-	-	-
23MBF304.4	1	1	-	1	-	-	-
23MBF304.5	2	-	-	1	-	-	-
23MBF304.6	2	1	-	-	1	-	-

1: Low 2: Medium 3: High

MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING			
Course Code	23MBF305	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:2:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To analyse the reasons for mergers, acquisitions and corporate restructuring. 2. To analyse the financial aspects of mergers 3. To understand the process of merger integration 4. To discuss the anti-takeover strategies 			
Module-1 Mergers and Acquisitions			10 hours
Classification of mergers–Types of acquisitions - Merger Motives- Theories of Mergers-Mergers and industry lifecycle- Value drivers in mergers and acquisitions - Reasons for failure of M&A-Synergy-Types of synergy- Tools for analysis – SWOT, BCG matrix, GE matrix, Porter’s five forces model			
Module-2 – Corporate Restructuring			10 hours
Corporate Restructuring: reasons for restructuring, types of corporate restructuring–sell-off, spin-off, divestitures, demerger, Equity Carve-out -Leveraged Buy-Outs (LBO), Management Buy-Out (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) Joint Ventures and Strategic Alliances Merger Process: Five-stage model–Due diligence– need, people involved in due diligence process – steps in due diligence, Types of due diligence including HR due diligence, attributes of effective due diligence team, reasons for failure of due diligence, HR aspects of M &A– Post merger issues – tools for integration – post merger growth strategies			
Module-3 Determination of exchange ratio			10 hours
Methods of determining the exchange ratio based on EPS,Market Price per share and Book value per share-calculation of maximum exchange ratio desired by acquiring firm and minimum exchange ratio desired by target firm-Post merger EPS and P/E-Measurement of True cost (Theory and Problems)			
Module-4 Financial evaluation of merger			10 hours
Financial evaluation of mergers- Merger as a capital budgeting decision-Discounted cash flow approach-Estimation of Free cash flows- Computation of value of the firm with and without synergy (Theory and Problems)			

Module-5 Takeovers & Takeover Defenses		10 hours
<p>Takeovers: Forms of takeovers - Takeover defenses: bankmail, greenmail, crown jewel, poison pill, grey knight, shark repellent, white knight, pacman defence, Benefits and disadvantages of takeovers, SEBI Takeover code</p> <p>Legal issues in M & A - Competition Act- 2002-Competition Commission of India (CCI), relevant sections of Companies Act, 1956, Buyback of shares</p>		
<p>Course Outcomes: At the end of the course the student will be able to:</p>		
23MBF305.1	Analyse mergers from a strategic perspective	
23MBF305.2	Examine corporate restructuring and the process of merger	
23MBF305.3	Determine the share exchange ratio	
23MBF305.4	Evaluate the financial aspects of mergers	
23MBF305.5	Analyse the aspects of takeover	
23MBF305.6	Discuss the legal issues in mergers	

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Mergers and Acquisitions	Rajinder S. Aurora, Kavita Shetty and Sharad R.Kale	Oxford University Press	First edition, 2011
2	Taxmann's Mergers Acquisitions & Corporate Restructuring Strategies & Practices	Rabi Narayan Kar and Minakshi	Taxmann Publications	Third edition, 2017
3	Mergers and Acquisitions	Sheeba Kapil and Kanwal N. Kapil	Wiley	First edition, 2015
Reference Books				
1	Takeovers, Restructuring and	J. Fred Weston, Mark	Pearson Education	Fourth edition,

	Corporate Governance	L. Mitchell, J. Harold Mulherin		2003
2	Financial Management: Problems and Solutions	A.N. Sridhar	Shroff Publishers	Second edition, 2006
3	Mergers, Acquisitions, and Other Restructuring Activities	Donald DePamphilis	Academic Press	Tenth edition, 2019

Web links/Video Lectures/MOOCs

1. <http://www.mergersindiainfo.com/about>
2. <https://www.classcentral.com/course/mergers-and-acquisitions-10794> (MOOCs)
3. <https://imaa-institute.org/mergers-and-acquisitions-statistics/>

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBF305.1	-	3	3	2	-	-	-
23MBF305.2	3	-	-	-	3	-	2
23MBF305.3	3	3	-	-	-	-	-
23MBF305.4	-	-	-	3	-	-	-
23MBF305.5	-	3	-	2	3	-	-
23MBF305.6	-	-	-	2	-	3	-

1: Low 2: Medium 3: High

CORPORATE VALUATION

Course Code	23MBF306	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:2:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To introduce to the DCF models of valuation
2. To understand value based management methods
3. To comprehend strategic financing decisions

Module-1 Corporate valuation 10 hours

Overview-Context of valuation-approaches to valuation-Features of the valuation process- Enterprise DCF Model-Analysing historical performance-Estimating the cost of Capital-Forecasting performance-Estimating the continuing value- Calculating and interpreting the results- Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model- Adjusted present value model- Economic profit model-Applicability and Limitations of DCF analysis (Theory and problems).

Module-2 Non-DCF approaches to valuation 10 hours

Book value approach, Adjusted book value approach, stock and debt approach (numerical problems in each of these methods). Market in efficiency and valuation- Relative Valuation-Steps involved in Relative Valuation-Equity Valuation Multiples-Enterprise valuation Multiples-Choice of multiple-best practices using Multiples-Assessment of relative evaluation. (Theory and problems).

Module-3 Advanced issues in valuation 10 hours

Valuation of companies of different kinds - valuation in different contexts-Loose ends of valuation-Valuation of intangible assets: Patents, trademarks, copy rights and licenses; Franchises; Brands. (Theory and problems).

Strategic financing decisions: Capital structure and value in a perfect world,-Signalling theory- Dividend policy and firm value-implications of real world imperfections-implications for dividend policy-dividend policy formulation-Share buyback and valuation.(Theory).

Module-4 Organisational architecture 10 hours

Nature of man-Key components of organizational architecture-Factors that have a bearing on the organizational architecture-assignment of decision-making authority-Individual performance measurement-divisional performance measurement and transfer pricing. (Theory).

Module-5 Value-Based Management		10 hours
Value-Based Management- Methods and Key premises of VBM-Marakon approach-Alcar approach-McKinsey Approach-Stern Stewart approach- BCG approach-Lessons from the experiences of VBM adopters. (Theory).		
Course Outcomes:		
At the end of the course the student will be able to:		
23MBF306.1	Examine the DCF models of Corporate valuation	
23MBF306.2	Analyse the non DCF approaches to valuation	
23MBF306.3	Discuss the valuation of intangible assets and financing decisions	
23MBF306.4	Analyse the key components of organizational architecture	
23MBF306.5	Discuss the key premises of value based management	
23MBF306.6	Evaluate the value-based management approaches	

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Corporate Valuation and Value Creation	Prasanna Chandra	McGraw Hill Education	First edition, 2011
2	Damodaran on Valuation	Aswath Damodaran	Wiley	Second edition, 2006
3	Corporate Valuation: an easy guide to measuring value	David Frykman and Jakob Tolleryd	Financial Times/ Prentice Hall	First edition, 2003
Reference Books				
1	Corporate Valuation: A Guide for Managers and Investors	Phillip R. Daves, Michael C. and Ehrhardt Ron E. Shrieves	Cengage Learning	First edition, 2003
2	The Valuation Handbook: Valuation	Rawley Thomas and Benton E. Gup	Wiley	First edition, 2009

	Techniques from Today's Top Practitioners			
3	Corporate Valuation: Tools for Effective Appraisal and Decision-Making	Bradford Cornell	McGraw Hill Education	First edition, 1993

Web links/Video Lectures/MOOCs

1. <https://www.classcentral.com/course/company-valuation-8826> (MOOCs)
2. <https://www.valuadder.com/free-business-valuation-resources.html>

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBF306.1	3	3	-	-	-	-	-
23MBF306.2	3	3	-	-	-	-	-
23MBF306.3	3	-	-	2	-	-	-
23MBF306.4	-	-	3	-	3	1	-
23MBF306.5	3	-	3	-	-	3	-
23MBF306.6	-	3	3	-	-	-	-

1: Low 2: Medium 3: High

RISK MANAGEMENT AND INSURANCE

Course Code	23MBF307	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:2:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To explain the concept of risk and loss exposure
2. To trace the history and regulations of insurance industry in India
3. To explain the basics of life insurance plans
4. To appraise the significance of general insurance policies

Module-1 Introduction to Risk Management 10 hours

Risk-Risk and Uncertainty-Types of Risk-Burden of Risk-Sources of Risk-Methods of handling Risk-Degree of Risk-Management of Risk. Risk Identification- Business Risk Exposures-Individual Exposures-Exposures of Physical Assets -Exposures of Financial Assets, Human Assets, Legal Liability and Work-Related Injury

Module-2 Risk Measurement & Insurance 10 hours

Evaluating the Frequency and Severity of Losses-Risk Control-Risk Financing Techniques-Risk Management Decision Methods- Pooling Arrangements and Diversification of Risk. Advanced Issues in Risk Management: The Changing Scope of Risk Management -Insurance Market Dynamics-Loss Forecasting-Financial Analysis in Risk Management -Decision Making Other Risk Management Tools.
Introduction to Insurance: Risk and Insurance- Definition and Basic Characteristics of Insurance-Requirements of an Insurable Risk-Adverse Selection and Insurance-Insurance vs. Gambling Insurance vs. Hedging Types of Insurance-Essentials of Insurance Contracts. Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India. IRDA-Duties and powers of IRDA-IRDA Act 1999

Module-3 Life Insurance 10 hours

Basics of Life Insurance-Growth of Actuarial Science- Features of Life Insurance-Life Insurance Contract-Life Insurance Documents-Insurance Premium Calculations. Life Insurance Classification-Classification on the Basis –Duration-Premium Payment Participation in Profit-Number of Persons Assured-Payment of Policy Amount-Money Back Policies-Unit Linked Plans. Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities. Laws Related to General Insurance-General Insurance

Module-4 General Insurance 10 hours

Health Insurance- Individual Medical Expense Insurance – Long Term Care Coverage – Disability Income Insurance – Medi-claim Policy –

Group Medi-claim Policy – Personal Accident Policy - Features of Group Health Insurance – Group Availability Plan. Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage. Marine Insurance-Types of Marine Insurance – Marine Insurance principles Important Clauses in Marine Insurance– Marine Insurance Policies –Marine Risks. Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing

Module-5 Management of Insurance Companies 10 hours

Functions and Organization of Insurers- Types of Insurance Organization, Organizational Structure of Insurance Companies-Functions of Insurers. Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance. Claims Management-Claim Settlement in General Insurance- Claim Settlement in Life Insurance. Marketing of insurance products – distribution channel, Critical Success factors for Insurance Players

Course Outcomes:

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

23MBF307.1	Analyse the concept of risk management and loss exposure
23MBF307.2	Explain the framework and regulations of the insurance industry in India
23MBF307.3	Compare life insurance policies
23MBF307.4	Examine general insurance policies
23MBF307.5	Explain the management of insurance companies
23MBF307.6	Examine claims settlement process

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Principles of Risk Management and Insurance	George E Rejda	Pearson Education	Twelfth edition, 2009
2	Insurance and Risk Management	P.K. Gupta	Himalaya Publishing House	2010
3	Introduction to Risk Management and Insurance	Mark S. Dorfman,	Prentice Hall India	Tenth edition, 2008

Reference Books				
1	Risk Management and Insurance	Scott E. Harrington and Gregory R Niehaus	McGraw Hill Education	Second edition, 2017
2	Principles and Practice of Insurance	P. Periasamy	Himalaya Publishing House	2018
3	Risk Management and Insurance	C. Arthur Williams, Jr. Peter Young and Michael Smith	McGraw Hill Education	Eighth edition, 1997
Web links/Video Lectures/MOOCs <ol style="list-style-type: none"> https://www.youtube.com/watch?v=mktNDebfF3o https://www.youtube.com/watch?v=Z7Mo5TjqyDQ http://www.technofunc.com/index.php/domain-knowledge/insurance-domain/item/principles-of-insurance 				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBF307.1	3	-	-	3	-	-	-
23MBF307.2	-	3	-	3	-	-	-
23MBF307.3	2	-	-	-	-	-	-
23MBF307.4	2	1	-	-	-	-	-
23MBF307.5	1	2	-	2	-	-	-
23MBF307.6	1	3	-	2	-	-	-

1: Low 2: Medium 3: High

**RECRUITMENT AND SELECTION
(HR SPECIALISATION)**

Course Code	23MBH301	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives

1. To assess methods and techniques of Job analysis.
2. To appraise internal hiring and its significance in the industry.
3. To classify external hiring source based on the job position and specification.
4. To analyses resume/CV/Bio data and shortlist the suitable candidates
5. To enable students with testing, reference checking and appointment orders in job recruitment and selection.

Module-1 Workforce Planning and Recruitment Analytics 10 hours

Concept of Work, Organizations' Work and Jobs; Millennials at the work place; Key Characteristics of Millennials; Types of Millennial; The Evolution of Work Structure; Organising the Work; Strategic Job Redesign and Its Benefits; Strategic Issues in Recruitment; What make Bad Recruitment; Overview of the Hiring Process; Recruitment Metrics; Factors Affecting Recruitment; Recruitment Strategy: An Internal Approach; Recruitment Strategy: An External Approach; Legal and Ethical Considerations; Organizational Best Practices, Focus on organization culture for attracting talent.

Module -2 Job Analysis, Job Description and Job Design 10 hours

Identify the Job to Examine; Determine Appropriate Information Sources and Collect Job-Related Data; Job Description; Competency and Competency Ice Berg Model; Why Competency Based Recruitment; Sources of Recruitment; Different steps of job search; Motivational Job Specification; Creation of Functional Specification; Creation of Behavioural Specification; Employer branding; social media; Job Design.

Module -3 Job Evaluation 10 hours

The Job Evaluation Process; Obtain Job KSAOs, Qualifications, Working Conditions, and Essential Duties; Examine Compensable Factors Using the Rating/Weighting Evaluation Method; Determine Overall Job Value; Hay Group—Pioneer in Job Evaluation; Determining Compensation using Job Evaluation Data; Legal and Ethical Considerations for Job Evaluation; Online Salary Survey.

Module -4 Selection and Interview Strategy 10 hours

Interview Strategy and Process; Millennials shaping the Recruitment

landscape in the organizations; Strategies for recruiting and selecting Generation in to the workforce Developing Effective. Interviewers; Interviewing Techniques; Remote interview concept, Legal and Ethical Considerations in the Interview Process; The overall BEI Process; Assessment Centre's; Simulations.

Module -5 Testing and Assessment

10 hours

Testing in Occupational Selection; Test related to Assessment of Knowledge, Skills, and Abilities; Personality Assessment; The Birkman method and MBTI® comparison; FIRO-B; Honesty and Integrity Assessment; **Non-Interviewing Methods**; Graphology; Skills Assessment; Games and Group Activity for Leadership Assessment; Administration of Tests and Assessments; Key Interviewer Skills.

Making the Hire; Assessment of Candidate and Job Fit: Unique Recruitment strategies; Bio data and Application Forms; Implications of Using Social Media Content in Hiring Decisions; Background Checks; Reference Checks; Pre-employment Testing; Making a Job Offer; Transitioning from Job Candidate to Employee; Induction; Placement.

Course Outcomes:

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

23MBH301.1	Develop a greater understanding about strategies for workforce planning and assessment
23MBH301.2	Compare the methods and techniques of Job analysis and Job design
23MBH301.3	Analyse the process and methods of job evaluation
23MBH301.4	Assess Selection and Interview Strategy for effective selection
23MBH301.5	Plan necessary assessment test and hiring decisions
23MBH301.6	Assess the organization culture for attracting talent.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	How to Recruit, Incentives and Retain Millennials.	Rohtak	Sage Publications	2019
2	Recruitment and Selection- Strategies for Workforce	Carrie A. Picardi	Sage Publication	2020

	Planning & Assessment			
3	Human Resource Management	Garry Desller Biju Varkkey	Pearson Education	Seventeenth edition, 2023
Reference Books				
1	Human Resource Management:	Amitabha Sengupta	Sage Publication	2018
2	Performance Management and Appraisal system	T.Venkat eshwar Rao	Sage Publication	2004
3	Predictive HR Analytics, Text Mining & Organizational Network Analysis	Mong shen NG	Mong shen NG	2019
Web links/Video Lectures/MOOCs				
1. http://www.icmrindia.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB044.html				
2. https://hr.ucr.edu/recruitment/guidelines/process.html				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBH301.1	3	-	2	-	-	-	-
23MBH301.2	-	-	2	-	2	3	-
23MBH301.3	-	-	-	2	3	-	-
23MBH301.4	3	-	-	2	-	-	-
23MBH301.5	-	3	-	-	-	-	1
23MBH301.6	-	2	-	3	-	-	-

1: Low 2: Medium 3: High

HUMAN RESOURCE ANALYTICS

Course Code	23MBH302	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To gain an understanding of the different analytical approaches used by HR professionals to solve real business problems
2. To Assess human resource management activities such as forecasting requirements and availability of numbers and types of skill sets needed by an organization.

Module -1 Introduction to HR Analytics 10 hours

Meaning of HR Analytics; Pitfalls of HR Analytics; What is not HR Analytics; Evolution of HR Analytics, Talent Management, Aligning human resources to business through HR analytics. Steps in implementation of HR analytics, Conducting HR Analytics, Text analytics.

Module 2: HRA Framework 10 hours

HR Analytics framework: LAMP framework, HCM:21 Framework
Components of an effective Analytics framework, Levels of HR analytics: Descriptive, Predictive, Prescriptive, Ethics in HR analytics, Continuum of Human Capital Analytics.

Module 3: Insight into Data Driven HRA & HR Scorecard 10 hours

Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, building support and interest, obtaining data, cleaning data (exercise), Supplementing data.

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

Module 4 Applications of HR Metrics and Creating HR Dashboards 10 hours

HR Metrics, Types of HR Metrics, Staffing Metrics, Training and Development Metrics, Application-oriented Exercises: Dashboards: Few Key Excel Add-ins/Functions to Help Create Dashboards, Name Range, The Developer Tab, Form Controls, Important Excel Formulas Useful for Creating Dashboards, VLOOKUP, INDEX, SUMIF, AVERAGEIF and COUNTIF, Application of Excel Functions in Creating HR Dashboards, Storyboarding: Connecting the Dots and Integrating the Findings.

Module -5 HR Analytics and statistical tools		10 hours
Correlation and regression Analysis: Meaning, assumption, application using PSPP and R Commander T-test: One sample T test, Paired t test, Independent Sample T Test: Meaning, and application using PSPP and R Commander ANOVA- One Way ANOVA- meaning and application using PSPP and R Commander.		
Course Outcomes: At the end of the course the student will be able to:		
23MBH302.1	Appraise the role of HR Analytics in the Organisational system	
23MBH302.2	Interpret HR Analytics framework to measure HR Contribution	
23MBH302.3	Analyse the relevance of HR scorecard	
23MBH302.4	Create an HR dashboard and run different scenario based on the need identified	
23MBH302.5	Analyse the HR data using Correlation and regression.	
23MBH302.6	Interpret HR data with application of ANOVA and T- test.	

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Practical Applications of HR Analytics	Pratyush, Banerjee; Jatin Pandey; Manish Gupta	SAGE Texts	2019
2	HR Analytics- Understanding Theories and Applications	Bhattacharya, Dipak Kumar	SAGE Texts	2017
3	Winning on HR Analytics- Leveraging Data for Competitive Advantage	Ramesh, Soundarajan and Kuldeep Singh	Sage Publication India	2016
Reference Books				
1	Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives	Sesil James, C	Pearson Education	2017

	and Improving Collaboration			
2	Predictive Analytics-Mastering the HR Matrix	Martin Edwards and Kirsten Edwards	Kogan Page	2019
3	Fundamentals of HR Analytics: A Manual on Becoming HR Analytical	Fermin Diez, Mark Bussin, Venessa Lee	Emerald Publishing Limited	2019

Web links/Video Lectures/MOOCs

1. <https://www.aihr.com/>
2. <https://www.youtube.com/watch?v=2m9BIRGIKfQ>
3. https://www.youtube.com/watch?v=mhMorNa1uB8&list=PLsh2FvSr3n7ch3k39k-GBYlyNs41_N2D2

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBH302.1	-	2	3	-	-	-	-
23MBH302.2	-	2	-	2	-	-	-
23MBH302.3	-	3	-	-	-	-	2
23MBH302.4	3	-	-	-	-	3	-
23MBH302.5	3	-	-	-	3	-	-
23MBH302.6	3	-	-	-	-	-	-

1: Low 2: Medium 3: High

INDUSTRIAL RELATIONS AND LEGISLATIONS			
Course Code	23MBH303	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To discuss the principles of IR and develop an awareness of the significance of industrial peace. 2. To explain the concept of Industrial Relations. 3. To assess the components and meaning of sustaining Industrial peace anchored on harmonious Employee-Management relations. 4. To discuss the various Industrial acts. 			
Module-1 Fundamental Aspects of Industrial Relations 10 hours			
Introduction – Industrial Relation: Definitions, Scope, Objectives, Types, Characteristics, Importance, approaches of Industrial Relations, Model of Industrial relations, Recent Trends in Industrial Relations, Managing IR Changes. The Participants of Industrial Relation Activities.			
Module-2 Labour Legislation in India 10 hours			
Evolution of Labour Legislation in India - History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers; The Present Labour Laws and Codes. Concept and steps of Grievance, Need for a Grievance Redressal procedure, Legislative aspects of the grievance redressal procedure in India, Model of Grievance redressal Procedure.			
Module-3 Collective Bargaining 10 hours			
Collective bargaining: Concept – function and Importance – principles and forms of Collective bargaining, importance of Collective Bargaining, Process of Collective Bargaining, Negotiation, form of negotiation Workers’ Discipline Management, causes of indiscipline, disciplinary Action - service rules, misconduct, investigation of allegations, showcase notice, charge sheet, domestic enquiry, Report of findings, punishments to be imposed. Workers participation in Management.			
Module-4 Employee Relation in Industry 10 hours			
Introduction to Employee Relation, meaning and significance of employee relation in industry, Advantages and limitations of maintaining employee relations through unions. Legal provisions to maintain employee relation- works committee, conciliation, board of conciliation, voluntary arbitration, and adjudication.			

Module-5 Labour Laws		10 hours
<p>Factory Act 1948, Contract labour Act (Regulation and Abolition) Act 1970, The Payment of Wages Act, 1936 – the Minimum Wages Act, 1948.</p> <p>Industrial Dispute Act 1947, Trade Union act 1926. Employee State Insurance Act 1948, Employee Compensation Act 1923, Maternity Benefit Act 1961, Employee provident Fund and Miscellaneous Provisions Act 1952, Gratuity Act 1972, Bonus Act 1965.</p> <p>Recent amendments –Labour Codes 2020.</p>		
Course Outcomes:		
At the end of the course the student will be able to:		
23MBH303.1	Analyse the background of industrial relation.	
23MBH303.2	Appraise the relevance and importance of Labour Laws and Industrial Relations in Organisation	
23MBH303.3	Apply and solve the workplace problems through Labour Laws	
23MBH303.4	Assess the components and meaning of sustaining Industrial peace anchored on harmonious Employee-Management relations.	
23MBH303.5	Appraise and judge the practical applicability of Labour Laws regulating Industrial Relations in Organisation	
23MBH303.6	Examine the effectiveness of labor laws in India	

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Industrial Relations and Labour Laws for Managers	Parul Gupta	Sage Publications India	2019
2	Managing Human Resources/Personnel Management in Indian enterprises,	R.S. Dwivedi	Galgotia Publishing	2002
3	Employee Relations	P N Singh and Neeraj Kumar	Pearson Education	2011

	Management			
4	Dynamics of Industrial Relations	Mamoria & Mamoria,	Himalaya Publishing House	2012
5	Economic Environment of Business	S. K Misra and V. K.Puri	Himalaya Publishing House	2012

Reference Books

1	Industrial Relations and labor laws	S.C. Srivastava	Vikas	Eighth Edition, 2023
2	Fundamentals of Industrial Relations	Shyam Boregowda Ramu, N K Ramachandra Gowda, Y T Krishna Gowda	New Age International Publications,	2019
3	Bare Acts, Ministry of Labour	GOI	GOI	2019

Web links/Video Lectures/MOOCs

1. <https://www.google.co.in/search?q=case+study+on+industrial+relations&oq=case+study+on+Industrial+&aqs=chrome.2.69i57j0l5.11303j0j8&sourceid=chrome&ie=UTF-8>
2. <http://sdmimd.ac.in/SDMRCMS/cases/CIM2012/9.pdf>
3. <https://www.scribd.com/doc/44064570/Case-Studies-Industrial-Relations>

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBH303.1	1	-	-	-	-	-	-
23MBH303.2	-	-	-	2	-	-	-
23MBH303.3	1	1	1	-	-	-	-
23MBH303.4	-	-	-	1	1	-	1
23MBH303.5	-	-	1	1	-	-	-
23MBH303.6	3	1	-	-	-	-	-

1: Low 2: Medium 3: High

COMPENSATION & REWARD SYSTEM

Course Code	23MBH304	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To know the theoretical and practical developments in the area of compensation and benefits.
2. To discuss the strategic importance of compensation for the achievement of organizational goals.
3. To understand the relationship between compensation objectives and business strategy.
4. To discuss the role of compensation in attracting, motivating, and retaining a high-quality workforce..

Module-1 Compensation

10 hours

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

Module-2 Compensation Management

10 hours

Meaning of Compensation Management, The Pay Model, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organizational Level, Wage Problems in India, Components/Functions of Compensation Management/W&S Admin.

Module-3 Wage Determination Practices

10 hours

Introduction, Management's Strategy, Reward Policy, Reward Management Processes, Reward Management Procedures, Pay Reviews, Planning and Implementing Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Evaluation of Reward Processes, Some Other Trends, Boardroom Pay; Divergent Systems and Institutions for Wage Fixation in Practice in India, Management Strategy; Fringe Benefits, Fringe Benefits and Current Practices, Internal Audit of Compensation and Benefits; Different types of Direct and Indirect compensation include: Base Pay / Base pay; Commissions; Overtime Pay; Bonuses, Profit Sharing, Merit Pay; Stock Options; Travel/Meal/Housing Allowance; Benefits

including: dental, insurance, medical, vacation, leaves, retirement, taxes; Merit pay; Incentive Pay; Deferred Pay ; Pay for time; Recreational facilities.

Module-4 Contingent Pay, Pay for Performance, Competence

10 hours

Competency-Based Pay, Skill-Based Pay, Team-Based Rewards, Gainsharing, Profit-Sharing Profit-Related Pay and Beyond Other Cash Payments and Allowances Overtime Payments Attendance Bonuses, Shift Pay, Clothing Allowances, Honoraria, Payments for Qualifications, Pay for Person, Pay for Excellence, Managerial Compensation and Rewards, Sales Force Incentive Programmes, Competency based Pay- Framework, Model and Challenges; Pay for Performance : Steps involved in the design for pay for performance – Intent ; Eligibility; Participation; Performance and Goal Criteria-Measurements ; Funding; Pay Outs and Timing; Benefits Impact & Administration; Evaluation.

Module-5 Administration & Controlling Salary Costs 10 hours

The purpose of a survey, Salary Survey data, Salary Costs, Salary Planning, Salary Budget, Salary Control, Salary Reviews, Guidelines for Salary Review Process, responding to Negative Salary Review, Five Key Steps: Manager’s Guide to Annual Salary Review, Fixing of Salary, Method of Paying Salary, Flexibility, Process of Wage and Salary Fixation.

Operating, Non-financial Benefits (Intrinsic and Relational Rewards)

Role of Non-financial Benefits/Rewards on Employee Motivation, Types of Non-financial Benefits/Rewards, Planning the Non-financial Benefits/Rewards, A Few Most Effective Non-financial Benefits/Rewards to Motivate Employees, Heineken’s Refreshing Approach to Reward, Non-financial Metrics Intellectual Capital Assessment and Market Implications of Human Capital, Recognition, Praise, Learning and Development, Achievement, Value Addition in Personality Others.

Course Outcomes:

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

23MBH304.1	Analyse the various conceptual aspects of Compensation and Benefits to achieve organizational goals.
23MBH304.2	Evaluate the National wage policy and wage problems.
23MBH304.3	Evaluate the wage determination practices in India.
23MBH304.4	Determine the performance-based compensation

	system for business excellence and solve various cases.
23MBH304.5	Analyse Administration & Controlling Salary Costs and Salary Review
23MBH304.6	Analyse the role of non-financial benefits on employee motivation.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Compensation Management	R. C. Sharma, Sulabh Sharma	Sage Publication India	2019
2	Compensation and Benefit Design	Biswas, Bashker, D	Pearson Education	2013
3	Managing Employees Performance and Rewards	Shields	Cambridge Press	2007
Reference Books				
1	Human Resource Information Systems: Basics, Applications, and Future Directions	Michael J. Kavanagh, Mohan Thite, Richard D. Johnson	Sage Publication India	Third edition, 2015
2	Competency-Based Human Resource Management	AnindyaBasu Roy, SumatiRaym	Sage Publication India	2019
3	Compensation and Reward Management	Singh, B D	Excel Books	2007
4	Compensation	George T Milkovich	McGraw Hill Education	Ninth edition, 2009
Web links/Video Lectures/MOOCs				
1. https://www.aonhumancapital.co.in/Home/Aon-Best-Employers-India/insights/Insights-from-2016/Case-studies				
2. https://india.oup.com/productPage/5591038/7421214/9780199456543				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBH304.1	1	-	-	-	-	-	-
23MBH304.2	1	-	1	-	-	-	-
23MBH304.3	-	2	-	-	-	-	-
23MBH304.4	-	-	1	-	1	-	-
23MBH304.5	-	2	1	-	-	-	-
23MBH304.6	1	-	1	-	-	-	-

1: Low 2: Medium 3: High

ORGANISATIONAL LEADERSHIP

Course Code	23MBH305	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Objectives

1. The student will be able to describe and Identify the application of Leadership styles and practices followed in the Organisation
2. The student will be able to describe and explain in her/his own words, the relevance and importance of various Leadership practices and style followed in the Organisation
3. The student will be able to apply and solve the workplace problems through Leadership practices
4. The student will be able to classify and categories different Leadership practices and styles followed in the Organisation
5. The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organisation
6. The student will be able to appraise and judge the practical applicability of Leadership practices followed in the Organisation

Module-1 Introduction

10 hours

Concept of Leadership, Ways of Conceptualizing Leadership, Definition and Components, Leadership Described, Trait Versus Process Leadership, Assigned Versus Emergent Leadership. Leadership and Power, Leadership and Coercion, Leadership and Management

Module -2 Model of Leadership - Part A

10 hours

Trait Approach

Description, Intelligence, Self-Confidence, Determination, Integrity, Sociability, Five-Factor Personality Model and Leadership, Emotional Intelligence, How Does the Trait Approach Work?

Strengths, Criticisms, Application, Case Studies, Leadership Instrument

Skills Approach

Description, Three-Skill Approach, Technical Skill, Human Skill, Conceptual Skill, Summary of the Three-Skill Approach, Skills Model, Competencies, Individual Attributes, Leadership, Outcomes, Career Experiences, Environmental Influences, Summary of the Skills Model, How Does the Skills Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument

Behavioral Approach

Description, The Ohio State Studies, The University of Michigan Studies, Blake and Mouton's Managerial (Leadership) Grid, Authority-Compliance (9,1), Country-Club Management (1,9) Impoverished

Management (1,1), Middle-of-the-Road Management (5,5), Team Management (9,9), Paternalism/Maternalism, Opportunism, How Does the Behavioral Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument

Situational Approach

Description, Leadership Styles, Development Levels, How Does the Situational Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument

Module -3 Model of Leadership - Part B

10 hours

Path–Goal Theory

Description, Leader Behaviors, Directive Leadership, Supportive Leadership, Participative Leadership, Achievement-Oriented Leadership, Follower Characteristics, Task Characteristics How Does Path–Goal Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument

Leader–Member Exchange Theory

Description, Early Studies, Later Studies, Leadership Making, How Does LMX Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument

Transformational Leadership

Description, Transformational Leadership Defined, Transformational Leadership and Charisma, A Model of Transformational Leadership, Transformational Leadership Factors, Transactional Leadership Factors, Non- leadership Factor, Other Transformational Perspectives Bennis and Nanus, Kouzes and Posner, How Does the Transformational Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument, Leadership and remote working.

Authentic Leadership

Description, Authentic Leadership Defined, Approaches to Authentic Leadership, Practical Approach, Theoretical Approach, How Does Authentic Leadership Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument

Psychodynamic Approach

Description, The Clinical Paradigm, History of the Psychodynamic Approach, Key Concepts and Dynamics Within the Psychodynamic Approach, How Does the Psychodynamic Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument

Module -4 Leadership Instrument

10 hours

Description, Culture Defined, Related Concepts, Ethnocentrism, Prejudice, Dimensions of Culture, Uncertainty Avoidance, Power Distance, Institutional Collectivism, In-Group, Collectivism, Gender

Egalitarianism, Assertiveness, Future Orientation, Performance Orientation, Humane Orientation, Clusters of World Cultures, Characteristics of Clusters, Anglo, Confucian Asia, Eastern Europe, Germanic Europe, Latin America, Latin Europe, Middle East, Nordic Europe, Southern Asia, Sub-Saharan Africa, Leadership Behavior and Culture, Clusters, Eastern Europe Leadership Profile, Latin America Leadership Profile, Latin Europe Leadership Profile, Confucian Asia Leadership Profile, Nordic Europe Leadership Profile, Anglo Leadership Profile, Sub-Saharan Africa Leadership Profile, Southern Asia Leadership Profile, Germanic Europe Leadership Profile, Middle East Leadership Profile, Universally Desirable and Undesirable Leadership Attributes, Strengths, Criticisms, Application, Case Studies on Leadership Instrument

Module -5 Ethical Leadership & Leadership Practices 10 hours

Description, Ethics Defined ;Level 1. Pre-conventional Morality ;Level 2. Conventional Morality;Level 3. Post-conventional Morality; Ethical Theories, Centrality of Ethics to Leadership, Heifetz’s Perspective on Ethical Leadership; Burns’s Perspective on Ethical Leadership, The Dark Side of Leadership, Principles of Ethical Leadership, Ethical Leaders Respect Others, Ethical Leaders Serve Others, Ethical Leaders Are Just, Ethical Leaders Are Honest, Ethical Leaders Build CommModuley, Strengths, Criticisms, Application, Case Studies, Leadership Instrument.

Leadership Practices: Select Case of Successful Leadership Practices; TATA Group; Reliance; Infosys; WIPRO; and Organisations which are listed as Fortune Companies. NHRD; NIPM; CII; FICCI; Conference Board; CCL - Centre of Creative Leadership.

Course Outcomes:

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

23MBH305.1	Appraise leadership theory and traits of effective leaders
23MBH305.2	Analyse leadership behavior, motivation and situational leadership approach
23MBH305.3	Elaborate leadership theories and types
23MBH305.4	Evaluate leadership profile across various cultures
23MBH305.5	Analyze ethical leadership and morality
23MBH305.6	Discuss leadership practices followed by successful leaders

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Leadership: Theory and Practices Leadership for Organisations	Peter G. Northouse	Sage Publication	Seventh edition, 2016
2	Management: Leading People and Organisations in the 21st Century	Gary Dessler	Prentice Hall	Second edition, 2001
3	Charismatic Leadership in Organisations	Jay A. Conger, Rabindra N. Kanungo	Sage Publications	First edition, 1998
4	Leadership in Organization	Gary Yukl	Pearson Education	Eighth edition, 2017
Reference Books				
1	Leadership: Theory and Practices Leadership for Organisations	Peter G. Northouse	Sage Publication	Seventh edition, 2016
2	Management: Leading People and Organisations in the 21st Century	Gary Dessler	Prentice Hall	Second edition, 2001
3	The Leadership Code: Five Rules to Lead	Dave Ulrich, Norm Smallwood, Kate Sweetman	Harvard Business Pres	First edition, 2008
4	Leadership And Management Development	Kevin Dalton	Pearson Education	First edition, 2013
Web links/Video Lectures/MOOCs				
1. https://www.notredameonline.com/resources/leadership-and-management/how-leaders-emerge-during-challenging-times/				

2. <https://www.allencomm.com/resources/use-cases/case-study-leadership-organizational-development/>

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBH305.1	3	1	-	-	-	-	-
23MBH305.2	1	-	1	-	1	-	-
23MBH305.3	1	-	-	-	1	-	-
23MBH305.4	-	-	1	-	1	1	-
23MBH305.5	-	-	1	2	-	-	-
23MBH305.6	1	-	-	-	-	-	2

1: Low 2: Medium 3: High

**PERSONAL GROWTH AND INTERPERSONAL
EFFECTIVENESS**

Course Code	23MBH306	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Objectives

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

Module-1 Dynamics of Personal Growth 10 hours

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

Module -2 Interpersonal Trust 10 hours

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

Module -3 Understanding Human Personality & Neuro Functioning 10 hours

Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, PF 16 and Type A and B, Emotional intelligence.

Basic functions of mind: Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming.

Module -4 Attitudes, Beliefs, Values and their impact on Behaviour 10 hours	
Personal change meaning, nature and requisites. Social adjustments and habit formation. Locus of control. Habits of personal effectiveness. Seven habits of highly effective people.	
Module -5 Interpersonal relations and personal growth 10 hours	
Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, time management and honouring the commitments	
Transactional Analysis	
Ego states, types of transactions and time structuring. Life position, scripts and games; T-group sensitivity training, encounter groups, appreciative enquiry and group relations conference (students may go through three days personal growth lab for experiential learning)	
Course Outcomes:	
At the end of the course the student will be able to:	
23MBH306.1	Have in-depth understanding the various personality which promotes personal growth.
23MBH306.2	Develop the greater insight of self, and others through various theories .
23MBH306.3	Apply the psychometrics tests in understanding the personality traits and analyse the concepts of human behaviour and functioning of mind.
23MBH306.4	Analyse attitudes, beliefs and habits of highly effective people.
23MBH306.5	Assess interpersonal relationship and Interpersonal needs.
23MBH306.6	Apply transaction analysis and experiential learning to improve interpersonal effectiveness.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Organizational Behavior: Human Behavior at work	John W. Newstrom and Keith Davis	McGraw Hill Education	Eleventh edition, 2003
2	Human Relations in organisations	Robert N. Lussier	McGraw Hill	Sixth edition

			Education	
3	Development of Management Skills	Whetten & Cameron	PHI	Seventh edition
4	Competency Mapping Assessment and Growth	Naik G. P	IHRM	2010

Reference books

1	Understanding Organisation Behaviour	Udai Pareek	Oxford University Press	Fourth edition, 2018
2	Theories of Personality	Calvin S Hall	Wiley	Fourth edition, 1997
3	Seven Habits of Highly Effective People	Stephen R Covey	Simon & Schuster	Twelfth edition, 2019
4	Training in Interpersonal Skills	Stephen Robbins	Pearson Education	Fifth edition, 2008

Web links/Video Lectures/MOOCs

1. <https://www.benzinga.com/money/best-personal-development-courses/>
2. <https://mcpt.co.uk/transactional-analysis-and-ego-states/>

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBH306.1	-	3	-	-	-	-	-
23MBH306.2	-	-	-	-	-	3	-
23MBH306.3	-	-	-	-	-	3	-
23MBH306.4	-	-	-	-	3	-	2
23MBH306.5	-	-	3	-	-	-	2
23MBH306.6	-	-	-	-	-	3	-

1: Low 2: Medium 3: High

ORGANIZATION CHANGE AND DEVELOPMENT			
Course Code	23MBH307	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> To understand the concepts of change management and to acquire the skills required to manage any change effectively. To understand the various components and constraints involved in Change management. To understand the different OD interventions and its effectiveness. To learn the various tools & techniques for Organization Development. To discuss the human process interventions and future of organization development 			
Module-1 Changing Organisations			10 hours
Nature of 21st Century Organisation, Defining Organisational Change, The Roots of Organisation Change, Environmental Forces, Driving Change Today, The Implications of Worldwide Trends for Change Management, Four Types of Organisational Change, Planned Changes and Intended Results, Organisation Change Roles, Change Initiators, Change Implementers, Change Facilitators, Change Recipients, The Requirements for Becoming a Successful Change Leader, Application of Lewin's Model of Change, OD Practitioners.			
Module -2 Building and Energising the Need for change			10 hours
Organisations as Systems, Levels and Characteristics of Organisational Change, Models of Organisational Change, Systems Theory and Social Construction Approaches, Developing a Knowledge for the Need for Change, Seek Out and Make Sense of Internal - External Data, The Organisations' Readiness for Change, Creating Awareness of the Need for Change, Factors That Block People From Recognising the Need for Change, Creating a Powerful Vision for Change, The Difference Between an Organisational Vision and a Change Vision.			
Module -3 Measuring Change: Designing Effective Control System			10 hours
Using Control Processes to Facilitate Change, Selecting and Deploying Measures, Use Measures that Lead to Challenging but Achievable Goals, Use Measures and Controls that are Perceived as Fair and Appropriate, Ensure Accurate Data, Control Systems and Change Management, Controls During Design and Early Stages of the Change Project, Measurement Tools to use in Change Process, Strategy Maps,			

The Balanced Scorecard, Risk Exposure Calculator, Organisational Change Agent, Orienting Yourself to Organisation Change, Data Gathering, Diagnosis and Feedback.

Module -4 Models of Change

10 hours

Kurt Lewin's Three-step Model (1950–1952), Six-box Model of Marvin Weisbord, The McKinsey 7-S Model, Huse's Model of Planned Organizational Change, Action Research Model, David Nadler and Michael Tushman Model, Porras and Silvers Model (1991), The Burke–Litwin Causal Model, John Kotter's Eight-step Theory, Organizational Intelligence Model (2004), Managing Change with ADKAR Model, Integrated Model of Change, Comparison and Critical Analysis of Change Models Plan the Work, Selecting the Correct Path, Engage Others in Action Planning, Working the Plan Ethically and Adaptively, Developing a Communication Plan, Key Principles in Communicating for Change, Transition Management. Ensure Alignment in Your Action Planning, Action Planning Tools: 1) To-Do Lists; 2) Responsibility Charting; 3) Contingency Planning; 4) Surveys and Survey Feedback; 5) Project Planning and Critical Path Methods; 6) Force Field and Stakeholder Analysis; 7) Leverage Analysis and 8) Other Change-Management Tools.

Module -5 Organisation Development(OD) Practitioner & Process

10 hours

Concept of O D, History of O D, OD in India, OD Activities, Values, Beliefs and Assumptions of OD, Laboratory Training and T-Groups, Employee Involvement, Organisational Culture, Reengineering Organisational Learning, Organisational Effectiveness and Employee Engagement, Defining Values, Values Important to the OD Practitioner, Core Values of O D, Changes to OD Values, Values Statement of O D, Ethical Issues of OD.

Changing Workforce Demographics, Changing Nature of Work, The Consulting Relationship and Types of Consulting, Consulting Model, OD Practitioners, The Organisation Development Consulting Profession, The OD Consulting Process and Action Research, Data Gathering - Data Gathering Methods and Process, Ethical Issues With Data Gathering, Diagnosis and Feedback, assessment, Ethical Issues With Diagnosis and Giving Feedback, OD Intervention-Team Interventions, Quality, Performance Management, Communication in OD process, Coaching, Mentoring, 360 Feedback, Career Planning and Development. Merger and Acquisition, Organisational Health, OD Association in India.

Future of organization development

Course Outcomes:

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

23MBH307.1	Plan change management and acquire the skills required to manage any change effectively
23MBH307.2	Gain insights of change management components, process and its functions.
23MBH307.3	Enable with various OD diagnosing models.
23MBH307.4	Ability to handle various OD interventions.
23MBH307.5	Analyse the role of OD Consultant.
23MBH307.6	Appraise human process interventions and future of organization development.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Change Management and Organisational Development	Ratan Raina	SAGE Texts	2018
2	Organisational Change- An Action- Oriented Toolkit	Gene Deszca, Cynthia Ingols, Tupper F. Cawsey	Sage Publications	2019
3	Organisation Development: The process of Leading Organisational Change	Donald L. Anderson	Sage Publication	Fifth edition, 2019
Reference Books				
1	Organization Development and Change with MindTap	Thomas G. Cummings, Christopher G. Worley	Cengage Learning	Eleventh edition, 2019
2	Organization Development Interventions: Executing Effective Organizational	Behnam Bakhshandeh, Sohail Imroz, William Rothwell	CRC Press	2021

Web links/Video Lectures/MOOCs

1. <https://changedesignsportal.worldsecuresystems.com/public/case-studies/OD-case-study-morale.html>
2. <https://www.youtube.com/watch?v=VDduIzjAjWE>
3. https://www.researchgate.net/publication/353915158_ORGANIZATIONAL_CHANGE_AND_DEVELOPMENT
4. https://www.msmsgf.org/files/msmsgf/documents/org_dev/organizationalchange_and_development.pdf
5. https://www.researchgate.net/publication/324166817_organisational_change_and_development

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBH307.1	3	-	2	-	-	-	-
23MBH307.2	-	2	-	-	-	-	3
23MBH307.3	3	1	2	-	-	-	-
23MBH307.4	-	-	-	-	2	2	-
23MBH307.5	-	-	2	-	-	-	2
23MBH307.6	-	-	2	-	2	-	-

1: Low 2: Medium 3: High

**SERVICES MARKETING
(MARKETING SPECIALISATION)**

Course Code	23MBM301	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To understand the increasing significance of services in the economies worldwide
2. To appraise the challenges faced by service managers working in diverse service situations

Module-1 Introduction to services 10 hours

Introduction to services: Concepts and Scope of Service, contribution, and reasons for the growth of services sector, Goods and Services Categorization, characteristics of services, concept of service marketing triangle, service marketing mix, 7Ps of service marketing, service gaps framework. Consumer behaviour in services: Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services-Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception

Module -2 Market Research for Customer Expectation 10 hours

Understanding customer expectation through market research: Key reasons for GAP1, using marketing research to understand customer expectation, Types of service research, building customer relationship through retention strategies –Relationship marketing, Evaluation Of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services.

Module -3 Customer defined service 10 hours

Customer defined service standards: “Hard” & “Soft” standards, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand.

Yield management-balancing capacity utilization, pricing. Waiting line strategies- four basic Waiting line strategies. Leadership & Measurement system for market-driven service performance- key reasons for GAP-2 service leadership- Creation of service vision and implementation, Service quality as a profit strategy, Role of service quality in offensive and defensive marketing.

Module -4 Employee role in service designing and delivery	
10 hours	
Employee role in service designing: Boundary spanning roles, Emotional labour, Source of conflict, Quality- productivity trade-off, Strategies for closing GAP 3. Customer's role in service delivery-Importance of customer & customer's role in service delivery, Strategies for enhancing-Customer participation, Delivery through intermediaries-Key intermediaries for service delivery, Intermediary control strategies.	
Module -5 Role of services marketing communication	
10 hours	
Role of marketing communication- Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery. Pricing of services- Role of price and value in provider GAP 4, Role of non- monetary cost, Price as an indicator of service quality – Approaches to pricing services, pricing strategies. SERVQUAL Model. Physical evidence in services: Importance of Physical Evidence, Elements of Physical Evidence, Physical Evidence Strategies, Guidelines for Physical Evidence. Service scapes: Types of service scapes-Objective and Goals of service scapes Role of service scapes, Approaches for understanding service scapes effects, Framework for understanding services capes.	
Course Outcomes:	
At the end of the course the student will be able to:	
23MBM301.1	Assess the scope for services to influence customer perception
23MBM301.2	Explain customer expectation through market research
23MBM301.3	Examine the elements of customer defined service standards
23MBM301.4	Analyse the role of employees and customers in service delivery
23MBM301.5	Evaluate the role of marketing communication in delivering the services.
23MBM301.6	Assess the importance of physical evidence in services.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Services Marketing	Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler	McGraw Hill Education	Seventh edition, 2018
2	Services Marketing	Dwayne D. Gremler, Mary Jo Bitner, Valarie A. Zeithaml	McGraw Hill Education	Sixth edition, 2012
3	Services Marketing People Technology Strategy	Jochen Wirtz and Lovelock	Pearson Education	Eighth edition, 2017
4	Marketing Research	V. Kumar, Robert P. Leone, David A. Aaker, George S. Day	John Wiley & Sons,	Thirteenth edition, 2018
Reference Books				
1	Intelligent Marketing: Employing New-Age Technologies	V. Kumar	Sage Publications India	First edition, 2021
2	Services Marketing	Parasuraman	Sage Publications India	2018
3	Services Marketing	Nishikanth Jha	Himalaya Publishing House	2017
Web links/Video Lectures/MOOCs				
<ol style="list-style-type: none"> 1. https://www.mooc-list.com/course/services-marketing-concepts-applications-edx 2. http://www.ibscdc.org/services-marketing-case-studies.asp 3. https://nptel.ac.in/courses/110/105/110105038/ 				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBM301.1	3	-	-	-	-	-	-
23MBM301.2	-	2	-	-	-	-	-
23MBM301.3	-	-	3	-	-	-	-
23MBM301.4	-	-	-	2	-	-	-
23MBM301.5	-	-	-	-	3	-	-
23MBM301.6	-	-	-	-	-	-	2

1: Low 2: Medium 3: High

MARKETING RESEARCH AND ANALYTICS			
Course Code	23MBM302	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. Equip students with the key concepts and methods of marketing research. 2. Learn the application of research tools to solve real-life business problems. 3. Provide students with an overview of career opportunities in Marketing research 			
Module-1 Marketing Research Dynamics			10 hours
Marketing Research Dynamics- Introduction, Meaning of Marketing research, when marketing research is unnecessary, Nature and Scope of Marketing Research, Marketing Research in the 21st Century (Indian Scenario), limitations of Marketing Research, threats to marketing research. Introduction to marketing intelligence: what is marketing intelligence (MI), components, need for MI, Domains of MI. Ethics in marketing research. Design of consumer experiments using Conjoint Analysis. Case Study on Marketing Research Dynamics			
Module -2 Marketing Research Projects			10 hours
Design and implementation of Marketing Research Projects, defining research questions, identifying respondents, sampling accuracy and sufficiency. Issues around studying human subjects, Product Research-Analysis of Diffusion of products, Lab on socially acceptable responses- managing			
Module - 3 Decision Support System			10 hours
Marketing Decision Support System-meaning, Use of Decision Support Systems in Marketing Research, Data base & Data warehousing. The three Vs: Volume, Velocity & Variety, The Fourth V: Value. Elements of data base, types of data base, using marketing data base for marketing intelligence, ways to gather consumer data			
Module -4 Applications of Marketing Research			10 hours
Applications of Marketing Research: Introduction, Consumer Market Research, Business-to Business Market Research, Product Research, Product Adoption decisions, Pricing Research, Motivational Research, Distribution Research, Advertising Research, Media research, Sales Analysis and Forecasting, Product prototypes, evaluating prototypes, Luxury and Lifestyle products.			

Module -5 Predictive analysis		10 hours
<p>Meaning of predictive analysis, how good are models at predictive behaviour, benefits of predictive models and applications of predictive analysis, reaping the benefits, avoiding the pitfalls, importance of predictive model, process of predictive analytics. Predictive Analytics, Data Mining and Big Data_ Myths, Misconceptions and Methods by Steven Finlay.</p>		
<p>Course Outcomes: At the end of the course the student will be able to:</p>		
23MBM302.1	Explain the importance of marketing intelligence in addressing a specific research problem	
23MBM302.2	Formulate a marketing research problem and apply analytics to predict customer behaviour	
23MBM302.3	Utilise tools of data mining, database management and apply analytics for strategy development and the strategic implementation	
23MBM302.4	Apply marketing research to solve a marketing/ advertising problem	
23MBM302.5	Utilise predictive analytics to identify customer segments, buying intentions and online behaviour for marketing and customer targeting	
23MBM302.6	Apply predictive and big data analysis for effective management of marketing information for decision making	

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Marketing Research- An Applied Orientation	Naresh K Malhotra & SatyaBhushan Dash	Pearson Education	Seventh edition 2019
2	Essentials of Marketing Research	William G Zikmund	Cengage Learning	Ninth edition 2006
3	Marketing Research	V Kumar	Sage Publications	2015

Reference books				
1	Market Research: Text and cases	Rajendra Nargundkar	McGraw Hill Education	Third edition 2017
2	The Effective Use of Market Research: How to drive and focus better business decisions	Robin J Birn	Viva	Fourth edition 2017
3	Marketing Research: Methodological Foundations	Gilbert A Churchill & Dawan Lacobucci	South- Western College Publications	Eighth edition 2001
Web links/Video Lectures/MOOCs https://nptel.ac.in/courses/110107113/				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBM302.1	3	-	-	2	-	-	-
23MBM302.2	-	2	-	-	3	-	-
23MBM302.3	-	2	3	-	-	-	-
23MBM302.4	3	-	-	-	-	3	-
23MBM302.5	-	-	-	2	-	-	2
23MBM302.6	-	-	-	2	-	-	2

1: Low 2: Medium 3: High

CONSUMER BEHAVIOR

Course Code	23MBM303	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To appraise the concept of consumer behaviour, decision making by consumers, behavioural variables and its influences on consumer behaviour.
2. To elaborate the social and cultural dimensions of consumer behaviour.
3. To develop insight of internal and external influences of consumer behaviour.
4. To infer the consumer behaviour for service and manufacturing sectors

Module-1 Introduction

10 hours

Meaning of Consumer Behaviour; Difference between Consumer & Customer; Nature & characteristics of Indian Consumers; Consumerism: meaning; Rights & Responsibilities of consumers in India; Benefits of consumerism. Consumer Behaviour and Society. Factors influencing consumer behaviour- Marketing Campaigns, Economic Conditions, Personal Preferences, Group Influence, Purchasing Power
Consumer Movement in India; Rights & Responsibilities of consumers in India; Benefits of consumerism.

Module -2 Models of Consumer Behaviour

10 hours

Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour, Internal Influences, External Influences. Consumer Decision Making: Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages. Situational Influences- Nature of Situational Influence, Situational Characteristics and consumption behaviour.

Module -3 Individual Influences on Consumer Behaviour and CRM

10 hours

a) Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals. Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs, McGuire's Psychological Motives. b) Personality: Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Brand Personality, Self and Self-Image. c) Perception: Basics of Perception & Marketing implications, Elements of

<p>Perception, Influence of perception on CB, Consumer Imagery, perceived price, perceived quality, price/quality relationship, Perceived Risk, Types of risk, how to consumers' handle risk.</p>	
<p>Module -4 Individual Influences on Consumer Behaviour and CRM 10 hours</p>	
<p>Learning: Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model, Neo-Pavlovian Model, Instrumental Conditioning. e) Attitude: Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, Tri-component Model of attitude, Cognitive-Affective-Conative components The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.</p>	
<p>Module -5 External Influences on Consumer Behaviour & Opinion Leadership 10 hours</p>	
<p>Social Class: Social Class Basics, What is Social Class? (Social class & Social status, the dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India. Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures. Groups: Meaning and Nature of Groups, Types Family: The changing structure of family, Family decision making and consumption related roles, Dynamics of husband-wife decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications, Reference Groups: Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference group, Reference Group Opinion Leadership: Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy Diffusion of Innovations: Diffusion Process, Adoption Process: Stages, categories of adopters, Post Purchase Processes. Appeals.</p>	
<p>Course Outcomes:</p>	
<p>At the end of the course the student will be able to:</p>	
23MBM303.1	Analyse the nature and characteristics of Indian consumers
23MBM303.2	Describe the models of consumer behaviour

23MBM303.3	Appraise individual influences on consumer behaviour
23MBM303.4	Assess the marketing applications of learning and attitude of consumers
23MBM303.5	Summarise external influences on consumer behaviour
23MBM303.6	Comprehend Opinion leadership and Diffusion of innovation

Sl · N o.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
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Textbooks

1	Consumer Behavior	Leon Schiffman, Lesslie Kanuk	Pearson Education	Tenth edition
2	Consumer Behaviour: A Managerial Perspective	Dr Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal	Cengage Learning	Latest edition
3	Consumer Behavior in Indian Perspective	Suja Nair	Himalaya Publications	2016

Reference Books

1	Consumer Behavior: Building Marketing Strategy	Del I. Hawkins, & Others	TMH	Eleventh edition
2	Consumer Behavior	Satish K. Batra & S H Kazmi,	Excel Books	Latest edition

Web links/Video Lectures/MOOCs

1. <https://nptel.ac.in/courses/110105029/>
2. https://nptel.ac.in/content/storage2/nptel_data3/html/mhrd/ict/text/110105054/lec1.pdf
3. <https://www.digimat.in/nptel/courses/video/110105074/L01.html>
4. <https://youtu.be/ctMpHpJouoU>
5. <https://youtu.be/jSrC-EWYIJQ>
6. <https://youtu.be/dptzjrKRAm8>
7. <https://youtu.be/60eRK7Awgwm>

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBM303.1	-	2	-	-	-	-	-
23MBM303.2	3	-	-	-	-	-	-
23MBM303.3	-	-	3	-	-	-	-
23MBM303.4	-	-	-	-	3	-	-
23MBM303.5	-	-	-	2	-	-	-
23MBM303.6	-	-	-	-	-	-	2

1: Low 2: Medium 3: High

RETAIL MANAGEMENT

Course Code	23MBM304	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Objectives

1. To provide an understanding of the concepts, techniques and approaches in Sales Management
2. To appraise an understanding of the contemporary retail management, types, theories and trends.
3. To assess the importance of retail location and retail pricing and its role in the success of modern business.
4. To adapt with the insights of design for store layout and store manager.
5. To analyze the importance of relationship marketing and international retailing, its key activities and relationships.

Module-1 Sales Management

10 hours

Meaning, Personal Selling, the sales management process Emerging Trends in Sales Management, Qualities and Responsibilities of a sales manager. Selling skills & selling strategies: selling and buying styles, selling situations, selling skills, selling process. sales presentation, Handling customer objections, Follow-up action

Module -2 Management of Sales Territory & Sales Quota

10 hours

Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota. Recruitment and selection of sales force, Training of salesforce

Module -3 Retail Management

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 Behaviour, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario.

Assignment: History and current trends including Indian retail FDI Policy.

Module-4 Setting up Retail organization

10 hours

Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good Store Design.

Retail Market Strategy - Financial Strategy Human Resource Management, Information Systems and supply chain management & Logistics. Store Layout and Space planning: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing

Inventories Loss, Exteriors, Interiors. Store Management: Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of modern retail stores.

Assignment: *Merchandise Planning and Category Management, Mall Management-key aspects*

Module -5 Retail Pricing & Internationalization of Retailing 10 hours

Retail Pricing: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies. Relationship Marketing in Retailing: Management & Evaluation of Relationships in Retailing, Retail Research in Retailing: Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Customer Audits, Brand Management in retailing Retail Audit and ethics in Retailing Undertaking an audit, responding to a retail Audit, problems in conducting a retail audit. Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological and issues in international retailing. Online Retailing- Challenges and opportunities *Retail Analytics Case Study: Customer Analytics at Big Basket.*

Course Outcomes:

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

23MBM304.1	Assess sales management skills and methods of sales presentation.
23MBM304.2	Analyze sales territory and methods of setting quota.
23MBM304.3	Discuss meaning, characteristics, types and theories of Retailing.
23MBM304.4	Outline the strategies for retail location and Planning store layout.
23MBM304.5	Outline the factors affecting retail pricing and retail promotion strategies.
23MBM304.6	Evaluate retail audit, retail ethics and importance of international retailing.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Sales & Distribution Management	Tapan K. Panda & Sunil Sahadev,	Oxford University Press	Sixth Edition, 2012

2	Managing of Sales Force	Spiro Stanton Rich	TMH	2003.
3	Sales Management	Charles M. Futrell		2012
4	Retail Management	Levy & Weitz	McGraw Hill Education	Latest Edition
5	Retail Management-A Global Perspective: Text and Cases	Dr. Harjit Singh	S. Chand	Reprint 2018

Reference Books

1	Sales & Distribution Management	Gupta S. L	Excel Books	2010
2	Retail Marketing Management	Dravid Gilbert,	Pearson Education	Latest Edition
3	Retail Management: A Strategic Approach	Barry Berman, Joel R. Evans	Pearson Education	Latest Edition

Web links/Video Lectures/MOOCs

1. <http://www.icmrindia.org/case%20volumes/Case%20studies%20in%20Retail%20Management%20Vol%20II.htm>
2. <http://www.ibscdc.org/indian-retailing-case-studies.asp>
3. http://diesl.in/casestudies/DIESL%20Case%20Study_Retail%20Sector.pdf

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBM304.1	1	-	-	-	-	1	-
23MBM304.2	1	-	1	-	-	-	-
23MBM304.3	1	-	-	-	-	-	-
23MBM304.4	-	1	-	-	-	-	-
23MBM304.5	-	-	-	3	-	-	1
23MBM304.6	1	-	2	-	-	-	-

1: Low 2: Medium 3: High

B2B MARKETING MANAGEMENT

Course Code	23MBM305	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. Develop an understanding of the basic principles of B2B marketing
2. Explain the marketing mix elements in a B2B corporate strategy.

Module-1 B2B Marketing 10 hours

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

Module -2 Purchasing Behaviour 10 hours

Factors affecting purchasing decisions, purchasing orientation, Segmenting purchase categories. Purchase Process-. Buying situations and marketer actions. Online buying. Traditional marketing approach-uncertainties of buyer and supplier/ marketer. Supplier uncertainties. Relationship variables. Impact of IT. Inter-firm Relationships and Networks, Research on B2B markets Case Study

Module -3 B2B strategy and Market Segmentation 10 hours

Process, approach. Responsible strategy-CSR and sustainability, Green Management Practices in B2B, Customer value and strategy. Standard industrial classification.

B2B Market Segmentation- Significance of segmentation. Basis of segmentation. Challenges of segmentation in B2B markets. Social selling Case Study.

Module -4 Market Communication 10 hours

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

Module -5 Relationship Portfolio & Pricing strategies 10 hours

Principles of Portfolio management, identifying key accounts, Classification criteria. Relationship life cycle, declassification, managing loyalty. Price setting in B2B markets- 3 C's of pricing-cost, customer and competition-Pricing- strategy, price positioning, role of sales force in pricing, bid pricing, internet auctions, ethical aspects of B2B pricing

Course Outcomes:

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

23MBM305.1	Discuss the applications, challenges, and the dynamic environment of B2B marketing, including the unique nature of organizational buying behaviour.
23MBM305.2	Design marketing strategies and structures to effectively serve the B2B market.
23MBM305.3	Identify and select suitable market segments for selling business products/services
23MBM305.4	Plan marketing communication in B2B media
23MBM305.5	Examine Profitable Customer Relationships.
23MBM305.6	Plan strong pricing strategies for the products/services offered

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Business to Business marketing	Ross Brennan, Louise Canning & Raymond McDowell	Sage Publications	Fifth edition, 2020
2	B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement	Heidi Taylor	Kogan Page	First edition, 2017
3	B2B Marketing: Text and Cases	Krishna K. Havaladar Shailendra Dasari	McGraw Hill Education	Fifth edition, 2021
Reference books				
1	Innovative B2B Marketing: New Models, Processes and Theory	Simon Hall	Kogan Page	First edition, 2017
Web links/Video Lectures/MOOCs				
https://onlinecourses.swayam2.ac.in/cec20_mg12/preview				

Course Articulation Matrix

Course Outcome (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBM305.1	3	-	1	-	-	-	-
23MBM305.2	3	2	-	-	-	-	-
23MBM305.3	3	-	1	-	1	-	-
23MBM305.4	3	-	-	1	-	1	-
23MBM305.5	3	-	-	-	-	1	-
23MBM305.6	3	1	1	-	-	-	2

1: Low 2: Medium 3: High

LOGISTICS AND SUPPLY CHAIN MANAGEMENT			
Course Code	23MBM306	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> To gain an understanding of the management components of supply chain management To learn the tools and techniques useful in implementing supply chain management. To be aware of the professional opportunities in supply chain management. 			
Module-1 Supply Chain			10 hours
<p>Concept, significance and key challenges. Scope of SCM- historical perspective, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits. Definition and scope of Logistics. Elements of Logistics, types, incremental value delivery through Logistics management. Innovations in Supply Chain. Estimating customer demand, forecasting in Supply Chain. Metrics of supply Chain, Drivers of supply chain, Bull whip effect, Overview National Logistics Policy.</p>			
Module -2 Warehouse Management System			10 hours
<p>Warehousing – scope, primary functions. Efficient Warehouse Management. Types of warehouses. Warehouse Layout Design, criteria. Warehouse Management System, Distribution Management, Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice, network design in the supply chain, factors affecting the network design decisions. HUB & SPOKE vs Distributed Warehouses.</p>			
Module -3 Inventory Management			10 hours
<p>Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point re-order level fixation, ABC analysis, SDE/VED Analysis. Goals, need, impact of inventory management on business performance. Types of Inventories, Alternative approach for classification of inventories, components of inventory decisions, inventory cost management, business response to stock out, replenishment of inventory, material requirements planning. Dealing with demand uncertainty in Supply Chain- managing uncertainty in Supply Chain, (Bullwhip Effect), Impact of uncertainties.</p>			
Module -4 Transportation			10 hours
<p>Role, functions, mode of transportation and criteria of decision.</p>			

Transportation Infrastructure. Factors impacting road transport cost, hazards in transportation, State of Ocean Transport, global alliances. Packaging Issues in Transportation, role of containerisation.

International Logistics: Logistics and Environment, Methods and tools facilitating International Logistics, challenges, Integrated Supply Chain and Logistics Value Chain, Supply Chain Security Initiatives in the USA, Logistics Industry in India.

Sourcing Decisions in Global SCM- Logistics, trends, Key issues in Global sourcing, Factors influencing Outsourcing. Performance Management in Supply Chain.

Mini project :Role of Sagar mala project to Indian Logistics and supply chain Management

Module -5 Logistics Management

10 hours

Logistics of part of SCM, logistics costs, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, distribution and warehousing management. Demand Management and Customer Service: Demand Management, CPFRRP, customer service, expected cost of stock outs. Reverse logistics

Recent Issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing – basic concepts, value addition in SCM.

Case Study The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management.

Course Outcomes:

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

23MBM306.1	Dissect the concept of supply chain management, trends, and theories and apply the practices in real-life situations.
23MBM306.2	Examine transportation network for the business and able to recommend areas of improvement.
23MBM306.3	Analyse effective inventory management policy based on the demand variability and plan lead time inventory levels.
23MBM306.4	Apply operational purchasing methods and techniques on supplier management and supply in specific business contexts.
23MBM306.5	Examine the role of demand management and customer service in SCM.
23MBM306.6	Assess the role of E-Commerce in Supply Chain Management.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Supply Chain Managemnet	Sunil chopra, PeterMeindel, Dharam vir Kalra	Pearson Education	Seventh edition, 2018
2	Logistics and Supply Chain	Martin Christopher	Pearson Education	2023
3	Integrated Supply Chain and Logistics Management	Rajat K. Baisya	Sage Publications India	2020
4	Logistics and Supply chain Management	Sai Kumari V, Purushothaman S	Sulthan chandh and sons	2022
5	Marketing Channels Strategy: An Omni channel approach	Robert W Palmetier Eugiene Sivas	Routledge	2019
Reference Books				
1	Designing and Managing supply chain, Concepts ,strategies, case studies	Philiph Kaminsky, Edith Simchi levi	McGraw Hill Education	2022
2	Essentials of Supply Chain Management	Michaael H Hugos	Wiley	Fourth edition, 2018
3	Logistics and Supply Chain	Martin Christopher	FT Publishing International	Fifth edition 2016
Web links/Video Lectures/MOOCs				
<ol style="list-style-type: none"> 1. https://nptel.ac.in/courses/110106045/ 2. https://www.coursera.org/lecture/supply-chain-principles/welcome-to-supply-chain-management-w5Gzu 				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBM306.1	3	-	-	2	-	-	-
23MBM306.2	-	2	-	-	-	-	-
23MBM306.3	-	2	3	-	3	-	-
23MBM306.4	-	-	-	2	-	2	-
23MBM306.5	2	-	-	-	-	-	2
23MBM306.6	-	2	-	-	-	-	2

1: Low 2: Medium 3: High

RURAL MARKETING			
Course Code	23MBM307	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To provide a conceptual understanding on the Rural Marketing and Agri- Business with special reference to Indian context. 2. To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context. 3. To familiarize with the special problems related to sales in rural markets. 			
Module-1 Introduction		10 hours	
<p>Scope and significance of agri-business marketing and rural marketing concepts, classification of rural markets, rural vs. urban markets.</p> <p>Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, rural areas requirement, rural demand and rural market index, the challenges and opportunities in promoting agricultural products and services in both urban and rural markets</p>			
Module -2 Rural Consumer behaviour		10 hours	
<p>Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural Consumer-Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre-purchase Evaluation, Rise of Consumerism, Brand Loyalty. 60</p> <p>Researching Rural Market: Sensitizing rural market, Research design- reference frame, Research approach, Diffusion of innovation, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection.</p>			
Module -3 Rural Marketing of FMCG's		10 hours	
<p>Rural Marketing of FMCG's: Indian FMCG industry, characteristics of Indian FMCG sector, Challenges in the FMCG industry, Rural Marketing of FMCG's: Select case studies</p> <p>Rural Marketing of Consumer durables: Issues related to consumer durables in the rural market, Rural Marketing of Consumer durables: Select case studies Rural marketing of financial services: Marketing objectives and approaches, Evolution of rural banking after</p>			

independence, Challenges in marketing for banking services in rural, opportunities for banking in rural areas, marketing strategies for banking services.

Module -4 Marketing of agricultural inputs and products 10 Hours

Indian tractor industry: A brief overview, Challenges for Indian tractor industry, factors suggesting better future prospects for tractor industry, marketing strategies for tractor industry Fertilizer industry in India: Marketing of fertilizer industry, classification of fertilizer industry, Challenges for marketing of fertilizer industry, marketing strategies for fertilizer industry. Profiling of Indian agricultural produces marketing, challenges in marketing of agricultural produce, Strategies to promote marketing of agricultural product. Corporate sector in agri-business: Reasons for increased interest of corporate sector in agribusiness, opportunities in the agri-business, benefits of corporate driven agri-business system involvement of corporate sector in agri-business.

Module - 5 Initiatives and prospects of rural market 10 hours

Initiatives of Rural Marketing: Improvement measures taken by the Government Initiatives by Co-operative and Private Sector, Present Scenario-Rural Female Empowerment, Micro Financing, Mobility in Emerging Markets, Growing Rural Tourism. E- Commerce: Importance of E-Commerce

and Impact of E-Marketing on rural consumers, Concept of Digital Village, Role of Social Media in rural marketing. Information Technology: Impact of IT in Agricultural Marketing, E-Chaupal, Project Shakti, Web-casting-online training and guidance to farmers.

Future of Rural Marketing: Changing Role of Rural Sector in India; Rural Income and Demand, Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers, Certified seeds and Agricultural Equipment, Tractors, Engines, Pump Sets, Marketing of Agricultural products.

Online Marketers: Role of Online Marketers, Growth and Challenges Exploring innovative approaches and emerging trends in agri-business and rural marketing for a sustainable future

Course Outcomes:

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

23MBM307.1	Elaborate the characteristics of Indian rural markets and describe the differences between rural and the urban economy.
23MBM307.2	Analyse the roadblocks of Indian rural market and advocate solutions for the problems of rural markets.

23MBM307.3	Emphasize the different strategies adopted by Indian companies for rural markets
23MBM307.4	Determine the strategies to be adopted for influencing the rural consumer regarding
23MBM307.5	Explain the initiatives taken in rural marketing
23MBM307.6	Asses the prospects of rural marketing

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Rural Marketing	Pradeep Kashyap	Pearson Education	2023
2	Rural Marketing	Dinesh Kumar & Punam Gupta	Sage Publications India	2017
3	Agribusiness and Technology: Revolutionizing the future of farming	Gopal Swamy & Punam	Sujit Sahgal	2023
Reference Books				
1	Rural Marketing	Dogra & Karminder Ghuman	TMH	2018
2	Rural Marketing: Developing the Non-Urban Consumer	Sanal Kumar Velayudhan	Sage Publications India	Third edition, 2022
3	Agricultural Marketing in India	S S Acharya NL Aggarwal	CBS Publishers	Sixth edition, 2020
Web links/Video Lectures/MOOCs				
1. https://youtu.be/DUSE7FkD_Ug				
2. https://youtu.be/TxyOFTkrjnU				
3. https://youtu.be/OpU33j9wVss				
4. https://youtu.be/jpqZb0ZhA2s				

5. <https://youtu.be/5sDNYnhbq9A>

6. <https://youtu.be/hih1rLTJbWM>

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBM307.1	2	-	-	-	2	-	-
23MBM307.2	-	2	2	-	-	-	3
23MBM307.3	2	-	-	-	-	-	2
23MBM307.4	-	2	2	-	-	-	-
23MBM307.5	-	-	-	2	2	-	2
23MBM307.6	-	-	-	2	-	2	-

1: Low 2: Medium 3: High

**BUSINESS INTELLIGENCE
(DIGITAL BUSINESS & ANALYTICS SPECIALISATION)**

Course Code	23MBD301	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To understand BI concepts, architecture, and business value.
2. To apply data warehousing, mining, and modelling techniques.
3. To analyse decision-making, DSS, and knowledge management.
4. To analyse role of Artificial intelligence in knowledge management system

Module 1: Introduction to Business Intelligence 10 Hours

Business Intelligence defined, BI's big four, Evolution of BI, Architecture of BI, Components of BI, Styles of BI, Business Value of BI analytical application, BI analysis Cycle, Development of BI systems, Benefits of BI, Ethics in BI.

Module 2: Foundations & Technologies for Decision Making 10 Hours

Decision making-characteristics, Representation of the decision-making process- Rationality and problem solving- Phases of the decision-making process- Types of decisions- Approaches to the decision-making process. Definition of decision support system, Development of a decision support system, Key Characteristics and Capabilities of DSS, Components of decision support systems.

Module 3: Data Warehousing 10 Hours

Definition of data warehouse, Characteristics of Data Warehousing, Types of data warehouse, Data warehousing process -its components, OLTP & OLAP and its operations, Data warehouse architecture, Data warehousing implementation issues, Real-time data warehousing, Traditional Vs Active Data Warehousing Environments.

Module 4: Mathematical models & Data Mining 10 Hours

Structure of mathematical models, Development of a model, Classes of models, Data Mining- Meaning, Models and methods for data mining, Data mining, classical statistics and OLAP, Applications of data mining, Data mining process, Data mining methods (in brief)

Module 5: Knowledge Management & Artificial Management 10 Hours

Meaning, Explicit and Tacit Knowledge, Taxonomy of Knowledge, Approaches to knowledge management, KMS cycle, Components of KMS. Artificial Intelligence, Concepts of Expert Systems, Knowledge engineering, Development of expert systems, Benefits of expert systems

Course Outcomes:	
At the end of the course the student will be able to:	
23MBD301.1	Analyze evolution of Business Intelligence and its impact.
23MBD301.2	Examine decision-making process and DSS capabilities.
23MBD301.3	Analyse data warehousing concepts and implementation strategies.
23MBD301.4	Analyse the models and methods of data mining.
23MBD301.5	Examine the process of Knowledge Management systems.
23MBD301.6	Analyse the role of AI in Knowledge Management Systems.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Business Intelligence and Analytics: Systems for decision support	Ramesh Sharda, Dursun Delen, Efraim Turban	Pearson	Tenth Edition 2018
2	Business Intelligence: Data Mining and Optimization for Decision Making	Carlo Verzellis	Wiley	First Edition 2009
Reference Books				
1	Business Intelligence for Dummies	Swain Scheps	Wiley	First Edition 2008
2	Fundamentals of Business Intelligence (Data-Centric Systems and Applications)	Wilfried Grossmann, Stefanie Rinderle-Ma	Springer	First Edition 2015
Web links/Video Lectures/MOOCs				
<ol style="list-style-type: none"> https://www.javatpoint.com/expert-systems-in-artificial-intelligence https://www.tutorialspoint.com https://www.youtube.com/watch?v=Hg8zBJ1DhLQ 				

4. <https://www.youtube.com/watch?v=hDJdkcdG1iA>
5. <https://www.coursera.org/learn/foundations-of-business-intelligence>
6. https://onlinecourses.nptel.ac.in/noc24_cs65/preview

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBD301.1	3	3	-	-	-	-	-
23MBD301.2	3	-	-	3	-	-	-
23MBD301.3	3	3	-	-	-	-	-
23MBD301.4	3	3	-	-	-	-	-
23MBD301.5	3	3	-	-	-	-	2
23MBD301.6	3	-	-	-	-	-	2

1: Low 2: Medium 3: High

WEB AND SOCIAL MEDIA ANALYTICS

Course Code	23MBD302	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To apply social media analytics to evaluate engagement and performance across platforms.
2. To examine web analytics tools and techniques to measure and enhance site metrics.
3. To conduct qualitative evaluations and surveys to improve user experience and site usability.
4. To analyse competitive and web traffic data to identify trends and optimize online strategies

Module 1: Introduction to social media and Web analytics 10 Hours

Social media & Analytics: Introduction to social media, Social Media Landscape, Social Media Analytics & its Need. SMA in Small and Large Organisations; Application of SMA in Different Social Media Platforms.

Web Analytics: Definition, Process, Key Terms: Site References, Keywords and Key Phrases; Building Block Terms: Visit Characterization Terms, Content Characterization Terms, Conversion Metrics; Categories: Offsite Web, on Site Web; Web Analytics Platform, Web Analytics Evolution, Need of Web Analytics, Advantages & Limitations.

Module 2: Data Collection & Web Analytics Fundamentals 10 Hours

The Social Networks Perspective - Nodes, Ties and Influencers, Social Network, Web Data and Methods. Capturing Data: Web Logs, Web Beacons, Java Script Tags, Packet Sniffing; Outcome Data: E-commerce, Lead Generation, Brand/ Advocacy and Support; Competitive Data: Panel Based Measurement, ISP Based Measurement, Search Engine Data; Organisational Structure. Type and Size of Data, Identifying Unique page Definition, Cookies, Link Coding Issues.

Module 3: Web Metrics & Analytics 10 Hours

Common Metrics: Hits, Page Views, Visits, Unique Page Views, Bounce, Bounce Rate & its Improvement, Average Time On-Site, Real-Time Report, Traffic Source Report, Custom Campaigns, Content Report, Google Analytics; Key Performance Indicator: Need, Characteristics, Perspective and Uses. Graphs and Matrices- Basic Measures for Individuals and Networks. Random Graphs & Network Evolution, Social Context: Affiliation & Identity.

Web analytics Tools: A/B testing, Online Surveys, Web Crawling and Indexing. Natural Language Processing Techniques for Micro-Text Analysis	
Module 4: Social media Analytics 10 Hours	
Introduction, Parameters, Demographics. Analyzing Page Audience: Reach and Engagement Analysis. Post-Performance on FB; Social Campaigns: Goals and Evaluating Outcomes, Measuring and Analyzing Social Campaigns, Social Network Analysis Like Instagram, Twitter, LinkedIn, YouTube etc. AdWords, Benchmarking, Categories of Traffic: Organic Traffic, Paid Traffic Google Analytics: Brief Introduction and Working, Google Website Optimizer, Implementation Technology, Limitations, Performance Concerns, Privacy Issues.	
Module 5: Qualitative Analysis 10 Hours	
Heuristic Evaluations: Conducting a Heuristic Evaluation, Benefits of Heuristic Evaluations; Site Visits: Conducting a Site Visit, Benefits of Site Visits; Surveys: Website Surveys, Post-Visit Surveys, Creating and Running a Survey, Benefits of Surveys. Web analytics 2.0: Web Analytics 1.0 & its Limitations, Introduction to WA 2.0, Competitive Intelligence Analysis and Data Sources; Website Traffic Analysis: Traffic Trends, Site Overlap and Opportunities.	
Course Outcomes:	
At the end of the course the student will be able to:	
23MBD302.1	Explain the importance of Web and Social Media Analytics.
23MBD302.2	Evaluate social network data for strategic insights.
23MBD302.3	Examine web analytics, metrics, and tools for data-driven decision making.
23MBD302.4	Analyse social media metrics for improved engagement.
23MBD302.5	Evaluate user interfaces using heuristics to identify usability improvements.
23MBD302.6	Analyze web traffic and competitive data to optimize site performance.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Social Media Analytics	Mathew Ganis Avinash Koihrka	IBM Press	Second Edition, 2017
2	Social Media Analytics Strategy	Alex Gonçalves	Apress	First Edition, 2016
Reference Books				
1	Social Media Analytics Strategy: Using Data to Optimize Business Performance	April Ursula Fox	Apress	Second Edition, 2022
2	Creating Value With Social Media Analytics	Gohar F. Khan	CreateSpace Independent Publishing	First Edition, 2018
Web links/Video Lectures/MOOCs				
7. https://www.mooc-list.com/course/services-marketing-concepts-applications-edx				
8. http://www.ibscdc.org/services-marketing-case-studies.asp				
9. https://nptel.ac.in/courses/110/105/110105038/				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBD302.1	3	3	-	-	-	-	-
23MBD302.2	3	-	3	-	-	-	-
23MBD302.3	-	3	3	-	-	-	-
23MBD302.4	3	3	-	-	-	-	-
23MBD302.5	3	2	-	-	-	-	2
23MBD302.6	3	2	-	-	-	-	2

1: Low 2: Medium 3: High

DIGITAL PRODUCT MANAGEMENT

Course Code	23MBD303	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To understand digital product lifecycle and management fundamentals.
2. To develop strategic product vision and roadmap for business growth.
3. To examine customer-centric approach for product development and decision-making.
4. To leverage AI to enhance product management strategies and execution

Module 1: Introduction to Digital Product Management 10 Hours

Meaning, characteristics, types, digital Product Life Cycle, key aspects of Digital Product Management- responsibilities, Lifestyle stages, Cross Function Teams, Key Principles of digital Product management, Customer-Centricity in the Product Development Process
 Digital transformation and digital products, Traditional product management, horizons of digital product management.
 Digital Product Manager Skills and strategies, Roles and Responsibilities

Module 2: Product Strategy: Creating Business Value 10 Hours

Product vision: Exploring customer needs, forming a clear value proposition, Value, Empathy Maps, finding a Valuable Problem, Kano analysis, product vision, finding the opportunity, mapping JTBD and the value proposition
 Product Strategy: The Product Positioning Statement, Identifying the Customer, Market Strategies, Ansoff Matrix, Five Forces Model, Key Product Benefits and Differentiation, Porter's Generic Strategies, Expressing Your Strategy, Creating and Capturing Business Value

Module 3: Product Roadmaps 10 Hours

Roadmap, Roadmap Audience,
 Building The Roadmap-Goals and Objectives, Levels of Detail-Developing Your Roadmap Using Themes-Prioritising Your Roadmap-Impact Vs Effort
 Roadmaps And Other Artefacts-Project Plan, Release Schedule, Backlogs and Roadmaps,
 Presenting Your Roadmap, Roadmap Timescales, Integrating Roadmaps Across Teams

Module 4: Customer Experience and Decision Making 10 Hours	
<p><i>Customer Experience:</i> Relation Between Usability, User Experience and Customer Experience, Double Diamond Design Process, Problem And Feature Identification, Price Setting, Revenue Model. <i>Problem And Feature Prioritisation:</i> The Customer Experience Pyramid, Kano analysis, RICE</p> <p>Data-Driven Decisions: Giff Constable’s Truth curve, Discovering Uncertainties: Valuable/usable/ feasible/viable, Key Milestones and Metrics, AARRR funnel, Validation techniques, creating new products versus improving Existing ones.</p>	
Module 5: Digital product management using AI 10 Hours	
<p>AI-Powered Product Management, Best Practices for AI-Enhanced Product Management</p> <p>Developing a Go-to-Market Strategy with AI, Implementing Your AI-Enhanced GTM Strategy</p> <p>Intersection of Digital Product Management and AI. Use of data analytics for product managers, UX design in product management, Agile and Lean methodologies, sustainability in digital products,</p>	
Course Outcomes:	
At the end of the course the student will be able to:	
23MBD303.1	Explain the key concepts and principles of digital product management
23MBD303.2	Develop a product vision and value proposition for digital products
23MBD303.3	Analyse roadmaps across teams and with other project artifacts
23MBD303.4	Assess customer experience factors and prioritize features using various frameworks.
23MBD303.5	Analyse the intersection of AI and digital product management practices
23MBD303.6	Evaluate the ethical implications of AI in product management

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Digital Product Management	Kevin J. Brennan, Sallie Godwin, Filip Hendrickx	BCS, The Chartered Institute for IT	First Edition, 2022
2	Digital Product Management A Complete Guide	Gerardus Blokdyk	5STAR Cooks	Second Edition, 2021
Reference Books				
1	Digital Product Management, Technology and Practice: Interdisciplinary Perspectives	Troy J. Strader	Business science reference	First Edition, 2011
2	Building Digital Products The Ultimate Handbook for Product Managers	Alex Mitchell	Independently Published	Second Edition, 2019
Web links/Video Lectures/MOOCs				
<ol style="list-style-type: none"> https://www.linkedin.com/pulse/what-digital-product-key-principles-management-ai-powered-rajoo-jha-iiqxc/ https://www.productsides.com/the-ultimate-guide-to-digital-product-management/ https://youtu.be/6_aB0M8aVpU?si=U_qie9hSrejFNKIB https://www.linkedin.com/pulse/what-trends-shaping-future-product-management-ravi-preyadarshi-6pyvc/ https://www.techtarget.com/searchcio/definition/digital-ecosystem 				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBD303.1	-	3	-	-	-	-	-
23MBD303.2	3	-	-	3	-	-	2
23MBD303.3	3	3	-	-	-	-	-
23MBD303.4	3	-	3	-	-	-	-
23MBD303.5	3	2	-	2	3	-	-
23MBD303.6	3	-	-	3	-	-	2

1: Low 2: Medium 3: High

PYTHON FOR MANAGERS

Course Code	23MBD304	CIE Marks	50
Teaching Hours/Week (L: T:P)	2:0:4	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To understand basics of Python
2. To analyse various functions of python
3. To evaluate business activities using python
4. To understand machine learning and its applications.

Module 1: Introduction to Python **10 Hours**

Theory: Overview of Python and its applications in business, Python syntax and basic programming constructs (variables, data types, operators), Introduction to data structures in Python (lists, tuples, dictionaries, sets), Control flow statements (if-else, loops), Functions and modular programming,

Practical: Setting up the Python environment (Anaconda, Jupyter Notebooks), Writing and executing simple Python scripts, Using basic control flow (if-else statements), Creating and using basic functions, Importing and using a basic library (e.g., math)

Module 2: Data Handling and Analysis with Python **10 Hours**

Theory: Introduction to libraries and packages File handling (reading and writing files), Introduction to NumPy for numerical data handling, Pandas for data manipulation and analysis, Data cleaning and pre-processing techniques

Practical: Working with lists and dictionaries, importing and reading files using Python, performing basic numerical operations with NumPy, Creating and manipulating simple Pandas Data Frames, Cleaning data

Module 3: Data Visualization **10 Hours**

Theory: Importance of data visualization in business decision-making, Overview of visualization libraries (Matplotlib, Seaborn), Principles of creating effective visualizations, Types of charts and their applications (line charts, bar charts, histograms), Customizing visualizations

Practical: Matplotlib, Seaborn, Line plot, histogram Plot, Scatter Plot, Pie Plot, Pair Plot

Module 4: Business Applications of Python **10 Hours**

Theory: Overview of Python in various business domains (marketing, finance, Human Resources), Automation and scripting for repetitive tasks, analysing business data to extract insights, Predictive analytics using Python.

Practical: NumPy Financial, Future Value, Present Value, NPV, VAR, Sentiment Analysis, Eye Gaze Analytics, Content Marketing	
Module 5: Application of Machine Learning & AI in Business 10 Hours	
Basic concepts of machine learning, Types of machine learning algorithms, Applications of machine learning in business, machine learning process, Supervised and Unsupervised Learning, Ethical considerations in machine learning, Challenges and limitations of machine learning in business, Future trends in machine learning for business, Text Analytics.	
Course Outcomes: At the end of the course the student will be able to:	
23MBD304.1	Analyse basic functions of Python.
23MBD304.2	Analyse and manipulate data using Python libraries.
23MBD304.3	Create insightful visualizations to communicate findings.
23MBD304.4	Apply Python to solve business problems and make decisions.
23MBD304.5	Understand the basic functions for machine learning.
23MBD304.6	Examine the applications of machine learning.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Basic Python for Data Management, Finance, and Marketing	Art Yudin	Apress	First edition, 2021
2	Machine Learning using Python	Manaranjan Pradhan, U Dinesh Kumar	Wiley	First edition, 2019
Reference Books				
1	Python Programming for Economics and Finance	Thomas J. Sargent & John Stachurski	QuantEcon	First Edition, 2024
2	Python for Data Analysis	Wes McKinney	O'Reilly	First edition, 2012

Web links/Video Lectures/MOOCs

1. https://onlinecourses.nptel.ac.in/noc21_cs45/preview
2. https://onlinecourses.nptel.ac.in/noc19_mg47/preview
3. https://youtu.be/wUSDVGivd-8?si=AmsVe5pUEIXa_rAN
4. <https://www.youtube.com/watch?v=W1dzfYW4-KQ>

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBD304.1	3	3	-	-	-	-	-
23MBD304.2	3	3	-	-	-	-	-
23MBD304.3	3	-	-	2	-	-	-
23MBD304.4	3	-	3	-	3	-	2
23MBD304.5	3	3	-	-	-	-	-
23MBD304.6	3	3	-	-	-	-	-

1: Low 2: Medium 3: High

FINANCIAL ANALYTICS			
Course Code	23MBD305	CIE Marks	50
Teaching Hours/Week (L: T:P)	2:0:4	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To understand financial data analysis and modeling. 2. To apply machine learning for financial insights. 3. To build financial models for decision support. 4. To utilize statistical tools for financial forecasting 			
Module 1: Introduction to Financial Analytics		10 Hours	
<i>Theory:</i> Introduction to Financial Analytics- Importance of Financial Analytics – Types of Financial Analytics –Component of Financial Analytics – Implementation of Financial Analytics – Corporate Financial Analytics – Investment Financial Analytics -Fraud detection analytics-risk analytics-profitability analytics-portfolio management analytics– Financial Analytics and Current Financial Challenges.			
Module 2: Portfolio and Fraud Analytics using R		10 Hours	
<i>Theory:</i> Portfolio Risk and Return, Sharpe ratio, Markowitz Theory, Financial Fraud Analytics-Types of Financial Fraud-Techniques-Key Metrics-Models for fraud detection-Steps in implementation-challenges and future directions.Benford’s Law- Key concepts- Application of Benford’s Law-Limitations.			
<i>Lab:</i> Portfolio Analytics using R. Technical analysis: EMA, RSI. Predicting Credit Card Frauds.			
Module 3: Financial Modelling using MS Excel		10 Hours	
Financial Data Types -Financial Data - Market Data - Business Data (Theory)			
Net Present Value, Internal Rate of Return, Enterprise Value, Practical application of discounted cash flow (DCF) and comparable company analysis (CCA), Event studies. (<i>Theory & Lab</i>)			
Module 4: Financial statistics using R		10 Hours	
Time series and Forecasting, Stationarity, Auto-Regressive (AR) Models, Moving Average (MA) Processes, ACF, PACF, ARMA Model, ARIMA Model, Stationarity- ADF Test, univariate and Multivariate GARCH models (<i>Theory & Lab</i>)			
Module 5: Machine Learning and Financial Analytics		10 Hours	
<i>Theory:</i> Adoption of Machine Learning in Financial Analytics – Importance of Machine Learning in Financial Analytics – Competitive Advantages- Applications of Machine Learning in Finance: Process			

Automation, Algorithmic Trading, Risk Assessment – Natural Language Processing (NLP) for Financial Sentiment Analysis-Implementation Challenges of ML in corporate sector-- Future Trends and Considerations.

Course Outcomes:

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

23MBD305.1	Examine the fundamentals of financial analytics and its applications
23MBD305.2	Analyse machine learning techniques to solve financial problems.
23MBD305.3	Analyse financial models for decision making.
23MBD305.4	Apply R studio tools for financial data analysis and forecasting.
23MBD305.5	Develop portfolio optimization strategies using r studio.
23MBD305.6	Analyse financial fraud using R studio

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Financial Analytics with R: Building a Laptop Laboratory for Data Science	Mark J. Bennett Dirk L. Hugen	Cambridge University Press	First Edition, 2016
2	Financial Modeling	Simon Benninga	MIT	Fourth Edition, 2014
Reference Books				
1	Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity	Paul Pignataro	Wiley	Second Edition, 2022
2	Financial Analytics	Pitbas Mohanty	Wiley	First Edition 2023
Web links/Video Lectures/MOOCs				
<ol style="list-style-type: none"> https://youtu.be/40e-6TUBlrM?si=pynQvWn2jNkr3FWZ https://www.coursera.org/learn/applying-data-analytics-business-in-finance 				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBD305.1	3	3	-	-	-	-	-
23MBD305.2	3	3	-	-	-	-	-
23MBD305.3	3	-	-	2	-	-	2
23MBD305.4	3	-	3	-	3	-	-
23MBD305.5	3	3	-	-	-	-	-
23MBD305.6	3	3	-	-	-	-	2

1: Low 2: Medium 3: High

BIG DATA ANALYTICS

Course Code	23MBD306	CIE Marks	50
Teaching Hours/Week (L:T:P)	2:0:4	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To analyse various aspects of big data and its application.
2. To understand application of R studio for data cleaning.
3. To analyse big data using visualisation tools of R studio
4. To evaluate various applications of big data analytical tools in business.

Module 1: Introduction to Big Data Analytics **10 Hours**

Theory: Overview of Big Data: Definition, characteristics (Volume, Variety, Velocity, Veracity, and Value), and importance. Applications of Big Data Analytics in various industries. Introduction to R programming language: History, features, and installation. Basics of R: Data types, variables, operators, and basic functions. Introduction to RStudio: Interface, basic commands, and scripts

Practical:

Installing R and RStudio. Basic operations in R: Arithmetic operations, variable assignments, and basic function usage. Writing and running simple R scripts

Module 2: Data Wrangling and Cleaning **10 Hours**

Theory: Understanding data structures in R: Vectors, matrices, lists, and data frames. Data import and export: Reading and writing CSV, Excel, and other file formats. Data manipulation using dplyr: select, filter, mutate, arrange, and summarize functions. Handling missing data: Detection, imputation, and removal techniques.

Practical:

Importing and exporting datasets in R. Using dplyr for data manipulation tasks. Identifying and handling missing data in a sample dataset.

Module 3: Exploratory Data Analysis (EDA) **10 Hours**

Theory:

Importance of EDA in Big Data Analytics. Descriptive statistics: Mean, median, mode, standard deviation, and variance. Data visualization using ggplot2: Introduction to various types of plots (histograms, bar plots, scatter plots, box plots). Identifying patterns, trends, and outliers in data.

Practical:

Performing descriptive statistics on a sample dataset. Creating various plots using ggplot2 to visualize data. Conducting EDA on a sample

dataset to uncover insights.
Module 4: Advanced Data Analytics Techniques 10 Hours
<i>Theory:</i> Definition and importance of text mining and NLP in data analytics. Common text processing tasks: Tokenization, stemming, and lemmatization. Techniques for text analysis: Bag of Words (BoW), Term Frequency-Inverse Document Frequency (TF-IDF), and topic modeling. Introduction to sentiment analysis and its applications <i>Practical:</i> clustering, Classification and Association Rule.
Module 5: Big Data Technologies and their Integration 10 Hours
Introduction to Big Data technologies: Hadoop, Spark, and their ecosystems. Key components of Hadoop: HDFS (Hadoop Distributed File System) and MapReduce. Introduction to Apache Spark: Core concepts, Spark SQL, and Spark MLlib. Overview of how R integrates with Big Data technologies: RHadoop, SparkR, and other packages. Benefits and limitations of integrating R with Hadoop and Spark. Ethical Considerations in Big Data, Legal frameworks governing Big Data,
Course Outcomes: At the end of the course the student will be able to:
23MBD306.1 Understand concepts of Big Data and R studio.
23MBD306.2 Apply R studio for data manipulation and cleaning.
23MBD306.3 Analyse descriptive statistics using r studio.
23MBD306.4 Assess advanced analytics techniques for text mining and sentiment analysis.
23MBD306.5 Analyse Big Data technologies, Hadoop components, and Spark concepts.
23MBD306.6 Examine legal and ethical consideration in big data analytics.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Big Data Analytics with R and Hadoop	Vignesh Prajapati	Packt	First edition, 2013
2	Data Science & Big Data Analytics	EMC Education Services	Wiley	First edition, 2015

Reference Books				
1	Big Data Analytics with R	Simon Walkowiak	Packt	First edition, 2016
2	Big Data Analytics	Venkat Ankam	Packt	First edition, 2016
Web links/Video Lectures/MOOCs				
1. https://youtu.be/JK2MdJAWEGc?si=QQIOqAi_VVdH6q9G				
2. https://onlinecourses.nptel.ac.in/noc22_mg09/preview				
3. https://onlinecourses.nptel.ac.in/noc22_mg67/preview				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBD306.1	3	3	-	-	-	-	-
23MBD306.2	3	3	-	-	-	-	-
23MBD306.3	3	-	-	2	-	-	-
23MBD306.4	3	-	3	-	3	-	-
23MBD306.5	3	3	-	-	-	-	-
23MBD306.6	3	3	-	-	-	-	-

1: Low 2: Medium 3: High

DIGITAL BANKING & CYBER SECURITY			
Course Code	23MBD307	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To understand the foundational concepts of banking technology and its evolution. 2. To analyse the role of technology in delivering banking services and products. 3. To evaluate the impact of digital payments on the banking industry. 4. To develop strategies for mitigating cybersecurity risks in the banking sector. 			
Module 1: Banking and Information Technology			10 Hours
<p>Computerisation in Banks, Various Committees Relevant to Technology in Banking</p> <p>Technology Transformation in Banks: Advanced Ledger Posting Machines (ALPM), Branch-Level Computerization, Total Branch Automation.</p> <p>Core Banking: Features, Business Components, Data Centre, Alternate delivery channels: Automatic Teller Machines (ATMs), Mobile Banking System, Point of Sale (POS) Terminals, Internet Banking, Telebanking, Chatbots, E-Wallets, Robots, Social Media, Wearables.</p> <p>Role of rbi in technology, open banking, neo banking</p>			
Module 2: Applications of Information Technology in Banking			10 Hours
<p>Technologies used in Banking, Computing, Three-tier Architecture Software. Virtualization: Key Components, Service-Oriented Architecture (SOA), Storage: Types, Technologies, Data replication techniques, Networking: Software-Defined Networking (SDN), Load Balancing, Wireless Communications Protocols, Bluetooth, NGFW, Cloud Computing, Edge computing: Serverless Computing, Low-code and No-code Platforms, GI Cloud (MEGHRAJ), File and Message transferring Technologies</p>			
Module 3: Payments and Settlement Systems			10 Hours
<p>Introduction, Need for Payment Systems, Characteristics of a Payment System, Evolution of Payments Systems in India, Electronic Payment System, Initiatives In Developing Payment Procedures, Global Payment Systems Real Time Gross Settlement (RTGS), National</p>			

Electronic Funds Transfer System, Cheque Truncation System (CTS), National Automated Clearing House (NACH), National Financial Switch (NFS)
Module 4: Retail Digital Payment Systems 10 Hours
Introduction, Principles for Systemically Important Payment Systems, National Payments Corporation of India (NPCI), Retail Payment Systems, RuPay Cards, Aadhaar Enabled Payment System (AEPS), Unified Payment Interface (UPI), Bharat Interface for Money (BHIM), National Electronic Toll Collection (NETC), Bharat QR, Central Bank Digital Currency (CBDC), Future Trends
Module 5: Introduction to Cyber Security 10 Hours
Information Security: Information Security and CIA Triad, Threats and Vulnerabilities, Layers of Information Security, People, Process and Technology Cyber Security Governance: Principles of Cyber Security Governance, Roles and Responsibilities Risk Management: Steps, Types of Cyber Security Risks, Business Impact Analysis, Cyber Security Compliance, System Audit.
Course Outcomes: At the end of the course the student will be able to:
23MBD307.1 Explain the evolution of technology in the banking sector
23MBD307.2 Analyse the role of IT infrastructure in banking operations.
23MBD307.3 Evaluate the Indian payment system landscape
23MBD307.4 Compare and contrast different retail payment systems.
23MBD307.5 Apply cybersecurity principles to protect banking systems.
23MBD307.6 Examine strategies to mitigate cyber threats in the banking industry.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Information Technology & Digital Banking	Indian Institute of Banking & Finance (IIBF)	Macmillan Education India	First edition, 2023
2	FinTech Future: The Digital DNA of	Sanjay Phadke	Atlantic Publishers	First Edition,

	Finance		and Distributors (P) Ltd	2023
Reference Books				
1	Introduction to Fintech	Chandrahans Chavan, Atul Patankar	Pearson	First Edition, 2024
2	FinTech for Dummies	Steven O'Hanlon, Susanne Chishti	Wiley	First Edition, 2020
Web links/Video Lectures/MOOCs				
<ol style="list-style-type: none"> https://www.cfainstitute.org/en/rpc-overview/fintech#:~:text=Fintech%2C%20or%20financial%20technology%2C%20refs.of%20financial%20services%20and%20products. https://www.coursera.org/specializations/wharton-fintech https://youtube.com/playlist?list=PLqMl6r3x6BUTG9VqVohMvS4aLc53uC_GC&si=wVCFVvBNegHOiXn https://www.youtube.com/watch?v=wPp9XYids4 				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBD307.1	3	3					
23MBD307.2	3	3					
23MBD307.3		2	3	2			
23MBD307.4		2		2			
23MBD307.5	3		3				1
23MBD307.6	3		3				

1: Low 2: Medium 3: High

PROJECT PHASE I

Course Code	23MBP307	CIE Marks	50
Teaching Hours/Week (L:T:P)	0:0:4	SEE Marks	50
Credits	02	Duration	4 weeks

Course Learning Objectives:

1. To explore and identify areas of business research in a systematic and scientific manner
2. To collect primary/secondary data related to the problem identified

Guidelines for Project phase - I

- The project phase - I shall be for a period of 4 weeks immediately after the completion of 2nd Semester Examinations but before the commencement of the 3rd semester classes.
- The project phase - I shall be compulsory for all the students opting for all specializations.
- The students shall identify a research problem/area from their respective specialization.
- Each student shall be assigned an internal guide based on the specialization.
- 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.
- The project phase - I examination shall be conducted during 3rd semester and the prescribed credit shall be included in the 3rd semester.
- The student shall present the synopsis of the project work before the commencement of project phase –I. The expert committee consisting of the Dean – MBA, domain expert and the internal guide shall review the synopsis and may: a. Approve b. Approve with modification or c. Reject for fresh synopsis. If rejected, the student shall prepare a fresh synopsis and present the same to the expert committee for approval.
- The project phase - I shall be considered as a head of passing and shall be considered for the award of degree. Those who do not take up/complete the project phase I shall be declared fail and shall have to complete during subsequent examinations after satisfying the project phase I requirements.
- On completion of the project phase I, the student shall prepare a report 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 report shall not exceed 100 pages.
- The report shall be hardbound with facing sheet of royal blue colour indicating the title, name of the college and month & year of admission

(spiral binding not permitted)

- The student shall submit three hard copies of the report along with electronic copy in pdf format before the commencement of 3rd semester examinations.
- The student shall enclose a certificate by the guide, Dean – MBA and the Principal indicating the bonafide performance of the project.
- An declaration shall be given by the student to the effect that the work is independently carried out by him/her.

Evaluation

- Internal assessment (CIE) by the internal guide.
- Internal evaluation will be done by the internal guide.
- External valuation shall be done by a faculty member of other institute with minimum of 10 years' experience/industry expert.
- The viva –voce examination will be conducted by the Guide and an external examiner drawn from other Institute with minimum of 10 years of experience/expert from the industry.
- Project phase - I carries 100 marks consisting of 50 marks for internal assessment (CIE) by the internal guide, average of 25 marks from both internal and external evaluation and 25 marks for viva-voce examination. Minimum passing marks Project Phase - I is 50% in each of the components such as internal assessment (CIE), report evaluation and viva-voce examination.
- Plagiarism: It is compulsory for the student to get the plagiarism check done before submission of the capstone project report. Plagiarism of up to 10% is allowed in the project work and report should consist 90% of original content/work.

Contents of the Project Phase – I Report

- Cover page
- Certificate from the guide, Dean – MBA and Principal indicating the bonafide performance of Project phase – I by the student
- Declaration by the student
- Acknowledgements
- Table of contents
- List of tables and graphs
- Executive summary

Chapter 1: Introduction

Introduction, conceptual background of the study

Chapter 2: Literature review

Literature review with research gap

Chapter 3: Research Design

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

Chapter 4: Data collection

Presentation of the data collected

Chapter 5: Conclusion**Bibliography**

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

Course Outcomes:

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

23MBP307.1	To identify the research area
23MBP307.2	To review the literature pertaining to the topic
23MBP307.3	To identify the research gap
23MBP307.4	To list the objectives of the study
23MBP307.5	To develop the research methodology
23MBP307.6	To list the limitations of the study

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBP307.1	3	-	-	-	-	-	-
23MBP307.2	-	3	-	-	-	-	-
23MBP307.3	-	2	-	-	-	-	-
23MBP307.4	3	-	-	3	-	-	-
23MBP307.5	-	1	-	-	-	-	-
23MBP307.6	-	-	-	1	-	-	-

1: Low 2: Medium 3: High

Allotment of marks for Project Phase -1

Sl.No	Particulars	Marks Allotted
1.	Internal Assessment by the Guide based the presentations by Students (CIE)	50
2.	Project phase - I Report Evaluation by the Guide &	25

	External Examiner -Average of the marks awarded by the two Examiners shall be the final evaluation marks for the capstone project-I	
3.	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 Phase -I Evaluation and Viva voce Examination

B. Internal Assessment by the Guide (based on presentation by the students)

Sl.No	Aspects	Marks Allotted
1	Presentation mechanics	5
2	Presentation content	5
3	Presentation-Supporting materials	5
4	Initiative, independence in problem solving.	5
5	Review of literature	5
6	Identification of research gap	5
7	Statement of the problem	5
8	Objectives of the study	5
9	Details of data collected	5
10	Limitations and conclusion	5
Total		50

C. Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final marks.

Sl.No	Aspects	Marks Allotted
1	Introduction and Review of literature	5
2	Research gap and Statement of the problem	5
3	Objectives of the study	5
4	Details of data collected	5
5	Limitations and conclusion	5
Total		25

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

Sl.No	Aspects	Marks allotted
1	Presentation Skill	5
2	Communication Skill	5
3	Introduction, review of literature and research gap	5
4	Statement of the problem and objectives of the study	5
5	Data collected, limitations and conclusions	5
Total		25

Note: Formats are given below

Project Phase - I Report

**Title of the Project
Submitted by
Student Name
(USN)**

**Submitted to
St. Joseph Engineering College
(An Autonomous Institution)**

**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)**



**Department of Business Administration
St. Joseph Engineering College, Mangalore – 575 028**

Month, Year

DECLARATION

I, (Student Name), hereby declare that the Project Phase - I Report is prepared by me under the guidance of (Internal Guide Name) (Department) (Institute). I also declare that this Project Phase - I is towards the partial fulfillment of the university/college Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I further declare that this Project Phase - I is based on the original work 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 Nos.
	Certificate from College Declaration Contents List of Tables List of Figures Executive Summary	
Chapter-1	Introduction	XXX
Chapter-2	Literature review	XXX
Chapter-3	Research Design	XXX
Chapter-4	Data collection	XXX
Chapter-5	Conclusion	XXX
Bibliography		
Annexures		

List of Tables

Sl.No	Particulars	Page Nos
1	Table showing ABC Analysis	XXX
2	Table showing FSN Analysis	XXX
3	Table showing EOQ	XXX
4	Table showing stock of Raw materials	XXX

List of Figures

Sl.No	Particulars	Page Nos.
1	Figure showing ABC Analysis	XXX
2	Figure showing FSN Analysis	XXX
3	Figure showing EOQ	XXX
4	Figure showing stock of Raw materials	XXX

IV SEMESTER

FINANCIAL DERIVATIVES (FINANCE SPECIALISATION)

Course Code	23MBF401	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	50
Credits	03	Exam Hours	03

Course Learning Objectives:

1. To provide an overview of financial derivatives
2. To explain the functioning of commodity derivative markets
3. To describe credit derivatives and value at risk

Module-1: Financial Derivatives

10 hours

Financial Derivatives: Concept - types of financial derivatives - features of financial derivatives - exchange-traded vs OTC derivatives - Factors causing the growth of derivatives-functions of the derivatives market-Derivative market players - Hedgers, speculators and arbitrageurs – Uses of derivatives, Derivatives market in India.

Commodity derivatives-Commodity derivative exchanges (with commodities traded) in India- Trading sessions – delivery and settlement system of commodity derivatives – Forward market commission - functions

Module-2: Forwards and Futures

10 hours

Forwards and Futures: features, Forwards vs Futures - types of futures contract –Contract specification- futures trading process - Marking-to-market process – types of margins - valuation of forwards/futures – valuation of stock /forwards futures - valuation of index futures valuation of commodity forwards/futures – convenience yield, valuation of currency futures – cost of carry model – hedging strategies: short and long hedge, cross hedging – hedge ratio

Module-3: Option Contracts

10 hours

Option Contracts: Features – contract specifications - types of option contracts- intrinsic value and time value of options – covered and naked calls – payoff function of call and put options – valuation of options – factors affecting option prices - Binomial model - Black Scholes model Put-call parity – valuation of currency options – valuation of options on futures – option greeks (Theory and Problems).

Module-4: Option Trading Strategies	10 hours
Option Trading Strategies: Hedging using call and put options – hedging with writing call and put options - Spread strategies, bull spread using calls and puts, bear spread using call and put options – butterfly spread – combination strategies – straddle – strangle – strip and strap (illustrative problems) Credit Derivatives-Total Return Swap (TRS)-Credit Default Swap (CDS)-Types of CDS-Asset Backed Securities (ABS)-Collateralized Debt Obligation (CDO), Credit Spread Options	
Module-5: Financial Swaps	10 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 (Theory and Problems). Forward Rate Agreement (FRA)-Interest Rate Caps/Floors/Collars-Types of Interest Rates-Zero Rate-Forward Rate-Value-at-Risk- VaR Models-Stress testing and back testing (Theory and Problems).	
Course Outcomes: At the end of the course the student will be able to:	
23MBF401.1	Discuss the functions of derivatives markets
23MBF401.2	Analyse the risk management using forwards and futures
23MBF401.3	Discuss the options contract and valuation
23MBF401.4	Analyse the option trading strategies and credit derivatives
23MBF401.5	Explain the financial swaps
23MBF401.6	Analyse forward rate agreements and value at risk

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Options Futures and Other Derivatives	John C.Hull and Sankarshan Basu	Pearson Education	Tenth edition, 2018
2	Derivatives and Risk Management	Rajiv Srivastava	Oxford University Press	Second edition, 2014

3	Futures and Options	N.D.Vohra and B.R.Bagri	McGraw Hill Education	Second edition, 2017
Reference Books				
1	Commodity and Financial Derivatives	S. Kevin	Prentice Hall India	Second edition, 2014
2	Futures, Options and Swaps	Robert W. Kolb and James A. Overdahl	Wiley- Blackwell	Fifth edition, 2007
3	Financial Derivatives: Text and Cases	Prakash B. Yaragol	Vikas Publishing House	First edition, 2018
Web links/Video Lectures/MOOCs				
1. https://www.classcentral.com/course/swayam-financial-derivatives-risk-management-14056 (MOOCs)				
2. https://www.khanacademy.org/economics-finance-domain/core-finance/derivative-securities				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBF401.1	3	3	-	2	-	-	-
23MBF401.2	-	3	-	2	-	-	-
23MBF401.3	3	3	-	2	-	-	-
23MBF401.4	-	3	-	2	-	-	-
23MBF401.5	3	-	-	2	-	-	-
23MBF401.6	3	3	-	2	-	-	-

1: Low 2: Medium 3: High

INDIRECT TAXATION			
Course Code	23MBF402	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:0:0	SEE Marks	50
Credits	03	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To give the students a general understanding of the GST law in the country 2. To provide an insight into practical aspects of GST 3. To determine the value of taxable supply and GST Levy 4. To enable the students to learn different aspects of customs duty. 			
Module-1 Introduction to Goods and Services Tax (GST)			10 hours
Goods and Services Tax Act & Rules, Need for GST in India, Dual GST Model - Central Goods and Services Tax Act, 2017 (CGST) State Goods and Services Tax Act, 2017 (SGST) Union Territory Goods and Services Tax Act, 2017 (UTGST) Integrated Goods and Services Tax Act, 2017 (IGST) Goods and Services Tax Network (GSTN), GST Council Guiding principle and Functions of the GST Council. (Theory).			
Module -2 Levy and Collection of Tax			10 hours
Scope of Supply, Composite and Mixed Supplies, Levy and Collection, Composition Levy, Exemptions Person Liable to pay GST, Exemption from tax. (Simple problems on calculation of value of taxable supply and GST Levy). (Theory and Problems).			
Module -3 Time and Value of Supply			10 hours
Time of Supply, Change in Rate of Tax in respect of Supply of Goods or Services, Place of Supply and Value of Supply. Place of Supply under GST- Need for determination of Place of Supply, Place of Supply in case of Goods, Place of Supply in case of Services (Simple problems on Time of supply, place of supply and value of supply) (Theory and Problems).			
Module -4 Input Tax Credit			10 hours
Introduction and Eligibility to avail Input Tax Credit (ITC). Input Tax Credit - Eligibility for taking Input Tax Credit (ITC) -Blocked Credits -Method of Reversal of Credits- Registration under GST: Persons not liable for Registration, Compulsory Registration in Certain Cases, Procedure for Registration, Deemed Registration. Returns under GST: Furnishing of Returns, First Return, Revision of Returns and Penalty/Late Fee. (Theory).			
Module -5 Customs Duty			10 hours
Concept, Meaning of Customs Duty, Circumstances of Levy of			

Customs Duties and Types of Duties and Exemption from Customs Duty. Valuation under customs: Valuation of Imported Goods and Valuation of Export Goods.. (Problems on Valuation of Imported Goods). Provisional Assessment of Duty, Due Dates for Payment of Duty, Penalties under Customs, Seizure of Goods, Confiscation of Goods (Theory and Problems)

Course Outcomes:

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

23MBF402.1	Evaluate Goods and Services Tax Act
23MBF402.2	Determine the value of taxable supply and GST Levy)
23MBF402.3	Explain Place of Supply and Value of supply
23MBF402.4	Evaluate Introduction and Eligibility to avail Input Tax Credit (ITC) and Registration under GST
23MBF402.5	Determine value Export Goods and Imported Goods
23MBF402.6	Explain penalties under Customs, Seizure of Goods

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
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Textbooks

1	Indirect Taxes Law and practices	V S Datey,	Taxmann Publications	Latest edition
2	Taxmann's GST & Customs Law	CA (Dr.) K.M. Bansal	Taxmann Publications	Ninth edition, 2023

Reference Books

1	Taxmann's Students Guide to Income Tax including GST-Problems & Solution	Dr. Vinod K Singhania & Dr. Monica Singhania	Taxmann Publications	Twenty Seventh edition 2023-2024
2	Taxmann's Students' Guide to GST & Customs Law	Dr. Vinod K. Singhania	Taxmann Publications	Tenth edition 2023
3	Goods and	Dr. H.C. Mehrotra	Sahitya	Eleventh

	Services Tax (G.S.T)	& Prof. V.P. Agarwal	Bhawan Publications	edition
Web links/Video Lectures/MOOCs				
1. https://cleartax.in/s/all-about-gst-gov-in-gst-portal				
2. https://www.gstn.org.in/				
3. http://www.cbic.gov.in/hdocs-cbec/customs				
4. https://www.catestseries.org/blogs/icaic-new-course-study-material.php				
5. https://www.youtube.com/watch?v=mh_TINj6StE				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBF402.1	3	-	-	-	-	-	-
23MBF402.2	-	3	-	-	-	-	2
23MBF402.3	-	3	-	-	-	-	-
23MBF402.4	-	-	-	3	-	-	-
23MBF402.5	-	-	-	3	-	-	-
23MBF402.6	-	2	-	-	-	-	-

1: Low 2: Medium 3: High

INTERNATIONAL FINANCIAL MANAGEMENT			
Course Code	23MBF403	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:0:0	SEE Marks	50
Credits	03	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To explain the components of balance of payments 2. To examine the functions, structure and instruments in foreign exchange markets 3. To study the theories of exchange rate movements 4. To examine foreign exchange exposure 			
Module-1 International financial Environment			10 hours
<p>International financial Environment- the Importance, rewards & risk of international finance- Goals of MNC- International Business methods. Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Equilibrium & Disequilibrium, International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU). Illustrative Problems</p>			
Module-2 Foreign Exchange Market			10 hours
<p>Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate Behavior-Cross Rates- Bid- Ask – Spread (Theory & Problems).</p> <p>Foreign exchange risk management: Hedging against foreign exchange exposure – Forward Market- Futures Market</p>			
Module-3 International Financial Markets and Instruments			10 hours
<p>Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero-coupon Bonds, International Money Markets, International Banking services – Correspondent Bank, Representative offices, Foreign Branches</p>			
Module-4 International Parity Relationships & Forecasting Foreign Exchange rate			10 hours
<p>Measuring exchange rate movements-Exchange rate equilibrium - Factors affecting foreign exchange rate- Forecasting foreign exchange</p>			

rates. Interest Rate Parity, Purchasing Power Parity & International Fisher effects, Arbitrage, Types of Arbitrage – Locational, Triangular and Covered Interest Arbitrage. (Theory & Problems).	
Module-5 Foreign Exchange exposure	10 hours
Foreign Exchange exposure: Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure. International Capital Budgeting: Concept, Evaluation of a project.	
Course Outcomes:	
At the end of the course the student will be able to:	
23MBF403.1	Compile the balance of payments
23MBF403.2	Appraise the functions, and structure of forex markets
23MBF403.3	Explain international financial markets and instruments
23MBF403.4	Explain theories of exchange rate movements
23MBF403.5	Appraise the management of foreign exchange exposure
23MBF403.6	Evaluate international capital projects

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	International Corporate Finance	Jeff Madura	Cengage Learning	Tenth edition, 2012
2	International Financial Management	Cheol Eun, Bruce Resnick and Tuugi Chuluun	McGraw Hill Education	2021
3	International Financial Management	Vyuptakesh Sharma	Prentice Hall	Sixth edition, 2012
Reference Books				
1	International Financial Management	P G Apte and Sanjeevan Kapshe	McGraw Hill Education	Eighth edition, 2020
2	International Financial	Madhu Vij	Taxmann Publications	Fourth edition,

	Management			2021
3	International Finance	Rajiv Srivatsava	Oxford University Press	2014
Web links/Video Lectures/MOOCs				
1. https://www.youtube.com/watch?v=XZtezOUYV1g				
2. https://slideplayer.com/slide/7812417/				
3. https://www.tutor2u.net/economics/reference/balance-of-payments-1				
4. https://www.youtube.com/watch?v=4EgLykxTSz8				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBF403.1	3	-	-	2	-	-	-
23MBF403.2	-	3	-	2	-	-	-
23MBF403.3	-	3	-	2	-	-	-
23MBF403.4	3	2	-	-	-	-	-
23MBF403.5	-	3	-	2	-	-	-
23MBF403.6	-	3	-	2	-	-	-

1: Low 2: Medium 3: High

INTERNATIONAL HUMAN RESOURCE MANAGEMENT (HR SPECIALISATION)

Course Code	23MBH401	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:0:0	SEE Marks	50
Credits	03	Exam Hours	03

Course Learning Objectives:

1. To discuss the impact of contemporary issues and global imperatives on Human Resource concepts, policies and practices in multinational organizations.
2. To compare, contrast and explain a variety of strategic approaches to the management of Human Resources in multinational organizations.
3. To evaluate concepts and knowledge about the range of Human Resource functions to the deployment of expatriate employees and expatriate failures on international assignments.
4. To develop knowledge regarding performance management practices for international; assignees
5. To perceive the International Industrial Relations strategies adopted by multinational international organizations operating in various regions of the world.

Module 1 Introduction

10 hours

Meaning and Definition IHRM: Evolution, Challenges, Objectives, IHRM Versus Single Nation-centric HRM
 IHRM: Approaches Emergence of Global HR Manager IHRM; Culture and Cross-Cultural Management- Introduction, Studies on culture in management Positivist views: ‘Culture and values’ Interpretive views: ‘Culture and meanings’ Critical views: ‘Culture and power’;
 Comparative Human Resource Management - Globalization and HRM, The importance of context, Differences in HRM practice; Approaches to International Human Resource Management - Review of IHRM approaches.

Module 2 Managing knowledge and culture

10 hours

Managing Knowledge in Multinational Firms: Introduction, Different types of knowledge, Factors influencing knowledge sharing How to stimulate knowledge sharing Gaining access to external knowledge, Knowledge retention from the management of knowledge to innovation

Concept of culture: International Culture Management, Role of culture in International business, Models of Culture- Hofstede’s Four Cultural Dimensions, Globe’s Nine Cultural Dimensions, Edgar Schein’s Model

of Culture, Schneider's Culture Model, cultural uniqueness vs. pan-culturalism.

Module 3 Global Staffing and Training and 10 hours development

Staffing for international operations, Selection strategies for overseas assignments, Differentiating between PCNs, TCNs and HCNs, International transfers, Expatriation and Repatriation, Expatriate management, Repatriation Process, Challenges of repatriation and support practices. The international assignment process Dimensions of international assignment success, cultural integration for merged entities, Repatriation issues.

Varieties of host country environments, Sustainability of divergent, employment arrangements environments Host country effects on IHRM practices of MNC subsidiaries.

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

Module 4 Global Performance management 10 hours

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

Equal opportunities, Diversity Management, Work-life balance: practices and discourses;

Introduction to the current state of total rewards Complexities faced by IHR managers, International total rewards, Key components of global total rewards programs. Approaches to international compensation:

Module 5 Global Employment Relations & HR 10 hours practices in different countries

Regulation and Multinational Corporations: The Changing Context of Global Employment Relations, Importance of regulation and political context, Political and institutional drivers of de-regulation, Problems with de-regulation in a global context, Equal opportunities, Human Resource Management in Cross-Border Mergers and Acquisitions. Cultural differences and cross-border M&A performance, Managing

cross-border integration: the HRM implications. HR practices of USA, Japan, India, China.

Course Outcomes:

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

23MBH401.1	Appraise the significance of IHRM in the context of globalization
23MBH401.2	Analyse managing knowledge and culture in multinational Firms
23MBH401.3	Analyse the global staffing and training practices
23MBH401.4	Examine the key components of global performance management
23MBH401.5	Interpret Changing Context of Global Employment Relations
23MBH401.6	Describe HR practices of different countries

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	International Human Resource Management	K Aswathappa Sadhna Dash	McGraw Hill Education	Third edition, 2020
2	International Human Resource Management	B. Sebastian Reiche Helene Tenzer Anne-Wil Harzing	Sage Publications	Sixth edition, 2022
3	Cognitive Diversity at Work: Helping people who think differently to work together	Michael Davis	Cognitive Diversity Ltd	2021
Reference Books				
1	International Human Resource Management: Policies and Practices	Dennis Briscoe, Randall Schuler, Ibraiz Tarique	Routledge	Sixth edition, 2022
2	International Human	Peter Dowling,	Cengage	Eight

	Resource Management	Marion Festing, Allen D. Engle,	Learning	edition, 2023
Web links/Video Lectures/MOOCs				
<ol style="list-style-type: none"> 1. https://www.digimat.in/nptel/courses/video/110105069/L01.html 2. https://www.cengage.com/resource_uploads/downloads/0324580347_217594.pdf 3. https://harzing.com/publications/international-human-resource-management 4. https://www.airswift.com/blog/importance-of-cultural-awareness 5. https://www.geektonight.com/international-human-resource-management/ 6. https://www.researchgate.net/publication/265020002_Performance_management_in_international_human_resource_management 				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBH401.1	-	-	-	3	2	-	-
23MBH401.2	3	-	2	-	-	-	-
23MBH401.3	-	2	2	-	-	2	-
23MBH401.4	-	2	-	2	-	1	-
23MBH401.5	2	-	-	2	-	-	2
23MBH401.6	1	-	-	2	-	-	2

1: Low 2: Medium 3: High

HUMAN RESOURCE AUDIT			
Course Code	23MBH402	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:0:0	SEE Marks	50
Credits	03	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To discover the need for HR Accounting and HR Auditing 2. To develop a conceptual understanding of HR Audit and approaches to measuring HR 3. To discuss the concepts of Internal and External Audit 4. To design workplace policies using a scorecard approach 			
Module-1 Human Resource Development(HRD)			10 hours
H R D -Strategies and Systems; HR as Strategic Partner; Need for HR Accounting and HR Auditing; Good Industrial Relation Index; Components of HRD Audit; Elements of good HRD; Role of HR Manager in HRD.			
Module -2 Human Resource(HR) Audit			10 hours
The Audit System; Need; Advantage and Challenges; Basic concepts and components; Understanding the concept of HR Audit; Identifying goal of HR Audit; Forming Audit team; Approaches to measuring HR; Audit Strategies; HR Systems; HR Competencies; Benefits of HR Audit; Documents for HR Audit; Competency required for HR Audit.			
Module -3 Areas for HR Audit			10 hours
Audit of HR Planning; Training and Development; Industrial Relations; Managerial compliance and Corporate strategies; Culture; Quality; Communication; Competencies; Decision Making; Engagement; Relational Audit; Task; Systems; HRIS System; Measuring impact of HR policies on the corporate goals.			
Module -4 HR Audit process			10 hours
Audit Methodology- Planning questions; Interview; Observation; Questionnaire; Collecting Audit data; Analysing and interpreting data; Assessing organization ability to change; Action Plan; Audit Report; Developing Credibility of HR Dept; Internal - External Audit; Attitude Survey; Job Satisfaction Survey; Approaches to HR Audit - (i) Cooperative approach, (ii) Outside authority approach, (iii) Statistical approach, (iv) Compliance approach and (v) Management by objectives (MBO)			
Module-5 HR Scorecard Approach & HR Audit for Legal Compliance			10 hours
Measuring Business Impact; Components of HR scorecard; How to use HR Scorecard for Audit; Measuring HR effectiveness through HR Scorecard;			

Balanced Scorecard; HR Research; HRD Audit as OD Intervention. Using scorecard approach in formulating workplace policies; Recruitment and Selection: Formulating FIR Audit for Start-up companies; HR Audit in practice: Cases in the manufacturing industry, Service industry; Extracts of an Illustrative Audit Report.

Assessment and Development Centre: concepts, importance, and uses of assessments centre in selecting employees, difference between assessment and development centre

Course Outcomes:

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

23MBH402.1	Examine the Need for HR Accounting and HR Auditing
23MBH402.2	Analyse the competency required for HR Audit
23MBH402.3	Assess the areas for HR Audit
23MBH402.4	Appraise HR Audit process
23MBH402.5	Discuss HR scorecard approach for HR audit
23MBH402.6	Perceive the importance and uses of assessments centre in selecting employees

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	HRD Audit: Evaluating the Human Resource Function for Business Improvement	TV Rao	Sage Response	Second edition, 2014
2	HR Audit	Durdana Ovais Rajni Gyanchandani	Everest Publishing House	2017
4	The HR Scorecard: Linking People, Strategy and Performance	Brian E. Becker, David Ulrich Mark A.Huselid	Harvard Business Review Press	2001
Reference Books				

1	Auditing Your Human Resources Department: A Step-by-Step Guide to Assessing the Key Areas of Your Program	John Mcconnell	AMACOM	Second edition, 2011
2	HRD Score Card 2500: Based on HRD Audit	TV Rao	Sage Response	2005
3	7 Easy Steps to Conduct a Human Resources Audit and Protect Your Company!	Vanessa Nelson	Lulu Publication	2016

Web links/Video Lectures/MOOCs

1. <https://smude.edu.in/smude/programs/mba/human-resource-management/hr-audit.html>
2. <https://www.vskills.in/certification/hr-audit-certification>
3. <https://www.hrremedyindia.com/hr-audit-training-courses-pune/>
4. https://www.researchgate.net/publication/289056028_HRD_Audit_Evaluating_the_Human_Resources_Function_for_Business_Improvements

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBH402.1	3	-	-	2	-	-	-
23MBH402.2	3	2	-	-	-	3	-
23MBH402.3	-	2	3	-	3	-	2
23MBH402.4	-	1	3	-	-	3	2
23MBH402.5	-	1	-	3	-	-	-
23MBH402.6	-	1	1	-	3	-	-

1: Low 2: Medium 3: High

MANAGEMENT CONSULTING FOR BUSINESS EXCELLENCE

Course Code	23MBH403	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:0:0	SEE Marks	50
Credits	03	Exam Hours	03

Course Objectives

1. To prepare professionals for a career in Management Consulting
2. To impart basic understanding of the requirements of the profession
3. To equip professionals with knowledge, skills and attitude desirable for a career in Management Consulting
4. How to Scale the business and transform it into established firm
5. To prepare professionals working in industry, service sector, development sector and Not for Profit Organizations for Internal Consulting Roles

Module-1 Introduction

10 hours

Management Consultancy in India- Indian Management Consulting Scenario, Concept, Nature, Dynamics, Opportunity Modules, Challenges, Consultancy as Profession, Strategic planning process for long-term success through Consultancy; Proactive client relationships for repeat business; Organisational Study and Consultancy- Align organisational vision and strategy; Changing Business Models and Business Strategy; Consultancy Agenda; Economics of Consulting; Client development, Client engagement, Basic and Advanced tools, techniques and frameworks used by management consultants- simulation analysis, decomposition analysis, feasibility analysis and sensitivity analysis/ rankings, scenario analysis, representative element analysis, decision tree, Theory of constraints, Critical chain; issue tree, bottom-up approach, top-down approach, backward reasoning, 80/20 rule, benchmarking, cost drivers, opportunity tree; Ethics of Consulting; Pre requisite needed for Consultancy as Profession.

Module -2 Consultancy Areas - Part A

10 hours

Corporate Governance: Role of Management Consultants Play; Consulting Experience in Brand Management; Experience in M and A Consulting; E-Governance and its Relevance to India; Information Technology Consulting: Bytes of Reality; Management Consultancy in Infrastructure Projects; Implications for Management Consultants.

Module -3 Consultancy Areas - Part B

10 hours

Project Finance: New Investment, Diversification and Growth;

Mentoring In Entrepreneurship; Strengthening Contribution of NGOs in Social Development: Consultancy in Communication Research; Developing strategy for financial restructuring; Management consulting in investment banking, legal, real estate, accounting, financial services, advertising, IT consulting, engineering consulting, HR consulting, R&D, education, architecture, AI,Block chain; Customer relations' management.

Module -4 Consulting Services

10 hours

Consulting Services to design and implement policies, systems and processes in functional and cross-functional areas of business. Project Feasibility studies and appraisal; Performance measurement and evaluation of public and corporate sectors; Designing project planning, monitoring and control systems; Designing and implementing manufacturing execution system; Designing and implementing supply chain models; Total quality management; System analysis and design; Enterprise Resource Planning (ERP); Information Technology strategies and architectures; Business Process Reengineering (BPR); E-Governance; Strategic restructuring through alliances and Joint ventures.

Module -5 Careers and Firms in Consultancy & HR consultancy

10 hours

Career in Consulting - Future Jobs; Top consulting firms McKinsey, BCG, Bain and AT Kearney, PwC, EY, Accenture, Career Growth for Management Consultants area like- Strategy Consulting; Operations Consulting; Financial Advisory Consulting; Risk & Compliance Consulting; Business Coach; Industry-Specific Consulting like steel, FMCG, supply-chain, public sector, etc.; Legal Management Consultancy; Skills and Competency- Research and analysis, Industry analysis, Project preparation, Strategic and design thinking, Technology, current affairs in the industry and general news around the world, problem solving, business-analytics skills, writing proposals, managing projects, pricing strategy, initiating relationship, growing client organisation relationship, corporate valuation and integration, sharp knowledge and strong networking skills, global culture.

HR Consultancy

Creating Winning People Strategy; Strategy Maps; Structure, Process and Governance; HR Service Delivery Design; Consulting in Executive Search and Building a Management Team; HR Audit; HR Annual Survey; HR Systems Design; HR Process Re-engineering; Creating HPWS- High Performance Work System and Culture; Developing

leadership, Succession, Assessment and development Centre's, Value and culture building, Human potential utilisation, Organisational restructuring, Developing heterogeneous HR policies, Managing Gen Y and Gen Z employees, Attrition control and employee retention management

Course Outcomes:

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

23MBH403.1	Gain the practical insight of various principles and practices of Consultant and Consultancy.
23MBH403.2	Acquire knowledge of latest conceptual framework used by Consultant and Consultancy process and procedure applied in various sectors.
23MBH403.3	Ability to understand knowledge of latest conceptual framework used by Consultant and Consultancy process and procedure applied in services
23MBH403.4	Develop consulting services for designing and implementing policies, systems and processes.
23MBH403.5	Illustrate careers in Consultant and Consultancy in various sectors.
23MBH403.6	Develop a greater understanding about strategies adopted by Consultant and Consultancy.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Management consulting in India-Practice & Experience for Business Excellence	U. K. Srivastava; Pramila Srivastava	SAGE Response	First edition, 2012
2	An Introduction to Management Consultancy	Marc Baaij	SAGE Publications	First edition, 2013
3	Management Consultancy Insights and Real Consultancy Projects	Book by Graham Manville	Routledge	First edition, 2018

Reference Books				
1	The McKinsey way	Ethan M. Rasiel	Mc Graw Hill Education	First edition, 2017
2	The Boston Consulting Group on Strategy: Classic Concepts and New Perspectives	Carl W. Stern, Michael S. Deimler	John Wiley and Sons	Second edition, 2006
3	Competitive Strategy: Techniques for Analyzing Industries and Competitors	Michael E. Porter	The Free Press	First edition, 1998
Web links/Video Lectures/MOOCs https://www.rocketblocks.me/guide/career-path.php				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBH403.1	2	-	-	3	-	2	-
23MBH403.2	-	2	-	2	-	-	-
23MBH403.3	3	-	-	2	-	-	-
23MBH403.4	-	-	2	-	-	-	3
23MBH403.5	3	-	-	2	-	-	-
23MBH403.6	2	-	-	3	2	-	-

1: Low 2: Medium 3: High

DIGITAL MARKETING MANAGEMENT (MARKETING SPECIALISATION)

Course Code	23MBM401	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:0:0	SEE Marks	50
Credits	04	Exam Hours	03

Course Learning Objectives:

1. To explain the important concepts related to e-marketing
2. To assess the use of different electronic media for designing marketing activities.
3. To analyze the latest techniques of e-marketing.
4. To assess the impact of social media marketing

Module-1 Introduction to Digital Marketing **10 hours**

Digital Marketing Overview: Concept of Digital Marketing, Traditional Vs Digital Marketing, Understanding Digital Marketing Process, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Planning and Strategy.

Module-2 Display Advertising **10 hours**

Display Advertising: Concept of Display Advertising, types of display ads, buying models, display plan, Segmenting and customizing Messages, Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging. Programmatic digital advertising, You Tube Advertising. The P-O-E-M Framework.

Module-3 Social Media Marketing **10 hours**

Face Book Marketing: Facebook for business & Facebook insights
LinkedIn Marketing: LinkedIn Strategy, LinkedIn Analytics
Twitter Marketing: Building Content Strategy, twitter usage, Twitter Analytics
Instagram & Snapchat: Objectives of Instagram, Hashtags. What is Snapchat. Digital Public Relation

Module-4 Mobile Marketing **10 hours**

Mobile Usage, Mobile Advertising- Mobile Advertising Models, advantages of Mobile advertising, Mobile Marketing Toolkit, Mobile Marketing features- Location based services, Social marketing on mobile, QR Codes, Augmented Reality, Gamification. **Tracking mobile campaigns-** Mobile Analytics.

Live Project: Create a mobile advertising project.

Module-5 Search Engine Advertising **10 hours**

Search Advertising: Introduction, Key terms and concepts. Advertising in search. The elements of a search ad. Targeting options. Bidding and

ranking for search ads. Tracking. Advantages and challenges. Understanding Ad Placement, Understanding Ad Ranks, Creating First Ad Campaign, Performance Reports. Social Media Marketing: Building a successful Strategy

Live Project: Create a digital marketing plan

Search Engine Optimization Search Engine Optimization: How search engines work, concept of search engine Optimization (SEO), On Page Optimization, Off Page Optimization, Social media Reach, Maintenance- SEO tactics, Google Search Engine, Web Analytics- Key Metrics- concepts only

Course Outcomes:

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

23MBM401.1	Illustrate the knowledge about digital marketing strategy and planning.
23MBM401.2	Describe and/or improve a strategy for measuring and improving digital media effectiveness
23MBM401.3	Assess the various Social Media platforms like Facebook, Instagram and Twitter to connect with the audience & convert them to a call of action.
23MBM401.4	Analyse the components of Mobile Marketing
23MBM401.5	Assess the base of Search Engine Advertising
23MBM401.6	Examine the techniques used to optimize any article, website, or blog for traffic & revenue generation.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Digital Marketing	Seema Gupta	McGraw Hill Education	2017
2	E-Marketing	Judy Strauss and Raymond Frost	Prentice Hall	Sixth edition, 2013
3	Internet Marketing: Integrating Online and Offline Strategies.	M. L. Roberts and Debra Zahay,	Cengage Learning	Third edition, 2013

4	Marketing 4.0: Moving from Traditional to Digital	Philip Kotler, Hermawan Kartajaya, Iwan Setiawan	Wiley	2017
5	Digital Marketing	Seema Gupta	McGraw Hill Education	2017
6	E-Marketing	Judy Strauss and Raymond Frost	Prentice Hall	Sixth edition, 2013

Reference Books

1	The Essential Guide to Online Marketing	Rob Strokes	Quirk	
2	E-Commerce: An Indian Perspective	P. T. Joseph	Prentice Hall,	Fourth edition, 2013

Web links/Video Lectures/MOOCs

https://www.redandyellow.co.za/content/uploads/woocomerce_uploads/2017/10/emarketing_textbook_download.pdf

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBM401.1	1	-	-	-	-	-	-
23MBM401.2	1	2	-	-	-	-	-
23MBM401.3	1	1	-	1	-	-	-
23MBM401.4	-	1	-	-	-	-	-
23MBM401.5	3	1	-	-	-	-	-
23MBM401.6	-	2	-	1	-	-	-

1: Low 2: Medium 3: High

STRATEGIC BRAND MANAGEMENT

Course Code	23MBM402	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:0:0	SEE Marks	50
Credits	03	Exam Hours	03
<p>Course Learning Objectives:</p> <ol style="list-style-type: none"> 1. Provide an overview of the role of brands in consumers' daily experiences and in creating shareholder value 2. Enhance students' ability to think creatively and critically about the strategies and tactics involved in building, leveraging, defending, and sustaining inspired brands 			
Module-1 Brand Management		10 hours	
<p>Brand –Meaning, Definition, Concepts, Origin of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand, Branding- Meaning, Creation of Brands through goods, services, people, Organisation, Retail stores, places, online, entertainment, ideas, challenges to Brand Builders Brand Management-Meaning & Definition. Strategic Brand Management Process-Meaning, Strong Indian Brands.</p>			
Module -2 Customer Based Brand Equity (CBBE)		10 hours	
<p>Customer-Based Brand Equity-Meaning, Model of CBBE Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning – Meaning, Point of parity & Point of difference, positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding.</p>			
Module -3 Choosing Brand Elements to Build Brand Equity		10 hours	
<p>Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging. Leveraging Brand Knowledge: Meaning of Brand Knowledge, Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process.</p>			
Module -4 Brand Value chain		10 hours	
<p>Designing Brand Tracking studies, Establishing brand Equity Management Systems. Methods for measuring Brand Equity-</p>			

Qualitative Techniques & Quantitative Techniques, Comparative methods- Brand based comparisons, marketing-based comparisons. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis. Luxury Brand Management: Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury retail.

Module -5 Designing and sustaining branding strategies 10 hours

Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands overtime. Brand Architecture and brand consolidation. Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers' advantages, Free rider effects, Benefits for later entrants, Imitation Strategies. Assignment: Measuring Brand Strength, Brand rejuvenation and re-launch. Geographic extension, sources of opportunities for a global brand, single name to global brand, consumers & globalization, conditions favouring marketing, barriers to globalization, managerial blockages, organization for a global brand, pathways to globalization.

Course Outcomes:

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

23MBM402.1	Explain the concept of brand and brand building process.
23MBM402.2	Apply the concept of brand equity, brand performance and key principles of strategic brand management
23MBM402.3	Analyse brand elements that help build brand identity, positioning and equity.
23MBM402.4	Evaluate a brand value chain for obtaining the outcomes of brand equity
23MBM402.5	Plan brand strategies to differentiate the products, services, and globalization of branding
23MBM402.6	Create a brand development strategy for a startup business

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Strategic Brand	Kevin Lane Keller,	Pearson	Fifth

	Management	M.G.Parameswaran, Isaac Jacob	Education	Edition 2020
2	Brand Equity Brand Management - The Indian Context	Y L R Moorthi	Vikas Publication House	Second Edition 2009
3	The New Strategic Brand Management	Jean, Noel, Kapferer	Kogan Page India	Fifth Edition 2012
	Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Global Edition	Kevin Keller, Vanitha Swaminathan	Pearson Education	Fifth Edition 2019
Reference Books				
1	Compendium Brand Management	Chunnawalla	Himalaya Publishing House	Latest Edition 2015
2	Strategic Brand Management	Richard Elliott & Larry Percy	Oxford Press	Fourth Edition 2018
Web links/Video Lectures/MOOCs https://swayam.gov.in/nd2_imb19_mg04/preview				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBM402.1	3	-	-	-	-	-	-
23MBM402.2	3	2	-	-	-	-	-
23MBM402.3	3	2	-	-	-	-	-
23MBM402.4	-	2	-	3	-	-	-
23MBM402.5	-	-	3	3	-	-	-
23MBM402.6	-	-	3	3	-	-	3

1: Low 2: Medium 3: High

INTERNATIONAL MARKETING MANAGEMENT			
Course Code	23MBM403	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:0:0	SEE Marks	50
Credits	03	Exam Hours	03
<p>Course Learning Objectives:</p> <ol style="list-style-type: none"> 1. To introduce students to the international marketing management process, design and theories 2. To make students develop skills relating to international trade 3. To familiarize students about framework for identifying and analysing the important cultural and environmental uniqueness of any nation or global region. 			
Module -1 international marketing, Global E-marketing		10 hours	
<p>Definition – scope and challenges – difference between international marketing and domestic marketing – the dynamic environment of international trade – transition from domestic to international markets – orientation of management and companies</p> <p>The Death of Distance, communications, Targeting the individual customers, relationship marketing, interactivity, Speed to market, living in an age of technical discontinuities, new technologies change the rules of competition, components of the electronic value chain</p>			
Module -2 Global vision through marketing research, Social and Cultural Environment		10 hours	
<p>International marketing research – problems in availability and use of secondary data – problems in gathering primary data – multicultural research – a special problem – research on internet – a new opportunity – estimating market demand – problems in analysing and interpreting research information – responsibility for conducting marketing research – communicating with decision makers. Identifying foreign markets – classification based on demand – based on the stage of development – other bases for division of world markets</p> <p>Basic aspects of society and culture, Approaches to cultural factors, Impact of Social and Cultural Environment on Marketing Industrial and Consumer Products</p>			
Module -3 Global marketing management		10 hours	
<p>Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies – organizing for global competition</p> <p>Quality – Green marketing and product development, products and culture – analysing product components for adaptation– products for</p>			

consumers in global markets, product development, product adaptation, product standardization, marketing consumer services globally – marketing of services, brands in international markets
Demand in global business to business markets – quality and global standards – business services – trade shows' crucial part of business to business marketing – relationship markets in business to business context

Module -4 Licensing, Strategic Alliances, FDI, Global Distribution, International retailing, Pricing and Promotion decision 10 hours

Introduction, Licensing, Strategic Alliances, Manufacturing Subsidiaries, Entry Modes and Marketing Control, Optimal Entry Strategies. Introduction, Distribution as Competitive advantage, Rationalizing Local Channels, Wholesaling, Retailing, Global Logistics, Parallel Distribution, Global Channel Design
Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer
Pricing, Counter trade, Systems Pricing, Pricing and Positioning, price quotation – INCO terms – preparation of quotations. Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing

Module -5 Recent trends in India's foreign trade 10 hours

Institutional infrastructure for exports promotions in India – India's trade policy – exports assistance – exports documentation and procedures including different stages of documentation India - A Hub for Globalization, Globalization in India - Post Liberalization, India's Strengths,
Strategies for Sustainable Competitive Advantage, Potential for Made in India, Major Globalization
Initiatives from Indian Companies, WTO Regulations and their implications for India, Undesirable effects of globalization .Six major changes in global marketing

Course Outcomes:

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

23MBM403.1

Assess the transition from domestic to international markets

23MBM403.2

Interpret International Trade Theories from the perspective of Marketing socio- culture and

	International marketing research
23MBM403.3	Predict the global marketing environment from the perspective of entry into foreign business
23MBM403.4	Develop skills relating to International Pricing, Promotion and distribution decision
23MBM403.5	Assess Recent trends in International marketing
23MBM403.6	Elaborate the procedure and documentation in international trade

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	International Marketing	Philip R. Cateora, Mary C. Gilly, John L. Graham	McGraw Hill Education	Eighteenth edition
2	International Marketing	Masaaki Kotabe, Kristiaan helsen, Prateek Maheshwari	Wiley	2021
3	Global marketing management	Warren J. Keegan, C.Green Mark	Pearson Education	Ninth edition
Reference Books				
1	International marketing	Sia distributors	Sia Publishers	2023
2	International marketing	Michael Czinkota, Illka A. Ronkainen	Cengage Learning	Latest edition
Web links/Video Lectures/MOOCs				
1. https://www.classcentral.com/course/swayam-global-marketing-management-129902 .				
2. https://nptel.ac.in/courses/110107112/				
3. https://www.wtamu.edu/~sanwar.bus/otherlinks.htm				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBM403.1	2	-	2	2	-	-	-
23MBM403.2	-	3	-	3	-	-	-
23MBM403.3	2	-	2	2	-	-	-
23MBM403.4	-	3	3	-	-	-	-
23MBM403.5	2	-	-	2	-	-	-
23MBM403.6	2	-	-	2	-	-	-

1: Low 2: Medium 3: High

**DIGITAL BUSINESS AND E-COMMERCE MANAGEMENT
(DIGITAL BUSINESS & ANALYTICS SPECIALISATION)**

Course Code	23MBD401	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	50
Credits	03	Exam Hours	03

Course Learning Objectives:

1. To understand digital business activities and their impact on modern enterprises.
2. To examine regulatory implications of digital business technologies and their applications.
3. To investigate IoT and Artificial Intelligence technologies and their business uses.
4. To analyse digital strategy forces and their role in business development and growth

Module 1: Introduction to Digital Business 10 Hours

Meaning- Digital Business, Basics of Digital business, Stages of Digital Business Development, Activities of Digital Business, Success factors of digital business, Mobile business, Basics of Mobile business, Mobile application and user structure, Success factor of mobile business. Digital Government -Basics of Digital Government- Open Government and E-Participation- Services and User Structure of Digital Government- Success Factors of Digital Government.

Module 2: Digital Business Technology and Regulation 10 Hours

Basics of Digital Business Technology, Technology at the Human-Machine Interface, Security in Digital Business, Digital Payment Systems and Applications, Regulation of Digital Business.

Module 3: Internet of Things and Artificial Intelligence 10 Hours

Basics of Internet of Things, Applications of the Internet of Things, Internet of Robotic Things, IoT User Behaviour, Success Factors of IoT. Artificial Intelligence Services and Applications. Big Data Cloud Computing

Module 4: Digital Business Strategy 10 Hours

Four Forces of Digital Strategy: Convergence, Determinants of Convergence, Digital Business Value Activity System, Strategy Development in Digital Business: Taxonomy of Digital Business Strategy Development-Digital Business Target Plan-Digital Business Situational Analysis-Digital Business Strategy Formulation-Digital Business Strategy Implementation-Digital Business Strategy Audit

Module 5: Digital Business Implementation		10 Hours
<p>Digital Business Implementation, Pre-implementation Analysis Phase: SWOT Analysis, Benchmarking, Customer Demand and Preferences, Digital Business Strategy Concept, Definition of Digital Business Implementation Model Master Plan. Option Selection, Design/Development, Pilot Testing and Training, Deployment, Monitoring and Audit, Targets of Digital Business Implementation. Digital Business 3+3 Audit and Evaluation System, Assessment Areas: Design, Process, and Outcome, Assessment Levels: Company, Digital Business Offer, and Customer.</p> <p>Case study: Digital Business Model, Wikipedia Case study, eBay Case study, E-Commerce Case Study, LinkedIn Case study, Amazon Case Study</p>		
Course Outcomes:		
At the end of the course the student will be able to:		
23MBD401.1	Understand various Digital Business activities.	
23MBD401.2	Analyse digital business technologies and their regulatory implications.	
23MBD401.3	Examine IoT and Artificial Intelligence and its business applications.	
23MBD401.4	Analyse forces of digital strategy and its application in business development.	
23MBD401.5	Assess digital business strategies through SWOT analysis and benchmarking techniques	
23MBD401.6	Analyse various cases of Digital business and E-Commerce	

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Digital Business and Electronic Commerce: Strategy, Business Models and Technology	Bernd W. Wirtz	Springer International Publishing	First Edition, 2021
2	Digital Business and E-Commerce Management	Dave Chaffey, Tanya Hemphill David Edmundson-Bi Rd	Pearson	Seventh Edition, 2019

Reference Books				
1	Introduction to Electronic Commerce and Social Commerce	Efraim Turban Judy Whiteside David King Jon Outland	Springer International Publishing	Fourth Edition, 2017
2	Trends in E-Business, E-Services, and E-Commerce: Impact of Technology on Goods, Services, and Business Transactions	In Lee	IGI Global	First Edition, 2014
Web links/Video Lectures/MOOCs				
1. https://www.youtube.com/watch?v=r4jr2Q83X9Y				
2. https://elearning-adbi.org/courses/introduction-to-e-commerce/				
3. https://onlinecourses.nptel.ac.in/noc19_mg54/preview				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBD401.1	3	-	3	-	-	-	-
23MBD401.2	3	2	3	-	-	-	-
23MBD401.3	3	2	-	-	-	-	-
23MBD401.4	3	-	-	3	-	-	-
23MBD401.5	3	3	-	2	1	-	1
23MBD401.6	-	3	-	-	3	-	2

1: Low 2: Medium 3: High

DIGITAL PROJECT MANAGEMENT

Course Code	23MBD402	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	50
Credits	03	Exam Hours	03

Course Learning Objectives:

1. To develop effective digital consulting and presales strategies.
2. To create and execute comprehensive digital project plans.
3. To optimize digital project estimation and pricing models.
4. To implement and monitor digital projects successfully.

Module 1: Introduction to Digital Project Management 10 Hours

Digital Projects: Meaning, Regular Software Projects vs. Digital Projects, Project Management of Digital Projects: Mapping Digital Capabilities Across a Solution Value Chain, Digital Project Phases, Digital Project Lifecycle, Content Project Activities, Project Governance: Governance of Digital Projects, PMO Roles and Responsibilities, Digital Project Execution Models: Challenges in Digital Project Execution,

Module 2: Consulting and Presales in Digital Projects 10 Hours

Digital consulting framework: Research, evaluate, Validate. Presales Engagement: Proof of Concept (PoC), Prerequisites. Articulating Win Themes and Business Value Propositions in the Solution: Understanding Key Business Drivers and the Digital Program Vision-Understanding Existing Challenges and Defining the Future State-Articulating the Digital Transition Themes-Articulating Solution Tenets-Articulating Value Proposition.

Module 3: Digital Project Planning 10 Hours

The Project Management Plan, Key Points of the Plan: Collaboration Plan, Quality Management Plan, The Training Plan, Process Improvement Plan, Communication Plan, Risk Management Plan, Risk Management Plan, Risk Management Plan,

Module 4: Digital Project Estimation and Pricing 10 Hours

Estimation Framework: Pricing Models, Estimation Models: Function Point Estimation, SMC Estimation Model, User Story Based Estimation, Estimation Model Details
Pricing Models: Linear Pricing Models & Nonlinear Pricing Models

Module 5: Execution and Monitoring of Digital Projects 10 Hours

Models Used in Digital Project Management: Earned Value Management, Digital Maturity Model, Quantitative Risk Management Model, The Continuous Execution Model. Tools Used in Digital Project Management: Issue Management Tools, DevOps and Continuous Integration Tools. Project Planning Tools. Collaboration Tools, Agile Project Management Tools, Test Management Tools. Templates Used in Digital Project Management: Resource Induction Template, RACI Template for Project Governance. Digital Project Execution: The Waterfall Model, The Prototype Model, Iterative Execution Model, Agile Execution Model.

Course Outcomes:

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

23MBD402.1	Analyse the phases in digital project management.
23MBD402.2	Evaluate business value propositions and digital transition themes for presales.
23MBD402.3	Formulate project management plans including risk, quality, and communication strategies.
23MBD402.4	Apply frameworks and pricing models to determine project costs.
23MBD402.5	Evaluate digital project execution models.
23MBD402.6	Analyse digital project management templates.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Complete Guide to Digital Project Management from Pre-Sales to Post-Production	Shailesh Kumar Shivakumar	Apress	First Edition, 2018
2	Digital Project Management: The Complete Step-by-Step Guide to a Successful	Taylor Olson	J Ross Publishing	First Edition, 2015

	Launch			
Reference Books				
1	Project Management Under Internet Era	Shaopei Lin , Dan Huang	Springer	First Edition 2020
2	Fundamentals of Project Management	Joseph Heagney	Amacom	Sixth Edition, 2022
Web links/Video Lectures/MOOCs				
1. https://thedigitalprojectmanager.com/personal/new-pm/digital-project-management/				
2. https://www.linkedin.com/pulse/what-digital-project-management-pm-explained-girdler-cet-pmp/				
3. https://youtu.be/jEKmD2N7ljQ?si=DTmpHKXt0ruqLOW7				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBD402.1	3	3	-	3	-	-	-
23MBD402.2	3	3	-	-	-	-	2
23MBD402.3	3	3	-	-	3	-	-
23MBD402.4	3	3	-	-	-	-	-
23MBD402.5	3	3	-	-	-	-	-
23MBD402.6	3	3	-	-	-	-	-

1: Low 2: Medium 3: High

DATA VISUALISATION FOR MANAGERS

Course Code	23MBD403	CIE Marks	50
Teaching Hours/Week (L:T:P)	1:0:4	SEE Marks	50
Credits	03	Exam Hours	03

Course Learning Objectives:

1. To understand the Significance of Data Visualization.
2. To design Clear and Insightful Visualizations.
3. To analyse visualizations for accuracy, relevance, and the impact of design choices.
4. To apply Data Visualization in Strategic Decision-Making.

Module 1: Foundations of Data Visualization

10 Hours

Introduction to Data Visualization: Understanding the importance of visualization in decision-making, Overview of historical context and evolution of data visualization.

Key Concepts in Data Visualization: Exploring principles of visual perception and cognition, Understanding the significance of color theory, typography, and layout in effective visual communication.

Types of Visualizations: Overview of common types of charts, graphs, and dashboards, Choosing appropriate visualizations for different types of data and business scenarios.

Module 2: Data Visualization Tools and Technologies

10 Hours

Introduction to Visualization Tools, Overview of industry-standard data visualization tools (e.g., Tableau, Power BI, etc.), Hands-on training in using selected tools to create basic visualizations, Advanced Features and Techniques Exploring advanced features of selected tools for complex visualizations. Techniques for integrating data from various sources into visualization platform

Module 3: Design Principles for Effective Visualization

10 Hours

Designing Clear and Impactful Visualizations, Principles of effective visualization design, Best practices in creating visually appealing and informative charts and dashboards, Developing the ability to tell a compelling story through visualizations, Integrating narratives with data visualizations for persuasive communication.

Module 4: Interpretation and Critique of Visualizations

10 Hours

Evaluating Visualizations, Critiquing visualizations for accuracy and relevance, Assessing the suitability of visualizations for specific business contexts, Interpreting Complex Visualizations, Techniques for interpreting visualizations with complex datasets.

Module 5: Application of Data Visualization in Business Strategy 10 Hours	
Strategic Decision-Making with Data Visualization, Real-world case studies where data visualization played a crucial role in strategic decision-making, developing skills to leverage visualizations for strategic insights and communication at the managerial level.	
Course Outcomes: At the end of the course the student will be able to:	
23MBD403.1	Understand the evolution and importance of Data visualization.
23MBD403.2	Apply visualization tools to create basic and advanced visualizations
23MBD403.3	Evaluate principles and best practices for effective visualization design.
23MBD403.4	Analyse visualizations for accuracy and relevance in business contexts
23MBD403.5	Examine the significance of data visualization in strategic decision making.
23MBD403.6	Evaluate visualizations to derive insights and communicate strategy effectively.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Storytelling with data	Cole Nussbaumer Knaflic	Wiley	First Edition, 2015
2	Fundamentals of Data Visualization	Claus O. Wilke	O'Reilly	First Edition, 2019
Reference Books				
1	Data Visualization: A Practical Introduction	Kieran Healy	Princeton	First Edition, 2015
2	Everyday Data Visualization: Design effective charts and dashboards	Desireé Abbott	Manning	First Edition, 2024

Web links/Video Lectures/MOOCs

1. <https://www.tableau.com/learn/articles/data-visualization>
2. <https://www.coursera.org/articles/data-visualization>
3. <https://youtu.be/ZUeWXNK-9yA?si=qZ2DTDOG0e1b5ZhF>
4. <https://www.youtube.com/watch?v=MiiANxRHSv4>

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBD403.1	3	3	-	-	-	-	-
23MBD403.2	3	-	-	2	-	-	-
23MBD403.3	3	3	-	-	-	-	-
23MBD403.4	3	3	-	-	-	-	2
23MBD403.5	3	-	-	2	-	-	-
23MBD403.6	3	-	-	2	-	-	2

1: Low 2: Medium 3: High

PROJECT WORK

Course Code	23MBP404	CIE Marks	50
Teaching Hours/Week (L:T:P)	0:0:8	SEE Marks	50
Credits	04	Duration	6 weeks

Course Learning Objectives:

1. To analyse the data collect in project phase - I
2. To present the findings of the study

Guidelines for Project Work

- The project work shall be for a period of 6 weeks in the 4th semester.
- The project work shall be compulsory for all the students opting for all specializations.
- The students shall analyse the data and present the findings of the problem identified in project phase – I.
- Each student shall be assigned an internal guide based on the specialization.
- 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.
- The project work examination shall be conducted during 4th semester and the prescribed credit shall be included in the 4th semester.
- On completion of the project work, the student shall prepare a report 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 report shall not exceed 100 pages.
- The report shall be hardbound with facing sheet of royal blue colour indicating the title, name of the college and month & year of admission (spiral binding not permitted)
- The student shall submit three hard copies of the report along with electronic copy in pdf format before the commencement of 4th semester examinations.
- The student shall enclose a certificate by the guide, Dean – MBA and the Principal indicating the bonafide performance of the project.
- An declaration shall be given by the student to the effect that the work is independently carried out by him/her.

Evaluation

- Internal assessment (CIE) by the internal guide.
- Internal evaluation will be done by the internal guide.
- External valuation shall be done by a faculty member of other institute with minimum of 10 years' experience/industry expert.

- The viva –voce examination will be conducted by the Guide and an external examiner drawn from other Institute with minimum of 10 years of experience/expert from the industry.
- Project work carries 100 marks consisting of 50 marks for internal assessment (CIE) by the internal guide, average of 25 marks from both internal and external evaluation and 25 marks for viva-voce examination. Minimum passing marks for project work is 50% in each of the components such as internal assessment (CIE), report evaluation and viva-voce examination.
- Plagiarism: It is compulsory for the student to get the plagiarism check done before submission of the project work report. Plagiarism of up to 10% is allowed in the project work and report should consist 90% of original content/work.

Contents of the Project Work Report

- Cover page
- Certificate from the guide, Dean – MBA and Principal indicating the bonafide performance of Project work by the student
- Declaration by the student
- Acknowledgements
- Table of contents
- List of tables and graphs
- Executive summary

Chapter 1: Introduction

Introduction, Objectives, Scope of the study, Research methodology, Hypotheses, Limitations.

Chapter 2: Data Analysis - I

Chapter 3: Data Analysis - II

Chapter 4: Findings

Chapter 5: Summary, Recommendations and Conclusion

Bibliography

Annexure relevant to the project work

Course Outcomes:

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

23MBP404.1	To present the hypotheses
23MBP404.2	To present the data using charts and figures
23MBP404.3	To analyse the data using statistical tools
23MBP404.4	To test hypotheses using relevant tests

23MBP404.5	To summarise the findings
23MBP404.6	To list recommendations from the study

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23MBP404.1	3	-	-	-	-	-	-
23MBP404.2	-	3	-	-	-	-	-
23MBP404.3	-	3	-	-	-	-	-
23MBP404.4	-	3	-	1	-	-	-
23MBP404.5	-	-	-	1	-	-	-
23MBP404.6	-	-	-	-	3	-	-

1: Low 2: Medium 3: High

Allotment of marks for Project Work

Sl.No	Particulars	Marks Allotted
1.	Internal Assessment by the Guide based the presentations by Students (CIE)	50
2.	Project work report Evaluation by the Guide & External Examiner -Average of the marks awarded by the two Examiners shall be the final evaluation marks for the project work	25
3.	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 Phase -I Evaluation and Viva voce Examination

A. Internal Assessment by the Guide (based on presentation by the students)

Sl.No	Aspects	Marks Allotted
1	Presentation mechanics	5
2	Presentation content	5
3	Presentation-Supporting materials	5
4	Initiative, independence in problem solving.	5

5	Presentation of hypotheses	5
6	Presentation of data using charts and figures	5
7	Analysis of data using statistical tools	5
8	Hypotheses testing using relevant tests	5
9	Summary of findings	5
10	Recommendations and conclusion	5
Total		50

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

Sl.No	Aspects	Marks Allotted
1	Presentation of hypotheses	5
2	Analysis of data using statistical tools	5
3	Hypotheses testing using relevant tests	5
4	Summary of findings	5
5	Recommendations 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 allotted
1	Presentation Skill	5
2	Communication Skill	5
3	Analysis of data using statistical tools	5
4	Presentation of hypotheses and testing	5
5	Summary, Recommendations and conclusion	5
Total		25

Note: Formats are given below

Report of Project Work

**Title of the Project
Submitted by
Student Name
(USN)**

Submitted to

**St. Joseph Engineering College
(An Autonomous Institution)**

**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)**



**Department of Business Administration
St. Joseph Engineering College, Mangaluru – 575 028**

Month, Year

DECLARATION

I, (Student Name), hereby declare that the Project Work Report is prepared by me under the guidance of (Internal Guide Name) (Department) (Institute). I also declare that this Project Work is towards the partial fulfillment of the university/college Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I further declare that this Project Work is based on the original work 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:

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Sl. No	Contents	Page Nos.
	Certificate from College Declaration Contents List of Tables List of Figures Executive Summary	
Chapter-1	Introduction	XXX
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Chapter-3	Data Analysis - II	XXX
Chapter-4	Findings	XXX
Chapter-5	Summary, Recommendations and Conclusion	XXX
Bibliography		
Annexures		

List of Tables

Sl.No	Particulars	Page Nos
1	Table showing ABC Analysis	XXX
2	Table showing FSN Analysis	XXX
3	Table showing EOQ	XXX
4	Table showing stock of Raw materials	XXX

List of Figures

Sl.No	Particulars	Page Nos.
1	Figure showing ABC Analysis	XXX
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3	Figure showing EOQ	XXX
4	Figure showing stock of Raw materials	XXX

INDUSTRY INTERNSHIP

Course Code	23INT405	CIE Marks	50
Teaching Hours/Week (L:T:P)	0:0:24	SEE Marks	50
Credits	12	Duration	6 weeks

Course Learning Objectives:

1. To expose the students to the work culture and interpersonal dynamics of the organization
2. To study the structure, processes, products, services and financial position of an organization
3. To apply theoretical concepts in the real-life situation at the workplace
4. To develop interpersonal skills

General Guidelines

- The Industry Internship shall be for a period of 6 weeks during the 4th Semester
- The student shall seek the guidance of the internal guide and external guide from the organization on a continuous basis.

Contents of the Internship Report

- Cover page
- Certificate from the Organization
- Certificate from the guide, Dean – MBA and Principal indicating the bonafide performance of Industry Internship by the student.
- Declaration by the student
- Acknowledgements
- Table of contents
- List of tables and figures

Executive Summary

Chapter 1: Introduction to the Organisation

- Establishment of the company
- Position in Industry
- Types of services/products given/produced
- Mission statement and aim of the company
- Policy of the Company (policies concerning customer services, HR, production, advertising/promotion, environment etc.)
- SWOT Analysis of the company/organisation

Chapter 2: Organisation Structure and Financial Analysis

- Departments and functions of each department
- Organizational chart of the company

- Key Personnel
- Analysis of financial statements

Chapter 3: Description of Work Responsibilities

- Describe the department you worked in
- Layout of the office
- Project/experiential learning/organizational analysis
- Machines, Computer programmes used

Chapter 4: Experience Gained and Problems Faced

- What did you learn? How will this experience help you in the future?
- Problems faced
- What was missing/lacking?
- How could you have done your work better?
- How could you have gained more experience?

Chapter 5: Summary, Recommendations and Conclusion,

Your thoughts, views and comments in general about the company and your work experience

Bibliography

Annexures relevant to the industry internship such as figures, graphs, photographs, financial statements etc.

Course Outcomes:

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

23INT405.1	Explain the details of the establishment and mission of the organisation
23INT405.2	Examine the organisation structure
23INT405.3	Analyze the financial statements of the organization
23INT405.4	List the work responsibilities in the organisation
23INT405.5	Discuss the experience gained and problems faced in the organisation
23INT405.6	Summarise the thoughts, views and comments about the internship experience

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
23INT405.1	-	-	-	3	-	-	-
23INT405.2	-	-	-	-	3	-	-
23INT405.3	3	1	-	-	-	-	-
23INT405.4	-	-	-	-	-	-	3
23INT405.5	-	-	-	-	-	3	-
23INT405.6	-	-	-	-	3	-	-

1: Low 2: Medium 3: High

Industry Internship Evaluation:

- Internal assessment (CIE) by the internal guide
- Internal evaluation will be done by the internal guide.
- External valuation shall be done by a faculty member of other institute with minimum of 10 years experience/industry expert.
- The viva –voce examination will be conducted by the Guide and an external examiner drawn from other Institute with minimum of 10 years of experience/expert from the industry.
- Industry internship carries 100 marks consisting of 50 marks for internal assessment (CIE) 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 industry internship is 50% in each of the components such as internal assessment (CIE), report evaluation and viva-voce examination.
- The 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 report shall not exceed 100 pages.
- Submission of Report: Students should submit three hard copies of the Industry Internship Report along with an electronic copy in PDF format.
- The report shall be hard bound with facing sheet of **White colour**

Allotment of marks for Industry Internship

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

Rubrics for Industry Internship Evaluation and Viva voce Examination

A. Internal Assessment by the Guide.

Sl.No	Aspects	Marks Allotted
1	First Presentation	5
2	Second Presentation	5
3	Third Presentation	5
4	Details of the establishment of the company	5
5	SWOT analysis of the organisation	5
6	Organisation structure	5
7	Financial statement analysis	5
8	Work responsibilities in the organisation	5
9	Learning experience	5
10	Summary, Recommendations and Conclusion	5
Total		50

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

Sl.No	Aspects	Marks Allotted
1	Details of the establishment of the company and	5

	SWOT analysis	
2	Organisation structure	5
3	Financial statement analysis	5
4	Work responsibilities in the organisation	5
5	Learning experience 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 allotted
1	Presentation Skill	5
2	Communication Skill	5
3	Establishment of the company and SWOT analysis	5
4	Financial statement analysis and work responsibilities	5
5	Learning experience and conclusion	5
Total		25

Note: Formats are given below

Industry Internship Report

**Submitted by
Student Name
(USN)**

Submitted to

**St. Joseph Engineering College
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**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)**



**Department of Business Administration
St. Joseph Engineering College, Mangaluru – 575 028**

Month, Year

DECLARATION

I, (Student Name), hereby declare that the Industry Internship Report is prepared by me under the guidance of – (Internal Guide Name) and (External Guide Name). I also declare that this Industry Internship is towards the partial fulfillment of the university/college Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I further declare that this Industry Internship is based on the original work 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:

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MOTTO

Service and Excellence

VISION

To be a global premier Institution of professional education and research

MISSION

- Provide opportunities to deserving students of all communities, the Christian students in particular, for quality professional education
- Design and deliver curricula to meet the national and global changing needs through student-centric learning methodologies
- Attract, nurture and retain the best faculty and technical manpower
- Consolidate the state-of-art infrastructure and equipment for teaching and research activities
- Promote all-round personality development of the students through interaction with alumni, academia and industry
- Strengthen the Educational Social Responsibilities (ESR) of the Institution



St Joseph Engineering College

AN AUTONOMOUS INSTITUTION

Affiliated to VTU, Belagavi | Recognised by AICTE, New Delhi
Accredited by NAAC with A+ Grade

B.E. (CSE, ECE, EEE, ME, CIV), MBA & MCA Accredited by NBA, New Delhi

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