About
Bapuji Institute of Engineering & Technology

Bapuji Institute of Engineering and Technology (BIET) is a distinguished self-financing private institute established in 1979 by the Bapuji Educational Association (BEA) in Davanagere, Karnataka. Renowned for its commitment to value-based technical education, BIET has significantly impacted India's educational landscape under the leadership of Dr. Shamanuru Shivashankarappa, the Honorable Secretary of BEA, Chairman of BIET, and the sitting MLA of Davanagere (South) constituency, along with Sri. S S Mallikarjun, the Joint Secretary of BEA and a Cabinet-grade Minister of Karnataka.

BIET is an autonomous institution affiliated with Visvesvaraya Technological University (VTU), Belagavi, and approved by AICTE. The institute currently offers 13 undergraduate programs with a total intake of 1,480 students and 5 postgraduate programs with a total intake of 366 students. Additionally, BIET fosters research through its 14 recognized research centers. It is one of the most sought-after institutions in Central Karnataka and is consistently rated among the top ten technical institutes in the state.

BIET has been recognized by the All India Council for Technical Education (AICTE) and the University Grants Commission (UGC) under sections 2(f) and 12(b). BIET's undergraduate programs in Civil Engineering, Mechanical Engineering, Computer Science & Engineering, and Electronics & Communication Engineering have received accreditation from the National Board of Accreditation (NBA) for two consecutive periods: from 2021 to 2024 and from 2024 to 2027. The Electrical and Electronics Engineering program was accredited from 2022 to 2025. Other programs, including Biotechnology, Information Science & Engineering, Chemical Engineering, and Textile Technology, received accreditation from the NBA from 2023 to 2026.

The institute is also accredited by the National Assessment and Accreditation Council (NAAC) with an 'A' grade, awarded in 2017 and 2023. BIET boasts a lush green campus with state-of-the-art infrastructure, including spacious classrooms, a well-equipped library, modern laboratories, seminar halls, a guest house, hostels, and a high-tech indoor auditorium. The institute has also established the New Age Incubation Network (NAIN) center, Skill Development Centers, and a Centre for Intellectual Property Rights, and has MoUs for industry-institute collaboration.

In 2024, the UGC and VTU granted academic autonomy to BIET, enabling it to design its curriculum in line with the current Education Policy (NEP) 2020 and evolving technological advancements. This autonomy has facilitated the adoption of a student-centric teaching-learning process, continuous evaluation with a grading system, and implementation of Outcome-Based Education (OBE), creating a vibrant academic environment conducive to effective and meaningful engineering education.

INSTITUTE VISION

To be a centre of excellence recognized nationally and internationally, in distinctive areas of engineering education and research, based on a culture of innovation and invention

INSTITUTE MISSION

BIET contributes to the growth and development of its students by imparting a broad-based engineering education and empowering them to be successful in their chosen field by inculcating in them positive approach, leadership qualities and ethical values.

QUALITY POLICY

- Inculcating the concepts of discipline, punctuality and ethics into the thought process of students to promote their overall growth.
- Motivating teachers to impart knowledge continuous interaction with students.
- Carrying out objective evaluation of student's performance.
- Enhancing the academic skills of the faculty through faculty development programs.
- Creating an atmosphere conducive to research in the campus.

ABOUT MBA PROGRAMME

MBA Programme – Bapuji Institute of Engineering & Technology, is an intellectual journey in management education. It comprises a variety of academic and non-academic learning which goes beyond conventional classroom learning. The institute is located in Davangere with a lush green state-of-the-art campus with world-class infrastructure and learning ambiance in Davangere. The institute is offering a two-year full-time master's degree in management, at an autonomous institute affiliated with Visvesvaraya Technological University, Belagavi. Approved by AICTE, New Delhi.

Today corporates are looking for skilled, self-aware managers who can tackle global problems, act creatively in uncertain, ambiguous environments, and get things done in complex situations. In the MBA Programme, the entire learning process is focused on inculcating the needed skills and sensitivity to the real world in students and sculpting them to become modern-day managers with built-in values and ethics and acting as change agents in their chosen field.

To achieve these goals, the MBA Programme initiated the Center for Skill Development which believes in three inter-related components; "Knowing", "Doing" and "being" through time tested pyramid approach of "Discover", "Understand" and "Practice" for gaining the success in EMPLOYABILITY and ENTREPRENEURSHIP by designing the entire programmes to inculcate Conceptual, Human and Technical skills.

DEPARTMENT VISION

To be recognized as premier management institution that is dedicated to educational excellence and prepare our students with required skills to meet the challenges of both domestic and globalized business environment.

DEPARTMENT MISSION

Developing effective and responsible managers by providing the managerial / leadership skills with insightful knowledge and inspiring minds in dialogue with world around us..

PROGRAMME OUTCOMES (POS)

- Apply knowledge of management theories and practices to solve business problems.
- Foster analytical and critical thinking abilities for data-based decision making.
- Ability to develop value-based leadership.
- Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business.
- Ability to lead themselves and others in the achievement of organizational goals contributing effectively to a team environment.
- Ability to apply critical thinking, analytics, technology and design thinking approaches for problem-solving and value creation in dynamic business environments.
- Ability to identify, evaluate and implement innovative and entrepreneurial solutions to emerging business challenges.

PROGRAM SPECIFIC OUTCOMES (PSOs)

- Apply the knowledge and skills learned in the Programme for a successful and ethical career
- Develop and acquire sufficient conceptual knowledge of various functions of the management and specializations
- Successfully accept and adapt to the changing corporate environment and different cultures.
- Develop as a self-confident individual who are aware of social and environmental concerns.

PROGRAM EDUCATIONAL OBJECTIVES (PEOS)

- Students will have a successful career in the field of various management disciplines and research by following professional ethics and contributing to society and the nation at large.
- Encourage them to become an entrepreneur with a sense of social responsibility to accomplish the socio-economic needs
- Developing effective communication skills so that they will become effective managers and leaders in their profession.
- Become an effective manager, leader and team member to gain new professional competencies through advanced degrees, courses and professional body registration to compete and develop and sustain the business, environmental and societal changes.

SCHEME OF TEACHING AND EXAMINATION

1st to 4th Semester MBA Programme

Total Credits for MBA Programme

	Semester	Credit per Semester	Total Credit
1st year	1	24	48
	2	24	
2nd Year	3	28	52
	4	24	
Total			100

Curriculum Frame Work:

Sl.No	Course		Credits
1	Professional Core course	PCC	62
2	Professional Elective Course	PEC	28
3	Internship	INT	4
4	Project	PRJ	6
5	Skill Development Programme/ Minor Projects	SDP	MNC
	Total		100

*(MNC)Mandatory non-credit course

Theory Course Credit	
Duration	**Credits**
50 hours of course content	4
40 hours of course content	3
Lecture one hour per week	1
Practical two hours per week	1

Scheme of Teaching and Examinations: 2024- 26

Scheme of Teaching and Examinations: 2024- 25
MASTER OF BUSINESS ADMINISTRATION (MBA)

Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

I SEMESTER										
Sl. No	Course	Course Code	Course Title	Teaching Hours /Week		Examination				Credits
				Theory	Practical component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	MBAPCC101	Management and Organizational Behavior	04	00	03	50	50	100	04
2	PCC	MBAPCC102	Financial Accounting & Reporting	04	00	03	50	50	100	04
3	PCC	MBAPCC103	Economics for Decision Making	04	00	03	50	50	100	04
4	PCC	MBAPCC104	Business Statistics	04	00	03	50	50	100	04
5	PCC	MBAPCC105	Marketing Management	04	00	03	50	50	100	04
6	PCC	MBAPCC106	Managerial Communication	04	00	03	50	50	100	04
7	MNC	MBAMNC107	Excel Foundation for Management	00	01	01	50	00	50	00
8	MNC	MBAMNC108	Data Visualization with Tableau and Power BI	00	01	01	50	00	50	00
TOTAL				**24**	**00**	**18**	**300**	**300**	**600**	**24**

Scheme of Teaching and Examinations: 2024-25
MASTER OF BUSINESS ADMINISTRATION (MBA)
Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

II SEMESTER										
Sl. No	Course	Course Code	Course Title	Teaching Hours /Week		Examination				Credits
				Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	MBAPCC201	Human Resources Management	04	00	03	50	50	100	04
2	PCC	MBAPCC202	Financial Management	04	00	03	50	50	100	04
3	PCC	MBAPCC203	Research Methodology	04	00	03	50	50	100	04
4	PCC	MBAPCC204	Operations Research	04	00	03	50	50	100	04
5	PCC	MBAPCC205	Corporate Strategy	04	00	03	50	50	100	04
6	PCC	MBAPCC206	Entrepreneurship Development and IPR	04	00	03	50	50	100	04
7	MNC	MBASEC207	Societal Project	-	-	-	-	-	-	-
8	MNC	MBAMNC208	Excel for Data-Driven Decision	00	01	01	50	00	50	00
7	MNC	MBAMNC209	Introduction to Python	00	01	01	50	00	50	00
TOTAL				**24**	**00**	**18**	**300**	**300**	**600**	**24**

Scheme of Teaching and Examinations – 2024 – 25
MASTER OF BUSINESS ADMINISTRATION (MBA)

Choice Based Credit System (CBCS) and Outcome Based Education(OBE)

		III SEMESTER (Core Courses and Dual Specialization Courses)											
Sl. No.	Course	Course Code					Teaching Hours Per Week		Examination				credits
		Marketing	Finance	Human Resources	Business Analytics	Digital Marketing	Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	MBAPCC301	MBAPCC301	MBAPCC301	MBAPCC301	MBAPCC301	04	00	03	50	50	100	04
2	PCC	MBAPCC302	MBAPCC302	MBAPCC302	MBAPCC302	MBAPCC302	04	00	03	50	50	100	04
3	PEC	MBAMKT303	MBAFIN303	MBAHRM303	MBABAY303	MBADMG303	04	00	03	50	50	100	04
4	PEC	MBAMKT304	MBAFIN304	MBAHRM304	MBABAY304	MBA DMG304	04	00	03	50	50	100	04
5	PEC	MBAMKT305	MBAFIN305	MBAHRM305	MBABAY305	MBA DMG305	04	00	03	50	50	100	04
6	PEC	MBAMKT306	MBAFIN306	MBAHRM306	MBABAY306	MBA DMG306	04	00	03	50	50	100	04
7	PCC	MBAINT307	MBAINT307	MBAINT307	MBAINT307	MBAINT307	-	08	-	50	50	100	04
		Total					**24**	**08**	**18**	**350**	**350**	**700**	**28**

III SEMESTER **Core Courses**									
Course Code		**Course Title**							
MBAPCC 301		Logistics & Supply Chain Management							
MBAPCC 302		International Business							
Specialization Courses									
Marketing		**Finance**		**Human**		**Business Analytics**		**Digital Marketing**	
MBA MKT 303	Consumer Behaviour	MBA FIN 303	Advanced Financial Management	MBA HRM 303	Recruitment & Selection	MBA BAY 303	Applied Python for Data Driven Decision Making	MBA DMG 303	Fundamentals of Digital Marketing
MBA MKT 304	Sales & Retail Management	MBA FIN 304	Security Analysis & Portfolio Management	MBA HRM 304	Organizational Change & Development	MBA BAY 304	Data Visualization	MBA DMG 304	Social Media Marketing
MBA MKT 305	Integrated Marketing Communication	MBA FIN 305	Strategic Cost Management	MBA HRM 305	Industrial Relations & Legislation	MBA BAY 305	Business Analytics and Intelligence	MBA DMG 305	Search Engine Optimization and Marketing
MBA MKT 306	Rural Marketing	MBA FIN 306	Banking & Financial Services	MBA HRM 306	Compensation & Reward Management	MBA BAY 306	Big Data Analytics	MBA DMG 306	Web Digital Analytics
MBA INT 307	Internship	MBA INT 307	Internship	MBA INT 307	Internship	MBA INT 307	Internship	MBA INT 307	Internship

MASTER OF BUSINESS ADMINISTRATION (MBA)

Choice Based Credit System (CBCS) and Outcome Based Education(OBE)

IV SEMESTER (Core Courses and Dual Specialization)													
Sl. No	Course	Course Code					Teaching Hours /Week		Examination				Credits
		Marketing	Finance	Human Resource	Business Analytics	Digital Marketing	Theory	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	MBAPCC401	MBAPCC401	MBA401	MBAPCC401	MBAPCC401	02	02	03	50	50	100	3
2	PCC	MBAPCC402	MBAPCC402	MBAPCC402	MBAPCC402	MBAPCC402	02	02	03	50	50	100	3
3	PEC	MBAMKT403	MBAFIN403	MBAHRM403	MBABAY403	MBADMG403	02	02	03	50	50	100	3
4	PEC	MBAMKT404	MBAFIN404	MBAHRM404	MBABAY404	MBADMG404	02	02	03	50	50	100	3
5	PEC	MBAMKT405	MBAFIN405	MBAHRM405	MBABAY405	MBADMG405	02	02	03	50	50	100	3
6	PEC	MBAMKT406	MBAFIN406	MBAHRM406	MBABAY406	MBADMG406	02	02	03	50	50	100	3
7	PCC	MBAPRJ407	MBAPRJ07	MBAPRJ407	MBAPRJ407	MBAPRJ407	-	12	-	50	50	100	6
Total							**12**	**24**	**18**	**350**	**350**	**700**	**24**

MASTER OF BUSINESS ADMINISTRATION (MBA)
Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

IV SEMESTER Core Courses									
Course Code			**Course Title**						
MBA PCC401			Emerging Technologies for Business						
MBA PCC402			Innovation & Design Thinking						
Specialization Courses									
Marketing		**Finance**		**Human Resource**		**Business Analytics**		**Digital Marketing**	
MBA MKT 403	Strategic Brand Management	MBA FIN 403	Tax Management	MBA HRM 403	International HRM	MBA BAY 403	Machine Learning and Data base systems	MBADMG 403	Content Marketing
MBA MKT 404	Services Marketing	MBA FIN 404	International Financial Management	MBA HRM 404	Personal Growth & Interpersonal Effectiveness	MBA BAY 404	Predictive Analytics	MBA DMG 404	Affiliate Marketing and google Ad works and ad sense
MBA MKT 405	Digital & Social Media Marketing	MBA FIN 405	Risk Management & Insurance	MBA HRM 405	Conflict & Negotiation Management	MBA BAY 405	Digital Analytics	MBA DMG 405	Mobile Marketing
MBA MKT 406	B2B Marketing	MBA FIN 406	Mergers, Acquisitions & Corporate Restructuring	MBA HRM 406	Strategic Talent Management	MBA BAY 406	Strategy Analytics	MBA DMG 406	Artificial Intelligence and Neural Marketing
MBA PRJ 407	Project Report	MBA PRJ 407	Project Report	MBA PRJ 407	Project Report	MBA PRJ 407	Project Report	MBA PRJ 407	Project Report

FIRST SEMESTER
MBA SYLLABUS

MANAGEMENT & ORGANISATIONAL BEHAVIOUR			
Course Code	**MBAPCC101**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

- To understand and analyse Management and Organisational Behaviour theories and models.
- To classify and differentiate between the best methods to solve the problems.
- To compare the appropriate framework for solving the problems at the workplace.
- To apply Management and OB concepts to real-world business scenarios.

Module-1 (9 Hours)

Introduction, Meaning, Objectives, Differences between Administration and Management, Levels of Management, Kinds of Managers, Managerial roles, Historical evolution of Management thought, Contemporary issues in Management – sustainability, diversity, equity & inclusion in the workplace.

Module-2 (9 Hours)

Planning - Importance, Process, Benefits of Planning, Types of Plans, Planning tools and techniques. **Organizing -** Meaning, Types of Organization structures, Traditional structures, Directions in organization structures. **Leading** - Meaning, Nature, Traits and Behaviour, Contingency approaches to Leadership, Transformational leadership. **Controlling** - Meaning, Importance, Steps in the Control Process, Types of Control.

Module-3 (7 Hours)

Organisational Behaviour - Introduction, Meaning, History of Organisational Behaviour, Organisational effectiveness, Organisational learning process, Stakeholders, OB in a global context.

Module-4 (9 Hours)

Introduction, MARS Model of individual Behaviour and performance, Types of Individual Behaviour, Personality in Organization, Values in the workplace, Types of values, **Perception–**Meaning, Model of Perceptual process. Emotions in the workplace, Types of emotions, Circumplex Model of Emotion, Attitudes and Behaviour, Work-related stress and its management. **Motivation–** Meaning, Maslow's Hierarchy of Needs, Four Drive Theory of Motivation.

Module-5 (8 Hours)

Teams: Meaning of Teams, Advantages of Teams, Model of Team Effectiveness, Stages of Team Development. **Power & Politics**: Meaning, Sources, Contingencies of Power, Consequences of Power, Politics in organization. **Conflict and Negotiation in the workplace**: Constructive & Relationship conflict, Conflict Process Model, Structural sources of Conflict Management, Resolving conflict through negotiation and Third-Party Conflict Resolution.

Module-6 (8 Hours)

Utilizing behavioral assessment tools such as the Big Five Personality Test, MBTI (Myers-Briggs Type Indicator), Values Questionnaire, Emotional Intelligence Test, and the Johari Window that provide insights into students' personality types, traits, values, emotions, and interpersonal skills. Students will develop a personal profile based on the outcomes of these assessments, enhancing their ability to apply behavioral concepts to practical business scenarios.

Note: 100 percent Theory in SEE.

Suggested Learning Resources:

Books

1. Management– John R. Schermerhorn, Jr., 8/e, Wiley India, 2010.
2. Organizational Behavior–Steven L. McShane & Mary Ann Von Glinow, 6/e, McGraw Hill Education, 2015.
3. Management & Organisational Behaviour – Laurie J. Mullins, 7/e, Prentice Hall, 2005.
4. Essentials of Management – Koontz, McGraw Hill, 8/e, 2014.
5. MGMT –Chuck Williams & Manas Ranjan Tripathy, 5/e, Cengage Learning, 2013.
6. Organizational Behaviour – Fred Luthans, 12/e, McGraw Hill International, 2011.
7. Fast tracking to Managerial & CEO Roles- Ajit Singhvi & Sapta Sheel, Primedia E-Launch,2022.

Web links and Video Lectures (e-Resources):

- https://onlinecourses.nptel.ac.in/noc22_mg104/preview
- https://onlinecourses.nptel.ac.in/noc22_mg78/preview
- https://learninglink.oup.com/access/king-lawley3e-student-resources#tag_all-chapters

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

Skill Development Activities suggested

- Visit an Organization and note the various functions played in a day.
- Conduct a professional event in the department and try to understand the various roles played by students in relation to Team and Organisational environment.
- Develop questions, interact with people in the Organization and try to observe personality.
- Meet any Leader / HoD / Dean and observe the Management of various department and record the changes along with reasons for change.
- Student should do self-profiling after undergoing different psychometric tests.

Course Outcomes (Course Skill Set)

Sl.No.	Description	Bloom's Level
CO1	**Demonstrate** fundamental concepts of Management and Organizational Behaviour by interpreting real-world scenarios and discussing their application to practical situations.	L2
CO2	**Apply** conceptual knowledge of management principles, various management functions, and organizational behaviour theories to analyze and address practical challenges.	L3
CO3	**Make use of** management and behavioral models related to attitude, perception, power, politics and conflict in the workplace.	L3
CO4	**Analyze** how management and organizational behaviour trends impact workplace culture, employee engagement, and productivity.	L4
CO5	**Apply** behavioral assessment tools (Big Five, MBTI, EI Test, Johari Window, Values Questionnaire) to develop a personal management profile and relate insights to organizational behaviour and management practices.	L3

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**1**				**2**		
CO2		**2**	**2**				
CO3				**3**			
CO4		**2**		**2**			
CO5		**3**	**2**	**2**			

FINANCIAL ACCOUNTING & REPORTING			
Course Code	**MBAPCC102**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

- To enable the students to understand the conceptual framework of accounting, reporting and financial statements.
- To enable the students in preparation of books of accounts and accounting records leading to final accounts and interpretation there-off.
- To acquaint the students with interpretation of accounting information and analyses of financial statements for decision making.

Module-1 (7 Hours)

Introduction to Accounting: Meaning and objectives, Need and Types of Accounting, Single Entry System, Double Entry System. Concepts and Conventions of Accounting. Users of Accounting information, Basics of Generally Accepted accounting Principles (GAAP), Indian Accounting Standards, IFRS, (Theory only)

Module-2 (9 Hours)

Accounting Cycle: Journal, Ledgers, Trial balance, Accounting equation, subsidiary books including cash book with two and three column cashbook only.
(Theory and Problems).

Module-3 (9 Hours)

Final Accounts of Companies: Preparation of final accounts of Companies in vertical form as per Companies Act of 2013 (Problems of Final Accounts with adjustments), Window dressing. Case Study problem on Final Accounts of Company-Appropriation accounts. (Theory and Problems).

Module-4 (9 Hours)

Analysis of Financial Statements: Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Case Study on Financial Ratio Analysis. Lab compulsory for Financial Statement Analysis using Excel. (Theory and Problems).

Module-5 (6 Hours)

Depreciation and Emerging Issues in Accounting: Depreciation: Meaning, characteristics and causes of depreciation, Types of Depreciation. Tax implication of depreciation. (Problems only on straight line and WDV method).

Module-6 (10 Hours)

Emerging Areas in Accounting: Human Resource Accounting, Forensic Accounting, Green Accounting, Sustainability Reporting, Automated Accounting Processes, Cloud-based Accounting, Data Analytics & Forecasting Tools, Block chain, AI in Accounting, Big Data in Accounting (Theory only). Practical Component – Software to be used in preparation of Final Accounts and Financial Statements of Companies

Note: 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

1. Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e, PHI, 2014.
2. A Text book of Accounting for Management, Maheswari S. N, Maheswari Sharad K. Maheswari, 2/e, Vikas Publishing house (P) Ltd.
3. Computerized Accounting, Neeraj Goyal, Rohit Sachdeva, Kalyani Publishers, 1e, 2018.
4. Accounting for Management-Text & Cases, S. K. Bhattacharya & John Dearden, Vikas Publishing House Pvt. Ltd., 3e, 2018.
5. Accounting and Finance for Non-finance Managers, Jai Kumar Batra, Sage Publications, 1e, 2018.
6. Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.

Web links and Video Lectures (e-Resources):

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

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

Skill Development Activities Suggested

- To collect Annual reports of the companies and analyze the financial statements using different techniques and presenting the same in the class.
- To get exposed to use of accounting software (preferably Tally or ERP).
- To identify the sustainability report of a company and study the contents.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Describe the meaning, objectives, types, concepts, conventions and principles of Accounting, including GAAP, Ind AS and IFRS	L4
CO2	Apply the accounting cycle by preparing journal entries, ledgers, trial balance, subsidiary books and cash books to record financial transactions accurately	L2
CO3	Prepare and interpret final accounts of companies in vertical format as per the Companies Act 2013, including adjustments and appropriation accounts	L3
CO4	Analyze financial statements using trend analysis, comparative statements and financial ratios, and prepare financial reports using Excel	L2
CO5	Compute depreciation using Straight Line and WDV methods and discuss emerging trends like forensic accounting, sustainability reporting, AI and automation	

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**			**2**	**2**		
CO2	**3**	**2**					
CO3	**2**	**2**					
CO4		**3**		**2**		**2**	
CO5			**2**	**3**			**2**

ECONOMICS FOR DECISION MAKING			
Course Code	**MBAPCC103**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**4**	**Exam Hours**	**3**

Course Learning objectives:

- To introduce the fundamentals, tools and theories of managerial economics.
- To provide an understanding of the application of Economics in Business
- To learn the basic Micro and Macro-economic concepts.
- To understand Demand, Production, Cost, Profit and Market competitions with reference to firmand industry.

Module-1 (7 Hours)

Introduction: Managerial Economics: Meaning, Nature, Scope & Significance, Uses of ManagerialEconomics, Role and Responsibilities of Managerial Economist. Theory of the Firm: Firm and Industry, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's model of growth maximization, Williamson's modelof managerial discretion.

Module-2 (9 Hours)

Demand Analysis

Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand, Classification of Price,Income & Cross elasticity, Promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply. **Demand forecasting**: Meaning & Significance, Methods of demand forecasting. (Problems on Price elasticity of demand, and demand forecasting using Time-series method).

Module-3 (9 Hours)

Cost Analysis & Production Analysis

Concepts of Production, production function with one variable input - Law of Variable Proportion,Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Economies of scale, Diseconomies of scale. Types of cost, Cost curves, Cost – Output Relationship in the short run andin the long run, Long- Run Average Cost (LAC)curve. **Break Even Analysis**–Meaning, Assumptions, Determination of BEA, Limitations, Margin of safety, Uses of BEA In Managerial decisions (Theory and simple problems).

Module-4 (9 Hours)

Market structure and Pricing Practices

Perfect Competition: Features, Determination of price under perfect competition, **Monopolistic Competition**: Features, Pricing Under monopolistic competition, Product differentiation. **Oligopoly:** Features, Kinked demand Curve, Cartels, Price leadership. **Monopoly:** Features, Pricing under monopoly, Price Discrimination. **Descriptive Pricing Approaches:** Loss leader pricing, Peak Load pricing, Transfer pricing.

Module-5 (9 Hours)

Indian Business Environment

Nature, Scope, Structure of Indian Business Environment, Internal and External Environment. Political and Legal Environment, Economic Environment, Socio–Cultural Environment, Global Environment. Private Sector, Growth, Problems and Prospects, SMEs, Significance in Indian economy, challenges and prospects. **Fiscal policy and Monetary Policy:** Meaning of Fiscal policy, three main types of fiscal policy – neutral policy, expansionary, and contractionary. Monetary policy: Meaning, **Objectives of monetary policies:** Controlling inflation, managing employment levels, and maintaining long-term interest rates. (Theory only)

Module-6 (7 Hours)

Indian Industrial Policy: New industrial policy 1991**, Production Linked Incentive** (PLI) scheme for Promoting manufacturing of Telecom & Networking Products in India, New economic initiatives proposed by Indian government for economic growth Private Sector-Growth- like Atma Nirbhar Bharath Abhiyan.

Practical Component:

Mini Project: Role of the PLI Scheme in Building India as a Telecom Manufacturing Hub and Growth Story of India through New Economic Initiatives. **Assignment Title:** Analysis of the Production Linked Incentive Scheme for Telecom Products and Private Sector Growth in the Atma Nirbhar Bharat Abhiyan

Note: The SEE question paper should have the weightage of 80% theory and 20% problems.

Suggested Learning Resources:

Books

1. Managerial Economics by Dr. A.B. Kalkundrikar and Dr.Rajendra M. Inamdar, 2022
2. Managerial Economics by Geethika,Ghosh & Choudhury, McGrawHill 2/e,2011
3. Managerial Economics by Dominick Salvotore, Oxford Publishers, 2e, 2016
4. Managerial Economics by D.M Mithani, HPH publications, 2016
5. Managerial Economics by Samuelson & Marks, Wiley, 5/e,2015

Web links and Video Lectures (e-Resources):

- https://www.edx.org/learn/managerial-economics
- https://www.indiabudget.gov.in/
- https://onlinecourses.swayam2.ac.in/imb19_mg16/preview
- https://www.youtube.com/watch?v=ZXDKdJO3V6Y

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

Skill Development Activities Suggested

- Assessment of Demand Elasticity–Price, Income and Cross
- Demand Forecasting: Application of qualitative and quantitative methods of demand forecasting to various sectors (Automobile, Service, Pharmaceutical, Information Technology, FMCG, Hospitality etc.) in India. Students are expected to assess the impact of advertisement or sales promotion on the demand of a product
- An in-depth study of economic indicators on the growth rate and presentation on the same
- Analyze the impact of the Union Budget on different sectors of the Indian economy, fiscal discipline and disinvestment proposals of the GOI and presentation on the same
- A study on the effect of monetary policy on banking and NBFCs. A debate can be held on the pros and cons of the monetary policy. Use of MS Excel in the above mentioned activities should be encouraged.

Course outcomes

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

Sl. No.	Description	Blooms Level
CO1	**Understand** the Concepts of managerial economics, its scope, fundamental principles of managerial economics, and demand analysis.	L2
CO2	**Comprehend** the microeconomic concepts and **apply** them forthe effective functioning of a Firm and Industry.	L3
CO3	**Apply** the concepts of production and cost for optimization of production	L3
CO4	**Discuss** different types of markets and market structure.	L2
CO5	**Understand** and **Analyze** the Macroeconomic policies, and the impact of globalization on the Indian economy.	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3		1				
CO2	3	2		1			
CO3	2				1		
CO4	2		3		1		
CO5	2			1	3		

BUSINESS STATISTICS			
Course Code	**MBAPCC104**	CIE Marks	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	SEE Marks	**50**
Total Hours of Pedagogy	**50**	Total Marks	**100**
Credits	**04**	Exam Hours	**03**

Course Learning Objectives:

1. To facilitate the students to compute the various measures of central tendency and dispersion using descriptive statistics
2. To enhance the skills to visualize and estimate the relationship between variables using correlation and regression analysis.
3. To equip with the skills of decision-making using probability techniques.
4. To empower students with knowledge of trend analysis.
5. To make the students understand the procedure of hypothesis testing using appropriate parametric and non-parametric tests.
6. To familiarize the students with excel to perform descriptive and inferential statistics.

Module-1 (8 Hours)

Introduction to Statistics: Meaning and Definition, Importance, Types Measures of Central Tendency -Arithmetic mean, Geometric mean, Harmonic mean, Median, Quartiles, Deciles, Percentiles, Mode. Measures of Dispersion-Range, Quartile deviation, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness, Moments and Kurtosis (Theory and Problems).

Module-2 (7 Hours)

Correlation and Regression: Correlation - Significance, Types, and Methods-Scatter diagram, Karl Pearson correlation, Spearman's Rank correlation, Regression- Significance, Linear Regression Analysis, Types of regression models, Lines of Regression, Standard error of Estimate (Theory and Problems).

Module-3 (9 Hours)

Probability Distribution: Concept of probability, Counting rules for determining number of outcomes, Permutation and Combination, Rules of probability- Addition and Multiplication, Baye's Theorem. Concept of Probability Distribution, Theoretical Probability Distributions - Binomial, Poisson, Normal (Problems only on Binomial, Poisson and Normal). (Theory and Problems).

Module-4 (8 Hours)

Time Series Analysis: Objectives, Variations in Time Series. Measurement of Trend, Graphic Method, Moving Average Method, Semi-Average Method, Least Square Method. Measurement of Seasonal Variations- Method of Simple Averages, Ratio to Trend Methods-Ratio to Moving AverageMethod, Link Relative Method. (Theory and Problems).

Module-5 (8 Hours)

Hypotheses Testing: Definition, Types, Procedure for testing, Errors in hypotheses testing. Parametric and Non-Parametric Tests -t-test, z-test, f-test, Chi-square test, u-test, K-W Test (problems on all tests).Analysis of Variance (theory only)

Module-6 (10 Hours)

Computer lab for Statistics: Excel for Statistics - Calculation of Mean, Median, Mode, Quartiles, Deciles, and Percentiles using Excel functions. Application of Excel to calculate Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance, and Coefficient of Variation. Scatter Plot creation and trendline analysis. Calculations of correlations, conducting regression analysis. Measurement of Trend using Excel: Moving Averages, Semi-Average, and Least Squares Methods. Conducting hypothesis tests using Excel's Data Analysis Toolpak. Analysis of Variance (ANOVA) using Excel's built-in ANOVA tool.
(Mandatory all the students should be taught in the lab and give them the practical knowledge which

will be beneficial for their research work and Industrial applications.)

Note: 40 percent theory and 60 percent problems in SEE.

Suggested Learning Resources:

Books

1. S C Gupta (2018), Fundamentals of Statistics, 7th edition Himalaya Publications.
2. J K Sharma (2020), Business Statistics 5th edition Vikas Publishing House.
3. S P Gupta (2021), Statistical Methods 46th edition Sultan Chand Publications.
4. C R Kothari (2015), Research Methodology- Methods and Techniques, Viswa Prakasam Publications.

Web links and Video Lectures (e-Resources):

- Students should opt Swayam NPTEL Course on Business Statistics offered by Prof. M.K.Barua Dept. of Management studies IIT Roorkee.
- https://www.Youtube.com/watch? v=VDLyk6z8uCg Swayam NPTEL Course on Business Statistics by Dr. P. M. Shiva Prasad, Department of Commerce, Teresian College, Mysuru.

Skill Development Activities Suggested

- Role Play Techniques, Quizzes, Field Surveys, Assignment

Course outcome (Course Skill Set)

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

Sl. No.	Description	BloomsLevel
CO1	**Comprehend** the fundamental statistics concepts, including measures of central tendency, dispersion, skewness, and kurtosis, and illustrate their importance in business decision-making.	L2
CO2	**Apply** correlation and regression techniques to analyze relationships between variables and evaluate the significance of these relationships in real-world business contexts.	L3
CO3	**Make use of** probabilities and theoretical probability distributions (Binomial, Poisson, Normal), and **demonstrate their application** in business problem-solving.	L3
CO4	**Analyze** time series data using various trend and seasonal variation methods and interpret their implications for forecasting and business planning.	L4
CO5	**Construct** the hypothesis testing using parametric and non-parametric tests, and **interpret** the results to make informed business decisions. Additionally, **Utilize** Excel for statistical computations and trend analysis.	L5

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1				2		
CO2		2	2				
CO3				3			
CO4		2		2			
CO5	2	3					

MARKETING MANAGEMENT			
Course Code	**MBAPCC105**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

- To make students understand the fundamental concepts of marketing and environment in which marketing system operates.
- To gain knowledge on consumer buying Behaviour and influencing factors
- To describe major bases for segment marketing, target marketing, and market positioning.
- To develop a Conceptual framework, covering basic elements of the marketing mix.
- To understand fundamental premise underlying market driven strategies and hands on practical approach.

Module-1 (7 Hours)

Introduction to Marketing: Importance of marketing, Definitions of market and marketing, Types of Needs, Elements of Marketing Concept, Functions of Marketing, evolution of marketing, Marketing V/s Selling, Customer Value and Satisfaction, 4P's of Marketing, Marketing Environment,Techniques used in environment analysis, Characteristics (Micro and Macro), Marketing to the 21st century customer.

Module-2 (9 Hours)

Analyzing Consumer Behaviour: Meaning and Characteristics, Importance of consumer behavior, Factors influencing Consumer Behaviour, Consumer characteristics influencing buying behavior personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer Behaviour. Psychological factors consumer.

Module-3 (9 Hours)

Product management and Pricing: Importance and primary objective of product management, product levels, product hierarchy, Classification of products, product mix, product mix strategies, Managing Product Life Cycle. New Product Development, packing as a marketing tool, Role of labeling in packing. Concept of Branding, Brand Equity, branding strategies, selecting logo, brand extension-effects. Introducing to pricing, Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure.

Module-4 (9 Hours)

Distribution and Promotion: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System. Promotions- Marketing communications- Integrated Marketing Communications (IMC)-communication objectives, steps in developing effective communication. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, social media for Advertising. Push-pull strategies of promotion.

Module-5 (9 Hours)

Market segmentation, Targeting and Brand Positioning: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Types of Segmentation. Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Tasks involved in Positioning. Monitoring brands performance and positioning. Product Differentiation Strategies.

Module-6 (7 Hours)

Emerging Trends in Marketing and Digital Marketing analytics: Marketing Planning. Concepts of B2B marketing, Service Marketing, Digital and social media Marketing, Green Marketing, Event

Marketing, Neuro Marketing, Social Marketing, Marketing Audit, IInstagram Analytics, Facebook Analytics, Twitter Analytics, Analyzing customer reviews, Google analytics, CLV.

Note: 100 percent theory in SEE.

Suggested Learning Resources:

Books

1. Marketing Management- Indian Context, Global Perspective by Ramaswamy & Namakumariby SAGE publication, 6th Edition.
2. Marketing Management: A South Asian Perspective by Kotler, Keller, Koshy & Jha byPearson publication, Latest Edition.
3. New Product Management by Merle Crawford and Anthony Di Benedetto by McGraw-Hill.
4. Advertisement Brands & Consumer Behaviour by Ramesh Kumar by Sage Publications.
5. Marketing in India: Text and Cases by Neelamegham S by Vikas publication, Latest edition.
6. Marketing by Lamb, Hair, Mc Danniel by Cengage Learning, Latest edition.

Web links and Video Lectures (e-Resources):

- https://youtu.be/5fdx5Laavkc
- https://youtu.be/Ule8n6GgE1g
- https://youtu.be/ob5KWs3I3aY?t=131
- https://youtu.be/U1VWUHLhmdk
- https://youtu.be/iWuYUhSHXHg
- https://youtu.be/IErR_YYfP3Y
- https://youtu.be/mLV7MASrDlQ

Skill Development Activities Suggested

- Group of students scan the macro environment to come up with opportunities.
- Students to study market research to understand consumers.
- Students to ideate product, packing pricing and channels.
- Students to develop ad creatives and measure it on digital platforms.

Course Outcome

Sl. No.	Description	Blooms Level
CO1	**Outline** the strong conceptual knowledge in the functional area of marketing management.	L2
CO2	**Establish** effective understanding of Marketing Environment areas of consumer behavior and its **application.**	L4
CO3	**Exhibit** and **make use of** analytical skills in identification and to **solve** problems pertaining to Product management, brand management, and Pricing	L3
CO4	**Demonstrate** understanding of Channels and IMC and **Apply** the same in the area of Advertising	L4
CO5	**Demonstrate** understanding of a viable marketing plan, Marketing Audit, and recent trends in marketing.	L2

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1				2		
CO2	1		2				
CO3				3			
CO4		2		2			
CO5		2			2		

MANAGERIAL COMMUNICATION			
Course Code	**MBAPCC106**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

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

Module-1 (7 Hours)

Introduction: Meaning & Definition, Role, Classification, Purpose of communication, Communication Process, Characteristics of successful communication, Importance of communicationin management, Communication structure in organization, Communication in conflict resolution, Communication in crisis. Communication and negotiation, Communication in a cross-cultural setting, Barriers to communication.

Module-2 (9 Hours)

Oral Communication: Meaning, Principles of successful oral communication, Barriers to oral communication, Conversation control, Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication, Effectiveness of oral communication.

Listening as a Communication Skill: Approaches to listening, how to be a better listener, Process of listening, Nonverbal communication: Meaning, classification.

Presentation skills: Presentation: What is a presentation, Elements of presentation, Designing & Delivering Business Presentations, Advanced Visual Support for managers.

Module-3 (9 Hours)

Written Communication: Purpose of writing, Clarity in writing, Principles of effective writing, approaching the writing process systematically: The 3X3 writing process for business communication Pre writing, Writing, Revising. Audience analysis, Writing Positive, Neutral, Persuasive and Bad-news Messages.

Types of Written Communication In Business: Business Letters: Introduction to Business Letters, Types of Business Letters, Writing Routine And Persuasive Letters, Positive And Negative Messages Writing, Employee Reviews, Recommendation Letters, Thank You Letters.

Module-4 (9 Hours)

Business Reports: Purpose, Kinds and Objectives of reports, Organization & Preparing reports, short and long reports. Writing Proposals: Structure & preparation, Writing memos, Media Management: The press release, Press conference, Media interviews.

Group Communication: Meetings, Planning meetings, objectives, participants, timing, venue of meetings. **Meeting Documentation:** Notice, Agenda and Resolution & Minutes.

Module-5 (9 Hours)

Employment Communication: Introduction, Writing CVs, Group discussion, Interview skills. **Negotiation skills:** Definition of negotiation, Nature and need for negotiation, Factors affecting negotiation, Stages of negotiation process, Negotiation strategies.

Etiquette Advantage in Managerial Communication: Meaning, types and advantages of Etiquette.

Module-6 (7 Hours)

Effective Role of AI in communication – Introduction**, AI in prompting,** Types of AI Prompts, Importance of Clear and Effective Prompting, Prompt Engineering, Applications of AI Prompting, and Challenges in Prompting AI**-Virtual teams** - characteristics, Benefits of Virtual teams. **Hybrid work model** – meaning, types of hybrid work model, features, advantages and disadvantages of Hybrid work model. **Blogs** – Meaning, types of blogs, challenges of blogs and benefits of blogs.

Note: 100 percent theory in SEE.

Suggested Learning Resources:

Books

1. Business Communication: Concepts, Cases and Applications- Chaturvedi P. D, & Mukesh Chaturvedi, 4/e, Pearson Education, 2020.
2. Communicating in Business: Ober and Newman, Cengage learning, 8th Edition, 2018.
3. Business Communication: Process and Product, Mary Ellen Guffey, 3/e, Cengage Learning,2002.
4. Business and Professional Communication: Kelly M, Quintanilla, Shawn T and Wahl, SAGESouth Asia Edition, 2017.
5. Business Communication: Lesikar, Flatley, Rentz & Pande, 12/e, TMH, 2014.
6. Communicating in Business: Williams, Krizan, Logan and Merrier, Cengage Learning, 8/e,2017.
7. Contemporary Business Communication - Scot Ober-Biztanntra, 5/e, 2015.
8. Advanced Business Communication, Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004.

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=yml9dx9nUco
- https://www.edx.org/learn/business-communications
- https://onlinecourses.swayam2.ac.in/imb19_mg14/preview
- https://www.careers360.com/courses-certifications/swayam-communication-courses-brp-org
- https://dcomm.org/wp-content/uploads/2019/05/Business-Communication-PDFDrive.com-.pdf
- http://www.mim.ac.mw/books/Business%20Communication.pdf
- https://www.researchgate.net/publication/347508593_A_Practical_Book_of_Business_Communication_A_Practical_Book_of_Business_Communication_Published_by
- https://2012books.lardbucket.org/pdfs/communication-for-business-success-canadian- edition.pdf
- https://sagepub.libguides.com/c.php?g=964634&p=6968892
- https://nptel.ac.in/courses/110105052
- https://www.caclubindia.com/coaching/cseet-business-communication-ca-agrika-khatri-online Classes-3476.asp

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

Skill Development Activities Suggested

- Students should enact and analyze the non-verbal cues.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.
- Student should prepare press release of the events at campus with its key elements.
- Students should be given an assignment to draft a proposal to undertake research project.

Course Outcome

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

Sl. No.	Description	BloomsLevel
CO1	**Apply** foundational communication skills, principles, and strategies for effective business correspondence in managerial contexts	L3
CO2	**Demonstrate** proficiency in oral communication, including presentations, conversation control, and empathy, to convey messages clearly and effectively.	L2
CO3	**Understand** well-structured and purpose-driven written communications and **Apply** to write business letters, reports, proposals, and memos for various business situations.	L3
CO4	**Analyze and demonstrate** negotiation strategies for effective conflict resolution and collaboration in diverse and cross-cultural settings.	L4
	Make use of AI tools and strategies to enhance communication in virtual and hybrid work environments, recognizing the challenges and benefits of these models.	L3

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**1**				**2**		
CO2			**2**				
CO3				**3**			
CO4		**2**		**2**			

EXCEL FOUNDATION FOR MANAGEMENT			
Course Code	**MBAMNC107**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**0:0:1**	**SEE Marks**	**00**
Total Hours of Pedagogy	**50**	**Total Marks**	**50**
Credits	**MNC**	**Exam Hours**	**00**

Course Learning Objective:

This course aims to equip students with the foundational skills needed to use Excel effectively for business purposes. It focuses on building a solid understanding of the basic tools and functions of Excel, enabling students to organize, manipulate, and present data to support business decisions.

Unit Name & Number	Content Covered	Task / Practice
Unit 1: Introduction to Excel & Basic Navigation	- Excel interface overview (ribbon, cells, rows, columns) - Basic navigation (selecting cells, rows, columns) - Saving, opening, and closing workbooks - Data entry & formatting (font, alignment, colors)	- Input data into a table and practice basic formatting - Navigate through a sample workbook
Unit 2: Basic Arithmetic Operations and Formulas	- Arithmetic operations (addition, subtraction, multiplication, division) - Introduction to basic formulas (SUM, AVERAGE, MIN, MAX) - Using AutoSum for quick calculations	- Create a simple budget or sales sheet - Calculate totals and averages for a dataset
Unit 3: Working with Rows, Columns, and Cells	- Inserting & deleting rows/columns - Merging cells, adjusting column width/row height - Freezing panes for large datasets	- Adjust rows & columns in a sample sheet - Use freeze panes to navigate large datasets
Unit 4: Introduction to Functions (Part 1)	- Overview of functions & syntax - Common functions: COUNT, COUNTA, TODAY, NOW - How to apply & edit functions	- Count records in a dataset - Calculate dates/ages using TODAY function
Unit 5: Introduction to Functions (Part 2)	- Text functions: CONCATENATE, LEFT, RIGHT, UPPER, LOWER - Cleaning text data using functions - Basic error handling (IFERROR)	- Clean names (change case, combine first/last names) - Handle errors in calculations
Unit 6: Sorting and Filtering Data	- Sorting data (ascending/descending, custom sorting) - Filtering data to show specific records - Multi-level sorting & filtering	- Sort and filter a sales or employee dataset - Apply filters to find specific data points
Unit 7: Formatting Data for Readability	- Number formatting (currency, percentages) - Conditional formatting basics - Using cell styles/themes for presentation	- Format a financial report with number formatting - Apply conditional formatting to highlight trends
Unit 8: Working with Basic Charts	- Basic charts: Bar, column, pie charts - Creating charts from datasets - Chart formatting (titles, labels, legends)	- Create a chart to visualize sales/budget data - Format chart elements for a presentation

Unit Name & Number	Content Covered	Task / Practice
Unit 9: Introduction to Data Validation	- Data validation overview - Creating drop-down lists - Setting validation rules for clean data entry	- Create a data entry form with validation rules - Set up drop-downs for selecting specific data
Unit 10: Basic Data Cleaning Techniques	- Removing duplicates - Using text-to-columns for splitting data - Find and replace	- Clean a raw dataset (remove duplicates, split combined data) - Use find and replace to clean data
Unit 11: Introduction to Basic Tables	- Converting data ranges into Excel Tables - Table features: Filters, total row, structured references - Benefits of using tables	- Convert a dataset into a table - Use table features to summarize and filter data
Unit 12: Final Review and Project	- Apply all learned skills to a mini-project - Clean data, perform basic analysis, create visualizations, and present findings	- Complete a mini-project: clean data, analyze, visualize, and present with insights

Course Outcomes:

By the end of this course, students will be able to:

1. Understand and navigate the Excel interface confidently.
2. Perform basic data entry, formatting, and editing tasks in Excel.
3. Use basic formulas and functions (SUM, AVERAGE, MIN, MAX, COUNT) to perform simple calculations.
4. Create and format charts to visually represent data.
5. Implement conditional formatting for quick data insights.
6. Organize and sort data using filters and basic sorting techniques.
7. Create professional reports and summaries for business scenarios.

DATA VISUALIZATION WITH TABLEAU AND POWER BI			
Course Code	**MBAMNC108**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**0:0:1**	**SEE Marks**	**00**
Total Hours of Pedagogy	**50**	**Total Marks**	**50**
Credits	**MNC**	**Exam Hours**	**00**

Course Learning Objective:

- To introduce students to the concepts and importance of data visualization in business decision-making.
- To provide hands-on experience with industry-standard data visualization tools-Tableau and Power BI.
- To enable students to import, manipulate, and organize data from various sources for visualization.
- To help students develop skills in creating basic visualizations and interactive dashboards for data analysis.
- To teach students the best practices for publishing and sharing visual reports and dashboards.

Part 1: Tableau (6 Hours)

Unit Name & Number	Content Covered	Task / Practice
Unit 1: Introduction to Tableau	- Overview of Tableau - Role of data visualization in decision-making - Introduction to Tableau ecosystem (Desktop, Public, Online, Prep)	- Explore Tableau interface and basic navigation
Unit 2: Connecting and Importing Data	- Data connections (Excel, CSV, databases) - Data import process - Understanding Tableau's data handling features (live vs. extract)	- Import a dataset from Excel/CSV and explore the data in Tableau
Unit 3: Basic Visualizations (Part 1)	- Creating basic charts (bar charts, line charts, scatter plots) - Data filtering and sorting techniques	- Create a bar chart, line chart, and scatter plot using a sample dataset
Unit 4: Basic Visualizations (Part 2)	- Adding dimensions and measures - Building hierarchies - Working with colors and labels for visual clarity	- Create charts with hierarchical data and customize using colors and labels
Unit 5: Creating Dashboards in Tableau	- Introduction to dashboards - Combining multiple visualizations in one dashboard - Using filters and actions	- Create a simple dashboard with multiple charts and add interactive filters
Unit 6: Publishing and Sharing Dashboards	- Sharing dashboards on Tableau Public or Tableau Server - Exporting reports and presentations - Best practices for dashboard design	- Publish a dashboard on Tableau Public and present it as a report for business decision-making

Part 2: Power BI (6 Hours)

Unit Name & Number	Content Covered	Task / Practice
Unit 1: Introduction to Power BI	- Overview of Power BI - Introduction to Power BI ecosystem (Desktop, Service, Mobile) - Power BI vs Tableau comparison	- Explore the Power BI interface and basic components
Unit 2: Connecting and Importing Data	- Connecting to various data sources (Excel, databases, web, APIs) - Data import process - Understanding Power BI's data model	- Import a dataset and explore the Power BI data model
Unit 3: Basic Visualizations (Part 1)	- Creating basic visualizations (bar charts, line charts, pie charts) - Formatting and customizing visual elements	- Create basic charts and customize them using Power BI's formatting tools
Unit 4: Basic Visualizations (Part 2)	- Working with filters and slicers - Using drill-down features for interactive visualizations - Adding calculated columns	- Create charts with drill-downs and slicers, and add calculated columns for analysis
Unit 5: Building Dashboards in Power BI	- Creating and organizing dashboards - Adding multiple visualizations and setting up interactions - Working with tiles and KPIs	- Build a dashboard with multiple interactive visualizations
Unit 6: Publishing and Sharing Dashboards	- Publishing reports to Power BI Service - Sharing and collaborating on dashboards - Exporting reports and embedding dashboards	- Publish a dashboard to Power BI Service and share it with others for review

Course Outcomes:

By the end of this course, students will be able to:

- **Understand the Role of Data Visualization:** Grasp the significance of data visualization in transforming raw data into actionable business insights.
- **Navigate and Use Tableau and Power BI:** Demonstrate proficiency in navigating the Tableau and Power BI interfaces, understanding their ecosystems, and utilizing key features.
- **Import and Organize Data:** Import data from multiple sources like Excel, CSV, and databases, and organize it for visual analysis in Tableau and Power BI.
- **Create Basic Visualizations:** Design basic charts and visualizations (bar charts, line charts, scatter plots, etc.) and apply filters, hierarchies, and drill-downs to enhance the depth of data analysis.
- **Develop Interactive Dashboards:** Build interactive dashboards using multiple visualizations, filters, slicers, and KPIs for insightful reporting.
- **Publish and Share Visualizations:** Publish and share dashboards on Tableau Public, Tableau Server, and Power BI Service, and export reports for presentations and collaboration.

SOCIETAL PROJECT			
Course Code	**MBAMNC207**	**CIE Marks**	**00**
Teaching Hours/Week (L:T:P)	**0:0:0**	**SEE Marks**	**00**
Credits	**00**	**Exam Hours**	**00**

Course Learning Objectives:

1. To understand the social issues and to promote the social interests among students.
2. To undertake studies and Projects, which have a social bearing on the Society.
3. To enhance human values and help meet basic and complex needs of the society.

Guidelines:

1. It is a Non-Credit and a mandatory Course.
2. The duration of the Project is ONE week
3. Students should undertake the project between First and Second Semester
4. Students need to identify any one of the social issues individually and collect relevant data. Group Projects are not permitted.
5. Students should get guidance from the Internal/External Guide regarding identification, collection of data and for preparations of Societal Project Report. However External Guide/Certificate is not mandatory.
6. Students can approach any NGOs, Trust and such similar Organization to identify the societal issues OR they can identify the general societal issues for the purpose of study.
7. After completion of presentations from students, the department will issue a certificate on successful completion of Societal Project and certified by Guide, HOD and Principal
8. Students should submit a report with a minimum of 10 pages in the prescribed format.
9. The department will conduct the viva-voce examination after submission of the Societal Project Report.
10. Normal binding is suggested for the report.

General Format of the Societal Project Report

1. Cover page
2. General Introduction of the Societal Project
3. Background of the Social issues. (at past, present and the future)
4. Identification of the Social issue/s
5. Review of Literature (Minimum Five)
6. Data analysis/Results and Discussion (Primary or secondary)
7. Suggestions to overcome issues.
8. Conclusion

FORMAT OF COVER PAGE

(Title of the Social Project Report)

Submitted
(Student Name)

USN

Submitted to

M.B.A Programme
Bapuji Institute of Engineering and Technology, Davangere
(An Autonomous Institute Affiliated to Visvesvaraya Technological University,)
Approved by AICTE, New Delhi | Accredited by NAAC with 'A' Grade

In partial fulfillment of the requirements for the award of the degree ofMASTER OF BUSINESS ADMINISTRATION

Under the guidance of

INTERNAL GUIDE	**EXTERNAL GUIDE**
(Name & Designation)	**(Name & Designation)**

MBA PROGRAMME
Bapuji Institute of Engineering and Technology, Davangere

(Month & Year of submission)

SECOND SEMESTER MBA SYLLABUS

HUMAN RESOURCE MANAGEMENT			
Course Code	**MBAPCC201**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning objectives:

- Recite the theories and various functions of Human Resources Management.
- Describe and explain the relevance and importance of Human Resources Management at workplace.
- Apply and solve the workplace problems through Human Resources Management intervention.
- Compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace.
- Design and develop an original framework and model in dealing with the problems in the organization.

Module-1 (6 Hours)

Introduction to HRM: Introduction, meaning, nature, scope of HRM, Importance andEvolution of the concept of HRM, Major functions of HRM, Principles of HRM. Human Resource Management and Personnel Management, Models of Human ResourceManagement, HRM in India, The Factors Influencing Human Resource Management, The HR Competencies, Human Resource Management and Firm Performance.

Module-2 (12 Hours)

HR Planning: Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis: Job Description and Job Evaluation.

Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy, Future Trends in Recruitment; Selection Process; Types of Selection Tests; Factors Influencing Selection.

Training and Development: Need and Importance of Training and Development, Training Need Analysis and techniques, Design Training Programme, Methods of training, Training evaluation, Executive Development, Concept of Career Development.

Module-3 (9 Hours)

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

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

Industrial Relations: Decent Workplace, International Labour 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 (7 Hours)

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.

Module-5 (9 Hours)

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.

Introduction to Human Resource Information System (HRIS): The Concept of HRIS, The role of IT, Database concepts and applications in HRIS, Steps in implementing an HRIS, Benefits and limitations of HRIS.

Module-6 (7 Hours)

HR Analytics: The third wave for HR value creation, HR measurement journey in tune with the HR maturity journey, the importance of HR measurement and metrics, and HR measurement in terms of effectiveness, efficiency, and impact. HR Analytics frameworks: a) LAMP Framework, b) HCM: 21 Framework. HR Analytics maturity journey phases - Descriptive, Diagnostic, Predictive, and Prescriptive analytics.

Suggested Learning Resources:

Books

1. Human Resource Management: Concepts authored by Amitabha Sengupta by Sage Publication India Pvt. Ltd. 2019 edition.
2. Human Resource Management: Theory and Practices authored by R. C. Sharma, Nipun Sharma by Sage Publication India Pvt. Ltd., 2019 edition.
3. Leadership: Theory and Practices authored by Peter G. Northouse by Sage Publication, 2016 edition.
4. Human Resources Management authored by T.P Renuka Murthy by HPH, 2015 edition.
5. The HR Scorecard: Linking People, Strategy, and Performance by Brian Becker, DaveUlrich, and Mark A. Huselid by Harvard Business School Press, 2001 edition.
5. The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals by Shawn Smith and Rebecca Mazin by AMACOM publishers, 2011 edition.
6. Performance Management and Appraisal Systems HR Tools for Global Competitiveness by T. V. Rao, First edition 2004.
7. Human Resource Management by Appasaba L.V and Kadakol A M by College Book House, 2016 edition.
8. Human Resource Management by V.S.P Rao, 2014 edition.
9. Robert S. Kaplan, David P. Norton, Alignment: Using the Balanced Scorecard to Create Corporate Synergies, Boston (2006)

Web links and Video Lectures (e-Resources):

1. https://youtu.be/hHE4ilceiXs
2. https://youtu.be/_d5QMwLC19Y
3. https://youtu.be/uMQMDQI7Hpk
4. https://youtu.be/vXgt9yASs_k
5. https://youtu.be/pqtYQb9nbRk
6. https://youtu.be/e1F3xnF5LKg
7. https://youtu.be/4Kr0VpM14LI

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

Skill Development Activities Suggested

1. Make students visit an organization and know the various HR roles in the organization
2. Conduct mock interviews.
3. Role play for acquainting and addressing HR challenges.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	**Understand** the fundamental theories, principles, and functions of Human Resource Management and its relevance in organizational performance	L2
CO2	**Evaluate** the processes and inspect challenges involved in HR Planning, Recruitment, Selection, and Training & Development to make effective HR decisions.	L2
CO3	**Asses** the systems of Compensation, Performance Appraisal, and Industrial Relations for effective human resource governance.	L3
CO4	**Understand and apprise** innovative HR practices, HRIS applications, and emerging trends to address organizational issues in a digital and sustainable context.	L4
CO5	**Evaluate** the role of HR analytics using frameworks and measurement tools to support evidence-based HR decision-making.	L5

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2					
CO2			3				
CO3		2					
CO4							
CO5							

FINANCIAL MANAGEMENT			
Course Code	**MBAPCC202**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Leaning Objectives:

- To familiarise the students with basic concepts of financial management, financial system and financial analytics
- To understand the concept of time value of money and its implication.
- To evaluate investment proposals.
- To understand the management of working capital in an organization.
- To analyse the capital structure and dividend decision of an organization

Module 1 - Introduction (6 Hours)

Introduction: Financial Management: Meaning and scope- objectives of Financial Management-role and functions of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Structure-types-Financial markets- Financial Instruments -Financial institutions and financial services- Non-Banking Financial Companies (NBFCs).

Emerging areas in Financial Management: Risk Management- Behavioral Finance- Financial Engineering- Derivatives (Theory).

Module 2 - Time Value of Money (10 Hours)

Time value of money: Time value of money –Future value of single cash flow & annuity – Present value and discounting-present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest - Capital recovery factor & loan amortization schedule (Theory & Problem).

Working Capital Management: Sources of working capital- Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycleand cash cycle - Estimation of working capital requirements of a firm (Theory and Problems on estimation of Working capital requirements)

Module 3 - Long term sources of Finance & Cost of Capital (7 Hours)

Long term sources of Finance & Cost of Capital: Shares- Debentures- Term loans and deferred credit-Lease financing- Hybrid financing- Venture Capital-Angel investing- private equity- Crowd funding (Theory Only). Cost of Capital: Basic concepts-Components and computation of cost of capital- Cost of debentures- cost of term loans- cost of preferential capital-cost of equity (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) (Theory & Problem).

Module 4 - Investment Decisions (10 Hours)

Long term Investment Decisions (Capital Budgeting): Need and importance of capital budgeting and its process-Techniques of capital budgeting – Payback period, Discounted Payback Period, AccountingRate of Return, Net Present Value, Internal Rate of Return, Modified internal Rate of Return, Profitability Index Method. Capital Rationing. Estimation of cash flows for new projects and replacement projects. (Theory & Problem).

Module 5– Capital Structure and Dividend Decisions (10 Hours)

Capital structure and Dividend Decisions: Capital structure– Planning the capital structure, optimum capital structure- Governance of Equity and Debt Leverages- EBIT and EPS analysis-Return of Investment (ROI) &Return on Earnings (ROE) analysis (Theory & Problem). Dividend decisions & policies – Factors affecting the dividend policy – types of Dividend Policy forms of dividend-bonus issue-stock split (Theory only).

Module6 - Financial Analytics (7 Hours)

Introduction to Business Analytics: Meaning, Business Analytics in Decision Making; Financial

Analytics; Importance -uses-Features; Time Series data Handling, Seasonality and trend analysis, forecasting techniques -Model ARIMA using Excel (Only Theory)

Note: 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

1. Financial Management, M.Y. Khan & P.K. Jain,TMH 7/e, 2017.
2. Financial Management, Prasanna Chandra, TMH 10/e, 2019.
3. Financial Management, I.M. Pandey, Vikas Publishing, 11/e 2015.
4. Financial Management, Ravi M Kishor Taxmann‟s, 6/e.
5. Financial Management, Rajiv Srivastava & Anil Misra, Oxford University press, 2/e.
6. Financial Management, Principals and Practice, Sudhindra Bhat, Excel Books, 2/e.

Web links and Video Lectures (e-Resources):

1. https://www.pdfdrive.com/financial-management-and-analysis-workbook-step-by-step-exercises-and-tests-tohelp-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.html

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

Skill Development Activities Suggested

- Identifying the small or medium sized companies and understanding the Investment evaluationtechniques used by them.
- Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
- Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.
- Students can study any five companies‟ capital structure
- Students can do Company analysis for select companies using profitability and liquidity ratios.

Course outcome (Course Skill Set)

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

Sl. No.	Description	Blooms Level
CO1	**Understand** the concept of Financial Management and analytics	L2
CO2	**Estimate** the Working Capital requirement	L3
CO3	**Analyse** the time value of money and funding strategies of the organization	L4
CO4	**Evaluate** Investment Decisions	L5
CO5	**Formulate** the Capital Structure and Dividend Decisions	L6

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2						
CO2					3		
CO3		3					
CO4		3					
CO5	3						

RESEARCH METHODOLOGY			
Course Code	**MBAPCC203**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning objectives:

- To understand the basic components of research.
- To Gain an insight into the applications of research methods.
- To equip students with various research analytical tools used in business research.
- To inculcate self-confidence of conducting research independently.
- To equip students with data analysis skill.

Module-1 (7 Hours)

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

Module-2 (9 Hours)

Business Research Design: Meaning, types and significance of research design, Process 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, True experimental design, Quasi-experimental design, Statistical experimental design.

Module-3 (7 Hours)

Sampling: Concepts, Types of Sampling, Process of sampling, **Probability Sampling**: simple random sampling, systematic sampling, stratified random sampling, cluster sampling.

Non Probability Sampling: convenience sampling- judgmental sampling, snowball sampling, quotasampling, Errors in sampling.

Module-4 (9 Hours)

Data Collection: Meaning, types, **Data collection methods**: Observations, survey and interview techniques, **Questionnaire design**: Meaning, process of designing questionnaire. Qualitative Techniques of data collection, Secondary data Sources: Meaning, advantages and disadvantages.

Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale., comparative and non-comparative scale. Attitude measurement scale - Likert Scale, Semantic Differential Scale, Discriminate Analysis, Cluster Analysis, Factor Analysis. Multi-Dimensional Scaling (Theory Only)

Module-5 (9 Hours)

Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation, Report writing and presentation of results, Importance of report writing, types of research reports, Report structure, Guidelines for effective documentation.

Module-6 (9 Hours)

Hypothesis Testing with SPSS: Overview of SPSS, Creating, saving and editing files, importing files from other formats. Transforming Variables - Compute, Multiple responses. Organization and Presentation of Information - Measures of Central Tendency and Variability, Frequency Distributions. Charts and Graphs, Hypotheses testing using means and cross-tabulation, Paired t, Independent sample t, Chi- square. Correlation, Regression Analysis, Linear, Logistic, Analysis of Variance- One Way ANOVA, ANOVA in regression.

Note: 100 Percent theory in SEE.

Suggested Learning Resources:

Books

1. Research Methodology: C R Kothari, Viswa Prakasam Publication, 2014.
2. Business Research Methods: Donald R. Cooper & Pamela s Schindler, TMH/9e/2007.
3. Business Research Methods: S. N. Murthy & U. Bhojanna, Excel Books, 3e, 2016.
4. Research Methods: M M Munshi & K Gayathri Reddy, HPH, 2015.
5. David I. Bainbridge, Intellectual Property, Longman, 9th Edition, 2012.
6. Intellectual Property Rights: Protection and Management. India, IN: Nithyananda, K VCengage Learning India Private Limited, 2019.
7. Marketing Research- Naresh K Malhotra- Pearson Education- PHI-Se,2010

Web links and Video Lectures (e-Resources):

- https://ccsuniversity.ac.in/bridge-library/pdf/Research-Methodology-CR-Kothari.pdf
- https://onlinecourses.nptel.ac.in/noc22_ge08/preview
- https://www.digimat.in/nptel/courses/video/121106007/L01.html
- https://www.coursera.org/learn/research-methods
- https://www.pdfdrive.com/research-methodology-books.html
- https://dst.gov.in/sites/default/files/E-BOOK%20IPR.pdf

Skill Development Activities Suggested

- Identify research problem and collect relevant literatures for data analysis.
- Write the research design by using Exploratory and Descriptive Research methods.
- Prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.
- Demonstrate Report writing and Presentation methods.
- Study Intellectual Property challenges in the field of business.

Course outcome (Course Skill Set)

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

Sl. No.	Description	Blooms Level
CO1	**Understand and apply** basic knowledge of business research concepts, types, and processes	L2, L3
CO2	**Demonstrate** the ability to apply the knowledge of appropriate research designs used in real time business decisions ensuring the relevance and validity of the study.	L3
CO3	**Analyze** the qualitative and quantitative techniques of research to **apply** to the various business problems using sampling techniques, measurement scales, and statistical tools (including SPSS), to support data-driven business decisions	L3, L4
CO4	**Develop** and present professional research reports with well-structured documentation, ethical consideration, and actionable insights, showcasing proficiency in report writing and interpretation of statistical findings.	L6
CO5	**Evaluate** business research processes and outcomes to determine their relevance, validity, and effectiveness in addressing decision-making needs.	L5

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3		2		2		
CO2	3	2					2
CO3		3					
CO4					2	2	
CO5		2			3		

OPERATIONS RESEARCH			
Course Code	**MBAPCC204**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

- To understand the mathematical tools that are needed to solve optimization problems.
- To elucidate optimization techniques for various problems.
- To understand and practice allocation problems, Assignment problems, Transportation problems and **Network Analysis** (PERT and CPM)

Module-1 (7 Hours)

Introduction: Evolution of OR, Definitions of OR, Scope of OR, Applications of OR, Phases in OR, Characteristics and limitations of OR, models used in OR, Quantitative approach to decision making models (Theory Only)

Module-2 (9 Hours)

Linear programming: Linear Programming Problem (LPP), Generalized LPP- Formulation of LPP, Guidelines for formulation of linear programming model, Assumption, Advantages, Limitations, Linear Programming problem (LPP), optimal and feasible Solutions by graphical method (minimization and maximization), Simplex method. (Theory and Problems).

Solving LPP using Excel Solver Package: Introduction to Excel Solver, setting up LPP models in Excel, and solving for optimal solutions (minimization and maximization) using Solver.

Module-3 (8 Hours)

Decision Theory: Introduction, Decision under uncertainty- Maxmin & Minmax, Decision underRisk- Expected Value, Simple decision tree problems. (Only theory). **Job Sequencing**" jobs on 2 machines, "n" jobs on 3 machines, "n" jobs on „m" machines.Sequencing of 2 jobs on "m" machines. (Theory and Problems).

Module-4 (8 Hours)

Transportation Problems: Formulation of transportation problem, types, initial basic feasible solution(IBFS) using North-West Corner Method (NWCM), Least Cost Method (LCM) and Vogel"s Approximation Method (VAM). Optimality in Transportation problem by Modified Distribution (MODI) Method. Unbalanced T.P. Maximization T.P. Degeneracy in transportation problems, application of transportation problem. (Theory and Problems).

Module-5 (9 Hours)

Theory of Games: Definition, Pure strategy problems, Saddle point, Max-Min and Min-Max criteria, Principle of Dominance, Solution of games with Saddle point. Mixed Strategy problems (Graphical and algebraic methods). **Assignment Problem:** Formulation, Solutions to assignment problems by Hungarian method, Special cases in assignment problems-Unbalanced, Maximization assignment problems. (Theory and Problems)

Module-6 (9 Hours)

Project Management: Introduction, Construction of networks, Structure of projects, phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning **(Theory only)** Critical path method to find the expected completion time of a project, determination of floats in networks, PERT networks, determining the probability of completing a project, predicting the completion time of project; (Theory and Problems). Excel as a tool to create Gantt charts, project progress charts, timelines, and cost calculations. Introduction to Trello a visual project management tool

Note: 40 percent theory and 60 percent problem in SEE.

Suggested Learning Resources: Books

1. Operation research .H.A. Taha, Person Publication 2012
2. Operation research , J.K.Sharma, McMillan Publication 2014
3. Quantitative Techniques in management, N D Vohra McGraw Hill 2015.
4. Quantitative Techniques: Theory and Problems, P.C. Tulsian and Vishal Pandey, Pearson 2006

Web links and Video Lectures (e-Resources):

- https://youtu.be/vuKK3HAOB74
- https://lipas.uwasa.fi/-tsottine/lecture_notes/or.pdf
- https://onlinecourses.nptel.ac.in/noc20_ma23/preview
- https://www.amirajcollege.in/wp-content/uploads/2020/10/3151910-operations-research-theory-and-application-by-j.-k.-sharma-zlib.org_.pdf
- https://youtu.be/vUMGvpsb8dc
- https://youtu.be/fSuqTgnCVRg
- https://www.youtube.com/results?search_query=operation+research+transportation+problem
- https://www.youtube.com/watch?v=fSuqTgnCVRg

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Skill Development Activities Suggested

- To comprehend the operation research models
- Analyze various organizational problems using LPP, Assignment and Game theory principles.
- Applying techniques of OR for project management.
- Evaluate the constraints and challenges faced by the manufacturing and service organizations using methods of operation research.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	**Demonstrate** an understanding of the principles and scope of operations research in solving complex business and managerial problems.	L2
CO2	**Develop** mathematical models to represent real-world business scenarios and apply suitable approaches to optimize outcomes.	L3, L4
CO3	**Make informed decisions** by evaluating alternatives under varying market conditions.	L5
CO4	**Analyze** interdependent decision-making situations and recommend optimal strategies in competitive environments**.**	L4, L5
CO5	**Plan and manage** resources effectively to ensure the timely completion of business activities and projects.	L5, L6

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1							
CO2		3				2	
CO3						3	
CO4				3			
CO5				3			

CORPORATE STRATEGY			
Course Code	**MBAPCC205**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

1. To provide insights into the core concepts of strategic management.
2. To evaluate various business strategies in dynamic market environments.
3. To gain insights into various strategic management models and tools.
4. To apply the models and tools of strategic management in real-time scenarios.

Module-1 OVERVIEW OF STRATEGIC MANAGEMENT (7 Hours)

Meaning of strategy and strategic management, Stages of strategic management, the strategic management model, benefits of strategic management, key terms in strategic management, Competitive advantage, strategists, vision, mission, long-term objectives, strategies, annual objectives and policies. Relationship Between a Company‟s Strategy and its Business Model.

Module-2 ASSESSING EXTERNAL ENVIRONMENT (9 Hours)

The process of performing an external audit, Nature of an external audit, key external forces, industry analysis, competitive forces, competitive analysis, Porter's Five Forces Model, and Key Success Factors.

Module-3 ASSESSINGINTERNAL ENVIRONMENT (9 Hours)

Nature of internal audit, key internal forces, the internal audit process, Resource-Based View (RBV), Integrating strategy and culture, SWOT analysis, Value chain analysis, Benchmarking, and Internal Factor Evaluation matrix.

Module-4 STRATEGY FORMULATION (9 Hours)

The business vision and mission, the process of developing vision and mission, the importance of vision and mission statement, characteristics of mission statement, long-term objectives, types of strategies, levels of strategies, integration strategies, intensive strategies, diversification strategies,defensive strategies, Porter's generic strategies, Blue Ocean Strategy, and Strategic Decision Making.

Module-5 STRATEGY IMPLEMENTATION (9 Hours)

Nature of strategy implementation, issues in strategy implementation, model of strategic implementation, resource allocation, managing conflicts, restructuring, reengineering and e-engineering, linking performance and pay to strategies, managing resistance to change, creating a
strategy-supportive culture, and production/operations concerns in implementing strategies.

Module-6 STRATEGY EVALUATION (7 Hours)

The process of evaluating strategies, strategy evaluation framework, balanced scorecard, characteristics of an effective evaluation system, contingency planning, Role of organizational systems in evaluation, Emerging trends and issues in strategic management – ESG initiatives and the role of technology.

Practical Components

Report on: The Role of the Balanced Scorecard in Evaluating Business Strategie for Amazon and Google. How ESG (Environmental, Social, Governance) and Technology Shape Modern Business Strategies for Microsoft and Tesla.

Note: 100 Percent theory in SEE.

Suggested Learning Resources:

Books

1. Strategic Management, Fred R. David, Prentice Hall India Publication.
2. Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and asesArthur A. Thompson Jr. Margaret A. Petera f John E. Gamble, A. J. Strickland III, Arun K. Jain, McGraw Hill Education, 16/e 2016
3. Contemporary Strategy Analysis, Robert M. Grant, Wiley India, 10e
4. Strategic Management-Concepts and Cases, Upendra Kachru, Excel Books, New Delhi,2005.

Web links and Video Lectures (e-Resources):

https://www.youtube.com/watch?v=uY_ywciZUnM
https://www.youtube.com/watch?v=qGU-etCqbtQ
https://www.youtube.com/watch?v=TzcuoTOkPKg
https://www.youtube.com/watch?v=ZmRK9wc3hjI
https://www.youtube.com/watch?v=tyUw0h5i9yI

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Skill Development Activities Suggested

- Conduct environmental analysis of the local industry.
- Identify and list out the Key Success Factors of the industries located in your area.
- Apply SWOT analysis to any of the locally functioning companies.
- Draft a Vision and Mission statement of your institute.
- Identify the organisations and list the corporate social responsibilities they have undertaken.

Course outcome (Course Skill Set)

At the end of the course,

Sl. No.	Description	Bloom's Level
CO1	Students should have a clear understanding of the concepts of Strategic Management, its relevance, Characteristics, process, nature, and purpose.	L1
CO2	Students will acquire an understanding of how firms conduct internal and external audit for domestic and overseas operations and gain sustainable competitive advantage.	L3
CO3	Students gain insights into how strategies are formulated at various organizational levels to achieve a sustainable competitive advantage.	L2
CO4	Students gain insights into how strategies are implemented and measured at various organizational levels to achieve a sustainable competitive advantage.	L3
CO5	Students gain insights into how implemented strategies are measured at various organizational levels to achieve a sustainable competitive advantage.	L3

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3						
CO2		3					
CO3			3	2			
CO4				2			
CO5				2	2		

ENTREPRENEURSHIP DEVELOPMENT AND IPR			
Course Code	**MBAPCC206**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

- To develop and strengthen entrepreneurial qualities and motivation among students.
- To impart basic entrepreneurial skills and understanding to run a business efficiently andeffectively.
- To provide insights to students on entrepreneurship opportunities, sources of funding andinstitutions supporting entrepreneurs.
- To make students understand the ways of starting a company of their own.

Module-1 (7 Hours)

Introduction to Entrepreneur & Entrepreneurship: 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 (9 Hours)

Developing Business Model: 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 (9 Hours)

Managing and Growing New Venture: Preparing for the new venture launch - early managementdecisions, Managing early growth of the new venture - new venture expansion strategies and issues. Getting Financing or Funding for the New Venture: Estimating the financial needs of a new venture and preparation of a financial plan, Sources of Personal Financing, Preparing to Raise Debt or Equity Financing, Business Angels, Venture Capital, Initial Public Offering, Commercial Banks. Other Sources of Debt Financing, Leasing. Forms of business organization: Sole Proprietorship, Partnership, Limited liability partnership - Joint Stock Companies and Cooperatives.

Module-4 (9 Hours)

Entrepreneurship Development and Government: Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available - Start Up India scheme. Women Entrepreneurs, Reasons for low women Entrepreneurs, Prospects for Women Entrepreneurs, Strategies to motivate entrepreneurship amongst women. Institutions supporting Entrepreneurs: A brief overview of financial institutions in India - SIDBI – NABARD-IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India. Latest e – government portals supporting entrepreneurship.

Module-5 (7 Hours)

Process of Company Incorporation; process of registration of a private limited company, a public limited company, a partnership; Characteristics of a limited liability partnership; Four stages of Start Up, Intellectual property protection and Ethics: Patents , Copyright - Trademark- Geographical indications , Ethical and social responsibility and challenges.

Module-6 (9 Hours)

Intellectual Property Rights: 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 & Procedures.

Suggested Learning Resources:

Books

1. The Dynamics of Entrepreneurial Development and Management, Vasant Desai, HimalayaPublishing House, 2010.
2. Entrepreneurship, Donald F. Kuratko and Richard M. Hodgetts, South-Western, 2012.
3. Entrepreneurship Development, Gupta S.L., Arun Mittal, International Book House, 2012.
4. Management and Entrepreneurship Development, Sudha G. S, Indus Valley Publication, 2009.

Web links and Video Lectures (e-Resources):

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

Skill Development Activities Suggested

- Make a business plan for your intended business, talk to bankers to find out what they look forin a business plan, modify accordingly and present it in the class.

Practical Component:

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

Course outcomes

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

Sl. No.	Description	Blooms Level
CO1	**Understand** the key concepts related to entrepreneurship such as entrepreneur types, entrepreneurial culture, and the stages in the entrepreneurial process.	L2
CO2	**Apply** creativity and innovation techniques to generate new business ideas and develop effective business models using tools like the Business Model Canvas.	L3
CO3	**Analyze** the feasibility of a business venture by preparing a detailed business plan and assessing funding requirements and sources.	L4
CO4	**Evaluate** the role of government policies, institutions, and support systems in promoting entrepreneurship, particularly among women and export-oriented units.	L5
CO5	**Create** a legally compliant startup by incorporating appropriate business structures, protecting intellectual property, and adhering to ethical and social responsibilities.	L6

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2			2		
CO2		3				2	
CO3			2				2
CO4	3						
CO5	3						

EXCEL FOR DATA-DRIVEN DECISIONS			
Course Code	MBAMNC208	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	0:0:1	SEE Marks	00
Total Hours of Pedagogy	12	Total Marks	50
Credits	MNC	Exam Hours	00

Course Learning Objective:

The objective of this course is to advance students' Excel skills by introducing more sophisticated data analysis and visualization techniques. Students will learn to extract actionable insights from data, design complex formulas, and create dynamic reports to support decision-making in business environments.

Unit Name & Number	Content Covered	Task / Practice
Unit 1: Advanced Functions & Nested Formulas (Part 1)	- Logical functions: AND, OR - Basic nested IF statements - Lookup functions: VLOOKUP, HLOOKUP	- Create logical formulas with AND, OR, and simple nested IF - Perform lookups with VLOOKUP/HLOOKUP
Unit 2: Lookup and Reference Functions	- Introduction to INDEX and MATCH - Combining INDEX & MATCH with VLOOKUP - Lookup across sheets	- Use INDEX & MATCH to perform advanced lookups across multiple sheets
Unit 3: Conditional Formatting (Intermediate)	- Applying conditional formatting rules - Highlighting cells based on specific criteria - Data bars, color scales, and icon sets	- Apply conditional formatting to highlight cells that meet certain criteria (e.g., above average, duplicates)
Unit 4: Data Validation (Intermediate)	- Setting data validation rules (number limits, text length) - Creating simple drop-down lists - Error messages for incorrect data entry	- Create drop-down lists for specific data inputs - Use data validation to restrict user inputs
Unit 5: Sorting and Filtering	- Multi-level sorting - Filtering data by multiple criteria - Custom sorting options	- Sort a dataset by multiple columns - Filter data to extract specific information based on criteria
Unit 6: Pivot Tables (Introduction)	- Creating simple Pivot Tables - Understanding rows, columns, values, filters in Pivot Tables - Summarizing data with basic Pivot Tables	- Create a basic Pivot Table to summarize sales or HR data
Unit 7: Working with Large Data Sets	- Sorting and filtering large datasets - Splitting large datasets across multiple sheets - Structuring data for efficiency	- Organize and structure a large dataset for easier analysis
Unit 8: Data Visualization (Part 1)	- Introduction to chart types (line, bar, column) - Creating basic charts for data representation - Customizing charts with titles, labels	- Create a chart to represent sales or financial data - Customize chart layout with labels and colors

Unit Name & Number	Content Covered	Task / Practice
Unit 9: What-If Analysis	- Introduction to Goal Seek - Simple What-If scenarios for decision making - Creating data tables (one variable)	- Use Goal Seek to find break-even points - Create a simple data table for scenario analysis
Unit 10: Macros (Introduction)	- Recording simple macros for repetitive tasks - Running and managing recorded macros - Understanding the basics of VBA	- Record a macro to automate a repetitive task - Edit a simple macro using the VBA editor
fUnit 11: Dashboard Creation (Part 1)	- Introduction to dashboards - Creating simple interactive dashboards with charts and slicers - Linking data to dashboards	- Build a basic interactive dashboard with linked charts
Unit 12: Final Project	- Complete a mini-project utilizing all intermediate skills - Data cleaning, Pivot Tables, simple macros, and charts	- Analyze a dataset and create a simple report with Pivot Tables and visualizations

Course Outcomes:

By the end of this course, students will be able to:

1. Use intermediate formulas and functions (VLOOKUP, HLOOKUP, IF, COUNTIF, etc.) for complex calculations and data manipulation.
2. Create and manage Pivot Tables for summarizing large datasets.
3. Design dynamic charts and graphs for clear data communication.
4. Perform basic data cleaning, validation, and error-checking techniques.
5. Utilize Excel's data visualization tools (Pivot Charts, slicers) to create interactive dashboards.
6. Analyze datasets using basic statistical tools such as mean, median, and standard deviation.
7. Present and interpret data to support decision-making in business contexts.

INTRODUCTION TO PYTHON			
Course Code	MBAMNC209	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	0:0:1	SEE Marks	00
Total Hours of Pedagogy	12	Total Marks	00
Credits	MNC	Exam Hours	00

Course Learning Objective:

- Provide management students, particularly those pursuing Business Analytics, with a **foundational understanding of Python programming**.
- Focus on basic Python **syntax**, **data types**, **control structures**, and key libraries for **data manipulation** and **visualization**.
- Enable students to handle **real-world data** through hands-on practice.
- Teach students how to perform **basic data analysis** and create **data visualizations**.
- Equip students with the essential Python skills to pursue **advanced business analytics and data science studies**.

Unit Name & Number	Content Covered	Task / Practice
Unit 1: Introduction to Python & Installation	Introduction to Python and its applications in data science and business analytics. Installing Python and setting up the development environment (Jupyter Notebook/Anaconda). Overview of Python syntax.	Install Python, set up Jupyter Notebook, and write a simple program (e.g., "Hello, World!")
Unit 2: Python Basics & Variables	Understanding Python syntax, variables, and data types (int, float, str). Discussing variable assignment and basic operations with these types.	Practice creating variables and performing arithmetic operations (e.g., adding integers, concatenating strings).
Unit 3: Control Structures (Conditionals)	Introduction to control structures (if, else, elif) and logical operators. Writing simple conditional statements.	Write a Python script to check whether a number is positive, negative, or zero.
Unit 4: Loops (For & While)	Introduction to loops in Python (for loop, while loop). Using loops to iterate through sequences.	Write programs that use loops to display numbers or process lists (e.g., find the sum of a list of numbers).
Unit 5: Python Functions	Defining and calling functions in Python. Understanding parameters and return values. Discussing built-in functions vs. user-defined functions.	Create a Python function that takes a number as input and returns its factorial.
Unit 6: Introduction to Python Libraries	Introduction to important Python libraries such as NumPy, Pandas, and Matplotlib. Understanding how to import libraries and use their functions.	Write a script that imports NumPy and creates an array. Perform basic array operations like summing and multiplying elements.
Unit 7: Working with Lists, Tuples, and Sets	Introduction to lists, tuples, and sets. Differences between these data structures and	Create a Python list, tuple, and set, and perform common operations such as

Unit Name & Number	Content Covered	Task / Practice
	their use cases. Basic operations like adding, removing, and slicing elements.	adding/removing elements and checking membership.
Unit 8: Introduction to Dictionaries	Understanding Python dictionaries and their usage. Accessing, updating, and deleting elements from dictionaries.	Write a script to create a dictionary of student names and their grades. Perform operations to add, update, and delete entries.
Unit 9: File Handling in Python	Reading from and writing to files in Python. Working with file input/output and handling exceptions (try-except block).	Write a Python program to read data from a text file and count the number of words in the file.
Unit 10: Data Type Conversions and String Manipulation	Converting between different data types (int, float, str) and working with string manipulation methods.	Write a Python script to convert a string into a list of words and perform operations like sorting and joining them.
Unit 11: Introduction to Data Frames using Pandas	Introduction to Pandas library and Data Frames. Creating, reading, and manipulating Data Frames for business data analysis.	Load a CSV file into a Pandas Data Frame and perform basic operations such as filtering, sorting, and summarizing the data.
Unit 12: Basic Data Visualization using Matplotlib	Introduction to data visualization using Matplotlib. Creating basic plots like line charts, bar charts, and histograms.	Use Matplotlib to create a bar chart displaying sales data from a Pandas Data Frame.

Course Outcome:

1. **Understand Python Syntax and Fundamentals** – Demonstrate knowledge of basic Python syntax, including variables, data types, control structures (loops, conditionals), and functions.
2. **Work with Key Python Data Structures** – Use essential Python data structures such as lists, tuples, sets, and dictionaries to organize and manipulate data.
3. **Handle and Analyze Data with Pandas** – Read, write, and manipulate data using Python's Pandas library to perform basic data analysis.
4. **Create Data Visualizations** – Utilize the Matplotlib library to generate simple data visualizations such as bar charts and line graphs.
5. **Develop Practical Python Scripts** – Write Python scripts to solve basic business-related problems, such as processing sales data, analyzing customer feedback, and visualizing trends.
6. **Apply File Handling Techniques** – Perform file operations such as reading from and writing to text files for data input/output.

INTERNSHIP BETWEEN 2ND AND 3RD SEMESTER MBA (FOR MBA PROGRAMME) MBAIN307

Sl. No	Evaluation Type	Particulars	Marks
1	CIE	Assessment by the Guide - Interaction with the Student by Seminars, etc.,	25
2	CIE	Report Evaluation by the Guide	25
SEE Assessment for Internship			
3	SEE	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/Institute	50
Total			100

GENERAL GUIDELINES

- The Internship shall consist of organization study for four weeks with four credits.
- The Internship shall be immediately after the completion of 2nd Semester Examinations but before the commencement of the 3rd-semester classes.
- The Course code of the Internship shall be MBAIN307 and shall be compulsory for all students.
- No two students shall work in the same organization.
- The student shall seek the guidance of the internal examiner (guide) and need to identify an external guide from the organization.

EVALUATION

- Internal evaluation will be done by the internal guide.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the department by the HOD or Senior Professor from the institute.
- The department can have an external guide from the industry/ faculty from another any reputed institution. In case of non-availability of industry professionals, a senior professor or a faculty with more than 10 years of experience may be invited to conduct the viva voce examination.
- The internship carries 100 marks consisting of 50 marks for (CIE) Internship report (evaluated by the internal guide) and 50 marks (SEE) for the viva voce examination. The minimum passing mark of the Project work is 50% in each of the components such as internal marks, report evaluation, and viva-voce examination.

SUBMISSION OF REPORT

Students are required to submit one hardbound copy of the report to the college, with a cover page in royal blue color, along with a soft copy in PDF format (un-editable format).

THIRD SEMESTER

LOGISTICS AND SUPPLY CHAIN MANAGEMENT			
Course Code	**MBAPCC301**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**4**	**Exam Hours**	**3**

Course Learning Objectives:

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

Module 1: (7 Hours)

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

Module 2 (9 Hours)

Supply Chain Concepts: Introduction to Supply Chain Concepts, significance and key challenges, Scope of SCM – historical perspective, essential features, Drivers of SCM, Decision phases – process view, supply chain framework, key issues in SCM and benefits, Managing uncertainty in Supply Chain (Bullwhip Effect), Impact of uncertainties, forecasting in Supply Chain**,** Sourcing Decisions in Global SCM, Key issues in Global sourcing, Outsourcing, Network design in the supply chain, Innovations in Supply Chain, Sustainable & Green Supply Chain Management.

Module 3 (9 Hours)

Strategic Logistic Plan: Strategic Logistic plan, Operating objectives of logistics planning, Flow of logistics planning**,** Developing Logistic strategy, Logistics System Design and Administration, logistic environment assessment**,** Pricing in logistics**,** Warehousing – scope, primary functions**,** Efficient Warehouse Management System, Types of Warehouses, Risk Management in Logistics (climate risk, geopolitical risk, post-pandemic)

Module 4 (9 Hours)

Inventory Concepts: Introduction to Inventory Concepts: various costs associated with inventory**,** EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation**,** ABC analysis, SDE/VED Analysis**,** Goals, need, impact of inventory management on business performance**,** Types of Inventory, Components of inventory decisions, inventory cost management, business response to stock out, replenishment of inventory, material requirements planning**,** AI/ML-based Demand Forecasting

Module 5 (9 Hours)

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

Module 6 (7 Hours)

Introduction to IT in SCM: Role of computer/ IT in supply chain management, Vendor Managed Inventory (VMI), CPFR, and Customer Service, Logistics and Environment, Methods and tools facilitating International Logistics, challenges, Integrated Supply Chain and Logistics, Blockchain in Supply Chain (for traceability and trust), IoT for Real-Time Tracking (RFID, sensors)

Suggested Learning Resources:

Books:

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

Web links and Video Lectures (e-Resources):

- https://www.researchgate.net/publication/270876147_Supply_Chain_Management_4th_edition
- https://www.oracle.com/webfolder/s/assets/ebook/scm-complete-guide/pdf/scm-guide.pdf

Skill Development Activities Suggested

- Students are expected to choose any four Indian Organizations and study their supply chain in terms of drivers of the Supply chain and submit a report.

Practical Component:

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

Course Outcomes (COs)

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

Sl. No	Description	Blooms Level
CO1	Demonstrate knowledge of the functions of logistics and supply chain management.	L1/L2
CO2	Relate concepts and activities of the supply chain to actual organizations.	L3
CO3	Analyse the role of technology in logistics and supply chain management.	L4
CO4	Evaluate cases for effective supply chain management and its implementation	L4
CO5	Develop and recommend integrated supply chain solutions using case studies and real-time data to address contemporary business challenges.	L5

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**			**2**			
CO2	**2**	**3**		**2**	**2**		
CO3		**2**		**2**		**3**	**2**
CO4		**3**	**2**	**-**	**2**		
CO5		**3**	**2**	**2**	**2**	**3**	**3**

INTERNATIONAL BUSINESS			
Course Code	**MBAPCC302**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

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

Module-1 (9 Hours)

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

Module-2 (9 Hours)

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

Module-3 (8 Hours)

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

Module-4 (8 Hours)

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

Module-5 (8 Hours)

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

Module-6 (8 Hours)

Basics of International Marketing- Environment and cultural dynamics of global markets, functions of International Marketing, determining International Marketing strategies, Major actors in International Marketing, Competitive Global Marketing Strategies.
Global HRM- Characteristics, Nature and factors of IHRM, Functions of IHRM,
Global Finance-Features of Global Capital Market, Growth of Global Capital Market, Global equity market.
International Production Management-Coordinating Global Manufacturing System.

Note: 100 percent Theory in SEE.

Suggested Learning Resources:

Books

The International Business Environment: Anant K. Sundaram/ J. Stewart Black-Prentice Hall.
International Business environments and Operations John D Daniel, Lee H Radebaugh, Daniel P Sulivan- Pearson Education, 10th edition, 2004.
International Business (text and cases): P Subba Rao, HPH, 4/e, 2017.
The International Business Environment Janet Morrison Mac Millan Palgrave, 2004
International Business Environment by Francis Cherunilam- Himalaya Publishing House, 2004.
International Business: competing in the global market place, Charles W L Hill, Tata McGraw-Hill., 5th Edition, 2005.

Web links and Video Lectures (e-Resources):

https://www.pdfdrive.com/international-business-environment-e56594187.html
https://www.pdfdrive.com/business-environment-e54194142.html
https://ebooks.lpude.in/commerce/mcom/term_3/DCOM501_INTERNATIONAL_BUSINESS.pdf
https://www.yumpu.com/en/document/view/63865501/pdf-download-international-business-case-studies-for-the- multicultural-marketplace-full-online
http://elibrary.gci.edu.np/bitstream/123456789/681/1/BM727%20The%20International%20Business%20Environ ment%20Challenges%20and%20Changes%20by%20Jamie%20Weatherston.pdf
https://www.taylorfrancis.com/books/edit/10.4324/9780080511306/international-business-case-studies-robert- moran-david-braaten-ph-john-walsh
https://www.youtube.com/watch?v=3hMNnvd_HbQ
https://onlinecourses.nptel.ac.in/noc20_mg54/preview
https://www.coursera.org/learn/international-business

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

Skill Development Activities suggested

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

Course Outcomes (Course Skill Set)

Sl. NO.	Description	Bloom's Level
CO1	Explain the evolution, scope, and modes of entry in international business, differentiating it from domestic business	L2
CO2	Analyze the influence of political, legal, economic, socio-cultural, and technological environments on international business decisions	L4
CO3	Apply and evaluate theories of international trade and strategies of internationalization in a global context	L3,L2
CO4	Examine and assess the role of international institutions (WTO, IMF, UNCTAD, etc.) and economic integration in shaping global trade and business practices	L3,L4
CO5	Evaluate, compare and propose solutions to cross-cultural, marketing, HRM, financial, and CSR challenges faced by multinational corporations for sustainable global competitiveness	L3,L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**	**2**					
CO2	**2**	**3**		**2**			
CO3	**2**	**2**	**3**				
CO4	**2**		**2**	**3**			
CO5	**1**	**1**		**3**	**3**		

CONSUMER BEHAVIOUR			
Course Code	**MBAMKT303**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

- To develop an understanding of consumer behaviour theories and apply this understanding in a marketing decision making context.
- To identify the multitude of factors influencing consumers so that each of us will be able to apply this knowledge to improve market strategy.
- To Create better marketing programs and strategies basing on the knowledge of consumer behaviour.

Module-1 (8 Hours)

Introduction to Consumer Behaviour**:** Meaning, Nature and Importance of Consumer Behaviour; Difference between Consumer & Customer; Nature & characteristics of Indian
Consumers; Consumer Movement in India; Rights & Responsibilities of consumers in India; Consumerism: Meaning and benefits of consumerism. Consumer Research process.

Module-2 (8 Hours)

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

Module-3 (8 Hours)

Environmental Influences on Consumer Behaviour: Social Class: Social Class Basics, Social class and Social status, the dynamics of status consumption, Life style profile of social class, Features of Social Class, Five Social-Class Categories in India.
Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures. Cross Culture - Cross-cultural consumer analysis - Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problem.

Module-4 (8 Hours)

Group Determinants of Consumer Behaviour: Groups: Meaning and Nature of Groups, Reference Group Influence: Types of consumer relevant groups, factors affecting group influence, Application of reference group concept. Family: Functions of family, family decision making, Family Life Cycle (FLC). Dynamics of husband-wife decision making, Opinion Leadership and Personal influence. Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders. Diffusion of Innovation: Adoption process,

Module-5 (9 Hours)

Individual Determinants of Consumer Behaviour: Perception: Process, Consumer Imagery, Perceived Risk. Learning: Principles and Theories Personality: Nature, Theories, Self-Concept, Psychographic and Life Style.

Module-6 (9 Hours)

Individual Determinants of Consumer Behaviour Attitude: Structural model of attitude, attitude formation & change. Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories.

Post-purchase behavior - disposal decisions – motivation for disposal, Methods of disposal, Scrap Market, Reverse Logistics, Environmental Impact.

Note: 100 percent Theory in SEE.

Suggested Learning Resources:

Books

8. Management– John R. Schermerhorn, Jr., 8/e, Wiley India, 2010.
9. Consumer Behaviour, Schiffman Kanuk and S. Ramesh Kumar- Pearson, Latest Edition.
10. Consumer Behaviour: A Managerial Perspective, Dr. Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal, Cengage Learning, latest Edition.
11. Consumer Behaviour, Sethna, Sage Publications, 4/e, 2018.
12. Consumer Behaviour in Indian Perspective, Himalaya Publications-latest Edition.
13. Consumer Behavior, Blackwell and Engel, Cengage Publication, Indian Edition.
14. Indian Consumers, S.C.Mehta – Tata McGraw Hill.

Web links and Video Lectures (e-Resources):

- https://youtu.be/ctMpHpJouoU
- https://youtu.be/jSrC-EWYIJQ
- https://youtu.be/dptzjrKRAm8
- https://youtu.be/60eRK7AwgwM
- https://youtu.be/KILsxmXUm_M
- https://youtu.be/0srjdRDh99Y
- https://youtu.be/AGYxSskyuq0
- https://books.mec.biz/tmp/books/NXHQRTHBQ2L87NIU6YVN.pdf
- https://www.oup.com.au/__data/assets/file/0025/131983/9780195597080_SC.pdf
- https://www.pdfdrive.com/consumer-behaviour-books.html

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

Skill Development Activities suggested

1. Students can identify how marketers are addressing the various components and stages of the decision making process.
2. Students can go to malls and unorganized retail outlets and observe the behaviour of consumers of different demographic segments while buying different category of goods. The students need to present the findings / observations followed with a group discussion.
3. Give examples of the products and services that cater to our: biogenic needs, acquired needs and hedonic needs.
4. Which type of personality, as per Jung's personality types, do you have? Similarly, find out the personality types of your family members.

Course Outcomes (Course Skill Set)

Sl.No.	Description	Bloom's Level
CO1	**Understand** the fundamental concepts, importance, and scope of consumer behaviour including consumer rights and research in Indian scenario	L2
CO2	**Inspect** the consumer decision-making process and apply key consumer behaviour models to evaluate purchasing patterns.	L3
CO3	**Examine** the impact of individual psychological factors such as perception, motivation, personality, and attitude on consumer behaviour.	L3
CO4	**Evaluate** the influence of social groups, family, opinion leadership, and innovation diffusion on consumer behaviour and marketing strategy.	L4
CO5	**Assess** environmental and cross-cultural influences on consumer behaviour	L5

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**						
CO2		**3**					
CO3					**2**		
CO4			**2**				
CO5		**2**					

SALES AND RETAIL MANAGEMENT			
Course Code	**MBAMKT304**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course learning objectives:

- To provide an understanding of the concepts, techniques and approaches in Sales Management.
- To emphasize on the Sales Manager's problems and dilemmas.
- To develop skills for generating, evaluating and selecting sales strategies.
- To develop an understanding of the contemporary retail management, issues, strategies and trends.
- To highlight the importance of retailing and its role in the success of modern business.

To acclimatize with the insights of retailing, key activities and relationships

Module-1 (10 Hours)

Introduction to sales management: Meaning, Evaluation, Importance, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of sales manager. Selling skills & selling strategies: Selling and business Styles, selling skills, situations, Personal Selling: Meaning and definition, selling process, sales presentation, Handling customer objections, Follow-u action.

Module-2 (8 Hours)

Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting sales Quota. Recruitment and selection of sales force, Training of sales force.

Module-3 (8 Hours)

Sales force Motivation and Compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process. Sales management job: Standard sales management process-International sales management -International market selection, market survey approach or strategy.

Module-4 (9 Hours)

Retail Management: Introduction and Perspectives on Retailing, World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) - Multichannel Retailing - role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing- Ethics in retailing- Current Scenario..

Module-5 (8 Hours)

Setting up Retail organization: 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

Module-6 (7 Hours)

Relationship Marketing & International Retailing: Management & Evaluation of Relationships in Retailing, Retail Research in Retailing: Brand Management in retailing,
Online Retailing, Motives of online Retailing online Retail Environment and issues in online retailing, Management of modern retails stores, e-commerce vs quick commerce (retail), ONDC

Suggested Learning Resources:

Books

15. Sales & Distribution Management: Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press, 2012.
16. Sales Management by Charles, Futrell, 6/e, Thomson South Western, 2003.
17. Retail Management - Levy & Weitz, TMH, latest edition.
18. Retail Management - Chetan Bajaj, Oxford University press.
19. Retail Management-A Global Perspective: Text and Cases, Dr.Harjit Singh, S.Chand, 2018.
20. Sales & Retail Management, an Indian perspective by Dr.S.L Gupta, 1/e, Excel Books, 2007.
21. Salesmanship and Sales Management-P.K Sahu & K C Raut, 3/e, Vikas Publishing House.
22. Integrated Retail Management - James R. Ogden & Denise Trodden, Biztantra, Latest Edition.
23. Retail Marketing Management - Dravid Gilbert, 2/e, Pearson Education

Retail Management: A Strategic Approach - Barry Berman, Joel R. Evans, Pearson. Latest Edition.

Web links and Video Lectures (e-Resources):

- https://www.pdfdrive.com/sales-management-e529300.html
- https://ncert.nic.in/textbook/pdf/ieva101.pdf
- https://www.pdfdrive.com/retail-marketing-e34523955.html
- https://www.coursera.org/lecture/mafash/retail-management-yrF51
- https://www.youtube.com/watch?v=8ah0ET7zlBw
- https://onlinecourses.swayam2.ac.in/cec20_mg01/preview
- https://www.digimat.in/nptel/courses/video/110105122/L16.html

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

Skill Development Activities Suggested

4. Attend and exhibition and observe the events for the entire day and report.
5. Meet a sales manager and report his roles and responsibilities
6. Develop questions, interact with people in supermarket and try to observe.
7. Compare two popular and study the various components of online retailing.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the selling techniques and organizing a territory in an Organisation.	L2
CO2	Develop a plan for organizing, staffing & training sales force and Organize sales territories to maximize selling effectiveness.	L3
CO3	Evaluate the recent trends in retailing and its impact in the success of modern business.	L2
CO4	Understand Relate store management and visual merchandising practices for effective retailing.	L3
CO5	Understand online and international retailing	L2

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**						
CO2						**2**	
CO3	**3**	**3**			**2**		
CO4	**3**	**2**				**2**	
CO5				**2**			

INTEGRATED MARKETING COMMUNICATIONS			
Course Code	**MBAMKT404**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

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

Module-1 (8 Hours)

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

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

Advertising: Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC, Role of AI and ML in developing IMC programmes (basic overview)

Module-2 (9 Hours)

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

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

Relevant Case Study

Module-3 (8 Hours)

Media planning: Factors considered in Media Planning, Developing Media plan, Importance, Problems encountered, Advertising Media, Media Evaluation-Print, Broadcast media, Support media in advertising. Role of Influencer and Content Marketing Channels in Media Planning

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

Module-4 (9 Hours)

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

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

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

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

Module-5 (8 Hours)

Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing. Key Performance Indicators (KPIs) and ROI tracking in digital campaigns

Module-6 (8 Hours)

International Advertising: Global environment in advertising, Decision areas in international advertising.
B2B Content Strategy in Digital Platforms (LinkedIn, Email Automation).
Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising, Programmatic Ads, Performance Marketing, SEO, and SEM Overview
Advertising Laws & Ethics: Adverting & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI

Note: 100 percent Theory in SEE.

Suggested Learning Resources:

Books

1. Advertising and Promotions IMC Perspectives: Belch and Belch, 9/e, Tata McGraw Hill,2012.
2. Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, Cenage Learning, 2008
3. Integrated Advertising, Promotion, and Marketing Communications, Global Edition, Kenneth E Clow, Donald E Baack, 9th edition Published by Pearson, Copyright © 2022
4. Advertising an IMC Perspective, S.N. Murthy & U Bhojanna, Excel Books, 2007
5. Integrated Marketing Communications – Niraj Kumar, HPH, 2013.
6. Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford UniversityPress
7. Advertising & Promotions: An IMC perspective, Kruti Shah and Alan, Souza, Tata Mc Graw Hill
8. Advertising & Promotion: An IMC approach, TerenceA. ShimpPub., Cengage Learning

Web links and Video Lectures (e-Resources):

1. https://www.digimat.in/nptel/courses/video/110107158/L04.html
2. https://www.academia.edu/13180608/E_Book_IMC_Integrated_Marketing_Communication
3. https://www.pdfdrive.com/integrated-marketing-communications-d41011351.html
4. https://www.digimat.in/nptel/courses/video/110107158/L03.html
5. https://www.youtube.com/watch?v=GyxdlocMSpY
6. https://www.youtube.com/watch?v=dQNRWF1BaTc
7. https://www.youtube.com/watch?v=joyTZl5isp4
8. https://www.youtube.com/watch?v=iGZZqpytetE
9. https://www.youtube.com/watch?v=-WXxxR-Ry3E
10. http://www.gurukpo.com
11. https://www.youtube.com/watch?v=uuFGD7eCrhc

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

Skill Development Activities suggested

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

Course Outcomes (Course Skill Set)

Sl.No.	Description	Bloom's Level
CO1	**Explain** the fundamental concepts, planning models, and the role of IMC in the marketing process.	L2
CO2	**Evaluate** different advertising strategies, agency selection criteria, and budgeting methods to support integrated communication..	L5
CO3	**Design** an effective media plan using creative strategies, influencer content, and digital media integration.	L6
CO4	**Compare and differentiate** the tools of direct marketing, publicity, and public relations in conventional and digital contexts.	L4
CO5	**Assess** the effectiveness of integrated marketing communications through evaluation methods, digital KPIs, and legal-ethical frameworks.	L5

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**	**2**					
CO2	**3**	**3**					
CO3	**2**	**2**	**2**				**2**
CO4		**2**		**2**			**2**
CO5		**3**		**3**			

RURAL MARKETING			
Course Code	**MBAMKT306**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**4**	**Exam Hours**	**3**

Module 1 (7 Hours)

Introduction to Rural Markets: Definition, Concept, Nature, Size and Scope of Indian Rural Markets**,** Rural Demand, Buying Characteristics**,** Rural Market Structure: Demographic, Physical, Economic Environment**,** Rural Infrastructural Facilities – Warehousing, Cold Storage, Logistics**,** Indian Rural Market: Profile, Rural Vs Urban Market**,** Importance of Branding**,** Problems of Rural Consumers: Adulteration, Short Weight and Measures, Unfair Warranties and Guarantees, Unreasonable Pricing**,** Challenges and Future of Rural Marketing**,** Sustainable Rural Development linkages (ESG-driven rural branding)

Module 2 (9 Hours)

Understanding the Rural Consumer: Rural Community in India**,** Profile of Rural Markets: Segmenting the Rural Market, Targeting and Positioning**,** Rural Consumer Behavior, Rural Buyer Characteristics**,** Consumer Buying Decision Process**,** Factors Affecting Consumer Behavior – Cultural, Social, Technological, Economic and Political**,** E-commerce penetration trends in rural consumer behaviour (latest data)

Module 3 (9 Hours)

Marketing Mix in Rural Markets: Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions, Communication in Rural Marketing, Language and Culture, Distribution Strategies, Channels of Distribution, Role of Co-operatives, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems, Digital Promotion tools for rural marketing (What Sapp, YouTube, hyper local apps)

Module 4 (9 Hours):

Innovation in Rural Markets: Significance of Innovation in Rural Markets**,** the Intervention of IT in Rural Markets: Importance and Initiatives**,** the Emergence of Organized Retailing in Rural India

Key Drivers of Organized Retail, Cases in Organized Retail: Operative Models adopted by Indian Companies, Emerging Aristech Startups in Rural India (DeHaat, Ninjacart, etc.)

Module 5 (9 Hours)

Initiatives of Rural Marketing: Improvement measures taken by the Government – Initiatives by Co-operative and Private Sector**,** Present Scenario – Rural Female Empowerment, Micro Financing, Mobility in Emerging Markets, Growing Rural Tourism**,** E-Commerce: Importance of E-Commerce and Impact of E-Marketing on Rural Consumers**,** Concept of Digital Village, Role of Social Media in Rural Marketing**,** Information Technology: Impact of IT in Agricultural Marketing, E-Choupal, Project Shakti,, Web-casting-online training and guidance to farmers**,** FinTech for Rural India (UPI, Aadhaar-based payments)

Module 6 (7 Hours)

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, Sustainable & Green Rural Supply Chains (farm-to-fork, traceability)

Suggested Learning Resources:

Books

1. Rama Bijapurkar (2007), We are Like That Only, the logic of Consumer India, Penguin Books
2. Prahalad C.K (2008), Fortune at the Bottom of the Pyramid, Pearson Publication
3. R V Badi, N V Badi, Rural Marketing, 2008, Himalaya Publishing House.
4. U C Mathur, Rural marketing, Text and Cases, 2008, excel books
5. CSG Krishnamacharyulu, Lalitha Ramakrishnan, Cases in Rural marketing, An Integrated Approach, 2006, Pearson Publication.

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=fB3Dl31FE4I&feature=youtu.be
- https://www.youtube.com/watch?v=Hguauxu_0bM&feature=youtu.be
- https://www.youtube.com/watch?v=WttNQtX5cyA

Skill Development Activities Suggested

- Make students to visit a village.
- Demonstrating e-Choupal activities

Practical Component:

- Visit a village and undertake research about the buying pattern of rural consumers.
- Study about their disposable income.
- Each student to give presentation of 5 minutes with respect to rural consumer buying behaviour.

Course Outcomes (COs)

Sl. No	Description	Blooms Level
CO1	Recognize appropriate Rural Marketing objectives.	L1
CO2	Knowledge on consumer buying behavior and influencing factors on consumer buying behavior at rural market and the decision process. Appreciate the e-commerce and innovation in Rural Marketing.	L3
CO3	Illustrate the promotional mix in Rural Markets, Rural Marketing and Marketing Strategies.	L2
CO4	Knowledge of premise underlying in Rural Markets.	L5
CO5	To comprehend the initiatives and future of Rural Markets.	L5

Mapping of COs and Pos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3			2			
CO2	2	3		2	2		
CO3		2		2		3	2
CO4		3	2		2		
CO5		3	2	2	2	3	3

Course Code	MBAFIN303	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03

Course Learning Objectives:

- To understand the concept capital structure and Dividend Decision Policies of the firm.
- To understand the techniques of managing different components of working capital.
- To evaluate the impact of financial decisions on the strategic direction of the organisation
- To Identify and evaluate the exposure of a company to financial risk and the techniques required to manage this risk

Module-1 (9 Hours)

Capital Structure Decisions: Capital structure & market value of a firm, Factors determining capital structure, Credit agency ratings.

Theories of capital structure: Net Income approach, Net Operating Income approach, Modigliani Miller approach, Traditional approach. (Theory and Problems).

Module-2 (9 Hours)

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

Module-3 (9 Hours)

Inventory Management: Purpose and functions of inventories -Types of inventory (Raw-materials, work-in-progress (WIP), finished goods & Maintenance, Repairs and Operations (MRO). Determination of inventory control levels: ordering, reordering, danger level. Techniques of inventory management- Economic Order Quantity (EOQ model). Pricing of raw material - Monitoring and control of inventories- ABC Analysis. (Theory and problems)

Module-4 (7 Hours)

Receivables Management & Factoring: Nature and objectives of Receivables Management – Credit management through credit policy variables- marginal analysis- Credit evaluation of individual accounts and its monitoring receivables - Numerical credit scoring- Control of accounts receivables- Problems on credit granting decision. (Theory and Problems)

Factoring: Meaning, definition, types & its benefits (Theory only)

Module-5 (7 Hours)

Cash Management: Presentation: Cash management has evolved with AI-powered forecasting, real-time payment systems, and ESG-compliant investment strategies. In addition to traditional models, tools like ERP systems and digital treasury platforms enhance surplus fund management. Baumol model-Miller-Orr model-Strategies for managing surplus fund. (Theory and Problems)

Module-6 (9 Hours)

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)

Approaches for measuring shareholder value – Marakon approach, Alcar Approach, McKinsey approach, Stern Stewart approach. (Theory only)

Note: 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

1. Financial Management: Text, Problems & CasesM.Y. Khan & P.K. Jain, Tata McGraw Hill, 7/e, 2017.
2. Financial Management: Theory and Practice, Prasanna Chandra Tata McGraw Hill, 10/e, 2019.
3. Advanced Financial Management, Binoy Mathew & G. Nagarajan, Jayvee Digital Publishing, 2/e, 2022.
4. Financial Management, Prasanna Chandra, Tata McGraw Hill, New Delhi.
5. Financial Management and Policy: Text and Cases, Bhalla. V. K. (2009). 9th Edition, Anmol Publications Pvt. Ltd.
6. Corporate Finance, Vishwanath S R, Sage Publications, 3/e. 2019.
7. Financial Management & Policy, James C Vanhorne, Sanjay Dhamija,Pearson, 12/e.
8. Financial Management, Pandey, I.M., Vikas Publishing House, New Delhi.
9. Financial Management, SheebaKapil, Pearson Education, New Delhi.
10. Fundamentals of Financial Management, Chandrabose, PHI, New Delhi.
11. Financial Management, Kulakarni. P.V., Himalaya Publishing House Co. Ltd, Mumbai.

Web links and Video Lectures (e-Resources):

- https://www.pdfdrive.com/advance-financial-management-e33606254.html
- https://www.smartzworld.com/notes/advanced-financial-management-notes-pdf-afm/
- https://www.youtube.com/watch?v=BKbXjfhLf0w
- https://opentuition.com/acca/afm/
- http://www.nfcc.org/
- www.ft.com - Financial Times
- www.wsj.com - The Wall Street Journal Online
- www.investmentinternational.com - Investment International

Skill Development Activities Suggested

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	**Explain** the theories of capital structure and dividend policy, and interpret their impact on firm value.	L2
CO2	**Apply** inventory, receivables, and cash management models to address business financial decisions.	L3
CO3	**Analyze** credit policy variables, factoring arrangements, and their influence on organizational liquidity and profitability.	L4
CO4	**Examine** approaches to measuring shareholder value (Marakon, Alcar, McKinsey, Stern Stewart) to assess firm performance.	L4
CO5	**Describe** recent developments in advanced financial management including cryptocurrency, blockchain, crowdfunding, digitization, big data project finance, behavioral finance, and derivative markets.	L2

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**	**3**	**2**			**1**	
CO2	**3**	**3**		**2**	**2**		
CO3		**3**			**3**		
CO4		**3**			**2**	**2**	
CO5	**3**				**3**	**2**	

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT			
Course Code	**MBAFIN304**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**4**	**Exam Hours**	**3**

Course Learning objectives:

- To provide an overview of various aspects related to investment management, capital markets and its functioning.
- To make the students proficient in valuation of securities and computation of risk and return of individual assets and a portfolio.
- To expose the students to fundamental and technical analysis and behavioural finance.
- To acquaint the students with the knowledge about portfolio theories, portfolio construction & evaluation

Module-1 (6 Hours)

Introduction to Investment: Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Investment Process.

Exchange Traded Funds and Hedge Funds, and mutual funds, Functioning of Stock Exchanges- NSE, BSE, OTCEI, Listing of securities, clearing and settlement and Major Indices and computation (Simple problems).

Module-2 (9 Hours)

Return and Risk Concepts: 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 Return and Risk of Individual Security & Portfolio (Theory & Problems).

Module-3 (9 Hours)

Valuation of Securities: Bond – Meaning, features, types, determinants of interest rates, Bond Valuation, Bond Duration. Preference Shares- Concept, Valuation. Equity Shares- Concept, Valuation, Dividend Valuation Models, P/E Ratio valuation model. (Theory & Problems).

Module-4 (8 Hours)

Fundamental & Technical Analysis: Macro-Economic and Industry Analysis: Fundamental analysis- EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis- Financial Statement Analysis. Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. 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).

Module-5 (9 Hours)

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

Module-6 (9 Hours)

Performance Evaluation of Mutual Funds: Mutual Funds: Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Measure of Mutual Fund Performance. Portfolio performance Evaluation: Measures of portfolio performance (Theory & Problems).

Note: 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

1. Investment Analysis and Portfolio management, Prasanna Chandra, Tata McGraw Hill, 3/e, 2010.
2. Security Analysis & Portfolio Management, S Kevin, Tata McGraw Hill, 2014.
3. Security Analysis & Portfolio Management, Punithavathy Pandian, Vikas Publications, 2/e, 2018.
4. Security Analysis & Portfolio Management – Fisher and Jordan, 6/e Pearson, PHI.
5. Investments –Zvi Bodie, Kane, Marcus & Mohanty, TMH, 8th Edition, 2010.
6. Investment management (Security Analysis and & Portfolio Management), Bhalla V.K., Vikas Publications, 19/e, 2018.

Web links and Video Lectures (e-Resources):

- https://www.digimat.in/nptel/courses/video/110105035/L01.html
- https://www.youtube.com/watch?v=Fv63XWOlERM
- https://www.youtube.com/watch?v=NIjucusocFw
- https://www.digimat.in/nptel/courses/video/110105035/L02.html
- https://www.pdfdrive.com/investment-management-e1833037.html

Skill Development Activities Suggested

- Each student will be given a virtual cash of Rs.10 Lakhs and they will be asked to invest in equity shares based on fundamental analysis throughout the semester. At the end the best investment will be awarded based on the final net worth. Virtual on line trading account can be opened for the student and every week 2 hours can be allotted to invest, monitor and evaluate.
- Students should study the stock market pages from business press and calculate the risk and return of selected companies.
- Students can do a macro economy using GDP growth.

Course outcomes

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

Sl. No.	Description	Blooms Level
CO1	**Understand** the capital market, various investment instruments, and the investment process.	L2
CO2	**Analyze** and assess the risk and return associated with different securities, including individual stocks and mutual funds, and **apply** methods for valuing securities like bonds, preference shares, and equity shares.	L4 /L5
CO3	**Critically evaluate** different approaches to security analysis, including fundamental analysis using the EIC framework and technical analysis.	L5
CO4	**Apply** modern portfolio theories like the Markowitz Model and Capital Asset Pricing Model (CAPM) to construct and manage an optimum portfolio	L3
CO5	**Evaluate** portfolio performance using various indices like Sharpe's, Treynor's, and Jensen's, and formulate active and passive portfolio management strategies.	L5

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**					**2**	
CO2		**2**		**3**			
CO3		**2**	**2**	**2**			**3**
CO4	**2**			**3**	**3**		
CO5	**1**		**1**	**2**			

STRATEGIC COST MANAGEMENT			
Course Code	**MBAFIN305**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**4**	**Exam Hours**	**3**

Course Learning Objectives:

- To understand various concepts and terminologies used in cost management.
- To explain and critically evaluate various costing methods and techniques such as marginal costing, budgetary control, standard costing, activity based costing etc.
- To apply and analyse various costing methods and techniques mentioned above.

Module-1 (8 Hours)

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

Module-2 (8 Hours)

Overheads: Meaning of Overhead Cost, Classification and Collection, Difference between Cost Allocation and Cost Apportionment, (Full-fledged Problems on Primary and secondary distribution, Simultaneous equations, Absorption of Overhead, Theory on Under and Over absorption of Overhead). Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC (Unit level, Batch Level and Product Sustaining Activities), Benefits and weaknesses of ABC. (Theory & Problems).

Module-3 (9 Hours)

Marginal Costing – Nature and Scope- Applications-Break even charts and Point, Decision-making (all types with full problems) Differential Cost Analysis, Advantages and Disadvantages of Marginal Costing Process Costing: introduction to Process Costing, Cost accumulation in process costing (Problems).

Module-4 (9 Hours)

Budgetary Control- Essentials of Effective Budgeting , Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor Problems on Production Budgets and Flexible Budgets. Standard Costing:- Comparison with Budgetary control, analysis of Variances,Simple Problems on Material and Labour variances only, Performance Budgeting , Zero base Budgeting (ZBB) (Problems).

Module-5 (9 Hours)

Cost Audit & Reporting to Management: objectives and advantages of Cost Audit, Cost Audit report. Management Audit- Objectives and Scope. Reporting to Management – Purpose of reporting- Requisites of a good report, Classifications of Report, Segment reporting, Cost Reduction and Cost Control, Target Costing – its Principles, Balanced Scorecard: Features and Purpose, Back-flush accounting, The Variants of Backflush Accounting, Lean Accounting, Cost Control vs. Cost Reduction (theory only).

Module-6 (7 Hours)

Responsibility Centers: Revenue and Expense Centers Responsibility Centers, Revenue Centers. Transfer Pricing – Meaning, Principles of Transfer Pricing, Methods of Transfer of Pricing expense Centers, Administrative Centers. (Theory only).

Note: 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

1. Cost Accounting (2e) by M.Y. Khan and P.K. Jain (2017). McGraw Hill Education.
2. Management Control Systems (4e) by Kenneth Merchant and Wim Van Der Stede. Pearson Education (2019).
3. A Text book of Cost and Management Accounting: Arora M. N, 11th Edition, Vikas.
4. Managerial Accounting: James Jiambalvo, 4th Edition, Wiley India Pvt. Ltd.
5. Cost Accounting: Jawaharlal & Seema Srivastava, 4th Edition, TMH

Web links and Video Lectures (e-Resources):

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

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

Skill Development Activities Suggested

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	**Understand** the goals and strategies of business units and explain various concepts and terminologies used in cost management.	L2
CO2	**Critically evaluate** traditional costing methods and **analyze** non-traditional costing methods like Activity-Based Costing (ABC) to determine their effectiveness in different scenarios	L3 and L4
CO3	**Apply** management accounting and control systems, including budgetary control and standard costing, in a corporate setting for effective decision-making.	L3
CO4	**Analyze** cost control techniques and audit reports to provide management with effective reports for informed decision-making.	L4
CO5	**Understand, evaluate,** and apply responsibility centers and transfer pricing methods for different sectors.	L2 and L5

Mapping of COs and Pos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**1**				**2**		
CO2			**2**				
CO3				**3**			
CO4		**2**		**2**			
CO5				**3**			

BANKING & FINANCIAL SERVICES			
Course Code	**MBAFIN306**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**4**	**Exam Hours**	**3**

Course Learning Objectives:

- To understand the Structure and functions of Public sector Banks and Commercial Banking in India.
- To learn the functions of various Financial Services in India.
- To understand role of Banking and Financial Services in Business organizations
- To know the functioning of NBFC 's in India

Module-1 (8 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 (8 Hours)

Commercial Banking: Structure, Functions - Primary & Secondary functions, Services rendered. Concept of Universal Banking, Analysis of Banks' Financial statements, Financial statement of Banks, Comparison of bank ratios of Public sector banks, Private sector and Foreign banks operating in India. (Theory)

Module-3 (8 Hours)

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

Module-4 (10 Hours)

NBFCs; Micro-finance; Leasing & Hire Purchase Banking:

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

Micro-finance: The paradigm-NGOs and SHGs-Microfinance delivery mechanisms, Models Services, Challenges. -Future of Micro finance (Theory)

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

Module-5 (8 Hours)

Credit Rating; Venture Capital; Depository System, Securitization of Debt: Credit Rating: Meaning, Process, Methodology, Agencies And Symbol

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

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

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

Module-6 (8 Hours)

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

Note: 80 percent theory and 20 percent problems in the SEE.

Suggested Learning Resources:

Books

1. Financial services by Khan M.Y, McGraw Hill Education, 6th Edition,2011.
2. Banking and Financial Services by Mukund Sharma, Himalaya Publishing House, 2015
3. Management of Banking and Financial services by Padmalatha Suresh & Justin Paul, Pearson. 3rd Edition
4. Financial Markets and Services by K. Natarajan, E. Gordan, Himalaya Publishing House, 2009.
5. Merchant Banking and Financial Services by Madhu Vij, SwatiDhawan, McGraw Hill Education, 2nd Edition

Web links and Video Lectures (e-Resources):

- RBI, NSE India, BSE India, Investing.com, Moneycontrol.com

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

Skill Development Activities Suggested

- Analyze and compare the Performance of Public, private sector and foreign banks operating in India by Comparing the Bank ratios
- Issue management: Study the recent public issues
- Understand the Venture capital funding and start up challenges in India
- Visit any Microfinance institution or SHG understand the funding process.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	**Explain** the structure of the Indian banking system, the role of RBI and GOI as regulators, reforms, credit control measures, and emerging trends in banking.	L2
CO2	**Analyze** the functions of commercial banks, interpret bank financial statements, and compare performance indicators across public, private, and foreign banks.	L4
CO3	**Describe and apply** the services of merchant banking, including issue management, underwriting, and pricing mechanisms.	L2 , L3
CO4	**Examine** the structure and role of NBFCs, microfinance institutions, leasing, and hire purchase arrangements, and solve basic problems in lease and hire purchase evaluation.	L3, L4
CO5	**Understand and apply** the concepts of credit rating, venture capital, depository systems, securitization of debt, and mutual funds in the Indian financial system.	L2 , L3

Mapping of COs and Pos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**	**2**					
CO2	**2**	**3**		**2**			
CO3	**2**	**2**	**3**				
CO4	**2**		**2**	**3**			
CO5	**1**	**2**		**3**	**3**		

RECRUITMENT AND SELECTION			
Course Code	**MBAHRM303**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

- Analyze evolving recruitment and selection practices with HR tech tools, AI, and data-driven methods.
- Explain the relevance and importance of Recruitment and Selection in modern organizations.
- Apply recruitment and selection interventions to solve workplace and student-to-employee transition challenges.
- Classify and evaluate the best-fit recruitment methods for organizational contexts.
- Design and implement inclusive recruitment strategies integrating DEI, digital platforms, and workforce analytics

Module 1 (7 Hours) – Workforce Planning and Recruitment Analytics

Concept of Work, Organization's Work and Jobs, Gen Z in the workplace – Characteristics, motivations, and expectations, Evolution of Work Structure; Organizing Work in the Gig Economy, Strategic Job Redesign – Benefits and Applications. Strategic Issues in Recruitment. Overview of Modern Hiring Processes, Recruitment Metrics and Data Analytics, Internal vs. External Recruitment Strategy, Legal, Ethical, and DEI Considerations, Organizational Best Practices, Workforce Forecasting – Process, Requisites.

Module 2 (9 Hours) – Job Analysis, Job Description, and Job design

Job Identification and Data Collection, Modern Tools for Job Analysis – AI, NLP Applications, Digital HR Systems, Job Descriptions – Functional and Behavioral Specifications, Competency Models – Competency Iceberg, Future Skills Mapping, Competency-Based Recruitment – Importance in Skill Economy, Employer Branding in Digital Era, Role of Social Media and Online Portfolios in Recruitment. Gen Z Job Search Trends, Motivational Job Specification and Career Fit. Job Design – Redesigning Roles for Engagement, Flexibility, and DEI.

Module 3 (9 Hours) – Job Evaluation and Compensation Analytics

Job Evaluation Process – Methods and Tools, Job KSAOs, Qualifications, and Working Conditions, Compensable Factors and Rating/Weighting Methods, Determining Overall Job Value, Compensation Analytics – Linking Job Evaluation to Pay Decisions, Hay Group Approach, Online Salary Surveys and Market Intelligence. Legal, Ethical, and DEI Considerations in Job Evaluation.

Module 4 (9 Hours) – Selection and Interviewing Strategies

Selection Frameworks and Processes, Gen Z shaping the recruitment landscape, Strategies for Recruiting and Selecting Digital Natives, Developing Effective Interviewers, Interviewing Techniques – Structured, Virtual, AI-assisted. Behavioral Event Interviewing (BEI) Process. Assessment Centers and Simulations, Legal, Ethical, and DEI Considerations in Selection.

Module 5 (9 Hours) – Testing and Skill-Based Assessments

Occupational Selection Testing – Knowledge, Skills, and Abilities, Skill-Based Assessment Models, Integrity, Honesty, and Ethical Assessments. Digital Games and Gamification for Skill Assessment. Group Activities and Leadership Simulations. AI-driven Testing Platforms and Virtual Skill Labs. Administration of Skill Assessments

Module 6 (7 Hours) – Making the Hire and Onboarding

Assessment of Candidate–Job Fit, Unique Recruitment Strategies in a Digital and Gig Economy, Application Forms, Digital Portfolios, and e-Resumes, Implications of Social Media in Hiring Decisions, Background and Reference Checks – Modern Practices. Pre-Employment Testing and Cultural Fit Assessments, Making the Job Offer and negotiation Strategies. Transitioning Candidate to Employee – Induction and Placement. Professional Membership Drives/Bodies (NHRD, SHRM, NIPM, etc.) as a Bridge for Student Employability and Recruitment Readiness**.** Inclusive and DEI-based on boarding Practices

Note: 100 percent Theory in SEE.

Suggested Learning Resources:

Books

1. How to Recruit, Incentives and Retain Millennials. Rohtak, Sage Publications, 2019.
2. Recruitment and Selection- Strategies for Workforce Planning & Assessment, Carrie A. Picardi, Sage Publication, 2019.
3. Human Resource Management, R. C. Sharma, Sage Publication, 2019.
4. Human Resource Management, Amitabha Sengupta, Sage Publication, 2018

Web links and Video Lectures (e-Resources):

1. https://www.pdfdrive.com/employee-recruitment-selection-and-assessmente47851497.html
2. https://asiajobsinc.com/ebook/1202894721.pdf
3. https://core.ac.uk/download/pdf/29818879.pdf
4. https://www.youtube.com/watch?v=NcGtVXmcfTQ
5. https://www.youtube.com/watch?v=Z3lOca6YVSc
6. https://www.youtube.com/watch?v=leabqeaBTbY

Skill Development Activities suggested

1. Design and Job Advertisement and Calculate the Cost; Paper Print mode; Social Media formalities.
2. Meet a Manager (which ever stream), interact and design and JD for that role.
3. Meet HR Manager / Officer, and ask Best 10 Interview Questions they ask during Candidate interaction.
4. Visit HR department, and take part on shortlisting/ Scrutiny the CV.

Course Outcomes (Course Skill Set)

Sl.No.	Description	Bloom's Level
CO1	Understand the fundamental concepts of recruitment and workforce forecasting and analyze modern work trends like gig economy and remote work	L2
CO2	Apply job analysis and design tools, including competency models and AI platforms, to create job descriptions	L3
CO3	Evaluate job evaluation methods and compensation frameworks using industry standards like the Hay Group approach	L5
CO4	Develop and implement effective selection and interview strategies tailored for a multi-generational workforce, with a focus on engaging Gen Z employees	L
CO5	Integrate assessments, reference checks, and on boarding to ensure candidate-job fit and smooth employee transition	L4

Mapping of COs and Pos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**						
CO2		**2**					
CO3		**3**					
CO4					**2**		
CO5			**2**				

ORGANISATIONAL CHANGE AND DEVELOPMENT			
Course Code	**MBAHRM304**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning objectives:

- Describe and identify the application of OC/D framework.
- Describe and explain the relevance and importance of various OC/D interventions to be adopted in the Organisation and Apply and improve the workplace effectiveness through various OC/D Interventions.
- Classify and categorise different OC/D practices and intervention followed in the Organisation. Appraise and judge the practical applicability of various OC/D intervention, process and practices to be followed in the Organisation

Module-1 (8 Hours)

Organizations Design: Nature and scope of organization, definitions – overview of various components and structure, organization theories – images of organization. Organization effectiveness – definition, importance and approaches to organizational effectiveness – the goal attainment approach, the system approach, the strategic approach. Organizational Designs for different Excellences.

Module-2 (14 Hours)

Structural Dimensions of Organization Design: Organization Design, Components of Org. Design, Organization Structure dimension – Division of labour, Standardization, Horizontal and Vertical differentiation, Span of control, Centralization, Formalization, Implications of high formalization and flexibility, Advantages and Disadvantages of Departmentalization.

Contextual Dimensions & Structural Options: Contextual factors, Types of structure, Influence of environment, Strategy, Size & technology and power and Politics in structure.

Module-3 (6 Hours)

Organization Change: Introduction, Nature of Change, Internal & External Changes, Types of Change, Models of Change – Lewin's Force Field, Systems Model, Action Research model, Resistance to Change: Reasons for the resistance, Overcoming resistance for the change.

Module-4 (6 Hours)

Appreciating Change – External Environment as drivers of change, Business cycles, industry cycles, Technology and strategic change, Cognition and Organizational change, mental models, organizational learning, Senge's five disciplines, Business process reengineering

Module-5 (8 Hours)

Organisation Development Conceptual framework of OD, first order and second order change, values, assumptions and beliefs in OD. Characteristics of OD, Managing of OD Process- Components of OD Process, Diagnosis, action and programme management: diagnosis, diagnosing the system its subunits and processes, diagnosis using the six-box Organisational model, third wave- consulting. The action component: Nature of OD intervention, analyzing discrepancies.
The Programme management component: Phases of OD program, model for managing change, getting parallel learning structure

Module-6 (8 Hours)

OD Interventions: Definition, Factors to be considered, Choosing and sequencing intervention activities, Classification of OD interventions, Benefits of OD, Typology of interventions based on target groups. Human Process Interventions (individual, group, inter-group): Individual based: Coaching, counselling, training, Behavioral modelling, delegating, leading, morale boosting, mentoring, and motivation.

Suggested Learning Resources:

Books

1. Organization Development, Behavioral Science Interventions for Organization Improvement – Wendell L. French & Cecil H. Bell (Vikas or Pearson, PHI)
2. Organization Structure / Design and Applications – Stephen Robbins (Pearson, PHI)
3. Organization Theory & Design – Richard L. Daft (Cengage Learning)
4. Organization Development and Change – Cummings T.G. and Worley C.G. (Cengage Learning)
5. Managing Organizational Change – Palmer, Dunford and Akin.

Web links and Video Lectures (e-Resources):

1. https://www.researchgate.net/publication/353915158_ORGANIZATIONAL_CHANGE_AND_DEVELOPMENT
2. https://www.msmgf.org/files/msmgf/documents/org_dev/organisationalchangeanddevelopment.pdf
3. https://www.researchgate.net/publication/324166817_organisational_change_and_development

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

Skill Development Activities Suggested

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the nature, scope, and theories of organizational design and effectiveness	L2
CO2	Describe and compare structural and contextual dimensions of organizational design	L4
CO3	Apply models of organizational change to analyze internal and external drivers of change	L3
CO4	Examine the role of cognition, organizational learning, and business process reengineering in appreciating change.	L4
CO5	Analyze OD processes and interventions to recommend suitable approaches for organizational effectiveness.	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**				**2**		
CO2					**2**	**2**	
CO3	**3**				**2**		
CO4		**2**				**2**	
CO5				**2**			**2**

INDUSTRIAL RELATIONS AND LEGISLATIONS			
Course Code	**MBAHRM305**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**4**	**Exam Hours**	**3**

Course Learning Objectives:

- To describe and identify the application of Labour Laws regulating Industrial Relations in
- Organisation.
- To describe and explain in her/his own words, the relevance and importance of Labour
- Laws and Industrial Relations in Organisation
- To apply and solve the workplace problems through Labour Laws
- To classify and categorise different Laws and Codes
- To create and reconstruct Industrial Relations System to be adopted in the Organisation
- To appraise and judge the practical applicability of Labour Laws regulating Industrial Relations in Organisation

Module–1 (8 Hours)

Introduction – Industrial Relations: 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. **Contemporary IR practices in Indian corporate sector; digital HR platforms used in IR management.**

Module–2 (9 Hours)

Evolution of Labour Legislation in India: History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers; The Present Labour Laws and Codes. Concept and steps of Grievance, Need for a Grievance Redressal Procedure, Legislative Aspects of the Grievance Redressal Procedure in India, Model of Grievance Redressal Procedure., **Overview of new Labour Codes 2020 and their expected impact on industries.**

Module–3 (9 Hours)

Collective Bargaining & Workers' Discipline: 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, Show-Cause Notice, Charge Sheet, Domestic Enquiry, Report of Findings, Punishments to be Imposed. Workers' Participation in Management., **Case studies of successful collective bargaining in Indian industries; best practices in grievance handling.**

Module–4 (8 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. **Practical aspects of Alternative Dispute Resolution (ADR) in industrial context; use of online conciliation portals.**

Module–5 (7 Hours)

Factory Act 1948, Contract Labour Act (Regulation and Abolition) Act 1970, The Payment of Wages Act 1936, The Minimum Wages Act 1948. **Current compliance challenges and case laws for these Acts in Indian industries.**

Module–6 (9 Hours)

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. **Digital initiatives like EPFO Portal, ESI Online services, Shram Suvidha Portal; future trends in labour welfare digitisation.**

Suggested Learning Resources:

Books

1. Industrial relation, S. Venkata Ratam and Manoranjan Dhal, Oxford Publicatio, 2017 (2nd edition).
2. Essentials of HRM and Industrial Relation, Rao, P Subba, Himalaya Publishing House, 2013 (5th edition).
3. Industrial Relations, Trade Union and Labour Legislation. PRN Sinha, Indu Bala Sinha, Seema Shekhar, Pearson, 2017 (3rd edition).
4. Industrial Relations and Labour Laws-Emerging Paradigms, B.D.Singh, Excel Book, 2008.

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=P29Cp35JqGA
- http://www.digimat.in/nptel/courses/video/110105069/L22.html
- https://www.buytestseries.com/OnlineCourses/Industrial-Relations-MBA-Video-Lecture-Online
- http://www.nitttrc.edu.in/nptel/courses/video/110105069/L22.html
- https://www.icsi.edu/media/webmodules/publications/7.%20Industrial,%20Labour%20and%20General%20Laws.pdf
- https://odl.ptu.ac.in/SLM/mba/4th/BOOK%20MBA%20968.pdf
- https://www.scribd.com/document/435959602/Industrial-Relations-and-Labour-Laws-6th-SC-Srivastava-1-pdf
- http://www.gopalancolleges.com/gcem/course-material/mba/hr-subjects/industrialregulations-legislation-14MBAHR301.pdf

Skill Development Activities Suggested

- Visit any factory and understand their Grievance redressal Procedure.
- Discuss with IR Manager/ Factory Manager of two manufacturing firms and review the process of strikes and lockout they had in last decade. Prepare a report on the same.

Practical Component:

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

Course Outcomes (COs)

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

Sl. No	Description	Blooms Level
CO1	Gain practical experience related to labour legislations in India across various sectors.	L2
CO2	Acquire conceptual knowledge of Industrial relations and labour laws followed within industries.	L2
CO3	Develop the greater understanding of IR concepts and its application in solving various issues in IR.	L4
CO4	Apply the IR and labour laws concepts in various industries in India.	L5
CO5	Critically evaluate the emerging trends, updates and digital initiatives in IR and labour laws in India.	L5

Mapping of COs and POs

	PO1	PO2	PO3	PO4)	PO5	PO6	PO7
CO1	**3**	**2**		**3**			
CO2	**3**			**3**			
CO3	**3**		**2**		**2**	**2**	
CO4	**3**	**3**	**2**	**3**		**2**	
CO5	**3**	**3**	**2**	**3**	**2**	**3**	**2**

COMPENSATION AND REWARD MANAGEMENT			
Course Code	**MBAHRM306**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

- The student will be able to describe and identify the application of Compensation Management in the Organization
- The student will be able to describe and explain in her/his own words, the relevance and importance of Compensation Management in the Organization
- The student will be able to apply and solve the workplace problems through application of Compensation Management
- The student will be able to classify and categories different models and approaches of Compensation Management adopted in the Organization
- The student will be able to formulate and prepare Compensation Management to be adopted in the Organization
- The student will be able to design and develop an original framework and model in dealing With compensation problems in the organization.

Module-1 (7 Hours)

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

Module-2 (9 Hours)

Compensation Management: Meaning of Compensation Management, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organisational Level, Wage Problems in India, Components/Functions of Compensation Management/Wage and Salary Administration,

Module-3 (9 Hours)

Wage Determination Practices: Divergent Systems for Wage Determination in Practice in Indian Organisations Introduction, Management's Strategy, Reward Policy, Reward Management Processes, Reward Management Procedures, Pay Reviews, Planning and Implementing Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Evaluation of Reward Processes, 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

Module-4 (9 Hours)

Contingent Pay, Pay for Performance, Competence: Competency-Based Pay, Skill-Based Pay, Team-Based Rewards, Gain sharing, 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 (9 Hours)

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

Module 6 (7 Hours)

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 Nonfinancial Benefits/Rewards, A Few Most Effective Non-Financial Benefits/Rewards to Motivate Employees, Non-financial Metrics Intellectual Capital Assessment, Recognition, Praise, Learning and Development, Achievement, Value Addition in Personality Others.

Note: 100 percent Theory in SEE.

Suggested Learning Resources:

Books

1. Compensation Management: R. C. Sharma, Sulabh Sharma Sage Publication India Pvt. Ltd Edition 2019.
2. Compensation and Benefit: Biswas, Bashker, D Pearson, edition 2013.
3. Managing Employees Performance and Rewards: Shields Cambridge Press, edition 2007.
4. Human Resource Information Systems: Basics, Applications, and Future Directions: Michael J. Kavanagh, Mohan Thite, Richard D. Johnson, Sage Publication India Pvt.Ltd, 3/e, 2015.
5. Competency-Based Human Resource Management: AnindyaBasu Roy, SumatiRaym, Sage Publication India Pvt. Ltd, 2019.

Compensation and Reward Management: Singh, B D , Excel Books -2007

Web links and Video Lectures (e-Resources):

1. https://www.youtube.com/watch?v=yml9dx9nUco
2. https://hr-gazette.com/total-rewards-and-compensation-understanding - the essentials/
3. https://www.youtube.com/watch?v=ax7suq7w4cm
4. https://www.youtube.com/watch?v=g4AGhGehhsc

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

Skill Development Activities suggested

1. Understand the theoretical and practical aspects in the area of compensation and benefits.
2. Exposure to MS-Excel or HRIS packages recommended.
3. Acquire knowledge of compensation and reward system policies, processes, and procedure.

Apply the concepts of compensation administration and intrinsic and extrinsic reward system in national and global perspective.

Course Outcomes (Course Skill Set)

Sl.No.	Description	Bloom's Level
CO1	**Understand** the concepts, components, and theories of compensation and total rewards in organizations.	L2
CO2	**Evaluate** the components and practices of compensation management, wage systems, and organizational/national wage policies.	L3
CO3	**Apply** wage determination techniques, differentiate between direct and indirect compensation, and **evaluate** reward systems	L4
CO4	**Understand** the Legal & Administrative Issues in global compensation to prepare compensation plan, CTC, wage survey and Calculate various bonus.	L2
CO5	**Develop** compensation planning, salary budgeting, and non-financial reward strategies to attract, motivate, and retain talent.	L6

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1					**3**		
CO2			**2**				
CO3		**3**					
CO4				**2**			
CO5					3		

APPLIED PYTHON FOR DATA–DRIVEN DECISION MAKING			
Course Code	**MBABAY303**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

- To understand Python programming concepts relevant for business data analysis.
- To learn techniques for data cleaning, transformation, and preparation using Python libraries.
- To apply descriptive and inferential statistics in Python for extracting business insights.
- To build predictive models and evaluate their effectiveness in solving business problems.
- To visualize and communicate analytical findings for informed managerial decision-making.

Module-1: Introduction to Python for Business Analytics (6 Hours)

Python Basics: Syntax, data types, variables, operators. Control Flow: Conditionals (if, elif, else), loops (for, while). Functions: Defining, arguments, return values. Data Structures: Lists, tuples, dictionaries, sets. Working Environment: Jupyter Notebook for business problem-solving.

Module-2 Data Handling and Pre-processing (9 hours)

Data Import & Export: Reading and writing CSV, Excel files. Data Cleaning: Handling missing values, duplicates, and outliers. Data Transformation: Filtering, selecting, sorting, grouping, merging, and reshaping data. Introduction to NumPy and Pandas: Data structures (Series, DataFrame). Business Case - Cleaning HR attrition data, sales data preprocessing.

Module-3 Python for Data Science (9 Hours)

Advanced Pandas: Ranking data, rearranging, exporting files. Data Visualization: Bar chart, histogram, boxplot, pie chart, scatter plot, line graph. Exploratory Data Analysis (EDA) with visualization. Business Case Example: Customer segmentation visualization, marketing campaign results.

Module-4 Descriptive Analytics Using Python (9 hours)

Descriptive Statistics: Measures of central tendency and dispersion. Distribution Properties: Skewness, kurtosis, normality testing. Correlation Analysis: Pearson and Spearman correlations, assumptions. Business Case: Correlation between ad spend and sales, employee engagement and productivity.

Module-5 Inferential Analytics Using Python (9 hours)

Parametric Tests: One-sample t-test, independent t-test, paired t-test. ANOVA, post hoc tests, two-way ANOVA, plotting interactions. Non-Parametric Tests: Wilcoxon signed-rank test, Mann-Whitney U test, Kruskal-Wallis test. Chi-square test of independence, Kolmogorov-Smirnov test. Business Case Example: Hypothesis testing for customer satisfaction surveys, comparing campaign effectiveness.

Module-6 Predictive Modeling and Evaluation (8 hours)

Regression Analysis: Simple and multiple linear regression, assumptions, diagnostics. Logistic Regression: Model building and prediction. Model Evaluation: Accuracy, R^2, confusion matrix, sensitivity, specificity. Data Simulation using Python: Creating synthetic datasets for testing. Business Case Predicting sales, credit risk scoring, HR attrition prediction.

Note: 100 percent Theory in SEE.

Suggested Learning Resources:

Books

- "Python for Data Analysis" by Wes McKinney.
- "Introduction to Control Systems" by K. Ogata.
- "Automate the Boring Stuff with Python" by Al Sweigart.

Tools and Software: Python Programming Environment: Anaconda, Jupyter Notebooks. • Libraries: Pandas, NumPy, Matplotlib, SciPy. Control Systems Tools: SciPy library for control systems analysis.

Web links and Video Lectures (e-Resources):

- https://www.studocu.com/in/course/visvesvaraya-technologicaluniversity/introduction-to-python-and-data-control-system/6711099
- https://www.youtube.com/watch?v=eWRfhZUzrAc
- https://www.youtube.com/watch?v=alXZ6wJJqV0

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

Skill Development Activities suggested

- Cleaning, transforming, and managing real-world datasets using Pandas and NumPy.
- Designing impactful data visualizations with Matplotlib, Seaborn, or Plotly.
- Applying statistical tests and regression analysis to solve business problems.
- Building and evaluating predictive models for decision-making scenarios.
- Simulating business processes (e.g., demand, risk) using Python-based simulations.
- Working on mini-projects or case studies with open datasets (Kaggle, UCI, industry data).

Course Outcomes (Course Skill Set)

Sl.No.	Description	Bloom's Level
CO1	Apply Python programming concepts to handle, clean, and transform business datasets.	L3
CO2	Perform descriptive and exploratory data analysis using Python libraries for business insights.	L3
CO3	Conduct inferential statistical tests to validate business hypotheses and support decision-making.	L4
CO4	Build and evaluate predictive models (regression and classification) to solve business problems.	L4
CO5	Create effective data visualizations and communicate analytical findings for managerial decisions.	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**2**						
CO2		**3**				**3**	
CO3				**3**			
CO4							
CO5							**3**

DATA VISUALIZATION			
Course Code	**MBABAY304**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

- To understand the fundamental principles and concepts of data visualization.
- To familiarize students with tools and techniques for creating effective visualizations.
- To develop the ability to analyze datasets and represent information using appropriate charts and graphs.
- To apply design principles for clear, accurate, and impactful communication of insights.
- To enable students to use visualization tools (e.g., Python libraries, Tableau, Power BI) for business decision-making.
- To foster critical thinking in selecting and designing visualizations suitable for varied business contexts.

Module-1: Fundamentals of Data Visualization: (7 Hours)

Principles of visual perception, effective representation, and Gestalt theory. Concept of information overload and strategies to overcome it. The Importance and Value of Data Visualizations in Business Analytics. Understanding visualization: What it is and why it matters. Seven stages of visualizing data and their applications. Differentiating between exploratory and explanatory analysis. Types of charts: comparison, distribution, composition, and relationship.

Module-2: Best Practices and Frameworks in Data Visualization (8 Hours)

Best practices for selecting appropriate charts for different data types and analytical goals. Encoding information using visual variables such as color, position, size, and shape (Marks and Channels). Visualization reference models and the concept of visual mapping. Design principles from experts (e.g., Edward Tufte) for creating clear and impactful visuals. Task abstraction in visualization – Analyze, Produce, Search, Query – and its relevance to business problem-solving. Validation in visualization: four levels of validation, approaches, and examples. The role of well-crafted visuals in effective business storytelling.

Module-3: Structured Data Visualization (10 Hours)

Exploratory Analysis - Univariate analysis: bar chart, big number displays, pie/donut charts, icon arrays, histograms, and box-and-whisker plots. Multivariate analysis: stacked bar, box plot, boxen plot, violin plot, strip plot, swarm plot, scatter plot, pair plot, heat map, parallel coordinates, line chart, and dual-axis plots. Visualization in Modelling: - Feature selection and visualization of variable importance. Hyperparameter tuning and representation of performance metrics. Model evaluation visuals: accuracy, error metrics, ROC curves, and confusion matrices. Visualization during Deployment: Decision tree visualization for business interpretation. Model explainers for understanding predictive outcomes. Local vs. global interpretation (explainable AI methods). Business operation dashboard. Tools: MS Excel, Power BI,

Module-4: Text Data Visualization (9 Hours)

Text Data Visualization: Importance of text data visualization in business analytics. Types and sources of text data: structured, semi-structured, and unstructured (e.g., surveys, reviews, social media, documents). Text data pre-processing pipeline: tokenization, stop-word removal, stemming/lemmatization, term frequency. Visualization techniques for text data: Word cloud for frequency-based representation. Bar charts for top keywords. Word tree for contextual exploration. Line chart for temporal text analysis. Joint plots, histogram plots, and scatter text visualization for deeper insights.

Module-5: Visualization System and Advanced Techniques (8 hours)

Classification of Visualization Systems: Overview and classification of visualization systems. Interaction and visualization techniques, including misleading visualizations and ethical considerations. Visualization of one, two, and multi-dimensional data. Data structures commonly used in data visualization. Visualization of volumetric data, vector fields, processes and simulations, Visualization of maps, geographic information, GIS systems, collaborative visualizations.

Module-6: Evaluating Visualizations (8 hours)

Visualizing conversations – timeline, people, information flow, data hierarchy, networks, word embedding, topic modelling. Pre-attentive processing of visual attributes. Types of misleading charts – axis manipulation, cherry picking data, pie chart blunders, simpson's paradox, scaling, drill down bias, data discrepancy, histogram confuser.

Suggested Learning Resources:

Books

7. Tamara Munzner, Visualization Analysis and Design, A K Peters Visualization Series, CRC Press, 2014.
8. Scott Murray, Interactive Data Visualization for the Web, O'Reilly, 2013.
9. Alberto Cairo, The Functional Art: An Introduction to Information Graphics and Visualization, New Riders, 2012
10. Nathan Yau, Visualize This: The FlowingData Guide to Design, Visualization and Statistics, John Wiley & Sons, 2011.
11. Ward, Grinstein, Keim, Interactive Data Visualization: Foundations, Techniques, and Applications. Natick, 2nd edition,A K Peters, Ltd 2015.

Tools and Software: Power BI, Tableau

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=1GhZisgc6DI
- https://www.youtube.com/watch?v=dHSYXZMY96s
- https://www.youtube.com/watch?v=IKSRwGZe8Oc
- https://www.semanticscholar.org/paper/Visualization-analysis-%26-designMunzner/5521849729aaa387cfeef0d12d3c91170d7bbfd0
- https://dokumen.pub/visualization-analysis-and-design-9781466508934-1466508930.html

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

Skill Development Activities Suggested

- Hands-on practice with visualization libraries/tools (e.g., Tableau, Power BI, Python libraries like Matplotlib & Seaborn).
- Creating dashboards to represent business data and KPIs for decision-making.
- Designing visualizations that highlight patterns, trends, and anomalies in datasets.
- Storytelling with data: preparing presentations combining visuals with insights.
- Conducting mini-projects using real-world datasets to develop interactive reports.
- Critiquing and improving poorly designed visualizations to apply best practices.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Apply key techniques and theory behind data visualization to business data.	L3
CO2	Use various visualization techniques effectively on structured data.	L3
CO3	Analyze text data using visualization tools.	L4
CO4	Design and build data visualization systems and evaluate their effectiveness.	L4
CO5	Communicate insights effectively through ethical and impactful data storytelling.	L5

Mapping of COs and Pos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1						**3**	
CO2		**3**					
CO3						**2**	
CO4	**2**	**3**			**2**		**3**
CO5	**2**			**3**	**3**		

BUSINESS ANALYTICS AND INTELLIGENCE			
Course Code	**MBABAY305**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**4**	**Exam Hours**	**3**

Course Learning objectives:

- Understand the role of business analytics and intelligence in decision-making.
- Learn key techniques and tools for analyzing business data.
- Develop skills to interpret and present data insights effectively.
- Apply analytical methods to real-world business scenarios.

Module-1: Introduction to Business Analytics and Intelligence (9 hours)

Definition and scope of business analytics and intelligence. Evolution and importance in modern business. Key concepts and terminologies. Data Collection and Management: Sources of business data (internal vs. external, structured vs. unstructured).Data collection methods and tools.

Module-2: Descriptive Analytics (8 hours)

Basic statistical concepts (mean, median, mode, standard deviation).Data management best practices and data warehousing. Data visualization techniques (charts, graphs, dashboards). Tools for descriptive analytics (Excel, Tableau, Power BI).

Module-3: Prescriptive Analytics (9 hours)

Optimization and simulation techniques. Decision trees and scenario analysis. Tools for prescriptive analytics (Excel Solver, optimization software).Predictive Analytics: Introduction to predictive modelling. Regression analysis (linear and logistic regression). Time series analysis. Machine learning basics (classification, clustering).

Module-4: Business Intelligence: (8 hours)

Key components of Business Intelligence systems. Data warehousing and ETL processes.BI tools and platforms (SAP BI, Oracle BI, and Microsoft Power BI).

Module-5: Data Ethics and Governance (8 hours)

Data privacy laws and regulations (GDPR, CCPA). Ethical considerations in data use. Data quality and governance frameworks. Case Studies and Real-world Applications: Industry specific case studies. Hands-on projects involving real business data.

Module-6: Emerging trends in analytics (AI, big data, IoT) (8 hours)

Key concepts and techniques. Future developments in business analytics. Real-time analytics and reporting.

Note: The SEE question paper should have the weightage of 80% theory and 20% problems.

Suggested Learning Resources:

Books

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

Tools and Software:

- Microsoft Excel
- Tableau or Power BI
- R or Python
- SQL Database

Web links and Video Lectures (e-Resources):

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

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Skill Development Activities Suggested

- Analyze real-world business cases to identify how organizations use analytics and intelligence for decision-making.
- Work with business datasets (structured & unstructured) to practice descriptive, predictive, and prescriptive analytics.
- Use tools like Excel, Tableau, Power BI, or Python to perform data visualization and analysis.
- Apply optimization, scenario analysis, and forecasting techniques to solve simulated business problems.
- Explore emerging trends (AI, big data, IoT) and present insights on their business applications.
- Conduct discussions and role plays on data privacy, ethics, and governance in analytics.

Course outcomes

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

Sl. No.	Description	Blooms Level
CO1	Understand the role and scope of business analytics and intelligence in decision-making.	L2
CO2	Apply descriptive analytics and visualization tools to summarize business data.	L3
CO3	Use predictive and prescriptive analytics methods to solve business problems.	L4
CO4	Evaluate business intelligence systems and data warehousing for strategic insights.	L5
CO5	Apply data ethics, governance, and emerging trends in analytics for informed decisions.	L3

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**				**2**		
CO2						**3**	
CO3		**3**					
CO4				**3**			
CO5	**3**				**2**		

BIG DATA ANALYTICS			
Course Code	**MBABAY306**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**4**	**Exam Hours**	**3**

Course Learning Objectives:

7. Understand the fundamental concepts of big data and analytics.
8. Learn key technologies and tools used in big data processing and analysis.
9. Develop skills to manage, analyze, and interpret large datasets.
10. Apply big data analytics techniques to real-world business problems.

Module-1: Introduction to Big Data (7 Hours)

Definition and Characteristics: Volume, velocity, variety, veracity, and value. Big Data Ecosystem: Overview of big data architecture. Business Implications: How big data transforms business decision-making.

Module-2: Big Data Technologies and Tools (8 hours)

Hadoop Ecosystem: Hadoop Basics: Introduction to Hadoop, HDFS (Hadoop Distributed File System), and MapReduce. Hadoop Tools: Pig, Hive, and HBase. Apache Spark: Introduction to Spark: Spark architecture, RDDs (Resilient Distributed Datasets), Data Frames. Spark SQL and MLlib: Basics of querying and machine learning with Spark.

Module-3: Data Management and Processing (9 hours)

Data Storage Solutions: NoSQL Databases: Overview of Mongo DB, Cassandra, and Redis. Data Lakes and Warehouses: Concepts and architectures. Data Processing Frameworks: Batch vs. Stream Processing: Introduction to tools like Apache Kafka and Apache Flink.

Module-4: Data Analytics and Visualization (9 hours)

Data Analytics Techniques: Exploratory Data Analysis (EDA): Techniques and tools. Predictive Analytics: Introduction to machine learning algorithms. Data Visualization Tools: Visualization with Python: Using libraries like Matplotlib, Seaborn. BI Tools: Introduction to Tableau, Power BI for interactive dashboards.

Module-5: Advanced Topics in Big Data (9 hours)

Machine Learning and Big Data: Algorithms and Models: Supervised vs. unsupervised learning. Scalable Machine Learning: Implementing algorithms at scale with Spark MLlib. Big Data Security and Privacy: Data Privacy Issues: GDPR, CCPA. Security Best Practices: Protecting big data assets.

Module-6: Real-world Applications and Case Studies (8 hours)

Industry Use Cases: Big data applications in finance, healthcare, retail, and other sectors. Case Studies: Analyzing and discussing real-world big data projects and solutions.

Note: 40 percent theory and 60 percent problems in SEE.

Suggested Learning Resources:

Books

1. "Big Data: Principles and Best Practices of Scalable Real-Time Data Systems" by Nathan Marz and James Warren.
2. "Data Science for Business: What You Need to Know about Data Mining and Data Analytic Thinking" by Foster Provost and Tom Fawcett.
3. "Hadoop: The Definitive Guide" by Tom White.

Tools and Software:

- Hadoop: Hadoop ecosystem components.
- Apache Spark: Spark for data processing and machine learning.
- Python Libraries: Pandas, NumPy, Scikit-learn.
- Data Visualization Tools: Tableau, Power BI.

Web links and Video Lectures (e-Resources):

https://www.youtube.com/watch?v=aeHqYLgZP84

- https://www.youtube.com/watch?v=5G3WJpiyMDs
- https://www.youtube.com/watch?v=FSIxMKGfpvM

Skill Development Activities Suggested

- Practice storing, processing, and analyzing large datasets using Hadoop HDFS, Map Reduce, and Spark RDDs/Data Frames.
- Work with MongoDB, Cassandra, or Redis to manage semi-structured and unstructured data.
- Simulate data collection, cleaning, and integration from multiple sources (data lakes, warehouses).
- Perform EDA using Python libraries (Pandas, Matplotlib, and Seaborn) or BI tools to uncover patterns and trends.
- Build scalable machine learning models using Spark MLlib and evaluate them for business applications.
- Analyze real-world big data projects in finance, healthcare, retail, and other sectors to understand business impact.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the concepts, characteristics, and business impact of big data.	L2
CO2	Apply big data technologies and tools, including Hadoop and Spark, for data processing.	L3
CO3	Manage and process large-scale data using databases, data lakes, and streaming frameworks.	L3
CO4	Perform data analytics and visualization using Python and BI tools for business insights.	L4
CO5	Analyze advanced big data applications, machine learning at scale, and data security considerations in real-world contexts.	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**				**2**		
CO2						**3**	
CO3		**3**					
CO4				**3**			
CO5							**3**

FUNDAMENTALS OF DIGITAL MARKETING			
Course Code	**MBADMG303**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

- To understand the concepts, evolution, and strategies of digital marketing.
- To learn different digital advertising methods and targeting techniques.
- To gain practical skills in SEO, website planning, and digital ecosystem creation.
- To analyze digital marketing campaigns using analytics and performance metrics.
- To Design and implement an integrated digital marketing plan through projects.

Module-1 (7 Hours)

Introduction to Digital Marketing**:** Concept of Digital Marketing, Origin, traditional versus Digital Marketing. Digital Marketing Strategy- The P-O-E-M Framework, Segmenting and customizing Messages, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Plan.

Module-2 (7 Hours)

Display Advertising: Concept of Display Advertising, types of display ads, buying models, display plan Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging, demographics, mobile, other targeting methods. Programmatic digital advertising, YouTube Advertising

Module-3 (6 Hours)

Search Engine Advertising: 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

Module-4 (7 Hours)

Social Media Marketing & Mobile Marketing:
Social Media Marketing- Introduction, Advantages, Face Book Marketing, Instagram & Snap chat, Linked in Marketing, Twitter Marketing.
Mobile Marketing -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 (7 Hours)

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

Module-6 (9 Hours)

Creating Winning Digital Ecosystems: Essentials of website planning, design, and management, along with on-page, off-page, and technical SEO practices to enhance visibility and performance. Strategies for marketing optimized websites across digital channels, improving user experience, and driving conversions through content and conversion rate optimization. Analytics and measurement using modern tools to track performance, evaluate digital campaigns, and derive actionable insights.

Note: 100 percent Theory in SEE.

Course Outcomes

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

1. Explain the concepts, strategies, and scope of digital marketing in the modern business context.
2. Apply digital advertising techniques across display, search engine, social media, and mobile platforms.
3. Develop optimized websites using on-page, off-page, and technical SEO practices.
4. Evaluate digital campaigns by interpreting analytics and key performance metrics.
5. Create and present an integrated digital marketing plan for a business scenario.

Practical Component

- Students will learn to create a digital marketing plan.
- Students will learn to create a mobile advertising project.

Suggested Learning Resources:

Books

1. Digital Marketing, Seema Gupta, McGraw Hill Education, 2017
2. Marketing 4.0: Moving from Traditional to Digital, Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, Wiley, 2017
3. Fundamentals of Digital Marketing, Puneet Bhatia, Pearson, 2/e,2014
4. Social Media Marketing, Tracy L Tuten, Michael R Solomon, Sage Publications, 3/e,2020
5. Understanding Digital marketing: Marketing strategies for engaging the Digital
6. Generation – Damian Ryan & Calvin Jones.

Skill Development Activities suggested

1. Students can identify how marketers are addressing the various components and stages of the decision making process.
2. Students can go to malls and unorganized retail outlets and observe the behaviour of consumers of different demographic segments while buying different category of goods. The students need to present the findings / observations followed with a group discussion.
3. Give examples of the products and services that cater to our: biogenic needs, acquired needs and hedonic needs.
4. Which type of personality, as per Jung's personality types, do you have? Similarly, find out the personality types of your family members.

Course Outcomes (Course Skill Set)

Sl.No.	Description	Bloom's Level
CO1	Explain the concepts, strategies, and scope of digital marketing in the modern business context.	L2
CO2	Apply digital advertising techniques across display, search engine, social media, and mobile platforms.	L3
CO3	To gain practical skills in SEO, website planning, and digital ecosystem creation.	L3
CO4	To analyse digital marketing campaigns using analytics and performance metrics.	L4
CO5	To Design and implement an integrated digital marketing plan through projects.	L5

Mapping of COs and Pos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**	**2**		**2**			
CO2							
CO3		**2**			**2**		
CO4							
CO5	**3**	**2**	**2**	**2**	**3**		

SOCIAL MEDIA MARKETING			
Course Code	**MBADMG304**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

This course should enable the students;

- To understand the key concepts of social media marketing and evaluate various platforms and strategies.
- To master Facebook and Instagram marketing, including ad objectives, targeting, and various ad types. Analyze the use of Facebook Marketplace for advertising.
- To explore platform-specific marketing techniques, build effective profiles, and leverage hashtags and audience targeting to enhance engagement.
- To analyze and interpret social media performance metrics to measure engagement, reach, and return on investment for informed decision-making
- To equip students to design future-ready social media campaigns by integrating emerging technologies

Module-1 (9 Hours)

Introduction to Social Media Marketing**:** Introduction to the concept of social media. Social media marketing- Definition, Uses and Scope. Social media platforms - Facebook, YouTube, LinkedIn, Instagram, Twitter(X), Snapchat, etc. Social Media Marketing advantages and limitations. Social media marketing Strategies. Influencer- Role of influencers, Types of Influencers.

Module-2 (9 Hours)

Content Designing for Social Media Platforms: Basics of content creation, Process- Planning and Strategy, Content Creation, Content Optimization, Content Distribution, Measurement and Analysis. Defining content mix using sales posts, interactive posts and informative posts. Impact of colors. Tools used for content Creation - Canva, Natural Readers, Adobe Express, Picsart, Graphionicaetc.

Module-3 (8 Hours)

Facebook and Instagram Advertising and Marketing: Introduction to Facebook and Instagram platform as advertising and marketing media, characteristics of Facebook and Instagram marketing. Facebook Marketplace. Facebook and Instagram Advertisement-Objectives, Types of Ad, Targeting, Dimensions.

Module-4 (8 Hours)

Twitter, LinkedIn, YouTube and Snapchat: Introduction and overview of platforms, Characteristics. Platforms usage purpose. Profile / account building. Crafting summary for marketing, creating and uploading videos, use of Hashtags, targeting audience. Best practices for B2B (LinkedIn) vs B2C (Twitter, YouTube, Snapchat)

Module-5 (8 Hours)

Social Media Privacy and Policy: Introduction to social media privacy and its importance. Privacy concerns and challenges in social media platforms. Overview of Indian laws and regulations - IT Act 2000, Data Protection Bill, and their implications. Platform-specific privacy policies - Facebook, Instagram, Twitter(X) and LinkedIn etc. Ethical considerations - data usage, user rights and content moderation. Strategies for data protection - secure account settings, identifying phishing attempts and avoiding social engineering. Role of AI and Blockchain in enhancing privacy. Emerging trends in social media security and future challenges.

Module-6 (8 Hours)

Social Media Analytics: Introduction to analytics in social media, Key performance indicators (KPIs) – reach, impressions, engagement rate, conversion rate, Tools for analytics – Google Analytics, Meta Insights, LinkedIn Analytics, Hoot suite, Buffer.

Emerging Technologies in Social Media Marketing - Role of AI in content generation, chatbots, personalized targeting, Social commerce (integrated shopping on Instagram, Facebook,) Voice and conversational marketing (Alexa, Google Assistant) Rise of micro-communities and niche platforms.

Note: 100 percent Theory in SEE.

Course Outcomes:

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

1. Evaluate the basics of social media marketing and the key features of different platforms. They will also recognize the role of influencers in marketing.
2. Students shall create and optimize content strategies using tools like Canva. They will design a balanced mix of posts to engage audiences.
3. Students will develop targeted ad campaigns on Facebook and Instagram. They will understand how to use Facebook Marketplace for advertising.
4. Students will create marketing strategies for Twitter, LinkedIn, YouTube and Snapchat. They will design profiles and content that fit each platform.
5. Students will implement and analyze the success of social media campaigns.
6. They will use tools like Hoot suite and Google Analytics to improve their strategies.

Practical Component:

- Students will create and publish a short, professionally edited video or animated content for a chosen social media platform. They will present their project, explaining their choice of techniques, settings and editing decisions.
- Students will design at least 5 posts for a selected platform, ensuring a mix of sales, Interactive and informative content. They will then schedule the posts based on.

Suggested Learning Resources:

Books

1. Internet age - Marketing with social media, Dr. Apoorva Palkar, Amit Jadhav, Himalaya publication, 2015.
2. Social Media Marketing – Tracy tuten, Sage Publications, Edition 5, 2023.
3. Social Media Marketing 4th Edition, 2020 Michael R. Solomon, Tracy Tuten - Pearson Education.
4. Social Media Marketing - A Strategic Approach Third Edition, 2023, Debra Zahay,Mary Lou Roberts, Janna Parker, Donald I. Barker, Melissa S. Barker.
5. Social Media Marketing All-in-One for Dummies,5th Edition, Michelle Krasniak,Jan
6. Zimmerman, Deborah Ng, 2023.

Course Outcomes (Course Skill Set)

Sl.No.	Description	Bloom's Level
CO1	Evaluate the basics of social media marketing and the key features of different platforms, also recognize the role of influencers in marketing.	L2
CO2	Create and optimize content strategies using tools like Canva to design a balanced mix of posts to engage audiences.	L3
CO3	Develop targeted ad campaigns on Facebook and Instagram and understand how to use Facebook Marketplace for advertising.	L3
CO4	Create marketing strategies for Twitter, LinkedIn, YouTube and Snapchat. Also helps to design profiles and content that fit each platform.	L4
CO5	Implement and analyze the success of social media campaigns.	L5

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**	**2**		**2**			
CO2							
CO3		**2**			**2**		
CO4							
CO5	**3**	**2**	**2**	**2**	**3**		

SEARCH ENGINE OPTIMIZATION & MARKETING			
Course Code	**MBADMG305**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

1. To understand the SEO ranking factors.
2. To recite the keyword research to generate the content.
3. To apply and create a content marketing strategy.
4. To understand the consumer buying behavior through online mode & how they search for products and services.
5. To measure the performance of search engine marketing efforts using tools from Google.

Module-1 (9 Hours)

Fundamentals of SEO & Importance - Concept of Domain, Portal & World Wide Web, SEO – Search Engine optimization: Introduction, Meaning, Importance, Functions and Benefits, Types of SEO, SEO Techniques, SEO Tools, Difference between Portal & Search Engine and Concept of SERP

Module-2 (8 Hours)

Keyword Research - Concept of Traffic, Types of Traffic, Introduction to Keyword & Keyword Research, Importance, Types of keywords, Google Keyword Planner Tool, Keywords Research Process Understanding Keywords mix, Analysis of Keywords using paid and free tools, Strategies for finding the ranking keywords of competitors, Analyzing the top ranking keywords of own site.

Module-3 (8 Hours)

On Pages SEO - Introduction to On- page SEO, Key words optimization, Content Optimization & Planning, Using and optimizing Meta title & Meta description, demonstration of a user friendly and hierarchical URL structure, Concept and Application of Alt Tag, Image optimization, Usage of Header Tags of H1,H2,H3 & others for SEO friendly, Keyword Density & application, Sitemap & its generation, File Transfer Protocol and Usage.

Module-4 (9 Hours)

Off Pages SEO - Concept of Local SEO & its Significance, Factors of local SEO, Setting up Google My Business(GMB), Optimizing GMB listings, Concept of Citations & its Significance in Local GMB, H card and its Application, Importance of NAP in SEO, Concept of Email Marketing & its Applications, Influencer marketing & its significance

Module-5 (8 Hours)

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

Module- 6 (8 Hours)

Advanced SEO, Analytics & Future Trends: Introduction to Technical SEO: Concept, Importance, and Benefits Mobile SEO: Mobile-first indexing, responsive design, page experience ranking factors
Page Speed Optimization: Core Web Vitals under Google Ranking factors Voice Search Optimization: Understanding user intent in voice queries.

Note: 100 percent Theory in SEE.

Course Outcomes

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

1. Illustrate the practical experience in the field of SEO.
2. Evaluate the acquire the conceptual knowledge of Search Engine Optimization.
3. Implement the Search Engine Optimization knowledge in real world situations.
4. Develop a greater understanding about Search Engine Optimization and Marketing aspects to analyze the concepts.
5. Construct and demonstrate their exposure on recent trends in SEO..

Practical Component

- Practice the local citation building and optimizing websites for local search terms.
- Conduct a website audit using the tools like Google Search Console.
- Practice optimizing Meta tags (title, Meta descriptions).
- Practice building back links through guest posting, direct submissions and outreach

Suggested Learning Resources:

Books

1. Aravind Shenoy & Anirudh Prabhu. Introducing SEO: APress Publication, 1sted.2016.
2. Eric Enge & Stephan Spencer, The Art of SEO: Shroff Publication, 4th ed, 2023.
3. Adam Clarke, SEO 2024: Kindle publication, 2024.
4. Pearson India Global Search Engine Marketing : Kennely 2024 publication.

Reference Books

1. Search Engine Optimization and marketing Recipe for success in digital marketing - SubhankaDas (Chapman & Hall) 2021.
2. Search engine optimization all in one Brace day, Kristopher B. Jones 4thEdition Dummies Publications 2022.
1. Search Engine Optimization: Hand book of easy. Tiper, Tools and Techniques - VarindesTaprial , Priya Kanwar 2010.

Course Outcomes (Course Skill Set)

Sl. No.	Description	Bloom's Level
CO1	Illustrate the practical experience in the field of SEO.	L2
CO2	Evaluate the conceptual knowledge of Search Engine Optimization.	L3
CO3	Implement the Search Engine Optimization knowledge in real world situations.	L4
CO4	Develop a greater understanding about Search Engine Optimization and Marketing aspects to analyze the concepts.	L6
CO5	Construct and demonstrate their exposure on recent trends in SEO	L6

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**	**2**		**2**			
CO2							
CO3		**2**			**2**		
CO4							
CO5	**3**	**2**	**2**	**2**	**3**		

WEB DIGITAL ANALYTICS			
Course Code	**MBADMG304**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

1. To Provide a comprehensive understanding of web and digital analytics tools and Techniques.
2. To learn how to track and analyze website and digital campaign performance.
3. To develop skills in interpreting data for making data-driven marketing decisions.
4. To explore how digital analytics contribute to business growth and customer engagement.
5. To recognize the importance of web and digital analytics with its Methods and Methodologies

Module-1 (9 Hours)

Introduction to Web Analytics**:** Web analytics approach: Introduction, A Model of Analysis: Pose the Question, Gather Data, Transform Data, Analyze, Answer the Question, Balancing Time and the Need for Certainty. Showing Your Work, Context. How Web Analytics Works: Introduction, Page Tagging, Metrics and Dimensions, Interacting with Data in Google Analytics.

Module-2 (9 Hours)

Learning about Users through Web Analytics: Visitor Analysis: Learning about Users. Traffic Analysis: Learning How Users Got to Your Website. Click-Path Analysis: Introduction, Focus on Relationships between Pages, Navigation Summary "Visitors Flow report".

Module-3 (8 Hours)

Digital Analytics: Defining, planning, collecting and governing data in digital analytics, reporting data and using key performance indicators.

Module-4 (8 Hours)

Optimization and Testing: Optimization and testing with digital analytics, competitive intelligence and digital analytics.

Module-5 (8 Hours)

Audience and Engagement Analysis: What is audience analysis? Audience analysis use cases, tools types and techniques, conversation typing, event triggers. Engagement analysis: Introducing SMES, using SMES tools, understanding enterprise SMES landscape.

Module-6 (8 Hours)

Advanced Applications of Web and Digital Analytics: Predictive Analytics in Digital Marketing: Understanding predictive models, forecasting trends, and implementing machine learning techniques. Attribution Modeling: Concepts, types of attribution models (first-click, last-click, linear, time decay), and evaluating the effectiveness of campaigns, Integrating Web Analytics with Customer Relationship Management (CRM): Enhancing personalization and customer journey mapping.

Note: 100 percent Theory in SEE.

Course Outcomes:

1. Design and implement the working of web analytics.
2. Apply different types of analytics for the user data.
3. Demonstrate the optimization and testing in the digital analytics.
4. Demonstrate proficiency in representing knowledge for decision making.
5. Apply Digital analytics tools on SMES data for competitive advantages.

Practical Component:

- Should aim to develop a variety of skills that allow them to effectively analyses website traffic and users' behavior.
- Students should be able the analyze and interpret the results using the necessary tools.
- Students should install and use the various features of the mentioned tools.
- Students should be able to perform the following tasks to effectively manage and deploy marketing tags.
- Students should create visually appealing design for various digital marketing pages.

Suggested Learning Resources:

Books

1. A Practical Web Analytics for User Experience: Michael Beasley, 1st Edition 2013.
2. Building a Digital Analytics Organization: Judah Phillips, 1st Edition 2016
3. Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World, CHUCK HEMANN and KEN BURBARY, 2nd Edition 2020.

Reference Books

1. Web Analytics' an how a day by Avinash Koushik2007sybey.
2. Actionable Web Analytics' using to make smart Business decision by Jason Burby and Shane Atchison 2007 sybey.
3. The Big Data Driven Business by Russell and Lass and Sean Callahean, 1st Edition 2014.

Course Outcomes (Course Skill Set)

Sl.No.	Description	Bloom's Level
CO1	Design and implement the working of web analytics.	L2
CO2	Apply different types of analytics for the user data.	L3
CO3	Demonstrate the optimization and testing in the digital analytics..	L3
CO4	Demonstrate proficiency in representing knowledge for decision making.	L4
CO5	Apply Digital analytics tools on SMES data for competitive advantages.	L5

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	3				
CO2	2			2	3		
CO3	3				2	3	
CO4	2	3	2		2		
CO5	3	3	2	3	3		3

PROJECT REPORT BETWEEN 3RD AND 4TH SEMESTER MBA (MBAPR407)

Sl. No.	Evaluation Type	Particulars	Marks
1	CIE	Internal Assessment by the Guide Based on Three Presentations by Students	50
2	SEE	Report Evaluation by the Guide (25 marks) & External Examiner (25 marks) The average of the marks awarded by the two Examiners shallbe the final evaluation marks for the Dissertation.	25
3	SEE	The Viva-Voce Examination is to be conducted by the Guide and an external examiner.	25
Total			100

GENERAL GUIDELINES:

- The project work shall be for 6 weeks immediately after the completion of the 3rd semester SEE but before the commencement of the 4th semester classes.
- The Course code of the project report shall be "MBAPR407" and shall be compulsory for all the students opting for all specializations.
- Two copies of the project report shall be submitted to the department before the commencement of the 4th-semester examination. Copies of the project report should be sent to the control of examination with intimation to the principal.
- By keeping the business trend in the present scenario, the department has given an option to the students to select the research problem either from a business organization or they can carry out the project on a freelance basis subject to the approval of the department committee.
- The responsibility to monitor the freelance project.is with the internal guide.
- In case, of a business problem selected from a Company, no two students of a department shall work on the same problem in the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.

PROJECT REPORT EVALUATION:

- Internal evaluation will be done by the internal guide.
- External valuation shall be done by faculty members of any reputed institutions with a minimum of 10 years of experience.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective department where a student is expected to give a presentation of his/ her work.
- The viva - voce examination will be conducted by the HOD / Senior faculty of the department and an expert drawn from the various institutes with a minimum of 10 years of experience.
- Project work carries 100 marks consisting of 50 marks for internal marks by the internal guide, average of 25 marks from both internal and external evaluation and 25 marks for viva voce examination.
- Minimum passing marks of the Project work is 50% in each of the components such as Internal Marks, report evaluation and viva-voce examination.

PROJECT REPORT FORMAT:

- Project report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with a 1-inch margin on all sides (1.5 inches on the left side) and 1.5 line spacing.
- The Project report shall not exceed 100 pages.
- Plagiarism: It is compulsory for the students to use Drill bit software before submission of the project report.
- Plagiarism of up to 25% is allowed in the project work and the report should consist of 75% of the original content/work.
- Publication of Research Findings: Students are expected to present their research findings in Seminars/ Conferences / Technical/ Management Fests or publish their research work in Journals in association with their Internal Guide.
- Appropriate Weightage should be given to this in the internal evaluation as well as in the viva voce examination of the project report.

CONTENTS OF THE PROJECT WORK REPORT

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

Chapter 1: Introduction

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

Chapter 2: Conceptual background and Literature review

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

Chapter 3: Research Design

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

Chapter 4: Analysis and Interpretation

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

Chapter 5: Findings, Conclusion and Suggestions

Summary of findings, Conclusion and Suggestions / Recommendations

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

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

RUBRICS FOR PROJECT WORK (Common to Core and Dual Specializations) -MBAPR407

Sl. No.	Evaluation Type	Particulars	Marks
1	CIE	Internal Assessment by the Guide Based on Three Presentations by Students	50
SEE Assessment for PROJECT WORK			
2	SEE	Report Evaluation by the Guide (25 marks) & External Examiner (25 marks) The average of the marks awarded by the two Examiners shallbe the final evaluation marks for the Dissertation.	25
3	SEE	The Viva-Voce Examination is to be conducted by the Guide and an external examiner.	25
Total			100

RUBRICS FOR PROJECT WORK EVALUATION AND EXAMINATION

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

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

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

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

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

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

MARKS SHEET FORMATS

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

Bapuji Institute of Engineering and Technology

MBA Programme

Marks Sheet for MBA Project Work (22MBAPR407)

Name of the College: **College Code:**

Internal Marks Allocation for Project Work (22MBAPR407)

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

MARKS SHEET

SLNO	USN	1	2	3	4	5	6	7	8	TOTAL
1										
2										
3										
4										
5										

Signature of the Internal Guide with Name, Address & Date

Note:

1. Total Internal Evaluation Marks of the Project report should be sent along with the other subject internal marks and the above marks sheet should be maintained by the Department/Institution for verification on demand.

2. Total Internal Evaluation Marks of the Project report should be uploaded to VTU by the Internal guide after thorough evaluation of the project report and the copy of the mark sheet downloaded after the entry must be maintained in the department as well as sent to VTU along with the remuneration bill.

B. Report Evaluation by the Guide & External Examiner.

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

Marks Sheet for MBA Project Work (22PRJ407)

Bapuji Institute of Engineering and Technology

MBA Programme

Name of the College:

College Code:

External Evaluation Marks Allocation for Project Work (22PR407)

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

MARKS SHEET

SLNO	USN	1	2	3	4	5	TOTAL
1							
2							
3							
4							
5							

Signature of External Examiner with affiliation

Note:

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

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

Bapuji Institute of Engineering and Technology
MBA Programme
Marks Sheet for MBA Project Work (22MBAPRJ407)
Name of the College: College Code:

Viva voce Marks Allocation for Project Work (22MBAPR407)

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

Sl. No.	ASPECTS	Marks
1	Introduction & Relevance of the project	5
2	Subject knowledge	5
3	Objectives of the study and Methodology	5
4	Analysis using statistical tools and statistical packages	5
5	Findings and appropriate suggestions	5
Total		25

MARKS SHEET

SLNO	USN	1	2	3	4	5	TOTAL
1							
2							
3							
4							
5							

Signature of Internal Examiner **Signature of External Examiner with affiliation**

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

Schedule to be followed before commencement of Project:

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

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

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

Schedule to be followed during Project work

Activity	**Timeline**	**Remarks**
Understanding Structure, Culture and functions of the organization /identifying of business problem from the industry from the literature study	1st of Project	Student should understand products/services and the problems of the organization

Preparation of Research design and Research instrument for data collection	2nd week of Project	Discussion with the guide for finalization of research design and instrument in his/her domain and present the same to the guide. (First Presentation).
Data collection	3rd week of Project	Date collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis. (Second Presentation).
Analysis and finalization of report	4th & 5th week of project	Students must use appropriate and latest statistical tools and techniques for analyzing the data. (It is must to use of Statistical Package whose result should be shown in the report) (Third Presentation).
Submission of Report	6th week of Project	Final Report should be submitted to the University before one week of the commencement of theory examination.

Formats for Project Report and Evaluation

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

FOURTH SEMESTER MBA SYLLABUS

EMERGING TECHNOLOGIES FOR BUSINESS			
Course Code	**MBAPCC401**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**03**

Course Learning Objectives:

- To understand the emerging technologies applicable in field of Management.
- To study data science as a tool for decision making in Management
- To understand the concept of AI, IOT and AR.
- To study other emerging technologies in Management.

Module-1 (7 Hours)

Introduction to Emerging Technologies for Business: Evolution of technologies; Introduction to Industrial revolution; Historical background of the Industrial Revolution; Introduction to Fourth industrial revolution (IR 4.0); Role of data for Emerging technologies; Enabling devices and networks for emerging technologies (programmable devices); Human to Machine Interaction; Future trends in emerging technologies..

Module-2 (7 Hours)

Data Science: Overview for Data Science; Definition of data and information; Data processing cycle, Data types and representation; Data Value Chain; Data Acquisition; Data Analysis; Data Curating; Data Storage; Data Usage; Basic concepts of Big Data.

Module-3 (7 Hours)

Artificial Intelligence (AI): Concept of AI, meaning of AI, History of AI, Goals of AI, Need for AI, Levels of AI, Types of AI, Techniques of AI, Applications of AI in Agriculture, Health, Business (Emerging market), Education, AI tools and platforms (eg: scratch/object tracking), Advantages and limitations of AI.

Module-4 (7 Hours)

Internet of Things (IoT): Overview of IOT; meaning of IOT; History of IOT; Advantages of IOT; Challenges of IOT; IOT working process; Architecture of IOT; Devices and network; Applications of IOT at Smart home; Smart grid; Smart city; Wearable devices; Smart farming; IOT tools and platforms.

Module-5 (6 Hours)

Augmented Reality (AR) and Virtual Reality (VR): Introduction to AR, Virtual reality (VR), Augmented Reality (AR) V/S mixed reality (MR), Architecture of AR systems. Application of AR systems (education, medical, assistance, entertainment).

Module-6 (6 Hours)

Ethics, Professionalism and Other Emerging Technologies: Technology and ethics, Digital privacy, Accountability and trust, Treats and challenges. Other Technologies: Block chain technology, Cloud and quantum computing, Autonomic computing, Computer vision, Cyber security, Additive manufacturing (3D Printing).

Note: 100 percent Theory in SEE.

Suggested Learning Resources:

Books

Designing for Emerging Technologies: UX for Genomics, Robotics, and the Internet of Things : Follett, J. , O'Reilly Media, 2014.

2. Emerging Technologies for Emerging Markets: Vong, J., & Song, I., Springer Singapore, 2014.

3. Disruption: Emerging Technologies and the Future of Work, Del Rosal, V., Emtechub, 2015.

4. Emerging Internet-Based Technologies: Sadiku, M. N. O, CRC Press, 2019.

5. Emerging Exponential Technologies – A Management Perspective: Dr. D.G. Kulkarni and Dr. Prayag Gokhale, Himalaya Publishing House Pvt. Ltd., 1/e, 2020.

Web links and Video Lectures (e-Resources):

1. https://www.studocu.com/in/document/visvesvaraya-technological-university/masters-ofbusiness-administration/eet-ch1-emerging-and-exponential-technologies-notes-chapter1-
2. vtu/51659497.
3. https://wcu.edu.et/FirstYearModule/EMERGING%20TECHNOLOGIES%20module.p
4. https://www.youtube.com/watch?v=diP4tx_U1ak
5. https://www.youtube.com/watch?v=kf9ekJOZpqU
6. https://www.youtube.com/watch?v=kz40aFgfB5M

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

Skill Development Activities suggested

Big data analysis using an analytical tool.
Study the Application of AI in any one field and prepare a Report.
Study the Ethical practices of a Company.
3D model printing by Group or team.
Exposing the students to usage of IoT.

Course Outcomes (Course Skill Set)

Sl.No.	Description	Bloom's Level
CO1	Identify different emerging technologies	L1/L2
CO2	Select appropriate technology and tools for a given task	L3
CO3	Identify necessary inputs for application of emerging technologies	L3
CO4	Understand the latest developments in the area of technology to support business.	L4
CO5	Evaluate the impact of emerging technologies on business models, operations, and strategy	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**2**				**2**		
CO2			**2**				
CO3				**3**			
CO4		**2**		**2**			
CO5	**3**	**3**	**2**				

INNOVATION & DESIGN THINKING			
Course Code	**MBAPCC402**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**03**

Course Learning Objectives:

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

Module-1 (7 Hours)

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

Module-2 (7 Hours)

Sense Intent: Mindsets, Sensing Changing Conditions, Seeing Overviews, Foreseeing Trends, Reframing Problems, Forming an Intent, Sense Intent: Methods, Buzz Reports, Popular Media Scan, Key Facts, Innovation Sourcebook, Trends Expert Interview, Keyword Bibliometrics, Ten Types of Innovation Framework, Innovation Landscape, Trends Matrix, Convergence Map, From To Exploration, Initial Opportunity Map, Offering-Activity-Culture Map, Intent Statement. Know Context: Mindsets, Knowing Context History, Understanding Frontiers, Seeing System Overviews, Understanding Stakeholders, Using Mental Models, Know Context: Methods, Contextual Research Plan, Popular Media Search, Publications Research, Eras Map, Innovation Evolution Map, Financial Profile, Analogous Models, Competitors-Complementors Map, Ten Types of Innovation Diagnostics, Industry Diagnostics, SWOT Analysis, Subject Matter Experts Interview, Interest Groups Discussion.

Module-3 (6 Hours)

Know People: Mindsets, Observing Everything, Building Empathy, Immersing in Daily Life, Listening Openly, Looking for Problems and Needs. Know People: Methods, Research Participant Map, Research Planning Survey, User Research Plan, Five Human Factors, POEMS, Field Visit, Video Ethnography, Ethnographic Interview, User Pictures Interview, Cultural Artifacts, Image Sorting, Experience Simulation, Field Activity, Remote Research, User Observations Database, Case studies in industries such as technology, healthcare, education, etc

Module-4 (7 Hours)

Frame Insights: Mindsets, Exploring Systems, Looking for Patterns, Constructing Overviews, Identifying Opportunities, Developing Guiding Principles. Frame Insights: Methods, Observations to Insights, Insights Sorting, User Observation Database Queries, User Response Analysis, ERAF Systems Diagram, Descriptive Value Web, Entities Position Map, Venn Diagramming, Tree/Semi-Lattice Diagramming, Symmetric Clustering Matrix, Asymmetric Clustering Matrix, Activity Network, Insights Clustering Matrix, Semantic Profile, User Groups Definition, Compelling Experience Map, User Journey Map, Summary Framework, Design Principles Generation, Analysis Workshop.

Module-5 (7 Hours)

Explore Concepts: Challenging Assumptions, Standing in the Future, Exploring Concepts at the 03092024 Fringes, Seeking Added Value, Narrating Stories about the Future. Explore Concepts: Methods, Principles to Opportunities, Opportunity Mind Map, Value Hypothesis, Persona Definition, Ideation Session, Concept-Generating Matrix, Concept Metaphors and Analogies, Role-Play Ideation, Ideation Game, Puppet Scenario, Behavioral Prototype, Concept Prototype, Concept Sketch, Concept Scenarios, Concept Sorting, Concept Grouping Matrix, Concept Catalog.

Module-6 (6 Hours)

Frame solutions: Mindsets, Conceiving Holistic Solutions, Conceiving Options, Making Value Judgments, Envisioning Scenarios, Structuring Solutions, Frame solutions: Methods, Morphological Synthesis, Concept Evaluation, Prescriptive Value Web, Concept-Linking Map, Foresight Scenario, Solution Diagramming, Solution Storyboard, Solution Enactment, Solution Prototype, Solution Evaluation, Solution Roadmap, Solution Database, Synthesis Workshop. Realize Offerings: Mindsets, Reiterating Prototypes, Evaluating in Reality, Defining Strategies, Implementing in Reality, Communicating Vision, Realize Offerings: Methods, Strategy Roadmap, Platform Plan, Strategy Plan Workshop, Pilot Development and Testing, Implementation Plan, Competencies Plan, Team Formation Plan, Vision Statement, Innovation Brief

Note: 100 percent Theory in SEE.

Suggested Learning Resources:

Books

1. Design Thinking for Strategy – Innovating towards Competitive Advantage by Claude Diderich, Springer, 2020.
2. 101 Design Methods – A Structured Approach to Driving Innovation in Your Organization by Vijay Kumar, John Wiley & Sons,2013.
3. The Design of Business – Why Design Thinking is the Next Competitive Advantage by Roger Martin, Harvard Business Press, 2009.
4. Design Thinking – Integrating innovation, Customer experience, & Brand Value by Thomas Lockwood, Allworth Press, 2009.
5. Design Thinking Methodology by Emrah Yayici, ArtBizTech, 2016.

Web links and Video Lectures (e-Resources):

https://onlinecourses.nptel.ac.in/noc22_mg75/preview
https://www.ideou.com/pages/design-thinking-resources
https://www.innovationtraining.org/stanford-design-thinking-resources/
https://www.teachthought.com/pedagogy/45-design-thinking-resources-for-educators/
https://theaccidentaldesignthinker.com/design-thinking-tools-resources/

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

Skill Development Activities suggested

Visit Start-ups to comprehend prototype development.
Observe the innovation and technology synchronization for creative Design Thinking.
Conduct interviews with social entrepreneurs and develop socially sustainable prototypes.
Learn to be a critical thinker and respond to societal needs.

Course Outcomes (Course Skill Set)

Sl.No.	Description	Bloom's Level
CO1	Understand the Design Thinking process from a business management perspective.	L1
CO2	Apply the knowledge and skills of Design Thinking in prototype development for product and service innovations	L3
CO3	Analyse sustainable and societal challenges and find solutions.	L2
CO4	Evaluate the pros and cons of sustainable development by applying Design Thinking.	L4
CO5	Evaluate the pros and cons for sustainable development by applying DT.	L2

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**	**2**				**2**	
CO2	**3**	**2**				**2**	
CO3	**3**	**2**	**2**	**3**		**2**	
CO4							
CO5				**2**		**2**	

STRATEGIC BRAND MANAGEMENT			
Course Code	**MBAMKT403**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**03**

Course Learning objectives:

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

Module-1 (7 Hours)

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

Module-2 (7 Hours)

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

Module-3 (7 Hours)

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

Module-4 (7 Hours)

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

Module-5 (6 Hours)

Brand Value chain and Establishing brand Equity Management Systems. Meaning of Brand Value, Stages in Brand Value Chain, Designing Brand Tracking studies. Methods for measuring Brand Equity-Quantitative Techniques & Quantitative Techniques. Measuring Outcomes of Brand Equity-Comparative methods: Brand based comparisons, based comparisons Conjoint Analysis, Holistic methods: Residual approaches, Valuation approaches

Module-6 (6 Hours)

Making Brands go Global: Global Branding: Meaning, benefits and potential drawbacks of global branding, How do you make brands go global?, Making brands Luxury: Luxury definition and relativity, luxury goods and luxury brands, Luxury Brand Management, Significance of luxury brands in the global market, basic psychological phenomena associated with luxury purchase. Digitial Branding strategies: Use of digital marketing for branding, digital branding tools

Suggested Learning Resources:

Books

1. Strategic Brand Management, Building Measuring & Managing, Kevin Lane Keller, Pearson
2. Education Latest Edition
3. Strategic Brand Management Jean, Noel, Kapferer Kogan Page India, Latest Edition
4. Brand Building and Advertising Concepts and Cases, M B Parameswaran, Tata McGraw Hill Publication Latest Edition.
5. Brand Imitations, Dr.S S Kaptan, Dr.Pandey, HPH, 1/e, and 2004.

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGS9u7HAx.;_ylu=Y29sbwNzZzMEcG9
- zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2finfolear
- ners.com%2febooks%2fstrategic-brand-management-keller-4th-edition-pdf-free-
- download%2f/RK=2/RS=U5OgBIEUZ62VbrTFMU6vraNPfSU-
- zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2fsites.go
- ogle.com%2fsite%2fonlineamazonbookdownload%2f-pdf-download-strategic-brand-
- management-pdf-by-kevin-lane-keller/RK=2/RS=z1m_wwr1.oNfn.v1DhFqibGa90E Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

1. Create any two brand elements of your choice.
2. Prepare a CBBE model based on any brand of your choice
3. Develop questions, interact with brand with digital marketing activities observe brand positioning.
4. Compare two popular brand and study the various components of branding.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Comprehend & correlate all the management functions to brand creation	L2
CO2	Understand and apply CBBE and brand elements	L3
CO3	Ability to develop the branding strategies	L3
CO4	Demonstrate their acumen in applying managerial and behavioral concepts in creating brand equity	L3
CO5	Understand online and international branding strategies along with luxury brand management	L3

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**				**2**		
CO2					**2**	**2**	
CO3	**3**				**2**		
CO4		**2**				**2**	
CO5				**2**			**2**

SERVICES MARKETING			
Course Code	**MBAMKT404**	**CIE Marks**	**50**
Teaching Hours/Week (L:P: SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**03**

Course Learning Objectives:

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

Module-1 (7 Hours)

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

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

Module-2 (7 Hours)

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

Module-3 (6 Hours)

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-Objectives and Goals of service scapes, Role of service scapes, Approaches for understanding service scapes effects, Frame work for understanding service scapes & its effect on behaviour-Guidance for physical evidence strategies.

Module-4 (6 Hours)

Yield management: balancing capacity utilization, pricing. Waiting line strategies-four basic Waiting line strategies.

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

Module-5 (6 Hours)

Boundary spanning roles: Emotional labour, Source of conflict, Quality- productivity trade off, Strategies for closing GAP3. Importance, elements and strategies of Physical Evidence. Service scapes: Types, Objectives and roles of service scapes.

Customer's role in service delivery-Importance of customer & customer's role in service delivery, Strategies for enhancing-Customer participation, -Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery.

Role of Technology: Mobile apps, self-service kiosks, AR/VR training for staff. GPS tracking for

deliveries, real-time service monitoring, robotic process automation.

Module-6 (8 Hours)

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

Note: 100 percent Theory in SEE.

Suggested Learning Resources:

Books

1. Services Marketing, Valarie A Zeithaml& Mary Jo, McGraw Hill, 6/e 2018
2. Services Marketing, Christopher Lovelock, Pearson Education, 2014
3. Services Marketing, Parasuraman, Sage Publications 2018

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IV9i7HAx.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2febooks.lpude.in%2fmanagement%2fmba%2fterm_4%2fDMGT510_SERVICES_MARKETING.pdf/RK=2/RS=rz8XYyCSOhGnU6JznbgeyVS_8NM-

- https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IWNi7HAx.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2fwww.coursehero.com%2ffile%2f27673829%2fServices-Marketing-5th-Edition-pdf%2f/RK=2/RS=Ric3RoGnmc212j6Xe5dA6FmlStA-

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

Skill Development Activities suggested

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

Course Outcomes (Course Skill Set)

Sl. No.	Description	Bloom's Level
CO1	**Differentiate** concepts of services marketing, service mix, and consumer behaviour, and **analyze** service quality using GAP models, research techniques, relationship strategies, and segmentation.	L2
CO2	**Evaluate** the role of physical evidence and **apply** services cape strategies to design effective service environments.	L4
CO3	**Apply** yield management, waiting line strategies, and capacity-demand balancing, and **examine** service leadership practices for quality improvement.	L3
CO4	**Develop** strategies to enhance service delivery by integrating boundary roles, physical evidence, service scapes, customer participation, and technology., and **formulate** strategies for managing GAP 3 and GAP 4	L4
CO5	**Develop** pricing strategies, evaluate service communication, and **use** tools like SERVQUAL to enhance service quality and close provider gaps.	L5

Mapping of COs and Pos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**	**3**		**2**		**2**	
CO2	**2**	**2**	**2**		**2**	**3**	**2**
CO3	**3**	**3**				**3**	
CO4	**2**	**3**	**2**	**2**	**3**	**3**	
CO5	**3**	**3**	**2**	**2**			**3**

DIGITAL AND SOCIAL MEDIA MARKETING			
Course Code	**MBAMKT405**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**3**

Course Learning Objectives:

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

Module-1 (5 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 (6 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 (7 Hours)

Digital Advertising (PPC, Digital Display and YouTube campaign): Google Ad Words Overview; Understanding AdWords Algorithm; Creating Search Campaigns; Understanding Ad Placement, Understanding Ad Ranks, Types of Search Campaigns - Standard, All features, dynamic search & product listing. Tracking

Performance/Conversion: conversion tracking and its importance, setting up of conversion tracking, Optimizing Search Ad Campaigns. Display ads and its features, Types of display campaigns, Creating Display Campaign, Optimizing Display Campaign and Re-marketing, customer engagement on portals.

Concept of Online Advertising: Types of Online Advertising, Contextual advertising, Payment Modules, Different Online advertising platforms Creating Banner Ads Using Tools.

Module-4 (8 Hours)

Emerging trends in Digital Marketing: Affiliate Marketing- Affiliate marketing history**,** Affiliate marketing scenario in India**,** Different ways to do affiliate marketing.

Email Marketing- email marketing and process. Types of email marketing- Opt-in & bulk emailing; Setting up email marketing account, creating a broadcast email. auto responders, Setting up auto responders; Tricks to land in inbox instead of spam folder;

Social Media Marketing-Concept of social media marketing, Understanding Facebook marketing, LinkedIn Marketing, Twitter Marketing, Video Marketing and VIDEO & AUDIO (PODCASTING) marketing.

Content Marketing-Introduction to content marketing, Objective of content marketing, Content marketing 7 step strategy building process, writing a great compelling content, optimizing content for

search engines, opt-in email list with content marketing examples.

Module-5 (7 Hours)

Search Engine Optimization (SEO): Introduction to SEO. Search engine Major functions and operating algorithm, Introduction to SERP, search engine keywords and types, Google keyword planner tool; Keywords research process; Understanding keywords; On page optimization; Off Page optimization; Top tools for SEO; Monitoring SEO process; Preparing SEO reports, creating SEO Strategy, link juice, Importance of domain and page authority, Optimize exact keywords for impactful search. Google Panda Algorithm, Google Penguin and Google EMD Update. How to save your site from Google Panda, Penguin and EMD Update, how to recover your site from Panda, Penguin and EMD.

Module-6 (7 Hours)

E-Commerce and Payment Gateway: Concept of e-commerce, Top ecommerce websites around the world, software Payment Gateways, Merchant Accounts & Logistics for physical goods. Integrating Woo-commerce and setting up an ecommerce store on Word Press. Case studies on ecommerce websites. Google Product Listing Ads (PLA) for ecommerce websites. Practical Process of SEO for an ecommerce website.

Suggested Learning Resources:

Books

1. Marketing 4.0: Moving from Traditional to Digital by P. Kotler. Wiley Publication.
2. The Essentials of E-Marketing, 4th edition by Quirk Education (E-Book)
3. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, by Damian Ryan and Calvin Jones. Kogan Page Publication, 3rd edition.
4. Digital Marketing Insights 2017, Social Beat Digital Marketing LLP, Kindle Edition.
5. Social Media for Business – Stories of Indian Brands, By Sorav Jain
6. Total E-mail Marketing: Maximizing your results from Integrated E-marketing (E-marketing essentials): Dave Chaffey.

Web links and Video Lectures (e-Resources):

- https://onlinecourses.nptel.ac.in/noc22_mg104/preview
- https://onlinecourses.nptel.ac.in/noc22_mg78/preview
- https://learninglink.oup.com/access/king-lawley3e-student-resources#tag_all-chapters
- https://openstax.org/details/books/organizational-behavior
- https://www.classcentral.com/course/introduction-organisational-behaviour-11892

Skill Development Activities Suggested

- Create an Ad Campaign using banner to launch ad in YOU TUBE
- Create a digital Marketing Plan

Practical Component:

- Students are suggested to create a digital marketing plan.
- Students are suggested to create a mobile advertising for any organisation/Product
- Students can create an Ad Campaign using banner to launch ad in YOU TUBE.

Course outcome

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

Sl. No	Description	Blooms Level
CO1	Illustrate the knowledge about digital marketing strategy and planning.	L2
CO2	Describe and/or improve a strategy for measuring and improving digital media effectiveness	L4
CO3	Describe online advertising including ad networks and behavioral targeting.	L4
CO4	Evaluate Emerging trends in digital marketing.	L4
CO5	Analyse how to create search engine optimization strategy for own business.	L5

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**					**3**	**2**
CO2	**2**	**3**		**2**		**3**	**3**
CO3		**3**		**2**		**2**	**3**
CO4		**2**		**3**	**2**	**3**	**3**
CO5		**3**	**3**	**3**		**3**	**3**

B2B MARKETING			
Course Code	**MBADMG405**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**3**

Course Learning Objectives:

- To understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy.
- To understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media.
- To develop, evaluate, and execute a comprehensive digital marketing strategy and plan.
- To measure digital marketing efforts and calculate ROI.

To explore the latest digital ad technologies

Module-1 (5 Hours)

Nature of Business Marketing: Business Marketing Concept, Business vs. Consumer Marketing, Economics of Industrial demand, Types of Industrial Markets, Types of Business Customers, Classifying Industrial Products & Services, Business customers purchase orientations, Organizational Procurement Characteristics, Environment Analysis in Business Marketing.

Module-2 (6 Hours)

Organisational Buying Behaviour: Factors affecting purchasing decisions, Organizational Buying Process, Types of purchases, buying situations, Buying Centre Concept purchasing orientation, Segmenting purchase categories. Online buying. Traditional marketing approach-uncertainties of buyer and supplier/marketer. Supplier uncertainties. Relationship variables. Impact of IT. Inter-firm Relationships and Networks. Differences between B2C & B2B Marketing Research. Introduction to GeM : Government e- marketplace.

Module-3 (7 Hours)

B2B strategy and Market Segmentation:

Process, approach. Responsible strategy-CSR and sustainability, Customer value and strategy. Researching B2B markets. Standard industrial classification.

B2B Market Segmentation- : Segmenting, Targeting and Positioning of Business Market, Value based segmentation, Analyzing Industrial Product Life Cycle, Significance of segmentation. Basis of segmentation. Challenges of segmentation in B2B markets. B2B positioning**.**

Module-4 (8 Hours)

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

Expanding to other verticals in the industry..

Content Marketing-Introduction to content marketing, Objective of content marketing, Content marketing 7 step strategy building process, writing a great compelling content, optimizing content for search engines, opt-in email list with content marketing examples.

Module-5 (7 Hours)

Relationship Portfolio & Sales Force Management:

Principles of Portfolio management, identifying key accounts, Classification criteria. Relationship life-cycle, declassification, managing loyalty. Management of Sales Force: Personal Selling, The Selling Process, Key Account Management, Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for sales force Deployment, Measuring the Effectiveness of Sales Force, **Case Study**. **Assignment: Implementing Key Account Management**

Module-6 (7 Hours)

B2B product Offerings and Price& Channel Setting: Elements of B2B offering, strategic tools for managing product offerings, managing innovation in the B2B context. 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. Product Policy of established products: Classification of the product types; The life cycle of the product; Management products; Strategies for established products. Pricing: Price on the Internet; Financial marketing. Formulating Channel Strategy: Nature of Business Marketing channels, Intermediaries, Direct and Indirect Channels, Channel Objectives, Channel Design, Managing Channel Members, Selection and Motivation of Channel Members, Channel conflicts.

Suggested Learning Resources:

Books

- Industrial Marketing – Robert R Reeder & Reeder; 2nd Edition; Prentice Hall International Publication.
- Business to Business Marketing, Ross Brennan, Louise Canning & Raymond McDowell Sage Publications, 3e - 2014.
- Business Marketing – Krishna K Havaldar, Latest Edition, Tata McGraw Hill Publication.
- B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement, Heidi Taylor Kogan Page, 1/e, 2017.

Innovative B2B Marketing: New Models, Processes and Theory, Simon Hall, Kogan Page, 1/e, 2017

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=AwrKDaS_rvNiJ.UIUwi7HAx.;_ylu=Y29sbwNzZzMEcG9z AzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660165952/RO=10/RU=https%3a%2f%2fcollegele arners.com%2fbooks%2fb2b-marketing-pdf-free-download%2f/RK=2/RS=BcuoM9EM5UHUTDADPHqdt_amyLY-
- https://r.search.yahoo.com/_ylt=AwrKDaS_rvNiJ.UIVQi7HAx.;_ylu=Y29sbwNzZzMEcG9z AzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660165952/RO=10/RU=https%3a%2f%2fbibleandb ookcenter.com%2fread%2fb2b- marketing%2f/RK=2/RS=Q6Tqbed4LYKcVncCHVw3.picYIM-
- https://r.search.yahoo.com/_ylt=AwrKDaS_rvNiJ.UIVwi7HAx.;_ylu=Y29sbwNzZzMEcG9z AzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660165952/RO=10/RU=https%3a%2f%2fptgmedi a.pearsoncmg.com%2fimages%2f9780134084527%2fsamplepages%2f9780134084633.pdf/R K=2/RS=ehk_ISgVQTUwnP1D8v6ujXo05MY-

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

Skill Development Activities Suggested

- Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession.
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behaviour also depend on the personality of the individual doing the buying? Or the one doing the selling?

- Students can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where the institute if operating.
- Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.
- Roles and functions of sales manager and sales people are different in every organization Sales people view the roles of sales managers in their own way and vice versa. You are the sales manager of a company. You make an analysis of what you feel should be roles of a sales manager and a salesperson for maximizing sales of the organization.
- Your company is active in internet trading. A current issue in internet trading is: how to make internet selling safe. Different methods have been suggested for safety or security of internet trading. You have to analyze different methods and recommend a method for your company.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the nature of business marketing, types of industrial markets, organizational procurement, and the environment influencing business marketing..	L2
CO2	Analyze organizational buying behavior, including decision-making processes, buying situations, inter-firm relationships, and differences between B2B & B2C research.	L4
CO3	Apply concepts of B2B strategy, segmentation, targeting, positioning, and industrial product life cycle to design effective market approaches.	L3
CO4	Evaluate market communication methods, relationship management, sales responsibilities, and vertical specialization to enhance customer acquisition and retention.	L5
CO5	Develop strategies for B2B offerings, pricing, and channel design while integrating ethical practices, innovation, and effective sales force management.	L6

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**						
CO2	**2**	**3**		**2**			
CO3		**3**		**2**			
CO4		**2**		**3**	**2**		
CO5		**3**	**3**	**3**			

TAX MANAGEMENT			
Course Code	**MBAFIN403**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**03**

Course Learning Objectives:

- To provide the students with a comprehensive understanding of basic concepts of Direct tax.
- To understand the computation of taxable Income under different heads.
- To know the deductions available while computing Taxable Income.
- To acquaint the students with basic principles and broad understanding of the Indian Indirect tax laws.

Module-1 (6 Hours)

Introduction to Direct Tax - Income Tax Act, 1961, Basic Concepts and definitions, 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 Evasion, Tax avoidance, Tax Planning (Problems on residential Status and incidence of tax of an Individual Assessee).

Module-2 (10 Hours)

Income from Salaries - Meaning of Salary, Leave Salary, HRA, Gratuity, Rent Free Accommodation, PF, Pension, Allowances and Perquisites, Death cum Retirement benefits, Deductions against Salary. (Problems on Leave Encashment, HRA, Gratuity and Taxable salary), Income from other sources (Theory only).

Module-3 (8 Hours)

Income from Business or Profession - Income under the head Profit and Gains of Business or Professions and its computation. Problems on computation of income from business/ profession of Individual Assessee and Simple Problems on Depreciation on Block of Assets.

Module-4 (8 Hours)

Income under Capital Gain - Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains. (Problems on computation of Income from capital gain).
Permission deductions under Sec 80C to 80U, Problems on computation of taxable income and tax liability under both old and new regime.(Only Deductions u/s 80C, 80CCC, 80CCD, 80D, 80DD, 80E, 80U to be covered).

Module-5 (4 Hours)

Computation of Total Income of Company under Minimum Alternative Tax: Residential Status of a Company and Computation of taxable income with special reference to MAT. (Problems on MAT)

Module-6 (4 Hours)

Overview of Indirect Taxation - Basic concepts of GST, Features, Taxes subsumed and not subsumed in GST, Rates of GST, CGST, SGST and UTGST. Goods and Services Tax Network (GSTN)-Features, functions Goods and services exempted from GST.
GST Registration-Meaning, Persons liable and not liable for Registration, Types of Registration. Procedure for Registration, GSTIN.

Note: 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

1. Direct Taxes Law and practice, Vinod Singhania and Kapil Singhania, Taxman Publication, Latest Edition.
2. Students Guide to Income Tax, Vinod Singhania and Kapil Singhania, Taxman Publication, Lates Edition.
3. GST & Customs Law (University Edition), K.M Bansal, Taxmann's, Latest Edition.
4. Indirect Taxes Law and practices, V S Datey, Taxmann's, Latest Edition.

Web links and Video Lectures (e-Resources):

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

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

Skill Development Activities suggested

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

Course Outcomes (Course Skill Set): -

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

Sl.No.	Description	Bloom's Level
CO1	**Understand** the basic concepts of Direct tax and determining residential status.	L2
CO2	**Apply** the provisions of income from salary and compute taxable salary	L3
CO3	**Analyse** the business or professional income and computing taxable profit	L4
CO4	**Evaluate** the capital gain, taxable income of an individual and company under MAT	L3
CO5	**Understand** the concepts of GST, registration process and customs duty.	L2

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2			2			
CO2	2	3					
CO3		3				2	
CO4		3		2		2	
CO5				2		2	

INTERNATIONAL FINANCIAL MANAGEMENT			
Course Code	**MBAFIN404**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**03**

Course Learning Objectives:

- To understand the International Financial Environment and the Foreign Exchange market.
- To learn hedging and Forex risk management and learn the Firm's Exposure to risk in International environment and various theories associated with it.
- Describe the international monetary system and the foreign exchange markets and examine the Balance of Payments (BOP) data and determine its implications for international competition.
- Forecast exchange rates based on the parity conditions that should apply between spot rates, forward rates, inflation rates, and interest rates.

Module-1 (6 Hours)

International Financial Environment - An overview of IFM- Importance, rewards & risk of international finance- Goals of MNC- Balance of Payments (BoP)- Fundamentals of BoP-Accounting components of BOP. International Monetary System: Evolution-Gold Standard- Bretton Woods system- flexible exchange rate regime- recent developments in exchange rate arrangements-recent changes and challenges in IFM. (Only Theory).

Module-2 (8 Hours)

Foreign Exchange Market- Characteristics, Functions and Structure of 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 behaviour-Cross Rates, Bid, Ask, Spread. (Theory & Problems).

Module-3 (8 Hours)

Foreign Exchange Risk Management - Foreign exchange risk and its types(transaction risk, translation risk & economic risk) - Hedging against foreign exchange exposure – Forward Market-Forward contract Vs Future contracts- Futures Market- Options Market(call option, put option, American option, European option & Asian option)- Currency Swaps-Interest Rate Swap- problems on both two-way and three-way swaps. Overview of international stock market (Theory & Problems).

Module-4 (6 Hours)

International Financial Markets and Instruments:- Foreign Portfolio Investment- International Bond & Equity market-Global Depositary Receipt (GDR)- American Depository Receipt (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. Forward Rate Agreements. (Only Theory).

Module-5 (6 Hours)

Forecasting Foreign Exchange rate: International Parity Relationships- Measuring exchange rate movements-Exchange rate equilibrium –Factors effecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity (IRP), Purchasing Power Parity Theory (PPP) & International Fisher Effects (IFE) - Comparison of IRP, PPP and IFE. Arbitrage-Types of Arbitrage –

locational, triangular and covered interest arbitrage. (Theory & Problems)

Module-6 (6 Hours)

Foreign Exchange Exposure -Management of Transaction exposure, Translation exposure, Economic exposure, Political Exposure- Management of Interest rate exposure.
International Capital Budgeting: Concept- Factors affecting international capital budgeting- International budgeting partnership- Inputs for international capital budgeting- Evaluation of a project for international capital budgeting (Theory & Problems).

Note: 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

1. International Corporate Finance, Jeff Madura, Cengage Learning, 10/e, 2012.
2. International Financial Management, Cheol Eun & Bruce Resnick, McGraw Hill, 7/e, 2014
3. International Financial Management, Binoy Mathew & G. Nagarajan, Jayvee Digital Publishing, 2/e, 2022.
4. Financing International Trade: Banking Theories and Applications, Gargi Sanati, Sage Publication, 1/e, 2017.
5. International Financial Management, Apte P.G & Sanjeevan Kapshe, McGraw Hill, 8/e, 2020.
6. Fundamentals of Multinational Finance, Moffett, M. H., Stonehill, A. I., & Eiteman, D. K. Global Edition: Vol. Fifth edition, Global edition. Pearson, (2016).
7. International Financial Management, Jeff Madura, & Roland Fox. Edition 5. Cengage Learning. (2020).

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=Og-EOTRz7XA
- https://www.youtube.com/watch?v=jr1t1lzsx-A
- https://www.youtube.com/watch?v=BLTz_y7obGw
- https://www.youtube.com/watch?v=eciQ3sTftBs

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

Skill Development Activities suggested

- Understand international capital and foreign exchange market
- Explore the international integration of financial markets and analyse implications for financial managers.
- Identify derivative instruments and strategies used by multinational corporations to hedge financial risks.
- Apply critical thinking skills in identifying and evaluating international financial issues and information.
- Use analytical skills to identify and analyse material factors that are involved in business problems.
- Identify risk relating to exchange rate fluctuations and develop strategies to deal with them

Course Outcomes (Course Skill Set)

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

Sl. No.	Description	Blooms Level
CO1	**Understand** the fundamentals, scope, and importance of International Financial Management in the global business environment.	L2
CO2	**Analyze** foreign exchange markets, exchange rate determination, and their impact on business decisions.	L4
CO3	**Evaluate** risk management techniques such as hedging, derivatives, and swaps for managing currency and interest rate risks.	L4
CO4	**Assess** international capital budgeting, cost of capital, and cross-border investment decisions.	L4
CO5	**Examine** the role of international financial institutions, regulatory frameworks, and global monetary systems in facilitating international trade and finance.	L3

Mapping of COs and POs: -

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**			**2**			
CO2	**2**	**3**		**2**			
CO3	**2**	**3**		**2**			
CO4	**2**	**2**		**3**			
CO5	**2**			**3**			

RISK MANAGEMENT & INSURANCE			
Course Code	**MBAFIN405**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**03**

Course Learning Objectives:

- To provide an understanding of different types of risk.
- To provide an understanding of the risk identification and measurement.
- To give an overview of role of Life Insurance in risk management.
- To provide an understanding of general insurance contract.

Module-1 (6 Hours)

Introduction to Risk Management: - Risk Identification: 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 -Exposures of Human Assets - Exposures to Legal Liability - Exposure to Work-Related Injury. (Theory).

Module-2 (6 Hours)

Foreign Exchange Market- Characteristics, Functions and Structure of 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 behaviour-Cross Rates, Bid, Ask, Spread. (Theory & Problems).

Module-3 (6 Hours)

Foreign Exchange Risk Management - Foreign exchange risk and its types(transaction risk, translation risk & economic risk) - Hedging against foreign exchange exposure – Forward Market-Forward contract Vs Future contracts- Futures Market- Options Market(call option, put option, American option, European option & Asian option)- Currency Swaps-Interest Rate Swap- problems on both two-way and three-way swaps. Overview of international stock market (Theory & Problems).

Module-4 (8 Hours)

Life Insurance: 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-Module Linked Plans. Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities. (Theory).

Module-5 (8 Hours)

General Insurance: Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation (GIC). Health Insurance-Individual Medical Expense Insurance – Long Term Care Coverage – Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy – Child Welfare Policy-Employee Group Insurance – 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-Clauses in Marine Policy. Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing. (Theory).

Module-6 (6 Hours)

Management of Insurance Companies -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. (Theory).

Note: 100 percent theory in SEE.

Suggested Learning Resources:

Books

1. Principles of Risk Management and Insurance, George E Rejda, Pearson, 12/e, 2009.
2. Insurance and Risk Management, P.K. Gupta, Himalaya, 1/e, 2010
3. Introduction to Risk Management and Insurance, Dorfman, Mark S., Prentice Hall India, 10/e, 2008.
4. Risk Management and Insurance, Scott E. Harrington, Gregory R Niehaus, TMH, 2/e, 2007.

Web links and Video Lectures (e-Resources):

- https://vulms.vu.edu.pk/Courses/FIN725/Downloads/Risk%20management%20and%20insurance.pdf
- http://www.insurance-institute.ru/library/zothers/mcnamara.pdf
- https://www.coursera.org/lecture/family-planning/introduction-to-risk-management-sxEMr
- https://cob.unt.edu/firel/rmi
- https://slideplayer.com/slide/4760242/

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

Skill Development Activities suggested

- Should visit insurance companies and understand the types of policies
- Understand how insurance premium are fixed
- Interact with insurance agents and understand the ground reality of insurance investors.
- Understand how different insurance companies settles the accident claims/death claims
- Understand the functioning and organisation structure of insurances companies.
- Compile and analyse General and Life insurance policies offered by Indian insurance companies (one public sector and one private sector)
- Visit policy bazaar portal and study the different types of insurance policies offered by the Indian insurance companies.
- Analyse the Systematic and unsystematic risk of any two companies
- Analyse the types of Risk in different sectors of India due to Covid- 19 Pandemic

Course Outcomes (Course Skill Set)

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

Sl. No.	Description	Blooms Level
CO1	**Understand** the concepts of risk, types of risk, and methods of handling risk in business and personal contexts.	L2
CO2	**Analyze** risk measurement techniques, including frequency, severity, loss forecasting, and risk financing tools.	L4
CO3	**Evaluate** the principles of insurance, essentials of insurance contracts, and regulatory framework with reference to IRDA.	L3
CO4	**Examine** the structure, features, and applications of Life Insurance, General Insurance, and other insurance products.	L3
CO5	**Assess** the functioning of insurance companies, including underwriting, claims management, and organizational structure.	L4

Mapping of COs and POs:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2		2			
CO2	2	3		3			
CO3	2	2		3			
CO4	2	3		2			
CO5	2	2		3			

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING			
Course Code	**MBAFIN406**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**03**

Course Learning Objectives:

- To explain and critically evaluate M & A with its different classifications, strategies, theories, synergy etc.
- To evaluate the financial forms of M & A.
- To understand the HR & legal aspects of M & A.
- To use appropriate defensive strategies against hostile takeovers.

Module-1 (6 Hours)

Mergers and Acquisitions (M&A): - Introduction of M & A, Meaning-types of mergers–Merger Motives-Theories of Mergers-Mergers and industry life cycle, Reasons for failures of M & A- synergy-types of synergy–value creation in M&A (Theory).

Module-2 (6 Hours)

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

Module-3 (8 Hours)

Financial Evaluation of M & A - Merger as a capital budgeting-Business valuation approaches-asset based, market based and income based approaches-Exchange Ratio (Swap Ratio)-Methods of determining exchange rate. (Theory and Problems).

Module-4 (8 Hours)

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

Module-5 (6 Hours)

Acquisitions/Takeovers & Post acquisition integration: Meaning and types of acquisition/takeovers (Friendly, Hostile, Reverse, Backflip and Bailout takeovers)-Anti-takeover strategies-Anti-takeover amendments-Legal and human framework of M & A-Combination and Competition Act-2002, Competition Commission of India (CCI)-The SEBI Substantial Acquisition of Shares and Takeover (Takeover code-2011).

Module-6 (6 Hours)

Corporate Restructuring -Meaning, significance and forms of restructuring–sell-off, spin-off, divestitures, demerger, Equity Carve Out (ECO), Leveraged Buy Outs (LBO), Management Buy Out (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) and joint ventures. (Theory).

Note: 60 percent theory and 40 percent problems in SEE.

Suggested Learning Resources:

Books

1. Mergers Acquisitions & Corporate Restructuring - Strategies & Practices, Rabi Narayan Kar and Minakshi, Taxmann's, 3/e, 2017.
2. Mergers and Acquisitions, Sheeba Kapil and Kanwal N. Kapil, Wiley, 2/e, 2017.
3. Mergers, Acquisitions and Corporate Restructuring: Text and Cases, Chandrashekar, Krishnamurti & Vishwanath S, Sage Publications, 2/e, 2018.
4. Mergers, Acquisitions and Takeovers, H.R.Machiraju, New Age International Publishers, 1/e, 2010.
5. Mergers, Acquisitions and Corporate Restructuring, Patrick A. Gaughan, Wiley, 7/e, 2017

Web links and Video Lectures (e-Resources):

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

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

Skill Development Activities suggested

- Case studies assigned to group of students to analyse the process of recent mergers of various sectors.
- Evaluate the financial performance of Company's pre and post merger deal using financial tools/ ratios.
- Students need to choose any two latest M & A deal, announced/completed in the Indian corporate sector and Compile complete details of the deal. Study the deal in the light of the following.
- Nature of the deal: merger, amalgamation, acquisition, takeover, OR any program of corporate restructuring Valuation/Financials involved in the deal.
- Synergies/benefits likely to emerge from the deal.
- Challenges/Impact/Problems-associated with the deal.

Course Outcomes (Course Skill Set)

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

Sl. No.	Description	Blooms Level
CO1	**Understand** the forms of corporate restructuring and the basic concepts of mergers, acquisitions, and cross-border transactions.	L2
CO2	**Analyze** motives, theories, types, and synergies of mergers and acquisitions, including reasons for success or failure.	L4
CO3	**Describe and apply** the process of mergers and acquisitions, due diligence requirements, HR aspects, and integration strategies.	L2, L3
CO4	**Apply and analyze** financial evaluation methods for mergers and acquisitions, including valuation approaches, exchange ratios, and capital budgeting perspectives.	L3, L4
CO5	**Interpret and apply** the accounting, legal, and regulatory frameworks related to amalgamations, acquisitions, takeovers, and post-acquisition integration.	L2, L3

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2					
CO2	2	3		2			
CO3	2	2	3				
CO4	2		2	3			
CO5	1	2		3	3		

INTERNATIONAL HUMAN RESOURCE MANAGEMENT			
Course Code	**MBAHRM403**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**03**

Course Learning Objectives:

- The student will be able to identify the application of IHRM in managing and developing an
- Organization.
- The student will be able to understand International staffing and Training process.
- The student will be able to describe the compensation and performance management systems in an international perspective.
- The student will be able to analyse the role of culture in international business.
- The student will be able to solve the workplace problems involving International issues.
- The student will be able to apply concepts and knowledge about the range of Human resource
- Functions to the deployment of expatriate employees

Module 1 Introduction to IHRM (7 Hours)

Definition, scope and importance of IHRM, Drivers of internationalization of business, Different settings of International Human Resource Management, Development of IHRM, Difference between IHRM and Domestic HRM, Models of IHRM: Matching Model, Harvard Model, Contextual Model, 5P Model, European Model. Strategic HRM in International Context: Business strategies, IHRM strategies, SIHRM, Barriers in effective global HRM, Socio-cultural context and organizational dynamics in IHRM, Role of culture in IHRM: Country and Regional cultures vs. MNE culture, Culture and employee management issues; Impact of culture on IHRM

Module 2 Strategies for International Growth (6 Hours)

Exploiting global integration: The logic, differentiation, mastering expatriation, beyond the traditional expatriate model, limits of global integration, Becoming locally responsive: Roots of responsiveness, understanding and responding to diversity, challenges of localization, Managing alliances and joint ventures – HRM role in alliances and IJVs.

Module 3 International Assignments & Visa Regulations (6 Hours)

Types of international assignments, selection criteria and techniques, use of selection tests and interviews, Visa Regulations: Types of visas (Work Visa, Employment Visa, Business Visa, Dependent Visa), Visa requirements for expatriates, Role of Ministry of External Affairs and Government in international assignments, "International Assignments & Visa Regulations with Reference to Rapidly Developing Economies (RDEs) – Focus on BRICS Nations (Brazil, Russia, India, China, South Africa) Allied regulations (immigration laws, documentation, work permits, foreign employment norms), role of an expatriate, female expatriation, repatriation, re-entry and career issues.

Module 4 Developing Global Mindset & Leadership (7 Hours)

Global mindset and leadership traits, Cross-cultural context and international assignees, International training and development: Expatriate training, sensitivity training, multicultural teamwork, and Career development and repatriate training, Knowledge transfer in MNCs.

Module 5 International Performance Management (7 Hours)

Performance management cycle in MNEs, Goal setting and constraints in international context, Performance management of expatriates, third country, and host country employees. Issues and challenges in international performance management, Country-specific performance management practices

Module 6 International Compensation and Employment Laws (7 Hours)

International compensation: Concept, forms, key components, and approaches, Compensation practices across countries; Emerging issues in compensation, International Labour Organization (ILO): Definition, role, functions, labour standards, Global legal and regulatory context in HRM, International framework of ethics and labour standards

Note: 100 percent Theory in SEE.

Suggested Learning Resources:

Books

1. 1. International Human Resource Management, Srinivas R. Kandula, Sage Publication India Pvt. Ltd., 2018
2. International Human Resource Management, Anne-Wil Harzing, Ashly H. Pinnington, Sage Publication
3. India Pvt. Ltd., 4/e, 2015
4. International Human Resource Management - Peter J. Dowling, Denice E. Welch, Cengage Learning.

Web links and Video Lectures (e-Resources):

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

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

Skill Development Activities suggested

1. Practical Component
IHRM Models Application
Pick a global MNE (e.g., IBM, Infosys, and Unilever) and analyze its HR practices using any two IHRM models (Harvard Model, 5P Model, and European Model).
2. Visa & Expatriation Process Simulation
Prepare a step-by-step checklist of visa regulations and documentation for an Indian employee being sent to BRICS Nation
3. International Compensation Benchmarking
Compare the compensation structures of IT professionals in India, USA, and Japan (basic pay, allowances, tax benefits, social security).

Course Outcomes (Course Skill Set)

Sl.No.	Description	Bloom's Level
CO1	**Understand** the key concepts, and evolution of International Human Resource Management and differentiate it from domestic HRM	L2
CO2	**Analyze** how global strategies, cultures, and internationalization affect HR practices	L4
CO3	**Apply** HR tools to manage international assignments, expatriates, visas, and repatriation in BRICS nations.	L3
CO4	**Evaluate** cross-cultural leadership, global mindset, and international performance management	L5
CO5	**Assess** HR issues in compensation, employment laws, ethics, and labor standards across borders	L5

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3						
CO2		2					
CO3		3					
CO4					2		
CO5			2				

PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS			
Course Code	**MBAHRM404**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**03**

Course Learning 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
4. The student will be able to classify and categorise different PG and IE practices and to be followed in the Organization
5. The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organization
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 (7 Hours)

Self-Awareness and Foundations of Personal Growth - Dynamics of Personal Growth and Self-Awareness, Meaning, nature, and scope of personal development. Self-awareness and self-esteem, various roles—life, social, and organizational roles— role efficacy, role stress, role clarity, and boundaries. Ego states (Id, ego, and superego), Locus of control and its impact on growth, Emotional Intelligence (concepts and applications), and the application of the NIP (Nurturing, Independent, Protective) test

Module-2 (5 Hours)

Interpersonal Trust and Positive Cognitive States - Interpersonal Trust, **Positive Cognitive States and Processes**. The Interpersonal Trust - openness, confidentiality, the blind spot, and the unknown part of personality, practical applications like self-disclosure, seeking feedback, self-reflection, and practicing new behaviors. Johari Window. Sources of resilience across life stages: childhood, adulthood, and later stages. Optimism- functioning and variations, critical role of Spirituality and well-being in enhancing personal effectiveness.

Module-3 (8 Hours)

Personality, Neuro Functioning, and Thinking Strategies - Understanding Human Personality and Neuro Functioning. Personality theories, trait theories - Guilford Peogut, PF 16, and Type A and B. Personality typing - through Carl Jung's theory, the Myers Briggs Type Indicator test (MBTI), and the Enneagram. **Emotional intelligence** - **Creativity and innovation**, blocks to creativity, basic functions of the mind, and creativity processes and tools. Convergent and divergent thinking, the Six Thinking Hats methodology, and Neuro Linguistic Programming (NLP).

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Module-4 (6 Hours)

Attitudes, Behaviour, and Personal Effectiveness

Attitudes, Beliefs, Values, and Personal Effectiveness: Role of attitudes, beliefs, and values and their impact on resultant behavior. The requisites, nature, and meaning of personal change, including social adjustments and habit formation. Key strategies for effectiveness - understanding thought processes and internal dialogue, developing Assertiveness through perceptual positions, and employing rapport building and persuasion techniques. **Seven Habits of Highly Effective People**, Effective life and time management and the critical importance of honoring commitments

Module-5 (7 Hours)

Interpersonal Relations and Group Processes - Interpersonal needs - openness, inclusion, and control, and the discovery of interpersonal orientation through the use of FIRO-B. The Johari Window to explore self-disclosure, feedback, and blind spots within relationships. **Conflict resolution and negotiation**: Group dynamics, Defense mechanisms in groups, and techniques: T-groups, human process labs, encounter groups, appreciative inquiry, and group relations conference.

Module-6 (7 Hours)

Transactional Analysis and Nurturing Relationships - Transactional Analysis (TA) and **Nurturing Relationships**. The TA component: types of transactions, time structuring, life position, scripts, and games, Concepts of strokes and stamps in interpersonal behavior. Meaning and concepts of relationships. Relationship with the self, covering self-concept, acceptance, esteem, confidence, and the power of self-talk in personal development. Open communication, empathy, adjustments, compromises, and prioritization.

Suggested Learning Resources:

Books

1. Organisational Behaviour: Human Behaviour at work John W. Newstrom and Keith Davis, Tata McGraw Hill, 11/e, 2003
2. Human Relations in organizations, Robert N. Lussier, Mc- Graw Hill Education,6/e.
3. Development of Management Skills, Whetten & Cameron, PHI,7/e.
4. Competency Mapping Assessment and Growth, Naik G. P, IIHRM,2010 Retail Management: A Strategic Approach - Barry Berman, Joel R. Evans, Pearson. Latest Edition.

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

Skill Development Activities Suggested

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Have in-depth understanding the various personality traits which promotes personal growth.	L1/L2
CO2	Analyze the concepts of human personality, behaviour and functioning of mind	L3
CO3	Learn and apply the psychometrics tests in understanding the personality traits.	L4
CO4	Develop the greater insight of self, and others through various theories and prepare the developmental plan for interpersonal effectiveness.	L4
CO5	Evaluate and demonstrate leadership and interpersonal competencies to manage relationships and enhance personal and organizational effectiveness.	L5

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**				**2**		
CO2			**3**				
CO3				**3**			
CO4		**2**		**2**			
CO5	**2**		**3**		**3**		

CONFLICT & NEGOTIATION MANAGEMENT			
Course Code	**MBAHRM403**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**3**

Course Learning objectives:

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

Module-1 (6 Hours)

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

Module-2 (7 Hours)

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

Module-3 (7 Hours)

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

Module-4 (6 Hours)

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

Module-5 (7 Hours)

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

Module-6 (7 Hours)

Managing Impasse and difficult negotiations; Impasse - Meaning, Definition Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.

Suggested Learning Resources:

Books

1. Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson Omiko, Prentice India, 2007.
2. Negotiations, Roy J. Lewicki, David M. Saunders, Bruce Barry, 5/e, Mc Graw Hill, 2005, ISBN: 9780072973075. Dividing students into groups and give a scenario to negotiate and reach conclusion.
3. Fisher, R and Ury. W, (1986), Getting to Yes. Negotiating Agreement without Givingin. London, Hutchinson Business Books Ltd.
4. Mark Gerzon, (2006) Leading Through Conflict, Harvard Business School Press, Boston, USA.
5. Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3rd edition, Polity publishers, ISBN 0745649734, 9780745649733, 2011
6. Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.
7. Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426
8. Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258, 9781412844253.

Web links and Video Lectures (e-Resources):

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

Skill Development Activities Suggested

- Dividing students into groups and give a scenario to negotiate and reach conclusion.
- Reading: 8 Habits of Highly Effective People; apply the concepts to understand how people approach negotiation through different mind –sets.
- Conduct Role Plays for different scenarios.

Practical Component:

- Solve various case studies dealing with conflict between teams and organizations.
- Ask students to identify three unconscious factors that may affect their negotiation effectiveness and ask them to explain why or how that phenomenon may occur.

Course Outcomes (COs)

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

Sl. No	Description	Blooms Level
CO1	Understand the concepts, theories and types of conflict and negotiation, and their role in organizations	L2
CO2	Learn and apply contemporary methods of conflict management and negotiation strategies	L3
CO3	Gain insights into various conflict handling mechanisms and resolution models	L3
CO4	Demonstrate cross-cultural and gender dimensions of negotiation, including ethics and policy implications	L4
CO5	Apply negotiation and third-party intervention techniques to manage impasse and difficult negotiations in real-life cases	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3						
CO2	3	2					
CO3	2	3				2	
CO4					2		3
CO5		3		2		3	2

STRATEGIC TALENT MANAGEMENT			
Course Code	**MBAHRM406**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**3**

Course learning objectives:

1. To make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization.
2. To develop a conceptual understanding of the management of talents in the competitive environment.
3. To understand how important is to develop and retain the best talents in the industry.
4. To understand the concepts of competency and its usage in evaluating a person's work.
5. To get an idea about different tools in identifying required competencies in a person.

Module-1 (6 Hours)

Basics of Talent Management: Talent- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process, Talent Management System – Components and benefits of Talent Management System; creating TMS, challenges of TMS, Building blocks of talents management: competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.

Module-2 (7 Hours)

Talent Planning: Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for

talent; building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning.

Module-3 (7 Hours)

Developing and Retaining Talent – Potential identification and development, coaching for sustained &desired change, integrating coaching, training and development with talent management, employee Retention- motivation and engagement, Return on talent; age of analytics, making outplacement as a part of talent strategy, developing talent management information system.

Module-4 (6 Hours)

Competency mapping: Concepts and definition of competency; types of competencies, competency Based HR systems, competency and performance, 5 level competency model, developing various Competency models, how competencies relate to career development and organizational goals.

Module-5 (7 Hours)

Methodology of competency mapping: competency model development, competency models, people capability maturity model, developing competency framework, competency profiling, Competency mapping tools, use of psychological testing in competency mapping, competency based Interviewing**.**

Module-6 (7 Hours)

Measuring Performance, Assessment and Development Centre: performance assessment, diagnosing reasons for performance problems, designing an effective performance management systems, sources of errors in performance measurement. Assessment and Development Centre : concepts , importance and uses of assessments centre in selecting employees , difference between assessment and development centre, assessment centre approach to competence building , profile of the assessors, steps in assessment centre, designing the assessment centre.

Suggested Learning Resources:

Books

1. Talent Management – Gowri Joshi, Veena Vohra, Cengage Learning, 2018.
2. The Talent Management Hand Book – Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill.Competence at work – Lyle M. Spencer, Signe M. Spencer. John Wiley, 1993.
3. A Handbook of Competency Mapping – Seema Sangi, Response BOOKS, 2004.

Web links and Video Lectures (e-Resources):

- https://www.researchgate.net/publication/228672156_Strategic_Talent_Management_A_review_and_research_agenda
- https://hvtc.edu.vn/Portals/0/files/63583438751100188 5talent-management-a-focus-onexcellence.pdf
- https://www.youtube.com/watch?v=Pk8hN7lw_RA
- https://www.youtube.com/watch?v=ZG8coejZoSg
- https://www.tutorialspoint.com/talent_management/talent_management_tutorial.pdf

Skill Development Activities Suggested

- Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Discussion on "How to have/ evaluate the performance of the MBA students".
- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Identify the important positions in your college or any other organization and ascertain the measures if any taken to develop second line of leadership.
- Presentation by students about the competency directory profiling of various positions.
- Ask the students to role play the behavioural event interview to collect data for competency
- mapping for the position of management professor.

Course Outcomes (COs)

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

Sl. No	Description	Blooms Level
CO1	Acquire knowledge and the various challenges of acquisition and Retention of talents for competitive advantage of the organization.	L2
CO2	Gain insights to develop and retain best talents in the industry.	L3
CO3	Learn the concepts of competency and its usage in evaluating a person's	L4
CO4	Adhere knowledge in the identified competencies.	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3						
CO2	3	2					
CO3	2	3				2	
CO4					2		3
CO5		3		2		3	2

MACHINE LEARNING AND DATABASE SYSTEMS			
Course Code	**MBABAY403**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**03**

Course Learning Objectives:

- Understand fundamental concepts, techniques, and applications of machine learning.
- Prepare, clean, and manage datasets for machine learning using database systems and SQL.
- Apply supervised and unsupervised machine learning algorithms to solve business problems.
- Evaluate and compare machine learning models using appropriate metrics and validation methods.
- Integrate database systems with machine learning workflows for effective data-driven decision-making.

Module-1: Introduction to Machine Learning and Data Preparation (6 hours)

Definition and Scope: What is machine learning? How it differs from traditional programming. Types of Machine Learning. Data Collection and Cleaning: Importance of data quality, handling missing values, and outliers. Feature Selection and Engineering: Techniques for selecting and creating relevant features. Data Splitting: Training, validation, and test datasets.

Module-2: Supervised Learning Techniques (8 hours)

Regression Analysis: Linear Regression: Simple and multiple linear regression. Evaluation Metrics: Mean Absolute Error (MAE), Mean Squared Error (MSE), R-squared. Classification: Logistic Regression: Basics of logistic regression and its applications. Decision Trees and Random Forests: Understanding and implementing decision trees and ensemble methods. Support Vector Machines (SVM): Introduction to SVM and its applications.

Module-3: Unsupervised Learning Techniques (6 hours)

Clustering: K-Means Clustering: Algorithm, implementation, and evaluation. Hierarchical Clustering: Basics and applications. Dimensionality Reduction: Principal Component Analysis (PCA): Technique and use cases. t-Distributed Stochastic Neighbor Embedding (t-SNE): Introduction and application.

Module-4: Model Evaluation and Selection (6 hours)

Evaluation Metrics: Accuracy, precision, recall, F1-score, ROC curve, AUC.Model Selection Techniques: Cross-validation, Grid Search, and Hyperparameter Tuning.Bias-Variance Tradeoff: Understanding and balancing overfitting and underfitting.Ethics and Bias in Machine Learning: Addressing ethical considerations and biases in models.

Module-5 Introduction to Database Systems (8 hours)

Introduction, Characteristics of the database approach, Advantages of using the DBMS approach.

Data Modelling: Conceptual Data Modelling using Entities and Relationships, Entity types, Entity sets, structural constraints, Weak entity types, ER diagrams.

The Relational Model: Relational Model Concepts, Relational Model Constraints, relational database schemas, The Database System environment.

Database Languages: Overview of SQL, Data Definition Language (DDL) commands, and Data Manipulation Language (DML) commands (INSERT, DELETE, and UPDATE).

Module-6 Data Retrieval, Quality, and Analytics with SQL (6 hours)

Data Retrieval Queries in SQL: Basic SELECT statement, WHERE clause, ORDER BY, GROUP BY, and aggregate functions (COUNT, SUM, AVG, MIN, MAX).

Advanced SQL Queries: More complex retrieval queries, Specifying constraints in SQL, JOIN operations (INNER, OUTER), Views in SQL.

Database Design Theory: Informal design guidelines for relation schema, Functional Dependencies, Introduction to Normalization (1NF, 2NF, 3NF), and Boyce-Codd Normal Form (BCNF).

Transaction Concepts: Introduction to Transaction Processing, Desirable properties of Transactions (ACID properties), Transaction support in SQL.

Note: 100 percent Theory in SEE.

Suggested Learning Resources:

Books

Text books and references

1. "Pattern Recognition and Machine Learning" by Christopher M. Bishop.
2. "Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow" by Aurélien Géron.
3. "Machine Learning Yearning" by Andrew Ng (available online).

Tools and Software:

- Python Programming Environment: Anaconda, Jupyter Notebooks.
- Libraries: Scikit-learn, Pandas, NumPy, Matplotlib, Seaborn.
- Machine Learning Platforms: TensorFlow or Keras (for those interested in neural networks).
- MySQL

Web links and Video Lectures (e-Resources):

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

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

Skill Development Activities suggested

- Hands-on practice with data cleaning, preprocessing, and feature engineering using real-world datasets.
- Implementing supervised and unsupervised ML algorithms (e.g., regression, clustering) in Python.
- Writing SQL queries to retrieve, filter, and manipulate data for machine learning applications.
- Designing and normalizing a relational database schema to manage structured datasets.
- Conducting model evaluation and selection through cross-validation, grid search, and performance metrics.
- Developing a mini-project integrating SQL-based data handling with machine learning model building.

Course Outcomes (Course Skill Set)

Sl.No.	Description	Bloom's Level
CO1	Understand the core concepts, types, and applications of machine learning.	L3
CO2	Prepare and preprocess data through cleaning, feature engineering, and splitting.	L3
CO3	Apply supervised and unsupervised learning algorithms to solve business problems.	L4
CO4	Design and model databases using ER diagrams, relational models, and normalization principles.	L4
CO5	Apply SQL commands (DDL, DML, and queries) to manage, retrieve, and analyze business data.	L4

Mapping of COs and Pos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**2**						
CO2		**2**				**3**	
CO3				**3**			
CO4							
CO5							**2**

PREDICTIVE ANALYTICS			
Course Code	**MBABAY404**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**03**

Course Learning Objectives:

- Understand the principles and applications of predictive analytics in business.
- Develop skills to build, evaluate, and apply predictive models.
- Use tools and techniques to make data-driven business decisions.
- Analyze real-world case studies to apply predictive analytics concepts.

Module-1: Introduction to Predictive Analytics (6 hours)

Definition and significance. Predictive vs. Descriptive vs. Prescriptive Analytics. Overview of the predictive analytics process. Applications in Business Case studies from various industries (e.g., finance, marketing, operations) Discussion on the impact of predictive analytics on decision-making.

Module-2: Data Collection and Preparation (6 hours)

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

Module-3: Predictive Modeling Techniques (8 Hours)

Regression analysis basics Building Statistical Models: Simple and multiple linear regression. Regression Models: Advanced regression techniques (e.g., polynomial, ridge, lasso regression). Model evaluation metrics (R^2, RMSE, MAE). Classification Models: Logistic regression. Decision trees and random forests. Model evaluation metrics (accuracy, precision, recall, F1 score). Time Series Analysis: Components of time series data. ARIMA models.

Module-4: Predictive Analytics Applications in Finance (8 Hours)

Application of predictive modeling in finance for credit scoring, fraud detection, predicting future stock prices, risk management, and financial forecasting. Financial assessment through cost–revenue analysis and the Strategic Profit Model to evaluate performance and profitability. Time series analysis with a focus on components of time series data such as trend, seasonality, and cyclic patterns, along with the application of ARIMA models for financial forecasting.

Module-5: Predictive Analytics Applications in HR and Marketing (6 hours)

Application of predictive modeling in HR for employee attrition prediction, recruitment analytics, and workforce performance forecasting. Use of predictive analytics in marketing for customer segmentation, churn prediction, campaign response modeling, and customer lifetime value estimation. Practical focus on leveraging classification, clustering, and regression techniques to address workforce challenges and enhance marketing effectiveness, supported by case-based applications.

Module-6: Predictive Analytics Applications in Operations and Supply Chain (6 hours)

Application of predictive modeling in operations and logistics for demand forecasting, inventory optimization, and supply chain risk prediction. Use of predictive analytics for route optimization, delivery time estimation, and capacity planning to improve efficiency and reduce costs. Focus on applying regression, classification, and time series techniques to enhance operational decision-making and strengthen supply chain resilience.

Note: 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Text books /References:

1. "Data Science for Business" by Foster Provost and Tom Fawcett
2. "Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die" by Eric Siegel
3. "Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst" by Dean Abbott
4. "Hands-On Predictive Analytics with R: Build effective predictive models with R" by Ashish Kumar and Amit S. Ranjan
5. "The Elements of Statistical Learning: Data Mining, Inference, and Prediction" by Trevor Hastie, Robert Tibshirani, and Jerome Friedman Tools and Software: Excel, Python (Pandas, Scikit-learn), R, Tableau

Web links and Video Lectures (e-Resources):

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

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

Skill Development Activities Suggested

- Cleaning, transforming, and preparing structured and unstructured datasets for predictive modeling using Excel, Python, or R.
- Developing regression, classification, and clustering models with tools like Python (Scikit-learn), SPSS, or Power BI.
- Identifying, creating, and selecting relevant features to improve model performance.
- Comparing models using performance metrics such as accuracy, precision, recall, F1-score, AUC, and RMSE.
- Creating dashboards and visual explainers (decision trees, SHAP values, feature importance) to interpret results for business decisions.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the principles, scope, and business relevance of predictive analytics.	L2
CO2	Collect, clean, and prepare structured and unstructured data for analysis.	L3
CO3	Apply statistical and machine learning techniques for regression, classification, clustering, and time series forecasting.	L3
CO4	Develop predictive models to address functional business problems in Finance, Marketing, HR, and Operations.	L4
CO5	Interpret model results to support data-driven decision-making and business strategy.	L5

Mapping of COs and Pos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**						
CO2		**3**				**3**	
CO3				**3**		**2**	
CO4					**2**		**3**
CO5			**2**				

DIGITAL ANALYTICS			
Course Code	**MBABAY405**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**3**

Course Learning objectives:

- Understand key concepts and metrics in digital analytics.
- Develop skills to analyze and interpret digital marketing data.
- Utilize digital analytics tools to derive actionable insights.
- Apply digital analytics to real-world business scenarios.

Module-1: Introduction to Digital Analytics (6 hours)

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

Module-2: Digital Analytics Tools and Platforms (8 hours)

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

Module-3: Data Collection and Integration 6 hours)

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

Module-4: Web Analytics Fundamentals (6hours)

Website Performance Metrics: Traffic sources, user behaviour, and engagement metrics. Conversion tracking and attribution models. Analysing Website Performance: Analyzing traffic patterns and user flow. Identifying and interpreting key metrics.

Module-5: Social Media Analytics (6 hours)

Introduction to Social Media Analytics: Key metrics and KPIs for social media. Tools for social media analysis (e.g., Facebook Insights, Twitter Analytics). Analyzing Social Media Campaigns: Engagement metrics, reach, and sentiment analysis. Influencer and brand performance evaluation

Module-6: Mobile and App Analytics (8 hours)

Introduction to Mobile Analytics: Key metrics for mobile apps (e.g., app installs, user retention). Tools for mobile app analytics (e.g., Firebase, Flurry). Analyzing Mobile User Behavior: User flow, in-app events, and lifetime value. Optimizing app performance and user experience.

Note: The SEE question paper should have the weightage of 80% theory and 20% problems.

Suggested Learning Resources:

Books

1. "Digital Analytics 101" by Jason Burby and Shane Atchison
2. "Google Analytics: How to Measure Digital Marketing & Analytics in an Easy Way" by Nikolas R. Reichenbach
3. "Data Science for Business: What You Need to Know about Data Mining and Data Analytic Thinking" by Foster Provost and Tom Fawcett
4. "Measuring Marketing: 110+ Key Metrics Every Marketer Needs" by John A. Davis
5. "Advanced Web Metrics with Google Analytics" by Brian Clifton Tools and Software: Google Analytics, Google Data Studio, Tableau, social media analytics tools

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=jV_VqB4Oi2k
- https://www.youtube.com/watch?v=upgbtXiI10E
- https://advertising.amazon.com/library/guides/digital-analytics

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

Skill Development Activities Suggested

- Generate monthly web traffic and conversion reports.
- Perform **keyword research** using Google Keyword Planner or SEMrush.
- Use **social media insights dashboards** (Facebook Insights, Instagram Analytics, LinkedIn Analytics) to track engagement, reach, and follower growth.
- Create and implement **UTM links** to track digital campaign effectiveness.
- Develop **interactive dashboards** using Tableau/Power BI/Google Data Studio for digital KPIs (traffic, leads, conversions).

Course outcomes

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

Sl. No.	Description	Blooms Level
CO1	Understand key concepts, KPIs, and the digital analytics landscape.	L2
CO2	Use digital analytics tools and platforms to collect and monitor data.	L3
CO3	Integrate and manage data from websites, social media, mobile apps, and CRM systems.	L3
CO4	Analyze web, social media, and mobile analytics to generate actionable insights.	L4
CO5	Interpret and communicate insights to support data-driven marketing and business decisions.	L4

Mapping of COs and Pos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**						
CO2			**3**			**3**	
CO3		**3**					
CO4						**3**	
CO5							**3**
CO6	**3**						

STRATEGY ANALYTICS			
Course Code	**MBABAY406**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**3**

Course Learning Objectives:

- Understand the role of analytics in strategic decision-making.
- Learn analytical techniques to support strategic planning and execution.
- Develop skills to interpret data and generate actionable insights for business strategy.
- Apply analytics to real-world strategic scenarios.

Module-1: Introduction to Strategy Analytics (4 hours)

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

Module-2: Big Data Technologies and Tools (6 hours)

Strategic Planning Process: Mission, vision, goals, and objectives. SWOT Analysis: Strengths, weaknesses, opportunities, and threats. Porter's Five Forces: Industry analysis and competitive strategy.

Module-3: Data-Driven Strategy Formulation (6 hours)

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

Module-4: Analytical Tools and Techniques (8 hours)

Descriptive Analytics: Techniques for summarizing and visualizing historical data. Predictive Analytics: Forecasting models and trend analysis (e.g., regression analysis). Prescriptive Analytics: Optimization and scenario analysis for strategic decision-making.

Module-5: Strategic Performance Measurement (8 hours)

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

Module-6: Advanced Analytical Methods (8 hours)

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

Note: 40 percent theory and 60 percent problems in SEE.

Suggested Learning Resources:

Books

1. "Competing on Analytics: The New Science of Winning" by Thomas H. Davenport and Jeanne G. Harris.
2. "Data-Driven Business Decisions" by Chris J. Lloyd.
3. "Strategic Management: Concepts and Cases" by Fred R. David and Forest R. David.

Tools and Software:

- Business Intelligence Tools: Tableau, Power BI.
- Analytics Software: Excel, Python (with libraries like Pandas and NumPy).
- Statistical Tools: R or SPSS (for advanced statistical analysis)

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=uX8Oaew4pDs
- https://www.youtube.com/watch?v=NPuX6VdvQZ0
- https://www.youtube.com/watch?v=AZMBtRgmRJA
- https://www.businessofgovernment.org/sites/default/files/Strategic%20Analytics.pdf
- https://onlinelibrary.wiley.com/doi/10.1002/9781119519638.ch1
- https://www.igi-global.com/book/using-strategy-analytics-measure03092024 corporate/265459

Skill Development Activities Suggested

- Work on business strategy cases using data-driven analytical approaches to evaluate alternatives and recommend solutions.
- Use strategic simulation tools to understand how analytics influences long-term decision-making.
- Develop and analyze multiple business scenarios with predictive and prescriptive analytics techniques.
- Collect and analyze competitor/industry data to support strategic positioning.
- Create executive dashboards for monitoring KPIs aligned with strategic goals.
- Apply strategy analytics on a real or simulated business problem (e.g., market entry, pricing, diversification).

Course outcome

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

Sl. No.	Description	BloomsLevel
CO1	Understand the concepts, scope, and importance of strategy analytics in organizational decision-making.	L2
CO2	Analyze digital transformation trends and their impact on strategy and competitive advantage.	L4
CO3	Collect, integrate, and leverage internal and external data for strategic insights.	L3
CO4	Apply advanced analytical techniques, including big data, machine learning, and scenario analysis, for strategy formulation.	L4
CO5	Design, monitor, and evaluate strategic initiatives using KPIs, balanced scorecards, and data-driven project management approaches.	L5

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**						
CO2	**3**	**3**				**3**	
CO3		**3**					
CO4	**3**	**2**				**3**	
CO5				**3**	**3**		**2**

CONTENT MARKETING			
Course Code	**MBADMG403**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**03**

Course Learning Objectives:

1. To comprehend and be able to prepare a successful content marketing strategy.
2. To be able to create blogs.
3. To learn how to Build brand awareness and visibility
4. To learn insights on Plagiarism Detection and apply in their projects.
5. To develop skills in writing high-quality content in various formats.

Module-1 (7 Hours)

Introduction to content marketing**:** Definitions, Scope, Role of content marketing, Types of content marketing and their relevance, planning your content strategy, A content marketing business model, Problems faced in Content Writing.

Module-2 (7 Hours)

Defining Your Content Niche and Strategy: Content Maturity Model, Six principles of content marketing, Treating content as an asset, Building audience personas, Mapping content to buying stages, Developing on-brand content, Creating brand ambassadors, Preparing Content Marketing Strategy.

Module-3 (9 Hours)

Developing and Distributing of Content and Blogging: Creative writing, Strategic Writing, Narrative Design, Content creation - Developing different types of content, Preparing Content Marketing Strategy, Developing a effective editorial calendar, Familiarization with the concepts of blogging and Types of Blogging, Advertising E- Book and its Different Formats of Plagiarism Detection.

Module-4 (7 Hours)

Marketing Content and Evaluating Impact: Content Marketing Pyramid, Brief overview analytics and tracking, Techniques for overcoming content marketing challenges, Effective ways to Share Content in social media, Employment Opportunities.

Module-5 (6 Hours)

Ethics and different Content Writing Formats: Ethics/Diversity in Content Marketing - Importance of considering diversity in developing and marketing content, Ethical issues in the digital age, checking for plagiarism, plagiarism tools, web article, Major skills for Writing Quality Content Strategies in producing High-quality Content, Different Stages of Writing a Good Content. (Case Studies)

Module-6 (4 Hours)

Practice / practical: Putting it All Together - Best practices in content marketing, Applying principles in real world case studies. Monetization of content, dos and don'ts

Note: 100 percent Theory in SEE.

Suggested Learning Resources:

Books

1. Social Marketing in India by Sameer Deshpande, Nancy R. Lee, SAGE,1st Edition 2013
2. Content Marketing: Essential Guide to Learn Step-by-Step the Best Content Marketing Strategies to Attract your Audience and Boost Your Business-Joe Wilson Schaefer, Erwin R.Cruz Publication, 2018

3. High impact content marketing-Purna Virji, Kogan Page limited, First edition, July 2023.
4. The one- page content marketing, by Profull Sharma, 1st Edition Axeman Publishers, 2020
5. Blog Writing: The Content Creation Blueprint by AnthonyJames, Kindle Edition.

Reference Books

1. The power of content writing by Devanshi sharma, 1st Edition 2024, Mithaas services publications.
2. Managing Content Marketing by Robert Rose & Joe Pulizzi 2011 CMI books, Division of Z squared media LLC.
3. Content marketing fundamentals by sean Mitchell 1st Edition 2014 Greatespace Independent Publication.

Course Outcomes (Course Skill Set)

Sl.No.	Description	Bloom's Level
CO1	Create high quality engaging and persuasive content relevant to today's requirements.	L2
CO2	Learn various tools necessary generate content.	L3
CO3	Use content marketing strategies, tactics, and best practices to produce fetching content.	L3
CO4	Learn various analytics to track and measure the effectiveness of content marketing.	L4
CO5	To develop skills in writing high-quality content in various formats.	L5

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**	**2**	**2**	**2**			
CO2	**3**		**3**	**2**			
CO3	**2**	**3**			**3**	**3**	
CO4				**3**	**2**		
CO5	**3**		**2**	**3**		3	

Practical Component:

- The student should draft a complete content marketing plan for a brand.
- Student must Design a Brand Awareness Campaign and ask to plan and outline a digital campaign.
- Plagiarism Check: Use detection tools to ensure originality in content.
- Develop Audience Personas: Create detailed audience profiles for targeted content.
- Plan an Editorial Calendar: Outline a 3-month content schedule.

AFFILIATE MARKETING AND GOOGLE AD WORKS AND AD SENSE			
Course Code	**MBADMG404**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**03**

Course Learning Objectives:

- To understand affiliate marketing concepts, networks, and roles.
- To learn to create and optimize Google Ads campaigns.
- To master Google AdSense integration for website monetization.
- To develop skills to track and analyze campaign performance.
- To comprehend the legal and ethical aspects of affiliate marketing and emerging digital marketing practices including AI, Metaverse, AR/VR, Voice Search, and Blockchain.

Module-1 (7 Hours)

Basics of Affiliate Marketing: Understanding Affiliate Marketing: Concepts and Terminology, Key Stakeholders: Merchants, Affiliates, Networks, and Customers

Affiliate Program Management: Types of Affiliate Programs: PPC, PPS, PPL, PPT. Selecting and Managing Affiliate Networks, Commission Structures and Payout Models

Affiliate Marketing Strategies: Traffic Generation Strategies for Affiliates, Content Marketing and SEO for Affiliate Success, Compliance, Regulations.

Affiliate Tools and Technologies: Overview of Tracking and Reporting Tools, Case Studies and Examples of Successful Affiliate Campaigns

AI-Powered Affiliate Marketing & Influencer Partnerships.

Module-2 (7 Hours)

Introduction to Google Ads: Overview of Google Ads Platform and Account Structure, Types of Ads: Search Ads, Display Ads, Video Ads, Shopping Ads, and App Ads

Keyword Research and Selection: Understanding Keyword Types: Broad, Exact, Phrase, and Negative Keywords, Using Keyword Planner and Competitor Analysis

Campaign Setup and Optimization: Setting Campaign Goals and Budgeting, Writing Effective Ad Copy and Choosing Ad Extensions, Bidding Strategies: Manual CPC, Enhanced CPC, Target CPA, and Maximize Conversions

Advanced Google Ads Strategies: Retargeting and Remarketing Campaigns, Dynamic Search Ads and Ad Customizers, Case Studies of High-Performing Campaigns.

AI-driven Smart Bidding & Performance Max Campaigns

Case Studies of High-Performing Campaigns

Module-3 (6 Hours)

Google AdSense: Introduction to Google AdSense: Overview of AdSense: How it Works and Who it's For, Eligibility and Approval Process for AdSense, AdSense Terminology and Key Components

Setting Up and Managing AdSense Accounts: Creating an AdSense Account and Adding Code to Websites, Types of Ad Units: Display, Text, Link Units, and Custom Channels

Monetization Strategies with AdSense: Choosing High-Paying Keywords and Niche Targeting, Optimizing Ad Placement for Higher Earnings, Balancing User Experience with Ad Revenue. Common Reasons for Account Suspension, Best Practices for Compliance and Avoiding Violations,

AdSense with AI-Generated Content & YouTube Monetization

Module-4 (7 Hours)

Performance Tracking and Analytics:

Affiliated marketing: Tracking and Analytics in Affiliate Marketing, Key Metrics: Conversion Rate, Earnings per Click (EPC), and ROI, Optimization Techniques for High Performance.

Google Ad: Key Metrics**:** CTR, Quality Score, CPC, Conversion Rate, Conversion Tracking and Integration with Google Analytics, A/B Testing and Continuous Optimization for Better ROI

Google Ad Sense: Monitoring Performance Metrics: Page RPM, CPC, and CTR, Using AdSense Reports to Improve Revenue, Case Studies on Successful AdSense Monetization

GA4 (Google Analytics 4) & Predictive Analytics for Digital Marketing

Case Studies on Successful Campaigns

Module-5 (7 Hours)

Ethical and Legal Aspects of Digital Marketing: Data Privacy, GDPR, and Compliance in Digital Marketing, Copyright, Content Ownership, and Intellectual Property, Ethical Issues in Affiliate Marketing, Google Ads, and AdSense. (Case Studies)

Deep fake Ads, AI-Generated Content & Digital Marketing Ethics

Case Studies.

Module-6 (6 Hours)

Emerging Trends and Future of Digital Marketing: Voice Search Optimization & Conversational Marketing, AI & Machine Learning in Digital Marketing Automation, Metaverse, AR/VR Advertising, and Immersive Marketing, Influencer Marketing & Micro-Communities, Programmatic Advertising & Blockchain in Ad Transparency

Case Studies on Innovative Global Campaigns.

Note: 100 percent Theory in SEE.

Suggested Learning Resources:

Books

1. Chaffey, D., & Ellis-Chadwick, F. Digital marketing: Strategy, implementation, and practice. 7th Edition, 2019, Pearson Education.
2. Evans, D. S., & Schmalensee, R. Matchmakers: The new economics of multisided platforms. 2016, Harvard Business Review Press.
3. Pereira, M., & Van der Merwe, A. Affiliate marketing and advertising: A practical guide. Routledge, 2019.
4. Pashley, A., & McKenna, A. Google AdWords for beginners: A Do-It-Yourself Guide to PPC Advertising. CreateSpace, 2017.
5. Cutroni, J. Google Analytics. O'Reilly Media, 2010.
6. Kumar, V., Dixit, A., Javalgi, R., & Dass, M. Digital Marketing: Strategy and Transformation. Springer, 2021.
7. Ryan, D. Digital Marketing: Strategic Planning & Integration. Kogan Page, 2020.

Reference Books Practical Component

1. Jason McDonald. Google Ads (AdWords) Workbook. 2023.
2. Geno Prusskav. Affiliate Program Management: An Hour a Day. 2011.
3. Joel Comm. Google AdSense Secret. 2006.
4. Metaverse Marketing: How to Leverage AR, VR & Blockchain in Business. 2022 (latest industry guide)

Practical Component:

1. Affiliate Program Setup:
   - Sign up for programs (e.g., Amazon Associates, Click Bank).
   - Track affiliate performance using tools like Google Analytics.
2. Google Ads Campaigns:
   - Set up Google Ads account.
   - Target specific keywords, demographics, and track performance.
3. AdSense Monetization:
   - Set up and integrate Google AdSense on a website/blog.
4. Content & Affiliate Link Optimization:
   - Content (blogs, videos) with affiliate links.
5. Analytics & Reporting:

Use Google Analytics to track affiliate and ad performance

Course Outcomes (Course Skill Set)

Sl.No.	Description	Bloom's Level
CO1	Implement successful affiliate marketing strategies.	L2
CO2	Create and optimize Google Ads for better ROI.	L3
CO3	Monetize websites effectively with Google AdSense.	L3
CO4	Analyze and optimize campaign performance using data.	L4
CO5	Apply legal and ethical standards in digital marketing.	L5

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**2**				**2**		
CO2		**2**					**3**
CO3	**3**	**3**					**2**
CO4	**3**	**2**					**3**
CO5			**2**	**3**			

MOBILE MARKETING			
Course Code	**MBADGM405**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**03**

Course learning objectives:

1. To learn about the mobile landscape, including the differences between mobile and traditional marketing.
2. To measure and analyze mobile marketing campaigns using analytics tools to gauge effectiveness and ROI
3. To study the importance of mobile-friendly design and user experience in driving engagement and conversions
4. To build Competency to design and implement a mobile marketing strategy that aligns with overall business goals.
5. To explore career opportunities in mobile marketing

Module-1 (7 Hours)

Introduction to Mobile Marketing- Understanding Mobile Devices, What Mobile Device is Right for You?- Core Product and Service Offerings Campaign Delivery Options - SMS & MMS Messaging Campaign Delivery Options: Mobile Applications Campaign Delivery Options: Mobile Websites App Marketing.

Module-2 (7 Hours)

Supplemental Mobile Products and Service Options, Campaign Delivery Options: QR Codes Campaign Delivery Options: Augmented Reality Campaign Delivery Options: Interactive Voice Response (IVR) Mobile and Traditional Marketing

Module-3 (6 Hours)

Mobile Advertising and Search Mobile Advertising Mobile Marketing and Search Programmatic Ad Buying-Incentives and Loyalty Program, Mobile Incentive Opportunities, Mobile Loyalty Programs: Mobile Rules and Regulations, Mobile Marketing: Rules and Regulations, Mobile Campaign Compliance Mobile Advertising Models, Advantages of Mobile Advertising, Mobile Marketing Toolkit, Paid and Owned.

Module-4 (6 Hours)

Mobile Marketing and social media, Mobile and Social Media Content, Marketing for Mobile, Facebook Advertising for Mobile-Location and Mobile Marketing Location -Based Services, Opportunities and Challenges, Employing - Mobile Website Responsive Design, Converting NonMobile Websites, Mobile Marketing Analytics, Mobile Measurement – Careers in Mobile Marketing Opportunities.

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Module-5 (7 Hours)

Practical of Mobile Marketing in Buffer Mobile Software- a complete LAB for students to know the Mobile Marketing Buffer software practices,X`practically. Page Creation and Mobile app creations. (Case Studies)

Module-5 (7 Hours)

Emerging Trends and Strategic Applications in Mobile Marketing, Artificial Intelligence (AI) and Machine Learning in Mobile Marketing, Chatbots, Voice Search, and Conversational Marketing, Personalization and Predictive Analytics in Mobile Campaigns, Mobile Commerce (M-Commerce) and Payment Systems (UPI, Wallets, NFC), Privacy, Data Security, and Consumer Trust in Mobile Marketing. Future of Mobile Marketing: 5G, Wearables, and IoT Integration.

Suggested Learning Resources:

Books

6. The Elements of User Experience: User-Centered Design for the Web – Jesse James Garrett 2nd Edition 2010.
7. Socialnomics: How Social Media Transforms the Way We Live and Do Business – Erik Qualman ,2nd Edition 2011.
8. Mobile Marketing: How Mobile Technology is Revolutionizing Marketing, 2023.Brand Imitations, Dr.S S Kaptan, Dr.Pandey, HPH, 1/e, 2004.

Skill Development Activities Suggested

- Students create detailed mobile marketing campaign plans, including objectives, target audiences, messaging, and budget allocation.
- Students design and execute a mobile-focused social media campaign, including content creation, scheduling, and audience engagement strategies.
- Students must be able to use tools like Google Play Console and Apple App Store Connect to monitor app performance, such as download rates and user engagement.
- Students must be able to engage in discussions and role-plays that involve navigating legal and ethical issues in mobile marketing, helping students understand compliance requirements.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Students Create mobile marketing campaigns tailored to target audiences and business goals.	L2
CO2	Understand Evaluate analytics tools to measure campaign performance, evaluate success metrics, and make informed adjustments to strategies.	L3
CO3	Ability to Learn to develop cohesive marketing strategies that effectively combine mobile with other channels (e.g., email, social media).	L3
CO4	Construct Mobile Marketing Analytics to Measure Campaign Effectiveness.	L3
CO5	Understand Design and execute effective mobile marketing campaigns across various channels such as SMS, MMS, mobile apps, and mobile websites.	L3

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**	**3**	**3**		**2**		
CO2				**2**			
CO3	**3**				**2**		
CO4		**2**	**3**		**3**		
CO5			**3**	**2**	**3**		

ARTIFICIAL INTELLIGENCE AND NEUROMARKETING			
Course Code	**MBADGM404**	**CIE Marks**	**50**
Teaching Hours/Week (L:P: SDA)	**2:2:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**
Credits	**03**	**Exam Hours**	**03**

Course Learning Objectives:

1. To understand key theories and models in Neuromarketing and Neuroscience.
2. To distinguish and apply various Neuromarketing Techniques and AI tools.
3. To develop effective frameworks for AI-driven marketing strategies.
4. To equip students with skills for analyzing consumer behavior and Neuromarketing data.
5. To carry-out a research experiments in Neuromarketing.

Module-1 (7 Hours)

Introduction to Neuromarketing**:** Introduction of Neuromarketing, Definition and scope of neuromarketing, Historical development, and evolution, Key concepts in neuroscience relevant to marketing, Brain function and Consumer behavior, Overview of brain structures and functions, How emotions and cognition influence consumer decisions, Neurological responses to marketing stimuli.

Module-2 (7 Hours)

Introduction to Artificial Intelligence**:** Introduction to AIand MI, Basic AI algorithms and models, Introduction to Agent and Environment: problem – solving agents' examples and problems."&"Soft" standards.

Module-3 (8 Hours)

Neuromarketing Techniques**:** Neuromarketing methods and tools, EEG, fMRI, and other neuroimaging techniques, Eye tracking and biometric measurement, analyzing consumer emotional responses; Analyzing consumer responses, Techniques for interpreting neuro marketing data, Case studies of neuro marketing research

Module-4 (7 Hours)

Integrating AI with Neuromarketing and Ethics - AI-enhanced neuro marketing strategies, Neuromarketing as a digital marketing strategy, Sentiment analysis, Automated customer service, Data-driven marketing campaign design, Ethical considerations and Future directions, Privacy concerns and data protection, Regulatory frameworks and guidelines..

Module-5 (6 Hours)

Research Experiments in Neuromarketing**:** Neuromarketing project design, designing a neuro marketing campaign, Advertising Research, Neuro images of advertising, advertising and brain, thinking and feeling, impact of media, product and message on brain waves. Research experiments in neuro marketing, Familiar brands affected by contextual inference, Practical (Case Studies)

Module-6 (5 Hours)

Applications and Future of Neuromarketing with AI, Applications of Neuromarketing in branding, product design, pricing, and retail strategies, Role of Neuromarketing in digital platforms: social media, e-commerce, and virtual environments, Cross-cultural perspectives and global adoption of Neuromarketing, Challenges in implementing neuromarketing in organizations

Note: 100 percent Theory in SEE.

Suggested Learning Resources:

Books

1. Neuromarketing: Understanding the Buy Buttons in Your Customer's Brain, Patrick Renvoise Harpercollins Leadership,2007.
2. Neuroscience for Dummies by Frank Amthor, Dummies, Paperback Edition, 2016.
3. NeuroMarketing: Exploring the Brain of the Consumer by Leon Zurawicki, Springer, 2010.
4. Basics of Neuromarketing by Dr. Deepthi Maheshwari, Dr. Vijay Singh, Dr, Harshith Kumar,Dr. Sangeetha Jauhari, Variety Books Publishers and Distributors, 2019.
5. Artificial Intelligence: A Modern Approach by Peter Norvig, Stuart J Russell, Pearson, 2009.

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

Skill Development Activities suggested

• Design and present a neuromarketing strategy for a product, utilizing AI tools and neuroimaging.
• Analyze and discuss successful neuromarketing strategies of five leading brands.
• Compare consumer behavior data from neuromarketing and traditional marketing techniques.
• Interview a neuromarketing professional to explore their integration of AI and neuroscience.
• Visit a neuromarketing lab to observe real-world applications of neuromarketing tools And techniques.

Course Outcomes (Course Skill Set)

Sl. No.	Description	Bloom's Level
CO1	Creatively develop and present comprehensive neuromarketing campaigns, integrating neuroscience and AI to achieve targeted marketing outcomes	L6
CO2	Effectively use neuroimaging and biometric tools like EEG and fMRI to measure and analyze consumer responses to marketing stimuli.	L1
CO3	Implement a solid grasp of core neuromarketing principles, including the interaction between neuroscience and consumer behavior	L3
CO4	Develop and interpret complex neuromarketing data to draw meaningful conclusions and drive data-driven marketing decisions	L6
CO5	The students shall be able to effectively conduct research on various aspect of neuromarketing	L5

Mapping of COs and Pos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**	**3**		**2**		**2**	
CO2	**2**	**2**	**2**		**2**	**3**	**2**
CO3	**3**	**3**				**3**	
CO4	**2**	**3**	**2**	**2**	**3**	**3**	
CO5	**3**	**3**	**2**	**2**			**3**

EXAMINATION
CIE AND SEE PATTERN

CONTINUOUS INTERNAL EVALUATION (CIE)

BREAKUP OF CIE	
THEORY	
Continuous Internal Evaluation (CIE)	
• Continuous Assessment Test (CAT) -1	50 Marks
• Continuous Assessment Test (CAT) -2	50 Marks
A. Total of two CAT Scores	100 Marks
(CAT Score scaled down to 25)	25 Marks
B. Assignment	10 Marks
C. Mini Projects / Quiz / Experiential work	10 Marks
D. Seminar/ Presentation	05 Marks
1. Total of CIE (A+B+ C+D)	50 Marks

Assessment Details: CIE

The weightage of Continuous Internal Evaluation (CIE) is 50% and the minimum passing mark for the CIE is 50% of the maximum mark. There shall be a maximum of 50 CIE Marks.

General Guidelines for CIE:

- Each internal assessment will be conducted for a total of 50 marks.
- Three internal assessments will be conducted, with the two highest scores being averaged and scaled down to 25 marks.
- Assignment Carries Five marks
    - Each subject includes five assignments and students must complete and submit each assignment separately.
    - Assignments should be handwritten. Students are required to upload signed copy of assignments in the Rove Labs only after corrections have been made by respective subject faculty members before deadline.
    - Submission of assignments is a prerequisite for eligibility to take internal assessments and it must be submitted before the internal assessment date for that course.
- Mini-project or field work component carries 10 marks.
    - 5 marks are allocated for periodic project reviews until completion, and 5 marks for the final project presentation.
    - The Mini Project is to be carried out in groups of 5 students, with groups assigned by the respective subject faculty members.
    - The Mini Project report must be a minimum of 10 pages and maximum based on their project carried out. Each student must upload a PDF of the Mini Project report in the Rove Labs after obtaining the faculty's signature, The file should be saved as "Student Name_USN No."
    - A hard copy of the report and the final project presentation should be submitted prior to the third Internal Assessment.

- Presentation carries 5 Marks
    - Students are required to deliver presentations in each subject on course-related topics assigned by respective faculty members during class hours for 10 minutes