KNS TRUST ®

KNS INSTITUTE OF TECHNOLO

Autonomous institution affiliated to Visvesvaraya Technological University,
Approved By AICTE, New Delhi. Accredited by NAAC ,A+, Grade
Channasandra, Dr. Vishnuvardhan Road, Bengaluru - 560 09
Ph:(080)2861 1880,2861 1881 URL: www.knsit.ac.in

MBA Scheme and Syllabus: 2024

(As per NEP-2020)
(Effective from the academic year 2024 – 25)

ESTD : 2001
An Institute with a Difference

About RNSIT

RNS Institute of Technology, familiar as RNSIT was established in the year 2001. It is the brainchild of Dr. R. N. Shetty, a well-known industrialist, and a great philanthropist. The institution was established with the sole purpose of imparting quality education in Engineering, Technology and Management. Being one of the premier engineering colleges in the country RNSIT is marching towards placing itself in the global map by excelling in academics and placements.

Lush green campus, state of the art infrastructure, well equipped laboratories, hundreds of activities, numerous new initiatives, consistent VTU ranks, path breaking placements, cultural extravaganza, Sports events, 5600 + students and 300 + faculty – with all these RNSIT has become dream destination for engineering aspirants across the country.

Vision

Building RNSIT into a World Class Institution

Mission

To impart high quality education in Engineering, Technology and Management with a difference, enabling students to excel in their career by

- Attracting quality Students and preparing them with a strong foundation in fundamentals so as to achieve distinctions in various walks of life leading to outstanding contributions
- Imparting value based, need based, choice based and skill based professional education to the aspiring youth and carving them into disciplined, World class Professionals with social responsibility
- Promoting excellence in Teaching, Research and Consultancy that galvanizes academic consciousness among Faculty and Students
- Exposing Students to emerging frontiers of knowledge in various domains and make them suitable for Industry, Entrepreneurship, Higher studies, and Research & Development
- Providing freedom of action and choice for all the Stakeholders with better visibility

About Department of Business Administration

Founded in 2004, MBA Program at RNS Institute of Technology, (RNSIT-MBA) has been in the forefront imparting high quality executive education and is one among the top five colleges in the state of Karnataka. State of the art infrastructure dedicated and qualified staff, highly conducive environment for teaching-learning process and a lush green campus are the hallmarks of this professionally managed institution. The institute is autonomous and affiliated to Visvesvaraya Technological University (VTU), Belgaum, approved by All India Council for Technical Education (AICTE), New Delhi and 'A+' Accredited by National Assessment and Accreditation Council (NAAC), Bangalore.

Vision

"Fostering transformative impact on business and society through innovations in Management education, Research and Entrepreneurship."

Mission

- To develop professionally competent managers with social concern and high moral values.
- To offer inputs to the corporate world in enhancing productivity through research and consultancy and act as a nodal center for development.
- To impart management skills and capabilities with ample scope for individual growth.
- To cater to the corporate world by enhancing entrepreneurial skills among students.

Programme Educational Objectives

PEO1: Possess essential analytical and critical thinking skills to make graduates confident to solve business and social problems.

PEO2: Engage and succeed in professional career through team work, ethical behaviour, proactive involvement and effective communication.

PEO3: Demonstrate an understanding of the importance of lifelong learning through personal / professional development and sustainability.

PEO4: Assume managerial, leadership and entrepreneurial roles in their organizations and communities.

PEO5: Foster higher learning and succeed in academic and research pursuits.

Program Outcomes (Revised)

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster analytical and critical thinking abilities for data-based decision making.
3. Ability to develop value-based leadership.
4. Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goal contributing effectively to a team environment.
6. Recognize the need for sustained research orientation to comprehend a growingly complex, economic, legal and ethical environment.
7. Possess self-sustaining entrepreneurship qualities that encourages calculated risk taking.

Programme Specific Outcomes (PSOs)

The post graduate students of the department shall be able to

PSO1: Finance: Develop an understanding of the theories and models of financial processes and techniques to ensure better decision making.

PSO2: Marketing: Apply knowledge of marketing concepts and frameworks to gain insights on consumer and value centric ideas.

PSO3: Human Resource: Possess knowledge of concepts and methodologies to manage the dynamics of the human resource function.

PSO 4: Business Analytics: Gain deeper insights into data driven decision making competencies by integrating knowledge of tools, models and developments in business analytics.

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

1st Semester

SL NO	COURSE TYPE	COURSE CODE	COURSE TITLE	TEACHING HOURS PER WEEK				EXAMINATION				CREDITS
				THEORY LECTURE (L)	TUTORIAL (T)	PRACTICAL(P)	(TW + SL) */Sem (S)	DURATION IN HOURS	CIE MARKS	SEE MARKS	TOTAL MARKS	
1	PCC	MBA11	Management & Organizational Behaviour	4	0	0	60	3	50	50	100	4
2	PCC	MBA12	Entrepreneurship Development	4	0	0	60	3	50	50	100	4
3	PCC	MBA13	Accounting For Managers	3	2	0	45	3	50	50	100	4
4	PCC	MBA14	Marketing Management	4	0	0	60	3	50	50	100	4
5	PCC	MBA15	Statistics For Managers	3	2	0	45	3	50	50	100	4
6	PCC	MBA16	Business Communication	4	0	0	60	3	50	50	100	4
TOTAL				**22**	**4**	**0**	**330**	**-**	**300**	**300**	**600**	**24**

*** TW – Term Work, SL – Self Learning**

Note: PCC: Professional Core Course, Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Each course carries Four credits and is designed for 60 hours of Teaching-Learning process (75 Hrs in MBA13 & MBA15). The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lecturers, team activities, etc. Societal project shall be Mandatory course, the students should identify, and study problems faced by the society. The students must submit a report to the respective guides. This shall be an audit course on the lines of ability enhancement courses and shall be undertaken after the first semester and before commencement of the second semester.

Note:

1. Each Course has a theory component of 05 hrs. (04 credits, Except Accounting for Manager & Statistics for Manager Course) Practical and real-life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching-learning process.
2. 20% of marks should be allocated for application-oriented questions in the SEE Question Paper, based on practical component.
3. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage business cases/Case Centre.
4. One Industrial Visit is preferable. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.
5. The Students and course instructor/s should involve either individually or in groups to interact together to enhance the learning and application skills.
6. **Practical component**: Students should interact with industry after regular contact hours (small, medium and large) to understand their problems and study in the form of research/testing/projects and for creative and innovative methods for guidance and to solve the identified problem.
7. **The students shall:**

(a) Gain confidence in modelling of management systems.
(b) Work on different software/s (tools) to Simulate, analyses and authenticate the output to interpret and conclude.
(c) Involve in case studies and field visits/ field work.
(d) Accustom with the use of standards/codes etc., to narrow the gap between academia and industry.

All activities should lead to enhancement of students' abilities/skills for employment and/or self-employment opportunity, management skills, statistical analysis, fiscal expertise, etc.

8. **Societal Project** (one week) is mandatory for all the students and this has to be carried out after the first semester during vacation and the report should be submitted by the students and should be assessed internally during the second semester and it is a non-credit but mandatory course (Audit Course).

2nd Semester											
SL NO	COURSE TYPE	COURSE CODE	COURSE TITLE	TEACHING HOURS PER WEEK				EXAMINATION				CREDITS
				LECTURE (L)	TUTORIAL (T)	PRACTICAL(P)	(TW+SL)*/Sem (S)	Duration In Hours	CIE MARKS	SEE MARKS	TOTAL MARKS	
1	PCC	MBA21	Human Resource Management	4	0	0	60	3	50	50	100	4
2	PCC	MBA22	Financial Management	3	2	0	45	3	50	50	100	4
3	PCC	MBA23	Research Methodology & IPR	4	0	0	60	3	50	50	100	4
4	PCC	MBA24	Operations Research	3	2	0	45	3	50	50	100	4
5	PCC	MBA25	Strategic Management	4	0	0	60	3	50	50	100	4
6	PCC	MBA26	Managerial Economics	4	0	0	60	3	50	50	100	4
7	SEC	MBA27	Societal Project	Skill Enhancement Course – It is Non-credit Mandatory Course								
TOTAL				**22**	**4**	**0**	**330**	**-**	**300**	**300**	**600**	**24**

Note: PCC: Professional Core Course, SEC: Skill Enhancement Course, Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 60 hours Teaching – Learning process (75 Hrs in MBA22). The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lecturers, team activities, etc.

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Note:1. Each Course has a theory component of 05 hrs. (04 credits, Except Financial Management & Operation research Course) Practical and real-life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching-learning process

2. 20% of marks should be allocated for application-oriented questions in the SEE Question Paper, based on practical component.

3. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage business cases /Case Centre.

4. One Industrial Visit is preferable. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.

5. Practical component: Students should interact with industry after regular contact hours or during holidays and vacations (small, medium and large) to understand their problems and study in the form of research/ testing / projects and for creative and innovative methods for guidance and to solve the identified problem.

6. **Internship - MBA37**(four weeks) to be carried out by the students after second semester during vacation and the report should be submitted by the students and is to be assessed internally during the third semester.

III SEMESTER (Core Courses)	
Subject Code	Title of the Subject
MBA31	Logistics and Supply Chain Management
MBA32	International Business

Specialization Courses							
Marketing Professional Elective Courses		Finance Professional Elective Courses		Human Resource Professional Elective Courses		Business Analytics Professional Elective Courses	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
MBAMM33	Consumer Behaviour	MBAFM33	Strategic Cost Management	MBAHR33	Recruitment & Selection	MBABA33	Introduction to Python data and Control systems.
MBAMM34	Sales & Retail Management	MBAFM34	Security Analysis & Portfolio Management	MBAHR34	Industrial Relations & Legislations	MBABA34	Data Visualization
MBAMM35	Services Marketing	MBAFM35	Advanced Financial Management	MBAHR35	Organizational Change & Development	MBABA35	Business Analytics and Intelligence
MBAMM36	Rural Marketing	MBAFM36	Banking & Financial Services	MBAHR36	Compensation & Reward Management	MBABA36	Big Data Analytics
MBA37	Internship	MBA37	Internship	MBA37	Internship	MBA37	Internship
MBA38	MOOC Certification	MBA38	MOOC Certification	MBA38	MOOC Certification	MBA38	MOOC Certification

Note: Students need to produce a minimum of one MOOC Certification courses with a minimum duration of 6-week courses in the Management Discipline. The department will issue a separate circular for this non-credit mandatary Course.

3rd Semester												
SL NO	COURSE TYPE	COURSE CODE	COURSE TITLE	TEACHING HOURS PER WEEK				EXAMINATION				CREDITS
				THEORY LECTURE (L)	TUTORIAL (T)	PRACTICAL(P)	(TW + SL)*/Sem (S)	DURATION IN HOURS	CIE MARKS	SEE MARKS	TOTAL MARKS	
1	PCC	MBA31	Logistics and Supply Chain Management	4	0	0	60	3	50	50	100	4
2	PCC	MBA32	International Business	4	0	0	60	3	50	50	100	4
3	PEC	MBAMM33	Consumer Behaviour	4	0	0	60	3	50	50	100	4
4	PEC	MBAMM34	Sales & Retail Management	4	0	0	60	3	50	50	100	4
5	PEC	MBAMM35	Services Marketing	4	0	0	60	3	50	50	100	4
6	PEC	MBAMM36	Rural Marketing	4	0	0	60	3	50	50	100	4
7	PEC	MBAFM33	Strategic Cost Management	4	0	0	60	3	50	50	100	4
8	PEC	MBAFM34	Security Analysis & Portfolio Management	4	0	0	60	3	50	50	100	4
9	PEC	MBAFM35	Advanced Financial Management	4	0	0	60	3	50	50	100	4
10	PEC	MBAFM36	Banking & Financial Services	4	0	0	60	3	50	50	100	4
11	PEC	MBAHR33	Recruitment & Selection	4	0	0	60	3	50	50	100	4
12	PEC	MBAHR34	Industrial Relations & Legislations	4	0	0	60	3	50	50	100	4
13	PEC	MBAHR35	Organizational Change & Development	4	0	0	60	3	50	50	100	4
14	PEC	MBAHR36	Compensation & Reward Management	4	0	0	60	3	50	50	100	4
15	PEC	MBABA33	Introduction to Python data and Control systems.	4	0	0	60	3	50	50	100	4
16	PEC	MBABA34	Data Visualization	4	0	0	60	3	50	50	100	4
17	PEC	MBABA35	Business Analytics and Intelligence	4	0	0	60	3	50	50	100	4
18	PEC	MBABA36	Big Data Analytics	4	0	0	60	3	50	50	100	4
19	PCC	MBA37	Internship	0	0	8	0	-	50	50	100	4
20	SEC*	MBA38	MOOC Certification	Skill Enhancement Course – It is Non-credit Mandatory Course								
TOTAL				24	0	8	360	-	350	350	700	28

Note:
PCC*: Professional Core Course, PEC: Professional Elective Course. SEC: Skill Enhancement Course Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 60 hours Teaching – Learning process. The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lecturers, team activities, etc.

Note:
1. Each Course has a theory component of 04 hrs (04 credits). Practical and real-life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching –learning process
2. 20% of marks should be allocated for application-oriented questions in the SEE Question Paper, based on practical component.
3. One Industrial Visit is preferable. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.
4. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.
5. **Project work-MBA47** (six weeks) to be carried out by students after third semester and the report should be submitted by the students during the fourth semester.

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4th Semester MBA

IV SEMESTER (Core Courses)	
Subject Code	**Title of the Subject**
MBA41	Emerging Technologies for Business
MBA42	Innovation & Design Thinking

Specialization Courses

Marketing Professional Elective Courses		Finance Professional Elective Courses		Human Resource Professional Elective Courses		Business Analytics Professional Elective Courses	
Subject Code	**Title of the Subject**	**Subject Code**	**Title of the Subject**	**Subject Code**	**Title of the Subject**	**Subject Code**	**Title of the Subject**
MBAMM43	Strategic Brand Management	MBAFM43	Tax Management	MBAHR43	Conflict and Negotiation Management	MBABA43	Machine Learning
MBAMM44	Integrated Marketing Communications	MBAFM44	International Financial Management	MBAHR44	Global HRM	MBABA44	Predictive Analytics
MBAMM45	Digital and Social Media Marketing	MBAFM45	Risk Management and Insurance	MBAHR45	Personal Growth and Interpersonal Effectiveness	MBABA45	Digital Analytics
MBAMM46	B2B Marketing	MBAFM46	Mergers, Acquisitions and Corporate Restructuring	MBAHR46	Strategic Talent Management	MBABA46	Strategy Analytics
MBA47	Project Work	MBA47	Project Work	MBA47	Project Work	MBA47	Project Work

4th Semester												
Sl No	Course Type	Course Code	Course Title	TEACHING HOURS PER WEEK				EXAMINATION				CREDITS
				Theory Lecture (L)	Tutorial (T)	Practical(P)	(Tw + Sl)*/Sem (S)	Duration In Hours	Cie Marks	See Marks	Total Marks	
1	PCC	MBA41	Emerging Technologies for Business	2	2	0	30	3	50	50	100	3
2	PCC	MBA42	Innovation & Design Thinking	2	2	0	30	3	50	50	100	3
3	PEC	MBAMM43	Strategic Brand Management	2	2	0	30	3	50	50	100	3
4	PEC	MBAMM44	Integrated Marketing Communications	2	2	0	30	3	50	50	100	3
5	PEC	MBAMM45	Digital and Social Media Marketing	2	2	0	30	3	50	50	100	3
6	PEC	MBAMM46	B2B Marketing	2	2	0	30	3	50	50	100	3
7	PEC	MBAFM43	Tax Management	2	2	0	30	3	50	50	100	3
8	PEC	MBAFM44	International Financial Management	2	2	0	30	3	50	50	100	3
9	PEC	MBAFM45	Risk Management and Insurance	2	2	0	30	3	50	50	100	3
10	PEC	MBAFM46	Mergers, Acquisitions and Corporate Restructuring	2	2	0	30	3	50	50	100	3
11	PEC	MBAHR43	Conflict and Negotiation Management	2	2	0	30	3	50	50	100	3
12	PEC	MBAHR44	Global HRM	2	2	0	30	3	50	50	100	3
13	PEC	MBAHR45	Personal Growth and Interpersonal Effectiveness	2	2	0	30	3	50	50	100	3
14	PEC	MBAHR46	Strategic Talent Management	2	2	0	30	3	50	50	100	3
15	PEC	MBABA43	Machine Learning	2	0	2	30	3	50	50	100	3
16	PEC	MBABA44	Predictive Analytics	2	0	2	30	3	50	50	100	3
17	PEC	MBABA45	Digital Analytics	2	0	2	30	3	50	50	100	3
18	PEC	MBABA46	Strategy Analytics	2	0	2	30	3	50	50	100	3
19	PCC	MBA47	Project Work	0	0	12	0	-	50	50	100	6
TOTAL				**12**	**8**	**16**	**180**	-	**350**	**350**	**700**	24

Note:

PCC*: Professional Core Course, PEC: Professional Elective Course.

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload (Practical component hours must be conducted as regular teaching hours in the respective class rooms only. Three credit courses are designed for 60 hours Teaching – Learning process.

The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lecturers, team activities, etc.

Note:

1. Each Course has a theory component of 2 hrs and Practical Component of 2 hrs (3credits). The Time-Table allotment for each course should be 4 hrs.
2. 20% of marks should be allocated for application-oriented questions in the SEE Question Paper, based on practical component.

Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.

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I SEMESTER COURSES

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – I

Course Title:	**MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR**		
Course Code:	**MBA11**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

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

Module-1	**12 Hours**

Introduction to Management: Introduction: Meaning, Nature, Objectives, Importance, Functions of Management, Difference between Administration and Management, Levels of Management, Types of Managers, Managerial Skills, Evolution of Management Thought, Recent Trends in Management.

Module-2	**12 Hours**

Functions of Management: Planning - Definition, Features, Nature, Importance, Types, Steps in Planning, Planning Tools and Techniques.
Organizing - Definitions, Importance, Principles, Types of Organisation Structures, Span of Control, Centralization and Decentralization of Authority.
Leadership – Meaning, Leadership Styles, Behavioral Approach, Contingency Approach, Transactional v/s Transformational Leadership.
Controlling - Definitions, Need of Controlling, Characteristics of Control, Steps in the Controlling Process, Types of Control, Control Techniques.

Module-3	**12 Hours**

Organisational Behaviour: Introduction, Definitions, Nature, Goals, Importance, Approaches to Organisational Behavior, Models.
Attitude - Meaning, Definition, Types, Components, Attitudes and Behaviour,
Perception - Perception, Perceptual Process, Factors Influencing Perception,
Personality - Definitions, Factors Influencing Personality, Big Five Personality Traits, Myers–Briggs Type Indicator (MBTI),
Motivation - Definitions, Process of Motivation (Cycle of Motivation), Nature, Importance, Types, Theories.

Module-4	**12 Hours**

Managing Human at Work: Group Dynamics - Meaning of Group, Group Characteristics, Classification of Groups, Models of Group Development, Meaning of Group Dynamics, Group Behaviour, Impact of Group on Individual's Behaviour, Impact of External Factors on Group Behaviour.
Teamwork - Nature of Teams, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, Reasons for Team Failure, Creating Effective Teams.

Module-5	**12 Hours**

Organizational Power, Politics & Culture: Power and Politics - Nature of Power and Politics, Sources of Power for Individuals, Managing Organisational Politics.
Culture - Definitions of Organisational Culture, Strong v/s Weak Culture, Characteristics, Types, Levels, Dimensions, Creating Organisational Culture, Changing Organisational Culture.

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand the conceptual knowledge of Management, various functions of Management
CO2	Summarise managerial and behaviour knowledge in real world situations.
CO3	Apply organisational behaviour concepts to analyse individual behaviour, attitude, perception, personality and motivation.
CO4	Examine strategies of managing human at work place.
CO5	Assess dynamics of Organizational Power, Politics, Culture and managing stress.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Two tests each of 50 marks shall be conducted. Average of Two Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of two IAT can be considered.
Assignments, Case analysis, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Visit an organization, speak with the manager or HR representative, and take note of the roles that are performed each day.
2	Organize a formal function within the department and make an effort to comprehend the diverse roles that students play within the context of the team and organizational environment.
3	Develop few questions, interact with people in the organization and try observing personality and reaction.
4	Meet any Leader / HoD / Dean and observe the Management of various departments and record the changes in administrative pattern.

SELF STUDY

1. Concept of leadership styles.
2. Learning and Types of Learning

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

- The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

TEXTBOOKS

1. Harold Koontz, Heinz Weihrich, Mark V Cannice: "Essentials of Management", McGraw Hill publishers, 11th edition 2021
2. Tony morden: "Principles of Management", Innovative business TEXTBOOKS publisher, 2021
3. Stephen P Robbins, Timothy A Judge, Neharika Vohra: "Organizational Behaviour", Pearson publishers, 18th edition 2022

REFERENCE BOOKS

1. Vibrant; Daum: "Principles of Management essentials you wanted to know", Callie Publishers, 2020
2. L M Prasad: "Principles & Practice of Management", Sultan Chand & Sons publisher, 10th edition 2010
3. Stephen P. Robbins: "Organizational Behaviour", Pearson publisher, 18th edition 2022

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://www.mygreatlearning.com/academy/learn-for-free/courses/organizational-behaviour
- https://alison.com/course/organizational-behavior-and-management
- https://www.udemy.com/course/management-and-organizational-behavior/
- https://onlinecourses.nptel.ac.in/noc22_mg78/preview

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

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MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – I

Course Title:	**ENTREPRENEURSHIP DEVELOPMENT**		
Course Code:	**MBA12**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

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

Module-1	**12 Hours**

Introduction to Entrepreneur & Entrepreneurship: 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	**12 Hours**

Developing Business Model: 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.

Module-3	**12 Hours**

Managing and Growing New Venture: Preparing for the New Venture Launch - Early Management Decisions, 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	**12 Hours**

Entrepreneurship and Government: Entrepreneurship and Government - Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Modules - 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.

Module-5	12 Hours
Emerging Trends in Entrepreneurship Development: Digital Entrepreneurship, Meaning, Scope and Opportunities. Social Entrepreneur, Meaning of Social Entrepreneur, Motivation for a Social Entrepreneur; Supporting and Evaluating Social Entrepreneurship in India. Rural Entrepreneur, Meaning of Rural Entrepreneur, Potential Opportunities for Rural Entrepreneurship in India	

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Outline the concepts of entrepreneurship, entrepreneurial opportunity.
CO2	Organize the various business models and B-Plans across Business sectors
CO3	Identify the sources of financing new Ventures, growing business, understand the forms of business.
CO4	Categorize the various central and state government schemes for training and encourage development of entrepreneurship.
CO5	Appraise emerging trends in the area of entrepreneurship opportunities.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Two tests each of 50 marks shall be conducted. Average of Two Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of two IAT can be considered.
Assignments, Case analysis, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Make a business plan for your intended business - talk to bankers to find out what they look for in a business plan - modify accordingly and present it in the class.
2	Discuss the characteristics and strategies adopted by new age modern entrepreneurs/ Unicorns/startups who changed the market scenario with their innovations (minimum 5 entrepreneurs)
3	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?
4	Study a local for-profit business and try to list out the positive social impacts of the business.
5	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.

SELF STUDY

1. Start-up Ecosystem in India
2. Entrepreneurial Motivation – The Needs Framework, Manifest Needs Theory.
3. Policy measures for Technology startups & Ecommerce startups

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

TEXTBOOKS

1. Vasant Desai : "The Dynamics of Entrepreneurial Development and Management", Himalaya Publishing House publisher, 2010
2. Donald F Kuratko and Richard M Hodgetts : "Entrepreneurship", South-Western publishers, 2012

REFERENCE BOOKS

1. Gupta S L & Arun Mittal: "Entrepreneurship Development", International Book House publishers, 2012
2. Sudha G S: "Management and Entrepreneurship Development", Indus Valley Publication publisher, 2009

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://alison.com/tag/entrepreneurship
- https://www.mygreatlearning.com/academy/learn-for-free/courses/entrepreneurial-management
- https://www.classcentral.com/subject/social-entrepreneurship
- https://www.edx.org/learn/entrepreneurship
- https://www.futurelearn.com/subjects/business-and-management-courses/entrepreneurship

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

ESTD : 2001
An Institute with a Difference

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – I

Course Title:	**ACCOUNTING FOR MANAGERS**		
Course Code:	**MBA13**	**CIE MARKS**	**50**
(L :T : P) + SL	**(3:2:0) + (45 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

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

Module-1	**12 Hours**

Introduction to Accounting: Meaning and objectives, Branches of Accounting, GAAP, IAS, Concepts and Conventions, Users of accounting, accounting terminologies.

Module-2	**15 Hours**

Accounting Cycle: Journal, Ledgers, Trial balance, accounting equation, subsidiary books including cash book (Problems on Journal, Trial balance, accounting equation and three column cash book).
(6 Hours of Tutorial classes covering problems solving session on Journal Entries, Trial Balance, Accounting Equation and Three Column Cash book)

Module-3	**16 Hours**

Depreciation and Bank Reconciliation Statement: Depreciation: Meaning, characteristics and causes of depreciation, Types of Depreciation. Tax implication of depreciation, amortization. (Problems only on straight line and WDV method).
Bank Reconciliation statement: Rules for recording Receipts and Payments in cash book and bank passbook, reasons for differences in the balances of cash book and bank pass book. Meaning and Preparation of Bank reconciliation statement. (Theory and Problems).
(8 Hours of Tutorial classes covering problems solving session on Depreciation and BRS)

Module-4	**16 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. (Theory and Problems).
(8 Hours of Tutorial classes covering problems solving session on Final Accounts)

Module-5	**16 Hours**

Analysis of Financial Statements: Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Common Size Statement, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Case Study on Financial Ratio Analysis. Preparation of Cash flow Statement (indirect method). Lab compulsory for Financial Statement Analysis using Excel. (Theory and Problems).
(8 Hours of Tutorial classes covering problems solving session on Ratios and analysing Financial statements)

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Recall the basic accounting concepts and terminologies.
CO2	Understand preparation of journal, ledger, trial balance subsidiary books and accounting equation.
CO3	Apply the concepts of depreciation and bank reconciliation statement in business decisions.
CO4	Analyse emerging trends in accounting.
CO5	Evaluate financial statement analysis for decision making.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Two tests each of 50 marks shall be conducted. Average of Two Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of two IAT can be considered.
Assignments, Case analysis, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	To collect Annual reports of the companies and analyse the financial statements using different techniques and presenting the same in the class.
2	To analyse the companies' cash flow statements and presenting the same in the class.
3	To get exposed to use of accounting software (preferably Tally or ERP).

SELF STUDY

1. GAAP (Generally Accepted Accounting Principles)
2. Subsidiary Books excluding Cash Book
3. Du-Pont Analysis

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50. The Teaching and Practical Hours for the above course are 40:20 respectively.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- Problem theory ratio is 60:40.

TEXTBOOKS

1. Narayanaswamy R: "Financial Accounting: A Managerial Perspective", PHI publisher, 7th edition April 2022
2. Maheswari S. N, Maheswari Sharad K. Maheswari: "A Text book of Accounting For Management", Vikas Publishing House (P) Ltd. Publishers, 11th edition July 2018

REFERENCE BOOKS

1. Neeraj Goyal, Rohit Sachdeva: "Computerized Accounting", Kalyani Publishers, 1st edition 2018
2. Jai Kumar Batra, Sage Publications: "Accounting and Finance for Non-finance Managers", Vikas Publishing House (P) Ltd. Publishers, 1st edition 2018

WEBLINKS 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/Syllabus2012/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
- https://www.pdfdrive.com/accountancy-books.html
- https://onlinecourses.swayam2.ac.in/nou22_cm18/preview
- https://www.coursera.org/lecture/uva-darden-financial-ccounting/what-is-accounting-eXQEc
- https://www.youtube.com/watch?v=mq6KNVeTE3A

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

ESTD : 2001
An Institute with a Difference

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – 1

Course Title:	**Marketing management**		
Course Code:	**MBA14**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

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

Module-1	**12 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	**12 Hours**

Analysing Consumer Behaviour: Meaning and Characteristics, Importance of Consumer Behaviour, Factors Influencing Consumer Behaviour, Consumer Characteristics Influencing Buying Behaviour Personal Factors and Cultural Factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The Black Box Model of Consumer Behaviour. Psychological Factors Consumer.

Module-3	**12 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 Labelling 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	**12 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	**12 Hours**

Market Segmentation, Targeting and 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.

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Recall the concepts of Marketing Management
CO2	Demonstrate knowledge on consumer behaviour and buying process
CO3	Organize concept of Product and Brand Management, Branding and Pricing strategies
CO4	Analyze marketing channels and the concept of product distribution, techniques of sales promotion
CO5	Defend ideas into a viable marketing plan for various modes of marketing

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Two tests each of 50 marks shall be conducted. Average of Two Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Case analysis, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Students to develop a marketing plan for a new product launch, outlining strategies to reach the target audience effectively and achieve business objectives.
2	Design surveys, conduct focus groups, and analyse data to provide actionable insights for a company's marketing strategy
3	Platforms like HubSpot offer marketing simulation games where students can manage marketing campaigns, budget allocations, and measure ROI in a simulated business environment.
4	Students to conduct a SWOT analysis for a company like Tesla to evaluate its market position and strategic opportunities
5	Learning to use marketing analytics tools to measure campaign effectiveness, customer engagement, and return on investment (ROI).
6	Collaborating with local businesses or start-ups on marketing projects to gain hands-on experience.

SELF STUDY

1. Chatbot and AI-Powered customer service
2. Influencer marketing
3. Augmented and virtual reality in marketing products and services

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

TEXTBOOKS

1. Ramaswamy & Namakumari : "Marketing Management- Indian Context, Global Perspective", SAGE publishers, 6th edition
2. Kotler, Keller, Koshy & Jha: "Marketing Management: A South Asian Perspective", Pearson publishers, Latest
3. Merle Crawford and Anthony Di Benedetto: "New Product Management", McGraw Hill publishers, Latest

Reference Books

1. Ramesh Kumar: "Advertisement Brands & Consumer Behaviour", SAGE publisher, 2020
2. Neelamegham S: "Marketing in India: Text and Cases", Vikas publication publisher, Latest
3. Lamb, Hair, Mc Danniel: "Marketing", Cengage publishers, Latest

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://www.coursera.org/learn/wharton-marketing
- https://www.coursera.org/professional-certificates/google-digital-marketing-ecommerce
- https://www.coursera.org/specializations/marketing-strategy
- https://www.coursera.org/learn/brand

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

ESTD : 2001
An Institute with a Difference

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – I

Course Title:	**STATISTICS FOR MANAGERS**		
Course Code:	**MBA15**	**CIE MARKS**	**50**
(L :T : P) + SL	**(3:2:0) + (45 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. To impart conceptual knowledge of descriptive statistical theories and applications.
2. To facilitate usage of statistical techniques of relationship and prediction analysis for insightful decisions.
3. To orient learners towards the application of hypothesis and probability techniques for decision making.
4. To facilitate an understanding of the concept and applications of tests of hypothesis.

Module-1	**12 Hours**

Statistics: Meaning, functions & applications; Descriptive vs. Inferential Statistics; Limitations of Statistics.
Descriptive Statistics: Measures of Central Tendency – Mean, Median & Mode; Measures of Dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation & Coefficient of Variation; Skewness (Theory & Problems)
(6 Hours of Tutorial classes covering problems solving session)

Module-2	**15 Hours**

Correlation – Relevance for Business; Types of Correlation; Scatter diagrams; Karl Pearson's coefficient of correlation & Spearman's Rank Correlation (Theory & Problems);
Regression – Meaning, Simple vs. Multiple regression; Lines of Regression; Problems on simple regression only. (Theory & Problems)
(6 Hours of Tutorial classes covering problems solving session)

Module-3	**16 Hours**

Time Series Analysis: Meaning, objectives and components of time series; Measurement of Time Series – Secular trend (Least squares method, moving averages method and graphical method); Seasonal indices (Simple average method, ratio to moving averages method and ratio to trend method) (Theory & Problems)
(6 Hours of Tutorial classes covering problems solving session)

Module-4	**16 Hours**

Probability – Basic concepts & rules of probability; Bayes' theorem; Theoretical Distributions – Binomial Distribution, Poisson Distribution & Normal Distribution; (Theory & Problems)
(6 Hours of Tutorial classes covering problems solving session)

Module-5	**16 Hours**

Hypothesis Testing – Basic concepts; Process; Type I and Type II Errors; Parametric Tests and Non-Parametric tests – An overview; Z Test, T test, F test, ANOVA (One way and Two Way), Mann-Whitney U test and Kruskal – Wallis test – (Theory and Problems)
(6 Hours of Tutorial classes covering problems solving session)

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand the conceptual and practical dimensions of basics of statistics and data summarization.
CO2	Infer the relationships between data sets and discover hidden patterns in data leading to prediction.
CO3	Apply tools of time series analysis as a measure to enhance statistical understanding.
CO4	Analyze statistical theories of uncertainties via probability measures.
CO5	Evaluate best alternatives for decision problems via tests of hypotheses.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Two tests each of 50 marks shall be conducted. Average of Two Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of two IAT can be considered.
Assignments, Case analysis, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Lab: MS Excel classes to be taken up towards understanding of Module II and Module III.
2	SPSS: Basic Classes for data analysis with a special focus on Module IV.
3	Data Crunching via Situation Analysis – Estimation Activity. Learners to scout for data published by several governmental agencies and use it as a basis for forecasts.
4	Group Seminar: Business Analytics Applications in various domains like Management of customer relationships, financial management, Marketing, Supply chain management, Human resources, Sports Management, Hospitality Management, Tourism Management etc.

SELF STUDY

1. Index Number – Concept and Measurement
2. Fundamentals of Mathematics for Statistical Analysis – Permutations & Combinations; Simultaneous Equations; Rule of Indices & Set Theory

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- Problem theory ratio is 60:40.

TEXTBOOKS

1. David Anderson & Dennis J Sweeney: "Statistics for Business & Economics", Cengage publishers, 13th edition 2019
2. J K Sharma: "Statistics for Management", Pearson publisher, Latest edition
3. S C Gupta: "Fundamentals of Statistics", Himalaya Publishing House publisher, Latest

REFERENCE BOOKS

1. Richard I Levin: "Statistics for Management", Pearson publisher, Latest
2. S P Gupta: "Statistical Methods", Sultan Chand & Sons publisher, 46th edition 2023
3. R S Bhardwaj: "Business Statistics", Excel Books publisher, Latest edition

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://online.stanford.edu/courses/xfds110-introduction-statistics
- https://nptel.ac.in/courses/110106064
- https://www.coursera.org/learn/basic-statistics

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

RNS INSTITUTE OF TECHNOLOGY
ESTD : 2001
An Institute with a Difference

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – I

Course Title:	**BUSINESS COMMUNICATION**		
Course Code:	**MBA16**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

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

Module-1	**10 Hours**

Business Communication Introduction: Meaning & Definition, Role, Classification, Purpose of Communication, Communication Process, Characteristics of Successful Communication, Importance of Communication in 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	**10 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.

Module-3	**13 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 Prewriting, 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	**13 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	14 Hours
Case method of learning: Understanding the Case Method of Learning, Different Types of Cases, Overcoming the Difficulties of the Case Method, reading a Case Properly, Case Analysis Approaches, Analyzing the Case, Dos and Don'ts for Case Preparation. **Employment Communication:** Introduction, Writing CVs, Group Discussion, Interview Skills. **Impact of Technological Advancement on Business Communication:** Technology-Enabled Communication-Communication Networks, Intranet, Internet, E-Mails, SMS, Teleconferencing, Videoconferencing. **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.	

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Recall awareness of communication skills and know their potential to become successful managers.
CO2	Outline the mechanics of writing and demonstrate composing of business letters in English precisely and effectively.
CO3	Make use of the latest managerial communication practices in business.
CO4	Simplify the art of drafting business proposals and reports.
CO5	Evaluate practices of employment communication and negotiation.

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ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Two tests each of 50 marks shall be conducted. Average of Two Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Students enact and analyse the non-verbal cues.
2	Demonstrating using Communication Equipment's like Fax, Telex, Intercoms, etc.
3	Demonstrating Video conferencing & teleconferencing in the class.
4	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.
5	Students should be given an assignment to draft a proposal to undertake research project.

SELF STUDY

1. Concept of videoconferencing, Social Networks and Blogs.
2. Inter-cultural communications

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

TEXTBOOKS

1. Chaturvedi P. D, & Mukesh Chaturvedi: "Business Communication: Concepts, Cases and Applications.", Pearson publishers, 4th edition 2020
2. Mary Ellen Guffey: "Business Communication: Process and Product", Cengage Learning publisher, 3rd edition 2022
3. Kelly M, Quintanilla, Shawn T and Wahl: "Business and Professional Communication", SAGE publishers, 4th edition 2024

REFERENCE BOOKS

1. M Ashraf Rizvi: "Effective Technical Communication", TMH publisher, 3rd edition 2024
2. Janis Forman: "The Business Communication Profession", Biztantra publisher, September 2022

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. https://nptel.ac.in/courses/110105052
2. https://www.caclubindia.com/coaching/cseet-business-communication-ca-agrika-khatrionline-classes-3476.asp
3. https://onlinecourses.swayam2.ac.in/imb19_mg14/preview

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

II SEMESTER COURSES

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – II

Course Title:	**HUMAN RESOURCE MANAGEMENT**		
Course Code:	**MBA21**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. Orient learners to the challenges solve the workplace problems through Human Resources Management intervention
2. Assess the impact of application of different approaches of HRM for solving the complex issues and problems at the workplace
3. Develop critical insights into the concept and conceptual understanding of theories and various functions of Human Resources Management.

Module-1	**12 Hours**

Introduction to HRM: Introduction, meaning, nature, scope of HRM, Importance and Evolution of the concept of HRM, Major functions of HRM, Principles of HRM. Human Resource Management and Personnel Management, Models of Human Resource Management, 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, Attributes of an Effective HR Planning, 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; Selection Tests; Factors Influencing Selections.

Module-3	**12 Hours**

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

Module-4	**12 Hours**

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

Industrial Relations: Decent Workplace, International Labour Organisation, 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-5	**12 Hours**

Future trends in Human Resource Management: 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.

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand and gain practical experience in the field of Human Resource Concepts, functions and theories.
CO2	Summarize conceptual insight of Human Resource and various functions of HR.
CO3	Identify personnel, managerial and welfare aspects of HR.
CO4	Examine knowledge about the future trends in HRM.
CO5	Analyze the knowledge of industrial relations.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Students are expected visit an organization and know the various HR roles in the organization
2	Identify the important positions in your organization and conduct mock interviews
3	Presentation by students about the Difference in Adoption of Human Resource Management
4	Role plays for acquainting and addressing HR challenges

SELF STUDY

1. Assessment of Factors Affecting the Innovation Process in organisations
2. Innovative Human Resource Management Practices in India.
3. Sustainable and innovative Human Resource Management.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

TEXTBOOKS

1. Amitabha Sengupta: "Human Resource Management: Concepts", Sage Publication India Pvt. Ltd publisher, 2019
2. R. C. Sharma, Nipun Sharma: "Human Resource Management: Theory and Practices", Sage Publication India Pvt. Ltd publishers, 2019

REFERENCE BOOKS

1. K Aswathappa and Sadhna Dash: "Human Resource Management: Text and Cases", McGrawHill publishers, 10th edition 2023
2. V.S.P Rao: "Human Resource Management", Taxxman publisher, 2019

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://www.my-mooc.com/en/mooc/preparing-to-manage-human-resources
- https://www.mooc-list.com/tags/human-resources
- https://www.coursera.org/professional-certificates/hrci-human-resource-associate
- https://www.coursera.org/learn/human-resources-analytics
- https://www.coursera.org/specializations/human-resource-management
- https://onlinecourses.swayam2.ac.in/cec24_mg09/preview

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

RNS INSTITUTE OF TECHNOLOGY
ESTD : 2001
An Institute with a Difference

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – II

Course Title:	**FINANCIAL MANAGEMENT**		
Course Code:	**MBA22**	**CIE MARKS**	**50**
(L :T : P) + SL	**(3:2:0) + (45 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. To familiarise the students with basic concepts of financial management and financial system.
2. To understand the concept of time value of money and its implication.
3. To evaluate investment proposals.
4. To understand the management of working capital in an organization.
5. To analyse the capital structure and dividend decision of an organisation

Module-1	**16 Hours**

Introduction Financial Management: 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- Behavioural Finance- Financial Engineering- Derivatives (Theory).

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).
(including Tutorial class of 5 Hours on Problem solving)

Module-2	**16 Hours**

Long term sources of Finance & Cost of Capital: 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).
(including Tutorial class of 6 Hours on Problem solving)

Module-3	**16 Hours**

Investment Decisions: Long term Investment Decisions (Capital Budgeting): Need and importance of capital budgeting and its process-Techniques of capital budgeting – Payback period, Discounted Payback Period, Accounting Rate 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).
(including Tutorial class of 7 Hours on Problem solving)

Module-4	14 Hours
Capital Structure and Dividend Decisions: 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) (including Tutorial class of 6 Hours on Problem solving)	
Module-5	**13 Hours**
Working Capital Management: Working Capital Management: Sources of working capital- Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm (Theory and problem). (including Tutorial class of 6 Hours on Problem solving)	

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Recall the basic terminologies and goals of financial management.
CO2	Interpret the weighted average cost of capital (WACC) in financial decision-making.
CO3	Model the impact of capital structure on EPS and factors affecting capital structure.
CO4	Analyze investment projects using capital budgeting techniques.
CO5	Determine the working capital financing strategy for a hypothetical firm.

ESTD : 2001
An Institute with a Difference

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

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

SELF STUDY

1. Non-Banking Financial Companies (NBFCs)
2. Behavioral Finance
3. Venture Capital-Angel Investing.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- Theory problem ratio is 60:40.
- Case study drawn from Module 3 and Module 5 only

TEXTBOOKS

1. M.Y. Khan & P.K. Jain: "Financial Management", TMH publishers, 7th edition 2017
2. Prasanna Chandra: "Financial Management", TMH publisher, 10th edition 2019
3. I.M. Pandey: "Financial Management", Vikas Publishing publisher, 11th edition 2015

REFERENCE BOOKS

1. Ravi M Kishor : "Financial Management", Taxmann's publisher, 6th edition
2. Rajiv Srivastava & Anil Misra: "Financial Management", Oxford University press publishers, 2nd edition
3. Sudhindra Bhat: "Financial Management Principals And Practice", Excel Books publisher, 2nd edition

WEBLINKS 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

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – II

Course Title:	**RESEARCH METHODOLOGY & IPR**		
Course Code:	**MBA23**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. To understand the basic components of research design
2. To Gain an insight into the applications of research methods
3. To equip students with various research analytical tools used in business research
4. To provide the insights of IPR and IPR system in India

Module-1	**12 Hours**

Introduction to Business Research: Meaning, Types, Process of Research- Management Problem, Defining the Research Problem, Formulating the Research Hypothesis, Developing the Research Proposals, Research Design Formulation, Sampling Design, Planning and Collecting the Data for Research, Data Analysis and Interpretation. Research Application in Business Decisions, Ethical Issues in Business Research. Features Of a Good Research Study.

Module-2	**12 Hours**

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

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

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

Experimental Research Design: Meaning and classification of experimental designs, formal and informal, Pre-experimental design, True experimental design, Quasi-experimental design, Statistical experimental design.

Module-3	**12 Hours**

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

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

Module-4	**12 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: advantages and disadvantages.

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

Multi-Dimensional Scaling: Non-comparative scaling techniques

Module-5	12 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. **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.	

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Recall various research approaches, techniques and strategies in the appropriate in business.
CO2	Infer a range of quantitative / qualitative research techniques to business and day to day management problems.
CO3	Organize knowledge and understanding of data analysis, interpretation and report writing.
CO4	Examine necessary critical thinking skills in order to evaluate different research approaches in Business.
CO5	Appraise various forms of the intellectual property, its relevance and business impact

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Understand various research approaches, techniques and strategies in the appropriate in business.
2	Apply a range of quantitative / qualitative research techniques to business and day to day management problems.
3	Demonstrate knowledge and understanding of data analysis, interpretation and report writing.
4	Develop necessary critical thinking skills in order to evaluate different research approaches in Business.
5	Discuss various forms of the intellectual property, its relevance and business impact in the changing global business environment and leading International Instruments concerning IPR.

SELF STUDY

1. Social Media Analytics
2. AGILE Research Methods
3. Mixed Method Research

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

TEXTBOOKS

1. S. N. Murthy & U. Bhojanna: "Business Research Methods & IPR", Excel Books publishers, 3rd edition 2024.
2. Donald R. Cooper & Pamela s Schindler: "Business Research Methods", TMH publishers, 9th edition 2007
3. C R Kothari: "Research Methodology", Viswa Prakasam Publication publisher, 2014

Reference Books

1. M M Munshi & K Gayathri Reddy: "Research Methods", HPH publishers, 2015
2. Neeraj, P., & Khusdeep, D: "Intellectual Property Rights. India", PHI learning Private Limited, 2014
3. Lamb, Hair, Mc Danniel: "Marketing", Cengage publishers, Latest

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://www.coursera.org/learn/research-methods
- https://www.coursera.org/learn/quantitative-methods
- https://www.coursera.org/specializations/social-science

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – II

Course Title:	**Operations research**		
Course Code:	**MBA24**	**CIE MARKS**	**50**
(L :T : P) + SL	**(3:2:0) + (45 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. To impart conceptual knowledge of operations research theories and applications.
2. To facilitate usage of techniques of linear programming, transportation and assignment problems for better problem solving.
3. To orient learners towards the application of theories of games, sequencing and simulation for decision making.
4. To examine the concept and applications of network analyses techniques.

Module-1	**10 Hours**

Operations research 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	**17 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). (Theory & Problems)
(including 8 hours of Tutorial Class on problem solving)

Module-3	**16 Hours**

Transportation Problems: Formulation of transportation problem, types, initial basic feasible solution using North-West Corner Rule (NWCR), 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.
Assignment Problem: Formulation, Solutions to assignment problems by Hungarian method, Special cases in assignment problems, unbalanced, Maximization assignment problems. (Theory & Problems)
(including 8 hours of Tutorial Class on problem solving)

Module-4	**16 Hours**

Project Management: Introduction, Construction of networks, Structure of projects, phases of project management, 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 & Problems)
(including 7 hours of Tutorial Class on problem solving)

Module-5	**16 Hours**

Job Sequencing- 'n' jobs on 2 machines, 'n' jobs on 3 machines, 'n' jobs on 'm' machines. Sequencing of 2 jobs on 'm' machines.
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)
(including 7 hours of Tutorial Class on problem solving)

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Recall conceptual and practical dimensions of basics of operations research.
CO2	Illustrate the optimal solutions pertaining to aspects of linear programming.
CO3	Apply tools of route and cost optimization techniques in transportation and assignment scenarios.
CO4	Analyze networks for successful project management conditions.
CO5	Evaluate alternatives for decision problems via theory of games and sequencing.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Design a PERT/CPM network for major events to be planned in the Institute and analyse the completion times.
2	Employ sequencing techniques to analyse real life applications in the education sector.
3	Analyze various organizational problems using LPP, Assignments and Game theory principles.
4	Evaluate the constraints and challenges faced by the manufacturing and service organisations using methods of operation research.

SELF STUDY

1. Degeneracy situations in transportation problems.
2. The concept, approach, process and applications of Simulation.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- Problem theory ratio is 60:40.

TEXTBOOKS

1. N D Vohra: "Quantitative Techniques in Management", McGraw Hill publisher, 2015
2. J K Sharma: "Operations Research", McMillan publisher 2014

REFERENCE BOOKS

1. H A Taha: "Operations Research", Pearson publisher, 2012
2. Tulsian & Vishal Pandey: "Quantitative Techniques: Theory & Problems", Pearson India publishers, 2006

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://onlinecourses.nptel.ac.in/noc20_ma23/preview
- https://www.coursera.org/learn/operations-research-modeling
- https://ugcmoocs.inflibnet.ac.in/index.php/courses/view_ug/275

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

RNS INSTITUTE OF TECHNOLOGY
ESTD : 2001
An Institute with a Difference

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – II

Course Title:	**Strategic management**		
Course Code:	**MBA25**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. Development of an understanding of fundamental concepts in Strategic Management
2. To evaluate various business strategies in dynamic market environments
3. To gain insights into various strategic management models

Module-1	**10 Hours**

Overview of Strategic Management: 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.

Module-2	**14 Hours**

External & Internal Assessment: External Assessment: 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, Key Success Factors
Internal Assessment: Nature of Internal Audit, Key Internal Forces, The Process of Performing Internal Audit, Resource Based View (RBV), Integrating Strategy and Culture, SWOT Analysis, Value Chain Analysis, Bench Marking, Internal Factor Evaluation Matrix

Module-3	**12 Hours**

Strategy Formulation: The Business Vision and Mission, Process of Developing Vision and Mission, 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, Porters Generic Strategies, Blue Ocean Strategy

Module-4	**12 Hours**

Strategy Implementation: Nature of Strategy Implementation, Annual Objectives, Policies, Resource Allocation, Managing Conflicts, Restructuring, Reengineering and E-Engineering, Linking Performance and Pay to Strategies, Creating a Strategy-Supportive Culture, Operations Concerns in Implementing Strategies

Module-5	**12 Hours**

Strategy Evaluation: The Process of Evaluating Strategies, Strategy Evaluation Framework, Balanced Score Card, Characteristics of an Effective Evaluation System, Contingency Planning, 21st Century Challenges in Strategic Management

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand the concept of Strategic Management, its relevance, Characteristics, process nature, and purpose
CO2	Interpret how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations, and gain a competitive advantage.
CO3	Apply strategy at different levels of an organization to achieve a competitive advantage.
CO4	Analyze the strategic drive-in multinational firms and their decisions in different markets.
CO5	Evaluate strategy implementation and the control measures for effective decision-making.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Analyzing the Mission and Vision statements of selected Indian companies.
2	Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc. (Industry Note to be submitted)
3	Internal Analysis & Strategies of a listed company in the form of the report to be submitted.
4	Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
5	Conduct SWOT analysis of companies around your campus.

SELF STUDY

1. AI in Strategic Decision Making
2. Leveraging Digital Marketing Strategies.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

TEXTBOOKS

1. Arthur A. Thompson Jr, Margaret A. Peteraf, John E. Gamble, A. J. Strickland III, Arun K. Jain: "Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases", McGraw Hill Education publishers, 19th edition 2017
2. Robert M. Grant: **"Contemporary Strategy Analysis", Wiley India publisher, 10th edition**

REFERENCE BOOKS

1. Fred R David: "Strategic Management", PHI publisher, Latest Edition
2. John Parnell: "Strategy Management: Theory & Practice", Biztantra publisher, 2004
3. John A. Pearce Richard B. Robinson: "Strategic Management: Planning for Domestic and Global Competition", McGraw Hill Education publishers, 14th edition 2015

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://www.coursera.org/learn/strategic-management
- https://www.classcentral.com/course/strategic-management-4279
- https://www.my-mooc.com/en/mooc/strategic-management-iimbx-st101x/
- https://alison.com/courses/diploma-in-strategic-management-revised/content

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

ESTD : 2001
An Institute with a Difference

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – II

Course Title:	**Managerial economics**		
Course Code:	**MBA26**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. To impart conceptual and practical knowhow pertaining to solving industrial problems from an economic perspective.
2. To enable deeper understanding of demand, cost, production, profit and investment theories as a basis to foster innovation.
3. To appraise the working of the economy from macroeconomic aspect.

Module-1	**12 Hours**

Introduction to Managerial Economics & Demand Analysis: Managerial Economics – Meaning, Nature, Scope & Significance.

Theory of Demand – Demand Determinants; Law of Demand & Exceptions; Elasticity of Demand – An overview of the meaning, types and relevance of Price, Income & Cross elasticities (Theory Only); Demand Forecasting – Relevance & Methods; (Theory Only); Supply – Meaning & Determinants; Law of Supply.

Module-2	**12 Hours**

Production, Cost & Profit Analysis: Theory of Production – Law of Variable Proportions; Law of Returns to Scale; Isoquants; Economies & Diseconomies of Scale –Forms; Economies of Scope.

Theory of Costs – Types of costs for decision making; Short run cost output relations; Long run costs – features; Envelope curve & U shaped curves.

Breakeven Analysis – Meaning, Assumptions & managerial applications; numerical problems in BEA.

Module-3	**12 Hours**

Market Structures: Perfect Competition – Meaning, Features, Price output determination; Monopoly – Features, Sources, Short run & Long run pricing under monopoly; Price Discrimination – Meaning, Types (Degrees) & Relevance; Monopolistic Competition – Meaning, Features, Short run & Long run pricing; Product Differentiation; Oligopoly – Meaning, Features, Kinked demand curve concept; Cartels – an overview.

Module-4	**12 Hours**

Macro-Economic Concepts: Macro Economics – An introduction; Indian Economy – Salient Features;

Business Cycles – Meaning, Features, Phases; GDP – Meaning & Components; National Income – Concepts, Methods to Compute National Income, Difficulties in Measurement of National Income; Inflation – Meaning, Causes & Types.

Module-5	**12 Hours**

Economic Policies & Globalization: Industrial Policy – Need, New Industrial Policy 1991 – aims & components; Monetary Policy – Meaning, objectives, instruments (credit control tools); Fiscal Policy – Meaning, objectives & instruments; Fiscal Deficit – Causes & Remedies;

WTO – Role, Functions & Impact of WTO on Indian Economy.

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Relate the role of economics in tackling various managerial problems faced by organizations & review dynamics of their market demand.
CO2	Illustrate problems pertaining to optimization of costs and maximization of returns from production.
CO3	Apply theories of pricing under different market forms and serve as a base for setting price policies for entrepreneurs.
CO4	Examine factors contributing to the performance and stability of an economy from a macro standpoint.
CO5	Interpret monetary and fiscal components of an economy and use it as a basis for business idea analysis.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Submit a report on the demand forecasting of any service of your choice. (Indicate the objective, variables used, forecasting technique employed and other assumptions for the calculation)
2	Review the practices and the working of a Cartel from any part of the world. Illustrate its impact on Indian Economy.
3	Suggest a pricing strategy to be employed by a firm in any sector (F&B, Textile, Healthcare, IT etc.) by reviewing their demand potential and analyzing their market structure in detail. Furnish a document.

SELF STUDY

1. Basics of Investment, Consumption and Capital functions from a macroeconomic perspective.
2. An overview of major economic indices and their impact on various sectors
3. Market Equilibrium and its dynamics

TEXTBOOKS

1. Geethika, Piyali, Purba Roy: "Managerial Economics", McGraw-Hill publishers, 3rd edition 2017
2. D M Mithani: "Managerial Economics", HPH Publications publisher, 2016
3. SK Misra, VK Puri: "Economic Environment of Business", HPH Publications publishers, Latest

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.
- Problem Theory ration is 10:90

REFERENCE BOOKS

1. Craig Petersen, Cris Lewis: "Managerial Economics", Pearson publishers, Latest
2. Varshney & Maheswari: "Managerial Economics, Texts, problems and cases", Sultan Chand & sons publishers, 2nd edition 2021
3. Nilanjan Banik: "The Indian Economy: A Macroeconomic Perspective", SAGE publisher, 2017

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://www.coursera.org/specializations/managerial-economics-business-analysis
- https://elearn.nptel.ac.in/shop/nptel/foundation-course-in-managerial-economics/
- https://www.conted.ox.ac.uk/courses/macroeconomics-an-introduction-online
- https://www.edx.org/learn/macroeconomics

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

ESTD : 2001
An Institute with a Difference

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – II

Course Title:	**SOCIETAL PROJECT**		
Course Code:	**MBA27**	**CIE MARKS**	**00**
(L :T : P) + SL	**(0:0:0)**	**SEE MARKS**	**00**
Credits:	**0**	**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 mandatary 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 mandatary.
6. Students can approach any NGOs, Trust and such similar Organisation to identify the Societal issues OR they can identify the general societal issues for the purpose of study.
7. The Institute is required to 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 institute should conduct the viva-voce examination after submission of the Societal Project Report.
10. The Institute should prepare a suitable rubric to assess the eligibility of societal project of students. With successful completion of the Societal project, student may be awarded the MBA degree.
11. 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 by
(Student Name)
(USN)

Submitted to
RNS INSTITUTE OF TECHNOLOGY
AUTONOMOUS INSTITUTE UNDER
VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI

In partial fulfilment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

INTERNAL GUIDE
(Name & Designation)

EXTERNALGUIDE
(Name & Designation)

(Institute Logo)

Department of Business Administration
RNS INSTITUTE OF TECHNOLOGY

(Month & Year of submission)

FORMAT OF CERTIFICATE

This is to certify that (Name of the Student) bearing USN (xxxx), is a bonafide student of Master of Business Administration Program of RNS INSTITUTE OF TECHNOLOGY (Batch), an Autonomous Institution under Visvesvaraya Technological University, Belagavi. Societal Project report on "(Title of Report)"is prepared by Him/her under the guidance of (Name of the Guide), as mandatory requirements for the award of the degree of Master of Business Administration.

Signature of Internal Guide **Signature of HOD** **Signature of Principal**

DECLARATION

I, **(Student Name),** hereby declare that the Societal Project report entitled **"(Title)"** with reference to **(Name of the Organization with place)** prepared by me under the guidance of (**Guide Name & Designation)** of MBA Department, **(Institute name)** and external assistance by **(External Guide Name, Designation and Organization)**. I also declare that this Societal Project work is towards the mandatary requirement of the Institute Regulations for the award of degree of Master of Business Administration by RNS Institute of Technology, Bengaluru. I have undergone a Societal project for a period of One week. I further declare that this Societal Project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place: **Signature of the Student**
Date:

ESTD : 2001
An Institute with a Difference

III SEMESTER COURSES

ESTD : 2001
An Institute with a Difference

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – III

Course Title:	**LOGISTICS & SUPPLY CHAIN MANAGMENT**		
Course Code:	**MBA31**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. To provide foundational understanding of logistics and its role in business.
2. To introduce the principles and challenges of supply chain management.
3. To enable strategic thinking in logistics planning and system design.
4. To explain inventory management techniques and their business impact.
5. To familiarize students with distribution network design and transportation systems.

Module-1	**07 Hours**

Introduction to Logistics Management: Meaning and Definition of Logistics, Objectives , Types, needs of Logistics, Evolution of logistics, Logistics Industry in India. Logistical Activities, Logistics Costs, Expected cost of stock outs. Logistical Informational Requirements, Last and first mile Logistics, Collaborative logistics strategies between logistics provider, supplier and customer

Module-2	**14 Hours**

Introduction to Supply chain Concepts & Digital supply chain

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 frame work, key issues in SCM and benefits. Managing uncertainty in Supply Chain, (Bullwhip Effect), Circular economy in suppply chain

Role of computer/ IT in supply chain management, Digital supply chain & Industry 4.0, supply chain cyber security & Risk Resilience, Benchmarking concept, features and implementation. Vendor Managed Inventory, CPFRP, and Customer Service Logistics and Environment, Methods and tools facilitating International Logistics, challenges, Integrated Supply Chain and Logistics.

Module-3	**11 Hours**

Introduction to Logistics planning, E-commerce & Warehousing: E-commerce & Digital Supply Chains, 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, Automated Warehousing system.

Module-4	**14 Hours**

Introduction to 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 Inventories, Alternative approach for classification of inventories, components of inventory decisions, inventory cost management, business response to stock out, replenishment of inventory, material requirements planning.

Module-5	**14 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

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand the key logistics concepts and explain their role in the logistics industry.
CO2	Discuss the scope, drivers, and innovations in supply chain management.
CO3	Apply logistics planning concepts to design and evaluate logistics strategies
CO4	Analyze various inventory models and their effect on business performance.
CO5	Evaluate distribution strategies and transportation modes in a global context.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	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.
2	Students should visit different logistics companies and understand the services provided by them and submit a report.
3	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.
4	Students should identify the various types of IT applications employed by Indian Organizations in their Supply chain.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Unit.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.

SELF-STUDY

- Logistics Management: 3PL & 4PL providers and Freight forwarding and shipping
- Supply Chain Strategy: Lean vs. Agile Supply Chains, Make-to-stock vs. Make-to-order and Global vs. local sourcing.

TEXTBOOKS

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

Reference Books

1. Martin Christopher: "Logistics and Supply Chain Management", Pearson Education publishers, Latest edition.
2. John J. Coyle, C. John Langley Jr., Robert A. Novack: "The Management of Business Logistics: A Supply Chain Perspective" Cengage Learning, Latest edition.
3. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi: "Designing and Managing the Supply Chain", McGraw-Hill Education, Latest edition.

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://www.coursera.org/learn/supply-chain-logistics
- https://www.coursera.org/specializations/supplychainfia
- https://www.coursera.org/learn/logistics-excellence
- https://www.coursera.org/learn/operations-management-quality-and-supply-chain

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – III

Course Title:	**INTERNATIONAL BUSINESS**		
Course Code:	**MBA32**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. To impart conceptual knowledge of international business, entry modes and global business environments and its relevance in present context.
2. To facilitate an understanding of the changing role of multinational corporations from a technology and competition perspective.
3. To orient learners towards the application of international trade theories and awareness of global institutions.

Module-1	**12 Hours**

Introduction to International Business: Evolution, Relevance & 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; International Business Environment: Introduction, Meaning and Components of International Business Environment,

Module-2	**12 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-3	**12 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-4	**12 Hours**

Multi-National Corporations :Factors that contributed to positive growth of MNCs, Importance of MNCs, Advantages and disadvantages of MNCs, MNCs in India, Organizational structure of MNCs; Sustainability and ESG in Global trade – impact of ESG regulations on MNC operations.

Module-5	**12 Hours**

International Marketing: International Marketing- Environment and cultural dynamics of global markets, functions of International Marketing, determining International 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.

Digital transformation in international business: brief overview of how AI, block-chain and big data are shaping global strategies, Business Strategies

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Recall the fundamentals of global business and its environment.
CO2	Relate the theories and frameworks of international trade to contemporary business scenario.
CO3	Build an in-depth understanding of the role of international institutions in strengthening globalization.
CO4	Examine the role of multinationals in fostering international business paradigms across nations.
CO5	Appraise the dynamics of the marketing, financial, personnel and production aspects of international business.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Country analysis report: Analyze a country's business environment in terms of PESTILE analysis for potential market entry into Africa.
2	Analyse a business dilemma involving corruption, labour exploitation, or environmental practice in the international arena and present a report.
3	Choose a real company and develop a detailed market entry strategy into a new country.

SELF STUDY

- Global trade and investment environment: Concepts
- Role of economies in promoting UN SDGs.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Proportionate weightage based on number of teaching hours for each unit shall be given while setting question paper.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.

TEXTBOOKS

1. John D Daniel, Lee H Radebaugh, Daniel P Sulivan: "International Business environments and Operations", Pearson Education publishers, Latest edition, 20.
2. Janet Morrison: " The International Business Environment", Mac Millan Palgrave publishers, 2019 edition.
3. Francis Cherunilam: "International Business Environment" Himalaya Publishing House, resent edition.

Reference Books

1. Charles W L Hill**:** "International Business: competing in the global market place", Tata McGraw-Hill publishers, Latest edition.
2. Anant K. Sundaram/ J. Stewart Black "The International Business Environment" Prentice Hall publisher , Latest edition.
3. SubbaRao "International Business" or "International Business: Text and Cases"", Himalaya publisher, Latest edition.

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://www.coursera.org/learn/international-business
- https://www.coursera.org/learn/fundamentals-of-international-business
- https://www.edx.org/learn/finance/world-bank-group-unlocking-investment-and-finance-in-emerging-markets-and-developing-economies-emdes

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

RNS INSTITUTE OF TECHNOLOGY
ESTD : 2001
An Institute with a Difference

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – III

Course Title:	**STRATEGIC COST MANAGEMENT**		
Course Code:	**MBAFM33**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

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

Module-1	**10 Hours**

Introduction to Cost Management: Cost Management- Cost Accounting to Cost Management- Elements of costs Classification of Costs-Methods of Costing-Cost Management Tools- A Strategic View to Cost Management- Preparation of a cost sheet. (Problems on cost sheet). Responsibility Centres, Revenue Centres and Administrative Centres, Transfer Pricing – Meaning, Principles of Transfer Pricing, Methods of Transfer of Pricing.

Module-2	**10 Hours**

Overheads: Classification and Collection, Difference between Cost Allocation and Cost Apportionment, (Full-fledged Problems on Primary and secondary distribution, Simultaneous equations, Absorption of Overhead, Theory on Under and Over absorption of Overhead). Demerits of Traditional Costing.

Activity Based Costing, Cost Drivers, Cost Analysis Under ABC (Unit level, Batch Level and Product Sustaining Activities), Benefits and weaknesses of ABC. (Theory & Problems).

Module-3	**14 Hours**

Marginal Costing ; Nature and Scope- Applications-Break even charts and Point, Decision-making (all types with full problems) Differential Cost Analysis, Advantages and Disadvantages of Marginal Costing, GCC(Global Capability Centres)

Module-4	**14 Hours**

Budgetary Control 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 (Problems).

Module-5	**12 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, applications. Sustainability and Green Cost Control. (theory only).

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand the concepts under strategic cost management and preparation of cost sheet.
CO2	Apply the knowledge of cost management for overhead distribution problems and activity based costing.
CO3	Evaluate marginal costing techniques to make informed decisions.
CO4	Examine the role of budgets and variances in improving cost effectiveness and profitability.
CO5	Appraise the right practices in preparing report for a performance evaluation.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

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

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Unit.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

SELF – STUDY

- Study the Contemporary Developments in Cost Management: Life Cycle costing, Target costing, Kaizen Costing and Socio-Economic Costing.
- Cost Management for Specific Sectors – Agriculture, IT sector and Phrama.
- Refer ZINNOV and NASSCOM for reports.

TEXTBOOKS

1. M.Y. Khan and P.K. Jain**:** "Cost Accounting (2e)", McGraw Hill Education publishers, Latest Edition .
2. Arora M. N:" Cost and Management Accounting", Vikas. publishers, 11th Edition.
3. Ravi M Kishore:" Cost and Management Accounting" Taxman Publication, 6th edition.
4. Jawaharlal & Seema Srivastava:" Cost Accounting" McGraw-Hill Education India Publication, 4th edition.

REFERENCE BOOKS

1. **Martin Christopher:** "Logistics and Supply Chain Management", Pearson Education publishers, Latest edition.
2. **John J. Coyle, C. John Langley Jr., Robert A. Novack:** "The Management of Business Logistics: A Supply Chain Perspective" Cengage Learning, Latest edition.
3. **David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi:** "Designing and Managing the Supply Chain", McGraw-Hill Education, Latest edition.

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://www.coursera.org/lecture/construction-cost-estimating/introduction-to-cost-estimatingand-cost-control-xXOyj
- https://www.academia.edu/31736202/Cost_Management_Accounting_and_Control
- https://www.youtube.com/watch?v=fWPPfUiPdHA
- https://www.icsi.edu/WebModules/Publications/FULL_BOOK_PP-CMA-2017-JULY_4.pdf
- https://icmai.in/studentswebsite/studymat.php

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – III

Course Title:	**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**		
Course Code:	**MBAFM34**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. To acquaint students with fundamental concepts of capital market and its instruments.
2. To understand techniques to evaluate and analyze risk and return characteristics of securitiessuch as individual stocks, mutual funds etc.
3. To provide basic knowledge of the theories and practices of modern portfolio choice and investment decision.

Module-1	**14 Hours**

Introduction to Investment and Risk Return Concepts : Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives. Securities Market: Trading & Settlement Procedure, Stock Market Indicators. Risk Return Concepts: Concept of Risk, Types of Risk- Systematic and Unsystematic Risk. Risk-Return Relationship, Concept of diversifiable risk and non- diversifiable risk. Calculation of Return and Risk of Individual Security & Portfolio (Theory & Problems).

Module-2	**12 Hours**

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

Module-3	**10 Hours**

Fundamental & Technical Analysis: Fundamental Analysis: EIC Framework, Economy Analysis, Industry Analysis, Company Analysis- FinancialStatement 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-4	**12 Hours**

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

Module-5	**12 Hours**

Portfolio Management Strategies and Performance Evaluation: Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans. Mutual Funds: Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Measure of Mutual Fund Performance.

Portfolio performance Evaluation: Measures of portfolio performance (Theory & Problems).

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Recall the fundamental concepts of investment, risk, and return, including investment avenues, financial instruments.
CO2	Summarize the valuation techniques for bonds, preference shares, and equity shares, applying financial models such as dividend valuation models
CO3	Evaluate financial statements using fundamental analysis and assess market trends using technical analysis techniques
CO4	Apply Modern Portfolio Theory (MPT) by assessing portfolio risk, return, diversification, and constructing an optimal portfolio
CO5	Develop and implement portfolio management strategies and assess portfolio performance using evaluation measures.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Each student will be given a virtual cash of Rs.10 Lakhs and they will be asked to invest in equity shares based on fundamental analysis throughout the semester. At the end the best investment will be awarded based on the final net worth. Virtual on line trading account can be opened for the student and every week 2 hours can be allotted to invest, monitor and evaluate.
2	Students should study the stock market pages from business press and calculate the risk and return of selected companies
3	Students can do a macro economy using GDP growth
4	Students' are expected to do Industry analysis for specific sectors.
5	Students can do Company analysis for select companies using profitability and liquidity ratios.
6	Practice technical analysis using Japanese candle sticks.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Unit.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 60 percent problems and 40 percent theory in the SEE.

SELF – STUDY

- Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives.
- Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Economy Analysis, Industry Analysis,
- Mutual Funds: Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Measure of Mutual Fund Performance

TEXTBOOKS

1. Prasanna Chandra: "Investment Analysis and Portfolio management", Tata McGraw Hill publishers, 3rd edition 2010 .
2. Bhalla V.K.:" Investment management (Security Analysis and & Portfolio Management)", VikasPublications publishers, 19th Edition 2018.
3. Punithavathy Pandian "Security Analysis & Portfolio Management" Vikas Publications, 2nd edition 2018.

Reference Books

1. S Kevin: "Security Analysis & Portfolio Management", Tata McGraw Hill. Publishers, 2014 edition.
2. Fisher and Jordan: "Security Analysis & Portfolio Management " Pearson, PHI. Publisher, 6th edition.
3. Zvi Bodie, Kane, Marcus & Mohanty: "Investments", TMH,8th edition 2020.

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. https://www.ey.com/en_in/consulting/financial-services-risk-management/cafta/certificate-in-investment-management
2. https://www.coursera.org/courses?query=investment%20management
3. http://www.nseindia.com/learn/online-courses-certifications-recorded-wealth-management
4. https://store.cfainstitute.org/investment-foundations-certificate/

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – III

Course Title:	**ADVANCED FINANCIAL MANAGEMENT**		
Course Code:	**MBAFM35**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. To understand the concept capital structure and capital structure theories.
2. To assess the dividend policy of the firm.
3. To understand the techniques of managing different components of working capital.
4. To evaluate the impact of financial decisions on the strategic direction of the organization
5. to manage this risk

Module-1	**09 Hours**

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

Module-2	**12 Hours**

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

Module-3	**10 Hours**

Working Capital Management: Management of Working capital, Types of working capital, Determination and estimation of working capital needs, Level of current assets, Sources for financing working capital- Bank finance for working capital. (No problems on estimation of working capital).
Working capital financing: short term financing of working capital- long term financing of working capital. Working capital leverage concepts. (Theory)

Module-4	**17 Hours**

Inventory Management, Receivables Management & Factoring: Purpose and functions of inventories -Types of inventories (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).
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	12 Hours
Cash Management: Facets of Cash Management, Motive for holding cash, managing cash collection and disbursement-investing surplus, cash in marketable securities, forecasting cash flows, Cash budgets-long-term cash forecasting, optimal cash balances, Baumol model-Miller Orr Model-Strategies for managing surplus fund. (Theory and Problems). Recent Developments in Advanced Financial Management-Crypto currency, Block chain technology, Cloud funding, Digitization of financial transactions-big data project finance, Behavioral Finance-Derivative markets in developing countries. (Theory only).	

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand capital structure concepts to assess financial decisions and their impact on firm value.
CO2	Summarize the principles and relevance of dividend policy in corporate finance.
CO3	Apply working capital concepts to determine asset levels and financing sources in business operations.
CO4	Examine techniques of inventory control, receivables management, and factoring to effectively manage short-term assets and credit in business organizations.
CO5	Develop cash management models and tools to optimize cash flow and address emerging financial trends.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.

The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.

PRACTICAL COMPONENTS

1	Analyze Banking and Financial Operations: Study the working capital financing provided by a bank and submit a detailed report on the findings.
2	Prepare Financial Projections: Review the annual reports of two companies and create a cash budget for the upcoming year based on the analysis.
3	Evaluate Dividend Policy Impact: Examine the dividend policies of companies and assess their effects on shareholders' wealth.
4	Study Stock-Related Corporate Actions: Investigate the implications of bonus issues and stock splits on companies and their stakeholders.
5	Enhance Financial Management Skills and Performance Analysis: Develop financial management skills through continuous experience and analyze organizational performance using key ratios (profitability, liquidity, efficiency, gearing, and investor), interpreting results to recommend improvements.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 40% theory and 60% problem in the SEE.

SELF STUDY

Recent Developments in Advanced Financial Management-Crypto currency, Block chain technology, Cloud funding, Digitization of financial transactions-big data project finance, Behavioral Finance-Derivative markets in developing countries.

TEXTBOOKS

1. M.Y. Khan & P.K. Jain: "Financial Management: Text, Problems & Cases", Tata McGraw Hill publisher, 8th edition 2022
2. Prasanna Chandra: "Financial Management: Theory and Practice", Tata McGraw Hill publisher, 10th edition 2019
3. Vishwanath S R: "Corporate Finance", Sage Publications, 3rd edition 2019

Reference Books

1. Binoy Mathew & G. Nagarajan: "Advanced Financial Management", Jayvee Digital Publishing, 2nd edition 2019
2. SheebaKapil: "Financial Management", Pearson Education, New Delhi publisher, 1st edition 2010
3. James C Vanhorne, Sanjay Dhamija: "Financial Management & Policy", Pearson publishers, 12th edition 2019

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://study.com/academy/lesson/what-is-capital-structure-theory-definition-overview.html
- https://www.taxmann.com/post/blog/capital-structure
- https://corporatefinanceinstitute.com/resources/accounting/working-capital-management/
- https://corporatefinanceinstitute.com/resources/accounting/accounts-receivable-factoring/
- https://www.lkouniv.ac.in/site/writereaddata/siteContent/20200426125814530 4Nagendra_Applied_Cash_Management_2.pdf
- https://economictimes.indiatimes.com/markets/cryptocurrency/cryptocurrency-in-wealth-management-a-passing-trend-or-here-to-stay/articleshow/121227547.cms

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – III

Course Title:	**BANKING & FINANCIAL SERVICES**		
Course Code:	**MBAFM36**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. To understand the Structure and functions of public sector Banks and Commercial Banking in India.
2. To learn the functions of various Financial Services in India.
3. To understand role of Banking and Financial Services in Business organizations
4. To know the functioning of NBFC 's in India

Module-1	**7 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. Green Banking and Digital lending platforms.

Module-2	**14 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.

Module-3	**11 Hours**

Merchant Banking and Mutual Funds: 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)

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. SIP growth trends and performance analytics and Index funds in Indian market. (Theory)

Module-4	**14 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	14 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)	

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand the structure, functions, and regulatory framework of the Indian banking system, including recent trends and innovations.
CO2	Analyze the functions and financial statements of commercial banks and compare the performance of different types of banks in India.
CO3	Evaluate the roles and processes of merchant banking and mutual funds, including issue management and fund performance.
CO4	Assess the operations and challenges of NBFCs, microfinance institutions, leasing, and hire purchase financing in India.
CO5	Interpret the processes and significance of credit rating, venture capital, depository systems, and securitization of debt.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

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

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- Problem theory ratio is 20:80 in the SEE.
- Case study must be drawn from Module 4

SELF STUDY

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

TEXTBOOKS

1. M. Y. Khan: "Indian Financial System", McGraw Hill publisher, 11th edition 2019
2. Khan M.Y: "Financial services", McGraw Hill Education publisher, 6th edition 2011
3. Padmalatha Suresh & Justin Paul: "Management of Banking and Financial services", Pearson publishers, 3rd edition 2014

REFERENCE BOOKS

1. Macmillan Publishers India Pvt. Ltd: "Macmillian's Principles and Practices of Banking", Indian Institute of Banking & Finance (IIBF) publisher, 1st edition 2023
2. Madhu Vij, SwatiDhawan: "Merchant Banking and Financial Services", McGraw Hill publishers, 2nd edition 2017
3. Frederic S. Mishkin & Stanley Eakins: "Financial Markets and Institutions", Pearson Education publishers, 8th edition 2017

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://nptel.ac.in/courses/110105121
- https://www.coursera.org/learn/financial-markets-global
- https://ia802903.us.archive.org/5/items/in.ernet.dli.2015.133053/2015.133053.Indian-Financial-System.pdf

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

RNS INSTITUTE OF TECHNOLOGY
ESTD : 2001
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MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – III

Course Title:	**CONSUMER BEHAVIOUR**		
Course Code:	**MBAMM33**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. To develop an understanding of consumer behavior theories and apply this understanding in amarketing decision-making context.
2. To identify the multitude of factors influencing consumers so that we can apply this knowledge to improve market strategy.
3. To Create better marketing programs and strategies based on consumer behavior knowledge.

Module-1	**10 Hours**

Introduction to Consumer Behaviour Meaning of Consumer Behaviour; Difference between Consumer & Customer; Nature & characteristics of Indian Consumers; Consumerism: meaning; Consumer Movement in India; Rights & Responsibilities of consumers in India; Benefits of consumerism, Brief introduction to digital consumer behaviour and online consumer activism in India, Social Media Influences.

Module-2	**12 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. Class Exercise: Conducting consumer experiments, Overview of AI and big data influence on online decision-making processes, Models of CB(CCT,TAM)

Module-3	**12 Hours**

Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, and Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals. Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs, McGuire's Psychological Motives.

Personality: Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, NeoFreudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Brand Personality, Self and Self-Image.Perception: Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Influence of perception on consumer behavior, Consumer Imagery, Perceived price, Perceived quality, price/quality relationship, Perceived Risk, Types of risk, How to consumers' handle risk, Personality & perception in digital brand experiences and social media contexts.

Module-4	**12 Hours**

Learning & Attitude : Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model, Instrumental Conditioning.

Attitude: Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tricomponent Model of attitude, Multi attribute attitude models. Elaboration Likelihood Model).

Persuasive Communication: Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation, Influence of digital learning (e.g., influencer marketing, content consumption) on attitude formation.

Module-5	14 Hours

Social Class & Culture :Social Class: Social Class Basics, what is Social Class? (Social class & Social status, the dynamics of status consumption), Features of Social Class, Five Social-Class Categories in India.

Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures. Cross Culture - Cross-cultural consumer analysis - Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problem

Rituals and their link with Consumer Behaviour: Meaning of ritual marketing, Process of building brands and developing market through rituals, rituals in India, Consumption Ritual.

Groups: Meaning and Nature of Groups, Types Family: The changing structure of family, Family decision making and roles in decision making, Dynamics of husband-wife decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications,

Reference Groups: Understanding the power & benefits of reference groups, Types of reference group, Reference Group Appeals, Impact of social media communities and cross-cultural digital interactions on consumer choices.

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand the background and core concepts of consumer behavior.
CO2	Identify the key dynamics of consumer behavior and the factors influencing consumer decision-making.
CO3	Demonstrate how consumer behavior concepts can be applied in developing marketing strategies.
CO4	Apply relevant theories to real-world marketing situations by profiling and identifying consumer segments.
CO5	Formulate effective marketing strategies based on consumer motivations, needs, and decision-making processes.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Conducting small-scale market research projects to understand consumer preferences, attitudes, and behavior.
2	Organizing field trips or observational studies where students can observe consumer behavior in retail environments, such as malls or supermarkets.
3	Assigning role-playing scenarios where students act out different consumer roles, such as a first-time buyer, a loyal customer, or a dissatisfied consumer.
4	Analyzing advertisements from various media channels (TV, social media, print) and discuss their effectiveness in influencing consumer attitudes and behaviors.
5	Asking students to evaluate products or services based on their own consumer experiences or through product testing sessions.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Proportionate weightage based on number of teaching hours for each unit shall be given while setting question paper.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory questions in the SEE.

SELF STUDY

- Post-Pandemic consumer behaviour
- Emotional and experiential branding
- Inclusive marketing and diversity in consumer Behaviour

TEXTBOOKS

1. Schiffman Kanuk and S. Ramesh Kumar: "Consumer Behaviour", Pearson publishers, Latest
2. Dr. Dheeraj Sharma, Jagdish N Sheth, Anwari Mittal: "Consumer Behaviour: A Managerial Perspective", Cengage Learning publishers, Latest
3. Sethna: "Consumer Behaviour", Sage Publications publisher, 4th edition 2018

REFERENCE BOOKS

1. Mrs. Suja Nair: "Consumer Behaviour in Indian Perspective", Himalaya Publications publisher, Latest
2. Blackwell and Engel: "Consumer Behavior", Cengage Publication publisher, Indian edition
3. S C Mehta: "Indian Consumers", Tata MC Graw Hil publisher, Latest

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

https://www.coursera.org/learn/consumer-behavior
https://www.khanacademy.org/economics-finance domain/microeconomics/consumer-producer-surplus https://www.coursera.org/learn/neuromarketing

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – III

Course Title:	**SALES AND RETAIL MANAGEMENT**		
Course Code:	**MBAMM34**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. To provide an understanding of the concepts, techniques and approaches in Sales Management.
2. To emphasize the Sales Manager's problems and dilemmas.
3. To develop skills for generating, evaluating and selecting sales strategies.
4. To develop an understanding of contemporary retail management, issues, strategies and trends.
5. To highlight the importance of retailing and its role in the success of modern business.
6. To acclimatize with the insights of retailing, key activities and relationships.

Module-1	**12 Hours**

Introduction to Sales Management Meaning, Evaluation, Importance, Emerging Trends in Sales Management, the 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, Brief overview of digital selling trends: social selling, CRM tools, ZOHO CRM.

Module-2	**11 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, Short note on AI-based sales forecasting and analytics, Gamification.

Module-3	**11 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, Gamification concepts in motivating sales force

Module-4	**12 Hours**

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

Module-5	14 Hours
Setting up Retail organization and Relationship Marketing Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design. Retail Market Strategy - Financial Strategy Human Resource Management, Information Systems and supply chain management & Logistics. Store Layout and Space planning: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors. Store Management: Responsibilities of Store Manager, Store Security, Parking Space. Problem at Retail Centres, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of modern retails stores. & Evaluation of Relationships in Retailing, Digital supply chain and sustainability in retail.	

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand various selling techniques used in organizations.
CO2	Develop a structured plan for organizing, staffing, and training the sales force.
CO3	Organize and manage sales territories to enhance selling effectiveness.
CO4	Evaluate different sales management strategies and their outcomes.
CO5	Identify and analyze contemporary issues and strategies in retail management.

ESTD : 2001
An Institute with a Difference

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Conduct role-playing exercises where students or trainees act out sales scenarios, including handling objections, closing deals, and upselling.
2	Organize visits to different retail stores to observe operations, customer service, merchandising, and store layout
3	Hold competitions where participants prepare and deliver sales pitches for a product or service.
4	Set up mock customer interactions where participants must engage with customers, answer questions, and solve problems.
5	Use software or manual simulations to manage inventory, including ordering, stocking, and turnover

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub-questions drawn from different Units.
- Proportionate weightage based on number of teaching hours for each unit shall be given while setting question paper.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory questions in the SEE.

SELF STUDY

- Join organizations such as the National Retail Federation (NRF) or Sales Management Association to access resources, networking opportunities, and professional development.
- Use real or simulated sales data to identify trends, forecast demand, and make strategic decisions.
- HBR sales Articles

TEXTBOOKS

1. Tapan K. Panda & Sunil Sahadev: "Sales & Distribution Management", Oxford University publishers, 2012
2. Charles, Futrell: "Sales Management", Thomson South Western publishers, 2003
3. Levy & Weitz: "Retail Management", TMH publisher, Latest

REFERENCE BOOKS

1. Dr. Harjit Singh: "Retail Management-A Global Perspective:", S Chand publisher, 2018
2. D.H.L. Gupta: "Sales & Retail Management, an Indian perspective", Excel Books publisher, 1st edition 2017
3. James R. Ogden & Denise Trodden: "Integrated Retail Management", Biztantra publishers, Latest

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://hbr.org/topic/subject/sales-and-marketing
- https://www.coursera.org/courses?query=retail%20management
- https://alison.com/course/beginners-guide-to-retail-management

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – III

Course Title:	**SERVICES MARKETING**		
Course Code:	**MBAMM35**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

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

Module-1	**14 Hours**

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

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

Module-2	**12 Hours**

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

Module-3	**11 Hours**

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

Module-4	**12 Hours**

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

Module-5	**11 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.

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Develop an understanding of key concepts and the significance of services marketing.
CO2	Enhance knowledge of emerging issues and trends in the service sector.
CO3	Learn to implement effective service strategies to address contemporary challenges.
CO4	Analyze service design using tools such as service blueprinting and the SERVQUAL model.
CO5	Comprehend current initiatives and assess the future prospects of the services sector in India.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Analyze case studies of successful and unsuccessful service marketing strategies implemented by companies across different industries.
2	Organize industry visits to service facilities to observe service operations firsthand and interact with industry professionals.
3	Students can apply concepts such as moments of truth, service failure, and service recovery to assess the effectiveness of the service encounter.
4	Students can design and administer surveys to measure customer perceptions of service quality and identify areas for service improvement.
5	Organize role-playing scenarios where students act out various roles in a service encounter, such as service providers, customers, and observers.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub-questions drawn from different Units.
- Proportionate weightage based on number of teaching hours for each unit shall be given while setting question paper.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory questions in the SEE.

SELF STUDY

- Omnichannel service delivery
- Data privacy and trust in service environment
- Subscription-based services

TEXTBOOKS

1. Valarie A Zeithmal& Mary Jo: "Services Marketing", McGraw Hill publishers, 6th edition 2018
2. Christopher Lovelock: "Services Marketing", Pearson education publisher, 2014
3. Parasuraman: "Services Marketing", Sage publisher, 2018

REFERENCE BOOKS

1. K. Douglas Hoffman, John E.G. Bateson: "Services Marketing: Concepts, Strategies & Cases", Cengage publishers, 2012
2. Christopher Lovelock, Jochen Wirtz, Patricia Chew: "Services Marketing: People, Technology, Strategy", Pearson publishers, 2006
3. K. Rajan Varadharajan, B. V. Gopal R. B. C. Nair: "Service Marketing: Concepts and Practices", Sultan chand and sons publishers, Latest

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

https://www.coursera.org/learn/healthcare-marketing-hospitality-management
https://www.edx.org/learn/banking/state-bank-of-india-relationship-marketing-strategy-for-financial-services?
https://www.khanacademy.org/college-careers-more/financial-literacy

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – III

Course Title:	**RURAL MARKETING**		
Course Code:	**MBAMM36**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. Make students understand the fundamental concepts of rural marketing & the environment in which rural marketing system operates
2. To gain the knowledge on consumer buying behaviour and influencing factors on consumerbuying behaviour at rural market and the decision process
3. To understand the promotional mix in rural markets
4. To understand premise underlying in rural markets
5. To comprehend the initiatives and future of rural markets

Module-1	**12 Hours**

Introduction to Rural Markets: Definition, Concept, Nature, Size and Scope of Indian Rural markets, Rural Demand, Buying Characteristics, Rural Market Structure: Demographic, Physical, Economic Environment. Rural Infrastructural Facilities – Warehousing, Cold Storage, Logistics. Indian Rural Market: Profile, Rural Vs Urban Market, Importance of Branding, Problems of Rural Consumers: Adulteration, Short Weight and Measures, Unfair Warranties and Guarantees, Unreasonable Pricing, Challenges and Future of Rural Marketing, digital infrastructure in rural markets.

Module-2	**10 Hours**

Understanding the Rural Consumer: Rural Community in India. Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Rural Consumer Behaviour, Rural Buyer Characteristics, Consumer Buying Decision Process, Factors Affecting Consumer Behaviour – Cultural, Social, Technological, Economic and Political, influence of social media and mobile penetration on rural consumer behaviour.

Module-3	**10 Hours**

Marketing Mix in Rural Markets: Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems, Reference to digital promotion tools and online distribution initiatives for rural reach

Module-4	**13 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 agri-tech startups and innovations supporting rural retail and supply chains

Module-5	15 Hours
Initiatives of Rural Marketing: Improvement measures taken by the Government –Initiatives by Co-operative and Private Sector, Present Scenario-Rural Female Empowerment, Micro Financing, Mobility in Emerging Markets, Growing Rural Tourism. E- Commerce: Importance of E-Commerce and Impact of E-Marketing on rural consumers, Concept of Digital Village, Role of Social Media in rural marketing. Information Technology: Impact of IT in Agricultural Marketing, E Chaupal, Project Shakti, Web-casting-online training and guidance to farmers, Expanded discussion on digital empowerment of farmers, AI-based advisory apps, and virtual marketplaces, Project Shakti, project Bharath and material from Jyothi Labs.	

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Identify the key objectives of rural marketing.
CO2	Explain the consumer buying behaviour and the factors influencing purchase decisions in rural markets.
CO3	Describe the role of e-commerce and innovations in enhancing rural marketing.
CO4	Demonstrate the application of promotional mix and marketing strategies in rural settings.
CO5	Analyze the foundational concepts and structures that drive rural markets.

ESTD : 2001
An Institute with a Difference

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Make students to visit a village.
2	Demonstrating e-Choupal activities
3	Visit a village and undertake a research about the buying pattern of rural consumers
4	Students can learn about innovative digital tools and platforms for reaching rural consumers, such as mobile apps, SMS campaigns, and social media engagement strategies
5	Panel discussions on topics like rural branding, market access, and inclusive marketing can stimulate critical thinking and discussions.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Proportionate weightage based on number of teaching hours for each unit shall be given while setting question paper.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory questions in the SEE.

SELF STUDY

- Digital Transformation in Rural Markets
- Last-Mile Distribution and Logistics
- Agri-Tech and Agri-Marketing.

TEXTBOOKS

1. Rama Bijapurkar: "We are Like That Only, the logic of Consumer India", Penguin books publisher, 2007
2. Rama Bijapurkar: "We are Like That Only, the logic of Consumer India", Penguin books publisher, 2007

REFERENCE BOOKS

1. U C Mathur: "Rural Marketing", Excel publisher, 2008
2. CSG Krishnamacharya, Lalitha Ramakrishnan: "Cases in Rural marketing", Pearson publishers, 2006
3. S C Mehta: "Indian Consumers", Tata MC Graw Hil publisher, Latest

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://www.coursera.org/learn/agriculture-economics-nature
- https://www.coursera.org/learn/subsistence-marketplaces-1
- https://www.udemy.com/course/rural-marketing-promote-advertise-and-distribute/

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – III

Course Title:	**RECRUITMENT AND SELECTION**		
Course Code:	**MBAHR33**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. Orient learners to the theories and various steps involved in Recruitment and Selection.
2. Assess the impact of different Recruitment and Selection frameworks in solving complex issues and problems.
3. Develop critical insights into differentiating the best Recruitment and Selection method for an organization.

Module-1	**12 Hours**

Workforce Planning and Recruitment Analytics: Concept of Work, Organisation's Work and Jobs; Millennials at the work place; Key Characteristics of Millennials; Types of Millennial; The Evolution of Work Structure; Organising the Work; Strategic Job Redesign and Its Benefits; Strategic Issues in Recruitment; What makes a Bad Recruitment; Overview of the Hiring Process; Recruitment Metrics; Factors Affecting Recruitment; Recruitment Strategy: An Internal Approach; Recruitment Strategy: An External Approach; Legal and Ethical Considerations; Organisational Best Practices.

Module-2	**12 Hours**

Job Analysis, Job Description and Job Design: Identify the Job to Examine; Determine Appropriate Information Sources and Collect Job-Related Data; Job Description; Competency and Competency Iceberg Model; Why Competency Based Recruitment; Sources of Recruitment; Different steps of job search; Motivational Job Specification; Creation of Functional Specification; Creation of Behavioural Specification; Employer branding; Social Media; Job Design.

Module-3	**12 Hours**

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

Module-4	**12 Hours**

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

Module-5	**12 Hours**

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

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand the practical insight of various principles and practices of recruitment and selection.
CO2	Summarize knowledge of the latest conceptual frameworks used in recruitment and selection processes across various industries.
CO3	Illustrate the application of recruitment and selection tools and techniques in various sectors.
CO4	Examine strategies for workforce planning and assessment, analyse the hiring management system followed in various industries.
CO5	Understand the practical insight of various principles and practices of recruitment and selection.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

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

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Proportionate weightage based on number of teaching hours for each unit shall be given while setting question paper.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory questions in the SEE.

SELF STUDY

- Millennials shaping the Recruitment landscape in the organizations
- Strategies for recruiting and selecting Generation Y into the workforce Developing Effective Interviewers
- Legal and Ethical Considerations in Job Evaluation; Online Salary Surveys

TEXTBOOKS

1. Rohtak: "How to Recruit, Incentives and Retain Millennials", Sage Publications publisher, 2019
2. Carrie A. Picardi: "Recruitment and Selection- Strategies for Workforce Planning & Assessment", Sage Publication publisher, 2019

REFERENCE BOOKS

1. R. C. Sharma: "Human Resource Management", Sage Publication publisher, 2019
2. Amitabha Sengupta: "Human Resource Management", Sage Publication publisher, 2019

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. https://michiganross.umich.edu/programs/executive-education/advanced-human-resource-executive-program?event=8197
2. https://www.my-mooc.com/en/mooc/preparing-to-manage-human-resources
3. https://www.my-mooc.com/en/mooc/hiring-staff
4. https://www.coursera.org/learn/recruiting-hiring-onboarding-employees
5. https://www.coursera.org/learn/recruiting-hiring-onboarding-employees
6. https://www.coursera.org/learn/hiring-practices

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

RNS INSTITUTE OF TECHNOLOGY
ESTD : 2001
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MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – III

Course Title:	**INDUSTRIAL RELATIONS AND LEGISLATIONS**		
Course Code:	**MBAHR34**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. To describe and identify the application of Labour Laws regulating Industrial Relations in Organization.
2. To describe and explain in her/his own words, the relevance and importance of Labour Laws and Industrial Relations in Organization.
3. To apply and solve the workplace problems through Labor Laws.
4. To classify and categories different Laws and Codes.
5. To create and reconstruct Industrial Relations System to be adopted in the Organisation

Module-1	**12 Hours**

Introduction To 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.

Module-2	**12 Hours**

Evolution of Labour Legislation in India: History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations 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, Recent trends in grievance handling mechanisms.

Module-3	**12 Hours**

Introduction To Collective Bargaining 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 - domestic enquiry, Report of findings, punishments to be imposed. Worker's participation In Management. recent topics on collective bargaining in India.

Module-4	**12 Hours**

Introduction to Employee Relation 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. Recent trends to maintain employee relations.

Module-5	**12 Hours**

Industrial Acts Factory Act 1948, Contract labour Act (Regulation and Abolition) Act 1970, Trade Union act 1926. Employee State Insurance Act 1948, Payment of Gratuity act 1972 and Maternity Benefit Act 1961, Gratuity Act 1972 and POSH ACT.

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand the concepts and scope of Industrial Relations.
CO2	Analyze the historical evolution and objectives of labour legislations in India.
CO3	Evaluate the process and importance of collective bargaining and disciplinary procedures.
CO4	Interpret the significance of employee relations and legal provisions related to dispute resolution.
CO5	Apply knowledge of key labour legislations in real-world organizational contexts.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	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.
2	Visit Any Organisation and discuss the applicability of Laws at the workplace.

SELF STUDY

- Case Studies on Industrial Disputes in India– e.g., Maruti Suzuki, Jet Airways, etc.
- Role of ILO in Promoting Industrial Relations
- Comparison of Industrial Relations Models (India vs. UK/USA/Europe)
- Changing Role of Trade Unions in the Gig Economy

TEXTBOOKS

1. Ratama and Manoranjan Dhal: "Industrial relation, S. Venkata ", Oxford Publicatio, 2017 publishers, 2nd edition
2. PRN Sinha, Indu Bala Sinha, Seema Shekhar: "Industrial Relations, Trade Union and Labour Legislation.", Pearson publishers, 3rd edition 2017

REFERENCE BOOKS

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

WEBLINKS 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-LectureOnline
- http://www.nitttrc.edu.in/nptel/courses/video/110105069/L22.html
- https://www.icsi.edu/media/webmodules/publications/7.%20Industrial,%20Labour%20and
- 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

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – III

Course Title:	**ORGANISATIONAL CHANGE AND DEVELOPMENT**		
Course Code:	**MBAHR35**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES

1. Orient learners to the core ideas of various OC/D interventions to be adopted in the organisation.
2. Assess the impact of applying various OC/D frameworks.
3. Develop critical insights into concepts and applications to assess the practical applicability of various OC/D interventions, processes, and practices to be followed in the organisation.

Module-1	**12 Hours**

Introduction: Changing Organisations: Nature of 21st Century Organisation, Defining Organisational Change, The Roots of Organisation Change, Environmental Forces, Driving Change Today, The Implications of Worldwide Trends for Change Management, Four Types of Organisational Change, Planned Changes and Intended Results, Organisation Change Roles, Change Initiators, Change Implementers, Change Facilitators, Change Recipients, The Requirements for Becoming a Successful Change Leader, Application of Lewin's Model of Change, OD Practitioners.

Module-2	**12 Hours**

Building and Energising the Need for Change :Organisations as Systems, Levels and Characteristics of Organisational Change, Models of Organisational Change, Systems Theory and Social Construction Approaches, Developing a Knowledge for the Need for Change, Seek Out and Make Sense of Internal - External Data, The Organisations' Readiness for Change, Creating Awareness of the Need for Change, Factors That Block People From Recognising the Need for Change, Creating a Powerful Vision for Change, The Difference Between an Organisational Vision and a Change Vision

Module-3	**12 Hours**

Measuring Change: Designing Effective Control Systems Using control processes to facilitate change, selecting and deploying measures, using measures that lead to challenging but achievable goals, ensuring measures and controls are perceived as fair and appropriate, ensuring accurate data, control systems, and change management. Controls during design and early stages of the change project, measurement tools used in the change process: strategy maps, the balanced scorecard, risk exposure calculator, organisational change agent, orienting yourself to organisational change, data gathering, diagnosis, and feedback.

Module-4	**12 Hours**

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

Module-5	12 Hours
Organisation Development (OD): Concept of O D, History of O D, OD in India, OD Activities, Values, Beliefs and Assumptions of OD, Laboratory Training and T-Groups Action Research and Survey Feedback, Employee Involvement, Organisational Culture, Reengineering Organisational Learning, Organisational Effectiveness and Employee Engagement, Defining Values, Values Important to the OD Practitioner, Core Values of O D, Changes to OD Values, Values Statement of O D, Ethical Issues of OD.	

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Gain conceptual insight of change management models, OD processes and interventions.
CO2	Develop the understanding of OD to apply OD aspects in private and public sectors in India.
CO3	Analyse the tools and techniques available to implement changes in the organization environment.
CO4	Handle the OD interventions by analysing the role of OD consultant.
CO5	Understand the nature and scope of various OD interventions.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

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 practised and how they impact the Organisational Growth
4	Visit an organisation, interact with employees, and discuss the impact of culture on the change process and how it can be managed.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Proportionate weightage based on number of teaching hours for each unit shall be given while setting question paper.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory questions in the SEE.

SELF STUDY

- The OD Consulting Process and Action Research Model (ARM)
- Ethical Issues with Data Gathering during the consulting process in OD
- Various forms of communication used in the OD process.

TEXT BOOKS

1. Ratan Raina: "Change Management and Organisational Development", SAGE Texts publisher, 2018
2. Donald L. Anderson: "Organisation Development: The process of Leading Organisational Change", Sage Publication India Pvt. Ltd publisher, 2nd edition 2012
3. Donald L. Anderson and Tupper F. Cawsey: "Organisation Development and Organisational Change", SAGE Publications publishers, 1st edition 2014

REFERENCE BOOKS

1. Gene Deszca, Cynthia Ingols, Tupper F. Cawsey: "Organisational Change- An Action Oriented Toolkit", SAGE Publications, Incl publishers, 2019
2. Donald L. Anderson: "Organisation Development", SAGE South Asia publisher, 2013
3. T. F. Cawsey, Gene Deszca: "Toolkit for Organisational Change", SAGE Text publishers, 2007

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://www.my-mooc.com/en/mooc/managing-it-organizational-change-management
- https://onlinecourses.nptel.ac.in/noc21_mg91/preview
- https://www.coursera.org/learn/leading-organizational-change
- https://www.mooc-list.com/tags/organizational-change
- https://www.classcentral.com/course/management-of-change-organisation-development-and-design-35068
- https://www.itcilo.org/courses/organizational-development-and-change-management-online

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

RNS INSTITUTE OF TECHNOLOGY
ESTD : 2001
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MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – III

Course Title:	**COMPENSATION AND REWARD MANAGEMENT**		
Course Code:	**MBAHR36**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. Orient learners to the core ideas and applications of Compensation Management in the organisation
2. Assess the workplace problems through application of Compensation Management.
3. Develop critical insights into the concept, frameworks, and models used to address compensation problems in the organisation.

Module-1	**12 Hours**

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

Module-2	**12 Hours**

Compensation Management: Meaning of Compensation Management, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organisational Level, Wage Problems in India, Components/Functions of Compensation Management/W&S Admin, Divergent Systems and Institutions for Wage Fixation in India

Module-3	**12 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, rate fixation, controlling payroll costs, evaluation of reward processes, and other trends such as boardroom pay. Divergent systems and institutions for wage fixation in practice in India, management strategy, fringe benefits, current practices, internal audit of compensation and benefits. Different types of direct and indirect compensation include base pay, commissions, overtime pay, bonuses, profit sharing, merit pay, stock options, travel/meal/housing allowance, and benefits including dental, insurance, medical, vacation, leaves, retirement, and taxes. Merit pay, incentive pay, deferred pay, pay for time, and recreational facilities are also included

Module-4	**12 Hours**

Contingent Pay, Pay for Performance, Competence: Competency-Based Pay, Skill-Based Pay, Team Based Rewards, Gainsharing, Profit-Sharing Profit-Related Pay and Beyond Other Cash Payments and Allowances Overtime Payments Attendance Bonuses, Shift Pay, Clothing Allowances, Honoraria, Payments for Qualifications, Pay for Person, Pay for Excellence, Managerial Compensation and Rewards, Sales Force Incentive 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	12 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.	

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand various conceptual aspects of Compensation and Benefits to achieve organizational goals
CO2	Outline the performance-based compensation system for business excellence, solve various cases, and compose business decisions precisely and effectively.
CO3	Integrate compensation strategies for attraction, motivation and retaining high quality workforce.
CO4	Examine the Legal & Administrative Issues in global compensation to prepare compensation plan, CTC, wage survey and calculate various bonus
CO5	Evaluate the nuances of compensation design in line with IR regulations.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Exposure to MS-Excel or HRIS packages recommended.
2	Acquire knowledge of compensation and reward system policies, processes, and procedure.
3	Apply the concepts of compensation administration and intrinsic and extrinsic reward systems in a national and global perspective.
4	Analyse the divergent system and wage determination practices followed in various sectors.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Proportionate weightage based on number of teaching hours for each unit shall be given while setting question paper.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory questions in the SEE.

SELF STUDY

- Role of Non-financial Benefits/Rewards on Employee Motivation
- A Few Most Effective Non-Financial Benefits/Rewards to Motivate Employees
- Non-financial Metrics Intellectual Capital Assessment and Market Implications of Human Capital

TEXTBOOKS

1. R. C. Sharma, Sulabh Sharma: "Compensation Management", Sage Publication India Pvt.Ltd Edition publishers, 2019
2. Biswas, Bashker: "Compensation and Benefit", D Pearson publishers, edition 2013 Biswas, Bashker: "Compensation and Benefit", D Pearson publishers, edition 2013
3. Shields: "Managing Employees Performance and Rewards", Cambridge Press publisher, edition 2007

REFERENCE BOOKS

1. Michael J. Kavanagh, Mohan Thite, Richard D. Johnson: "Human Resource Information Systems: Basics, Applications, and Future Directions", Sage Publication India Pvt.Ltd publishers, 3rd edition 2015
2. Sage Publication India Pvt. Ltd: "Competency-Based Human Resource Management", Sage Publication India Pvt. Ltd publisher, 2019
3. Singh, B D: "Compensation and Reward Management", Excel Books publishers, 2007

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. https://www.coursera.org/learn/compensation-management
2. https://www.mooc-course.com/course/managing-employee-compensation-coursera/
3. https://www.mooc-list.com/tags/compensation
4. https://onlinecourses.swayam2.ac.in/cec_mg09/preview
5. https://onlinecourses.nptel.ac.in/noc22_mg102/preview
6. https://www.mooc-list.com/tags/employee-performance
7. https://www.my-mooc.com/en/mooc/compensation-management/

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

ESTD : 2001
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MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – III

Course Title:	**Introduction to Python, Data and Control Systems**		
Course Code:	**MBABA33**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. Develop fundamental Python programming skills.
2. Understand data manipulation and analysis using Python.
3. Gain a basic understanding of control systems and their applications.
4. Apply Python to solve problems related to data and control systems

Module-1	**11 Hours**

Introduction to Python Program: Python Basics: Syntax, data types, variables, operators. Control Flow: Conditionals (if, elif, else), loops (for, while). Functions: Defining and calling functions, scope, and arguments. Data Structures: Lists, tuples, dictionaries, and sets.

Module-2	**11 Hours**

Data Manipulation and Analysis: Libraries and Tools: Introduction to Python libraries like Pandas, NumPy, and Matplotlib. Data Import and Export: Reading from and writing to files (CSV, Excel). Data Cleaning: Handling missing values, data transformation. Data Analysis: Basic operations, aggregation, and summarization. Data Visualization: Creating plots and charts with Matplotlib and Seaborn.

Module-3	**11 Hours**

Advanced Python Techniques: Object-Oriented Programming: Classes, objects, inheritance, and polymorphism.

Error Handling: Try, except blocks, and custom exceptions. Modules and Packages: Importing libraries, creating custom modules. Introduction to Jupyter Notebooks: Writing and running Python code in Jupyter.

Module-4	**15 Hours**

Introduction to Control Systems & Python for Control Systems: Basic Concepts: Definition of control systems, open-loop vs. closed-loop systems. Components of Control Systems: Sensors, actuators, controllers. System Response: Time-domain and frequency-domain analysis.

Python for Control Systems: Simulation of Control Systems: Using Python for system simulation. Libraries for Control Systems: Introduction to libraries such as SciPy for control system analysis.

Module-5	**12 Hours**

Applications of Python in data and control system: Mathematical Models: Transfer functions, state-space representation.

Plotting System Responses: Analysing step responses, frequency responses using Python.

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Develop fundamental Python programming skills.
CO2	Understand data manipulation and analysis using Python.
CO3	Gain a basic understanding of control systems and their applications.
CO4	Apply Python to solve problems related to data and control systems.
CO5	Read and write data form/to files in Python Program.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

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

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Unit.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

SELF – STUDY

- Use online platforms to solve problems and write your own small programs
- Apply concepts in real-world use-case (e.g., build a dashboard, scraper, or web app)

TEXTBOOKS

1. Allen B. Downey: "Think Python: How to Think like a Computer Scientist", Green Tea Press publisher, 2nd edition 2012
2. Vamsi Kurama: "Python Programming: A Modern Approach", Pearson publisher, 2018

REFERENCE BOOKS

1. Foster Provost and Tom Fawcett: "Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking", O'Reilly Media publishers, 2013
2. Jason S. Schwarz and Chris Chapman: "Python for Marketing Research and Analytics", Springer publishers, 2018
3. Yves Hilpisch: "Python for Finance: Mastering Data-Driven Finance", O'Reilly Media publisher, 2nd edition 2018

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. https://www.coursera.org/learn/python
2. https://www.edx.org/learn/python/edx-try-it-intro-to-python
3. https://www.coursera.org/specializations/python

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – III

Course Title:	**DATA VISUALISATION**		
Course Code:	**MBABA34**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. Understand the key techniques and theory behind data visualization.
2. Use effectively the various visualization structures (like tables, spatial data, tree and network etc.)
3. Evaluate information visualization systems and other forms of visual presentation for their effectiveness.
4. Design and build data visualization systems

Module-1	**11 Hours**

Introduction To Data Visualizations and Perception Introduction of visual perception, visual representation of data, Gestalt principles, Information overload. Value of Visualization – What is Visualization and Why do it: External representation – Interactivity – Difficulty in Validation. Data Abstraction: Dataset types – Attribute types – Semantics

Module-2	**11 Hours**

Visual Representations Creating visual representations, visualization reference model, visual mapping, visual analytics, Design of visualization applications. Task Abstraction – Analyze, Produce, Search, Query. Four levels of validation – Validation approaches – Validation examples. Marks and Channels.

Module-3	**11 Hours**

Classification Of Visualization Systems: Classification of visualization systems, Interaction and visualization techniques misleading, Visualization of one, two and multi-dimensional data, text and text documents. data structures used in data visualization.

Module-4	**13 Hours**

Visualization Of Groups: Visualization of groups, trees, graphs, clusters, networks, software, Metaphorical visualization. Overview of tools like Tableau, Power BI, and their applications. Dashboards and Reporting: Creating and interpreting dashboards to support strategy. Data Visualization: Best practices for visualizing strategic data insights.

Module-5	**14 Hours**

Visualization Of Volumetric Data and Evaluation of Visualizations, Evaluating Visualizations: Visualization of volumetric data, vector fields, processes and simulations, Visualization of maps, geographic information, GIS systems, collaborative visualizations. Connections, Matrix views – Containment. Map color: Color theory, Color maps and other channels.

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Explain and **understand** the principles and importance of data visualization in effective communication of data insights.
CO2	**Apply** appropriate visualization techniques and tools (e.g., charts, plots, dashboards) to represent different types of data.
CO3	**Analyze** datasets to determine the most effective visualization strategy for a given context and audience.
CO4	**Evaluate** the quality and effectiveness of various data visualizations in terms of clarity, accuracy, and aesthetics.
CO5	**Design and create** interactive and insightful visualizations using modern data visualization tools and programming libraries (e.g., Tableau, Power BI, Python libraries).

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Familiarize students with tools like Tableau, Power BI, Excel, and Python (Matplotlib, Seaborn)
2	Build interactive dashboards for real-time insights.
3	Explore variables through histograms, boxplots, scatter plots.
4	Create a visualization report with an introduction, insight, and conclusion.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in SEE.

SELF STUDY

- Creating Data Storytelling and Best Practices
- Visualizing Real-time or Streaming Data using pondas
- Create visualizations using matplotlib, seaborn
- Explain the process, design, and insights after creating data visualization.

TEXTBOOKS

1. A K Peters Visualization Series: "Tamara Munzner, Visualization Analysis and Design", CRC Press publisher, CRC Press, 2014.
2. Interactive Data Visualization for the Web: "Scott Murray", O'Reilly publisher, 2013
3. Alexander Loth: "Visual Analytics with Tableau,by Alexander Loth,Wiley", John Wiley & Sons, Inc publisher, 2019, Online ISBN:9781119561996

REFERENCE BOOKS

1. Joshua N. Milligan: "Learning Tableau 2020 Paperback", Packt Publishing publisher, 2020, ISBN: 9781800200364
2. Dr. Shirshendu Roy: "Data Visualization: Using Power BI, Orange and Excel-by Dr.Shirshendu Roy , sold by BOOKNETZ", Notion Press publisher, 2021
3. Natick: "Ward, Grinstein, Keim, Interactive Data Visualization: Foundations, Techniques, and Applications.", A K Peters, Ltd publishers, 2nd edition 2015

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- Data Visualization Courses | Online Courses for All Levels (datacamp.com)
- Data Visualization in Power BI Course | DataCamp
- Best Online Data Visualization Courses and Programs | edX

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – III

Course Title:	**BUSINESS ANALYTICS AND INTELLIGENCE**		
Course Code:	**MBABA35**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

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

Module-1	**11 Hours**

Introduction to Business Analytics and Intelligence : 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	**12 Hours**

Descriptive Analytics :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	**12 Hours**

Prescriptive Analytics: 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	**13 Hours**

Business Intelligence, Emerging trends in analytics (AI, big data, IoT): Key components of Business Intelligence systems. Data warehousing and ETL processes.BI tools and platforms (SAP BI, Oracle BI, Microsoft Power BI), Key concepts and techniques. future developments in business analytics. Real-time analytics and reporting.

Module-5	**12 Hours**

Data Ethics and Governance: 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.

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	**Understand** the fundamental concepts of business analytics, intelligence, and data-driven decision-making.
CO2	**Apply** statistical and machine learning techniques to analyse business data for insights.
CO3	**Evaluate** the performance of predictive models and assess the quality of analytical outcomes
CO4	**Analyze** business problems and select suitable analytical methods to support decision-making.
CO5	**Design** and implement a business intelligence dashboard or solution to solve a real-world business problem.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Summarize and interpret historical data.
2	Build interactive dashboards for real-time insights.
3	Explore variables through histograms, boxplots, scatter plots.
4	Create a visualization report with an introduction, insight, and conclusion and using Tableau and power BI.
5	Apply the complete analytics lifecycle to a business problem.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

- The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in SEE.

SELF STUDY

- ETL (Extract, Transform, Load) Concepts
- KPIs and Dashboards Design
- Real-Time Business Monitoring with BI Tools
- Data Warehousing Basics

TEXTBOOKS

1. A K Peters Visualization Series: "Tamara Munzner, Visualization Analysis and Design", CRC Press publisher, 2019
2. Interactive Data Visualization for the Web: "Scott Murray", O'Reilly publisher, 2013
3. Alexander Loth: "Visual Analytics with Tableau,by Alexander Loth,Wiley", John Wiley & Sons, Inc. publisher, 2019, Online ISBN:9781119561996

REFERENCE BOOKS

1. Joshua N. Milligan: "Learning Tableau 2020 Paperback", Packt Publishing publisher, 2020, ISBN: 9781800200364
2. Dr. Shirshendu Roy: "Data Visualization: Using Power BI, Orange and Excel- by Dr.Shirshendu Roy , sold by BOOKNETZ", Notion Press publisher, 2021
3. Natick: "Ward, Grinstein, Keim, Interactive Data Visualization: Foundations, Techniques, and Applications.", A K Peters Ltd publisher, 2nd edition 2015

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. Microsoft Power BI Data Analyst Professional Certificate | Coursera
2. Business Intelligence and Knowledge Management Systems | Alison
3. Advanced Business Intelligence Course - Grow with Google

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

RNS INSTITUTE OF TECHNOLOGY
ESTD : 2001
An Institute with a Difference

MBA Program

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

SEMESTER – III

Course Title:	**BIG DATA ANALYTICS**		
Course Code:	**MBABA36**	**CIE MARKS**	**50**
(L :T : P) + SL	**(4:0:0) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. To provide foundational understanding of logistics and its role in business.
2. To introduce the principles and challenges of supply chain management.
3. To enable strategic thinking in logistics planning and system design.
4. To explain inventory management techniques and their business impact.
5. To familiarize students with distribution network design and transportation systems.

Module-1	**12 Hours**

Introduction to Big Data: 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	**12 Hours**

Big Data Technologies and Tools: 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	**12 Hours**

Data Management and Processing :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	**12 Hours**

Advanced Topics in Big Data: 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, Ethics in Data.

Module-5	**12 Hours**

Real-world Applications and Case Studies: 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.

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand the fundamental concepts of big data and analytics. Blooms Level
CO2	Learn key technologies and tools used in big data processing and analysis.
CO3	Develop skills to manage, analyze, and interpret large datasets.
CO4	Apply big data analytics techniques to real-world business problems.
CO5	Design and create interactive and insightful visualizations using modern data visualization tools

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Visit amazon website and do observe how often change the design the website and update information
2	Understand Walmart strategies for competitive advantage using big data analytics
3	Understand Top 5 companies strategies for competitive advantage using big data analytics

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

- The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in SEE.

SELF STUDY

- Install Hadoop or Spark locally or use Databricks community edition
- Analyze a large dataset (e.g., Twitter or COVID data) using Spark or Hive.
- Basic concepts, tools, and architecture-based MCQ

TEXTBOOKS

1. Tom White: "Hadoop: The Definitive Guide", Third Edit on, O'reily Media publisher, 2012
2. Seema Acharya, Subhasini Chellappan: "Big Data Analytics", Wiley publishers, 2015
3. Alexander Loth: "Visual Analytics with Tableau,by Alexander Loth,Wiley", John Wiley & Sons, Inc. publisher, 2019, Online ISBN:9781119561996

REFERENCE BOOKS

1. Michael Berthold, David J. Hand: "Intelligent Data Analysis", Springer publishers, 2007
2. Jay Liebowitz: "Big Data and Business Analytics", Auerbach Publications publisher, CRC press (2013)

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://r.search.yahoo.com/_ylt=AwrKC2qQjvdij9UV_2.7HAx.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660419857/RO=10/RU=https%3a%2f%2fwww.crayondata.com%2fdownload-12-free-ebooks-on-big-
- https://www.youtube.com/watch?v=rvJgArru8dI
- https://www.coursera.org/courses?query=big%20data
- https://www.pdfdrive.com/big-data-books.html

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – III

Course Title:	**INTERNSHIP**		
Course Code:	**MBA37**	**CIE MARKS**	**50**
(L :T : P) + SL	**(0:0:8)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

1. To expose the students to understand the working culture of the organization and apply theoretical concepts in real life situation at the work place for various functions of the organization

STRUCTURE

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

GENERAL GUIDELINES

- The Internship shall be for a period of 4 weeks immediately after the completion of 2nd Semester Examinations but before the commencement of the 3rd semester classes
- The Course code of the Internship shall be MBA37 and shall be compulsory for all the students.
- No two students of an institute shall work on the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.

  Student need to identify an external guide (Working in the organization) and seek guidance from him/her.

COMPANY SELECTION CRITERIA

- Don't select Proprietary or Partnership business for Internship (Dealership/Retail outlets are not allowed).
- No two students can do internship in the same Organization. You should register the name of the Company. To block the preferred organization, submit the formal permission letter issued by the Company to the Department.
- Select Private, Government or Public sector companies preferably
- Better to choose Manufacturing or Service Organization
- Minimum employees' strength to be at least 150 / Good turnover/ age of the Organization at least 3 years.
- Scope to learn all business functions.
- Student to plan for obtaining the internship in the desired timeline by reaching out to companies with their CV's and request letter from college.
- Company should provide at least 3 years financial statements for ratio analysis (older or secondary data like unaudited statements are permitted.)

  Companies in different sectors to be selected and to be approved by the department.

SUBMISSION OF REPORT
Students shall submit one hard copy of the report to the college with hard bound color of royal blue and a soft copy in PDF file (Un-editable Format).
EVALUATION
Internal evaluation will be done by the internal guide. Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective institution where a student is expected to give a presentation of his/ her work. The viva –voce examination will be conducted by the respective HOD or Senior Professor or Internal Guide of the department and The external guide will be from the industry/ faculty from the other PG colleges as examiner for the viva voce of Internship. Viva-Voce on internship shall be conducted at the college and the date of Viva-Voce shall be fixed in consultation with the external Guide. The Examiners shall jointly award the Viva - Voce marks. In case of non availability of industry professional, a senior professor or a faculty with more than 10 years of experience may be invited to conduct the viva-voce examination. Internship carries 100 marks consisting of 50 marks for Internship report (evaluated by internal guide) and 50 marks for viva-voce examination.
CONTENTS OF THE INTERNSHIP REPORT
• Cover page • Certificate from the Organization (scanned copy) • Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonafide performance of Internship by the student. • Declaration by the student (scanned copy) • Acknowledgement • Table of contents • List of tables and graphs Executive summary Chapter 1: Introduction about the Organisation & Industry. Chapter 2: Organization Profile i. Back ground, ii. Nature of business, iii. Vision mission, quality policy iv. Workflow model v. Product/service profile vi. Ownership pattern vii. Achievements/awards if any viii. Future growth and prospects Chapter 3: Mckensy's 7S framework and Porter's Five Force Model with special reference to Organization under study. Chapter 4: SWOT Analysis Chapter 5: Analysis of financial statements Chapter 6: Learning experience. Bibliography Annexure relevant to the Internship such as figures, graphs, photographs, Financial statements etc.,
FORMAT OF THE INTERNSHIP REPORT
Report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1" margin all sides (1.5" on left side due to binding) and 1.5line spacing. The Internship report shall not exceed 60 pages.

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand the organizational culture and environment
CO2	Apply the theoretical knowledge acquainted in the different departmental activities of the organization
CO3	Analyse the competitors, market share, products and services
CO4	Evaluate the financial statements of the organization for decision making
CO5	Construct the organizational report with their learning experience.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – (A)	25	-	Assessment by the Guide- Interaction with the student by Seminars, etc,.
CIE-(B)	25	-	Report Evaluation by the Guide
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	25 (50%)	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/Institute
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

MARK SHEET FOR VIVA VOCE EXAMINATION (SEE)

RNS Institute of Technology
(An autonomous Institution affiliated to VTU)
Department of Business Administration

Course Code: MBA37 and Course Title: Internship

Marks sheet for Viva-voce Exam (SEE)

Sl. NO	Aspects	Marks
1	Introduction and Understanding the Industry	5
2	Understanding the Corporate Functions/Company profile	10
3	Mckensy's 7S framework and Porter's Five Force Model	10
4	SWOC analysis justification	10
5	Financial statement analysis	5
6	Learning experience	10
	Total	50

Marks Sheet for Internship Viva Voce examination

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

Signature of Internal Examiner
Name and Designation with affiliation

Signature of External Examiner
Name and Designation with affiliation

MBA Program Outcome Based Education (OBE) and Choice Based Credit System (CBCS) SEMESTER – III			
Course Title:	**MOOC Certification**		
Course Code:	**MBA38**	**CIE MARKS**	**0**
(L :T : P) + SL	**(0:0:0)**	**SEE MARKS**	**0**
Credits:	**0**	**EXAM HOURS**	**0**

COURSE LEARNING OBJECTIVES:

1. To impart knowledge and skills related to the latest developments in the field of Management education which are not part of the curriculum.

GUIDELINES

1. This course is offered to the students with the purpose of giving them a wide opportunity to enhance their knowledge.
2. The students are given an opportunity to choose from a list of courses identified by NPTEL, SWAYAM, Coursera etc.,
3. Minimum duration of the course will be 4 weeks.
4. The students are free to register for a course of their choice from the list of courses available as said above. A student must successfully complete one MOOC by the end of the third semester before commencement of examination.
5. The students who have not registered for any MOOC in the second semester as well as those who could not complete a MOOC successfully in the second semester must compulsorily register for a course in the third semester.
6. If a student is interested in registering for more than one course, he/she is free to do so, provided he/she can complete at least one course successfully by the end of the third semester (4 Weeks Course).
7. Upon successful completion of the course, students must submit the completion certificate along with the score card.
8. Those students who fail to get the course completion certificate will have to repeat the course or register for another course and complete the same successfully within the stipulated time.

Evaluation

- As this is a non-credit mandatory course, students are required to submit a MOOC certificate upon successful completion in order to get eligibility.

Course Outcome:

Upon completion of this course, the student will be able to:

CO1	Understand and articulate the nuances in the selected course

IV SEMESTER COURSES

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – IV

Course Title:	**EMERGING TECHNOLOGIES FOR BUSINESS**		
Course Code:	**MBA41**	**CIE MARKS**	**50**
(L :T : P) + SL	**(2:2:0) + (30 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

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

Module-1	**10 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	**14 Hours**

Data Science & Artificial Intelligence (AI): 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.

Artificial Intelligence 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-3	**16 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-4	**08 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-5	**12 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).

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Identify different emerging technologies.
CO2	Select appropriate technology and tools for a given task.
CO3	Identify necessary inputs for application of emerging technologies.
CO4	Understand the latest developments in the area of technology to support business.
CO5	Evaluate the impact of emerging technologies on business strategies and operations

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Analyse business problems addressed, technology implemented, challenges faced, and outcomes and present findings.
2	Simulate a supply chain using IBM Blockchain Platform (demo version).
3	Each student research a trending emerging technology (e.g., Quantum Computing, Digital Twin, Edge AI).

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Unit.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

SELF – STUDY

- Basics of quantum mechanics in computing.
- Key cybersecurity threats in AI, IoT, and cloud.

TEXTBOOKS

1. Dr. D.G. Kulkarni and Dr. Prayag Gokhale: "Emerging Exponential Technologies – A Management Perspective", Himalaya Publishing House Pvt. Ltd publishers, 1st edition 2020
2. Sadiku, M. N. O: "Emerging Internet-Based Technologies", CRC Press publishers, 2019

REFERENCE BOOKS

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

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. https://onlinecourses.nptel.ac.in/noc22_mg75/preview
2. https://www.ideou.com/pages/design-thinking-resources
3. https://www.innovationtraining.org/stanford-design-thinking-resources/

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – IV

Course Title:	**INNOVATION AND DESIGN THINKING**		
Course Code:	**MBA42**	**CIE MARKS**	**50**
(L :T : P) + SL	**(2:2:0) + (30 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

1. To familiarise Design Thinking (DT) and its phases
2. To enable the students to become aware of the evolution, concepts & models of Design
3. Thinking.
4. To enable learners with the context, methods and mindsets pertaining to Design Thinking.

To equip students to the opportunities to ideate and find solutions by applying DT.

Module-1	**08 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	**14 Hours**

Sense Intent & Know Context: 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	**16 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.

Module-4	**10 Hours**

Frame Insights: Mindsets, Exploring Systems, Looking for Patterns, Constructing Overviews, Identifying Opportunities, Developing Guiding Principles.
Methods, Observations to Insights, Insights Sorting, User Observation Database Social Media Marketing: 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	12 Hours

Explore Concepts & Realize Offerings: Challenging Assumptions, standing in the Future, Exploring Concepts at the Fringes, Seeking Clearly Added Value, Narrating Stories about the Future.

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, Behavioural Prototype, Concept Prototype, Concept Sketch, Concept Scenarios, Concept Sorting, Concept Grouping Matrix, Concept Catalog.

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.

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand the Design Thinking process from business management perspective.
CO2	Apply the knowledge and skills of DT in prototype development for product/service innovations.
CO3	Analyse sustainable and societal challenges and find solutions.
CO4	Examine the pros and cons for sustainable development by applying DT.
CO5	Develop and test prototypes to validate idea.

ESTD : 2001
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ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Field visit/interviews with target users (minimum 5) to understand pain points.
2	Idea funnel with at least 15 raw ideas narrowed to top 3.
3	Fill out the BMC for the selected idea.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Unit.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE

SELF – STUDY

- Monitor performance using built-in analytics tools.
- Use platforms like WordPress to create a blog.

TEXTBOOKS

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

REFERENCE BOOKS

1. Roger Martin: "The Design of Business – Why Design Thinking is the next Competitive Advantage.", Harvard Business Press publisher, 2009

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. https://onlinecourses.nptel.ac.in/noc22_mg75/preview
2. https://www.ideou.com/pages/design-thinking-resources
3. https://www.innovationtraining.org/stanford-design-thinking-resources/

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – IV

Course Title:	**TAX MANAGEMENT**		
Course Code:	**MBAFM43**	**CIE MARKS**	**50**
(L :T : P) + SL	**(2:2:0) + (30 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

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

Module-1 — **08 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, Exempted Incomes (Recent Changes in Sec. 10). Tax Evasion, Tax avoidance, Tax Planning, caselets on real tax planning scenarios new income tax code 2025, (Problems on residential Status and incidence of tax of an Individual Assessee).

Module-2 — **16 Hours**

Income from Salaries & House property : 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 House Property (Theory only), Income from other sources (Theory only).

Module-3 — **12 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 — **12 Hours**

Income under capital gain and Computation of Total Income : 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. Set off and Carry forward of losses.

(Only Deductions u/s 80C, 80CCC, 80CCD, 80D, 80DD, 80E, 80U to be covered)

Module-5 — **12 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).

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. GST Filing.

Customs Act- Meaning of Customs Duty, Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty. (Theory only)

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Recall the basic concepts of Direct tax and determining residential status.
CO2	Summarize the provisions of income from salary and compute taxable salary
CO3	Analyse the business or professional income and computing taxable profit
CO4	Illustrate the capital gain, taxable income of an individual and company under MAT
CO5	Appraise the concepts of GST, registration process and customs duty.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

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

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Proportionate weightage based on number of teaching hours for each unit shall be given while setting question paper.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- Problem: Theory Ratio is 60: 40
- Case Study question should be drawn from Module 4 and 5 only

SELF STUDY

- Tax Provisions of partnership firm.
- Concept of Relief
- Donations u/s 80G
- Appeal & Refund under IT Act.

TEXTBOOKS

1. Vinod Singhania and Kapil Singhania: "Direct Taxes Law and practice", Taxman Publications publishers, 2025 Edition
2. Vinod Singhania and Kapil Singhania: "Students Guide to Income Tax Vinod Singhania and Kapil Singhania", Taxman Publications publishers, 2025 Edition

REFERENCE BOOKS

1. K.M Bansal: "GST & Customs Law (University Edition)", Taxmann's publisher, 2025 Edition
2. V S Datey: "Indirect Taxes Law and practices", Taxmann's publisher, 2025 Edition

WEBLINKS 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

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

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MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – IV

Course Title:	**INTERNATIONAL FINANCIAL MANAGEMENT**		
Course Code:	**MBAFM44**	**CIE MARKS**	**50**
(L :T : P) + SL	**(2:2:0) + (30 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

Course Learning objectives:

1. To understand the international financial environment, balance of payments, and the evolution of the international monetary system.
2. To analyze the structure, functions, and participants of the foreign exchange market, along with exchange rate determination.
3. To evaluate foreign exchange risk management techniques, including hedging, futures, options, and swaps.
4. To examine international financial markets, instruments, and banking services used in global finance.
5. To apply forecasting techniques and capital budgeting models for effective international financial decision-making.

Module-1	**08 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- Equilibrium & Disequilibrium. 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- the Economic and Monetary Union(EMU) (Only Theory).

Module-2	**18 Hours**

Foreign Exchange Market & Risk Management :Foreign Exchange Market: Characteristics, functions, and structure, Market participants, types of transactions, settlement dates. **Exchange rate quotations:** Determination of Exchange rates in Spot markets- Exchange rates determinations in Forward markets, exchange rate behavior, Cross Rates, Bid, Ask, Spread. Overview of International Money Markets. (Theory & Problems)

Foreign Exchange Risk Management: Types of risk—Transaction, Translation, Economic Risk. **Hedging against forex exposure**—Forward Contracts vs. Future Contracts, Futures Market, Options Market (Call, Put, American, European, Asian), Currency Swaps, Interest Rate Swaps. Overview of International Stock Markets. (Theory & Problems)

Module-3	**10 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-4	12 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-5	**12 Hours**
Foreign Exchange Exposure Management & International Capital Budgeting: Transaction exposure, Translation exposure, Economic exposure, Political exposure, Interest rate exposure management. **International Capital Budgeting:** Concept, factors affecting international capital budgeting, partnerships in budgeting. Inputs for international capital budgeting, evaluation of projects for international capital budgeting. (Theory & Problems)	

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Recognize the components of the Balance of Payments (BoP) and explain the evolution of the international monetary system and recent exchange rate arrangements.
CO2	Summarize the characteristics and structure of foreign exchange markets and discuss the types of transactions, settlement processes, and market participants.
CO3	Apply methods to compute exchange rates in spot and forward markets and demonstrate the use of hedging instruments like forward contracts, futures, options, and swaps.
CO4	Analyse international financial instruments, such as Eurobonds, Global bonds, and GDRs, to categorize their roles in international financial markets.
CO5	Evaluate strategies for managing foreign exchange risk—transaction, translation, and economic—and assess methods for effective decision-making in international capital budgeting.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Analyse India's Balance of Payments data for a specific year. Identify components and discuss equilibrium and disequilibrium situations.
2	Simulate a hedging strategy for forex exposure using Forward Contracts, Futures Contracts, and Options. Compare outcomes for each method.
3	Analyse GDRs and ADRs for specific companies traded internationally. Study their advantages and implications for investors.
4	Compare forecasting methods using Interest Rate Parity, Purchasing Power Parity Theory, and International Fisher Effects.
5	Develop scenarios for managing transaction, translation, and economic exposure for a hypothetical multinational corporation.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Unit.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 60 percent problems and 40 percent theory in the SEE.

SELF STUDY

- Evolution of the International Monetary System. How did the transition from the Gold Standard to the Bretton Woods system shape global financial arrangements?
- Compare Foreign Bonds, Eurobonds, and Global Bonds. What are their key features, and how are they utilized in international financial markets.
- Analyse the role of translation exposure and economic exposure in foreign exchange risk management. How can multinational corporations mitigate these risks effectively.

TEXTBOOKS

1. George E. Rejda & Michael McNamara: "Principles of Risk Management and Insurance", PEARSON INDIA publishers, 12th edition 2017
2. Dorfman, Mark S: "Introduction to Risk Management and Insurance", Prentice Hall India publisher, 10th edition 2008
3. Scott E. Harrington, Gregory R Niehaus: "Risk Management and Insurance", TMH publishers, 2nd edition 2007

REFERENCE BOOKS

1. Mark Dorfman, David Cather: "Introduction to Risk Management and Insurance (Prentice Hall Series in Finance)", Pearson publishers, 10th edition
2. Paul Hopkin: "Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management", Kogan Page publisher, 5th edition 2018

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. https://www.coursera.org/learn/global-financial-markets-instruments?msockid=28fe7b5e98c36b180be56e0d99116a4f
2. https://www.udemy.com/course/international-finance-i/
3. https://ugcmooc.inflibnet.ac.in/index.php/courses/view_pg/733

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – IV

Course Title:	**RISK MANAGEMENT AND INSURANCE**		
Course Code:	**MBAFM45**	**CIE MARKS**	**50**
(L :T : P) + SL	**(2:2:0) + (30 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

Course Learning objectives:

1. To provide an understanding of different types of risk.
2. To provide an understanding of the risk identification and measurement.
3. To give an overview of role of Life Insurance in risk management.
4. To provide an understanding of general insurance contract.

Module-1	**12 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	**12 Hours**

Risk Measurement: Evaluating the Frequency and Severity of Losses-Risk Control-Risk Financing Techniques-Risk Management Decision Methods-Pooling Arrangements and Diversification of Risk. Advanced Issues in Risk Management: The Changing Scope of Risk Management-Insurance Market Dynamics-Loss Forecasting-Financial Analysis in Risk Management -- Decision Making Other Risk Management Tools. (Theory).

Module-3	**12 Hours**

Introduction to Insurance: Risk and Insurance- Definition and Basic Characteristics of Insurance-Requirements of an Insurable Risk-Adverse Selection and Insurance-Insurance vs. Gambling Insurance vs. Hedging Types of Insurance-Essentials of Insurance Contracts. Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India. IRDA-Duties and powers of IRDA-Recent IRDAI reforms (2023-25, Insur-Tech and Digital Insurance) (Theory).

Module-4	**12 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	12 Hours

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).

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).

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand types and sources of risk and methods to manage them.
CO2	Outline risk measurement and control techniques.
CO3	Illustrate insurance basics and the role of IRDA in India.
CO4	Examine life insurance features, types, and premium calculations.
CO5	Assess general insurance types and insurance company operations.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

TEXTBOOKS

1. George E. Rejda & Michael McNamara: "Principles of Risk Management and Insurance", PEARSON INDIA publishers, 12th edition 2017
2. Dorfman, Mark S: "Introduction to Risk Management and Insurance", Prentice Hall India publisher, 10th edition 2008
3. Scott E. Harrington, Gregory R Niehaus: "Risk Management and Insurance", TMH publishers, 2nd edition 2007

REFERENCE BOOKS

1. Mark Dorfman, David Cather: "Introduction to Risk Management and Insurance (Prentice Hall Series in Finance)", Pearson publishers, 10th edition
2. Paul Hopkin: "Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management", Kogan Page publisher, 5th edition 2018

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. https://irdai.gov.in/
2. https://www.policybazaar.com/
3. https://irdai.gov.in/document-detail?documentId=366291
4. https://irdai.gov.in/ebooks
5. https://regalpublications.com/book/general-insurance-in-india-principles-and-techniques-97881848421
6. https://unidel.edu.ng/focelibrary/books/Fundamentals%20of%20Risk%20Management_%20Understanding%2C%20evaluating%20and%20implementing%20effective%20risk%20management%20%28%20PDFDrive%20%29.pdf

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – IV

Course Title:	**MERGERS ACQUISTIONS AND CORPORATE RESTRUCTURING**		
Course Code:	**MBAFM46**	**CIE MARKS**	**50**
(L :T : P) + SL	**(2:2:0) + (30 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. To impart knowledge on theories and rationale of corporate restructuring.
2. To explain and critically evaluate M & A with its different classifications, strategies, theories, synergy etc.
3. To evaluate the financial forms of M & A.
4. To understand the HR & legal aspects of M & A.
5. To use appropriate defensive strategies against hostile takeovers

Module-1	**08 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). Introduction to cross-borders mergers and acquisitions

Module-2	**08 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-3	**12 Hours**

Merger Process: Procedure for effecting M & A-Five-stage model–Due diligence–Types, process and challenges of due diligence-Environment, social, and governance (ESG) factors are now integral to M&A due diligence. HR aspects of M & A–Tips for successful Mergers-Process of merger integration (Theory).

Meaning and types of acquisition/takeovers (Friendly and Hostile takeovers)-Anti-Takeover Strategies, 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-4	**16 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-5	**16 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)

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand the major forms, objectives of corporate restructuring and its impact on company.
CO2	Understand M&A with its different classifications, strategies, theories, synergy etc.
CO3	Evaluate different types of takeover and anti-takeover strategies and Knowledge on legal aspects of mergers and acquisitions in India
CO4	Conduct financial evaluation of M&A
CO5	Analyze and demonstrate the accounting aspects of Amalgamation

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE ©	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Evaluate the financial performance of Company's pre and post-merger deal using financial tools/ ratios.
2	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: 1. Nature of the deal: merger, amalgamation, acquisition, takeover, OR any program of corporate restructuring Valuation/Financials involved in the deal. 2. Synergies/benefits likely to emerge from the deal. 3. Challenges/Impact/Problems-associated with the deal.
3	Students need to identity the different types of due diligence need to be performed before M & A deal.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Unit.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 50 percent theory and 50 percent problems in the SEE.

SELF – STUDY

- Study the different types M&A happening in global scenario.
- Understand the various business valuation model used for estimating value of company.

TEXTBOOKS

1. Rabi Narayan Kar and Minakshi: "Mergers Acquisitions & Corporate Restructuring-Strategies & Practices", Taxmann's publishers, 3rd edition
2. Sheeba Kapil and Kanwal N. Kapil: "Mergers and Acquisitions", Wiley publishers, 2nd edition
3. Chandrashekar, Krishnamurti & Vishwanath S: "Mergers, Acquisitions and Corporate Restructuring: Text and Cases", Sage publishers, 2nd edition

REFERENCE BOOKS

1. H.R.Machiraju: "Mergers, Acquisitions and Takeovers", New Age International Publishers, 1st edition
2. Fred Weston, Kwang S Chung, Susan E Hoag: "Mergers, Restructuring And Corporate Control", Pearson Education publishers, 4th edition

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. https://www.mca.gov.in/MinistryV2/mergers+and+acquisitions.html
2. https://imaa-institute.org/e-library-m-and-a/
3. https://www2.deloitte.com/content/dam/Deloitte/us/Documents/mergers-acqisitions/us-mamaking-the-deal-work-strategy.pdf
4. https://corporatefinanceinstitute.com/resources/knowledge/deals/motives-for-mergers/
5. https://onlinecourses.swayam2.ac.in/imb23_mg46/preview

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

ESTD : 2001
An Institute with a Difference

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – IV

Course Title:	**STRATEGIC BRAND MANAGEMENT**		
Course Code:	**MBAMM43**	**CIE MARKS**	**50**
(L :T : P) + SL	**(2:2:0) + (30 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

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

Module-1	**12 Hours**

Introduction: Meaning of Brand, Concepts, Evolution of Brands, Functions of Brand to the consumer, Role of Advantages of Brand, Product vs. Brand. Branding- Meaning the creation of Brands through goods, services, people, Organizations, Retail stores, places, online, entertainment, ideas, and challenges to Brand builders. Brand Management-Meaning & Definition. Strategic Brand Management Process-Meaning, Steps in Brand Management Process, Overview of digital brands, personal branding on social media, and challenges of online reputation.

Module-2	**12 Hours**

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

Module-3	**12 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 name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, and Packaging, leveraging influencers and user-generated content as secondary brand knowledge.

Module-4	**12 Hours**

Brand hierarchy: 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, Introduction to digital brand architecture and challenges of managing brand extensions in e-commerce

Module-5	12 Hours
Methods for measuring Brand Equity: Quantitative Techniques & Quantitative Techniques, Making Brands go Global: Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, managerial blockages. Organization for a global brand, pathways to globalization, global digital branding, online consumer behavior, and cross-border e-commerce branding.	

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Comprehend and correlate various management functions involved in the process of brand creation.
CO2	Develop effective branding strategies aligned with organizational goals.
CO3	Demonstrate the ability to apply managerial and behavioral concepts in building brand equity.
CO4	Analyze global brands using SWOT and other strategic tools.
CO5	Evaluate the impact of branding decisions on consumer perception and market performance.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Go to a supermarket and find the brand elements in various brands of soaps, mobiles, jeans,and other products.
2	Pick up your college, analyze its positioning and how would you reposition it?
3	Pick a multiproduct company and as completely as possible analyze its brand portfolio andbrand extensions?
4	Consider some groups like Tata's, Birla, Infosys etc – what is their branding strategy.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Unit.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

SELF – STUDY

- Influencer Marketing in Branding
- AI in Brand Management
- Study positioning strategies; apply with real brands

TEXTBOOKS

1. Kevin Lane Keller: "Strategic Brand Management, Building Measuring & Managing.", Pearson Education publisher, Latest Edition
2. Jean, Noel: "Strategic Brand Management", Kapferer Kogan Page India publisher, Latest Edition
3. M B ParameswaranTata McGraw: "Brand Building and Advertising Concepts and Cases.", Hill Publication publisher, Latest Edition.

REFERENCE BOOKS

1. Kevin Lane Keller, Vanitha Swaminathan: "Strategic Brand Management: Building, Measuring, and Managing Brand Equity", Pearson Education, 5th edition 2020
2. Jean-Noël Kapferer: "The New Strategic Brand Management: Advanced Insights and Strategic Thinking.", Kogan Page publisher, 5th edition 2012
3. David A. Aaker: "Managing Brand Equity", Free Press (A Division of Simon & Schuster) publisher, 1st edition 2019

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGS9u7HAx.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/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-
2. https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGTdu7HAx.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2finfolearn ers.com%2febooks%2fstrategic-brand-management-kevin-lane-keller-pdf%2f/RK=2/RS=sD1VpREzcn0kxS0pjjXk6qwLD8Y
3. https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGVdu7HAx.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/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-

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

ESTD : 2001
An Institute with a Difference

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – IV

Course Title:	**INTEGRATED MARKETING COMMUNICATIONS**		
Course Code:	**MBAMM44**	**CIE MARKS**	**50**
(L :T : P) + SL	**(2:2:0) + (30 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

Course Learning Objectives:

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

Module-1	**12 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, Brief overview of digital IMC tools
Relevant Case Study

Module-2	**08 Hours**

Advertising Agency & Advertising objectives and Budgeting : 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, Introduction to AI tools in budgeting and campaign performance analytics
Relevant Case Study

Module-3	**12 Hours**

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

Module-4	**16 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,
Monitoring, Evaluation and Control: Measurement in advertising, various methods used for evaluation, Pre-testing, post-testing. Emerging technologies in PR and direct marketing
Relevant Case Study

Module-5	12 Hours
International Advertising :Global environment in advertising, Decision areas in international advertising. **Industrial advertising**: B 2 B Communication, Special issues in Industrial selling. Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising **Advertising Laws & Ethics:** Adverting & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI, New trends in internet advertising: native ads, influencer ads, and ethical AI use in ads **Relevant Case Study**	

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand the role of Integrated Marketing Communication (IMC) and the communication process involved in marketing.
CO2	Identify various types of advertising agencies and apply criteria for agency selection and evaluation.
CO3	Analyze media evaluation techniques and implement creative strategies effectively in advertising campaigns.
CO4	Apply control mechanisms in advertising and utilize public relations tools and strategies efficiently.
CO5	Evaluate ethical issues in advertising.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

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

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Unit.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

SELF – STUDY

1. Influencer Marketing in Branding
2. AI in Brand Management
3. Study positioning strategies; apply them to real brands

TEXTBOOKS

1. Belch and Belch: "Advertising and Promotions IMC Perspectives:", 9/e, Tata McGraw Hill publisher, Latest Edition
2. O'Guinn, Allen, Semenik: "Advertising & Integrated Brand Promotion", Cenage Learning publishers, Latest Edition
3. S.N. Murthy & U Bhojanna: "Advertising an IMC Perspective", Excel Books publishers, Latest Edition.

REFERENCE BOOKS

1. Kenneth E. Clow, Donald E. Baack: "Integrated Advertising, Promotion, and Marketing Communications", Pearson Education, 8th Edition, 2018
2. George E. Belch, Michael A. Belch: "Advertising and Promotion: An Integrated Marketing Communications Perspective", McGraw-Hill Education publishers, 10th Edition, 2017
3. Rajeev Batra, John G. Myers, David A. Aaker: "Advertising Management", Pearson Education publishers, 5th Edition, 2015

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. https://www.digimat.in/nptel/courses/video/110107158/L04.html
2. https://www.marketingevolution.com/marketing-essentials/media-planning
3. http://www.gurukpo.com
4. https://byjus.com/commerce/what-is-promotion/

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

ESTD : 2001
An Institute with a Difference

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – IV

Course Title:	**DIGITAL AND SOCIAL MEDIA MARKETING**		
Course Code:	**MBAMM45**	**CIE MARKS**	**50**
(L :T : P) + SL	**(2:2:0) + (30 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

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

Module-1	**06 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	**08 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	**16 Hours**

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

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

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

Module-4	**16 Hours**

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

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	14 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.	

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Illustrate knowledge of digital marketing strategies and planning processes.
CO2	Develop and improve strategies for measuring and enhancing digital media effectiveness.
CO3	Describe online advertising methods, including ad networks and behavioral targeting.
CO4	Evaluate emerging trends and innovations in digital marketing.
CO5	Analyze and create an effective search engine optimization (SEO) strategy for a business.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Create an Ad Campaign using banner to launch ad in YOU TUBE.
2	Create a digital Marketing Plan.
3	Students are suggested to create a mobile advertising for any organisation/Product.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub-questions drawn from different Units.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Unit.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

SELF – STUDY

1. Monitor performance using built-in analytics tools.
2. Use platforms like WordPress to create a blog.

TEXTBOOKS

1. P. Kotler: "Marketing 4.0: Moving from Traditional to Digital.", Wiley publisher, 2017
2. Damian Ryan and Calvin Jones: "Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation.", Kogan Page publishers, 3rd edition 2016

REFERENCE BOOKS

1. Dave Chaffey: "Total E-mail Marketing: Maximizing your results from Integrated E-marketing (E-marketing essentials).", Routledge publisher, 2nd edition 2007

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

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

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – IV

Course Title:	**B2B MARKETING**		
Course Code:	**MBAMM46**	**CIE MARKS**	**50**
(L :T : P) + SL	**(2:2:0) + (30 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

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

Module-1	**12 Hours**

B2B Marketing : B2B-Introduction, significance and concept of B2B Marketing. Business Markets, characteristics. Classification of Business Products and Markets.

Module-2	**12 Hours**

Organizational Buying Behaviour: Factors Affecting Purchasing Decisions, Purchasing Orientation, Segmenting Purchase Categories. Purchase Process-Variations. Buying Situations and Marketer Actions. Online Buying. Traditional Marketing Approach-Uncertainties of Buyer and Supplier/Marketer. Supplier Uncertainties. Relationship Variables. Impact of IT. Inter-Firm Relationships and Networks. Research on B2B Markets: Marketing Information System; Research Facilities; Analysis of Competition - Benchmarking. Case Study

Module-3	**12 Hours**

B2B Strategy and Market Segmentation: Process, Approach. Responsible Strategy-CSR and Sustainability, Customer Value and Strategy. Researching B2B Markets. Standard Industrial Classification. B2B Market Segmentation- Significance of Segmentation. Basis of Segmentation. Challenges of Segmentation in B2B Markets. B2B Positioning.

Module-4	**12 Hours**

Relationship Portfolio & Key Account Management: Principles of Portfolio Management, Identifying Key Accounts, Classification Criteria. Relationship Life-Cycle, Declassification, Managing Loyalty

Module-5	**12 Hours**

B2B product Offerings and Price 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- 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

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand the significance and key concepts of B2B marketing.
CO2	Identify purchasing orientations and segmentation techniques in online B2B markets.
CO3	Implement B2B marketing strategies by integrating CSR, sustainability, customer value, and strategic goals.
CO4	Apply portfolio management principles to manage B2B customer relationships.
CO5	Develop product and pricing policies using digital and financial marketing tools for established B2B products.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, traveling allowances, sales quotas, why chose a sales career, and what it takes to succeed in this profession.
2	Students can make a presentation on any product or service of student choice, covering selling strategies and one-day work exposure towards merchandising in any big retail outlets of respective places where the institute is operating
3	The roles and functions of sales managers and salespeople are different in every organization Salespeople view the roles of sales managers in their way and vice versa. You are the sales manager of a company. You analyze what you feel should be the roles of a sales manager and a salesperson for maximizing sales of the organization
4	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 the safety or security of Internet trading. You have to analyze different methods and recommend a method for your company

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub-questions drawn from different Units.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Unit.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

SELF – STUDY

- Study the market segmentation of any two companies and prepare a report.
- Study the branding strategies adopted by any two companies and prepare a report.

TEXTBOOKS

1. Ross Brennan, Louise Canning & Raymond McDowell: "Business-to-Business Marketing", Sage publishers, 3rd edition 2014
2. Heidi Taylor: "B2B Marketing Strategy: Differentiate, Develop, and Deliver Lasting Customer Engagement", Kogan Page publisher, 1st edition 2017
3. Simon Hall: "Innovative B2B Marketing: New Models, Processes and Theory", Kogan Page publisher, 1st edition 2017

REFERENCE BOOKS

1. Michael D. Hutt, Thomas W. Speh: "Business Marketing Management: B2B", Cengage Learning publishers, 11th edition 2017
2. Robert P. Vitale, Joseph J. Giglierano, Waldemar Pfoertsch: "Business-to-Business Marketing", Pearson Education publishers, 1st edition 2010
3. Kim Ann King: "The Complete Guide to B2B Marketing: New Tactics, Tools, and Techniques to Compete in the Digital Economy", Pearson Education publisher, 1st edition 2015

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

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

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

ESTD : 2001
An Institute with a Difference

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – IV

Course Title:	**CONFLICT & NEGOTIATION MANAGEMENT**		
Course Code:	**MBAHR43**	**CIE MARKS**	**50**
(L :T : P) + SL	**(2:2:0) + (30 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**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	**16 Hours**

Introduction CONFLICT & NEGOTIATION MANAGEMENT: 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	**16 Hours**

Types and perspectives of Conflict: 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	**06 Hours**

Conflict resolution approaches: 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
Deadlock negotiation strategies in various sectors

Module-4	**16 Hours**

Negotiation Strategies: Negotiation: Negotiations/ Negotiation strategies –Meaning, Six Foundations of Negotiation, Negotiations, negotiation process, Principles for successful negotiations, Factors and essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations.
Negotiation strategies: Strategy and tactics for distributive bargaining Negotiation - Resolving Disputes: Dispute Settlement Negotiation (DSN) and Deal Making Negotiation (DMN), importance of BATNA (Best alternative to a negotiated agreement) and ZOPA (Zone of possible agreement) in Dispute Settlement, negotiation styles in different countries, Ethics in negotiation, self-assessment tools for negotiation.

Module-5	06 Hours
Negotiation Approaches: 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. new trends in negotiation approaches.	

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand the concepts of conflict and negotiation and its role
CO2	Learn various contemporary methods of conflict and negotiation.
CO3	Gain insights of various conflict handling mechanisms
CO4	Demonstrate the cross-cultural and gender dimensions of negotiation
CO5	Understand the Negotiation strategies adopted in various comapnies

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Survey the conflict resolution techniques adopted by individuals based on individual personality types.
2	Dividing students into groups and give a scenario to negotiate and reach conclusion.
3	Conduct Role Plays for different scenarios.

SELF STUDY

- Compare Functional vs. Dysfunctional Conflicts in Organizations– With real-world case examples
- Case Study: Conflict at Workplace – Cognitive, Process, and Ego Conflicts
- Modern Structural Models of Conflict (e.g., Pondy's Model)
- Conflict in Virtual Teams / Remote Work Settings
- Harassment & Discrimination as Triggers of Workplace Conflict: Legal Viewpoint

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Proportionate weightage based on number of teaching hours for each unit shall be given while setting question paper.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory questions in the SEE.

TEXTBOOKS

1. Eirene Leela Rout, Nelson Omiko: "Corporate Conflict Management - Concepts and Skills", Prentice India publishers, 2007
2. Roy J. Lewicki, David M. Saunders, Bruce Barry: "Negotiations", Mc Graw Hill publishers, 2005

REFERENCE BOOKS

1. Robert N. Lussier: "Human Relations in organizations", Mc- Graw Hill Education publisher, 6th edition
2. Naik G. P: "Competency Mapping Assessment and Growth", 2010

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. https://www.coursera.org/browse/personal-development
2. https://www.udemy.com/course/transactionalanalysis/?srsltid=AfmBOoosylzOTayVLIZ84Y1Iq5KXFdhQ-wqgKT3XVxTMd1R5RNH4ajsn&couponCode=ST19MT280525G

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

RNS INSTITUTE OF TECHNOLOGY
ESTD : 2001
An Institute with a Difference

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – IV

Course Title:	**GLOBAL HRM**		
Course Code:	**MBAHR44**	**CIE MARKS**	**50**
(L :T : P) + SL	**(2:2:0) + (30 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. To augment awareness of human resource practices and policies in the international context.
2. To facilitate an understanding of global recruitment, training, performance and compensation management practices.
3. To develop insights pertaining to national culture and related human resource practices of major global economies

Module-1	**12 Hours**

IHRM- Concept and Objectives: HR Challenges in a global workforce, Difference between IHRM and Domestic HRM, Functions of global HRM, Models of IHRM; Approaches to International Human Resource Management, Culture and Cross-Cultural Management, Cultural context of global HRM: Hofstede's dimensions.

Module-2	**12 Hours**

Strategy of IHRM: Staffing for international operations, Selection strategies for overseas assignments, Differentiating between PCNs, TCNs and HCNs, Expatriation and Repatriation, Expatriate management, Repatriation Process, Challenges of repatriation and support practices; Global workforce trends; hiring remote work and Gig workers.

Module-3	**12 Hours**

Expatriate Training: Concept and types; Pre-Departure training; Training and development for expatriates – expat training cycle; Cross cultural training: concept, process and methods; Virtual training; Global DEI strategies for inclusive workplaces.

Module-4	**12 Hours**

Global Performance Management: Subsidiary performance assessment – constraints; Performance management cycle, Factors influencing global performance, Performance appraisal of International Assignees: Issues; challenges in international performance management, HCN and TCN role conception and performance management.

Module-5	**12 Hours**

Global compensation management: Compensation in international perspective: objectives of international compensation management, components of global compensation; approaches: going rate approach and balance sheet approach of international compensation; factors affecting global compensation management; Pay equity & transparency; remote compensation structures

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Recall the fundamentals of models and approaches in global HRM.
CO2	Relate the foreign employment hiring techniques and strategies to changing needs of global corporations.
CO3	Build an in-depth understanding of expatriate training practices and methods.
CO4	Examine the role of multinationals in strengthening global performance management systems.
CO5	Appraise the recent developments in managing expat compensation and benefits practices.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

Textbooks

1. Peter J. Dowling, Denice E. Welch: "International Human Resource Management", Cengage Learning publishers, Recent edition
2. Anne-Wil Harzing, Ashly H. Pinnington: "International Human Resource Management", Sage Publication publishers, 4th edition 2015

Reference Books

1. Srinivas R. Kandula: "International Human Resource Management", Sage publisher, 2018

Weblinks and Video Lectures(e-Resources):

1. https://www.coursera.org/courses?query=human%20resource%20management
2. https://www.coursera.org/learn/cross-cultural-communication-management

Activity-Based Learning (Suggested Activities in Class)/Practical-Based Learning

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – IV

Course Title:	**PERSONAL GROWTH & INTERPERSONAL EFFECTIVENESS**		
Course Code:	**MBAHR45**	**CIE MARKS**	**50**
(L :T : P) + SL	**(2:2:0) + (30 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. To classify and categorize different PG and IE practices to be followed in the organizations
2. To describe the application of various PG and IE frameworks.
3. To develop insights pertaining to understanding perspectives of the self and others via discussions on personality, attitudes, trust and ego states.

Module-1	**12 Hours**

Dynamics of Personal Growth Meaning, nature and scope of personal growth. PG components: Self-awareness, self-esteem, self-analysis and self-efficacy; Ego states- Id, ego and super ego and defense mechanism. Developing a self-improvement plan; Interpersonal Trust – discovering facets through Johari Window.

Module-2	**12 Hours**

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

Module-3	**12 Hours**

Attitudes, Values, Personal Change & Habits: Attitude – nature, dimensions & functions; changing attitudes: barriers & methods; Values – concept & types; Ethical decision making: the role of personal values; Personal change meaning, nature and requisites; Resistance to change; Managing organizational change; Locus of control. Habits of personal effectiveness. Seven habits of highly effective people.

Module-4	**12 Hours**

Interpersonal relations and personal growth: Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, time management and honouring the commitments; Managing difficult people: dealing with criticism; handling toxic behaviours.

Module-5	**12 Hours**

Transactional Analysis: Ego states, types of transactions and time structuring. Life position, scripts and games; T-group sensitivity training, encounter groups, appreciative enquiry and group relations conference; Mindfulness & stress management; meditation & self-care practices.

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Relate the personal growth concepts and components to drafting one's self improvement plan.
CO2	Demonstrate an understanding of neuro functioning and personality dynamics.
CO3	Build an in-depth awareness of attitudes, values and habits to foster personal growth.
CO4	Classify the interpersonal needs in individuals and its impact on relationships.
CO5	Appraise the tools of transactional analysis with a view to augment effective interpersonal relations.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

TEXTBOOKS

1. John W. Newstrom and Keith Davis: "Organizational Behaviour: Human Behaviour at work", Tata McGraw Hill publishers, 11th edition 2003
2. Whetten & Cameron: "Development of Management Skills", PHI publishers, 7th edition

REFERENCE BOOKS

1. Robert N. Lussier: "Human Relations in organizations", Mc- Graw Hill Education publisher, 6th edition
2. Naik G. P: "Competency Mapping Assessment and Growth", 2010

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. https://www.coursera.org/browse/personal-development
2. https://www.udemy.com/course/transactionalanalysis/?srsltid=AfmBOoosylzOTayVLIZ84Y1Iq5KXFdhQ-wqgKT3XVxTMd1R5RNH4ajsn&couponCode=ST19MT280525G

Activity-Based Learning (Suggested Activities in Class)/Practical-Based Learning

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – IV

Course Title:	**STRATEGIC TALENT MANAGEMENT**		
Course Code:	**MBAHR46**	**CIE MARKS**	**50**
(L :T : P) + SL	**(2:2:0) + (30 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. Orient learners to the challenges of acquiring and retaining talent of talents for the competitive advantage of the organization.
2. Assess the impact of applying various tools to identify required competencies in a person.
3. Develop critical insights into the concept and conceptual understanding of the management of talents in the competitive environment

Module-1	**12 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 talent management: competencies, performance management, conducting performance reviews, appraising executive talent, and selecting the right appraisal

Module-2	**12 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	**12 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, Incorporating outplacement as part of the talent strategy, developing talent management information system.

Module-4	**12 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	**12 Hours**

Methodology of competency mapping (OD): competency model development, competency models, people capability maturity model, developing competency framework, Competency profiling, competency mapping tools, use of psychological testing in competency mapping, and competency-based interviewing

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Recall the challenges of acquisition and retention of talents for competitive advantage of the organization.
CO2	Comprehend insights to develop and retain best talents in the industry.
CO3	Apply the concepts of competency and its usage in evaluating a person.
CO4	Examine the dynamics of competency mapping and assessment.
CO5	Evaluate and design talent management systems and succession plans aligned with organizational goals.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Students will design a basic Talent Management System for a chosen company, outlining components like performance management, appraisal methods, and talent value chain.
2	Through a role-play or simulation, students will develop a succession plan for key leadership roles and align it with career planning strategies.
3	Analyse real-world company cases to evaluate retention, engagement, and coaching strategies in talent development.
4	Conduct a hands-on exercise where students develop a competency model and use competency-based interviewing techniques for a specific role.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Proportionate weightage based on number of teaching hours for each unit shall be given while setting question paper.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory questions in the SEE

SELF STUDY

- Identify and analyse at least two AI-driven or data analytics tools used in talent management (e.g., for recruitment, retention, or performance)
- Compare competency models used in two different industries (e.g., IT vs. Manufacturing).
- Reflect on leadership and succession through a podcast, TED Talk, or HBR article.

TEXTBOOKS

1. Gowri Joshi, Veena Vohra: "Talent Management", Cengage Learning publishers, 2018
2. Lance A. Berger & Dorothy R. Berger: "The Talent Management Hand Book", Tata McGraw Hill. Publishers, 2020

REFERENCE BOOKS

1. Lyle M. Spencer, Signe M. Spencer: "Competence at work", John Wiley publishers, 1993
2. Seema Sangi: "A Handbook of Competency Mapping", Response BOOKS publisher, 2004

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. https://www.mooc-list.com/tags/talent-management
2. https://www.mooc-list.com/tags/strategic-human-resources-management-professional-certificate
3. https://www.coursera.org/learn/managing-talent
4. https://www.coursera.org/learn/talent-acquisition
5. https://www.coursera.org/learn/people-management
6. https://www.coursera.org/specializations/human-resource-management

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

ESTD : 2001
An Institute with a Difference

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – IV

Course Title:	**Machine learning**		
Course Code:	**MBABA43**	**CIE MARKS**	**50**
(L :T : P) + SL	**(2:0:2) + (30 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

1. Understand the core concepts and algorithms of machine learning.
2. Apply machine learning techniques to solve business problems.
3. Gain practical experience with machine learning tools and technologies.
4. Interpret and communicate machine learning results effectively.

Module-1	**04 Hours**

Introduction to Machine Learning: Definition and Scope: What is machine learning? How it differs from traditional programming. Types of Machine Learning: Supervised, unsupervised, and reinforcement learning. Applications in Business: Use cases and impact on various industries

Module-2	**08 Hours**

Data Preparation and Feature Engineering: Data Collection and Cleaning: Importance of data quality, handling missing values, and outliers. Feature Selection and Engineering: Techniques for selecting and creating relevant features. Data Splitting: Training, validation, and test datasets.

Module-3	**14 Hours**

Supervised Learning Techniques: Regression Analysis: Linear Regression: Simple and multiple linear regression. Evaluation Metrics: Mean Absolute Error (MAE), Mean Squared Error (MSE), R-squared. Classification: Logistic Regression: Basics of logistic regression and its applications. Decision Trees and Random Forests: Understanding and implementing decision trees and ensemble methods. Support Vector Machines (SVM): Introduction to SVM and its applications.

Module-4	**20 Hours**

Unsupervised Learning Techniques & Model Evaluation and Selection: Unsupervised Learning Techniques: Clustering: K-Means Clustering: Algorithm, implementation, and evaluation. Hierarchical Clustering: Basics and applications. Dimensionality Reduction: Principal Component Analysis (PCA): Technique and use cases. t-Distributed Stochastic Neighbor Embedding (t-SNE): Introduction and application.

Model Evaluation and Selection: 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	**14 Hours**

Practical Implementation with Tools and Libraries: Python for Machine Learning: Introduction to Python libraries such as Scikit-learn, Pandas, and NumPy. Building and Training Models: Hands-on exercises in building, training, and evaluating machine learning models. Introduction to Neural Networks and Deep Learning: Basics of neural networks and their applications.

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand the core concepts and algorithms of machine learning.
CO2	Apply machine learning techniques to solve business problems.
CO3	Gain practical experience with machine learning tools and technologies.
CO4	Interpret and communicate machine learning results effectively.
CO5	Gain an understanding of artificial neural networks and deep learning architectures.

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

PRACTICAL COMPONENTS

1	Practice on visualisation of data tools and understand the machine interaction.
2	Analyse the Google map for traffic congestion in a big city if IOT is implemented.
3	Learn simple algorithms and solve business problems using decision tree and simulations.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Units.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Unit.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

SELF – STUDY

- Study the concepts of linear algebra, calculus, probability, and statistics. These are foundational for understanding machine learning algorithms.
- Practice Python and gain insights

TEXTBOOKS

1. Tom M. Mitchell: "Machine Learning", McGraw-Hill publisher, 2010
2. Bishop, Christopher: "Neural Networks for Pattern Recognition", Oxford University Press publishers, 1995

REFERENCE BOOKS

1. Ashish Kumar and Amit S. Ranjan : "Hands-On Predictive Analytics with R: Build effective predictive models with R", John Wiley & Sons publishers, 2013
2. Trevor Hastie, Robert Tibshirani, and Jerome Friedman: "The Elements of Statistical Learning: Data Mining, Inference, and Prediction", Springer publishers, 2nd edition 2009

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://r.search.yahoo.com/_ylt=AwrKC2qQjvdij9UV_2.7HAx.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660419857/RO=10/RU=https%3a%2f%2fwww.crayondata.com%2fdownload-12-free-ebooks-on-big-
- https://www.youtube.com/watch?v=ryJgArru8dI
- https://www.coursera.org/courses?query=big%20data
- https://www.pdfdrive.com/big-data-books.html

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – IV

Course Title:	**PREDICTIVE ANALYTICS**		
Course Code:	**MBABA44**	**CIE MARKS**	**50**
(L :T : P) + SL	**(2:0:2) + (30 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

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	**10 Hours**

Introduction to Predictive Analytics: Definition and significance. Predictive vs. Descriptive vs. Prescriptive Analytics. Overview of the predictive analytics process. Applications in Business Case studies from various industries (e.g., finance, marketing, operations) Discussion on the impact of predictive analytics on decision-making.

Module-2	**10 Hours**

Data Collection and Preparation: 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	**14 Hours**

Predictive Modeling Techniques: 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	**12 Hours**

Machine Learning Basics: Introduction to Machine Learning: Supervised vs. unsupervised learning. Key algorithms (k means clustering, support vector machines). Model Evaluation and Validation: Cross-validation techniques. Bias-variance trade-off.

Module-5	**14 Hours**

Big Data and Predictive Analytics: Introduction to Hadoop and Spark. Handling large datasets. Predictive Analytics Tools: Overview of software (e.g., SAS, SPSS, Tableau). Comparison of different tools and their applications. Ethical Issues in Predictive Analytics: Data privacy and security. Bias and fairness in predictive models.

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	**Understand** the fundamental concepts of big data and analytics. Blooms Level
CO2	**Learn** key technologies and tools used in big data processing and analysis.
CO3	**Develop** skills to manage, analyze, and interpret large datasets.
CO4	**Apply** big data analytics techniques to real-world business problems.
CO5	**Design and create** interactive and insightful visualizations using modern data visualization tools

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

TEXTBOOKS

1. Foster Provost and Tom Fawcett : "Data Science for Business" , O'Reilly Media, Inc. publishers, 2013
2. Eric Siegel: "Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die" by Eric Siegel", John Wiley & Sons publisher, February 2013
3. Dean Abbott: "Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst", John Wiley & Sons publisher, 2013

REFERENCE BOOKS

1. John A. Davis: "Measuring Marketing: 110+ Key Metrics Every Marketer Needs", John Wiley & Sons publisher, 2013
2. Brian Clifton: "Advanced Web Metrics with Google Analytics"

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. https://r.search.yahoo.com/_ylt=AwrKC2qQjvdij9UV_2.7HAx.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660419857/RO=10/RU=https%3a%2f%2fwww.crayondata.com%2fdownload-12-free-ebooks-on-big-
2. https://www.youtube.com/watch?v=rvJgArru8dI
3. https://www.coursera.org/courses?query=big%20data
4. https://www.pdfdrive.com/big-data-books.html

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – IV

Course Title:	**DIGITAL ANALYTICS**		
Course Code:	**MBABA45**	**CIE MARKS**	**50**
(L :T : P) + SL	**(2:0:2) + (30 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

- Understand key concepts and metrics in digital analytics.
- Develop skills to analyse and interpret digital marketing data.
- Utilize digital analytics tools to derive actionable insights.
- Apply digital analytics to real-world business scenarios.

Module-1	**08 Hours**

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

Module-2	**16 Hours**

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

Module-3	**12 Hours**

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

Module-4	**12 Hours**

Web Analytics Fundamentals: 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	**12 Hours**

Social Media Analytics: Introduction to Social Media Analytics: Key metrics and KPIs for social media. Tools for social media analysis (e.g., Facebook Insights, Twitter Analytics). Analysing Social Media Campaigns: Engagement metrics, reach, and sentiment analysis. Influencer and brand performance evaluation

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Explain key concepts, tools, and techniques used in digital analytics
CO2	Apply Google Analytics and other platforms to monitor and measure web traffic
CO3	Analyze user behavior data to evaluate the effectiveness of digital marketing
CO4	Interpret KPIs and metrics to generate actionable business insights
CO5	Design and present data-driven digital marketing strategies using analytic

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

TEXTBOOKS

1. Jason Burby and Shane Atchison: "Digital Analytics 101", Wiley publishers, May 2007
2. Nikolas R. Reichenbach: "Google Analytics: How to Measure Digital Marketing & Analytics in an Easy Way"
3. Foster Provost and Tom Fawcett: "Data Science for Business: What You Need to Know about Data Mining and Data Analytic Thinking"

REFERENCE BOOKS

1. Fred R. David and Forest R. David: "Strategic Management: Concepts and Cases"

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. https://r.search.yahoo.com/_ylt=AwrKC2qQjvdij9UV_2.7HAx.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660419857/RO=10/RU=https%3a%2f%2fwww.crayondata.com%2fdownload-12-free-ebooks-on-big-
2. https://www.youtube.com/watch?v=rvJgArru8dI
3. https://www.coursera.org/courses?query=big%20data
4. https://www.pdfdrive.com/big-data-books.html

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

ESTD : 2001
An Institute with a Difference

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – IV

Course Title:	**STRATEGY ANALYTICS**		
Course Code:	**MBABA46**	**CIE MARKS**	**50**
(L :T : P) + SL	**(2:0:2) + (60 Hours/Sem)**	**SEE MARKS**	**50**
Credits:	**4**	**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	**06 Hours**

Introduction to Strategy Analytics: 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	**12 Hours**

Strategic Management Fundamentals & Strategy Formulation: Strategic Planning Process: Mission, vision, goals, and objectives. SWOT Analysis: Strengths, weaknesses, opportunities, and threats. Porter's Five Forces: Industry analysis and competitive strategy.

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-3	**12 Hours**

Analytical Tools and Techniques: 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-4	**18 Hours**

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

Module-5	**12 Hours**

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

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Explain the fundamental concepts and frameworks of strategic analytics
CO2	Apply analytical tools and models to evaluate strategic business decisions
CO3	Analyze organizational data to uncover insights for competitive advantage
CO4	Evaluate alternative strategic options using data-driven decision-making
CO5	Develop and present strategic solutions based on analytical evidence

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	**Maximum Marks**	**Minimum Passing Marks**	**Evaluation Details**
CIE – IA Tests (A)	25	-	Three tests each of 50 marks shall be conducted. Average of Three Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
• The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

Textbooks

1. Thomas H. Davenport and Jeanne G. Harris: "Competing on Analytics: The New Science of Winning"
2. Chris J. Lloyd: "Data-Driven Business Decisions"

REFERENCE BOOKS

1. Fred R. David and Forest R. David: "Strategic Management: Concepts and Cases"

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. https://r.search.yahoo.com/_ylt=AwrKC2qQjvdij9UV_2.7HAx.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660419857/RO=10/RU=https%3a%2f%2fwww.crayondata.com%2fdownload-12-free-ebooks-on-big-
2. https://www.youtube.com/watch?v=rvJgArru8dI
3. https://www.coursera.org/courses?query=big%20data
4. https://www.pdfdrive.com/big-data-books.html

Activity-Based Learning (Suggested Activities in Class)/Practical-Based Learning

- Quizzes
- Assignments
- Seminar

ESTD : 2001
An Institute with a Difference

MBA Program
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)
SEMESTER – IV

Course Title:	**PROJECT WORK**		
Course Code:	**MBA47**	**CIE MARKS**	**50**
(L :T : P) + SL	**(0:0:12)**	**SEE MARKS**	**50**
Credits:	**6**	**EXAM HOURS**	**3**

COURSE LEARNING OBJECTIVES:

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

STRUCTURE

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

GENERAL GUIDELINES

- The project work shall be for a period of 6 weeks immediately after the completion of 3rd SEE but before the commencement of the 4th semester classes.
- The Course code of the project report shall be MBA47 and shall be compulsory for all the students opting for all specializations.
- The Department shall receive 2 copies of project reports prior to the commencement of the 4th semester examination. Copies of the project report should be sent to the COE with intimation to the Principal.
- By keeping the business trend in the present scenario, Institute has given an option to the students to select the research problem either from business organization or they can carry out the project on freelance basis subject to the approval of Department Project Committee.
- It is the total responsibility of the internal guide to monitor the freelance project.
- In case, business problem selected from a Company, no two students of an institute shall work on the same problem in the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- On completion of the project work, student shall prepare a report with the following format.
- The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size.
- All the reports shall be printed in the A4 size 1 margin on all the sides.
- The report shall be hard bound facing sheet of royal blue color indicating the title of college and month & year of admission (spiral binding not permitted).
- A certificate by the guide, HOD and Head of the institution indicating the Bonafide Performance of the project by the student to be enclosed.
- An undertaking by the student to the effect that the work is independently carried out by him/her.
- The certificate from the organization if applicable (if its Freelance project, certificate is not required and internal guide can issue a certificate for successful completion).
- Acknowledgement
- Executive Summary.

Performance of the project by the student to be enclosed.

- An undertaking by the student to the effect that the work is independently carried out by him/her.
- The certificate from the organization if applicable (if its Freelance project, certificate is not required and internal guide can issue a certificate for successful completion).
- Acknowledgement
- Executive Summary.

Project Report Evaluation:

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

CONTENTS OF THE INTERNSHIP REPORT

- Cover page
- Certificate from the Organization (scanned copy if applicable)
- Certificate from the guide, HOD and Head of the Institution (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 projects such as figures, graphs, photographs etc.,

Rubrics for Project Work (Common to core and Dual Specializations)- MBA47

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

Rubrics for Project Evaluation and Viva voce Examination

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

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

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

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

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

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

MARKS SHEET FORMATS

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

Visvesvaraya Technological University Marks Sheet for MBA Project Work (MBA47)

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

Internal Marks Allocation for Project Work (MBA47)

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

Marks Sheet

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

Signature of the Internal Guide with Name, Address & Date

Note:

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

2. Report Evaluation by the Guide & External Examiner.

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

Visvesvaraya Technological University
Marks Sheet for MBA Project Work (MBA47)

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

External Evaluation Marks Allocation for Project Work (MBA47)

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

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

Signature of External Examiner with affiliation

Note:

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

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

RNS Institute of Technology

Marks Sheet for MBA Project Work (MBA47)

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

Viva voce Marks Allocation for Project Work (MBA47)

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

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

Marks Sheet

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

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

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

Schedule to be followed before commencement of Project

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

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

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

Schedule to be followed during Project work

Activity	Timeline	Remarks
Understanding Structure, Culture and functions of the organization /identifying of business problem from the Industry from the literature study	1st Week 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

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

RNS INSTITUTE OF TECHNOLOGY
ESTD : 2001
An Institute with a Difference

(Title of the Report)

Submitted by

(Student Name) (USN)

Submitted to

RNS Institute of technology (An Autonomous Institution affiliated to VTU, Belagavi)
In partial fulfilment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

INTERNAL GUIDE
(Name & Designation)

EXTERNAL GUIDE
(Name & Designation)

(Institute Logo)

Department of Business Administration

(Institute Name with Address)
(Month & Year of submission)

CERTIFICATE

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

Signature of Internal Guide **Signature of HOD** **Signature of Principal**

DECLARATION

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

Place: **Signature of the Student**
Date:

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Chapter-2	Industry and Company profile	**XXXXXXXXXX**
Chapter-3	Theoretical Background of the Study	**XXXXXXXXXX**
Chapter-4	Data Analysis and interpretation	**XXXXXXXXXX**
Chapter-5	Summary of Findings, suggestions and Conclusion	**XXXXXXXXXX**
	Bibliography	
	Annexures	

List of Tables

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

List of Figures/ Charts/ Graphs

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

ESTD : 2001
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VISION

Building RNSIT into a World Class Institution.

MISSION

To impart high quality education in Engineering, Technology and Management with a difference, enabling students to excel in their career by

- Attracting quality students and preparing them with a strong foundation in fundamentals so as to achieve distinctions in various walks of life leading to outstanding contributions.
- Imparting value based, need based, choice based and skill based professional education to the aspiring youth and carving them into disciplined, World class professionals with social responsibility.
- Promoting excellence in Teaching, Research and Consultancy that galvanizes academic consciousness among Faculty and Students.
- Exposing Students to emerging frontiers of knowledge in various domains and make them suitable for Industry, Entrepreneurship, Higher studies, and Research & Development.
- Providing freedom of action and choice for all the Stakeholders with better visibility.

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