

3rd Semester MBA Core Subjects Syllabus for AY 2024-25 onwards

LOGISTICS AND SUPPLY CHAIN MANAGEMENT			
Course Code	MBA 301	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> • To understand the basic concepts of logistics and supply chain management • To provide insights for establishing efficient, effective and sustainable supply chains. • To comprehend the role of Information Technology in warehousing, transportation and Inventory management in SCM. • To gain knowledge about international logistics and environment 			
Module-1 (8 Hours)			
Introduction to Logistics Management: Meaning of Logistics, Definition of Logistics, Objectives of Logistics, Types of Logistics, Need for Logistics Management, Evolution of logistics toward Supply chain Management, Logistics Industry in India. Logistical Activities, Logistics Costs, Expected cost of stock outs. Logistical Informational Requirements.			
Module-2 (9 Hours)			
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. Logistics and Environment, Methods and tools facilitating International Logistics and its challenges.			
Module-3 (9 Hours)			
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), Impact of uncertainties, forecasting in Supply Chain, Innovations in Supply Chain. Sourcing Decisions in Global SCM, Key issues in Global sourcing, Outsourcing. Network design in the supply chain, factors affecting the network design decisions.			
Module-4 (9 Hours)			
Introduction to Inventory Concepts: various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis. Goals, need, impact of inventory management on business performance. Types of Inventory, 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 (9 Hours)			
Introduction to Distribution Management: Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice. HUB & SPOKE V/S Distributed Warehouses. Mode of transportation and criteria of decision. Transportation Infrastructure .Factors impacting road transport cost, Packaging Issues in Transportation, role of containerization, Hazards in transportation, State of Ocean Transport, global alliances.			
Module-6 (6 Hours)			

Introduction IT in SCM: Role of computer/ IT in supply chain management, Benchmarking concept, features and implementation. Vendor Managed Inventory, CPFRP, and Customer Service, Integrated Supply Chain and Logistics. Value addition in SCM.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. 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.

Semester End Examination:

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.

Suggested Learning Resources:

Books:

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

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gI7Te7HAX.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.researchgate.net%2fpublication%2f270876147_Supply_Chain_Management_4th_edition/RK=2/RS=l5xJm6fL0veF5TOaSQK.2R1Giqo-
- https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gI7je7HAX.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.oracle.com%2fwebfolder%2fs%2fassets%2febook%2fscm-complete-guide%2fpdf%2fscm-guide.pdf/RK=2/RS=ztnJiPlSXhKgg3LJKrxxE5MspDo-
- https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gI7ze7HAX.;_ylu=Y29sbwNzZzMEcG9zAzUMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=http%3a%2f%2ftrainingtancang.com%2fupload%2fnews%2febook-principles-of-supply-chain-management-9010.pdf/RK=2/RS=Drwv0C_5itZTS4CPsIKgOZLYxQM
- www.proquest.com

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

Skill Development Activities Suggested

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Demonstrate knowledge of the functions of logistics and supply chain management.	L1/L2
CO2	Relate concepts and activities of the supply chain to actual organizations	L3
CO3	Analyse the role of technology in logistics and supply chain management.	L4
CO4	Evaluate cases for effective supply chain management and its implementation.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

INTERNATIONAL BUSINESS

Course Code	MBA 302	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03

Course Learning objectives:

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

Module-1 (8 Hours)

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

Module-2 (8 Hours)

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

Module-3 (9 Hours)

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

Module-4 (9 Hours)

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

Module-5 (8 Hours)

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

Module-6 (8 Hours)

Basics of International Marketing- Environment and cultural dynamics of global markets, functions of International Marketing, determining International Marketing strategies in different stages of PLC, Major actors in International Marketing, Competitive Global Marketing Strategies.

Global HRM- Characteristics, Nature and factors of IHRM, Functions of IHRM,

Global Finance-Features of Global Capital Market, Growth of Global Capital Market, Global equity market.

International Production Management-Coordinating Global Manufacturing System.

Assessment Details (both CIE and SEE)

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Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

a) Tests (for 25Marks) and

b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. 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.

Semester End Examination:

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.

Suggested Learning Resources:

Books

1. International Business (text and cases): P Subba Rao, HPH, 4/e, 2017.
2. International Business: competing in the global market place, Charles W L Hill, Tata McGraw-Hill., 5th Edition, 2005.
3. International Business, Justin Paul, PHI Learning, 2010.
4. International Business: V. K. Bhalla, S Chand, 1/e, 2013.
5. The International Business Environment: Anant K. Sundaram/ J. Stewart Black-Prentice Hall.
6. International Business environments and Operations John D Daniel, Lee H Radebaugh, Daniel P Sullivan- Pearson Education, 10th edition, 2004.
7. The International Business Environment Janet Morrison Mac Millan Palgrave, 2004
8. International Business Environment by Francis Cherunilam- Himalaya Publishing House, 2004.

Web links and Video Lectures (e-Resources):

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

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Skill Development Activities Suggested

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

Course outcome (Course Skill Set)

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

Sl. No.	Description	Blooms Level
CO1	Defining international business and describe how it differs from domestic business with respect to laws, regulations and taxation.	L3
CO2	Identify and describe factors and forces that affect an organization's decision to internationalize its business.	L3
CO3	Describe and compare strategies for internationalization.	L3,L2
CO4	Identify and analyze challenges in working, communicating and negotiating in a cross-cultural context.	L3,L4
CO5	Discuss the role of corporate social responsibility (CSR) in international business practice.	L6

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3
CO5		1				2	3		

3rd Semester MBA Marketing Electives Syllabus

CONSUMER BEHAVIOUR			
Course Code	MBA MM313	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
<p>Course Learning objectives: The student will be able</p> <ul style="list-style-type: none"> • To develop an understanding of consumer behaviour theories and apply this understanding in a marketing decision making context. • To identify the multitude of factors influencing consumers so that each of us will be able to apply this knowledge to improve market strategy. • To Create better marketing programs and strategies basing on the knowledge of consumer behaviour. 			
Module-1 (7 Hours)			
<p>Introduction to Consumer Behaviour: Meaning, Nature and Importance of Consumer Behaviour; Difference between Consumer & Customer; Nature & characteristics of Indian Consumers; Consumer Movement in India; Rights & Responsibilities of consumers in India; Consumerism: Meaning and benefits of consumerism. Consumer Research process.</p>			
Module-2 (9 Hours)			
<p>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.</p> <p>Models of Consumer Behaviour: Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour, Class Exercise: Conducting consumer experiments.</p>			
Module-3 (6 Hours)			
<p>Individual Determinants of Consumer Behaviour: Perception: Process, Consumer Imagery, Perceived Risk. Learning: Principles and Theories Personality: Nature, Theories, Self Concept, Psychographic and Life Style. Attitude: Structural model of attitude, attitude formation & change. Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories.</p>			
Module-4 (12 Hours)			
<p>Group Determinants of Consumer Behaviour: Groups: Meaning and Nature of Groups, Reference Group Influence: Types of consumer relevant groups, factors affecting group influence, Application of reference group concept. Family: Functions of family, family decision making, Family Life Cycle (FLC). Dynamics of husband-wife decision making, Opinion Leadership and Personal influence. Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders. Diffusion of Innovation: Adoption process, Diffusion process.</p>			
Module-5 (9 Hours)			
<p>Environmental Influences on Consumer Behaviour: Social Class: Social Class Basics, Social class and Social status, The dynamics of status consumption, Life style profile of social class, Features of Social Class, Five Social-Class Categories in India.</p> <p>Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values</p>			

and beliefs in Consumer Behaviour. Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures. Cross Culture - Cross-cultural consumer analysis - Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problem.

Module-6 (7 Hours)

Customer Relationship Management: CRM Concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs. **CRM in Marketing** - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modelling, - Channel Optimization - Event-based marketing.- CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

Assessment Details (both CIE and SEE)

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- 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

Suggested Learning Resources:

Books

1. Consumer Behaviour, Schiffman Kanuk and S. Ramesh Kumar- Pearson, Latest Edition.
2. Consumer Behaviour: A Managerial Perspective, Dr. Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal, Cengage Learning, latest Edition.
3. Consumer Behaviour, Sethna, Sage Publications, 4/e, 2018.
4. Consumer Behaviour in Indian Perspective, Himalaya Publications-latest Edition.
5. Consumer Behavior, Blackwell and Engel, Cengage Publication, Indian Edition.
6. Indian Consumers, S.C.Mehta – Tata McGraw Hill

Web links and Video Lectures (e-Resources):

1. <https://youtu.be/ctMpHpJouoU>
2. <https://youtu.be/jSrC-EWYIJQ>
3. <https://youtu.be/dptzjrKRAm8>
4. <https://youtu.be/60eRK7AwwM>
5. https://youtu.be/KILsxmXUm_M
6. <https://youtu.be/0srjdRDh99Y>
7. <https://youtu.be/AGYxSskyuq0>
8. <https://books.mec.biz/tmp/books/NXHQRTHBQ2L87NIU6YVN.pdf>
9. https://www.oup.com.au/__data/assets/file/0025/131983/9780195597080_SC.pdf
10. <https://www.pdfdrive.com/consumer-behaviour-books.html>

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

Skill Development Activities Suggested

1. Students can identify how marketers are addressing the various components and stages of the decision making process.
2. Students can go to malls and unorganized retail outlets and observe the behaviour of consumers of different demographic segments while buying different category of goods. The students need to present the findings / observations followed with a group discussion.
3. Give examples of the products and services that cater to our: biogenic needs, acquired needs and hedonic needs.
4. Find three advertisements that appeal to the need for power, affiliation and achievement. Discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy.
5. Meet your friends and conduct a survey to find out what are the important factors in their purchase of mobiles, shoes, bags etc.
6. Which type of personality, as per Jung's personality types, do you have? Similarly, find out the personality types of your family members.
7. Conduct a study on advertisements regarding a specific product and find out how consumer deal with the information overload.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	The students will be able understand the background and concepts of consumer behaviour	L1
CO2	The students will be able to identify the dynamics of consumer behaviour and the basic factors that influence the consumers decision process	L2
CO3	The students will be able to demonstrate how concepts may be applied to marketing strategy.	L3

CO4	Students will be able to apply and demonstrate theories to real world marketing situations by profiling and identifying marketing segments.	L4
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Mapping of COS and Pos

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1	2			2			2	
CO2			2			3			
CO3				3			2	2	
CO4		2	3	2			3		3

SALES AND RETAIL MANAGEMENT

Course Code	MBA MM314	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03

Course Learning objectives:

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

Module-1 (8 Hours)

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

Module-2 (8 Hours)

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

Module-3 (9 Hours)

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

Module-4 (9 Hours)

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

Module-5 (9 Hours)

Setting up Retail organization: Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design. Retail Market Strategy - Financial Strategy Human Resource Management, Information Systems and supply chain management & Logistics. Store Layout and Space planning: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors. Store Management: Responsibilities of Store Manager, Store Security, Parking Space. Problem at Retail Centers, Store Record and Accounting System, Coding System, Material

Handling in Stores, Management of modern retail stores.

Module-6 (7 Hours)

Relationship Marketing & International Retailing: Management & Evaluation of Relationships in Retailing, Retail Research in Retailing: Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Customer Audits, Brand Management in retailing, Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment and issues in international retailing.

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- 100 percent theory in SEE.

Suggested Learning Resources:

Books

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

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

Web links and Video Lectures (e-Resources):

- <https://www.pdfdrive.com/sales-management-e529300.html>
- <https://ncert.nic.in/textbook/pdf/ieva101.pdf>
- <https://www.pdfdrive.com/retail-marketing-e34523955.html>
- <https://www.coursera.org/lecture/mafash/retail-management-yrF51>
- <https://www.youtube.com/watch?v=8ah0ET7zIBw>
- https://onlinecourses.swayam2.ac.in/cec20_mg01/preview
- <https://www.digimat.in/nptel/courses/video/110105122/L16.html>
- <https://freevidelectures.com/course/4216/nptel-sales-distribution-management>
- <https://nptel.ac.in/courses/110105122>
- <https://www.digimat.in/nptel/courses/video/110105122/L01.html>

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Skill Development Activities Suggested

- Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.
- Go to a kirana store and a supermarket and compare the following:
 - a) Store arrangement
 - b) No of brands carried
 - c) Pricing policies – are discounts given?
 - d) Service – personal or impersonal? Etc.
- Go to at least three kirana stores in your neighbourhood and discuss with them the importance of location, pricing, credit policy, etc. What percentages of goods are sold ‘loose’ in each locality and compare this with the approximate income range of the customers? What are the retailer’s losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Student can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the selling techniques in an organisation.	L2
CO2	Develop a plan for organizing, staffing & training sales force.	L3
CO3	Organize sales territories to maximize selling effectiveness.	L3
CO4	Evaluate sales management strategies.	L5
CO5	Find out the contemporary retail management issues and strategies.	L1
CO6	Evaluate the recent trends in retailing and its impact in the success of modern business.	L5
CO7	Understand Relate store management and visual merchandising practices for effective retailing.	L2

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3
CO5	1		2		3		2		
CO6		1		2		1			
CO7	1		2						3

SERVICES MARKETING

Course Code	MBA MM315	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03

Course Learning objectives:

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

Module-1 (7 Hours)

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

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

Module-2 (9 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 (9 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 (9 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 (9 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.

Module-6 (7 Hours)

Physical evidence in services: Importance of Physical Evidence, Elements of Physical Evidence, Physical Evidence Strategies, Guidelines for Physical Evidence.

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

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. 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.

Semester End Examination:

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 question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 theory in SEE.

Suggested Learning Resources:**Books:**

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

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IV9i7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2fbooks.lpu.de.in%2fmanagement%2fmba%2fterm_4%2fDMGT510_SERVICES_MARKETING.pdf/RK=2/RS=rz8XYyCSOhGnU6JznbggyVS_8NM-
- https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IWNi7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2fwww.coursehero.com%2ffile%2f27673829%2fServices-Marketing-5th-Edition-pdf%2f/RK=2/RS=Ric3RoGnm212j6Xe5dA6FmlStA-
- https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IY9i7HAX.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2ffinfolearners.com%2febooks%2fessentials-of-services-marketing-3rd-edition-pdf-free-download%2f/RK=2/RS=eUc.stCHtWkAmoi3H7VQ_mdeFT0-

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

Skill Development Activities Suggested

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

Course outcome (Course Skill Set)

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

Sl. No.	Description	Blooms Level
CO1	Develop an understanding about the various concepts and importance of Services Marketing.	L1/L2
CO2	Enhance knowledge about emerging issues and trends in the service sector.	L3
CO3	Learn to implement service strategies to meet new challenges.	L4
CO4	Analysing Services blue print and SERVQUAL model	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

RURAL MARKETING			
Course Code	MBA MM316	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • Make students have an understanding of the fundamental concepts of rural marketing & the environment in which rural marketing system operates • To gain the knowledge on consumer buying behavior and influencing factors on consumer buying behavior at rural market and the decision process • To understand the promotional mix in rural markets • To understand premise underlying in rural markets • To comprehend the initiatives and future of rural markets 			
Module-1 (7 Hours)			
Introduction to Rural Markets: Definition, Concept, Nature, Size and Scope of Indian Rural markets, Rural Demand, Buying Characteristics, Rural Market Structure: Demographic, Physical, Economic Environment. Rural Infrastructural Facilities – Warehousing, Cold Storage, Logistics. Indian Rural Market: Profile, Rural Vs Urban Market, Importance of Branding, Problems of Rural Consumers: Adulteration, Short Weight and Measures, Unfair Warranties and Guarantees, Unreasonable Pricing, Challenges and Future of Rural Marketing.			
Module-2 (9 Hours)			
Understanding the Rural Consumer: Rural Community in India. Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Rural Consumer Behavior, Rural Buyer Characteristics, Consumer Buying Decision Process, Factors Affecting Consumer Behavior –Cultural, Social, Technological, Economic and Political.			
Module-3 (9 Hours)			
Marketing Mix in Rural Markets: Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems.			
Module-4 (9 Hours)			
Innovation in Rural Markets: Significance of innovation in rural markets, The intervention of IT in Rural Markets: Importance and Initiatives, The emergence of Organized retailing in Rural India, Key Drivers of Organized Retail, Cases in organized retail: Operative Models adopted by Indian Companies.			
Module-5 (9 Hours)			

Initiatives of Rural Marketing: Improvement measures taken by the Government –Initiatives by Co-operative and Private Sector, Present Scenario-Rural Female Empowerment, Micro Financing, Mobility in Emerging Markets, Growing Rural Tourism. E- Commerce: Importance of E-Commerce and Impact of E-Marketing on rural consumers, Concept of Digital Village, Role of Social Media in rural marketing. Information Technology: Impact of IT in Agricultural Marketing, E Chaupal, Project Shakti, Web-casting-online training and guidance to farmers.

Module-6 (7 Hours)

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

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. 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.

Semester End Examination:

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.

Suggested Learning Resources:

Books

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

Web links and Video Lectures (e-Resources):

- <https://youtu.be/fB3DI31FE4I>
- https://youtu.be/Hguauxu_0bM
- <https://youtu.be/d8-k2LbP-y4>
- <https://youtu.be/WttNQtX5cyA>
- <https://youtu.be/OpU33j9wVss>
- <https://youtu.be/jpqZb0ZhA2s>
- <https://youtu.be/5sDNYnhbq9A>
- <https://youtu.be/hih1rLTJbWM>
- <https://youtu.be/DzZCVqrtXYw>

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

Skill Development Activities Suggested

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

Course outcome

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

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

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1		2		2	3			
CO2	1		2				2		
CO3	1	2	2	3	2			2	2
CO4	1	2		2					
CO5	1		2		2				

3rd Semester MBA Finance Electives Syllabus

STRATEGIC COST MANAGEMENT			
Course Code	MBA FM313	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
<p>Course Learning objectives:</p> <ul style="list-style-type: none"> • To understand various concepts and terminologies used in cost management. • To explain and critically evaluate various costing methods and techniques such as marginal costing, budgetary control, standard costing, activity based costing etc. • To apply and analyse various costing methods and techniques mentioned above. 			
Module-1 (8 Hours)			
<p>Introduction to Cost Management-Cost Accounting to Cost Management- Objectives and functions of Cost Accounting , Cost accounting and Financial Accounting , Elements of costs- Classification of costs-Methods of costing-Cost Management Tools- A Strategic View to Cost Management- Inventory systems , Average cost methods, Preparation of a cost sheet . Target Costing, features, steps, Advantages (Problems on cost sheet).</p>			
Module-2 (8 Hours)			
<p>Overheads: Meaning of Overhead Cost, Classification and Collection, Difference between Cost Allocation and Cost Apportionment, (Full-fledged Problems on Primary and secondary distribution, Simultaneous equations, Absorption of Overhead, Theory on Under and Over absorption of Overhead). Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC (Unit level, Batch Level and Product Sustaining Activities), Benefits and weaknesses of ABC. (Theory & Problems).</p>			
Module-3 (9 Hours)			
<p>Marginal Costing – Nature and Scope- Applications-Break even charts and Point, Decision-making (all types with full problems) Differential Cost Analysis, Advantages and Disadvantages of Marginal Costing Process Costing: introduction to Process Costing, Cost accumulation in process costing (Problems).</p>			
Module-4 (9 Hours)			
<p>Budgetary Control- Essentials of Effective Budgeting , Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor Problems on Production Budgets and Flexible Budgets. Standard Costing:- Comparison with Budgetary control, analysis of Variances, Simple Problems on Material and Labour variances only, Performance Budgeting , Zero base Budgeting (ZBB) (Problems).</p>			
Module-5 (9 Hours)			
<p>Cost Audit & Reporting to Management-objectives and advantages of Cost Audit, Cost Audit report. Management Audit- Objectives and Scope. Reporting to Management – Purpose of reporting- Requisites of a good report, Classifications of Report, Segment reporting, Cost Reduction and Cost Control, Target Costing – its Principles, Balanced Scorecard: Features and Purpose, Back-flush accounting, The Variants of Backflush Accounting , Lean Accounting, Cost Control vs. Cost Reduction (theory only).</p>			
Module-6 (7 Hours)			

Responsibility Centers: Revenue and Expense Centers Responsibility Centers, Revenue Centers. Transfer Pricing – Meaning, Principles of Transfer Pricing, Methods of Transfer of Pricing expense Centers, Administrative Centers. Cost Management for Specific Sectors – Gold, Agriculture, IT sector, Phrama and others (theory only).

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. 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.

Semester End Examination:

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 question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

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

Web links and Video Lectures (e-Resources):

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

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

Skill Development Activities Suggested

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the goals and strategies of business units.	L2
CO2	Determine standard costing and variance analysis cost control in Business decision making,	L5
CO3	Applications of Management accounting and control systems in Corporate.	L3
CO4	Critically evaluate all traditional and non-traditional costing methods such as absorption costing; marginal costing and activity based costing.	L5

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT			
Course Code	MBA FM314	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> To acquaint students with fundamental concepts of capital market and its instruments. To understand techniques to evaluate and analyze risk and return characteristics of securities such as individual stocks, mutual funds etc. To provide basic knowledge of the theories and practices of modern portfolio choice and investment decision 			
Module-1 (8 Hours)			
<p>Introduction to Investment: Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Investment Process.</p> <p>Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives. Securities Market: Trading & Settlement Procedure, Stock Market Indicators- Indices of Indian Stock Exchanges. Mutual Funds: Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Types of Mutual funds. (Only Theory).</p>			
Module-2 (9 Hours)			
<p>Return and Risk Concepts: Concept of Risk, Causes of Risk, Types of Risk- Systematic risk- Market Price Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk- Business risk, Financial Risk, Insolvency Risk, Risk-Return Relationship, Concept of diversifiable risk and non-diversifiable risk. Calculation of Return and Risk of Individual Security & Portfolio (Theory & Problems).</p>			
Module-3 (9 Hours)			
<p>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).</p>			
Module-4 (8 Hours)			
<p>Fundamental & Technical Analysis: Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis- Financial Statement Analysis. Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Technical Analysis – Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators –Moving Average Convergence-Divergence, Relative Strength Index (Theory only).</p>			
Module-5 (9 Hours)			
<p>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, Optimum Portfolio with Short sales (Theory & Problems).</p>			
Module-6 (7 Hours)			

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

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. 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.

Semester End Examination:

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 question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

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

Web links and Video Lectures (e-Resources):

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

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

Skill Development Activities Suggested

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the capital market and various Instruments for Investment.	L2
CO2	Assess the risk and return associated with investments and methods to value securities.	L5
CO3	Analyze the Economy, Industry and Company framework for Investment.	L4
CO4	Learn the theories of Portfolio management and also the tools and techniques for efficient portfolio management.	L5

Mapping of COs and Pos

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

ADVANCED FINANCIAL MANAGEMENT			
Course Code	MBA FM315	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> • To understand the concept capital structure and capital structure theories. • To assess the dividend policy of the firm. • To be aware of the management of working capital and it's financing. • To understand the techniques of managing different components of working capital. • To evaluate the impact of financial decisions on the strategic direction of the organisation. • To evaluate complex investment appraisal situations and appreciate the importance of the cost of capital to the organisation and how the capital structure chosen will impact upon this. 			
Module1 – Cash Management		10 Hours	
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)			
Module2 – Receivables Management & Factoring		10 Hours	
Receivables Management & Factoring: Nature and objectives of Receivables Management – Credit management through credit policy variables- marginal analysis- Credit evaluation of individual accounts and its monitoring receivables - Numerical credit scoring- Control of accounts receivables. Problems on credit granting decision. (Theory and Problems) Factoring: Meaning, definition, types & its benefits (Theory only) Recent Developments in Advanced Financial Management-Crypto currency, Block chain technology, Cloud funding, Digitization of financial transactions-Big data project finance.			
Module3– Inventory Management		8 Hours	
Inventory Management: Purpose and functions of inventories -Types of inventory (Raw-materials, work-in-progress (WIP), finished goods & Maintenance, Repairs and Operations (MRO). Determination of inventory control levels: ordering, reordering, danger level. Techniques of inventory management- Economic Order Quantity (EOQ model). Pricing of raw material - Monitoring and control of inventories- ABC Analysis. (Theory and problems)			
Module 4 - Capital Structure Decisions		8 Hours	
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 5 - Dividend Policy		7 Hours	

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

Module 6 – Value Based Management

7 Hours

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

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25 Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. 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.

Semester End Examination:

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.
- 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

1. Financial Management, M.Y. Khan & P.K. Jain, TMH 7/e, 2017.
2. Financial Management, Prasanna Chandra, TMH 10/e, 2019.
3. Financial Management and Policy: Text and Cases, Bhalla. V. K Anmol Publications Pvt. Ltd, 9/e.
4. Financial Management & Policy, James C Vanhorne, Sanjay Dhamija, Pearson, 12/e

Web links and Video Lectures (e-Resources):

1. <https://www.pdfdrive.com/advance-financial-management-e33606254.html>
2. <https://www.smartworld.com/notes/advanced-financial-management-notes-pdf-afm/>
3. https://www.academia.edu/33769964/Advanced_Financial_Management_Class_Notes
4. <https://5y1.org/document/advanced-financial-management-pdf.html>
5. <https://www.youtube.com/watch?v=BKbXjfhLf0w>
6. <https://opentuition.com/acca/afm/>
7. https://www.youtube.com/watch?v=CCQwz_Gwo6o
8. <http://mappingyourfuture.org/money>
9. <http://www.mymoney.gov/>
10. <http://www.vertex42.com/Calculators/debt-reduction-calculator.html>.

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

Skill Development Activities Suggested

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

Course outcome (Course Skill Set)

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

Sl. No.	Description	Blooms Level
CO1	Demonstrate the applicability of the concept of Financial Management to understand the managerial Decisions and Corporate Capital Structure.	2
CO2	Apply the Leverage and EBIT EPS Analysis associate with Financial Data in the corporate& Analyse the complexities associated with management of cost of funds in the capital Structure.	3
CO3	Demonstrate how the concepts of financial management and investment, financing and dividend policy decisions could integrate while identification and resolution of problems.	2
CO4	Be aware of the techniques of inventory and receivables management.	3
CO5	Demonstrate how the concept of cash management work in the respective organization	4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1	-	-	-	2	-	-	-	-
CO2	-	-	2	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	-
CO4	-	2	-	2	-	-	-	-	-
CO5	1		2		2	-	-	-	-

BANKING & FINANCIAL SERVICES			
Course Code	MBA FM316	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> ● To understand the Structure and functions of Public sector Banks and Commercial Banking in India. ● To learn the functions of various Financial Services in India. ● To understand role of Banking and Financial Services in Business organizations ● To know the functioning of NBFC 's in India. 			
Module-1 (8 Hours)			
Banking System and Structure in India: Types of banks –Public Sector, Regional Banks, Credit creation and Deployment of Funds. Role of Reserve Bank and GOI as regulator of banking system, Banking sector reforms, Provisions of Banking Regulation Act & Reserve Bank of India Act, Quantitative and Qualitative Measures of Credit Control, Recent trends in Banking- Banking Technology, Neo banking, Payment banking, Fintech, Crypto currency, Integration of AI in Banking, Bank Performance analysis and Future of Banking. (Theory)			
Module-2 (8 Hours)			
Commercial Banking: Structure, Functions - Primary & Secondary functions, Services rendered. Concept of Universal Banking, Analysis of Banks' Financial statements, Financial statement of Banks, Comparison of bank ratios of Public sector banks, Private sector and Foreign banks operating in India. (Theory)			
Module-3 (8 Hours)			
Merchant Banking: Categories, Services offered, Issue management – Pre and Post issue management, Issue pricing, Preparation of Prospectus, Underwriting, Private Placement, Book Building Vs. Fixed price issues. (Theory)			
Module-4 (10 Hours)			
NBFCs-Micro-finance- Leasing & Hire Purchase: NBFCs: An Overview -Types of NBFCs in India- Growth, Functions and Regulatory framework. (Theory) Micro-finance: The paradigm-NGOs and SHGs-Micro-finance delivery mechanisms, Models Services, Challenges. -Future of Micro finance(Theory) Leasing & Hire Purchase: Nature and scope of leasing, Types of leasing, Problems in Evaluation of Leasing. Nature and forms of Hire purchase agreements, Problems in Evaluation of Hire Purchase. (Theory and Problems)			
Module-5 (8 Hours)			

Credit Rating- Venture Capital- Depository System- Securitization of Debt:

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

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

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

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

Module-6 (8 Hours)

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

Assessment Details (both CIE and SEE)

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Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

a) Tests (for 25Marks) and

b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. 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.

Semester End Examination:

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 question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 80 percent theory and 20 percent problem in SEE.

Suggested Learning Resources:**Books**

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

Web links and Video Lectures (e-Resources):

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

Skill Development Activities Suggested

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	The Student will be acquainted to various Banking and Non-Banking financial services in India.	L1
CO2	The Student will understand the activities of Merchant Banking and credit rating.	L3
CO3	The Student will be equipped to understand micro financing and other financial services in India	L2
CO4	The Student will understand how to evaluate and compare leasing & hire purchase	L4

Mapping of COS and Pos

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1		2			3			
CO2	1	3		2					
CO3		1	3		3				
CO4	1	3				3			

3rd Semester MBA HR Electives Syllabus

RECRUITMENT AND SELECTION			
Course Code	MBA HR313	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
<p>Course Learning Objectives: This course will enable the students</p> <ul style="list-style-type: none"> • To recite the theories and various steps involved in Recruitment and Selection. • To describe and explain in her/his own words, the relevance and importance of Recruitment and Selection in the Organization. • To apply and solve the workplace problems through Recruitment and Selection intervention. • To classify and categorize in differentiating between the best method to be adopted by organization related to Recruitment and Selection • To compare and contrast different approaches of Recruitment and Selection framework for solving the complex issues and problems. • To design and develop an original framework and framework in dealing with the problems in the organization. 			
Module-1 (7 Hours)			
<p>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 make Bad Recruitment; Overview of the Hiring Process; Recruitment Metrics; Factors Affecting Recruitment; Recruitment Strategy: An Internal Approach; Recruitment Strategy: An External Approach; Legal and Ethical Considerations; Organisational Best Practices. Manpower Planning: Macro Level Scenario of manpower planning, Process of manpower planning, requisites for successful manpower planning.</p>			
Module-2 (9 Hours)			
<p>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 Ice Berg Model; Why Competency Based Recruitment; Sources of Recruitment; Different steps of job search; Motivational Job Specification; Creation of Functional Specification; Creation of Behavioural Specification; Employer branding; Social Media; Job Design.</p>			
Module-3 (9 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 (9 Hours)

Selection and Interview Strategy:

Interview Strategy and Process; Millennials shaping the Recruitment landscape in the organizations; Strategies for recruiting and selecting Generation Y into the workforce Developing Effective. Interviewers; Interviewing Techniques; Legal and Ethical Considerations in the Interview Process; The overall BEI Process; Assessment Centre' s; Simulations.

Module-5 (9 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-6 (7 Hours)

Making the Hire; Assessment of Candidate and Job Fit:

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

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- c) Tests (for 25Marks) and
- d) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. 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.

Semester End Examination:

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.

Suggested Learning Resources:

Books

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

Web links and Video Lectures (e-Resources):

1. <https://www.pdfdrive.com/employee-recruitment-selection-and-assessment-e47851497.html>
2. <https://asiajobsinc.com/ebook/1202894721.pdf>
3. <https://core.ac.uk/download/pdf/29818879.pdf>
4. <https://www.youtube.com/watch?v=NcGtVXmcfTQ>
5. <https://www.youtube.com/watch?v=Z3lOca6YVSc>
6. <https://www.youtube.com/watch?v=IeabqeaBTbY>

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

Skill Development Activities Suggested

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Gain the practical insight of various principles and practices of recruitment and selection.	L2
CO2	Acquire knowledge of latest conceptual framework used in recruitment and selection process and procedure applied in various industries.	L2
CO3	Illustrate the application of recruitment and selection tools and techniques in various sectors.	L3
CO4	Develop a greater understanding about strategies for workforce planning and assessment, analyse the hiring management system followed in various industries.	L5

Mapping of COS and Pos

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

INDUSTRIAL RELATIONS AND LEGISLATIONS			
Course Code	MBA HR314	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
<p>Course Learning Objectives: This course will enable the students</p> <ul style="list-style-type: none"> • To describe and identify the application of Labour Laws regulating Industrial Relations in Organisation. • To describe and explain in her/his own words, the relevance and importance of Labour Laws and Industrial Relations in Organisation • To apply and solve the workplace problems through Labour Laws • To classify and categorise different Laws and Codes • To create and reconstruct Industrial Relations System to be adopted in the Organisation • To appraise and judge the practical applicability of Labour Laws regulating Industrial Relations in Organisation 			
Module-1 (7 Hours)			
<p>Introduction to Industrial Relations: Industrial Relations: Overview, Importance, Approaches to IR, Parties to IR, System Model of IR, Industrial Employees of India, Problems of Industrial Workers (Absenteeism, Commitment, Work Ethics), Contemporary Issues in Employee Relations, Managing IR Changes.</p>			
Module-2 (9 Hours)			
<p>Evolution of Labour Legislation in India - History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers; The Present Labour Laws and Codes.</p> <p>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.</p>			
Module-3 (9 Hours)			
<p>Collective Bargaining: Concept - Function and Importance - Principles and forms of Collective bargaining, importance of Collective Bargaining, Process of Collective Bargaining, Negotiation, form of negotiation Workers' Discipline Management, causes of indiscipline, disciplinary Action - service rules, misconduct, investigation of allegations, show cause notice, charge sheet, domestic enquiry, Report of findings, punishments to be imposed. Workers participation In Management.</p>			
Module-4 (9 Hours)			
<p>Introduction to Employee Relations: 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,</p>			

voluntary arbitration, and adjudication.

Module-5 (9 Hours)

Factory Act 1948, Contract labour Act (Regulation and Abolition) Act 1970, The Payment of Wages Act 1936, The Minimum Wages Act 1948.

Module-6 (7 Hours)

Industrial Dispute Act 1947, Trade Union act 1926. Employee State Insurance Act 1948, Employee Compensation Act 1923, Maternity Benefit Act 1961, Employee provident Fund and Miscellaneous Provisions Act 1952 , Gratuity Act 1972, Bonus Act 1965.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- e) Tests (for 25Marks) and
- f) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. 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.

Semester End Examination:

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.

Suggested Learning Resources:

Books

1. Industrial Relations, S. Venkata Ratam and Manoranjan Dhal, Oxford Publication, 2017 (2nd edition).
2. Essentials of HRM and Industrial Relations, Rao, P Subba, Himalaya Publishing House,

2013 (5th edition).

3. Industrial Relations, Trade Union and Labour Legislation. PRN Sinha, Indu Bala Sinha, Seema Shekhar, Pearson, 2017 (3rd edition).
4. Industrial Relations and Labour Laws - Emerging Paradigms, B. D. Singh, Excel Book, 2008.

Web links and Video Lectures (e-Resources):

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

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

Skill Development Activities Suggested

1. Visit any factory and understand their Grievance redressal Procedure.
2. 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.
3. Discuss with IR Manager of two national Banks and review the process of Trade unions they have had in the last decade. Prepare a report on the same.
4. Visit Any Organisation and discuss the applicability of Laws at the workplace.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Gain practical experience related to labour legislations in	L2

	India across various sectors.	
CO2	Acquire conceptual knowledge of Industrial relations and labour laws followed within industries.	L2
CO3	Develop the greater understanding of IR concepts and its application in solving various issues in IR.	L4
CO4	Apply the IR and labour laws concepts in various industries in India.	L5

Mapping of COS and Pos

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

ORGANISATIONAL CHANGE AND DEVELOPMENT			
Course Code	MBA HR315	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
<p>Course Learning Objectives: The student will be able to</p> <ul style="list-style-type: none"> • Describe and identify the application of OC/D framework. • Describe and explain the relevance and importance of various OC/D interventions to be adopted in the Organisation. • Apply and improve the workplace effectiveness through various OC/D Interventions. • Classify and categorise different OC/D practices and intervention followed in the Organisation. • Create and reconstruct OC/D intervention and process required to manage the Organisation. • Appraise and judge the practical applicability of various OC/D intervention, process and practices to be followed in the Organisation. 			
Module-1 (7 Hours)			
<p>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.</p>			
Module-2 (9 Hours)			
<p>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</p>			
Module-3 (9 Hours)			
<p>Measuring Change: Designing Effective Control Systems: Using Control Processes to Facilitate Change, Selecting and Deploying Measures, Use Measures that Lead to Challenging but Achievable Goals, Use Measures and Controls that are Perceived as Fair and Appropriate, Ensure Accurate Data, Control Systems and Change Management, Controls During Design and Early Stages of the Change Project, Measurement Tools to use in Change Process, Strategy Maps, The Balanced Scorecard, Risk Exposure Calculator, Organisational Change Agent, Orienting Yourself to Organisation Change, Data Gathering, Diagnosis and Feedback.</p>			

Module-4 (9 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 (9 Hours)

Organisation Development (OD): 7 hours Concept of O D, History of O D, OD in India, OD Activities, Values, Beliefs and Assumptions of OD, Laboratory Training and T-Groups 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.

Module-6 (7 Hours)

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

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- g) Tests (for 25Marks) and
- h) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. 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.

Semester End Examination:

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.

Suggested Learning Resources:

Books

1. Change Management and Organisational Development Ratan Raina SAGE Texts 2018
2. Organisational Change- An Action Oriented Toolkit Gene Deszca, Cynthia Ingols, Tupper F. Cawsey SAGE Publications, Inc 2019
3. Organisation Development: The process of Leading Organisational Change Donald L. Anderson Sage Publication India Pvt. Ltd. 2/e, 2012
4. Organisation Development Donald L. Anderson SAGE South Asia 2013
5. Toolkit for Organisational Change T. F. Cawsey, Gene Deszca SAGE Text 2007
6. Organisation Development and Organisational Change Donald L. Anderson and Tupper F. Cawsey SAGE Publications 1/e, 2014

Web links and Video Lectures (e-Resources):

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

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

Skill Development Activities Suggested

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Gain conceptual insight of change management models, OD Processes and interventions.	L1
CO2	Develop the understanding of OD to apply OD aspects in private and public sectors in India.	L2
CO3	Analyse the tools and techniques available to implement changes in the organization environment.	L2
CO4	Handle the OD interventions by analysing the role of OD consultant.	L3

Mapping of COS and Pos

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

COMPENSATION AND REWARD MANAGEMENT			
Course Code	MBA HR316	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ul style="list-style-type: none"> • The student will be able to describe and identify the application of Compensation Management in the Organisation • The student will be able to describe and explain in her/his own words, the relevance and importance of Compensation Management in the Organisation • The student will be able to apply and solve the workplace problems through application of Compensation Management • The student will be able to classify and categories different models and approaches of Compensation Management adopted in the Organisation • The student will be able to formulate and prepare Compensation Management to be adopted in the Organisation • The student will be able to design and develop an original framework and model in dealing with compensation problems in the organisation. 			
Module-1 (7 Hours)			
Compensation: Compensation, Meaning of compensation, Total Compensation/Reward and Its Components and Types, Importance of the Total Compensation Approach, Wages/Salaries, Some Other Terms, Theories of Wages, Does Compensation Motivate Behaviour?, Compensation 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 (9 Hours)			
Compensation Management: Meaning of Compensation Management, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organisational Level, Wage Problems in India, Components/Functions of Compensation Management/Wage and Salary Administration, Divergent Systems and Institutions for Wage Fixation in India.			
Module-3 (9 Hours)			
Wage Determination Practices: Divergent Systems for Wage Determination in Practice in Indian Organisations Introduction, Management' s Strategy, Reward Policy, Reward Management Processes, Reward Management Procedures, Pay Reviews, Planning and Implementing Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Evaluation of Reward Processes, Some Other Trends, Boardroom Pay; Divergent Systems and Institutions for Wage Fixation in Practice in India, Management Strategy; Fringe Benefits, Fringe Benefits and Current Practices, Internal Audit of Compensation and Benefits; Different types of Direct and Indirect compensation include: Base Pay / Base			

pay; Commissions; Overtime Pay; Bonuses, Profit Sharing, Merit Pay; Stock Options; Travel/Meal/Housing Allowance; Benefits including dental, insurance, medical, vacation, leaves, retirement, taxes; Merit pay; Incentive Pay; Deferred Pay ; Pay for time; Recreational facilities

Module-4 (9 Hours)

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

Module-5 (9 Hours)

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

Module-6 (7 Hours)

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

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- i) Tests (for 25Marks) and
- j) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. 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.

Semester End Examination:

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.

Suggested Learning Resources:

Books

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

Web links and Video Lectures (e-Resources):

1. <https://www.youtube.com/watch?v=yml9dx9nUco>
2. <https://hr-gazette.com/total-rewards-and-compensation-understanding - the essentials/>
3. <https://www.youtube.com/watch?v=ax7suq7w4cm>
4. <https://www.youtube.com/watch?v=g4AGhGehhsc>
5. https://www.researchgate.net/publication/325959515_impact_of_compensation_and_benefits_on_job_satisfaction

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

Skill Development Activities Suggested

1. Understand the theoretical and practical aspects in the area of compensation and benefits.
2. Exposure to MS-Excel or HRIS packages recommended.
3. Acquire knowledge of compensation and reward system policies, processes, and procedure.
4. Apply the concepts of compensation administration and intrinsic and extrinsic reward system in national and global perspective.

5. Analyse the divergent system and wage determination practices followed in various sectors.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Gain insights of various conceptual aspects of Compensation and Benefits to achieve organizational goals	L1
CO2	Determine the performance-based compensation system for business excellence and solve various cases and can compose the business letters in English precisely and effectively.	L3
CO3	Designing the compensation strategies for attraction, motivation and retaining high quality workforce.	L2
CO4	Understand the Legal & Administrative Issues in global compensation to prepare compensation plan, CTC, wage survey and calculate various bonus.	L4

Mapping of COS and Pos

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					2

3rd Semester MBA Business Analytics Electives Syllabus

INTRODUCTION TO PYTHON DATA AND CONTROL SYSTEMS			
Course Code	MBA BA313	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	3:1:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning Objectives <ul style="list-style-type: none"> • Develop fundamental Python programming skills. • Understand data manipulation and analysis using Python. • Gain a basic understanding of control systems and their applications. • Apply Python to solve problems related to data and control systems. 			
Module 1: Introduction to Python Programming (9 hours)			
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: Data Manipulation and Analysis (9 hours)			
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: Advanced Python Techniques (9 hours)			
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. Introduction to Control Systems (9 hours)			
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.			
Module : 5 Python for Control Systems (7hours)			
Simulation of Control Systems: Using Python for system simulation. Libraries for Control Systems: Introduction to libraries such as SciPy for control system analysis.			
Module:6 Applications of Python in data and control systems. (7hours)			
Mathematical Models: Transfer functions, state-space representation. Plotting System Responses: Analysing step responses, frequency responses using Python.			
Assessment Details (both CIE and SEE)			
The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.			
Continuous Internal Evaluation:			
There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the			

maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. 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.

Semester End Examination:

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.

Suggested Learning Resources:

Books

Text books and references :

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

Tools and Software:Python Programming Environment: Anaconda, Jupyter Notebooks.

- **Libraries:** Pandas, NumPy, Matplotlib, SciPy. **Control Systems Tools:** SciPy library for control systems analysis.

Web links and Video Lectures (e-Resources):

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

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

Course Outcome:

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

Sl. No.	Description	Blooms Level
CO1	Develop fundamental Python programming skills.	L1/L2
CO2	Understand data manipulation and analysis using Python.	L3
CO3	Gain a basic understanding of control systems and their applications.	L4
CO4	Apply Python to solve problems related to data and control systems.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

DATA VISUALISATION			
Course Code	MBA BA314	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	3:1:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning Objectives			
<ul style="list-style-type: none"> • Understand the key techniques and theory behind data visualization. • Use effectively the various visualization structures (like tables, spatial data, tree and network etc.) • Evaluate information visualization systems and other forms of visual presentation for their effectiveness. • Design and build data visualization systems. 			
Module 1: Introduction To Data Visualizations And Perception (9 hours) :			
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: Visual Representations: (8 hours) :			
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: Classification Of Visualization Systems (8 hours):			
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: Visualization Of Groups(9 hours):			
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: Visualization Of Volumetric Data And Evaluation Of Visualizations (8 hours):			
Visualization of volumetric data, vector fields, processes and simulations, Visualization of maps, geographic information, GIS systems, collaborative visualizations.			
Module 6: Evaluating Visualizations, Arrange Networks And Trees (8 hours):			
Connections, Matrix views – Containment. Map color: Color theory, Color maps and other channels. Rules of thumb – Arrange tables: Categorical regions – Spatial axis orientation – Spatial layout density. Arrange spatial data: Geometry – Scalar fields – Vector fields – Tensor fields.			
Assessment Details (both CIE and SEE)			
The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.			

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. 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.

Semester End Examination:

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.

Suggested Learning Resources:**Books****Text books and references :**

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

Tools and Software: Power BI, Tableau**Web links and Video Lectures (e-Resources):**

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

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the key techniques and theory behind data visualization.	L1/L2
CO2	Use effectively the various visualization structures (like tables, spatial data, tree and network etc.)	L3
CO3	Evaluate information visualization systems and other forms of visual presentation for their effectiveness.	L4
CO4	Design and build data visualization systems.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

BUSINESS ANALYTICS AND INTELLIGENCE			
Course Code	MBA BA315	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	3:1:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ul style="list-style-type: none"> • Understand the role of business analytics and intelligence in decision-making. • Learn key techniques and tools for analyzing business data. • Develop skills to interpret and present data insights effectively. • Apply analytical methods to real-world business scenarios. 			
Module 1: Introduction to Business Analytics and Intelligence (9 hours)			
Definition and scope of business analytics and intelligence. Evolution and importance in modern business. Key concepts and terminologies. Data Collection and Management: Sources of business data (internal vs. external, structured vs. unstructured).Data collection methods and tools.			
Module 2: Descriptive Analytics (8 hours)			
Basic statistical concepts (mean, median, mode, standard deviation).Data management best practices and data warehousing. Data visualization techniques (charts, graphs, dashboards). Tools for descriptive analytics (Excel, Tableau, Power BI).			
Module 3: Prescriptive Analytics (9 hours)			
Optimization and simulation techniques. Decision trees and scenario analysis. Tools for prescriptive analytics (Excel Solver, optimization software). Predictive Analytics: Introduction to predictive modelling. Regression analysis (linear and logistic regression). Time series analysis. Machine learning basics (classification, clustering).			
Module 4: Business Intelligence: (8 hours)			
Key components of Business Intelligence systems. Data warehousing and ETL processes.BI tools and platforms (SAP BI, Oracle BI, Microsoft Power BI).			
Module 5: Data Ethics and Governance (8 hours)			
Data privacy laws and regulations (GDPR, CCPA). Ethical considerations in data use. Data quality and governance frameworks. Case Studies and Real-world Applications: Industry-specific case studies. Hands-on projects involving real business data.			
Module 6:Emerging trends in analytics (AI, big data, IoT).(8 hours)			
key concepts and techniques. future developments in business analytics. Real-time analytics and reporting.			
Assessment Details (both CIE and SEE)			
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Continuous Internal Evaluation:			
There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the			

maximum marks prescribed for the CIE.

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Semester End Examination:

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.

Suggested Learning Resources:

Books

Text Books / References

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

Tools and Software:

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

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=wjILmMxantI>
- <https://www.youtube.com/watch?v=4NOeykig4E>

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the role of business analytics and intelligence in decision-making.	L1/L2
CO2	Learn key techniques and tools for analyzing business data.	L3

CO3	Develop skills to interpret and present data insights effectively.	L4
CO4	Apply analytical methods to real-world business scenarios.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

BIG DATA ANALYTICS			
Course Code	MBA BA316	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	3:1:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ul style="list-style-type: none"> • Understand the fundamental concepts of big data and analytics. • Learn key technologies and tools used in big data processing and analysis. • Develop skills to manage, analyze, and interpret large datasets. • Apply big data analytics techniques to real-world business problems. 			
Module 1: Introduction to Big Data (7 hours)			
Definition and Characteristics: Volume, velocity, variety, veracity, and value. Big Data Ecosystem: Overview of big data architecture. Business Implications: How big data transforms business decision-making.			
Module 2: Big Data Technologies and Tools (8 hours)			
Hadoop Ecosystem: Hadoop Basics: Introduction to Hadoop, HDFS (Hadoop Distributed File System), and MapReduce. Hadoop Tools: Pig, Hive, and HBase. Apache Spark: Introduction to Spark: Spark architecture, RDDs (Resilient Distributed Datasets), Data Frames. Spark SQL and MLlib: Basics of querying and machine learning with Spark.			
Module 3: Data Management and Processing (9 hours)			
Data Storage Solutions: NoSQL Databases: Overview of Mongo DB, Cassandra, and Redis. Data Lakes and Warehouses: Concepts and architectures. Data Processing Frameworks: Batch vs. Stream Processing: Introduction to tools like Apache Kafka and Apache Flink.			
Module 4: Data Analytics and Visualization (9hours)			
Data Analytics Techniques: Exploratory Data Analysis (EDA): Techniques and tools. Predictive Analytics: Introduction to machine learning algorithms. Data Visualization Tools: Visualization with Python: Using libraries like Matplotlib, Seaborn. BI Tools: Introduction to Tableau, Power BI for interactive dashboards.			
Module 5: Advanced Topics in Big Data (9hours)			
Machine Learning and Big Data: Algorithms and Models: Supervised vs. unsupervised learning. Scalable Machine Learning: Implementing algorithms at scale with Spark MLlib. Big Data Security and Privacy: Data Privacy Issues: GDPR, CCPA. Security Best Practices: Protecting big data assets.			
Module 6: Real-world Applications and Case Studies (8 hours)			
Industry Use Cases: Big data applications in finance, healthcare, retail, and other sectors. Case Studies: Analyzing and discussing real-world big data projects and solutions.			
Assessment Details (both CIE and SEE)			
The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be			

deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. 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.

Semester End Examination:

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.

Suggested Learning Resources:

Books

Text books and References:

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

Tools and Software:

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

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=aeHqYLgZP84>
- <https://www.youtube.com/watch?v=5G3WJpiyMDs>
- <https://www.youtube.com/watch?v=FSIxMKGfpvM>

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the fundamental concepts of big data and analytics.	L1/L2
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Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

**GUIDELINES FOR INTERNSHIP MBAIN387
(BETWEEN 2ND AND 3RD SEMESTER MBA)**

INTERNSHIP			
Course Code	MBA IN387	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	0:8:0	SEE Marks	50
Total Hours of Pedagogy	00	Total Marks	100
Credits :	04	Exam Hours	00
OBJECTIVE			
To provide industry insights to the students in order to get acquainted with the industry environment and to apply theoretical concepts in real life situation at the work place for various functions of the organization.			
STRUCTURE			
The Internship shall consist of study of an organization for 4 credits for 4 weeks.			
GENERAL GUIDELINES			
<ul style="list-style-type: none"> • 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 MBA IN387 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. 			
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 VTU PG Centres or faculty from affiliated institutions of VTU as examiner for the viva voce of Internship.			
The affiliated institutions can have the external guide from the industry/ faculty from other VTU affiliated institutions/ VTU PG Centres. 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 be minimum of 50 pages.

RUBRICS FOR INTERNSHIP MBAIN 387

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

MARK SHEET FOR VIVA VOCE EXAMINATION (SEE)

Visvesvaraya Technological University
Name of the Institution
Name of the Department
Course Code: MBA IN 387 and Course Title: Internship

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	SWOT/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								