

4th Semester MBA Core Subjects Syllabus for AY 2024-25 onwards

EMERGING TECHNOLOGIES FOR BUSINESS			
Course Code	MBA401	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> • To understand the emerging technologies applicable in field of Management. • To study data science as a tool for decision making in Management • To understand the concept of AI, IOT and AR. • To study other emerging technologies in Management. 			
Module-1 (7 Hours)			
Introduction to Emerging Technologies for Business: Evolution of technologies; Introduction to Industrial revolution; Historical background of the Industrial Revolution; Introduction to Fourth industrial revolution (IR 4.0); Role of data for Emerging technologies; Enabling devices and networks for emerging technologies (programmable devices); Human to Machine Interaction; Future trends in emerging technologies.			
Module-2 (7 Hours)			
Data Science: Overview for Data Science; Definition of data and information; Data processing cycle, Data types and representation; Data Value Chain; Data Acquisition; Data Analysis; Data Curating; Data Storage; Data Usage; Basic concepts of Big Data.			
Module-3 (7 Hours)			
Artificial Intelligence (AI): Concept of AI, meaning of AI, History of AI, Goals of AI, Need for AI, Levels of AI, Types of AI, Techniques of AI, Applications of AI in Agriculture, Health, Business (Emerging market), Education, AI tools and platforms (eg: scratch/object tracking), Advantages and limitations of AI.			
Module-4 (7 Hours)			
Internet of Things (IoT): Overview of IOT; meaning of IOT; History of IOT; Advantages of IOT; Challenges of IOT; IOT working process; Architecture of IOT; Devices and network; Applications of IOT at Smart home; Smart grid; Smart city; Wearable devices; Smart farming; IOT tools and platforms.			
Module-5 (6 Hours)			
Augmented Reality (AR) and Virtual Reality (VR): Introduction to AR, Virtual reality (VR), Augmented Reality (AR) V/S mixed reality (MR), Architecture of AR systems. Application of AR systems (education, medical, assistance, entertainment).			
Module-6 (6 Hours)			
Ethics, Professionalism and Other Emerging Technologies: Technology and ethics, Digital privacy, Accountability and trust, Treats and challenges. Other Technologies: Block chain technology, Cloud and quantum computing, Autonomic computing, Computer vision, Cyber security, Additive manufacturing (3D Printing).			

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

Suggested Learning Resources:**Books:**

1. Designing for Emerging Technologies: UX for Genomics, Robotics, and the Internet of Things : Follett, J. , O'Reilly Media, 2014.
2. Emerging Technologies for Emerging Markets : Vong, J., & Song, I., Springer Singapore, 2014.
3. Disruption: Emerging Technologies and the Future of Work, Del Rosal, V., Emtechub, 2015.
4. Emerging Internet-Based Technologies: Sadiku, M. N. O, CRC Press, 2019.
5. Emerging Exponential Technologies – A Management Perspective: Dr. D.G. Kulkarni and Dr. Prayag Gokhale, Himalaya Publishing House Pvt. Ltd., 1/e, 2020.

Web links and Video Lectures (e-Resources):

- <https://www.studocu.com/in/document/visvesvaraya-technological-university/masters-of-business-administration/eet-ch1-emerging-and-exponential-technologies-notes-chapter1-ytu/51659497>.
- <https://wcu.edu.et/FirstYearModule/EMERGING%20TECHNOLOGIES%20module.pdf>
- https://www.youtube.com/watch?v=diP4tx_U1ak
- <https://www.youtube.com/watch?v=kf9ekJOZpqU>
- <https://www.youtube.com/watch?v=kz40aFgfB5M>

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

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Identify different emerging technologies	L1/L2
CO2	Select appropriate technology and tools for a given task	L3
CO3	Identify necessary inputs for application of emerging technologies	L4
CO4	Understand the latest developments in the area of technology to support business.	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

INNOVATION & DESIGN THINKING			
Course Code	MBA402	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning Objectives:			
<ul style="list-style-type: none"> To familiarize students with Design Thinking (DT) and its phases. To make students aware of the evolution, concepts & models of Design Thinking. To provide learners with the context, methods and mindsets related to Design Thinking. To equip students with the opportunities to ideate and find solutions by applying DT. 			
Module-1 (6 Hours)			
<p>Introduction, Design Thinking as a Solution, The Value of Design Thinking, A Look at the History of Design Thinking, A Look at the History of Design Thinking, Four Core Principles of Successful Innovation, A Model of the Design Innovation Process, Seven Modes of the Design Innovation Process, Understanding Methods.</p>			
Module-2(7 Hours)			
<p>Sense Intent: Mindsets, Sensing Changing Conditions, Seeing Overviews, Foreseeing Trends, Reframing Problems, Forming an Intent, Sense Intent: Methods, Buzz Reports, Popular Media Scan, Key Facts, Innovation Sourcebook, Trends Expert Interview, Keyword Bibliometrics, Ten Types of Innovation Framework, Innovation Landscape, Trends Matrix, Convergence Map, From To Exploration, Initial Opportunity Map, Offering-Activity-Culture Map, Intent Statement.</p> <p>Know Context: Mindsets, Knowing Context History, Understanding Frontiers, Seeing System Overviews, Understanding Stakeholders, Using Mental Models, Know Context: Methods, Contextual Research Plan, Popular Media Search, Publications Research, Eras Map, Innovation Evolution Map, Financial Profile, Analogous Models, Competitors-Complementors Map, Ten Types of Innovation Diagnostics, Industry Diagnostics, SWOT Analysis, Subject Matter Experts Interview, Interest Groups Discussion.</p>			
Module-3 (7 Hours)			
<p>Know People: Mindsets, Observing Everything, Building Empathy, Immersing in Daily Life, Listening Openly, Looking for Problems and Needs.</p> <p>Know People: Methods, Research Participant Map, Research Planning Survey, User Research Plan, Five Human Factors, POEMS, Field Visit, Video Ethnography, Ethnographic Interview, User Pictures Interview, Cultural Artifacts, Image Sorting, Experience Simulation, Field Activity, Remote Research, User Observations Database, Case studies in industries such as technology, healthcare, education, etc.</p>			
Module-4(7 Hours)			
<p>Frame Insights: Mindsets, Exploring Systems, Looking for Patterns, Constructing Overviews, Identifying Opportunities, Developing Guiding Principles.</p> <p>Frame Insights: Methods, Observations to Insights, Insights Sorting, User Observation Database Queries, User Response Analysis, ERAF Systems Diagram, Descriptive Value Web, Entities Position Map, Venn Diagramming, Tree/Semi-Lattice Diagramming, Symmetric Clustering Matrix, Asymmetric Clustering Matrix, Activity Network, Insights Clustering Matrix, Semantic Profile, User Groups Definition, Compelling Experience Map, User Journey Map, Summary Framework, Design Principles Generation, Analysis Workshop.</p>			
Module-5 (7 Hours)			
<p>Explore Concepts: Challenging Assumptions, Standing in the Future, Exploring Concepts at the</p>			

Fringes, Seeking Added Value, Narrating Stories about the Future.

Explore Concepts: Methods, Principles to Opportunities, Opportunity Mind Map, Value Hypothesis, Persona Definition, Ideation Session, Concept-Generating Matrix, Concept Metaphors and Analogies, Role-Play Ideation, Ideation Game, Puppet Scenario, Behavioral Prototype, Concept Prototype, Concept Sketch, Concept Scenarios, Concept Sorting, Concept Grouping Matrix, Concept Catalog.

Module-6 (6 Hours)

Frame solutions: Mindsets, Conceiving Holistic Solutions, Conceiving Options, Making Value Judgments, Envisioning Scenarios, Structuring Solutions, Frame solutions: Methods, Morphological Synthesis, Concept Evaluation, Prescriptive Value Web, Concept-Linking Map, Foresight Scenario, Solution Diagramming, Solution Storyboard, Solution Enactment, Solution Prototype, Solution Evaluation, Solution Roadmap, Solution Database, Synthesis Workshop.

Realize Offerings: Mindsets, Reiterating Prototypes, Evaluating in Reality, Defining Strategies, Implementing in Reality, Communicating Vision, Realize Offerings: Methods, Strategy Roadmap, Platform Plan, Strategy Plan Workshop, Pilot Development and Testing, Implementation Plan, Competencies Plan, Team Formation Plan, Vision Statement, Innovation Brief.

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 mark 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 and earned the credits allotted to each subject/ 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, Quiz, Simulations, Experimentation, Mini projects, oral examination, fieldwork etc., (for 25 Marks) conducted in this 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 this.

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.
- Each full question will have a question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in SEE.

Suggested Learning Resources:

Books

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

Web links and Video Lectures (e-Resources):

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

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Skill Development Activities Suggested

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

Course Outcomes (Course Skill Set)

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

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

Mapping of COs and POs

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

4th Semester MBA Marketing Electives Syllabus for AY 2024-25 onwards

STRATEGIC BRAND MANAGEMENT			
Course Code	MBA MM413	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To appreciate the relationship between corporate strategy and Brand Management. • To explore the various issues related to Brand Management, brand association, brand identity, brand architecture, leveraging brand assets, brand portfolio management. • To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors. 			
Module-1 (6 Hours)			
<p>Introduction: Meaning of Brand, Concepts, Evolution of Brands, Functions of Brand to consumer, Role of Brand-Advantages of Brand, Product Vs Brand. Branding- Meaning, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas, challenges to Brand builders. Brand Management-Meaning & Definition. Strategic Brand Management-Meaning, Strategic Brand Management Process, Strong Indian Brands.</p>			
Module-2 (7 Hours)			
<p>Concept of Brand Equity and Positioning: Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism. Brand positioning: Meaning, Point of parity & Point of difference, positioning guidelines, Brand Value: Definition, Core Brand values, Brand mantras, Internal branding.</p>			
Module-3 (6 Hours)			
<p>Meaning of Brand Knowledge: Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process. Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging. Leveraging Brand Knowledge.</p>			
Module-4 (7 Hours)			
<p>Designing and sustaining branding strategies:</p> <p>Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands overtime. Brand Architecture and brand consolidation. Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.</p>			
Module-5 (7 Hours)			
<p>Brand Value chain and Establishing brand Equity Management Systems.</p> <p>Meaning of Brand Value, Stages in Brand Value Chain, Designing Brand Tracking studies. Methods for measuring Brand Equity-Quantitative Techniques & Quantitative Techniques. Measuring Outcomes of Brand Equity- Comparative methods: Brand based comparisons, marketing</p>			

based comparisons Conjoint Analysis, Holistic methods: Residual approaches, Valuation approaches.

Module-6 (7 Hours)

Making Brands go Global: Global Branding: Meaning, benefits and potential drawbacks of global branding, How do you make brands go global?, Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, Guidelines for a global branding, pathways to globalization, barriers to globalization, managerial blockages.

Making brands Luxury: Luxury definition and relativity, luxury goods and luxury brands, Luxury Brand Management, Significance of luxury brands in the global market, basic psychological phenomena associated with luxury purchase.

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Continuous Internal Evaluation:

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CIE Marks shall be based on:

- a) Tests (for 25Marks) and
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Semester End Examination:

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

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGS9u7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2finfolearners.com%2febooks%2fstrategic-brand-management-keller-4th-edition-pdf-free-download%2f/RK=2/RS=U5OgBIEUZ62VbrTFMU6vraNPfSU-
- https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGTdu7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2finfolearners.com%2febooks%2fstrategic-brand-management-kevin-lane-keller-pdf%2f/RK=2/RS=sD1VpREzcn0kxS0pjjXk6qwLD8Y-
- https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGVdu7HAX.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2fsites.google.com%2f%2fonsite%2fonlineamazonbookdownload%2f-pdf-download-strategic-brand-management-pdf-by-kevin-lane-keller/RK=2/RS=z1m_wwr1.oNfn.v1DhFqibGa90E-

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Skill Development Activities Suggested

- Go to a supermarket and find the brand elements in various brands of soaps, mobiles, jeans, and other product.
- If you would start an MBA College, what would the positioning be with POP's and POD's?
- Pick up your college, analyse its positioning and how would you reposition it?
- Pick a multiproduct company and as completely as possible analyze its brand portfolio and brand extensions?
- Consider some groups like Tata's , Birla's, Infosys etc – what is their branding strategy.
- Students are supposed to assess the product life cycle and appraise alternative approaches to luxury brand management.
- Students can select any two popular brands and identify and examine the criteria for success in the luxury brand industry.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Comprehend & correlate all the management functions to brand creation	L1/L2
CO2	Ability to develop the branding strategies	L3
CO3	Demonstrate their acumen in applying managerial and behavioural concepts in creating brand equity	L4
CO4	Ability to analyse the global brands and their SWOT.	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

INTEGRATED MARKETING COMMUNICATIONS			
Course Code	MBA MM414	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> To build a comprehensive framework for integrated marketing communications. To the study the advertising, publicity, personal selling, direct marketing and sales promotion. To enhance knowledge of emerging trends in integrated marketing communications. To acquaint the students with the latest internet and e-marketing techniques, ethically way of handling business. 			
Module-1 (6 Hours)			
<p>Integrated Marketing Communication: Role of IMC in marketing process, IMC planning model, Marketing and promotion Process model.</p> <p>Communication Process, steps involved in developing IMC programme, Effectiveness of marketing communications</p> <p>Advertising: Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC</p> <p>Relevant Case Study</p>			
Module-2 (6 Hours)			
<p>Advertising Agency: Type of agencies, Services offered by various agencies, Criteria For selecting the agencies and evaluation.</p> <p>Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.</p> <p>Relevant Case Study</p>			
Module-3 (7 Hours)			
<p>Media planning: Factors considered in Media Planning, Developing Media plan, Importance, Problems encountered, Advertising Media, Media Evaluation-Print, Broadcast media, Support media in advertising.</p> <p>Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.</p> <p>Relevant Case Study</p>			
Module-4 (7 Hours)			
<p>Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies.</p> <p>Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity</p> <p>Public relation/ Publicity:-Meaning, Objectives, tools of public relations, Public Relation strategies, Goals of publicity</p> <p>Corporate Advertising – Role, Types, Limitations, PR Vs Publicity</p> <p>Relevant Case Study</p>			
Module-5 (7 Hours)			
<p>Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.</p> <p>Relevant Case Study</p>			
Module-6 (7 Hours)			

International Advertising: Global environment in advertising, Decision areas in international advertising.

Industrial advertising: B 2 B Communication, Special issues in Industrial selling.

Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising

Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI

Relevant Case Study

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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 question 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:

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

Web links and Video Lectures (e-Resources):

Weblinks for Video lectures:

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

Weblinks for Additional e-Resources:

1. https://www.researchgate.net/publication/46966230_Advertising_and_Promotion_An_Integrated_Marketing_Communication_Perspective
2. <https://bestdigitalagency.in/best-advertising-agencies-in-bangalore/>
3. <https://www.marketingevolution.com/marketing-essentials/media-planning>
4. <https://www.marketing91.com/media-strategy/>
5. <https://www.cyberclick.net/numericalblogen/what-is-direct-marketing-benefits-and-steps-to-campaign>
6. <https://www.startingbusiness.com/blog/marketing-ethics>
7. <https://www.igi-global.com/chapter/integrated-marketing-communication-and-the-ethics-of-advertising/213085>
8. <https://byjus.com/commerce/what-is-promotion/>
9. <https://www.managementstudyhq.com/public-relations-and-publicity.html>
10. <https://ebooks.ibsindia.org/imc/chapter/sessions-24-25-monitoring-evaluation-control-integrated-marketing-communication/>
11. <https://www.artofmarketing.org/international-marketing-2/advertising/international-advertising-meaning-characteristics-nature-and-media-selection/13601>
12. <https://sendpulse.com/support/glossary/advertising>
13. <https://www.managementstudyguide.com/industrial-advertising.htm>

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

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	The students will be able to define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.	L1
CO2	The students will be getting an idea to explain the role of IMC in the overall marketing & Use effectiveness measures to evaluate IMC strategies.	L2
CO3	The students will get the ability to create an integrated marketing communications plan which includes promotional strategies.	L3
CO4	The students will get trained in the art of drafting, prepare advertising copy and design other basic IMC tools ethically Situations.	L4

Mapping of COS and POs

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

DIGITAL AND SOCIAL MEDIA MARKETING			
Course Code	MBA MM415	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning Objectives:			
This course will enable the students			
<ul style="list-style-type: none"> • Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy. • Understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media. • Learn to develop, evaluate, and execute a comprehensive digital marketing strategy and plan. • Learn how to measure digital marketing efforts and calculate ROI. • Explore the latest digital ad technologies. 			
Module-1 (5 Hours)			
Digital Marketing Overview: Concept of Digital Marketing, Traditional Vs Digital Marketing, Understanding Digital Marketing Process, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Planning and Strategy.			
Module-2 (6 Hours)			
Display Advertising: Concept of Display Advertising, types of display ads, buying models, display plan, Segmenting and customizing Messages, Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging. Programmatic digital advertising, You Tube Advertising. The P-O-E-M Framework.			
Module-3 (7 Hours)			
Digital Advertising (PPC, Digital Display and YouTube campaign): Google Ad Words Overview; Understanding AdWords Algorithm; Creating Search Campaigns; Understanding Ad Placement, Understanding Ad Ranks, Types of Search Campaigns - Standard, All features, dynamic search & product listing. Tracking			
Performance/Conversion: conversion tracking and its importance, setting up of conversion tracking, Optimizing Search Ad Campaigns. Display ads and its features, Types of display campaigns, Creating Display Campaign, Optimizing Display Campaign and Re-marketing, customer engagement on e-portals.			
Concept of Online Advertising: Types of Online Advertising, Contextual advertising, Payment Modules, Different Online advertising platforms Creating Banner Ads Using Tools			
Module-4 (8 Hours)			
Emerging trends in Digital Marketing: Affiliate Marketing- Affiliate marketing history, Affiliate marketing scenario in India, Different ways to do affiliate marketing.			
Email Marketing- email marketing and process. Types of email marketing- Opt-in & bulk emailing; Setting up email marketing account, creating a broadcast email. auto responders, Setting up auto responders; Tricks to land in inbox instead of spam folder;			
Social Media Marketing- Concept of social media marketing, Understanding Facebook marketing, LinkedIn Marketing, Twitter Marketing, Video Marketing and VIDEO & AUDIO (PODCASTING) marketing; and Content Marketing- Introduction to content marketing, Objective of content marketing, Content marketing 7 step strategy building process, writing a great compelling content,			

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

Module-5 (7 Hours)

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

Module-6 (7 Hours)

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

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

Web links and Video Lectures (e-Resources):

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

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

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Illustrate the knowledge about digital marketing strategy and planning.	L2
CO2	Describe and/or improve a strategy for measuring and improving digital media effectiveness	L4
CO3	Describe online advertising including ad networks and behavioural targeting.	L4
CO4	Evaluate Emerging trends in digital marketing.	L4
CO5	Analyze how to create search engine optimization strategy for own business.	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		2	
CO4	1	2		2			1		
CO5									

B2B MARKETING			
Course Code	MBA MM416	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning Objectives:			
This course will enable the students			
<ul style="list-style-type: none"> • To understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy. • To understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media. • To develop, evaluate, and execute a comprehensive digital marketing strategy and plan. • To measure digital marketing efforts and calculate ROI. • To explore the latest digital ad technologies. 			
Module-1 (5 Hours)			
B2B Marketing: B2B-Introduction, significance and concept of B2B Marketing. Business Markets, characteristics. Classification of Business Products and Markets.			
Module-2 (8 Hours)			
Organisational Buying Behaviour: Factors affecting purchasing decisions, purchasing orientation, Segmenting purchase categories. Purchase Process-variations. Buying situations and marketer actions. Online buying. Traditional marketing approach-uncertainties of buyer and supplier/marketer. Supplier uncertainties. Relationship variables. Impact of IT. Inter-firm Relationships and Networks. Research on B2B markets: Marketing Information System; Research facilities; Analysis of competition - Benchmarking. Case Study.			
Module-3 (8 Hours)			
B2B strategy and Market Segmentation: Process, approach. Responsible strategy-CSR and sustainability, Customer value and strategy. Researching B2B markets. Standard industrial classification.			
B2B Market Segmentation- Significance of segmentation. Basis of segmentation. Challenges of segmentation in B2B markets. B2B positioning. Case Study.			
Module-4 (7 Hours)			
Market Communication: Brand expression, Communication mix and customer acquisition process. Relationship Communication, sales responsibilities. The relationship communication process, call preparation, selling to low-priority and high priority customers. Value selling and consequences-order fulfillment-relationship building. Vertical specialization: Choosing industry; specialization; Expanding to other verticals in the industry. Case Study.			
Module-5 (5 Hours)			
Relationship Portfolio & Key Account Management: Principles of Portfolio management, identifying key accounts, Classification criteria. Relationship life-cycle, declassification, managing loyalty. Case Study. Assignment: Implementing Key Account Management.			
Module-6 (7 Hours)			
B2B product Offerings and Price Setting: Elements of B2B offering, strategic tools for managing product offerings, managing innovation in the B2B context. Price setting in B2B markets- 3 C's of pricing-cost, customer and competition-Pricing- strategy, price positioning, role of sales force in pricing, bid pricing, internet auctions, ethical aspects of B2B pricing. Product Policy of established			

products: Classification of the product types; The life cycle of the product; Management products; Strategies for established products. Pricing: Price on the Internet; Financial marketing.
Case Study

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 percent theory in SEE.

Suggested Learning Resources:

Books

- Business to Business Marketing, Ross Brennan, Louise Canning & Raymond McDowell Sage Publications , 3e -2014.
- B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement, Heidi Taylor Kogan Page, 1/e, 2017.
- Innovative B2B Marketing: New Models, Processes and Theory, Simon Hall, Kogan Page, 1/e, 2017

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=AwrKDaS_rvNiJ.UIUwi7HAX.; ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660165952/RO=10/RU=https%3a%2f%2fcollegelearners.com%2fbooks%2fb2b-marketing-pdf-free-download%2f/RK=2/RS=BcuoM9EM5UHUTDADPHqdt_ amyLY-
- https://r.search.yahoo.com/_ylt=AwrKDaS_rvNiJ.UIVQi7HAX.; ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660165952/RO=10/RU=https%3a%2f%2fbibleandbookcenter.com%2fread%2fb2b-marketing%2f/RK=2/RS=Q6Tqbed4LYKcVncCHVw3.picYIM-

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

Skill Development Activities Suggested

- Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession.
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behaviour also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Students can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where the institute 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.
- Roles and functions of sales manager and sales people are different in every organization. Sales people view the roles of sales managers in their own way and vice versa. You are the sales manager of a company. You make an analysis of what you feel should be roles of a sales manager and a salesperson for maximizing sales of the organization.
- Your company is active in internet trading. A current issue in internet trading is: how to make internet selling safe. Different methods have been suggested for safety or security of internet trading. You have to analyze different methods and recommend a method for your company.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand significance of B2B marketing.	L2
CO2	Ability to create an integrated marketing communications plan which includes promotional strategies.	L2
CO3	Effectively use marketing communication for customer acquisition.	L4
CO4	Define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.	L5

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

4th Semester MBA Finance Electives Syllabus for AY 2024-25 onwards

TAX MANAGEMENT			
Course Code	MBA FM413	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To provide the students with a comprehensive understanding of basic concepts of Direct tax. • To understand the computation of taxable Income under different heads. • To know the deductions available while computing Taxable Income. • To acquaint the students with basic principles and broad understanding of the Indian Indirect tax laws. 			
Module 1 – Introduction to Direct Tax		06 Hours	
Income Tax Act, 1961, Basic Concepts and definitions, Basis of charge and scope of total income, Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), Tax Evasion, Tax avoidance, Tax Planning (Problems on residential Status and incidence of tax of an Individual Assessee).			
Module 2 – Income from Salaries & House property		10 Hours	
Income from House Property (Theory only), Meaning of Salary, Leave Salary, HRA, Gratuity, Rent Free Accommodation, PF, Pension, Allowances and Perquisites, Death cum Retirement benefits, Deductions against Salary. (Problems on Leave Encashment, HRA, Gratuity and Taxable salary), Income from other sources (Theory only).			
Module 3 – Income from Business or Profession		8Hours	
Income under the head Profit and Gains of Business or Professions and its computation. Problems on computation of income from business/ profession of Individual Assessee and Simple Problems on Depreciation on Block of Assets.			
Module 4 – Income under Capital Gain		8 Hours	
Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains. (Problems on computation of Income from capital gain).			
Permission deductions under Sec 80C to 80U, Problems on computation of taxable income and tax liability under both old and new regime.(Only Deductions u/s 80C, 80CCC, 80CCD, 80D, 80DD, 80E, 80U to be covered)			
Module 5 – Computation of Total Income of Company under Minimum Alternative Tax		4 Hours	
Residential Status of a Company and Computation of taxable income with special reference to MAT. (Problems on MAT).			

Module 6: Overview of Indirect Taxation	4 Hours
<p>Basic concepts of GST, Features, Taxes subsumed and not subsumed in GST, Rates of GST, CGST, SGST and UTGST. Goods and Services Tax Network (GSTN)-Features, functions Goods and services exempted from GST.</p> <p>GST Registration-Meaning, Persons liable and not liable for Registration, Types of Registration. Procedure for Registration, GSTIN.</p> <p>Customs Act-Meaning of Customs Duty, Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty. (Theory only)</p>	
<p>Assessment Details (both CIE and SEE)</p> <p>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.</p> <p>Continuous Internal Evaluation:</p> <p>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.</p> <p>CIE Marks shall be based on:</p> <p>a) Tests (for 25 Marks) and</p> <p>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.</p> <p>Semester End Examination:</p> <p>The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.</p> <ul style="list-style-type: none"> • 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. • Case Study question should be drawn from Module 2 and 4 only 	
<p>Suggested Learning Resources:</p> <p>Books</p> <ul style="list-style-type: none"> • Direct Taxes Law and practice, Vinod Singhania and Kapil Singhania, Taxman Publication, Latest Edition. • Students Guide to Income Tax, Vinod Singhania and Kapil Singhania, Taxman Publication, Latest Edition. • GST & Customs Law (University Edition), K.M Bansal, Taxmann's, Latest Edition. • Indirect Taxes Law and practices, V S Datey, Taxmann's, Latest Edition. 	
<p>Web links and Video Lectures (e-Resources):</p>	

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

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

Skill Development Activities Suggested

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

Course outcome (Course Skill Set)

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

Sl. No.	Description	Blooms Level
CO1	Understand the basic concepts of Direct tax and determining residential status.	2
CO2	Apply the provisions of income from salary and compute taxable salary	3
CO3	Analyse the business or professional income and computing taxable profit	2
CO4	Evaluate the capital gain, taxable income of an individual and company under MAT	3
CO5	Understand the concepts of GST, registration process and customs duty.	4

Mapping of COS and POs

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

INTERNATIONAL FINANCIAL MANAGEMENT			
Course Code	MBA FM414	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning Objectives:			
<ul style="list-style-type: none"> • To understand the risk in International Financial Environment and the Foreign Exchange market. • To describe the international monetary system and the foreign exchange markets. • To examine the Balance of Payments (BOP) data and determine its implications for international competition. • To forecast exchange rates based on the parity conditions that should apply between spot rates, forward rates, inflation rates, and interest rates. • To evaluate portfolios and apply the capital asset pricing model and other multifactor Models in financial decision making. 			
Module-1 (6 Hours)			
<p>International Financial Environment: An overview of IFM- Importance, rewards & risk of international finance- Goals of MNC- Balance of Payments (BoP)- Fundamentals of BoP-Accounting components of BOP- Equilibrium & Disequilibrium (Basic problems on BoP).</p> <p>International Monetary System: Evolution-Gold Standard- Bretton Woods system- flexible exchange rate regime- recent developments in exchange rate arrangements-recent changes and challenges in IFM- the Economic and Monetary Union (EMU).(Only Theory).</p>			
Module-2 (8 Hours)			
<p>Foreign Exchange Market: Characteristics, Functions and Structure of Forex Markets-Foreign exchange market participants- Types of transactions and Settlements Dates-Exchange rate quotations-Determination of Exchange rates in Spot markets- Exchange rates determinations in Forward markets- Exchange rate behaviour-Cross Rates, Bid, Ask, Spread. Overview of international money markets (Theory & Problems).</p>			
Module-3 (8 Hours)			
<p>Foreign Exchange Risk Management: Foreign exchange risk and its types(transaction risk, translation risk & economic risk) - Hedging against foreign exchange exposure – Forward Market-Forward contract Vs Future contracts- Futures Market- Options Market(call option, put option, American option, European option & Asian option)(Theory only) - Currency Swaps-Interest Rate Swap- problems on both two-way and three-way swaps. Overview of international stock market (Theory & Problems).</p>			
Module-4 (6 Hours)			
<p>International Financial Markets and Instruments: Foreign Portfolio Investment- International Bond & Equity market-Global Depository Receipt (GDR)- American Depository Receipt (ADR)-International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes-Zero coupon Bonds- International Money Markets. International Banking services –Correspondent Bank-Representative offices- Foreign Branches. Forward Rate Agreements. (Theory Only).</p>			
Module-5 (6 Hours)			

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

Module-6 (6 Hours)

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

Suggested Learning Resources:

Books

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

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=Og-EOTRz7XA>
- <https://www.youtube.com/watch?v=jr1t1lzsx-A>
- https://www.youtube.com/watch?v=BLTz_y7obGw
- <https://www.youtube.com/watch?v=eciQ3sTftBs>
- <https://www.youtube.com/watch?v=rE0JVR0Nm1I>
- <https://www.digimat.in/nptel/courses/video/110105057/L01.html>
- <https://www.ravisonkhiyaclasses.com/product/ca-inter-financial-management-video-lectures-by-ca-ravi-sonkhiya-download-with-hard-copy-books/>
- <https://www.pdfdrive.com/international-finance-books.html>
- <https://www.pdfdrive.com/the-handbook-of-international-trade-and-finance-the-complete-guide-to-risk-management-international-payments-and-currency-management-bonds-and-guarantees-credit-insurance-and-trade-finance-e184245062.html>
- <https://www.youtube.com/watch?v=KvRBST1o0RE>

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

- Understand international capital and foreign exchange market
- Explore the international integration of financial markets and analyse implications for financial managers.
- Identify derivative instruments and strategies used by multinational corporations to hedge financial risks.
- Apply critical thinking skills in identifying and evaluating international financial issues and information.
- Use analytical skills to identify and analyse material factors that are involved in business problems.
- Identify risk relating to exchange rate fluctuations and develop strategies to deal with them
- Identify and evaluate foreign direct investment and international acquisition opportunities
- Develop strategies to deal with other types of country risks associated with foreign operations
- Express well considered opinion on issues relating to international financial management.
- Visit the foreign exchange department of a bank, study the operations and submit a report
- Track and analyse the rupee exchange value against Dollar and Euro in spot and forward markets for one week and record the observations.
- Study the different types of swaps used in Foreign Exchange Market
- Visit the foreign exchange department of a bank, study the operations and submit a report
- Track and analyse the rupee exchange value against Dollar and Euro in spot and forward markets for one week and record the observations

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	The student will have an understanding of the International Financial Environment.	L1
CO2	The student will learn about the foreign exchange market, participants and transactions.	L2, L3
CO3	The student will be able to use derivatives in foreign exchange risk management.	L2
CO4	The student will be able to evaluate the Firm's Exposure to risk in International environment and various theories associated with it.	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

RISK MANAGEMENT AND INSURANCE			
Course Code	MBA FM415	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To provide an understanding of different types of risk. • To provide an understanding of the risk identification and measurement. • To give an overview of role of Life Insurance in risk management. • To provide an understanding of general insurance contract. 			
Module-1 (6 hours)			
Introduction to Risk Management: Risk Identification: Risk-Risk and Uncertainty-Types of Risk-Burden of Risk-Sources of Risk-Methods of handling Risk-Degree of Risk-Management of Risk. Risk Identification-Business Risk Exposures-Individual Exposures-Exposures of Physical Assets - Exposures of Financial Assets -Exposures of Human Assets - Exposures to Legal Liability - Exposure to Work-Related Injury. (Theory).			
Module-2 (6 hours)			
Risk Measurement: Evaluating the Frequency and Severity of Losses-Risk Control-Risk Financing Techniques-Risk Management Decision Methods-Pooling Arrangements and Diversification of Risk. Advanced Issues in Risk Management: The Changing Scope of Risk Management-Insurance Market Dynamics-Loss Forecasting-Financial Analysis in Risk Management -- Decision Making Other Risk Management Tools. (Theory).			
Module-3 (6 hours)			
Introduction to Insurance: Risk and Insurance- Definition and Basic Characteristics of Insurance-Requirements of an Insurable Risk-Adverse Selection and Insurance-Insurance vs. Gambling Insurance vs. Hedging Types of Insurance-Essentials of Insurance Contracts. Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India. IRDA-Duties and powers of IRDA-IRDA Act 1999. (Theory).			
Module-4 (8 hours)			
Life Insurance: Basics of Life Insurance-Growth of Actuarial Science-Features of Life Insurance-Life Insurance Contract-Life Insurance Documents-Insurance Premium Calculations. Life Insurance Classification-Classification on the Basis –Duration-Premium Payment Participation in Profit-Number of Persons Assured-Payment of Policy Amount-Money Back Policies-Module Linked Plans. Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities. (Theory).			
Module-5 (8 hours)			
General Insurance:			
Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation (GIC). Health Insurance-Individual Medical Expense Insurance – Long Term Care Coverage – Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy – Child Welfare Policy-Employee Group Insurance – Features of Group Health Insurance –			

Group Availability Plan. Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage. Marine Insurance-Types of Marine Insurance – Marine Insurance principles Important Clauses in Marine Insurance– Marine Insurance Policies –Marine Risks-Clauses in Marine Policy. Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing. (Theory).

Module-6 (6 hours)

Management of Insurance Companies:
Functions and Organization of Insurers- Types of Insurance Organization, Organizational Structure of Insurance Companies-Functions of Insurers. Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance. Claims Management-Claim Settlement in General Insurance-Claim Settlement in Life Insurance. (Theory).

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 percent theory in SEE.

Suggested Learning Resources:

Books

1. Principles of Risk Management and Insurance, George E Rejda, Pearson, 12/e, 2009.
2. Insurance and Risk Management, P.K. Gupta, Himalaya, 1/e, 2010
3. Introduction to Risk Management and Insurance, Dorfman, Mark S., Prentice Hall India, 10/e, 2008.
4. Risk Management and Insurance, Scott E. Harrington, Gregory R Niehaus, TMH, 2/e, 2007.

Web links and Video Lectures (e-Resources):

- <https://vulms.vu.edu.pk/Courses/FIN725/Downloads/Risk%20management%20and%20insurance.pdf>
- <http://www.insurance-institute.ru/library/zothers/mcnamara.pdf>
- <https://www.coursera.org/lecture/family-planning/introduction-to-risk-management-sxEMr>
- <https://cob.unt.edu/firel/rmi>
- <https://slideplayer.com/slide/4760242/>

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

Skill Development Activities Suggested

- Should visit insurance companies and understand the types of policies
- Understand how insurance premium are fixed
- Interact with insurance agents and understand the ground reality of insurance investors.
- Understand how different insurance companies settles the accident claims/death claims
- Understand the functioning and organisation structure of insurances companies.
- Compile and analyse General and Life insurance policies offered by Indian insurance companies (one public sector and one private sector)
- Visit policy bazaar portal and study the different types of insurance policies offered by the Indian insurance companies.
- Analyse the Systematic and unsystematic risk of any two companies
- Analyse the types of Risk in different sectors of India due to Covid- 19 Pandemic

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand various types of risks.	L2
CO2	Assess the process of identifying and measuring the risk.	L6
CO3	Acquaint with the functioning of life Insurance in risk management.	L1
CO4	Understand general insurance contract.	L2

Mapping of COS and Pos

	PO 1	PO 2	PO3	PO4	PO 5	PSO 1	PSO 2	PSO3	PSO4
CO1	2					2			
CO2	1	2					2		
CO3	1					1			

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING			
Course Code	MBA FM416	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To explain and critically evaluate M & A with its different classifications, strategies, theories, synergy etc. • To evaluate the financial forms of M & A. • To understand the HR & legal aspects of M & A. • To use appropriate defensive strategies against hostile takeovers. • To impart knowledge on theories and rationale of corporate restructuring. 			
Module-1 (6 hours)			
Mergers and Acquisitions (M&A): Introduction of M & A, Meaning-types of mergers–Merger Motives-Theories of Mergers-Mergers and industry life cycle, Reasons for failures of M & A-synergy-types of synergy–value creation in M&A (Theory).			
Module-2 (6 hours)			
Merger Process: Procedure for effecting M & A-Five-stage model–Due diligence–Types, process and challenges of due diligence-HR aspects of M & A–Tips for successful mergers-Process of merger integration (Theory).			
Module-3 (8 hours)			
Financial Evaluation of M & A Merger as a capital budgeting-Business valuation approaches-asset based, market based and income based approaches-Exchange Ratio (Swap Ratio)-Methods of determining exchange rate. (Theory and Problems).			
Module-4 (8 hours)			
Accounting aspects of Amalgamation: Types of amalgamations (Amalgamation in the nature of merger and amalgamation in the nature of purchase)-Methods of Accounting-Pooling of interest method and Purchase method)–Calculation of purchase consideration-Journal entries in the books of transferor & transferee company-Ledger accounts in the books of transferor and transferee companies. (Theory and Problems).			
Module-5 (6 hours)			
Acquisitions/Takeovers & Post acquisition integration: Meaning and types of acquisition/takeovers (Friendly, Hostile, Reverse, Backflip and Bailout takeovers)-Anti-takeover strategies-Anti-takeover amendments-Legal and human framework of M & A-Combination and Competition Act-2002, Competition Commission of India (CCI)-The SEBI Substantial Acquisition of Shares and Takeover (Takeover code-2011). Post- acquisition integration: Organization and human aspect of post-acquisition –Stages in the integration process (Theory).			
Module-6 (6 hours)			

Corporate Restructuring Meaning, significance and forms of restructuring—sell-off, spin-off, divestitures, demerger, Equity Carve Out (ECO), Leveraged Buy Outs (LBO), Management Buy Out (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) and joint ventures. (Theory). Introduction to cross-borders mergers and acquisitions.

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.
- 60 percent theory and 40 percent problems.

Suggested Learning Resources:

Books

1. Mergers Acquisitions & Corporate Restructuring - Strategies & Practices, Rabi Narayan Kar and Minakshi, Taxmann's, 3/e, 2017.
2. Mergers and Acquisitions, Sheeba Kapil and Kanwal N. Kapil, Wiley, 2/e, 2017.
3. Mergers, Acquisitions and Corporate Restructuring: Text and Cases, Chandrashekar, Krishnamurti & Vishwanath S, Sage Publications, 2/e, 2018.
4. Mergers, Acquisitions and Takeovers, H.R.Machiraju, New Age International Publishers, 1/e, 2010.
5. Mergers, Acquisitions and Corporate Restructuring, Patrick A. Gaughan, Wiley, 7/e, 2017

Web links and Video Lectures (e-Resources):

- <https://www.mca.gov.in/MinistryV2/mergers+and+acquisitions.html>
- <https://imaa-institute.org/e-library-m-and-a/>
- <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/mergers-acquisitions/us-making-the-deal-work-strategy.pdf>
- <https://corporatefinanceinstitute.com/resources/knowledge/deals/motives-for-mergers/>

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

- Case studies assigned to group of students to analyse the process of recent mergers of various sectors.
- Evaluate the financial performance of Company's pre and post merger deal using financial tools/ ratios.
- Students need to choose any two latest M & A deal, announced/completed in the Indian corporate sector and Compile complete details of the deal. Study the deal in the light of the following:
 1. Nature of the deal: merger, amalgamation, acquisition, takeover, OR any program of corporate restructuring Valuation/Financials involved in the deal.
 2. Synergies/benefits likely to emerge from the deal.
 3. Challenges/Impact/Problems-associated with the deal.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	To describe the process of value creation under different forms of M & A	L6
CO2	To Understand M&A with its different classifications, strategies, theories, synergy etc.	L1
CO3	To Conduct financial evaluation of M&A	L5
CO4	To Analyze and demonstrate the accounting aspects of Amalgamation	L4
CO5	To Critically evaluate different types of M&A, takeover and anti-takeover strategies	L5
CO6	To explain the major forms and objectives of corporate restructuring.	L5

Mapping of COS and Pos

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

4th Semester MBA HR Electives Syllabus

CONFLICT & NEGOTIATION MANAGEMENT			
Course Code	MBA HR413	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives:			
1. To understand the nature of various dimensions of conflict. 2. To learn various strategies and techniques to manage conflicts. 3. To understand the importance and role of negotiation in conflict resolution. 4. To understand the importance of cross-cultural and gender dimensions of negotiation.			
Module-1		6 Hours	
Introduction: Conflict: Definition, Meaning, Theories, Types of Conflicts - Productive (functional) and Destructive (dysfunctional). Levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, Process and Structural Models. Myths about conflicts - of conflicts: cognitive (Pseudo conflict), process (simple conflict) and Inter-personal conflict (ego conflict), causes of conflict: common causes, organizational and interpersonal of conflict: traditional, Contemporary and Integrationist, Causes for work place conflicts – Harassment and discrimination.			
Module-2		7 Hours	
Analogy of Conflict: Stages of conflicts: grievances- personal needs, lack of monetary benefits and Incentives, promotion and recognition, harassment, discrimination, prejudice and Bias, identity unconcern attitudes of administration, frustration, escalation of Conflicts, and violence, Cost and effect of conflicts. Perspectives of conflict - organizational and individuals. Spectrum of conflicts- Personal conflicts, group conflicts, labour conflicts, social and political conflicts, Contingency conflict management process, Cost of Workplace Conflict, conflict mapping and tracking.			
Module-3		7 Hours	
Conflict Management: Nature of conflict Management, Managing conflict: Thomas conflict resolution approach (Avoiding, Accommodating, Compromising, Competing, Collaboration) behavioural style and conflict handling, Cosier Schank model of conflict resolution. Strategies for resolving Individual, Team and organizational level conflict, Conflict Resolution Process – Persuasion, Counselling and Reconciliation Skills, Negotiation and Arbitration, Skills for conflict management – Listening, Mentoring, Mediating, Negotiating, Counselling, Diplomacy, EI (Emotional Intelligence). Conflict Regulation Reduction, Resolution, Transformation			
Module-4		6 Hours	
Negotiation: Negotiations/ Negotiation strategies –Meaning , Six Foundations of Negotiation, Negotiations, negotiation process, Principles for successful negotiations, Factors and essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations. Negotiation strategies: Strategy and tactics for distributive bargaining			
Module-5		7 Hours	
Negotiation - Resolving Disputes: Dispute Settlement Negotiation (DSN) and Deal Making Negotiation (DMN), importance of BATNA (Best alternative to a negotiated agreement) and ZOPA (Zone of possible agreement) in Dispute Settlement, Negotiation Strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of			

power, Implications of Negotiation on Policy making, Ethics in negotiation.

Module-6 7 Hours

Managing Impasse and difficult negotiations

Impasse - Meaning, Definition Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.

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. Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson Omiko, Prentice India, 2007.
2. Negotiations, Roy J. Lewicki, David M. Saunders, Bruce Barry, 5/e, Mc Graw Hill, 2005, ISBN: 9780072973075. Dividing students into groups and give a scenario to negotiate and reach conclusion.
3. Fisher,R and Ury,W, (1986), Getting to Yes. Negotiating Agreement without Givingin. London, Hutchinson Business Books Ltd.
4. Mark Gerzon, (2006) Leading Through Conflict, Harvard Business School Press,Boston, USA.
5. Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3rd

edition, Polity publishers, ISBN 0745649734, 9780745649733, 2011

6. Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.
7. Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426
8. Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258, 9781412844253.

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=wYb_PKTawE4
- <https://freevideolectures.com/course/3144/international-business-communication/28>
- <https://www.coursera.org/lecture/negotiation-skills-conflict/week-2-outline-neVhB>
- <https://www.pdfdrive.com/negotiation-and-conflict-management-e34393592.html>
- https://www.researchgate.net/publication/339850653_MANAGING_CONFLICT_AND_NEGOTIATION

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

- Survey the conflict resolution techniques adopted by individuals based on individual personality types.
- Dividing students into groups and give a scenario to negotiate and reach conclusion.
- Reading: 8 Habits of Highly Effective People; apply the concepts to understand how people approach negotiation through different mind –sets.
- Conduct Role Plays for different scenarios.
- Solve various case studies dealing with conflict between teams and organizations.
- Ask students to identify three unconscious factors that may affect their negotiation effectiveness and ask them to explain why or how that phenomenon may occur.
- Management games like two dollar game, cross the line games can be played in the class to develop negotiation skills among the students.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the concepts of conflict and negotiation and its role	L2
CO2	Learn various contemporary methods of conflict and negotiation.	L3
CO3	Gain insights of various conflict handling mechanisms	L3
CO4	Demonstrate the cross-cultural and gender dimensions of negotiation	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1				3					
CO2			2							
CO3		1		2		4				
CO4			1			2		3		

INTERNATIONAL HRM

Course Code	MBA HR414	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03

Course Learning objectives:

- The student will be able to identify the application of IHRM in managing and developing an organization.
- The student will be able to understand International staffing and Training process.
- The student will be able to describe the compensation and performance management systems in an international perspective.
- The student will be able to analyse the role of culture in international business.
- The student will be able to solve the workplace problems involving International issues.
- The student will be able to apply concepts and knowledge about the range of Human resource functions to the deployment of expatriate employees.

Module-1 (6 Hours)

IHRM- Meaning and Definition, Objectives, The drivers of internationalization of business. HR Challenges in a global workforce, Difference between IHRM and Domestic HRM, Functions of global HRM, Emergence of Global HR Manager, Approaches to International Human Resource Management, Culture and Cross-Cultural Management, Models of IHRM.

Module-2 (6 Hours)

Concept of culture, International Culture Management, Role of culture in International business, Models of Culture- Hofstede's Four Cultural Dimensions, Globe's Nine Cultural Dimensions, Edgar Schein's Model of Culture, Schneider's Culture Model, cultural uniqueness vs. pan-culturalism, Diversity Management-The paradox of diversity.

Module-3 (7 Hours)

Staffing for international operations, Selection strategies for overseas assignments, Differentiating between PCNs, TCNs and HCNs, International transfers, Expatriation and Repatriation, Expatriate management, Repatriation Process, Challenges of repatriation and support practices.

Module-4 (7 Hours)

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

Module-5 (7 Hours)

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

Module-6 (7 Hours)

Equal opportunities, Diversity Management, Work–life balance: practices and discourses; International Culture Management: Model Organisational Culture and Innovation, Models of Culture, Hofstede’s Four, Cultural Dimensions, Trompenaar’s Seven Cultural Dimensions, Ethics and corporate social responsibility International labour standards.

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.
- 100 percent theory in SEE.

Suggested Learning Resources:

Books

1. International Human Resource Management, Srinivas R. Kandula, Sage Publication India Pvt. Ltd., 2018
2. International Human Resource Management, Anne-Wil Harzing, Ashly H. Pinnington, Sage Publication
3. India Pvt. Ltd., 4/e, 2015
4. International Human Resource Management - Peter J. Dowling, Denice E. Welch, Cengage Learning.

Web links and Video Lectures (e-Resources):

- <https://www.airswift.com/blog/importance-of-cultural-awareness>
- <https://www.geektonight.com/international-human-resource-management/>
- https://www.researchgate.net/publication/265020002_Performance_management_in_international_human_resource_management

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand various practices within the field of global HRM.	
CO2	Describe HR concepts, policies and practices to deal with issues in an international context.	
CO3	Appraise the impact of global factors in shaping HR practices.	
CO4	Apply the concepts of HR in global perspective.	

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

PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS			
Course Code	MBA HR415	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • The student will be able to describe and Identify the application of various PG and IE framework • The student will be able to describe and explain in her/his own words, the relevance and importance of various PG and IE to be adopted in the Organisation • The student will be able to apply and improve the workplace effectiveness through various PG and IE • The student will be able to classify and categorise different PG and IE practices and to be followed in the Organisation • The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organisation • The student will be able to appraise and judge the practical applicability of various PG and IE practices to be followed in the Organisation 			
Module-1 (5 Hours)			
Dynamics of Personal Growth Meaning, nature and scope of personal growth. Self-awareness and self-esteem, life roles, social roles and organisational roles, role clarity and role boundaries. Ego states- Id, ego and super ego and defense mechanism. Developing a self-improvement plan.			
Module-2 (6 Hours)			
Interpersonal Trust: Openness, confidentiality, blind spot and unknown part of personality. Self-disclosure, seeking feedback, self-reflection and practicing new behaviors. Discovering facets of interpersonal trust through Johari Window.			
Module-3 (7 Hours)			
Understanding Human Personality and Neuro Functioning: Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, PF 16 and Type A and B, Emotional intelligence. Basic functions of mind: Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming.			
Module-4 (8 Hours)			
Attitudes, Beliefs, Values and their impact on Behaviour: Personal change meaning, nature and requisites. Social adjustments and habit formation. Locus of control. Habits of personal effectiveness. Seven habits of highly effective people.			
Module-5 (8 Hours)			
Interpersonal relations and personal growth: Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, time management and honouring the commitments.			
Module-6 (7 Hours)			

Transactional Analysis: Ego states, types of transactions and time structuring. Life position, scripts and games; T-group sensitivity training, encounter groups, appreciative enquiry and group relations conference (students may go through three days personal growth lab for experiential learning)

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. Organisational Behaviour: Human Behaviour at work John W. Newstrom and Keith Davis, Tata McGraw Hill, 11/e, 2003
2. Human Relations in organisations , Robert N. Lussier, Mc- Graw Hill Education,6/e.
3. Development of Management Skills, Whetten & Cameron, PHI,7/e.
4. Competency Mapping Assessment and Growth, Naik G. P, IIHRM,2010.

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIeIW7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fidoc.pub%2fdocuments%2fpersonal-growth-and-interpersonal-effectiveness-ylyx3eompqnm/RK=2/RS=n8xZOt_T_bFC68F4X7UAwxMwkv4-
- https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIeoW7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fwww.tppl.org.in%2f2020%2fall-stream-books%2f6244-personal-growth-and-interpersonal-effectiveness-.html/RK=2/RS=rpRdeJi7et9M8tFNBCBdlaXNTdI-
- https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIhoW7HAX.;_ylu=Y29sbwNzZzMEcG9zAzOEdnRpZAMEc2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fwww.scribd.com%2fpresentation%2f318352003%2fPersonal-Growth-and-Interpersonal-Effectiveness-PPT/RK=2/RS=2IWkxWYX9qUIPdmH461FNs0M1FI-

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Have in-depth understanding the various personality traits which promotes personal growth.	L1/L2
CO2	Analyze the concepts of human personality, behaviour and functioning of mind	L3
CO3	Learn and apply the psychometrics tests in understanding the personality traits.	L4
CO4	Develop the greater insight of self, and others through various theories and prepare the developmental plan for interpersonal effectiveness.	L4

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

STRATEGIC TALENT MANAGEMENT			
Course Code	MBA HR416	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization. • To develop a conceptual understanding of the management of talents in the competitive environment. • To understand how important is to develop and retain the best talents in the industry. • To understand the concepts of competency and its usage in evaluating a person's work. • To get an idea about different tools in identifying required competencies in a person. 			
Module-1 (6 Hours)			
Basics of Talent Management: Talent- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process, Talent Management System – Components and benefits of Talent Management System; creating TMS, challenges of TMS, Building blocks of talents management: competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.			
Module-2 (6 Hours)			
Talent Planning: Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning.			
Module-3 (7 Hours)			
Developing and Retaining Talent – Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management ,employee retention- motivation and engagement, Return on talent; age of analytics, making outplacement as a part of talent strategy, developing talent management information system.			
Module-4 (7 Hours)			
Competency mapping: Concepts and definition of competency; types of competencies, competency based HR systems, competency and performance, 5 level competency model, developing various competency models, how competencies relate to career development and organizational goals.			
Module-5 (7 Hours)			
Methodology of competency mapping : competency model development ,competency models, people capability maturity model ,developing competency framework , competency profiling , competency mapping tools , use of psychological testing in competency mapping , competency based interviewing.			
Module-6 (7 Hours)			

Measuring Performance, Assessment and Development Centre: performance assessment, diagnosing reasons for performance problems, designing an effective performance management systems, sources of errors in performance measurement. Assessment and Development Centre : concepts , importance and uses of assessments centre in selecting employees , difference between assessment and development centre, assessment centre approach to competence building , profile of the assessors, steps in assessment centre, designing the assessment centre.

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. Talent Management – Gowri Joshi, Veena Vohra, Cengage Learning, 2018.
2. The Talent Management Hand Book – Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill.
3. Competence at work – Lyle M. Spencer, Signe M. Spencer. John Wiley, 1993.
4. A Handbook of Competency Mapping – Seema Sangi, Response BOOKS, 2004.

Web links and Video Lectures (e-Resources):

- <https://www.pdfdrive.com/the-talent-management-handbook-e33563313.html>
- <https://www.researchgate.net/publication/228672156> Strategic Talent Management A review and research agenda
- <https://hvtc.edu.vn/Portals/0/files/635834387511001885talent-management-a-focus-on-excellence.pdf>
- https://www.youtube.com/watch?v=Pk8hN7lw_RA
- <https://www.youtube.com/watch?v=ZG8coejZoSg>
- https://www.tutorialspoint.com/talent_management/talent_management_tutorial.pdf

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 conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Discussion on “How to have/ evaluate the performance of the MBA students”.
- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Identify the important positions in your college or any other organization and ascertain the measures if any taken to develop second line of leadership.
- Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions.
- Presentation by students about the competency directory profiling of various positions.
- Ask the students to role play the behavioural event interview to collect data for competency mapping for the position of management professor.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Acquire knowledge and the various challenges of acquisition and retention of talents for competitive advantage of the organization.	L1/L2
CO2	Gain insights to develop and retain best talents in the industry.	L3
CO3	Learn the concepts of competency and its usage in evaluating a person's	L4
CO4	Adhere knowledge in the identified competencies.	L4

Mapping of COS and POs

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

4th Semester MBA Business Analytics Electives

MACHINE LEARNING			
Course Code	MBA BA413	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning Objectives <ul style="list-style-type: none"> • Understand the core concepts and algorithms of machine learning. • Apply machine learning techniques to solve business problems. • Gain practical experience with machine learning tools and technologies. • Interpret and communicate machine learning results effectively. 			
Module 1. Introduction to Machine Learning (4 hours) Definition and Scope: What is machine learning? How it differs from traditional programming. Types of Machine Learning: Supervised, unsupervised, and reinforcement learning. Applications in Business: Use cases and impact on various industries.			
Module 2. Data Preparation and Feature Engineering (6 hours) Data Collection and Cleaning: Importance of data quality, handling missing values, and outliers. Feature Selection and Engineering: Techniques for selecting and creating relevant features. Data Splitting: Training, validation, and test datasets.			
Module 3. Supervised Learning Techniques (9 hours) Regression Analysis: Linear Regression: Simple and multiple linear regression. Evaluation Metrics: Mean Absolute Error (MAE), Mean Squared Error (MSE), R-squared. Classification: Logistic Regression: Basics of logistic regression and its applications. Decision Trees and Random Forests: Understanding and implementing decision trees and ensemble methods. Support Vector Machines (SVM): Introduction to SVM and its applications.			
Module 4. Unsupervised Learning Techniques (6 hours) Clustering: K-Means Clustering: Algorithm, implementation, and evaluation. Hierarchical Clustering: Basics and applications. Dimensionality Reduction: Principal Component Analysis (PCA): Technique and use cases. t-Distributed Stochastic Neighbor Embedding (t-SNE): Introduction and application.			
Module 5. Model Evaluation and Selection (6 hours) Evaluation Metrics: Accuracy, precision, recall, F1-score, ROC curve, AUC. Model Selection Techniques: Cross-validation, Grid Search, and Hyperparameter Tuning. Bias-Variance Trade-off: Understanding and balancing overfitting and underfitting. Ethics and Bias in Machine Learning: Addressing ethical considerations and biases in models.			
Module 6. Practical Implementation with Tools and Libraries (9 hours) Python for Machine Learning: Introduction to Python libraries such as Scikit-learn, Pandas, and NumPy. Building and Training Models: Hands-on exercises in building, training, and evaluating machine learning models. Introduction to Neural Networks and Deep Learning: Basics of neural networks and their applications.			
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. "Pattern Recognition and Machine Learning" by Christopher M. Bishop.
2. "Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow" by Aurélien Géron.
3. "Machine Learning Yearning" by Andrew Ng (available online).

Tools and Software:

- **Python Programming Environment:** Anaconda, Jupyter Notebooks.
- **Libraries:** Scikit-learn, Pandas, NumPy, Matplotlib, Seaborn.
- **Machine Learning Platforms:** TensorFlow or Keras (for those interested in neural networks).

Web links and Video Lectures (e-Resources):

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

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 core concepts and algorithms of machine learning.	L1/L2
CO2	Apply machine learning techniques to solve business problems.	L3
CO3	Gain practical experience with machine learning tools and technologies.	L4
CO4	Interpret and communicate machine learning results effectively.	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

PREDICTIVE ANALYTICS			
Course Code	MBA BA414	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning Objectives			
<ul style="list-style-type: none"> • Understand the principles and applications of predictive analytics in business. • Develop skills to build, evaluate, and apply predictive models. • Use tools and techniques to make data-driven business decisions. • Analyze real-world case studies to apply predictive analytics concepts. 			
Module1: Introduction to Predictive Analytics (7 hours)			
Definition and significance. Predictive vs. Descriptive vs. Prescriptive Analytics. Overview of the predictive analytics process. Applications in Business Case studies from various industries (e.g., finance, marketing, operations) Discussion on the impact of predictive analytics on decision-making.			
Module2: Data Collection and Preparation (7hours)			
Data Sources and Collection: Types of data (structured vs. unstructured)/ Data collection methods and tools. Data Cleaning and Preparation: Handling missing data. Data transformation and normalization. Data Preparation Using Excel or Python/R for data cleaning and preparation.			
Module 3: Statistical Foundations (5 hours)			
Statistical Concepts: Probability distributions. Hypothesis testing. Regression analysis basics Building Statistical Models: Simple and multiple linear regression. Model assumptions and diagnostics.			
Module 4: Predictive Modeling Techniques (7 hours)			
Regression Models: Advanced regression techniques (e.g., polynomial, ridge, lasso regression). Model evaluation metrics (R^2 , RMSE, MAE). Classification Models: Logistic regression. Decision trees and random forests. Model evaluation metrics (accuracy, precision, recall, F1 score). Time Series Analysis: Components of time series data. ARIMA models.			
Module 5: Machine Learning Basics (7 hours)			
Introduction to Machine Learning: Supervised vs. unsupervised learning. Key algorithms (k-means clustering, support vector machines). Model Evaluation and Validation: Cross-validation techniques. Bias-variance trade-off.			
Module 6:Big Data and Predictive Analytics(7hours)			
Introduction to Hadoop and Spark. Handling large datasets. Predictive Analytics Tools: Overview of software (e.g., SAS, SPSS, Tableau). Comparison of different tools and their applications. Ethical Issues in Predictive Analytics: Data privacy and security. Bias and fairness in predictive models.			
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 /References:**

1. "Data Science for Business" by Foster Provost and Tom Fawcett
2. "Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die" by Eric Siegel
3. "Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst" by Dean Abbott
4. "Hands-On Predictive Analytics with R: Build effective predictive models with R" by Ashish Kumar and Amit S. Ranjan
5. "The Elements of Statistical Learning: Data Mining, Inference, and Prediction" by Trevor Hastie, Robert Tibshirani, and Jerome Friedman

Tools and Software: Excel, Python (Pandas, Scikit-learn), R, Tableau

Web links and Video Lectures (e-Resources):

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

Note: The aforesaid links and study 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 principles and applications of predictive analytics in business.	L1/L2
CO2	Develop skills to build, evaluate, and apply predictive models.	L3
CO3	Use tools and techniques to make data-driven business decisions.	L4
CO4	Analyze real-world case studies to apply predictive analytics concepts.	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

DIGITAL ANALYTICS			
Course Code	MBA BA415	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning Objectives:			
<ul style="list-style-type: none"> • Understand key concepts and metrics in digital analytics. • Develop skills to analyze and interpret digital marketing data. • Utilize digital analytics tools to derive actionable insights. • Apply digital analytics to real-world business scenarios. 			
Module 1: Introduction to Digital Analytics (6 hours)			
Definition and importance in the digital age. Overview of the digital analytics landscape Key Concepts and Metrics: Key Performance Indicators (KPIs) Metrics vs. dimensions. Funnel analysis and customer journey mapping.			
Module 2: Digital Analytics Tools and Platforms (8 hours)			
Overview of Analytics Tools: Google Analytics, Adobe Analytics, and other platforms. Comparison of features and capabilities. Tool Demonstrations: Basic navigation and functionality. Setting up dashboards and reports. Hands-on Lab: Tool Exploration: Setting up a Google Analytics account. Navigating the interface and basic features.			
Module 3: Data Collection and Integration 6 hours)			
Data Collection Methods: Website tracking and tagging. Event tracking (e.g., clicks, downloads, video views). Integrating Data Sources: Combining data from multiple platforms (e.g., CRM, social media). Data import/export techniques.			
Module 4: Web Analytics Fundamentals (6hours)			
Website Performance Metrics: Traffic sources, user behaviour, and engagement metrics. Conversion tracking and attribution models. Analysing Website Performance: Analyzing traffic patterns and user flow. Identifying and interpreting key metrics.			
Module 5: Social Media Analytics (6 hours)			
Introduction to Social Media Analytics: Key metrics and KPIs for social media. Tools for social media analysis (e.g., Facebook Insights, Twitter Analytics). Analysing Social Media Campaigns: Engagement metrics, reach, and sentiment analysis. Influencer and brand performance evaluation			
Module 6: Mobile and App Analytics (8 hours)			
Introduction to Mobile Analytics: Key metrics for mobile apps (e.g., app installs, user retention). Tools for mobile app analytics (e.g., Firebase, Flurry). Analysing Mobile User Behavior: User flow, in-app events, and lifetime value. Optimizing app performance and user experience.			
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/References:

1. "Digital Analytics 101" by Jason Burby and Shane Atchison
2. "Google Analytics: How to Measure Digital Marketing & Analytics in an Easy Way" by Nikolas R. Reichenbach
3. "Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking" by Foster Provost and Tom Fawcett
4. "Measuring Marketing: 110+ Key Metrics Every Marketer Needs" by John A. Davis
5. "Advanced Web Metrics with Google Analytics" by Brian Clifton

Tools and Software: Google Analytics, Google Data Studio, Tableau, social media analytics tools

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=jV_VqB4Oi2k
- <https://www.youtube.com/watch?v=upgbtXil10E>
- <https://advertising.amazon.com/library/guides/digital-analytics>

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand key concepts and metrics in digital analytics.	L1/L2
CO2	Develop skills to analyze and interpret digital marketing data.	L3
CO3	Utilize digital analytics tools to derive actionable insights.	L4
CO4	Apply digital analytics 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

STRATEGY ANALYTICS			
Course Code	MBA BA416	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning Objectives:			
<ul style="list-style-type: none"> • Understand the role of analytics in strategic decision-making. • Learn analytical techniques to support strategic planning and execution. • Develop skills to interpret data and generate actionable insights for business strategy. • Apply analytics to real-world strategic scenarios. 			
Module 1. Introduction to Strategy Analytics (5 hours)			
Concept of Strategy Analytics: Definition, scope, and importance. Role of Data in Strategy: How data drives strategic decision-making. Overview of Analytics Types: Descriptive, diagnostic, predictive, and prescriptive analytics.			
Module 2. Strategic Management Fundamentals (5 hours)			
Strategic Planning Process: Mission, vision, goals, and objectives. SWOT Analysis: Strengths, weaknesses, opportunities, and threats. Porter's Five Forces: Industry analysis and competitive strategy.			
Module 3. Data-Driven Strategy Formulation (6 hours)			
Data Collection and Sources: Internal and external data sources relevant to strategy. Market and Competitive Analysis: Using data to analyze market trends and competitors. Customer Insights: Leveraging customer data to inform strategic decisions.			
Module 4. Analytical Tools and Techniques (8 hours)			
Descriptive Analytics: Techniques for summarizing and visualizing historical data. Predictive Analytics: Forecasting models and trend analysis (e.g., regression analysis). Prescriptive Analytics: Optimization and scenario analysis for strategic decision-making.			
Module 5. Strategic Performance Measurement (8 hours)			
Key Performance Indicators (KPIs): Designing and using KPIs to track strategic goals. Balanced Scorecard: Integrating financial and non-financial performance metrics. Benchmarking: Comparing performance against industry standards			
Module 6. Advanced Analytical Methods (8 hours)			
Big Data Analytics: Techniques for handling and analyzing large datasets. Machine Learning for Strategy: Basic concepts and applications in strategic analysis. Simulation and Scenario Analysis: Using simulations to evaluate strategic options.			

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/References:**

1. "Competing on Analytics: The New Science of Winning" by Thomas H. Davenport and Jeanne G. Harris.
2. "Data-Driven Business Decisions" by Chris J. Lloyd.
3. "Strategic Management: Concepts and Cases" by Fred R. David and Forest R. David.

Tools and Software:

- Business Intelligence Tools: Tableau, Power BI.
- Analytics Software: Excel, Python (with libraries like Pandas and NumPy).
- Statistical Tools: R or SPSS (for advanced statistical analysis)

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=uX8Oaew4pDs>
- <https://www.youtube.com/watch?v=NPuX6VdvQZ0>
- <https://www.youtube.com/watch?v=AZMBtRgmRJA>
- <https://www.businessofgovernment.org/sites/default/files/Strategic%20Analytics.pdf>
- <https://onlinelibrary.wiley.com/doi/10.1002/9781119519638.ch1>
- <https://www.igi-global.com/book/using-strategy-analytics-measure->

[corporate/265459](#)

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 analytics in strategic decision-making.	L1/L2
CO2	Learn analytical techniques to support strategic planning and execution.	L3
CO3	Develop skills to interpret data and generate actionable insights for business strategy.	L4
CO4	Apply analytics to real-world strategic 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

**GUIDELINES FOR 6 WEEK PROJECT WORK MBAPR487
(BETWEEN 3RD AND 4TH SEMESTER MBA)**

PROJECT REPORT

Course Code	MBAPR487	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	0:12:0	SEE Marks	50
Total Hours of Pedagogy	00	Total Marks	100
Credits :	06	Exam Hours	00

OBJECTIVE

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

STRUCTURE

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

GENERAL GUIDELINES

- The project work shall be for a period of 6 weeks immediately after the completion of 3rd SEE but before the commencement of the 4th semester classes.
- The Course code of the project report shall be MBAPR487 and shall be compulsory for all the students opting for all specializations.
- The University shall receive 2 copies of project reports prior to the commencement of the 4th semester examination. Copies of the project report should be sent to the concerned Regional Office with intimation to the Registrar (Evaluation).
- By keeping the business trend in the present scenario, university has given an option to the students to select the research problem either from business organization or they can carry out the project on freelance basis subject to the approval of department committee.
- It is the total responsibility of the internal guide to monitor the freelance project.
- In case, business problem selected from a Company, no two students of an institute shall work on the same problem in the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- On completion of the project work, student shall prepare a report with the following format.
- The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size.
- All the reports shall be printed in the A4 size 1” margin on all the sides.
- The report shall be hard bound facing sheet of royal blue color indicating the title of college and month & year of admission (spiral binding not permitted).
- A certificate by the guide, HOD and Head of the institution indicating the bonafide

performance of the project by the student to be enclosed.

- An undertaking by the student to the effect that the work is independently carried out by him/her.
- The certificate from the organization if applicable (if its Freelance project, certificate is not required and internal guide can issue a certificate for successful completion).
- Acknowledgement
- Executive Summary.

Project Report Evaluation:

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

this in the internal evaluation as well as in the viva voce examination of the project report.

CONTENTS OF THE INTERNSHIP REPORT

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

Chapter 1: Introduction

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

Chapter 2: Conceptual background and Literature review

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

Chapter 3: Research Design

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

Chapter 4: Analysis and Interpretation

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

Chapter 5: Findings, Conclusion and Suggestions

Summary of findings, Conclusion and Suggestions / Recommendations

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

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

Rubrics for Project Work (Common to core and Dual Specializations)- MBAPR487

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

Rubrics for Project Evaluation and Viva voce Examination**A. Internal Assessment by the Guide- Based on three Presentations by Students**

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

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

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

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

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

MARKS SHEET FORMATS

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

**Visvesvaraya Technological University
Marks Sheet for MBA Project Work (MBAPR487)**

Name of the College:

College Code:

Internal Marks Allocation for Project Work (MBAPR487)

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

Marks Sheet

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

Signature of the Internal Guide with Name, Address & Date

Note:

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

2. Report Evaluation by the Guide & External Examiner.

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

Visvesvaraya Technological University

Marks Sheet for MBA Project Work (MBAPR487)

Name of the College:

College Code:

External Evaluation Marks Allocation for Project Work (MBAPR487)

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

Marks Sheet

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

Signature of External Examiner with affiliation

Note:

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

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

**Visvesvaraya Technological University
Marks Sheet for MBA Project Work (MBAPR487)**

Name of the College:

College Code:

Viva voce Marks Allocation for Project Work (MBAPR487)

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

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

Marks Sheet

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

Signature of Internal Examiner

Signature of External Examiner with affiliation

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

Schedule to be followed before commencement of Project

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

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

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

Schedule to be followed during Project work

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

Formats for Project Report and Evaluation

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

(Title of the Report)

Submitted by

**(Student Name)
(USN)**

Submitted to

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

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

**INTERNAL GUIDE
(Name & Designation)**

**EXTERNAL GUIDE
(Name & Designation)**

(Institute Logo)

Department of MBA

(Institute Name with Address)

(Month & Year of submission)

CERTIFICATE

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

Signature of Internal

Guide Signature of HOD

Signature of Principal

DECLARATION

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

Place:

Signature of the Student

Date:

Table of Contents

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

List of Tables

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

List of Figures/ Charts/ Graphs

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

