

**1<sup>st</sup> Semester MBA syllabus for AY 2024-25 onwards**

**MANAGEMENT & ORGANISATIONAL BEHAVIOUR**

|                                       |                 |                   |            |
|---------------------------------------|-----------------|-------------------|------------|
| <b>Course Code</b>                    | <b>MVJMBA11</b> | <b>CIE Marks</b>  | <b>50</b>  |
| <b>Teaching Hours/Week (L:P: SDA)</b> | <b>4:0:0</b>    | <b>SEE Marks</b>  | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>        | <b>50</b>       | <b>Total Mark</b> | <b>100</b> |
| <b>Credits</b>                        | <b>04</b>       | <b>Exam Hour</b>  | <b>03</b>  |

**Course Objectives:**

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

**Module-1 9 Hours**

Introduction, Meaning, Objectives, Functions of Management, Management – Art/ science/ profession. Differences between Administration and Management, Levels of Management, Kinds of Managers, Managerial roles, Evolution of Management thought – Scientific Management and Administrative Management, Contemporary issues in Management – sustainability, diversity, equity & inclusion in the workplace.

**Module-2 9 Hours**

**Planning** –Importance, Process, Benefits of Planning, Types of Plans, Planning tools and techniques.  
**Organising**–Meaning, Types of Organisation structures, Traditional and Modern structures.  
**Leading** – Meaning, Nature, Traits and Behaviour, Contingency approaches to Leadership, Transformational leadership.  
**Controlling** – Meaning, Importance, Steps in the Control Process, Types of Control.

**Module-3 7 Hours**

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

**Module-4 9 Hours**

Introduction, MARS Model of individual behaviour and performance, Types of Individual behaviour, Personality in Organisation, Values in the workplace, Types of values,

**Perception**–Meaning, Model of Perceptual process.

**Emotions** in the workplace, Types of emotions, Circumplex Model of Emotion.

Attitudes and Behaviour, Work-related stress and its management.

**Motivation**– Meaning, Maslow’s Hierarchy of Needs, Hertzberg’s Two Factor Theory of Motivation. Four Drive Theory of Motivation.

**Module-5 8 Hours**

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**Teams:** Meaning of Teams, Advantages of Teams, Model of Team Effectiveness, Stages of Team Development.

**Power & Politics:** Meaning, Sources, Contingencies of Power, Consequences of Power, Politics in organisation.

**Conflict and Negotiation in the workplace:** Constructive & Relationship conflict, Conflict Process Model, Structural sources of Conflict Management, Resolving conflict through negotiation and Third-Party Conflict Resolution.

### **Module-6      8 Hours**

**Organisational Culture** – Meaning, Elements of Organisational Culture, Importance of Organisational Culture.

**Organisational Change** – Meaning, Resistance to change, Approaches to Organisational Culture, Action Research Approach, Appreciative Inquiry Approach, Large Group Intervention Approach, Parallel Learning Structure Approach, and Ethical issues of Organisational Behaviour.

### **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 mark. 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% of the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination).

#### **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.

#### **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 sub-question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four questions from questions one to seven and question eight is compulsory.

#### **Continuous Internal Evaluation:**

##### **CIE Marks shall be based on**

a) Tests (for 30 Marks) and

b) Assignments, Quiz, Simulations, Experimentation, Mini projects, oral examinations, fieldwork etc., (for 20 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 relevant supporting documents for this.

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

### Suggested Learning Resources:

#### Books:

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

### Web links and Video Lectures (e-Resources):

- [https://onlinecourses.nptel.ac.in/noc22\\_mg104/preview](https://onlinecourses.nptel.ac.in/noc22_mg104/preview)
- [https://onlinecourses.nptel.ac.in/noc22\\_mg78/preview](https://onlinecourses.nptel.ac.in/noc22_mg78/preview)
- [https://learninglink.oup.com/access/king-lawley3e-student-resources#tag\\_all-chapters](https://learninglink.oup.com/access/king-lawley3e-student-resources#tag_all-chapters)
- <https://openstax.org/details/books/organizational-behavior>
- <https://www.classcentral.com/course/introduction-organisational-behaviour-11892>

### Skill Development Activities suggested:

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

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**Course Outcomes (Course Skill Set)**

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

| <b>S.NO</b> | <b>Description</b>  | <b>Blooms Taxonomy</b> |
|-------------|---|------------------------|
| <b>CO1:</b> | Gain practical experience in the field of Management and Organisational Behaviour                                     | <b>L1</b>              |
| <b>CO2:</b> | Acquire the conceptual knowledge of management, various functions of Management and theories in OB.                   | <b>L3</b>              |
| <b>CO3:</b> | Develop management and behavioural models related to attitude, perception, power, politics and conflict in workplace. | <b>L2</b>              |
| <b>CO4:</b> | Analysing the recent trends in Management and OB models   | <b>L4</b>              |

**Mapping of COs and Pos**

|             | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PSO1</b> | <b>PSO2</b> | <b>PSO3</b> | <b>PSO4</b> |
|-------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|-------------|
| <b>CO1:</b> | 1          |            |            |            | 2          | 3           |             |             |             |
| <b>CO2:</b> |            | 2          | 2          |            |            |             | 2           |             |             |
| <b>CO3:</b> |            |            |            | 3          |            | 3           |             | 2           |             |
| <b>CO4:</b> |            | 2          |            | 2          |            |             | 1           |             | 2           |

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**Financial Accounting and Reporting**

|                                       |                 |                   |            |
|---------------------------------------|-----------------|-------------------|------------|
| <b>Course Code:</b>                   | <b>MVJMBA12</b> | <b>CIE Marks</b>  | <b>50</b>  |
| <b>Teaching Hours/Week (L:P: SDA)</b> | <b>4:0:0</b>    | <b>SEE Marks</b>  | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>        | <b>50</b>       | <b>Total Mark</b> | <b>100</b> |
| <b>Credits</b>                        | <b>04</b>       | <b>Exam Hour</b>  | <b>03</b>  |

**Course Learning Objectives:**

**CO1:** •To enable the students to understand the conceptual framework of accounting, reporting and financial statements.

•**Co2** To enable the students in preparation of books of accounts and accounting records leading to final accounts and interpretation there-off.

•**Co3** To acquaint the students with interpretation of accounting information and analyses of financial statements for decision making.

**Module-1 7 Hours**

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

**Module-2 9 Hours**

**Accounting Cycle & depreciation:** Journal, Ledgers, Trial balance, Accounting equation, subsidiary books including cash book with two and three column cashbook only.

Depreciation: Meaning, characteristics and causes of depreciation, Types of Depreciation.

Tax implication of depreciation. (Problems only on straight line and WDV method)

**(Theory and Problems).**

**Module-3 9 Hours**

Final Accounts of companies: Preparation of final accounts of companies in vertical form as per Companies Act of 2013 - Profit & Loss account, Balance sheet, cash flow statement, statement of changes in equity, notes to accounts and consolidated accounts(Problems of Final Accounts with adjustments), Window dressing. Case Study problem on Final Accounts of Company-Appropriation accounts. **(Theory and Problems).**

**Module-4 9 Hours**

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

**Module-5 6 Hours**

Rules for recording Receipts and Payments in cash book and bank pass book, reasons for differences in the balances of cash book and bank pass book. Meaning and Preparation of Bank reconciliation statement (Tally may be used for preparation Bank reconciliation statement). (Theory and Problems). share capital & debentures ; Definition of shares and debentures , Issue of shares and debentures, forfeiture of shares, re-issue of forfeited shares **(theory and problems)**

**Module-6 10 Hours**

**Emerging Areas in Accounting:** Human Resource Accounting, Forensic Accounting, Green Accounting, Business Responsibility and Sustainability Reporting, Introduction to XBRL

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(eXtensible Business Reporting Language, Automated Accounting Processes, Cloud-based Accounting, Data Analytics & Forecasting Tools, Blockchain, AI in Accounting, Big Data in Accounting **(Theory only)**).

### Assessment Details (both CIE and SEE):

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### Continuous Internal Evaluation:

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

### CIE Marks shall be based on

a) Tests (for 30 Marks) and

b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 20 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

### Semester End Examination:

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

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

### Suggested Learning Resources:

#### Books:

1. Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e, PHI, 2014.
2. A Text book of Accounting For Management, Maheswari S. N, Maheswari Sharad K. Maheswari, 2/e, Vikas Publishing house (P) Ltd.

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3. Computerized Accounting, Neeraj Goyal, Rohit Sachdeva, Kalyani Publishers, 1e, 2018.
4. Accounting for Management-Text & Cases, S.K.Bhattacharya & John Dearden, Vikas Publishing House Pvt. Ltd., 3e, 2018.
5. Accounting and Finance for Non-finance Managers, Jai Kumar Batra, Sage Publications, 1e, 2018.
6. Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.

### Web links and Video Lectures (e-Resources):

- <https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-5New.pdf>
- <https://journals.sagepub.com/home/jaf>
- [https://icmai.in/upload/Students/Syllabus-2012/Study\\_Material\\_New/Inter-Paper5-Revised.pdf](https://icmai.in/upload/Students/Syllabus-2012/Study_Material_New/Inter-Paper5-Revised.pdf)
- <https://books.mec.biz/tmp/books/Y3BMTIHRR2UE7LMTZG3T.pdf>
- <https://drnishikantjha.com/booksCollection/Financial%20Accounting%20-%20BMS%20.pdf>
- <https://www.pdfdrive.com/accountancy-books.html>
- [https://onlinecourses.swayam2.ac.in/nou22\\_cm18/preview](https://onlinecourses.swayam2.ac.in/nou22_cm18/preview)
- <https://www.coursera.org/lecture/uva-darden-financial-accounting/what-is-accounting-eXQEc>
- <https://www.youtube.com/watch?v=mq6KNVeTE3A>

### Skill Development Activities suggested:

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

### Course Outcomes (Course Skill Set)

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

| S.NO | Description  | Blooms Taxonomy |
|------|--|-----------------|
| CO1: | Know what and how books of accounts and financial statements are prepared. . | L1              |
| CO2: | How to interpret financial statements of companies for decision making.      | L1              |
| CO3: | Independently undertake financial statement analysis and take decisions.     | L4, L6          |

### Mapping of COs and Pos

|      | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 | PSO4 |
|------|-----|-----|-----|-----|-----|------|------|------|------|
| CO1: | 1   |     |     |     | 2   | 3    |      |      |      |

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|             |  |          |          |  |  |  |          |          |  |
|-------------|--|----------|----------|--|--|--|----------|----------|--|
| <b>CO2:</b> |  | <b>2</b> |          |  |  |  | <b>2</b> |          |  |
| <b>CO3:</b> |  | <b>3</b> | <b>3</b> |  |  |  | <b>2</b> | <b>2</b> |  |

## Economics for Decision Making

|                                       |              |                   |            |
|---------------------------------------|--------------|-------------------|------------|
| <b>Course Code: MVJMBA13</b>          |              | <b>CIE Marks</b>  | <b>50</b>  |
| <b>Teaching Hours/Week (L:P: SDA)</b> | <b>4:0:0</b> | <b>SEE Marks</b>  | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>        | <b>50</b>    | <b>Total Mark</b> | <b>100</b> |
| <b>Credits</b>                        | <b>04</b>    | <b>Exam Hour</b>  | <b>03</b>  |

**Course Learning Objectives:**

**CO1:** •To introduce the fundamentals, tools and theories of managerial economics.

**Co2** • To provide an understanding of the application of Economics in Business

**Co3** • To learn the basic Micro and Macro-economic concepts.

**Co4** • To understand Demand, Production, Cost, Profit and Market competitions with reference to firm and industry.

**Module-1 7 Hours**

**Introduction:** Managerial Economics: Meaning, Nature, Scope & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist.

**Theory of the Firm:** Firm and Industry, Objectives of the firm, alternate objectives of firm.

**Managerial theories:** Baumol's Model, Marris's model of growth maximization, Williamson's model of managerial discretion.

**Module-2 9 Hours**

**Law of Demand,** Exceptions to the Law of Demand, Elasticity of Demand, Classification of Price, Income & Cross elasticity, Promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply.

**Demand forecasting:** Meaning & Significance, Methods of demand forecasting. (Problems on Price elasticity of demand, and demand forecasting using Time-series method- straight line & moving averages).

**Module-3 9 Hours**

**Cost Analysis & Production Analysis**

Concepts of Production, production function with one variable input - Law of Variable Proportion, Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Economies of scale, Diseconomies of scale. Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, Long- Run Average Cost (LAC) curve

**Break Even Analysis**–Meaning, Assumptions, Determination of BEA, Limitations, Margin of safety, Uses of BEA In Managerial decisions (Theory and simple problems).

**Module-4 9 Hours**



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### Market structure and Pricing Practices

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

### Module-5 9 Hours

#### Indian Business Environment

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

### Module-6 7 Hours

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

### Assessment Details (both CIE and SEE):

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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.

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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 question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- The SEE question paper should have the weightage of 80% theory and 20% problems.

### **Suggested Learning Resources:**

#### **Books:**

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

#### **Web links and Video Lectures (e-Resources):**

- <https://www.edx.org/learn/managerial-economics>
- <https://www.indiabudget.gov.in/>
- [https://onlinecourses.swayam2.ac.in/imb19\\_mg16/preview](https://onlinecourses.swayam2.ac.in/imb19_mg16/preview)
- <https://www.youtube.com/watch?v=ZXDKdJO3V6Y>

#### **Skill Development Activities suggested:**

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

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### Course Outcomes (Course Skill Set)

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

| S.NO | Description  | Blooms Taxonomy |
|------|--|-----------------|
| CO1: | The student will understand the application of Economic Principles in Management decision making.  | L2              |
| CO2: | The student will earn the microeconomic concepts and apply them for effective functioning of a Firm and Industry.                          | L3              |
| CO3: | The Student will be able to understand, assess and forecast the demand.  | L5              |
| CO4: | The student will apply the concepts of production and cost for optimization of production  | L3              |
| CO5: | The student will design competitive strategies like pricing, product differentiation etc. and marketing according to the market structure. | L6              |
| CO6  | The student will be able to understand the impact of macroeconomic   | L2              |
|      |  |                 |

### Mapping of COs and Pos

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

## BUSINESS STATISTICS

|                                |       |            |     |
|--------------------------------|-------|------------|-----|
| Course Code: MVJMBA14          |       | CIE Marks  | 50  |
| Teaching Hours/Week (L:P: SDA) | 4:0:0 | SEE Marks  | 50  |
| Total Hours of Pedagogy        | 50    | Total Mark | 100 |
| Credits                        | 04    | Exam Hour  | 03  |

### Course Objectives:

**CO1:** To facilitate the students to compute the various measures of central tendency and dispersion using descriptive statistics.

**CO 2.** To enhance the skills to visualize and estimate the relationship between variables using correlation and regression analysis.

**CO 3.** To equip with the skills of decision-making using probability techniques.

**CO 4.** To empower with the knowledge of trend analysis.

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**CO5.** To make the students understand the procedure of hypothesis testing using appropriate parametric and non-parametric tests.

**CO6.** To familiarize the students with analytical package SPSS.

### Module-1: 8 Hours

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

### Module-2: 7 Hours

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

### Module-3: 9 Hours

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

### Module-4 : 8 Hours

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

### Module-5 : 8 Hours

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

### Module-6 : Hours

**Computer lab for Statistics: SPSS:** Overview of SPSS, Creating, saving and editing files, Importing files from other formats. Transforming Variables - Compute, Multiple responses. Organization and Presentation of Information - Measures of Central Tendency and Variability, Frequency Distributions. Charts and Graphs, Hypotheses testing using means and cross-tabulation, Paired t, Independent Sample t, Chi- square. Correlation, Regression Analysis, Linear, Logistic, Analysis of Variance- One Way ANOVA, ANOVA in regression. (Mandatory all the students should be taught in the lab and give them the practical knowledge which will be beneficial for their research work and Industrial applications.)

### 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.

## 1<sup>st</sup> Semester MBA syllabus for AY 2024-25 onwards

### 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 30 Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 20 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

### Semester End Examination:

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

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems.

### Suggested Learning Resources:

#### Books:

- S C Gupta (2018), Fundamentals of Statistics, 7<sup>th</sup> edition Himalaya Publications.
- J K Sharma (2020), Business Statistics 5<sup>th</sup> edition Vikas Publishing House.
- S P Gupta (2021), Statistical Methods 46<sup>th</sup> edition Sultan Chand Publications.
- C R Kothari (2015), Research Methodology- Methods and Techniques, Viswa Prakasam Publications.
- William E. Wagner, III (2015), Using IBM SPSS- Statistics for Research Methods and Social Science Statistics 5<sup>th</sup> edition Sage Publications.

### Web links and Video Lectures (e-Resources):

- Students should opt Swayam NPTEL Course on Business Statistics offered by Prof. M.K.Barua Dept. of Management studies IIT Roorkee.
- <https://www.youtube.com/watch?v=VDLyk6z8uCG> Swayam NPTEL Course on Business Statistics by Dr. P. M. Shiva Prasad, Department of Commerce, Teresian College, Mysuru.

### Skill Development Activities suggested:

- Role Play Techniques
- Quizzes
- Field Surveys

**1<sup>st</sup> Semester MBA syllabus for AY 2024-25 onwards**

• Assignments

**Course Outcomes (Course Skill Set)**

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

| <b>S.NO</b> | <b>Description</b>  | <b>Blooms Taxonomy</b> |
|-------------|---|------------------------|
| <b>CO1:</b> | Understand how to organize, manage, and present the data            | <b>L2</b>              |
| <b>CO2:</b> | Use and apply a wide variety of specific statistical tools          | <b>L3</b>              |
| <b>CO3:</b> | Understand the applications of probability in business              | <b>L4</b>              |
| <b>CO4:</b> | Effectively interpret the results of statistical analysis           | <b>L5</b>              |
| <b>CO5:</b> | Develop competence of using computer packages to solve the problems | <b>L6</b>              |

**Mapping of COs and Pos**

|             | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PSO1</b> | <b>PSO2</b> | <b>PSO3</b> | <b>PSO4</b> |
|-------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|-------------|
| <b>CO1:</b> | <b>1</b>   |            |            |            | <b>2</b>   | <b>3</b>    |             |             |             |
| <b>CO2:</b> |            | <b>2</b>   | <b>2</b>   |            |            |             | <b>2</b>    |             |             |
| <b>CO3:</b> |            |            |            | <b>3</b>   |            | <b>3</b>    |             | <b>2</b>    |             |
| <b>CO4:</b> |            | <b>2</b>   |            | <b>2</b>   |            |             | <b>1</b>    |             | <b>2</b>    |
| <b>CO5:</b> | <b>2</b>   | <b>3</b>   |            |            |            |             |             |             |             |

**1<sup>st</sup> Semester MBA syllabus for AY 2024-25 onwards**

**MARKETING MANAGEMENT**

|                                       |                 |                   |            |
|---------------------------------------|-----------------|-------------------|------------|
| <b>Course Code :</b>                  | <b>MVJMBA15</b> | <b>CIE Marks</b>  | <b>50</b>  |
| <b>Teaching Hours/Week (L:P: SDA)</b> | <b>4:0:0</b>    | <b>SEE Marks</b>  | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>        | <b>50</b>       | <b>Total Mark</b> | <b>100</b> |
| <b>Credits</b>                        | <b>04</b>       | <b>Exam Hour</b>  | <b>03</b>  |

**Course Objectives:**

- CO1:** •To make students understand the fundamental concepts of marketing and the environment in which the marketing system operates.
- CO 2•** To gain knowledge on consumer buying behaviour and influencing factors
- CO 3•** To describe major bases for segment marketing, target marketing, and market positioning.
- CO 4•** To develop a Conceptual framework, covering basic elements of the marketing mix.
- CO 5•** To understand the fundamental premise underlying market driven strategies and hands on practical approach.

**Module-1 7 Hours**

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

**Module-2 9 Hours**

**Analysing Consumer Behaviour:** Meaning and Characteristics, Importance of consumer behaviour, Factors influencing Consumer Behaviour, Consumer characteristics influencing buying behaviour personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. Psychological factors consumer. Understanding Customers and Generating Insights.

**Module-3 9 Hours**

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

**Module-4 9 Hours**

## 1<sup>st</sup> Semester MBA syllabus for AY 2024-25 onwards

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

### Module-5 9 Hours

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

### Module-6 7 Hours

**Emerging Trends in Marketing:** Marketing Planning. Concepts of B2B marketing, Service Marketing, Digital and social media Marketing, Green Marketing, Event Marketing, Marketing Audit, Sponsorship, Cause Related Marketing, Marketing for Non-Profit Organizations, Relationship marketing, Marketing Strategies for Leaders, Challengers, Followers and Startups. Social Responsibility of marketing, Neuro Marketing, Sensory Marketing, societal marketing concept, premiumization.

### 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 30 Marks) and

b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 20 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.



## 1<sup>st</sup> Semester MBA syllabus for AY 2024-25 onwards

### 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.

### Suggested Learning Resources:

#### Books:

1. Marketing Management- Indian Context, Global Perspective by Ramaswamy & Namakumari by SAGE publication, 6th Edition.
2. Marketing Management: A South Asian Perspective by Kotler, Keller, Koshy & Jha by Pearson publication, Latest Edition.
3. New Product Management by Merle Crawford and Anthony Di Benedetto by McGraw-Hill, Latest Edition.
4. Advertisement Brands & Consumer Behaviour by Ramesh Kumar by Sage Publications, 2020.
5. Marketing in India: Text and Cases by Neelamegham S by Vikas publication, Latest edition.
6. Marketing by Lamb, Hair, Mc Danniel by Cengage Learning, Latest edition.
7. Fundamentals of Marketing Management, Etzel M J BJ Walker & William J Stanton by Tata Macgraw Hill, Latest edition.

#### Web links and Video Lectures (e-Resources):

- <https://youtu.be/5fdx5Laavkc>
- <https://youtu.be/Ule8n6GgE1g>
- <https://youtu.be/ob5KWs3I3aY?t=131>
- <https://youtu.be/U1VWUHLhmdk>
- <https://youtu.be/iWuYUhSHXHg>
- [https://youtu.be/IErR\\_YYfP3Y](https://youtu.be/IErR_YYfP3Y)
- <https://youtu.be/mLV7MASrDIQ>

#### Skill Development Activities suggested:

- Sensitise the students to the market dynamics by visiting super markets and regulatory markets like APMC, etc.
- Students to study the buying pattern based on demographics of consumers.
- Students to draft advertising copy.
- Students to take any FMCG product and study the PLC of that product.

## 1<sup>st</sup> Semester MBA syllabus for AY 2024-25 onwards

### Course Outcomes (Course Skill Set)

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

| S.NO | Description  | Blooms Taxonomy |
|------|--|-----------------|
| CO1: | Comprehend the concepts of Marketing Management.   | L1              |
| CO2: | Gain knowledge on consumer behaviour and buying process  | L3              |
| CO3: | Understand concept of Product and Brand Management, Branding and Pricing Strategies.               | L2              |
| CO4: | Identify marketing channels and the concept of product distribution, techniques of sales promotion | L4              |
| CO5: | Simply ideas into a viable marketing plan for various modes of marketing                           | L4              |

### Mapping of COs and Pos

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

## MANAGERIAL COMMUNICATION

|                                |       |            |     |
|--------------------------------|-------|------------|-----|
| Course Code : MVJMBA16         |       | CIE Marks  | 50  |
| Teaching Hours/Week (L:P: SDA) | 4:0:0 | SEE Marks  | 50  |
| Total Hours of Pedagogy        | 50    | Total Mark | 100 |
| Credits                        | 04    | Exam Hour  | 03  |

### Course Learning Objectives:

**CO1:** To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers.

**CO2:** To enable learners with the mechanics of writing and also help them to draft business letters in English precisely and effectively.

**CO3:** To introduce the students to some of the practices in managerial communication those are in vogue.

**CO4:** To prepare students to develop the art of business communication with emphasis on analysing business situations.

**CO5:** To train Students towards drafting business proposals.

### Module-1 : 7 Hours

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

## 1<sup>st</sup> Semester MBA syllabus for AY 2024-25 onwards

### Module-2 9 Hours

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

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

### Module-3 9 Hours

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

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

### Module-4 9 Hours

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

**Group Communication:** Meetings, Planning meetings, objectives, participants, timing, venue of meetings.

**Meeting Documentation:** Notice, Agenda and Resolution & Minutes.

### Module-5 9 Hours

**Case method of learning:** Understanding the case method of learning, different types of cases, overcoming the difficulties of the case method, reading a case properly, case analysis approaches, analyzing the case, dos and don'ts for case preparation.

**Employment Communication:** Introduction, Writing CVs, Group discussion, Interview skills. Impact of Technological Advancement on Business Communication, Technology-enabled Communication-Communication networks, Intranet, Internet, E-Mails, SMS, teleconferencing, videoconferencing.

### Module-6 7 Hours

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

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

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

### 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:

## 1<sup>st</sup> Semester MBA syllabus for AY 2024-25 onwards

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 30 Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 20 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 Communication: Concepts, Cases and Applications- Chaturvedi P. D, & Mukesh Chaturvedi, 4/e, Pearson Education, 2020.
- Communicating in Business: Ober and Newman, Cengage learning, 8th Edition, 2018.
- Business Communication: Process and Product, Mary Ellen Guffey, 3/e, Cengage Learning, 2002.
- Business and Professional Communication: Kelly M, Quintanilla, Shawn T and Wahl, SAGE South Asia Edition, 2017.
- Business Communication: Lesikar, Flatley, Rentz & Pande, 12/e, TMH, 2014.
- Communicating in Business: Williams, Krizan, Logan and Merrier, Cengage Learning, 8/e, 2017.
- Contemporary Business Communication - Scot Ober-Biztantra, 5/e, 2015.
- Advanced Business Communication, Penrose, Raspberry, Myers, 5/e, Cengage Learning, 2004.

#### **Web links and Video Lectures (e-Resources):**

- <https://www.youtube.com/watch?v=yml9dx9nUco>
- <https://www.edx.org/learn/business-communications>
- [https://onlinecourses.swayam2.ac.in/imb19\\_mg14/preview](https://onlinecourses.swayam2.ac.in/imb19_mg14/preview)
- <https://www.careers360.com/courses-certifications/swayam-communication-courses-brp-org>
- <https://dcomm.org/wp-content/uploads/2019/05/Business-Communication-PDFDrive.com-.pdf>
- <http://www.mim.ac.mw/books/Business%20Communication.pdf>
  - [https://www.researchgate.net/publication/347508593\\_A\\_Practical\\_Book\\_of\\_Business\\_Communication\\_A\\_Practical\\_Book\\_of\\_Business\\_Communication\\_Published\\_by](https://www.researchgate.net/publication/347508593_A_Practical_Book_of_Business_Communication_A_Practical_Book_of_Business_Communication_Published_by)
  - <https://2012books.lardbucket.org/pdfs/communication-for-business-success-canadian-edition.pdf>
  - <https://sagepub.libguides.com/c.php?g=964634&p=6968892>
  - <https://nptel.ac.in/courses/110105052>

## 1<sup>st</sup> Semester MBA syllabus for AY 2024-25 onwards

- <https://www.caclubindia.com/coaching/cseet-business-communication-ca-agrika-khatri-online-classes-3476.asp>

### Skill Development Activities suggested:

- Students enact and analyze the non-verbal cues.
- Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc.
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.
- Organize a mock press conference addressing to the launch of new product by an organization.
- Students should be given an assignment to draft a proposal to undertake research project.

### Course Outcomes (Course Skill Set)

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

| S.NO | Description  | Blooms Taxonomy |
|------|--|-----------------|
| CO1: | The students will be aware of their communication skills and know their potential to become successful managers.                               | L1              |
| CO2: | The students will get enabled with the mechanics of writing and can compose the business letters in English precisely and effectively.         | L3              |
| CO3: | The students will be introduced to the managerial communication practices in business those are in vogue                                       | L2              |
| CO4: | Students will get trained in the art of drafting business proposals and business communication with emphasis on analyzing business situations. | 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   |     |      |      |      | 4    |

## 2<sup>nd</sup> Semester MBA syllabus for AY 2024-25 onwards

### HUMAN RESOURCE MANAGEMENT

|                                      |                 |                    |            |
|--------------------------------------|-----------------|--------------------|------------|
| <b>Course Code</b>                   | <b>MVJMBA21</b> | <b>CIE Marks</b>   | <b>50</b>  |
| <b>Teaching Hours/Week (L:P:SDA)</b> | <b>4:0:0</b>    | <b>SEE Marks</b>   | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>       | <b>50</b>       | <b>Total Marks</b> | <b>100</b> |
| <b>Credits</b>                       | <b>04</b>       | <b>Exam Hours</b>  | <b>03</b>  |

**Course Learning objectives:** The student will be able to

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

#### **Module-1 (7 Hours)**

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

#### **Module-2 (9 Hours)**

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

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

#### **Module-3 (9 Hours)**

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

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

**Industrial Relations:** Industrial Relations, Characteristics and Scope of Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Industrial Relations and Human Resource Management, International Labour Organisation

#### **Module-4 (9 Hours)**

**Human Resource Management in Small and Medium Enterprises:** Introduction to SMEs, Characteristics, objectives and challenges The Difference in Adoption of Human Resource Management, SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs,

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

**Module-5 (9 Hours)**

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

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

**Module-6 (7 Hours)**

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

**Assessment Details (both CIE and SEE)**

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**Continuous Internal Evaluation:**

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**CIE Marks shall be based on:**

Tests (for 30Marks) and

Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 20 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.

## **Suggested Learning Resources:**

### **Books**

Human Resource Management: Concepts authored by Amitabha Sengupta by Sage Publication India Pvt. Ltd. 2019 edition

Human Resource Management: Theory and Practices authored by R. C. Sharma, Nipun Sharma by Sage Publication India Pvt. Ltd., 2019 edition.

Leadership: Theory and Practices authored by Peter G. Northouse by Sage Publication, 2016 edition.

Human Resources Management authored by T.P Renuka Murthy by HPH, 2015 edition.

The HR Scorecard: Linking People, Strategy, and Performance by Brian Becker, Dave Ulrich, and Mark A. Huselid by Harvard Business School Press, 2001 edition.

The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals by Shawn Smith and Rebecca Mazin by AMACOM publishers, 2011 edition.

Performance Management and Appraisal Systems HR Tools for Global Competitiveness by T. V. Rao, First edition 2004.

Human Resource Management by Appasaba L.V and Kadakol A M by College Book House, 2016 edition.

Human Resource Management by V.S.P Rao, 2014 edition.

### **Web links and Video Lectures (e-Resources):**

<https://youtu.be/hHE4ilceiXs>

[https://youtu.be/\\_d5QMwLC19Y](https://youtu.be/_d5QMwLC19Y)

<https://youtu.be/uMQMDQI7Hpk>

[https://youtu.be/vXgt9yASs\\_k](https://youtu.be/vXgt9yASs_k)

<https://youtu.be/pqtYQb9nbRk>

<https://youtu.be/e1F3xnF5LKg>

<https://youtu.be/4Kr0VpM14LI>

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

### **Skill Development Activities Suggested**

Make students visit an organization and know the various HR roles in the organization

Conduct mock interviews.

Role play for acquainting and addressing HR challenges.



**Course outcome**

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

| Sl. No. | Description   | Blooms Level |
|---------|---|--------------|
| CO1     | Understand and gain practical experience in the field of Human Resource Concepts, functions and theories. | L1           |
| CO2     | Acquire conceptual insight of Human Resource and various functions of HR.                                 | L3           |
| CO3     | Apply personnel, managerial and welfare aspects of HR.  | L2           |
| CO4     | Perceive greater understanding about HR practices.  | L5           |
| CO5     | Perceive knowledge about the future trends in HRM   | L5           |

**Mapping of COS and Pos**

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

**FINANCIAL MANAGEMENT**

|                               |                 |             |            |
|-------------------------------|-----------------|-------------|------------|
| Course Code                   | <b>MVJMBA22</b> | CIE Marks   | <b>50</b>  |
| Teaching Hours/Week (L:P:SDA) | <b>4:0:0</b>    | SEE Marks   | <b>50</b>  |
| Total Hours of Pedagogy       | <b>50</b>       | Total Marks | <b>100</b> |
| Credits                       | <b>04</b>       | Exam Hours  | <b>03</b>  |

**Course Learning Objectives:**

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

**Module-1 (7 Hours)**

**Introduction:** Financial Management: Meaning and scope- objectives of Financial Management-role and functions of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Structure-types-Financial markets- Financial Instruments -Financial institutions and financial services- Non-Banking Financial Companies (NBFCs). Regulators in India - RBI for banks & NBFCs, SEBI for capital market intermediaries. Emerging areas in Financial Management: Risk Management- Behavioural Finance- Financial Engineering- Derivatives (Theory).

**Module-2 (9 Hours)**

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

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**Module-3 (9 Hours)**

Long term sources of Finance & Cost of Capital: Shares- Debentures- Term loans and deferred credit-Lease financing- Hybrid financing- Venture Capital-Angel investing- private equity- Crowd funding, peer-to-peer (p2p) lending (Theory Only). Cost of Capital: Basic concepts- Components and computation of cost of capital- Cost of debentures- cost of term loans- cost of preferential capital-cost of equity (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) (Theory & Problem).

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**Module-4 (7 Hours)**

**Capital structure and Dividend Decisions:** Capital structure– Planning the capital structure- optimum capital structure- determination of capital structure- Governance of Equity and Debt- Leverages- EBIT and EPS analysis-Return of Investment (ROI) &Return on Earnings ( ROE) analysis.(Theory & Problem).

**Dividend decisions & policies** – Factors affecting the dividend policy – types of Dividend Policy- forms of dividend-bonus issue-stock split (Theory only)

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**Module-5 (9 Hours)**

**Long term Investment Decisions (Capital Budgeting):** Need and importance of capital budgeting and its process-Techniques of capital budgeting – [Payback period, time adjusted payback period, accounting rate of return , Net present value, Internal rate of return, Modified internal rate of return, Profitability index method,). Capital Rationing. Estimation of cash flows for new projects and replacement projects. (Theory & Problem).

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**Module-6 (9 Hours)**

Working Capital Management: Sources of working capital- Current account, Cash credit, securitisation, bill discounting, factoring, export packing credit, commercial paper, unsecured loans. Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm (Theory and problem).

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**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:**

Tests (for 30 Marks) and

Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 20 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 problem in SEE.

### Suggested Learning Resources:

#### Book

1. Financial Management: Text, Problems & Cases M.Y. Khan & P.K. Jain, TMH,7/e, 2017
2. Financial Management: Theory and Practice, Prasanna Chandra, TMH, 10/e, 2019
3. Financial Management Dr. G. Nagarajan & Dr. Binoy Mathew, Jayvee Digital Publishing,2/e, 2022
4. Financial Management, Prahlad Rathod, Babitha Thimmaiah and Harish Babu, HPH, 1/e, 2015.
5. Financial Management, I.M. Pandey, Vikas Publishing, 11/e.

#### Web links and Video Lectures (e-Resources):

<https://www.pdfdrive.com/financial-management-and-analysis-workbook-step-by-step-exercises-and-tests-to-help-you-master-financial-management-and-analysis-e158595305.html>

<https://www.pdfdrive.com/fundamentals-of-financial-management-concise-sixth-edition-e20229517.html>

[https://www.youtube.com/watch?v=CCQwz\\_Gwo6o](https://www.youtube.com/watch?v=CCQwz_Gwo6o)

<https://www.digimat.in/nptel/courses/video/110107144/L01.html>

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

#### Skill Development Activities Suggested

Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.

Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.

Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.

Students can study any five companies capital structure

Students can do Company analysis for select companies using profitability and liquidity ratios.

#### Course outcome

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

| S<br>I No: | Description  | Blooms Level |
|------------|--|--------------|
| CO1        | Understand the basic financial concepts              | L2           |
| CO2        | Apply time value of money                            | L3           |
| CO3        | Evaluate the investment decisions                    | L5           |
|            |  |              |
| CO4        | Estimate working capital requirements                | L4           |
| CO5        | Analyze the capital structure and dividend decisions | L3           |

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

| <b>Research Methodology and IPR</b>  |                 |             |            |
|--------------------------------------|-----------------|-------------|------------|
| <b>Course Code</b>                   | <b>MVJMBA23</b> | CIE Marks   | <b>50</b>  |
| <b>Teaching Hours/Week (L:P:SDA)</b> | <b>4:0:0</b>    | SEE Marks   | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>       | <b>50</b>       | Total Marks | <b>100</b> |
| <b>Credits</b>                       | <b>04</b>       | Exam Hours  | <b>03</b>  |

**Course Learning objectives:**

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

**Module-1(7 Hours)**

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

**Module-2 (9 Hours)**

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

**Exploratory Research:** Meaning, purpose, methods, Literature search, experience survey, focusgroups and comprehensive case methods.

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

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

**Module-3(7 Hours)**

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

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

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#### **Module-4(9 Hours)**

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

**Measurement and Scaling Techniques:** Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert Scale, Semantic Differential Scale, Thurston scale, **Multi-Dimensional Scaling:** Non comparative scaling techniques

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#### **Module-5(9 Hours)**

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

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#### **Module-6(9 Hours)**

**Intellectual Property Rights:** Meaning and Concepts of Intellectual Property, Nature and Characteristics of Intellectual Property, Origin and Development of Intellectual Property, Kinds of Intellectual Property, Intellectual Property System in India, IPRs- Invention and Creativity- Intellectual Property-Importance and Protection of Intellectual Property Rights (IPRs)

#### **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:**

Tests (for 30 Marks) and

Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 20 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.

## **Suggested Learning Resources:**

### **Books**

Research Methodology: C R Kothari, Viswa Prakasam Publication, 2014.  
Business Research Methods: Donald R. Cooper & Pamela s Schindler, TMH/9e/2007  
Business Research Methods : S. N. Murthy & U. Bhojanna, Excel Books, 3e, 2016  
Research Methods: M M Munshi & K Gayathri Reddy, HPH, 2015.  
Intellectual Property Rights. India, IN: Neeraj, P., & Khusdeep, D. (2014). PHI learning Private Limited.  
David I. Bainbridge, Intellectual Property, Longman, 9<sup>th</sup> Edition, 2012.  
Intellectual Property Rights: Protection and Management. India, IN: Nithyananda, K V Cengage Learning India Private Limited, 2019.  
Principles of Intellectual Property N.S. Gopalakrishnan & T.G. Ajitha, , Eastern Book Company, 2<sup>nd</sup> Edition, 2014.

### **Web links and Video Lectures (e-Resources):**

<https://ccsuniversity.ac.in/bridge-library/pdf/Research-Methodology-CR-Kothari.pdf>  
[https://onlinecourses.nptel.ac.in/noc22\\_ge08/preview](https://onlinecourses.nptel.ac.in/noc22_ge08/preview)  
<https://www.digimat.in/nptel/courses/video/121106007/L01.html>  
<https://www.coursera.org/learn/research-methods>  
[https://www.researchgate.net/publication/319207471\\_HANDBOOK\\_OF\\_RESEARCH\\_METHODS](https://www.researchgate.net/publication/319207471_HANDBOOK_OF_RESEARCH_METHODS)  
<https://www.pdfdrive.com/research-methodology-books.html>  
<https://dst.gov.in/sites/default/files/E-BOOK%20IPR.pdf>  
[https://www.icsi.edu/media/webmodules/IPRLP\\_NOV29.pdf](https://www.icsi.edu/media/webmodules/IPRLP_NOV29.pdf)  
<https://sagepub.libguides.com/c.php?g=964634&p=6968892>  
<https://www.youtube.com/watch?v=GSeeyJVD0JU>  
<https://www.icsi.edu/docs/webmodules/Publications/9.4%20Intellectual%20Property%20Rights.pdf>

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

### **Skill Development Activities Suggested**

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

**Course outcome (Course Skill Set)**

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

| Sl. No. | Description   | Blooms Level |
|---------|---|--------------|
| CO1     | Understand various research approaches, techniques and strategies in the appropriate in business.   | 2            |
| CO2     | Apply a range of quantitative / qualitative research techniques to business and day to day management problems.   | 3            |
| CO3     | Demonstrate knowledge and understanding of data analysis, interpretation and report writing.  | 2            |
| CO4     | Develop necessary critical thinking skills in order to evaluate different research approaches in Business.  | 3            |
| CO5     | Discuss various forms of the intellectual property, its relevance and business impact in the changing global business environment and leading International Instruments concerning IPR. | 6            |

**Mapping of COS and POs**

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

| <b>OPERATIONS RESEARCH</b>  |                 |                    |            |
|---|-----------------|--------------------|------------|
| <b>Course Code</b>  | <b>MVJMBA24</b> | <b>CIE Marks</b>   | <b>50</b>  |
| <b>Teaching Hours/Week (L:P:SDA)</b>  | <b>4:0:0</b>    | <b>SEE Marks</b>   | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>  | <b>50</b>       | <b>Total Marks</b> | <b>100</b> |
| <b>Credits</b>  | <b>04</b>       | <b>Exam Hours</b>  | <b>03</b>  |
| <b>Course Learning objectives:</b>  |                 |                    |            |
| To Understand the mathematical tools that are needed to solve optimization problems   |                 |                    |            |
| To Elucidate optimisation techniques for various problems   |                 |                    |            |
| To understand and practice allocation problems, Assignment problems, Transportation problems and Network Analysis (PERT & CPM).   |                 |                    |            |
| <b>Module-1 (7 Hours)</b>   |                 |                    |            |
| <b>Introduction:</b> Evolution of OR, Definitions of OR, Scope of OR, Applications of OR, Phases in OR, Characteristics and limitations of OR, models used in OR, Quantitative approach to decision making models (Theory Only)   |                 |                    |            |
| <b>Module-2 (9 Hours)</b>   |                 |                    |            |
| <b>Linear programming:</b> Linear Programming Problem (LPP), Generalized LPP- Formulation of LPP, Guidelines for formulation of linear programming model, Assumption, Advantages, Limitations, Linear Programming problem (LPP), optimal and feasible Solutions by graphical method (minimization and maximization).<br>(Theory and Problems)   |                 |                    |            |
| <b>Module-3 (8 Hours)</b>   |                 |                    |            |
| <b>Decision Theory:</b> Introduction, Decision under uncertainty- Maxmin & Minmax, Decision under Risk- Expected Value, Simple decision tree problems. (Only theory).<br>Job Sequencing- 'n' jobs on 2 machines, 'n' jobs on 3 machines, 'n' jobs on 'm' machines.<br>Sequencing of 2 jobs on 'm' machines. (Theory and Problems).  |                 |                    |            |
| <b>Module-4 (8 Hours)</b>   |                 |                    |            |
| <b>Transportation Problems:</b> Formulation of transportation problem, types, initial basic feasible solution using North-West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel's Approximation method (VAM). Optimality in Transportation problem by Modified Distribution (MODI) method. Unbalanced T.P. Maximization T.P. Degeneracy in transportation problems, application of transportation problem. (Theory and Problems)   |                 |                    |            |
| <b>Module-5 (9 Hours)</b>   |                 |                    |            |
| <b>Theory of Games:</b> Definition, Pure Strategy problems, Saddle point, Max-Min and Min-Max criteria, Principle of Dominance, Solution of games with Saddle point. Mixed Strategy problems (Graphical and algebraic methods).<br>Assignment Problem: Formulation, Solutions to assignment problems by Hungarian method, Special cases in assignment problems, unbalanced, Maximization assignment problems. Travelling Salesman Problem (TSP). Difference between assignment and T.S.P (Theory and Problems)                            |                 |                    |            |
| <b>Module-6 (9 Hours)</b>   |                 |                    |            |
| <b>Project Management:</b> Introduction, Construction of networks, Structure of projects, phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning ( <b>Theory only</b> )<br>Critical path method to find the expected completion time of a project, determination of floats in networks, PERT networks, determining the probability of completing a project, predicting the completion time of project; Cost analysis in networks. (Theory and Problems) |                 |                    |            |



**Assessment Details (both CIE and SEE)**

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

**Continuous Internal Evaluation:**

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

**CIE Marks shall be based on:**

Tests (for 30 Marks) and

Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 20 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

**Semester End Examination:**

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

The question paper will have 8 full questions carrying equal marks.

Each full question is for 20 marks with 3 sub questions.

Each full question will have sub question covering all the topics.

The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

40 percent theory and 60 percent problem in SEE.

**Suggested Learning Resources: Books**

Operation research .H.A. Taha, Person Publication 2012

Operation research , J.K.Sharma, McMillan Publication 2014

Quantitative Techniques in management, N D Vohra McGraw Hill 2015.

Quantitative Techniques: Theory and Problems, P.C. Tulsian and Vishal Pandey, Pearson India 2006

**Web links and Video Lectures (e-Resources):**

<https://youtu.be/vuKK3HAOB74>  
[https://lipas.uwasa.fi/~tsottine/lecture\\_notes/or.pdf](https://lipas.uwasa.fi/~tsottine/lecture_notes/or.pdf)  
[https://onlinecourses.nptel.ac.in/noc20\\_ma23/preview](https://onlinecourses.nptel.ac.in/noc20_ma23/preview)  
[https://www.amirajcollege.in/wp-content/uploads/2020/10/3151910-operations-research-theory-and-application-by-j.-k.-sharma-zlib.org\\_.pdf](https://www.amirajcollege.in/wp-content/uploads/2020/10/3151910-operations-research-theory-and-application-by-j.-k.-sharma-zlib.org_.pdf)  
<https://youtu.be/vUMGvpsb8dc>  
<https://youtu.be/fSuqTgnCVRg>  
[https://www.youtube.com/results?search\\_query=operation+research+transportation+problem](https://www.youtube.com/results?search_query=operation+research+transportation+problem)  
<https://www.youtube.com/watch?v=fSuqTgnCVRg>

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

### Skill Development Activities Suggested

To comprehend the operation research models

Analyze various organisational problems using LPP, Assignments and Game theory principles.

Applying techniques of OR for project management

Evaluate the constraints and challenges faced by the manufacturing and service organisations using methods of operation research

### Course outcome

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

| Sl. No. | Description  | Blooms Level |
|---------|--|--------------|
| CO1     | Get an insight into the fundamentals of Operations Research and its definition, characteristics and phases | L1           |
| CO2     | Use appropriate quantitative techniques to get feasible and optimal solutions                              | L3           |
| CO3     | Understand the usage of game theory , Queuing Theory and Simulation for Solving Business Problems          | L2           |
| CO4     | Understand and apply the network diagram for project completion  | 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   |     |     |       | 2     |       |       |
| CO3 |     |     |     | 3   |     | 3     |       | 2     |       |
| CO4 |     | 2   |     | 2   |     |       | 1     |       | 2     |

| <b>CORPORATE STRATEGY</b>  |                 |                    |            |
|--|-----------------|--------------------|------------|
| <b>Course Code</b>   | <b>MVJMBA25</b> | <b>CIE Marks</b>   | <b>50</b>  |
| <b>Teaching Hours/Week (L:P:SDA)</b>   | <b>4:0:0</b>    | <b>SEE Marks</b>   | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>   | <b>50</b>       | <b>Total Marks</b> | <b>100</b> |
| <b>Credits</b>   | <b>04</b>       | <b>Exam Hours</b>  | <b>03</b>  |
| <b>Course Learning objectives:</b>   |                 |                    |            |
| To provide insights into the core concepts of strategic management.  |                 |                    |            |
| To evaluate various business strategies in dynamic market environments.  |                 |                    |            |
| To gain insights into various strategic management models.   |                 |                    |            |
| <b>Module-1 (7 Hours)</b>  |                 |                    |            |
| <b>OVERVIEW OF STRATEGIC MANAGEMENT</b>  |                 |                    |            |
| Meaning of strategy and strategic management, Stages of strategic management, the strategic management model, benefits of strategic management, key terms in strategic management, Competitive advantage, strategists, vision, mission, long term objectives, strategies, annual objectives and policies.  |                 |                    |            |
| <b>Module-2 (9 Hours)</b>  |                 |                    |            |
| <b>EXTERNAL ASSESSMENT</b>   |                 |                    |            |
| The process of performing an external audit, Nature of an external audit, key external forces, industry analysis, competitive forces, competitive analysis-porter's five forces model, key success factors.  |                 |                    |            |
| <b>Module-3 (9 Hours)</b>  |                 |                    |            |
| <b>INTERNAL ASSESSMENT</b>   |                 |                    |            |
| Nature of internal audit, key internal forces, the process of performing internal audit, Resource Based View(RBV), Integrating strategy and culture, SWOT analysis, Value chain analysis, Bench marking, Internal factor evaluation matrix.  |                 |                    |            |
| <b>Module-4 (9 Hours)</b>  |                 |                    |            |
| <b>STRATEGY FORMULATION</b>  |                 |                    |            |
| The business vision and mission, process of developing vision and mission, importance of vision and mission statement, characteristics of mission statement, long term objectives, types of strategies, levels of strategies, integration strategies, intensive strategies, diversification strategies, defensive strategies, Porters generic strategies, Blue Ocean Strategy. |                 |                    |            |
| <b>Module-5 (9 Hours)</b>  |                 |                    |            |
| <b>STRATEGY IMPLEMENTATION</b>   |                 |                    |            |
| Nature of strategy implementation, annual objectives, policies, resource allocation, managing conflicts, restructuring, reengineering and e-engineering, linking performance and pay to strategies, creating a strategy-supportive culture, operations concerns in implementing strategies.  |                 |                    |            |
| <b>Module-6 (7 Hours)</b>  |                 |                    |            |
| <b>STRATEGY EVALUATION</b>   |                 |                    |            |
| The process of evaluating strategies, strategy evaluation framework, balanced score card, characteristics of an effective evaluation system, contingency planning, 21 <sup>st</sup> century challenges in strategic management.  |                 |                    |            |

**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**

Tests (for 30Marks) and

Assignments, Quiz, Simulation, Experimentation, Mini project, oral examination, field work etc., (for 20 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 sub question covering all the topics under a Module.

The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.

100 Percent theory.

**Suggested Learning Resources:****Books**

Strategic Management Fred R. David Prentice Hall India Publication.

Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases  
Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble, A. J. Strickland III, Arun K. Jain, McGraw Hill Education, 16/e 2016

3. Contemporary Strategy Analysis, Robert M. Grant, Wiley India, 10e

**Web links and Video Lectures (e-Resources):**

[https://www.youtube.com/watch?v=uY\\_ywciZUnM](https://www.youtube.com/watch?v=uY_ywciZUnM)  
<https://www.youtube.com/watch?v=qGU-etCqbtQ>  
<https://www.youtube.com/watch?v=TzcuoTOkPKg>  
<https://www.youtube.com/watch?v=mgY864U-OH0>  
<https://www.youtube.com/watch?v=MIOLtFPYfsE>  
<https://www.youtube.com/watch?v=d2GoZDOXzzw>  
<https://www.youtube.com/watch?v=ZmRK9wc3hjI>  
<https://www.youtube.com/watch?v=tyUw0h5i9yI>  
<https://www.youtube.com/watch?v=FQLIrmmsHeo>  
<https://www.youtube.com/watch?v=Evvn0NAUPS0>  
<https://study.com/academy/topic/strategic-management-overview.html>  
<https://www.cascade.app/blog/strategic-management-process>

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

### **Skill Development Activities Suggested**

Analyzing the Mission and Vision statements of selected Indian companies.

Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc.

Internal Analysis & Strategies of a listed company in the form of the report to be submitted.

Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market; analyze the internal and external factors.

Conduct SWOT analysis of companies around your campus.

### **Course outcome**

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

| <b>Sl. No.</b> | <b>Description</b>  | <b>Blooms Level</b> |
|----------------|---|---------------------|
| CO1            | Students should get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.   | L1                  |
| CO2            | Student to acquire an understanding of how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations and gain competitive advantage. | L3                  |
| CO3            | To give the students an insight on strategy at different levels of an organization to gain competitive advantage.   | L2                  |
| CO4            | To help students understand the strategic drive in multinational firms and their decisions in different markets.  | 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    |

### ENTREPRENEURSHIP DEVELOPMENT

|                               |            |             |     |
|-------------------------------|------------|-------------|-----|
| Course Code                   | MVJ22MBA12 | CIE Marks   | 50  |
| Teaching Hours/Week (L:P:SDA) | 4:0:0      | SEE Marks   | 50  |
| Total Hours of Pedagogy       | 50         | Total Marks | 100 |
| Credits                       | 04         | Exam Hours  | 03  |

#### Course Learning objectives:

To develop and strengthen entrepreneurial qualities and motivation among students.

To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.

To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs.

To make students understand the ways of starting a company of their own.

#### Module-1 (7 Hours)

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

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

#### Module-2 (9 Hours)

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

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

**Lab Component and assignment: Designing a Business**

**Model Canvas**

#### Module-3 (9 Hours)

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

#### Module-4 (9 Hours)

**Entrepreneurship Development and Government:** Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants

Export Oriented Units - Fiscal and Tax concessions available- Start Up India scheme. Women Entrepreneurs, Reasons for low women Entrepreneurs, Prospects for Women Entrepreneurs, Strategies to motivate entrepreneurship amongst women.

Institutions supporting Entrepreneurs: A brief overview of financial institutions in India - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India.

### **Module-5 (7 Hours)**

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

### **Module-6 (9 Hours)**

Emerging Trends in Entrepreneurship Development; Digital Entrepreneurship , meaning, scope and opportunities. Social Entrepreneur , Meaning of Social Entrepreneur, Motivation

for a Social Entrepreneur; Supporting and Evaluating Social Entrepreneurship in India. Rural Entrepreneur , Meaning of Rural Entrepreneur, Potential opportunities for Rural entrepreneurship in India

### **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:**

Tests (for 30 Marks) and

Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 20 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.

### **Suggested Learning Resources: Books**

The Dynamics of Entrepreneurial Development and Management, Vasant Desai, Himalaya Publishing House, 2010.

Entrepreneurship, Donald F. Kuratko and Richard M. Hodgetts, South-Western, 2012.

Entrepreneurship Development, Gupta S.L., Arun Mittal, International Book House, 2012.

**Web links and Video Lectures (e-Resources):**

<https://youtu.be/rbmz5VEW90A>

<https://www.youtube.com/watch?v=CnStAWc7iOw>

<https://www.youtube.com/watch?v=RLQivEQUgUc>

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

**Skill Development Activities Suggested**

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

**Practical Component:** Discuss the characteristics and strategies adopted by new age modern entrepreneurs/ Unicorns/startups who changed the market scenario with their innovations (minimum 5 entrepreneurs)

Analyse the performance of listed family firms. How is their performance compared the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?

Interview a local entrepreneur to find out his/her major motivations to start a business, which of the skills and characteristics do you find in the entrepreneur?  
Study a local for-profit business and try to list out the positive social impact of the business.

Visit a trade show and try to compare the marketing activities of various stalls in that show, make a list of good practices you come across in the show.

**Course outcomes**

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

| Sl. No. | Description   | Blooms Level |
|---------|---|--------------|
| CO1     | Display keen interest and orientation towards entrepreneurship, entrepreneurial opportunity Modules in order to setup a business and to think creatively. | L6           |
| CO2     | To know about the various business models and B-Plans across Business sectors.  | L3           |
| CO3     | Able to understand the importance of marketing and different forms of businesses.   | L2           |
| CO4     | Become aware about various sources of funding and institutions supporting entrepreneurs.  | L4           |
| CO5     | Awareness about legal aspects and ways to protect the ideas.  | L2           |
| CO6     | To understand the ways of starting a business and to know how to foster their ideas.  | L3           |



### Mapping of COs and Pos

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

### SOCIETAL PROJECT

|                                |          |            |    |
|--------------------------------|----------|------------|----|
| Course Code                    | MVJMBA27 | CIE Marks  | 00 |
| Teaching Hours/Week<br>(L:T:P) | 0:0:0    | SEE Marks  | 00 |
| Credits                        | 00       | Exam Hours | 00 |

### COURSE OBJECTIVES

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

### GUIDELINES

1. It is a Non-Credit and a mandatory Course.
2. The duration of the Project is ONE week
3. Students should undertake the project between First and Second Semester

4. Students need to identify any one of the social issues individually and collect relevant data. Group Projects are not permitted.
5. Students should get guidance from the Internal/External Guide regarding identification, collection of data and for preparations of Societal Project Report. However External Guide/Certificate is not mandatory.
6. Students can approach any NGOs, Trust and such similar Organisation to identify the societal issues OR they can identify the general societal issues for the purpose of study.
7. The Institute is required to issue a certificate on successful completion of Societal Project and certified by Guide, HOD and Principal
8. Students should submit a report with a minimum of 10 pages in the prescribed format.
9. The institute should conduct the viva-voce examination after submission of the Societal Project Report.
10. The Institute should prepare a suitable rubrics to assess the eligibility of societal project of students. Without successful completion of the societal project, student may not be awarded the MBA degree.
11. Normal binding is suggested for the report.

### **GENERAL FORMAT OF THE SOCIETAL PROJECT REPORT**

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

### **FORMAT OF COVER PAGE**

**(Title of the Social Project Report)**

**Submitted by  
(Student Name)  
(USN)**

**Submitted to**

**VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI**

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

**MASTER OF BUSINESS ADMINISTRATION**

**Under the guidance of  
EXTERNAL GUIDE  
(Name & Designation)**

**INTERNAL GUIDE (Name &  
Designation)**

**(Institute Logo)  
Department of MBA  
VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI**

**(Month & Year of submission)**

### **FORMAT OF CERTIFICATE**

This is to certify that (Name of the Student) bearing USN (xxxx), is a bonafide student of Master of Business Administration course of Visvesvaraya Technological University, Belgaum. Societal Project report on “(Title of Report)” is prepared by him/her under the guidance of (Name of the Guide), as mandatory requirements for the award of the degree of Master of Business Administration.

**Signature of Internal Guide  
Principal**

**Signature of HOD    Signature of**

### **DECLARATION**

I, (Student Name), hereby declare that the Societal 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 mandatory requirement of the university Regulations for the award of degree of Master of Business Administration by I have undergone a Societal project for a period of One week. I further declare that this Societal Project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

**Place:**

**Date:**

**Signature  
of the  
Student**





## 2<sup>nd</sup> Semester MBA syllabus for AY 2024-25 onwards

### HUMAN RESOURCE MANAGEMENT

|                                      |                 |                    |            |
|--------------------------------------|-----------------|--------------------|------------|
| <b>Course Code</b>                   | <b>MVJMBA21</b> | <b>CIE Marks</b>   | <b>50</b>  |
| <b>Teaching Hours/Week (L:P:SDA)</b> | <b>4:0:0</b>    | <b>SEE Marks</b>   | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>       | <b>50</b>       | <b>Total Marks</b> | <b>100</b> |
| <b>Credits</b>                       | <b>04</b>       | <b>Exam Hours</b>  | <b>03</b>  |

**Course Learning objectives:** The student will be able to

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

#### **Module-1 (7 Hours)**

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

#### **Module-2 (9 Hours)**

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

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

#### **Module-3 (9 Hours)**

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

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

**Industrial Relations:** Industrial Relations, Characteristics and Scope of Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Industrial Relations and Human Resource Management, International Labour Organisation

#### **Module-4 (9 Hours)**

**Human Resource Management in Small and Medium Enterprises:** Introduction to SMEs, Characteristics, objectives and challenges The Difference in Adoption of Human Resource Management, SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs,

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

**Module-5 (9 Hours)**

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

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

**Module-6 (7 Hours)**

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

**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:**

Tests (for 30Marks) and

Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 20 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.



## **Suggested Learning Resources:**

### **Books**

Human Resource Management: Concepts authored by Amitabha Sengupta by Sage Publication India Pvt. Ltd. 2019 edition

Human Resource Management: Theory and Practices authored by R. C. Sharma, Nipun Sharma by Sage Publication India Pvt. Ltd., 2019 edition.

Leadership: Theory and Practices authored by Peter G. Northouse by Sage Publication, 2016 edition.

Human Resources Management authored by T.P Renuka Murthy by HPH, 2015 edition.

The HR Scorecard: Linking People, Strategy, and Performance by Brian Becker, Dave Ulrich, and Mark A. Huselid by Harvard Business School Press, 2001 edition.

The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals by Shawn Smith and Rebecca Mazin by AMACOM publishers, 2011 edition.

Performance Management and Appraisal Systems HR Tools for Global Competitiveness by T. V. Rao, First edition 2004.

Human Resource Management by Appasaba L.V and Kadakol A M by College Book House, 2016 edition.

Human Resource Management by V.S.P Rao, 2014 edition.

### **Web links and Video Lectures (e-Resources):**

<https://youtu.be/hHE4ilceiXs>

[https://youtu.be/\\_d5QMwLC19Y](https://youtu.be/_d5QMwLC19Y)

<https://youtu.be/uMQMDQI7Hpk>

[https://youtu.be/vXgt9yASs\\_k](https://youtu.be/vXgt9yASs_k)

<https://youtu.be/pqtYQb9nbRk>

<https://youtu.be/e1F3xnF5LKg>

<https://youtu.be/4Kr0VpM14LI>

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

### **Skill Development Activities Suggested**

Make students visit an organization and know the various HR roles in the organization

Conduct mock interviews.

Role play for acquainting and addressing HR challenges.

**Course outcome**

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

| Sl. No. | Description   | Blooms Level |
|---------|---|--------------|
| CO1     | Understand and gain practical experience in the field of Human Resource Concepts, functions and theories. | L1           |
| CO2     | Acquire conceptual insight of Human Resource and various functions of HR.                                 | L3           |
| CO3     | Apply personnel, managerial and welfare aspects of HR.  | L2           |
| CO4     | Perceive greater understanding about HR practices.  | L5           |
| CO5     | Perceive knowledge about the future trends in HRM   | L5           |

**Mapping of COS and Pos**

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

**FINANCIAL MANAGEMENT**

|                               |                 |             |            |
|-------------------------------|-----------------|-------------|------------|
| Course Code                   | <b>MVJMBA22</b> | CIE Marks   | <b>50</b>  |
| Teaching Hours/Week (L:P:SDA) | <b>4:0:0</b>    | SEE Marks   | <b>50</b>  |
| Total Hours of Pedagogy       | <b>50</b>       | Total Marks | <b>100</b> |
| Credits                       | <b>04</b>       | Exam Hours  | <b>03</b>  |

**Course Learning Objectives:**

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

**Module-1 (7 Hours)**

**Introduction:** Financial Management: Meaning and scope- objectives of Financial Management-role and functions of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Structure-types-Financial markets- Financial Instruments -Financial institutions and financial services- Non-Banking Financial Companies (NBFCs). Regulators in India - RBI for banks & NBFCs, SEBI for capital market intermediaries. Emerging areas in Financial Management: Risk Management- Behavioural Finance- Financial Engineering- Derivatives (Theory).

**Module-2 (9 Hours)**

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

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**Module-3 (9 Hours)**

Long term sources of Finance & Cost of Capital: Shares- Debentures- Term loans and deferred credit-Lease financing- Hybrid financing- Venture Capital-Angel investing- private equity- Crowd funding, peer-to-peer (p2p) lending (Theory Only). Cost of Capital: Basic concepts- Components and computation of cost of capital- Cost of debentures- cost of term loans- cost of preferential capital-cost of equity (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) (Theory & Problem).

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**Module-4 (7 Hours)**

**Capital structure and Dividend Decisions:** Capital structure– Planning the capital structure- optimum capital structure- determination of capital structure- Governance of Equity and Debt- Leverages- EBIT and EPS analysis-Return of Investment (ROI) &Return on Earnings ( ROE) analysis.(Theory & Problem).

**Dividend decisions & policies** – Factors affecting the dividend policy – types of Dividend Policy- forms of dividend-bonus issue-stock split (Theory only)

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**Module-5 (9 Hours)**

**Long term Investment Decisions (Capital Budgeting):** Need and importance of capital budgeting and its process-Techniques of capital budgeting – [Payback period, time adjusted payback period, accounting rate of return , Net present value, Internal rate of return, Modified internal rate of return, Profitability index method,). Capital Rationing. Estimation of cash flows for new projects and replacement projects. (Theory & Problem).

---

**Module-6 (9 Hours)**

Working Capital Management: Sources of working capital- Current account, Cash credit, securitisation, bill discounting, factoring, export packing credit, commercial paper, unsecured loans. Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm (Theory and problem).

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**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:**

Tests (for 30 Marks) and

Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 20 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 problem in SEE.

### Suggested Learning Resources:

#### Book

1. Financial Management: Text, Problems & Cases M.Y. Khan & P.K. Jain, TMH,7/e, 2017
2. Financial Management: Theory and Practice, Prasanna Chandra, TMH, 10/e, 2019
3. Financial Management Dr. G. Nagarajan & Dr. Binoy Mathew, Jayvee Digital Publishing,2/e, 2022
4. Financial Management, Prahlad Rathod, Babitha Thimmaiah and Harish Babu, HPH, 1/e, 2015.
5. Financial Management, I.M. Pandey, Vikas Publishing, 11/e.

#### Web links and Video Lectures (e-Resources):

<https://www.pdfdrive.com/financial-management-and-analysis-workbook-step-by-step-exercises-and-tests-to-help-you-master-financial-management-and-analysis-e158595305.html>

<https://www.pdfdrive.com/fundamentals-of-financial-management-concise-sixth-edition-e20229517.html>

[https://www.youtube.com/watch?v=CCQwz\\_Gwo6o](https://www.youtube.com/watch?v=CCQwz_Gwo6o)

<https://www.digimat.in/nptel/courses/video/110107144/L01.html>

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

#### Skill Development Activities Suggested

Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.

Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.

Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.

Students can study any five companies capital structure

Students can do Company analysis for select companies using profitability and liquidity ratios.

#### Course outcome

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

| S<br>I No: | Description  | Blooms Level |
|------------|--|--------------|
| CO1        | Understand the basic financial concepts              | L2           |
| CO2        | Apply time value of money                            | L3           |
| CO3        | Evaluate the investment decisions                    | L5           |
|            |  |              |
| CO4        | Estimate working capital requirements                | L4           |
| CO5        | Analyze the capital structure and dividend decisions | L3           |

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

| <b>Research Methodology and IPR</b>  |                 |             |            |
|--------------------------------------|-----------------|-------------|------------|
| <b>Course Code</b>                   | <b>MVJMBA23</b> | CIE Marks   | <b>50</b>  |
| <b>Teaching Hours/Week (L:P:SDA)</b> | <b>4:0:0</b>    | SEE Marks   | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>       | <b>50</b>       | Total Marks | <b>100</b> |
| <b>Credits</b>                       | <b>04</b>       | Exam Hours  | <b>03</b>  |

**Course Learning objectives:**

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

**Module-1(7 Hours)**

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

**Module-2 (9 Hours)**

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

**Exploratory Research:** Meaning, purpose, methods, Literature search, experience survey, focusgroups and comprehensive case methods.

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

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

**Module-3(7 Hours)**

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

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

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#### **Module-4(9 Hours)**

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

**Measurement and Scaling Techniques:** Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert Scale, Semantic Differential Scale, Thurston scale, **Multi-Dimensional Scaling:** Non comparative scaling techniques

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#### **Module-5(9 Hours)**

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

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#### **Module-6(9 Hours)**

**Intellectual Property Rights:** Meaning and Concepts of Intellectual Property, Nature and Characteristics of Intellectual Property, Origin and Development of Intellectual Property, Kinds of Intellectual Property, Intellectual Property System in India, IPRs- Invention and Creativity- Intellectual Property-Importance and Protection of Intellectual Property Rights (IPRs)

#### **Assessment Details (both CIE and SEE)**

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#### **Continuous Internal Evaluation:**

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

#### **CIE Marks shall be based on:**

Tests (for 30 Marks) and

Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 20 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.

## **Suggested Learning Resources:**

### **Books**

Research Methodology: C R Kothari, Viswa Prakasam Publication, 2014.  
Business Research Methods: Donald R. Cooper & Pamela s Schindler, TMH/9e/2007  
Business Research Methods : S. N. Murthy & U. Bhojanna, Excel Books, 3e, 2016  
Research Methods: M M Munshi & K Gayathri Reddy, HPH, 2015.  
Intellectual Property Rights. India, IN: Neeraj, P., & Khusdeep, D. (2014). PHI learning Private Limited.  
David I. Bainbridge, Intellectual Property, Longman, 9<sup>th</sup> Edition, 2012.  
Intellectual Property Rights: Protection and Management. India, IN: Nithyananda, K V Cengage Learning India Private Limited, 2019.  
Principles of Intellectual Property N.S. Gopalakrishnan & T.G. Ajitha, , Eastern Book Company, 2<sup>nd</sup> Edition, 2014.

### **Web links and Video Lectures (e-Resources):**

<https://ccsuniversity.ac.in/bridge-library/pdf/Research-Methodology-CR-Kothari.pdf>  
[https://onlinecourses.nptel.ac.in/noc22\\_ge08/preview](https://onlinecourses.nptel.ac.in/noc22_ge08/preview)  
<https://www.digimat.in/nptel/courses/video/121106007/L01.html>  
<https://www.coursera.org/learn/research-methods>  
[https://www.researchgate.net/publication/319207471\\_HANDBOOK\\_OF\\_RESEARCH MET HODOL OGY](https://www.researchgate.net/publication/319207471_HANDBOOK_OF_RESEARCH_METHODS)  
<https://www.pdfdrive.com/research-methodology-books.html>  
<https://dst.gov.in/sites/default/files/E-BOOK%20IPR.pdf>  
[https://www.icsi.edu/media/webmodules/IPRLP\\_NOV29.pdf](https://www.icsi.edu/media/webmodules/IPRLP_NOV29.pdf)  
<https://www.youtube.com/watch?v=GSeeyJVD0JU>  
<https://www.icsi.edu/docs/webmodules/Publications/9.4%20Intellectual%20Property%20Rights.pdf>

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

### **Skill Development Activities Suggested**

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

**Course outcome (Course Skill Set)**

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

| <b>Sl. No.</b> | <b>Description</b>  | <b>Blooms Level</b> |
|----------------|---|---------------------|
| CO1            | Understand various research approaches, techniques and strategies in the appropriate in business.   | 2                   |
| CO2            | Apply a range of quantitative / qualitative research techniques to business and day to day management problems.   | 3                   |
| CO3            | Demonstrate knowledge and understanding of data analysis, interpretation and report writing.  | 2                   |
| CO4            | Develop necessary critical thinking skills in order to evaluate different research approaches in Business.  | 3                   |
| CO5            | Discuss various forms of the intellectual property, its relevance and business impact in the changing global business environment and leading International Instruments concerning IPR. | 6                   |

**Mapping of COS and POs**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PSO1</b> | <b>PSO2</b> | <b>PSO3</b> | <b>PSO4</b> |
|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|-------------|
| <b>CO1</b> | 1          |            |            |            | 2          | 3           |             |             |             |
| <b>CO2</b> |            |            | 2          |            |            |             | 2           |             |             |
| <b>CO3</b> |            |            |            | 3          |            |             |             | 2           |             |
| <b>CO4</b> |            | 2          |            | 2          |            |             |             |             | 3           |
| <b>CO5</b> | 2          |            | 3          |            | 2          |             |             | 3           |             |



| <b>OPERATIONS RESEARCH</b>  |                 |                    |            |
|---|-----------------|--------------------|------------|
| <b>Course Code</b>  | <b>MVJMBA24</b> | <b>CIE Marks</b>   | <b>50</b>  |
| <b>Teaching Hours/Week (L:P:SDA)</b>  | <b>4:0:0</b>    | <b>SEE Marks</b>   | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>  | <b>50</b>       | <b>Total Marks</b> | <b>100</b> |
| <b>Credits</b>  | <b>04</b>       | <b>Exam Hours</b>  | <b>03</b>  |
| <b>Course Learning objectives:</b>  |                 |                    |            |
| To Understand the mathematical tools that are needed to solve optimization problems   |                 |                    |            |
| To Elucidate optimisation techniques for various problems   |                 |                    |            |
| To understand and practice allocation problems, Assignment problems, Transportation problems and Network Analysis (PERT & CPM).   |                 |                    |            |
| <b>Module-1 (7 Hours)</b>   |                 |                    |            |
| <b>Introduction:</b> Evolution of OR, Definitions of OR, Scope of OR, Applications of OR, Phases in OR, Characteristics and limitations of OR, models used in OR, Quantitative approach to decision making models (Theory Only)   |                 |                    |            |
| <b>Module-2 (9 Hours)</b>   |                 |                    |            |
| <b>Linear programming:</b> Linear Programming Problem (LPP), Generalized LPP- Formulation of LPP, Guidelines for formulation of linear programming model, Assumption, Advantages, Limitations, Linear Programming problem (LPP), optimal and feasible Solutions by graphical method (minimization and maximization).<br>(Theory and Problems)   |                 |                    |            |
| <b>Module-3 (8 Hours)</b>   |                 |                    |            |
| <b>Decision Theory:</b> Introduction, Decision under uncertainty- Maxmin & Minmax, Decision under Risk- Expected Value, Simple decision tree problems. (Only theory).<br>Job Sequencing- 'n' jobs on 2 machines, 'n' jobs on 3 machines, 'n' jobs on 'm' machines.<br>Sequencing of 2 jobs on 'm' machines. (Theory and Problems).  |                 |                    |            |
| <b>Module-4 (8 Hours)</b>   |                 |                    |            |
| <b>Transportation Problems:</b> Formulation of transportation problem, types, initial basic feasible solution using North-West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel's Approximation method (VAM). Optimality in Transportation problem by Modified Distribution (MODI) method. Unbalanced T.P. Maximization T.P. Degeneracy in transportation problems, application of transportation problem. (Theory and Problems)   |                 |                    |            |
| <b>Module-5 (9 Hours)</b>   |                 |                    |            |
| <b>Theory of Games:</b> Definition, Pure Strategy problems, Saddle point, Max-Min and Min-Max criteria, Principle of Dominance, Solution of games with Saddle point. Mixed Strategy problems (Graphical and algebraic methods).<br>Assignment Problem: Formulation, Solutions to assignment problems by Hungarian method, Special cases in assignment problems, unbalanced, Maximization assignment problems. Travelling Salesman Problem (TSP). Difference between assignment and T.S.P (Theory and Problems)                            |                 |                    |            |
| <b>Module-6 (9 Hours)</b>   |                 |                    |            |
| <b>Project Management:</b> Introduction, Construction of networks, Structure of projects, phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning ( <b>Theory only</b> )<br>Critical path method to find the expected completion time of a project, determination of floats in networks, PERT networks, determining the probability of completing a project, predicting the completion time of project; Cost analysis in networks. (Theory and Problems) |                 |                    |            |

**Assessment Details (both CIE and SEE)**

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**Continuous Internal Evaluation:**

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**CIE Marks shall be based on:**

Tests (for 30 Marks) and

Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 20 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.

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

40 percent theory and 60 percent problem in SEE.

**Suggested Learning Resources: Books**

Operation research .H.A. Taha, Person Publication 2012

Operation research , J.K.Sharma, McMillan Publication 2014

Quantitative Techniques in management, N D Vohra McGraw Hill 2015.

Quantitative Techniques: Theory and Problems, P.C. Tulsian and Vishal Pandey, Pearson India 2006

**Web links and Video Lectures (e-Resources):**

<https://youtu.be/vuKK3HAOB74>  
[https://lipas.uwasa.fi/~tsottine/lecture\\_notes/or.pdf](https://lipas.uwasa.fi/~tsottine/lecture_notes/or.pdf)  
[https://onlinecourses.nptel.ac.in/noc20\\_ma23/preview](https://onlinecourses.nptel.ac.in/noc20_ma23/preview)  
[https://www.amirajcollege.in/wp-content/uploads/2020/10/3151910-operations-research-theory-and-application-by-j.-k.-sharma-zlib.org\\_.pdf](https://www.amirajcollege.in/wp-content/uploads/2020/10/3151910-operations-research-theory-and-application-by-j.-k.-sharma-zlib.org_.pdf)  
<https://youtu.be/vUMGvpsb8dc>  
<https://youtu.be/fSuqTgnCVRg>  
[https://www.youtube.com/results?search\\_query=operation+research+transportation+problem](https://www.youtube.com/results?search_query=operation+research+transportation+problem)  
<https://www.youtube.com/watch?v=fSuqTgnCVRg>

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

### Skill Development Activities Suggested

To comprehend the operation research models

Analyze various organisational problems using LPP, Assignments and Game theory principles.

Applying techniques of OR for project management

Evaluate the constraints and challenges faced by the manufacturing and service organisations using methods of operation research

### Course outcome

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

| Sl. No. | Description  | Blooms Level |
|---------|--|--------------|
| CO1     | Get an insight into the fundamentals of Operations Research and its definition, characteristics and phases | L1           |
| CO2     | Use appropriate quantitative techniques to get feasible and optimal solutions                              | L3           |
| CO3     | Understand the usage of game theory , Queuing Theory and Simulation for Solving Business Problems          | L2           |
| CO4     | Understand and apply the network diagram for project completion  | 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   |     |     |       | 2     |       |       |
| CO3 |     |     |     | 3   |     | 3     |       | 2     |       |
| CO4 |     | 2   |     | 2   |     |       | 1     |       | 2     |

| <b>CORPORATE STRATEGY</b>  |                 |                    |            |
|--|-----------------|--------------------|------------|
| <b>Course Code</b>   | <b>MVJMBA25</b> | <b>CIE Marks</b>   | <b>50</b>  |
| <b>Teaching Hours/Week (L:P:SDA)</b>   | <b>4:0:0</b>    | <b>SEE Marks</b>   | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>   | <b>50</b>       | <b>Total Marks</b> | <b>100</b> |
| <b>Credits</b>   | <b>04</b>       | <b>Exam Hours</b>  | <b>03</b>  |
| <b>Course Learning objectives:</b>   |                 |                    |            |
| To provide insights into the core concepts of strategic management.  |                 |                    |            |
| To evaluate various business strategies in dynamic market environments.  |                 |                    |            |
| To gain insights into various strategic management models.   |                 |                    |            |
| <b>Module-1 (7 Hours)</b>  |                 |                    |            |
| <b>OVERVIEW OF STRATEGIC MANAGEMENT</b>  |                 |                    |            |
| Meaning of strategy and strategic management, Stages of strategic management, the strategic management model, benefits of strategic management, key terms in strategic management, Competitive advantage, strategists, vision, mission, long term objectives, strategies, annual objectives and policies.  |                 |                    |            |
| <b>Module-2 (9 Hours)</b>  |                 |                    |            |
| <b>EXTERNAL ASSESSMENT</b>   |                 |                    |            |
| The process of performing an external audit, Nature of an external audit, key external forces, industry analysis, competitive forces, competitive analysis-porter's five forces model, key success factors.  |                 |                    |            |
| <b>Module-3 (9 Hours)</b>  |                 |                    |            |
| <b>INTERNAL ASSESSMENT</b>   |                 |                    |            |
| Nature of internal audit, key internal forces, the process of performing internal audit, Resource Based View(RBV), Integrating strategy and culture, SWOT analysis, Value chain analysis, Bench marking, Internal factor evaluation matrix.  |                 |                    |            |
| <b>Module-4 (9 Hours)</b>  |                 |                    |            |
| <b>STRATEGY FORMULATION</b>  |                 |                    |            |
| The business vision and mission, process of developing vision and mission, importance of vision and mission statement, characteristics of mission statement, long term objectives, types of strategies, levels of strategies, integration strategies, intensive strategies, diversification strategies, defensive strategies, Porters generic strategies, Blue Ocean Strategy. |                 |                    |            |
| <b>Module-5 (9 Hours)</b>  |                 |                    |            |
| <b>STRATEGY IMPLEMENTATION</b>   |                 |                    |            |
| Nature of strategy implementation, annual objectives, policies, resource allocation, managing conflicts, restructuring, reengineering and e-engineering, linking performance and pay to strategies, creating a strategy-supportive culture, operations concerns in implementing strategies.  |                 |                    |            |
| <b>Module-6 (7 Hours)</b>  |                 |                    |            |
| <b>STRATEGY EVALUATION</b>   |                 |                    |            |
| The process of evaluating strategies, strategy evaluation framework, balanced score card, characteristics of an effective evaluation system, contingency planning, 21 <sup>st</sup> century challenges in strategic management.  |                 |                    |            |

**Assessment Details (both CIE and SEE)**

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**Continuous Internal Evaluation:**

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**CIE Marks shall be based on**

Tests (for 30Marks) and

Assignments, Quiz, Simulation, Experimentation, Mini project, oral examination, field work etc., (for 20 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 sub question covering all the topics under a Module.

The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.

100 Percent theory.

**Suggested Learning Resources:****Books**

Strategic Management Fred R. David Prentice Hall India Publication.

Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases  
Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble, A. J. Strickland III, Arun K. Jain, McGraw Hill Education, 16/e 2016

3. Contemporary Strategy Analysis, Robert M. Grant, Wiley India, 10e

**Web links and Video Lectures (e-Resources):**

[https://www.youtube.com/watch?v=uY\\_ywciZUnM](https://www.youtube.com/watch?v=uY_ywciZUnM)  
<https://www.youtube.com/watch?v=qGU-etCqbtQ>  
<https://www.youtube.com/watch?v=TzcuoTOkPKg>  
<https://www.youtube.com/watch?v=mgY864U-OH0>  
<https://www.youtube.com/watch?v=MIOLtFPYfsE>  
<https://www.youtube.com/watch?v=d2GoZDOXzzw>  
<https://www.youtube.com/watch?v=ZmRK9wc3hjI>  
<https://www.youtube.com/watch?v=tyUw0h5i9yI>  
<https://www.youtube.com/watch?v=FQLIrmmsHeo>  
<https://www.youtube.com/watch?v=Evvn0NAUPS0>  
<https://study.com/academy/topic/strategic-management-overview.html>  
<https://www.cascade.app/blog/strategic-management-process>

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### **Skill Development Activities Suggested**

Analyzing the Mission and Vision statements of selected Indian companies.

Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc.

Internal Analysis & Strategies of a listed company in the form of the report to be submitted.

Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market; analyze the internal and external factors.

Conduct SWOT analysis of companies around your campus.

### **Course outcome**

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

| <b>Sl. No.</b> | <b>Description</b>  | <b>Blooms Level</b> |
|----------------|---|---------------------|
| CO1            | Students should get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.   | L1                  |
| CO2            | Student to acquire an understanding of how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations and gain competitive advantage. | L3                  |
| CO3            | To give the students an insight on strategy at different levels of an organization to gain competitive advantage.   | L2                  |
| CO4            | To help students understand the strategic drive in multinational firms and their decisions in different markets.  | 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    |

### ENTREPRENEURSHIP DEVELOPMENT

|                               |            |             |     |
|-------------------------------|------------|-------------|-----|
| Course Code                   | MVJ22MBA12 | CIE Marks   | 50  |
| Teaching Hours/Week (L:P:SDA) | 4:0:0      | SEE Marks   | 50  |
| Total Hours of Pedagogy       | 50         | Total Marks | 100 |
| Credits                       | 04         | Exam Hours  | 03  |

#### Course Learning objectives:

To develop and strengthen entrepreneurial qualities and motivation among students.

To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.

To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs.

To make students understand the ways of starting a company of their own.

#### Module-1 (7 Hours)

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

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

#### Module-2 (9 Hours)

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

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

**Lab Component and assignment: Designing a Business**

**Model Canvas**

#### Module-3 (9 Hours)

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

#### Module-4 (9 Hours)

**Entrepreneurship Development and Government:** Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants

Export Oriented Units - Fiscal and Tax concessions available- Start Up India scheme. Women Entrepreneurs, Reasons for low women Entrepreneurs, Prospects for Women Entrepreneurs, Strategies to motivate entrepreneurship amongst women.

Institutions supporting Entrepreneurs: A brief overview of financial institutions in India - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India.

### **Module-5 (7 Hours)**

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

### **Module-6 (9 Hours)**

Emerging Trends in Entrepreneurship Development; Digital Entrepreneurship , meaning, scope and opportunities. Social Entrepreneur , Meaning of Social Entrepreneur, Motivation

for a Social Entrepreneur; Supporting and Evaluating Social Entrepreneurship in India. Rural Entrepreneur , Meaning of Rural Entrepreneur, Potential opportunities for Rural entrepreneurship in India

### **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:**

Tests (for 30 Marks) and

Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 20 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.

### **Suggested Learning Resources: Books**

The Dynamics of Entrepreneurial Development and Management, Vasant Desai, Himalaya Publishing House, 2010.

Entrepreneurship, Donald F. Kuratko and Richard M. Hodgetts, South-Western, 2012.

Entrepreneurship Development, Gupta S.L., Arun Mittal, International Book House, 2012.



**Web links and Video Lectures (e-Resources):**

<https://youtu.be/rbmz5VEW90A>

<https://www.youtube.com/watch?v=CnStAWc7iOw>

<https://www.youtube.com/watch?v=RLQivEQUgUc>

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

**Skill Development Activities Suggested**

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

**Practical Component:** Discuss the characteristics and strategies adopted by new age modern entrepreneurs/ Unicorns/startups who changed the market scenario with their innovations (minimum 5 entrepreneurs)

Analyse the performance of listed family firms. How is their performance compared the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?

Interview a local entrepreneur to find out his/her major motivations to start a business, which of the skills and characteristics do you find in the entrepreneur?  
Study a local for-profit business and try to list out the positive social impact of the business.

Visit a trade show and try to compare the marketing activities of various stalls in that show, make a list of good practices you come across in the show.

**Course outcomes**

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

| Sl. No. | Description   | Blooms Level |
|---------|---|--------------|
| CO1     | Display keen interest and orientation towards entrepreneurship, entrepreneurial opportunity Modules in order to setup a business and to think creatively. | L6           |
| CO2     | To know about the various business models and B-Plans across Business sectors.  | L3           |
| CO3     | Able to understand the importance of marketing and different forms of businesses.   | L2           |
| CO4     | Become aware about various sources of funding and institutions supporting entrepreneurs.  | L4           |
| CO5     | Awareness about legal aspects and ways to protect the ideas.  | L2           |
| CO6     | To understand the ways of starting a business and to know how to foster their ideas.  | L3           |

### Mapping of COs and Pos

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

### SOCIETAL PROJECT

|                                |          |            |    |
|--------------------------------|----------|------------|----|
| Course Code                    | MVJMBA27 | CIE Marks  | 00 |
| Teaching Hours/Week<br>(L:T:P) | 0:0:0    | SEE Marks  | 00 |
| Credits                        | 00       | Exam Hours | 00 |

### COURSE OBJECTIVES

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

### GUIDELINES

1. It is a Non-Credit and a mandatory Course.
2. The duration of the Project is ONE week
3. Students should undertake the project between First and Second Semester

4. Students need to identify any one of the social issues individually and collect relevant data. Group Projects are not permitted.
5. Students should get guidance from the Internal/External Guide regarding identification, collection of data and for preparations of Societal Project Report. However External Guide/Certificate is not mandatory.
6. Students can approach any NGOs, Trust and such similar Organisation to identify the societal issues OR they can identify the general societal issues for the purpose of study.
7. The Institute is required to issue a certificate on successful completion of Societal Project and certified by Guide, HOD and Principal
8. Students should submit a report with a minimum of 10 pages in the prescribed format.
9. The institute should conduct the viva-voce examination after submission of the Societal Project Report.
10. The Institute should prepare a suitable rubrics to assess the eligibility of societal project of students. Without successful completion of the societal project, student may not be awarded the MBA degree.
11. Normal binding is suggested for the report.

### **GENERAL FORMAT OF THE SOCIETAL PROJECT REPORT**

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

### **FORMAT OF COVER PAGE**

**(Title of the Social Project Report)**

**Submitted by  
(Student Name)  
(USN)**

**Submitted to**

**VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI**

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

**MASTER OF BUSINESS ADMINISTRATION**

**Under the guidance of  
EXTERNAL GUIDE  
(Name & Designation)**

**INTERNAL GUIDE (Name &  
Designation)**

**(Institute Logo)  
Department of MBA  
VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI**

**(Month & Year of submission)**

### **FORMAT OF CERTIFICATE**

This is to certify that (Name of the Student) bearing USN (xxxx), is a bonafide student of Master of Business Administration course of Visvesvaraya Technological University, Belgaum. Societal Project report on “(Title of Report)” is prepared by him/her under the guidance of (Name of the Guide), as mandatory requirements for the award of the degree of Master of Business Administration.

**Signature of Internal Guide  
Principal**

**Signature of HOD    Signature of**

### **DECLARATION**

I, (Student Name), hereby declare that the Societal 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 mandatory requirement of the university Regulations for the award of degree of Master of Business Administration by I have undergone a Societal project for a period of One week. I further declare that this Societal Project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any                      other                      University                      /                      Institution.

**Place:**

**Date:**

**Signature  
of the  
Student**





# 4<sup>th</sup> Semester Syllabus

## EMERGING TECHNOLOGIES FOR BUSINESS

|   |                 |                   |            |
|---|-----------------|-------------------|------------|
| <b>Course Code</b>  | <b>MVJMBA41</b> | <b>CIE Marks</b>  | <b>50</b>  |
| <b>Teaching Hours/Week (L:P: SDA)</b>   | <b>4:0:0</b>    | <b>SEE Marks</b>  | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>  | <b>50</b>       | <b>Total Mark</b> | <b>100</b> |
| <b>Credits</b>  | <b>04</b>       | <b>Exam Hour</b>  | <b>03</b>  |
| <b>Course Objectives:</b>   |                 |                   |            |
| CO1: To understand the emerging technologies applicable in field of Management.   |                 |                   |            |
| CO2: To study data science as a tool for decision making in Management  |                 |                   |            |
| CO3: To understand the concept of AI, IOT and AR.   |                 |                   |            |
| CO4: To study other emerging technologies in Management.  |                 |                   |            |
| <b>Module-1 (7 Hours)</b>   |                 |                   |            |
| <b>Introduction to Emerging Technologies for Business:</b> 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.   |                 |                   |            |
| <b>Module-2(7 Hours)</b>  |                 |                   |            |
| <b>Data Science:</b> 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.  |                 |                   |            |
| <b>Module-3(7 Hours)</b>  |                 |                   |            |
| <b>Artificial Intelligence (AI):</b> 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.  |                 |                   |            |
| <b>Module-4(6 Hours)</b>  |                 |                   |            |
| 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.  |                 |                   |            |
| <b>Module-5(6 Hours)</b>  |                 |                   |            |
| <b>Augmented Reality (AR) and Virtual Reality (VR):</b> 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).   |                 |                   |            |
| <b>Module-6 (6 Hours)</b>   |                 |                   |            |
| <b>Ethics, Professionalism and Other Emerging Technologies:</b> 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).  |                 |                   |            |
| <b>Assessment Details (both CIE and SEE):</b>   |                 |                   |            |
| 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. |                 |                   |            |
| <b>Continuous Internal Evaluation:</b>  |                 |                   |            |
| 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.   |                 |                   |            |
| <b>CIE Marks shall be based on</b>  |                 |                   |            |



a) Tests (for 25Marks) and

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.  
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-vtu/51659497>.
- <https://wcu.edu.et/FirstYearModule/EMERGING%20TECHNOLOGIES%20module.pdf>
- [https://www.youtube.com/watch?v=diP4tx\\_U1ak](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 Outcomes (Course Skill Set)****At the end of the course the student will be able to:**

| <b>S.NO</b> | <b>Description</b>  | <b>Blooms Taxonomy</b> |
|-------------|---|------------------------|
| <b>CO1:</b> | Identify different emerging technologies  | L1/L2                  |
| <b>CO2:</b> | Select appropriate technology and tools for a given task                          | L3                     |
| <b>CO3:</b> | Identify necessary inputs for application of emerging technologies                | L4                     |
| <b>CO4:</b> | Understand the latest developments in the area of technology to support business. | L4                     |

**Mapping of COs and Pos**

|             | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PSO1</b> | <b>PSO2</b> | <b>PSO3</b> | <b>PSO4</b> |
|-------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|-------------|
| <b>CO1:</b> | <b>1</b>   |            |            |            | <b>2</b>   | <b>3</b>    |             |             |             |
| <b>CO2:</b> |            |            | <b>2</b>   |            |            |             | <b>2</b>    |             |             |
| <b>CO3:</b> |            |            |            | <b>3</b>   |            |             |             | <b>2</b>    |             |
| <b>CO4:</b> |            | <b>2</b>   |            | <b>2</b>   |            |             |             |             | <b>3</b>    |

## INNOVATION & DESIGN THINKING

|  |                 |                   |            |
|--|-----------------|-------------------|------------|
| <b>Course Code</b>   | <b>MVJMBA42</b> | <b>CIE Marks</b>  | <b>50</b>  |
| <b>Teaching Hours/Week (L:P: SDA)</b>  | <b>4:0:0</b>    | <b>SEE Marks</b>  | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>   | <b>50</b>       | <b>Total Mark</b> | <b>100</b> |
| <b>Credits</b>   | <b>04</b>       | <b>Exam Hour</b>  | <b>03</b>  |
| <p><b>Course Objectives:</b><br/>           CO1: To familiarize students with Design Thinking (DT) and its phases.<br/>           CO2: To make students aware of the evolution, concepts &amp; models of Design Thinking.<br/>           CO3: To provide learners with the context, methods and mind sets related to Design Thinking.<br/>           CO4: To equip students with the opportunities to ideate and find solutions by applying DT.</p>  |                 |                   |            |
| <b>Module-1 ( 7 Hours)</b>   |                 |                   |            |
| <p><b>Introduction:</b> 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>   |                 |                   |            |
| <b>Module-2 ( 7 Hours)</b>   |                 |                   |            |
| <p><b>Sense Intent:</b> 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.<br/>           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> |                 |                   |            |
| <b>Module-3 (7 Hours)</b>  |                 |                   |            |
| <p><b>Know People:</b> Mindsets, Observing Everything, Building Empathy, Immersing in Daily Life, Listening Openly, Looking for Problems and Needs.<br/>           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>   |                 |                   |            |
| <b>Module-4 ( 6 Hours)</b>   |                 |                   |            |
| <p><b>Frame Insights:</b> Mindsets, Exploring Systems, Looking for Patterns, Constructing Overviews, Identifying Opportunities, Developing Guiding Principles.<br/>           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 (6 Hours)**

**Explore Concepts:** Challenging Assumptions, Standing in the Future, Exploring Concepts at the 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 Catalogue.

**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:

Design Thinking for Strategy – Innovating towards Competitive Advantage by Claude Diderich, Springer, 2020.

101 Design Methods – A Structured Approach to Driving Innovation in Your Organization by Vijay Kumar, John Wiley & Sons, 2013.

The Design of Business – Why Design Thinking is the Next Competitive Advantage by Roger Martin, Harvard Business Press, 2009.

Design Thinking – Integrating innovation, Customer experience, & Brand Value by Thomas Lockwood, Allworth Press, 2009.

Design Thinking Methodology by Emrah Yayici, ArtBizTech, 2016.

**Web links and Video Lectures (e-Resources):**

[https://onlinecourses.nptel.ac.in/noc22\\_mg75/preview](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/>

**Skill Development Activities suggested:**

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

**Course Outcomes (Course Skill Set)**

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

| S.NO | Description   | Blooms Taxonomy |
|------|---|-----------------|
| 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**

| <b>STRATEGIC BRAND MANAGEMENT</b>   |                        |
|---|------------------------|
| <b>Course Code</b>  | <b>MVJMBA<br/>MM41</b> |
| <b>Teaching Hours/Week (L:P: SDA)</b>   | <b>4:0:0</b>           |
| <b>Total Hours of Pedagogy</b>  | <b>50</b>              |
| <b>Credits</b>  | <b>04</b>              |
| <p><b>Course Objectives:</b><br/> <b>CO1:</b> To appreciate the relationship between corporate strategy and Brand Management.<br/> <b>CO2:</b> To explore the various issues related to Brand Management, brand association, brand identity, brand architecture, leveraging brand assets, brand portfolio management.<br/> <b>CO3:</b> To develop familiarity and competence with the strategies and tactics involved in building, Leveraging and defending strong brands in different sectors.</p>   |                        |
| <b>Module-1 (6 Hours)</b>   |                        |
| <p><b>Introduction:</b> Meaning of Brand, Concepts, Evolution of Brands, Functions of Brand to consumer, Role of Brand-Advantages of Brand, Product Vs Brand.<br/> <b>Branding-</b> Meaning, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas, challenges to Brand builders.<br/> <b>Brand Management-</b> Meaning &amp; Definition. Strategic Brand Management-Meaning, Strategic Brand Management Process, Strong Indian Brands.</p>   |                        |
| <b>Module-2 (7 Hours)</b>   |                        |
| <p><b>Concept of Brand Equity and Positioning:</b> 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 &amp; Positioning: Meaning of Brand identity, Need for Identity &amp; Positioning, Dimensions of brand identity, Brand identity prism.<br/> <b>Brand positioning:</b> Meaning, Point of parity &amp; Point of difference, positioning guidelines,<br/> <b>Brand Value:</b> Definition, Core Brand values, Brand mantras, Internal branding</p> |                        |
| <b>Module-3 (7 Hours)</b>   |                        |
| <p><b>Meaning of Brand Knowledge:</b> Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge &amp; Conceptualizing the leverage process.<br/> Criteria for choosing brand elements, options &amp; tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations,<br/> Logos &amp; Symbols &amp; their benefits, Characters &amp; Benefits, Slogans &amp; Benefits, Packaging. Leveraging Brand Knowledge.</p>   |                        |
| <b>Module-4 (7 Hours)</b>   |                        |
| <p><b>Designing and sustaining branding strategies:</b><br/> Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands overtime. Brand Architecture and brand consolidation.<br/> Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages,<br/> Free rider effects, Benefits for later entrants, Imitation Strategies.</p>   |                        |
| <b>Module-5</b>   |                        |



**Brand Value chain and Establishing brand Equity Management Systems.**

Meaning of Brand Value, Stages in Brand Value Chain, Designing Brand Tracking studies.

Methods for measuring Brand Equity-Quantitative Techniques & Quantitative Techniques.

Measuring Outcomes of Brand Equity- Comparative methods: Brand based comparisons, marketing 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.

**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**

Tests (for 25Marks) and 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:

- Strategic Brand Management, Building Measuring & Managing, Kevin Lane Keller, Pearson Education Latest E
- Strategic Brand Management Jean, Noel, Kapferer Kogan Page India, Latest Edition
- Brand Building and Advertising Concepts and Cases, M B Parameswaran, Tata McGraw Hill Publication Latest
- 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=Y29sbwNzZzMEcG9zAzEEdnRpZAMkeller-4th-edition-pdf-free-download%2f/RK=2/RS=U5OgBIEUZ62VbrTFMU6vraNPfSU-](https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGS9u7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMkeller-4th-edition-pdf-free-download%2f/RK=2/RS=U5OgBIEUZ62VbrTFMU6vraNPfSU-)
- [https://r.search.yahoo.com/\\_ylt=AwrKC.yumfNimPsGTdu7HAX.;\\_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMElane-keller-pdf%2f/RK=2/RS=sD1VpREzcn0kxS0pjjXk6qwLD8Y-](https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGTdu7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMElane-keller-pdf%2f/RK=2/RS=sD1VpREzcn0kxS0pjjXk6qwLD8Y-)



- [https://r.search.yahoo.com/\\_ylt=AwrKC.yumfNimPsGVdu7HAX.;\\_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMdownload-strategic-brand-management-pdf-by-kevin-lane-keller/RK=2/RS=z1m\\_wwr1.oNfn.v1DhFqibGa90E-](https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGVdu7HAX.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMdownload-strategic-brand-management-pdf-by-kevin-lane-keller/RK=2/RS=z1m_wwr1.oNfn.v1DhFqibGa90E-)

**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:**

- 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 analyse 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 Outcomes (Course Skill Set)**

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

| S.NO | Description  | Blooms Taxonomy |
|------|--|-----------------|
| 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 behavioral concepts in creating brand equity | L4              |
| CO4: | Ability to analyze the global brands and their SWOT.   | 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    |

**INTEGRATED MARKETING COMMUNICATIONS**

|                                       |               |                   |            |
|---------------------------------------|---------------|-------------------|------------|
| <b>Course Code</b>                    | <b>MBA402</b> | <b>CIE Marks</b>  | <b>50</b>  |
| <b>Teaching Hours/Week (L:P: SDA)</b> | <b>4:0:0</b>  | <b>SEE Marks</b>  | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>        | <b>50</b>     | <b>Total Mark</b> | <b>100</b> |
| <b>Credits</b>                        | <b>04</b>     | <b>Exam Hour</b>  | <b>03</b>  |

**Course Objectives:**

- CO1: To build a comprehensive framework for integrated marketing communications.
- CO2: To study the advertising, publicity, personal selling, direct marketing and sales promotion.
- CO3: To enhance knowledge of emerging trends in integrated marketing communications.
- CO4: To acquaint the students with the latest internet and e-marketing techniques, ethically way of handling business.

**Module-1 (7 Hours)**

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

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

**Advertising:** Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC

Relevant Case Study

**Module-2 (7 Hours)**

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

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

Relevant Case Study

**Module-3 (7 Hours)**

**Media planning:** Factors considered in Media Planning, Developing Media plan, Importance, Problems encountered, Advertising Media, Media Evaluation-Print, Broadcast media, Support media in advertising.

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

Relevant Case Study

**Module-4 (6 Hours)**

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

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

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

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

Relevant Case Study

**Module-5 (6 Hours)**

**Monitoring, Evaluation and control:** Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.

Relevant Case Study

**Module-6 (6 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

**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**

- c) Tests (for 25Marks) and
- d) 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:**

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

**Web links and Video Lectures (e-Resources):**

1. <https://www.digimat.in/nptel/courses/video/110107158/L04.html>
2. [https://www.academia.edu/13180608/E\\_Book\\_IMC\\_Integrated\\_Marketing\\_Communication](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=joyTZI5isp4>
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>

**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.



**DIGITAL AND SOCIAL MEDIA MARKETING**

|                                       |                         |                   |            |
|---------------------------------------|-------------------------|-------------------|------------|
| <b>Course Code</b>                    | <b>MVJ MBA<br/>MM43</b> | <b>CIE Marks</b>  | <b>50</b>  |
| <b>Teaching Hours/Week (L:P: SDA)</b> | <b>4:0:0</b>            | <b>SEE Marks</b>  | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>        | <b>50</b>               | <b>Total Mark</b> | <b>100</b> |
| <b>Credits</b>                        | <b>04</b>               | <b>Exam Hour</b>  | <b>03</b>  |

**Course Objectives:**

**CO1:** Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy.

**CO2:** Understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media

**CO3:** Learn to develop, evaluate, and execute a comprehensive digital marketing strategy and plan.

**CO4:** Learn how to measure digital marketing efforts and calculate ROI.

**CO5:** Explore the latest digital ad technologies

**CO6:**

**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 (6 Hours)**

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

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

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

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

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

**Module-5 (6 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 (6 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 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**

- e) Tests (for 25Marks) and
- f) 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:**

- Marketing 4.0: Moving from Traditional to Digital by P. Kotler. Wiley Publication.
- The Essentials of E-Marketing, 4<sup>th</sup> edition by Quirk Education (E-Book)
- Understanding Digital Marketing: Marketing Strategies for Engaging the Digital



**B2B MARKETING**

|                                       |                  |
|---------------------------------------|------------------|
| <b>Course Code</b>                    | <b>MBA MM416</b> |
| <b>Teaching Hours/Week (L:P: SDA)</b> | <b>4:0:0</b>     |
| <b>Total Hours of Pedagogy</b>        | <b>50</b>        |
| <b>Credits</b>                        | <b>04</b>        |

**Course Objectives:**

**CO1:** To understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy.

**CO2:** To understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media.

**CO3:** To develop, evaluate, and execute a comprehensive digital marketing strategy and plan.

**CO4:** To measure digital marketing efforts and calculate ROI.

**CO5:** To explore the latest digital ad technologies.

**CO6:**

**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 fulfilment-relationship building. Vertical specialization: Choosing industry; specialization; Expanding to other verticals in the industry. Case Study.

**Module-5 (6 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 (6 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 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

g) Tests (for 25Marks) and

h) 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:

- Business to Business Marketing, Ross Brennan, Louise Canning & Raymond McDowell Sage Publications
- B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement, Heidi Taylor Kogan
- 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=Y29sbwNzZzMEcG9zAzEEdnRpZAMEmarketing-pdf-free-download%2f/RK=2/RS=BcuoM9EM5UHUTDADPHqdt\\_ amyLY-](https://r.search.yahoo.com/_ylt=AwrKDaS_rvNiJ.UIUwi7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEmarketing-pdf-free-download%2f/RK=2/RS=BcuoM9EM5UHUTDADPHqdt_ amyLY-)
- [https://r.search.yahoo.com/\\_ylt=AwrKDaS\\_rvNiJ.UIVQi7HAX.;\\_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEcmarketing%2f/RK=2/RS=Q6Tqbed4LYKcVncCHVw3.picYIM-](https://r.search.yahoo.com/_ylt=AwrKDaS_rvNiJ.UIVQi7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEcmarketing%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



4<sup>th</sup> Semester MBA Finance Electives Syllabus for AY 2024-25 onwards

| <b>TAX MANAGEMENT</b>  |                    |                   |            |
|--|--------------------|-------------------|------------|
| <b>Course Code</b>   | <b>MVJMBA FM41</b> | <b>CIE Marks</b>  | <b>50</b>  |
| <b>Teaching Hours/Week (L:P: SDA)</b>  | <b>4:0:0</b>       | <b>SEE Marks</b>  | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>   | <b>50</b>          | <b>Total Mark</b> | <b>100</b> |
| <b>Credits</b>   | <b>04</b>          | <b>Exam Hour</b>  | <b>03</b>  |
| <b>Course Objectives:</b>  |                    |                   |            |
| <p><b>CO1:</b> To understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy.</p> <p><b>CO2:</b> To understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media.</p> <p><b>CO3:</b> To develop, evaluate, and execute a comprehensive digital marketing strategy and plan.</p> <p><b>CO4:</b> To measure digital marketing efforts and calculate ROI.</p> <p><b>CO5:</b> To explore the latest digital ad technologies.</p> <p><b>CO6:</b></p> |                    |                   |            |
| <b>Module-1 (5 Hours)</b>  |                    |                   |            |
| <p>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 Assesses).</p> <p>Indirect tax: introduction, types, compilation into GST, basic concept of GST, ) Application of CGST/IGST law (ii) Concept of supply including composite and mixed supplies</p>   |                    |                   |            |
| <b>Module-2 (8 Hours)</b>  |                    |                   |            |
| <p>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).</p>  |                    |                   |            |
| <b>Module-3 (8 Hours)</b>  |                    |                   |            |
| <p>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</p>  |                    |                   |            |
| <b>Module-4 (7 Hours)</b>  |                    |                   |            |
| <p>Income under capital gain, basis of charge, transfer of capital asset, inclusion &amp; exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains. (Problems on computation of Income from capital gain).</p> <p>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)</p>  |                    |                   |            |
| <b>Module-5 (6 Hours)</b>  |                    |                   |            |
| <p>Levy and collection of CGST and IGST :</p> <p>Charge of tax including reverse charge, Exemption from tax, Composition levy, Place of supply, Time of supply, Value of supply, Input tax credit</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>   |                    |                   |            |
| <b>Module-6 (6 Hours)</b>  |                    |                   |            |
| <p>Computation of GST liability ,Registration ,Tax invoice; Credit and Debit Notes; Electronic way bill,</p>   |                    |                   |            |

Accounts and Records , Returns, Payment of tax. Customs clearance procedure.  
**GST Registration-** Meaning, Persons liable and not liable for Registration, Types of Registration.  
Procedure for Registration, GSTIN.

**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**

- i) Tests (for 25Marks) and
- j) 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:**

- 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.

**Web links and Video Lectures (e-Resources):**

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

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

**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.**



**INTERNATIONAL FINANCIAL MANAGEMENT**

|                                       |                    |                   |            |
|---------------------------------------|--------------------|-------------------|------------|
| <b>Course Code</b>                    | <b>MVJMBA FM42</b> | <b>CIE Marks</b>  | <b>50</b>  |
| <b>Teaching Hours/Week (L:P: SDA)</b> | <b>4:0:0</b>       | <b>SEE Marks</b>  | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>        | <b>50</b>          | <b>Total Mark</b> | <b>100</b> |
| <b>Credits</b>                        | <b>04</b>          | <b>Exam Hour</b>  | <b>03</b>  |

**Course Objectives:**

- CO1:** To understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy.
- CO2:** To understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media.
- CO3:** To develop, evaluate, and execute a comprehensive digital marketing strategy and plan.
- CO4:** To measure digital marketing efforts and calculate ROI.
- CO5:** To explore the latest digital ad technologies.

**Module-1 ( 6 Hours)**

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

**Module-2 (8 Hours)**

**Foreign Exchange Market:** Characteristics, Functions and Structure of Forex Markets-Foreign exchange market participants- Types of transactions and Settlements Dates-Exchange rate quotations- Determination of Exchange rates in Spot markets- Exchange rates determinations in Forward markets- Exchange rate behaviour-Cross Rates, Bid, Ask, Spread. Overview of international money markets (Theory & Problems). Regulatory landscape - FEMA / Money laundering / terrorist financing risk assessment framework

**Module-3 (8 Hours)**

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

**Module-4 (7 Hours)**

**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).

**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 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**

- k) Tests (for 25Marks) and 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:**

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).  
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=BLTz_y7obGw)
- <https://www.youtube.com/watch?v=eciQ3sTftBs>
- <https://www.youtube.com/watch?v=rE0JVR0Nm1I>





**RISK MANAGEMENT AND INSURANCE**

|                                       |                    |                   |            |
|---------------------------------------|--------------------|-------------------|------------|
| <b>Course Code</b>                    | <b>MVJMBA FM43</b> | <b>CIE Marks</b>  | <b>50</b>  |
| <b>Teaching Hours/Week (L:P: SDA)</b> | <b>4:0:0</b>       | <b>SEE Marks</b>  | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>        | <b>50</b>          | <b>Total Mark</b> | <b>100</b> |
| <b>Credits</b>                        | <b>04</b>          | <b>Exam Hour</b>  | <b>03</b>  |

**Course Objectives:**

**CO1:** To understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy.

**CO2:** To understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media.

**CO3:** To develop, evaluate, and execute a comprehensive digital marketing strategy and plan.

**CO4:** To measure digital marketing efforts and calculate ROI.

**CO5:** To explore the latest digital ad technologies.

**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 (8 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 (8 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). 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).

**Module-4 (7 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 (6 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)**

Evolving trends and practices of risk management :  
Artificial Intelligence (AI) and Machine Learning (ML),Cybersecurity ,ESG Risks, ESG risk score and its importance , Risk Governance, continuous Monitoring & Adaptive Risk Management

**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**

- l) Tests (for 25Marks) and
- m) Assignments, Quiz, Simulations, Experimentation, Mini projects, oral examination, fieldwork etc.,
- n) (for 25 Marks) conducted in this course. Course instructors are given autonomy in choosing a few
- o) 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:**

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.  
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



## MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

|                                       |                    |                   |            |
|---------------------------------------|--------------------|-------------------|------------|
| <b>Course Code</b>                    | <b>MVJMBA FM44</b> | <b>CIE Marks</b>  | <b>50</b>  |
| <b>Teaching Hours/Week (L:P: SDA)</b> | <b>4:0:0</b>       | <b>SEE Marks</b>  | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>        | <b>50</b>          | <b>Total Mark</b> | <b>100</b> |
| <b>Credits</b>                        | <b>04</b>          | <b>Exam Hour</b>  | <b>03</b>  |

### Course Objectives:

**CO1:** To explain and critically evaluate M & A with its different classifications, strategies, theories, synergy etc.

**CO2:** To evaluate the financial forms of M & A.

**CO3:** To understand the HR & legal aspects of M & A.

**CO4:** To use appropriate defensive strategies against hostile takeovers.

**CO5:** 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).

Legal and regulatory framework - Companies Act provisions / CCI / SEBI / FEMA

### 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 (7 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.Insolvency and Bankruptcy Code (IBC) framework

### 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**

- p) Tests (for 25Marks) and
- q) 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:**

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.
- 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-ma-making-the-deal-work-strategy.pdf>
- <https://corporatefinanceinstitute.com/resources/knowledge/deals/motives-for-mergers/>

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**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:

- Nature of the deal: merger, amalgamation, acquisition, takeover, OR any program of corporate restructuring Valuation/Financials involved in the deal.
- Synergies/benefits likely to emerge from the deal.
- Challenges/Impact/Problems-associated with the deal.

**Course Outcomes (Course Skill Set)**

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

| S.NO | Description  | Blooms Taxonomy |
|------|--|-----------------|
| 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, take over 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    |      |      |      |

#### 4<sup>th</sup> Semester MBA HR Electives Syllabus

| <b>CONFLICT &amp; NEGOTIATION MANAGEMENT</b>  |                        |                   |            |
|---|------------------------|-------------------|------------|
| <b>Course Code</b>  | <b>MVJMBAHR4<br/>1</b> | <b>CIE Marks</b>  | <b>50</b>  |
| <b>Teaching Hours/Week (L:P: SDA)</b>   | <b>4:0:0</b>           | <b>SEE Marks</b>  | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>  | <b>50</b>              | <b>Total Mark</b> | <b>100</b> |
| <b>Credits</b>  | <b>04</b>              | <b>Exam Hour</b>  | <b>03</b>  |
| <b>Course Objectives:</b>   |                        |                   |            |
| <b>CO1:</b> To understand the nature of various dimensions of conflict.   |                        |                   |            |
| <b>CO2:</b> To learn various strategies and techniques to manage conflicts.   |                        |                   |            |
| <b>CO3:</b> To understand the importance and role of negotiation in conflict resolution.  |                        |                   |            |
| <b>CO4:</b> To understand the importance of cross-cultural and gender dimensions of negotiation.  |                        |                   |            |
| <b>Module-1 ( 6 Hours)</b>  |                        |                   |            |
| <b>Introduction:</b> Conflict: Definition, Meaning, Theories, Types of Conflicts - Productive (functional) and Destructive (dysfunctional). Levels of conflict – intrapersonal, interpersonal, group & organizational conflict 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.  |                        |                   |            |
| <b>Module-2 (6 Hours)</b>   |                        |                   |            |
| <b>Analogy of Conflict:</b> Stages of conflicts: grievances- personal needs, lack of monetary benefits an 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- Persona conflicts, group conflicts, labour conflicts, social and political conflicts, Contingency conflict management process, Cost of Workplace Conflict, conflict mapping and tracking.  |                        |                   |            |
| <b>Module-3 (8 Hours)</b>   |                        |                   |            |
| <b>Conflict Management:</b> 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 |                        |                   |            |
| <b>Module-4 (7 Hours)</b>   |                        |                   |            |
| <b>Negotiation:</b> 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   |                        |                   |            |
| <b>Module-5 (6 Hours)</b>   |                        |                   |            |
| <b>Negotiation - Resolving Disputes:</b> 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.   |                        |                   |            |
| <b>Module-6 (6 Hours)</b>   |                        |                   |            |
| <b>Managing Impasse and difficult negotiations</b>  |                        |                   |            |
| 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 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**

- r) Tests (for 25Marks) and
- s) 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:**

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,
3. ISBN: 9780072973075. Dividing students into groups and give a scenario to negotiate and reach conclusion.
4. Fisher, R and Ury, W, (1986), Getting to Yes. Negotiating Agreement without Giving in. London, Hutchinson Business Books Ltd.
5. Mark Gerzon, (2006) Leading Through Conflict, Harvard Business School Press, Boston, USA.
6. Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3<sup>rd</sup>

**Web links and Video Lectures (e-Resources):**

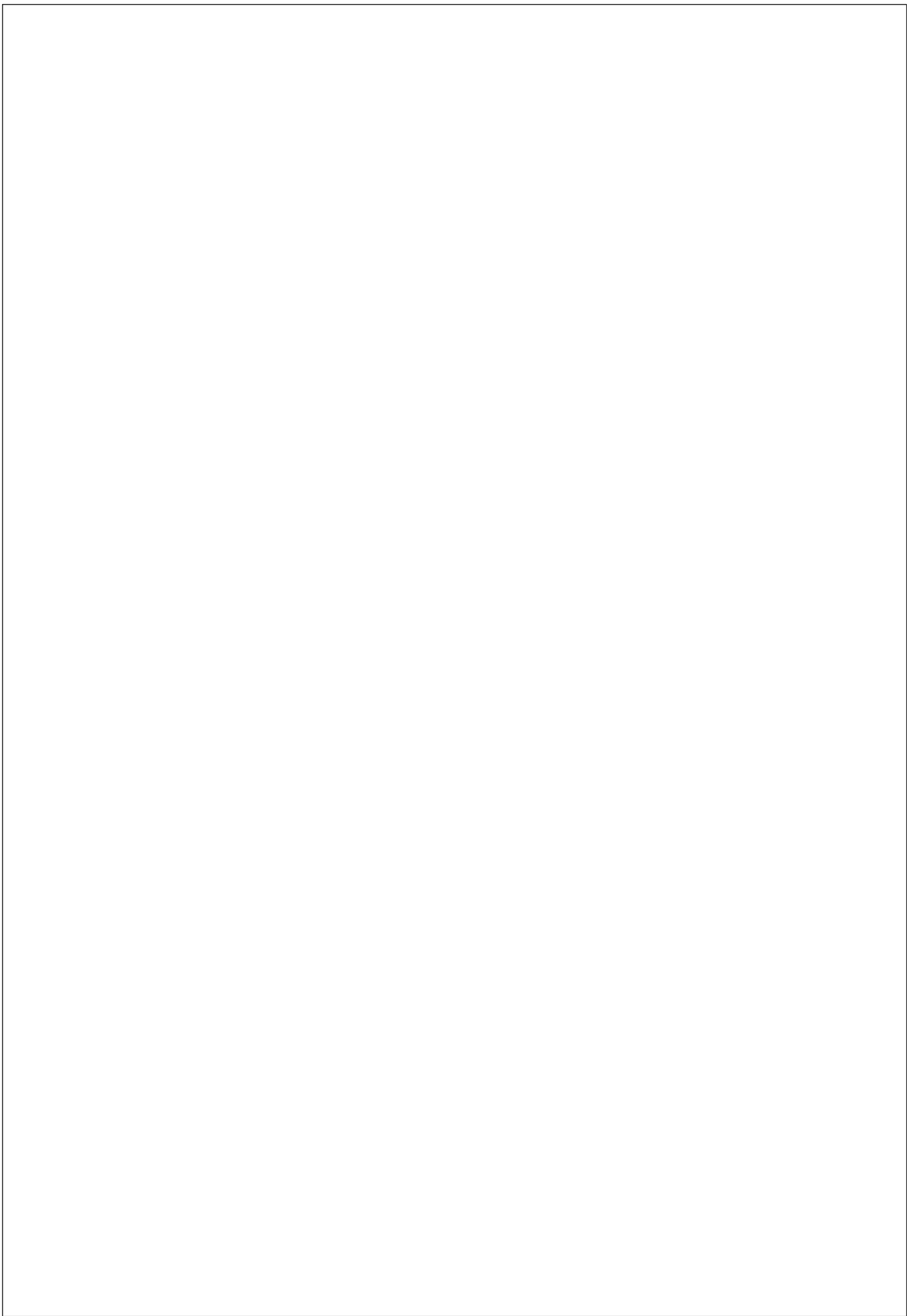
- [https://www.youtube.com/watch?v=wYb\\_PKTawE4](https://www.youtube.com/watch?v=wYb_PKTawE4)
- <https://freevidelectures.com/course/3144/international-business-communication/28>
- <https://www.coursera.org/lecture/negotiation-skills-conflict/week-2-outline-neVhB>
- <https://www.pdfdrive.com/negotiation-and-conflict-management-e34393592.html>
- [https://www.researchgate.net/publication/339850653\\_MANAGING\\_CONFLICT\\_AND\\_NEGOTIATION](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.





| <b>INTERNATIONAL HRM</b>  |                        |                   |            |
|---|------------------------|-------------------|------------|
| <b>Course Code</b>  | <b>MVJMBA<br/>HR42</b> | <b>CIE Marks</b>  | <b>50</b>  |
| <b>Teaching Hours/Week (L:P: SDA)</b>   | <b>4:0:0</b>           | <b>SEE Marks</b>  | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>  | <b>50</b>              | <b>Total Mark</b> | <b>100</b> |
| <b>Credits</b>  | <b>04</b>              | <b>Exam Hour</b>  | <b>03</b>  |
| <b>Course Objectives:</b>   |                        |                   |            |
| <p><b>CO1:</b>The student will be able to identify the application of IHRM in managing and developing an organization.</p> <p><b>CO2:</b> The student will be able to understand International staffing and Training process.</p> <p><b>CO3:</b> The student will be able to describe the compensation and performance management systems in an international perspective.</p> <p><b>CO4:</b> The student will be able to analyse the role of culture in international business.</p> <p><b>CO5:</b>The student will be able to solve the workplace problems involving International issues.</p> <p><b>CO6:</b>The student will be able to apply concepts and knowledge about the range of Human resource functions to the deployment of expatriate employees.</p> |                        |                   |            |
| <b>Module-1 ( 6 Hours)</b>  |                        |                   |            |
| 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.  |                        |                   |            |
| <b>Module-2 (6 Hours)</b>   |                        |                   |            |
| 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.  |                        |                   |            |
| <b>Module-3 (8 Hours)</b>   |                        |                   |            |
| 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.   |                        |                   |            |
| <b>Module-4 (7 Hours)</b>   |                        |                   |            |
| 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.   |                        |                   |            |
| <b>Module-5 (6 Hours)</b>   |                        |                   |            |
| 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.  |                        |                   |            |
| <b>Module-6 (6 Hours)</b>   |                        |                   |            |
| 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.  |                        |                   |            |
| <b>Assessment Details (both CIE and SEE):</b>   |                        |                   |            |
| 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 Tests** (for 25Marks) and 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:**

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 India Pvt. Ltd., 4/e, 2015
3. 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\\_resou](https://www.researchgate.net/publication/265020002_Performance_management_in_international_human_resou)

**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 Outcomes (Course Skill Set)**

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

| S.NO | Description   | Blooms Taxonomy |
|------|---|-----------------|
| CO1: | Understand various practices with in 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**



**PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS**

|                                       |                        |                   |            |
|---------------------------------------|------------------------|-------------------|------------|
| <b>Course Code</b>                    | <b>MVJMBA<br/>HR43</b> | <b>CIE Marks</b>  | <b>50</b>  |
| <b>Teaching Hours/Week (L:P: SDA)</b> | <b>2:2:0</b>           | <b>SEE Marks</b>  | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>        | <b>40</b>              | <b>Total Mark</b> | <b>100</b> |
| <b>Credits</b>                        | <b>03</b>              | <b>Exam Hour</b>  | <b>03</b>  |

**Course Objectives:**

**CO1:** The student will be able to describe and Identify the application of various PG and IE framework

**CO2:** 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

**CO3:** The student will be able to apply and improve the workplace effectiveness through various PG and IE

**CO4:** The student will be able to classify and categorise different PG and IE practices and to be followed in the Organisation

**CO5:** The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organisation

**CO6:** 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 (6 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 (6 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 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**

- v) Tests (for 25Marks) and
- w) Assignments, Quiz, Simulations, Experimentation, Mini projects, oral examination, fieldwork etc.,
- x) (for 25 Marks) conducted in this course. Course instructors are given autonomy in choosing a few of the
- y) 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:**

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=Y29sbwNzZzMEcG9zAzEEdnRpZAMEeffectiveness-ylyx3eompqnm/RK=2/RS=n8xZOt\\_T\\_bFC68F4X7UAwxMwkv4-](https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIeIW7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEeffectiveness-ylyx3eompqnm/RK=2/RS=n8xZOt_T_bFC68F4X7UAwxMwkv4-)
- [https://r.search.yahoo.com/\\_ylt=AwrKC.yuqvNiMIYIeIW7HAX.;\\_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEgrowth-and-interpersonal-effectiveness-.html/RK=2/RS=rpRdeJi7et9M8tFNBCdlaXNTdI-](https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIeIW7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEgrowth-and-interpersonal-effectiveness-.html/RK=2/RS=rpRdeJi7et9M8tFNBCdlaXNTdI-)
- [https://r.search.yahoo.com/\\_ylt=AwrKC.yuqvNiMIYIhoW7HAX.;\\_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMGrowth-and-Interpersonal-Effectiveness-PPT/RK=2/RS=2IWkxWYX9qUIPdMH461FNs0M1FI-](https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIhoW7HAX.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMGrowth-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



**STRATEGIC TALENT MANAGEMENT**

|                                       |                        |                   |            |
|---------------------------------------|------------------------|-------------------|------------|
| <b>Course Code</b>                    | <b>MVJMBA<br/>HR44</b> | <b>CIE Marks</b>  | <b>50</b>  |
| <b>Teaching Hours/Week (L:P: SDA)</b> | <b>2:0:0</b>           | <b>SEE Marks</b>  | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>        | <b>40</b>              | <b>Total Mark</b> | <b>100</b> |
| <b>Credits</b>                        | <b>03</b>              | <b>Exam Hour</b>  | <b>03</b>  |

**Course Objectives:**

**CO1:** To make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization.

**CO2:** To develop a conceptual understanding of the management of talents in the competitive environment.

**CO3:** To understand how important is to develop and retain the best talents in the industry.

**CO4:** To understand the concepts of competency and its usage in evaluating a person's work.

**CO5:** 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 (8 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 (6 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 ( 6 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 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**

- z) Tests (for 25Marks) and
- aa) Assignments, Quiz, Simulations, Experimentation, Mini projects, oral examination, fieldwork etc.,
  - bb) (for 25 Marks) conducted in this course. Course instructors are given autonomy in choosing a few
  - cc) 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. 00 percent theory in SEE.

**Suggested Learning Resources:**

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.  
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\\_a](https://www.researchgate.net/publication/228672156_Strategic_Talent_Management_A_review_and_research_a)
- <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=Pk8hN7lw_RA)
- <https://www.youtube.com/watch?v=ZG8coejZoSg>
- [https://www.tutorialspoint.com/talent\\_management/talent\\_management\\_tutorial.pdf](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.



**GUIDELINES FOR 6 WEEK PROJECT WORK MVJMBA44 (BETWEEN 3<sup>RD</sup> & 4<sup>TH</sup> SEM)**

| <b>PROJECT REPORT</b>                 |                 |                   |            |
|---------------------------------------|-----------------|-------------------|------------|
| <b>Course Code</b>                    | <b>MVJMBA44</b> | <b>CIE Marks</b>  | <b>50</b>  |
| <b>Teaching Hours/Week (L:P: SDA)</b> | <b>0:12:0</b>   | <b>SEE Marks</b>  | <b>50</b>  |
| <b>Total Hours of Pedagogy</b>        | <b>50</b>       | <b>Total Mark</b> | <b>100</b> |
| <b>Credits</b>                        | <b>06</b>       | <b>Exam Hour</b>  | <b>00</b>  |

**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 3<sup>rd</sup> SEE but before the commencement of the 4<sup>th</sup> semester classes.
- The Course code of the project report shall be MVJMBA44 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 4<sup>th</sup> 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.,

