



ST JOSEPH ENGINEERING COLLEGE

An Autonomous Institution

Vamanjoor, Mangaluru - 575028

Affiliated to VTU – Belagavi & Recognized by AICTE New Delhi

NBA – Accredited: B.E. (CSE, ECE, EEE, ME and CIV) & MBA

NAAC – Accredited with A+

MBA – II Year

SCHEME & SYLLABUS

(With effect from 2021-22)

AUTONOMY AND ACCREDITATION

St Joseph Engineering College (SJEC) is an Autonomous Institute under Visvesvaraya Technological University (VTU), Belagavi, Karnataka State, and is recognized by the All-India Council for Technical Education (AICTE), New Delhi. SJEC is registered under the trust “Diocese of Mangalore, Social Action Department”.

The SJEC has been conferred Fresh Autonomous Status from the Academic Year 2021-22. The college was granted autonomy by the University Grants Commission (UGC) under the UGC Scheme for Autonomous Colleges 2018 and conferred by VTU. The UGC Expert Team had visited the college on 28-29 November 2021 and rigorously assessed the college on multiple parameters. The fact that only a handful of engineering colleges in the state have attained Autonomous Status adds to the college’s credibility that has been on a constant upswing. Autonomy will make it convenient for the college to design curricula by recognizing the needs of the industry, offering elective courses of choice and conducting the continuous assessment of its students.

At SJEC, the Outcome-Based Education (OBE) system has been implemented since 2011. Owing to OBE practised at the college, SJEC has already been accredited by the National Board of Accreditation (NBA). Five of the UG programs, namely Computer Science & Engineering, Mechanical Engineering, Electronics and Communication Engineering, Electrical & Electronics Engineering and Civil Engineering and MBA programs, have accreditation from the NBA.

Also, SJEC has been awarded the prestigious A+ grade by the National Assessment and Accreditation Council (NAAC) for five years. With a Cumulative Grade Point Average (CGPA) of 3.39 on a 4-point scale, SJEC has joined the elite list of colleges accredited with an A+ grade by NAAC in its first cycle. The fact that only a small percentage of the Higher Education Institutions in India have bagged A+ or higher grades by NAAC adds to the college’s credibility that has been on a constant upswing.

The college is committed to offering quality education to all its students, and the accreditation by NAAC and NBA reassures this fact. True to its motto of “Service and Excellence”, the college’s hard work has resulted in getting this recognition, which has endorsed the academic framework and policies that the college has been practising since its inception. The college has been leveraging a flexible choice-based academic model that gives students the freedom to undergo learning in respective disciplines and a transparent and continuous evaluation process that helps in their holistic development.

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SJEC MBA

The Department of Business Administration was started in the year 2007 with an objective of producing competent industry professionals with sound ethical values and service attitude. It was approved as a research centre in the year 2011 to offer Ph D programmes by VTU, Belagavi. The Department has been accredited by National Board of Accreditation (NBA) in 2020. The Department regularly organises Management Development Programmes, Faculty Development Programmes, Capacity Building Programmes and Student Development Programmes. With its total focus on Outcome Based Education, the Department has adopted active learning strategies in delivering the curriculum.

Department Vision

To impart quality management education to bring out competent, socially responsible and conscientious professionals.

Department Mission

- Imparting contemporary curriculum and its application to business situations
- Developing proficiency through continuous industry-academia interface and research
- Encouraging entrepreneurship and venture development
- Sensitizing the students towards the needs of society
- Inculcating diligence through extra-curricular activities

Programme Educational Objectives (PEOs)

- PEO 1: Graduates will be able to apply the theoretical concepts in real-life situations
PEO 2: Graduates will be able to communicate effectively think critically and be able to manage interpersonal relationships
PEO 3: Graduates will be capable of starting entrepreneurial ventures
PEO 4: Graduates will be able to cater to the needs of the society
PEO 5: Graduates will be able to adapt to a constantly changing environment

Programme Outcomes (POs)

At graduation, SJEC MBA Graduates will have the following outcomes:

- PO 1: Apply knowledge of management theories and practices to solve business problems
PO 2: Foster Analytical and critical thinking abilities for data-based decision making
PO 3: Ability to develop Value-based Leadership ability
PO 4: Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business
PO 5: Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

Program Specific Outcomes (PSOs)

- PSO 1: Foster Soft Skills to support industry requirements
PSO 2: Develop entrepreneurial capabilities for entrepreneurship and venture creation

I Semester MBA

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PCC	21MBA101	Management and Organisational Behaviour	MBA	4	0	0	3	50	50	100	4
2	PCC	21MBA102	Managerial Economics	MBA	3	2	0	3	50	50	100	4
3	PCC	21MBA103	Accounting for Managers	MBA	3	2	0	3	50	50	100	4
4	PCC	21MBA104	Business Statistics	MBA	3	2	0	3	50	50	100	4
5	PCC	21MBA105	Marketing Management	MBA	4	0	0	3	50	50	100	4
6	PCC	21MBA106	Managerial Communication	MBA	4	0	0	3	50	50	100	4
7	MNCC	21MPD107	Personality Development and Public Speaking	MBA	-	2	0	-	50	-	50	-
8	MNCC	21ITP108	Industry Oriented Training – I (Problem Solving Skills)	COM	-	2	-	-	50		50	-
Total					21	10			400	300	700	24

II Semester MBA

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PCC	21MBA201	Human Resource Management	MBA	4	0	0	3	50	50	100	4
2	PCC	21MBA202	Financial Management	MBA	3	2	0	3	50	50	100	4
3	PCC	21MBA203	Research Methodology	MBA	4	0	0	3	50	50	100	4
4	PCC	21MBA204	Operations Research	MBA	3	2	0	3	50	50	100	4
5	PCC	21MBA205	Strategic Management	MBA	4	0	0	3	50	50	100	4
6	PCC	21MBA206	Entrepreneurship & Legal Aspects	MBA	4	0	0	3	50	50	100	4
7	MNCC	21MTB207	Information Technology for Business	MBA	-	-	2	-	50	-	50	-
8	MNCC	21ITM208	Industry Oriented Training – II (Mathematical Aptitude Skills)	COM	-	2	-	-	50	-	50	-
Total					22	6	2		400	300	700	24

III Semester MBA (Core Specialization- Finance)

SI. No	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	21MBF30X	Elective	MBA	3	2	-	3	50	50	100	4
2	PEC	21MBF30X	Elective	MBA	3	2	-	3	50	50	100	4
3	PEC	21MBF30X	Elective	MBA	3	2	-	3	50	50	100	4
4	PEC	21MBF30X	Elective	MBA	3	2	-	3	50	50	100	4
5	PEC	21MBF30X	Elective	MBA	3	2	-	3	50	50	100	4
6	PEC	21MBF30X	Elective	MBA	3	2	-	3	50	50	100	4
7	SDC	21MBP307	Project Phase I	MBA	-	-	4	-	50	50	100	2
Total					18	12	4		350	350	700	26

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 04 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Finance-Core

List of Electives

Sl No	Course Code	Course Title	Remarks
1	21MBF301	Investment Management	Choose any Six courses
2	21MBF302	Direct Taxation	
3	21MBF303	Banking and Financial Services	
4	21MBF304	Advanced Financial Management	
5	21MBF305	Mergers, Acquisitions and Corporate Restructuring	
6	21MBF306	Corporate Valuation	
7	21MBF307	Risk Management and Insurance	

III Semester MBA (Core Specialization- Human Resource)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	21MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
2	PEC	21MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
3	PEC	21MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
4	PEC	21MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	21MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
6	PEC	21MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
7	SDC	21MBP307	Project Phase I	MBA	0	0	4	-	50	50	100	2
Total					18	12	4		350	350	700	26

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 04 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Human Resource - Core

List of Electives

Sl No	Course Code	Course Title	Remarks
1	21MBH301	Recruitment and Selection	Choose any Six courses
2	21MBH302	HR Analytics	
3	21MBH303	Industrial Relations and Legislations	
4	21MBH304	Compensation and Reward System	
5	21MBH305	Organizational Leadership	
6	21MBH306	Personal Growth and Interpersonal Effectiveness	
7	21MBH307	Organization Change and Development	

III Semester MBA (Core Specialization- Marketing)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	21MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
2	PEC	21MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
3	PEC	21MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
4	PEC	21MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	21MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
6	PEC	21MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
7	SDC	21MBP307	Project Phase I	MBA	0	0	4	-	50	50	100	2
Total					18	12	4		350	350	700	26

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 04 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Marketing - Core

List of Electives

Sl No	Course Code	Course Title	Remarks
1	21MBM301	Services Marketing	Choose any Six courses
2	21MBM302	Marketing Research and Analytics	
3	21MBM303	Consumer Behavior	
4	21MBM304	Retail Management	
5	21MBM305	B2B Marketing Management	
6	21MBM306	Logistics and Supply Chain Management	
7	21MBM307	Rural Marketing	

III Semester MBA (Dual Specialization- Finance and Marketing)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	21MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
2	PEC	21MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
3	PEC	21MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
4	PEC	21MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	21MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
6	PEC	21MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
7	SDC	21MBP307	Project Phase I	MBA	0	0	4	-	50	50	100	2
Total					21	6	4		350	350	700	26

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 04 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Note: **Dual specialization – Finance and Marketing:** The students have to select three electives from finance and three electives from marketing from the list of elective courses on offer.

III Semester MBA (Dual Specialization- Finance and Human Resource)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	21MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
2	PEC	21MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
3	PEC	21MBF30X	Elective	MBA	3	2	0	3	50	50	100	4
4	PEC	21MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	21MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
6	PEC	21MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
7	SDC	21MBP307	Project Phase I	MBA	0	0	4	-	50	50	100	2
Total					21	6	4		350	350	700	26

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 04 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Note: **Dual specialization – Finance and Human Resource** : The students have to select three electives from finance and three electives from human resource from the list of elective courses on offer.

III Semester MBA (Dual Specialization- Human Resource and Marketing)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	21MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
2	PEC	21MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
3	PEC	21MBH30X	Elective	MBA	4	0	0	3	50	50	100	4
4	PEC	21MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	21MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
6	PEC	21MBM30X	Elective	MBA	4	0	0	3	50	50	100	4
7	SDC	21MBP307	Project Phase I	MBA	0	0	4	-	50	50	100	2
Total					24	0	4		350	350	700	26

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 04 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Note: **Dual specialization – Human Resource and Marketing:** The students have to select three electives from human resource and three electives from marketing from the list of elective courses on offer.

IV Semester MBA (Core Specialization- Finance)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	21MBF40X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	21MBF40X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	21AEC403	MOOC	Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem							100	4
4	SDC	21MBP404	Project Work (Final presentation and report submission)	MBA	0	0	8	-	50	50	100	4
5	INT	21INT405	Industry Internship	MBA	0	0	24	-	50	50	100	12
Total					6		32		200	200	500	26

Finance-Core

List of Electives

Sl No	Course Code	Course Title	Remarks
1	21MBF401	Financial Derivatives	Choose any two
2	21MBF402	Indirect Taxation	
3	21MBF403	International Financial Management	

IV Semester MBA (Core Specialization- Human Resource)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	21MBH40X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	21MBH40X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	21AEC403	MOOC	Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem							100	4
4	SDC	21MBP404	Project Work (Final presentation and report submission)	MBA	0	0	8	-	50	50	100	4
5	INT	21INT405	Industry Internship	MBA	0	0	24	-	50	50	100	12
Total					6		32		200	200	500	26

Human Resource-Core

List of Electives

Sl No	Course Code	Course Title	Remarks
1	21MBH401	International Human Resource Management	Choose any two
2	21MBH402	Human Resource Audit	
3	21MBH403	Management Consulting for Business excellence	

IV Semester MBA (Core Specialization- Marketing)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	21MBM40X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	21MBM40X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	21AEC403	MOOC	Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem							100	4
4	SDC	21MBP404	Project Work (Final presentation and report submission)	MBA	0	0	8	-	50	50	100	4
5	INT	21INT405	Industry Internship	MBA	0	0	24	-	50	50	100	12
Total					6		32		200	200	500	26

Marketing -Core

List of Electives

SI No	Course Code	Course Title	Remarks
1	21MBM401	Digital Marketing Management	Choose any two
2	21MBM402	Strategic Brand Management	
3	21MBM403	International Marketing Management	

IV Semester MBA (Dual Specialization- Finance and Marketing)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	21MBF40X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	21MBM40X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	21AEC403	MOOC	Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem							100	4
4	SDC	21MBP404	Project Work (Final presentation and report submission)	MBA	0	0	8	-	50	50	100	4
5	INT	21INT405	Industry Internship	MBA	0	0	24	-	50	50	100	12
Total					6		32		200	200	500	26

Note: **Dual Specialization- Finance and Marketing:** The students have to select one elective each from finance and marketing from the list of elective courses on offer.

IV Semester MBA (Dual Specialization- Finance and Human Resource)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	21MBF40X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	21MBH40X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	21AEC403	MOOC	Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem							100	4
4	SDC	21MBP404	Project Work (Final presentation and report submission)	MBA	0	0	8	-	50	50	100	4
5	INT	21INT405	Industry Internship	MBA	0	0	24	-	50	50	100	12
Total					6		32		200	200	500	26

Note: **Dual Specialization- Finance and Human Resource:** The students have to select one elective each from finance and human resource from the list of elective courses on offer.

IV Semester MBA (Dual Specialization- Human Resource and Marketing)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	21MBH40X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	21MBM40X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	21AEC403	MOOC	Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem							100	4
4	SDC	21MBP404	Project Work (Final presentation and report submission)	MBA	0	0	8	-	50	50	100	4
5	INT	21INT405	Industry Internship	MBA	0	0	24	-	50	50	100	12
				Total	6		32		200	200	500	26

Note: **Dual Specialization- Human Resource and Marketing:** The students have to select one elective each from human resource and marketing from the list of elective courses on offer.

III SEMESTER			
INVESTMENT MANAGEMENT (FINANCE SPECIALISATION)			
Course Code	21MBF301	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:2:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To explain the various financial instruments and highlight the functioning of financial markets. 2. To analyse the risk and return aspects of securities 3. To explain the theories of portfolio management 			
Module-1 Introduction to Investments			10 hours
Investment Avenues, Attributes, Investment v/s speculation, Criteria for evaluation of Investment, Investment Process. Functions of financial markets, Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives. Securities Market: Primary Market, Secondary Market. Stock Market Indicators- Indices of Indian Stock Exchanges, Common errors in investment management. Qualities for successful investing (only Theory).			
Module-2 – Return and Risk			10 hours
Return and Risk Concepts: Concept of return, individual security returns, rate of return, Concept of Risk, Causes of Risk, Types of Risk- Systematic risk- Market Price Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk- Business risk, Financial Risk, Insolvency Risk, Risk-Return Relationship, Concept of diversifiable risk and non-diversifiable risk. Calculation of Risk and returns of individual securities, Portfolio Risk and Return (Theory & Problems).			
Module-3 Bonds			10 hours
Bond features, Types of Bonds, Determinants of interest rates, Bond Valuation, Bond yields – YTM and YTC, Bond pricing theorems, Bond Duration, Immunisation, Bond Management Strategies. Preference Shares- Concept, Features, Valuation. Equity Shares- Concept, Valuation, Dividend Valuation Models (Theory & Problems).			
Module-4 Fundamental and Technical Analysis			10 hours
Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis. Technical Analysis – Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators –Moving Average Convergence-Divergence, Relative Strength Index (Theory only). Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency-Behavioural Finance – Heuristic driven biases, critique of behavioural finance			
Module-5 Markowitz and CAPM Models			10 hours
Markowitz Model- Diversification- Efficient Frontier. Sharpe's Single Index Model, Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML vs SML, Optimum Portfolio Construction. Arbitrage Pricing Theory: Equation, Assumption, CAPM vs APT (Theory & Problems). Mutual Funds: Types, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Measures of Mutual Fund Performance- Portfolio performance Evaluation – Sharpe, Treynor and Jensen measures (Theory & Problems)			

Course Outcomes:	
At the end of the course the student will be able to:	
21MBF301.1	Explain the investments and securities markets.
21MBF301.2	Analyse the risk-return of individual securities and portfolios
21MBF301.3	Appraise the valuation of securities
21MBF301.4	Examine fundamental and technical analysis
21MBF301.5	Assess portfolio selection and management
21MBF301.6	Examine the performance of mutual funds

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Investment Analysis and Portfolio Management	Prasanna Chandra	McGraw Hill	Fifth edition,2017
2	Security Analysis and Portfolio Management	Punithavathy Pandian	Vikas Publishing House	Second edition,2012
3	Investment Management	Rajiv Srivastava	Wiley	First edition,2020
Reference Books				
1	Investments	William F Sharpe, Gordon J.. Alexander and Jeffery V.Bailey	Prentice Hall	Sixth edition,1998
2	Investments	Zvi Bodie , Alex Kane, Alan J. Marcus	McGraw-Hill Education	Tenth edition,2013
3	Security Analysis and Portfolio Management	S. Kevin	PHI Learning	Second edition,2015
Web links/Video Lectures/MOOCs				
1. https://www.classcentral.com/course/investment-strategies-portfolio-analysis-7030 (MOOCs)				
2. https://www.incrediblecharts.com/				
3. https://stockcharts.com/				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBF301.1	2	-	-	-	-	-	-
21MBF301.2	-	2	-	-	-	-	-
21MBF301.3	-	2	-	-	-	-	-
21MBF301.4	-	2	-	-	-	-	-
21MBF301.5	2	-	-	-	-	-	-
21MBF301.6	-	2	-	-	-	-	-

1: Low 2: Medium 3: High

DIRECT TAXATION			
Course Code	21MBF302	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:2:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To provide the students with a comprehensive understanding of basic concepts of Income tax 2. To understand the computation of taxable Income under different heads. 3. To know the deductions available while computing Income 			
Module-1 Income Tax Act, 1961			10 hours
Income Tax Act, 1961, Basic Concepts and definitions, Capital and revenue – receipts, expenditures, 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 Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee). TDS, TCS and Advance Tax			
Module-2 – Income from Salaries			10 hours
Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, Death cum Retirement benefits, Deductions against Salary. Income from House Property (Theory Only). (Problems on salary Income).			
Module -3 Income from Business or Professions			10 hours
Income under the head Profit and Gains of Business or Professions and its computation- basic method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation. (Problems on computation of income from business/ profession of Individual assessee and Depreciation).			
Module -4 Income under capital gain			10 hours
Income under capital gain, basis of charge, types of capital assets, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains. Income from Other Sources (Theory Only). (Problems on computation of Income from capital gain).			
Module -5 Computation of Tax Liability			10 hours
Permissible deductions under section 80C to 80U, computation of tax liability of Individuals. Setoff and carry forward of losses (Theory only). Computation of taxable income of a company with special reference to MAT. (Problems on Computation of taxable Income and tax liability of Individuals and Problems on MAT).			
Course Outcomes:			
At the end of the course the student will be able to:			
21MBF302.1	Explain the basic concepts of direct taxation and residential status of assessee		
21MBF302.2	Analyse the computation of taxable salary of an individual		
21MBF302.3	Determine the computation of business income of different types of assesses		
21MBF302.4	Analyse tax provisions in computation of capital gain		
21MBF302.5	Evaluate the permissible deductions under section 80C to 80U, computation of tax liability of Individuals.		
21MBF302.6	Analyse the Computation of taxable income of a company with special reference to MAT		

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Taxmann's Direct Taxes Law and Practice	Vinod Singhania and Kapil Singhania,	Taxmann Publications	2022
2	Students Guide to Income Tax	Vinod Singhania and Kapil Singhania, –	Taxmann Publications	2022
Reference Books				
1	Student's Handbook on Taxation	T N Manoharan and G.R Hari	Snow White	2023
2	Direct Tax	H.C Mehrotra and S.P Goyal	Sahitya Bhawan	2022
Web links/Video Lectures/MOOCs				
1. https://cleartax.in/s/other-income-sources				
2. https://www.britannica.com/topic/taxation				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBF302.1	2	-	-	-	-	-	-
21MBF302.2	-	2	-	-	-	-	-
21MBF302.3	-	2	-	-	-	-	-
21MBF302.4	-	-	-	2	-	-	-
21MBF302.5	-	-	-	2	-	-	-
21MBF302.6	2	-	-	-	-	-	-

1: Low 2: Medium 3: High

BANKING & FINANCIAL SERVICES			
Course Code	21MBF303	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:2:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To discuss the banking structure in India 2. To explore the new technologies used in banking and financial services 3. To explain the process of issue management 4. To appraise the significance of various financial services 			
Module-1 Structure of Banking in India			10 hours
Structure and functions of commercial banks, Functions of RBI, Monetary system, Inflation targeting, MPC, Interest rate regimes, Sources of Funds, Quantitative and qualitative measures of credit control. Banking sector reforms, Bank performance analysis and Future of Banking.			
Module-2 Commercial Banking			10 hours
Primary & secondary function, Role of commercial banks in socio-economic development, Services rendered. Banking Technology- Concept of Universal Banking- Home banking- ATMs-Internet banking- Mobile Banking-Core banking solutions-Debit, Credit and Smart cards- Electronic Payment systems- MICR- Cheque Truncation-ECS- EFT – NEFT-RTGS. Applications of artificial intelligence, machine learning, chatbots, block chain in banking and financial services			
Module -3 Financial Services			10 hours
Financial Services – nature, scope, fund based and fee based			
Merchant Banking: Origin, Nature, Functions, Scope, Services offered, Recent developments in merchant banking, Issue management – Post and Pre issue management, Issue pricing, preparation of prospectus, Issue Management, Underwriting, Private Placement, Book Building vs Fixed price issues			
Module -4 NBFCs and Consumer Finance			10 hours
NBFCs: An Overview - Role and Functions, Types of NBFCs in India-Regulatory framework.			
Consumer Finance: Modes of consumer finance, Role, Features, Types, Procedure for granting finance & terms of financing credit. Factoring and Forfeiting,			
Leasing & Hire Purchase: Concept, Types, Evaluation. Problems in Evaluation of Leasing & Hire Purchase. - Cases/Illustrative Problems on Leasing and Hire Purchase			
Module -5 Credit Rating and Depository System			10 hours
Credit Rating: Meaning, Process of credit rating and Rating methodology. Credit rating agencies in India-Crisil, ICRA, CARE - symbols.			
Venture Capital: Concept, Features, Process. Stages, Performance of Venture Capital Funded Companies in India			
Depository System: Objectives, Dematerialisation/ Rematerialisation of shares, Electronic settlement of shares, NSDL& CDSL. Process of Clearing and Settlement.			
Securitization of Debt: Meaning, process, types, benefits.			
Course Outcomes:			
At the end of the course the student will be able to:			
21MBF303.1	Examine the structure of banking in India		
21MBF303.2	Analyse the role of commercial banks and banking technology in economic development		
21MBF303.3	Examine the process of issue management services provided by merchant bankers		
21MBF303.4	Evaluate leasing and hire purchase services		

21MBF303.5	Examine the process of credit rating and venture capital
21MBF303.6	Explain the significance of depository services and securitization of debt

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Financial services	Khan M Y	McGraw Hill Education	Ninth edition, 2017
2	Indian Financial System	Bharati V. Pathak	Pearson Education	Fifth edition , 2018
3	Management of Banking and Financial Services	Padmalatha Suresh & Justin Paul	Pearson India	Fourth edition, 2018
Reference Books				
1	Financial Markets and Services	E. Gordon and K.Natarajan	Himalaya Publishing House	Eleventh revised edition, 2016
2	Merchant Banking & Financial services	Madhu Vij and Swati Dhavan	McGraw Hill India	Second edition ,2017
3	Investment Banking	Pratap G Subramanyam	McGraw Hill Education	2012
Web links/Video Lectures/MOOCs				
1. https://ibsintelligence.com/market-news/				
2. https://www.toppr.com/guides/general-awareness/banking/structure-of-banking-in-india/				
3. https://slideplayer.com/slide/8811567/				
4. https://www.youtube.com/watch?v=zsanyYtQQ2I				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBF303.1	2	-	-	-	-	-	-
21MBF303.2	-	-	-	2	-	-	-
21MBF303.3	2	-	-	-	-	-	-
21MBF303.4	-	2	-	-	-	-	-
21MBF303.5	2	-	-	-	-	-	-
21MBF303.6	2	-	-	-	-	-	-

1: Low 2: Medium 3: High

ADVANCED FINANCIAL MANAGEMENT				
Course Code	21MBF304	CIE Marks	50	
Teaching Hours/Week (L:T:P)	3:2:0	SEE Marks	50	
Credits	04	Exam Hours	03	
Course Learning Objectives:				
<ol style="list-style-type: none"> 1. To explain the concept capital structure and capital structure theories. 2. To assess the dividend policy of the firm. 3. To be aware of the management of working capital and its financing 				
Module -1 Capital Structure Decisions				10 hours
Capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, Traditional approach. Advanced Capital Budgeting Techniques Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. (Theory and Problems).				
Module -2 Dividend Policy				10 hours
Dividend policy – Theories of dividend policy: relevance and irrelevance dividend decision. Walter’s & Gordon’s model, Modigliani & Miller approach. Dividend policies – stable dividend, stable payout and growth. Bonus shares and stock split corporate dividend behavior. (Theory and Problems).				
Module -3 Working Capital Management Policy				10 hours
Working capital management – Determination of level of current assets. Sources for financing working capital. Bank finance for working capital. (No problems on estimation of working capital). Working capital financing: Short term financing of working capital, long term financing of working capital. Working capital leverage. (Theory).				
Module -4 Inventory Management				10 hours
Inventory Management: Determinations of inventory control levels: ordering, reordering, danger level. EOQ model. Pricing of raw material. Monitoring and control of inventories, ABC Analysis. (Theory and problems)				
Module -5 Receivables Management				10 hours
Receivables Management – Credit management through credit policy variables, marginal analysis, Credit evaluation: Numerical credit scoring and Discriminate analysis. Control of accounts receivables, Problems on credit granting decision. Cash Management – Forecasting cash flows –preparation of Cash budgets (Theory and Problems)				
Course Outcomes:				
At the end of the course the student will be able to:				
21MBF304.1	Analyse capital structure decisions			
21MBF304.2	Analyse theories of dividend policy			
21MBF304.3	Determine level of current assets.			
21MBF304.4	Analyse inventory control levels			
21MBF304.5	Evaluate Credit management through credit policy variables, marginal analysis			
21MBF304.6	Analyse Cash budgets, long-term cash forecasting and monitoring collections			
Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Financial Management	M.Y. Khan & P.K. Jain	McGraw Hill	Eighth edition, 2018

2	Financial Management	Prasanna Chandra	McGraw Hill	Tenth edition, 2019
3	Financial Management: Theory, Problems, Cases	Ravi M. Kishore	Taxmann.	Eighth edition, 2020
Reference Books				
1	Financial Management and Policy	James C. Vanhorne and Sanjay Dhamija	Pearson Education	Twelfth edition, 2012
2	Financial Planning: Theory and Practice	Sid Mittra, Shailendra Kumar Rai, Anandi P Sahu and Harry Starn, Jr.	Sage Publication	2015
3	Financial Management-A Contemporary Approach	Rajesh Kothari	Sage Publication	2016
Web links/Video Lectures/MOOCs				
1. https://study.com/articles/10_Great_Sources_for_Financial_Education_on_the_Web.html				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBF304.1	2	-	-	-	-	-	-
21MBF304.2	-	2	-	-	-	-	-
21MBF304.3	-	2	-	-	-	-	-
21MBF304.4	-	-	-	2	-	-	-
21MBF304.5	-	-	-	2	-	-	-
21MBF304.6	2	-	-	-	-	-	-

1: Low 2: Medium 3: High

MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING			
Course Code	21MBF305	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:2:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To analyse the reasons for mergers, acquisitions and corporate restructuring. 2. To analyse the financial aspects of mergers 3. To understand the process of merger integration 4. To discuss the anti-takeover strategies 			
Module-1 Mergers and Acquisitions			10 hours
Classification of mergers–Types of acquisitions - Merger Motives- Theories of Mergers- Mergers and industry lifecycle- Value drivers in mergers and acquisitions - Reasons for failure of M&A-Synergy-Types of synergy- Tools for analysis – SWOT, BCG matrix, GE matrix, Porter’s five forces model			
Module-2 – Corporate Restructuring			10 hours
Corporate Restructuring: reasons for restructuring, types of corporate restructuring–sell-off, spin-off, divestitures, demerger, Equity Carve-out -Leveraged Buy-Outs (LBO), Management Buy-Out (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) Joint Ventures and Strategic Alliances			
Merger Process: Five-stage model–Due diligence– need, people involved in due diligence process – steps in due diligence, Types of due diligence including HR due diligence, attributes of effective due diligence team, reasons for failure of due diligence, HR aspects of M &A– Post merger issues – tools for integration – post merger growth strategies			
Module-3 Determination of exchange ratio			10 hours
Methods of determining the exchange ratio based on EPS,Market Price per share and Book value per share-calculation of maximum exchange ratio desired by acquiring firm and minimum exchange ratio desired by target firm-Post merger EPS and P/E-Measurement of True cost (Theory and Problems)			
Module-4 Financial evaluation of mergers			10 hours
Financial evaluation of mergers -Merger as a capital budgeting decision-Discounted cash flow approach-Estimation of Free cash flows-Computation of value of the firm with and without synergy (Theory and Problems)			
Module-5 Takeovers & Takeover Defenses			10 hours
Takeovers: Forms of takeovers - Takeover defenses: bankmail, greenmail, crown jewel, poison pill, grey knight, shark repellent, white knight, pacman defence, Benefits and disadvantages of takeovers, SEBI Takeover code			
Legal issues in M & A - Competition Act- 2002-Competition Commission of India (CCI), relevant sections of Companies Act, 1956, Buyback of shares			
Course Outcomes:			
At the end of the course the student will be able to:			
21MBF305.1	Analyse mergers from a strategic perspective		
21MBF305.2	Examine corporate restructuring and the process of merger		
21MBF305.3	Determine the share exchange ratio		
21MBF305.4	Evaluate the financial aspects of mergers		
21MBF305.5	Analyse the aspects of takeover		
21MBF305.6	Discuss the legal issues in mergers		

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Mergers and Acquisitions	Rajinder S. Aurora, Kavita Shetty and Sharad R. Kale	Oxford University Press	First edition, 2011
2	Taxmann's Mergers Acquisitions & Corporate Restructuring - Strategies & Practices	Rabi Narayan Kar and Minakshi	Taxmann	Third edition, 2017
3	Mergers and Acquisitions	Sheeba Kapil and Kanwal N. Kapil	Wiley	First edition, 2015
Reference Books				
1	Takeovers, Restructuring and Corporate Governance	J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin	Pearson Education	Fourth edition, 2003
2	Financial Management: Problems and Solutions	A.N. Sridhar	Shroff Publishers	Second edition, 2006
3	Mergers, Acquisitions, and Other Restructuring Activities	Donald DePamphilis	Academic Press	Tenth edition, 2019
Web links/Video Lectures/MOOCs				
1. http://www.mergersindiainfo.com/about				
2. https://www.classcentral.com/course/mergers-and-acquisitions-10794 (MOOCs)				
3. https://imaa-institute.org/mergers-and-acquisitions-statistics/				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBF305.1	-	2	-	-	-	-	-
21MBF305.2	2	-	-	-	-	-	-
21MBF305.3	2	-	-	-	1	-	-
21MBF305.4	-	2	-	2	-	-	-
21MBF305.5	-	2	-	-	-	-	-
21MBF305.6	2	-	-	-	-	1	-

1: Low 2: Medium 3: High

CORPORATE VALUATION			
Course Code	21MBF306	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:2:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To introduce to the DCF models of valuation 2. To understand value based management methods 3. To comprehend strategic financing decisions 			
Module-1 Corporate valuation			10 hours
Overview-Context of valuation-approaches to valuation-Features of the valuation process-Enterprise DCF Model-Analysing historical performance-Estimating the cost of Capital-Forecasting performance-Estimating the continuing value- Calculating and interpreting the results-Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model- Adjusted present value model-Economic profit model-Applicability and Limitations of DCF analysis (Theory and problems).			
Module-2 Non-DCF approaches to valuation			10 hours
Book value approach, Adjusted book value approach, stock and debt approach (numerical problems in each of these methods). Market in efficiency and valuation- Relative Valuation-Steps involved in Relative Valuation-Equity Valuation Multiples-Enterprise valuation Multiples-Choice of multiple-best practices using Multiples-Assessment of relative evaluation. (Theory and problems).			
Module-3 Advanced issues in valuation			10 hours
Valuation of companies of different kinds - valuation in different contexts-Loose ends of valuation-Valuation of intangible assets: Patents, trademarks, copy rights and licenses; Franchises; Brands. (Theory and problems).			
Strategic financing decisions: Capital structure and value in a perfect world,-Signalling theory- Dividend policy and firm value-implications of real world imperfections-implications for dividend policy-dividend policy formulation-Share buyback and valuation.(Theory).			
Module-4 Organisational architecture			10 hours
Nature of man-Key components of organizational architecture-Factors that have a bearing on the organizational architecture-assignment of decision-making authority-Individual performance measurement-divisional performance measurement and transfer pricing. (Theory).			
Module-5 Value-Based Management			10 hours
Value-Based Management- Methods and Key premises of VBM-Marakon approach-Alcar approach-McKinsey Approach-Stern Stewart approach- BCG approach-Lessons from the experiences of VBM adopters. (Theory).			
Course Outcomes:			
At the end of the course the student will be able to:			
21MBF306.1	Examine the DCF models of Corporate valuation		
21MBF306.2	Analyse the non DCF approaches to valuation		
21MBF306.3	Discuss the valuation of intangible assets and financing decisions		
21MBF306.4	Analyse the key components of organizational architecture		
21MBF306.5	Discuss the key premises of value based management		
21MBF306.6	Evaluate the value-based management approaches		

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Corporate Valuation and Value Creation	Prasanna Chandra	McGraw Hill Education	First edition,2011
2	Damodaran on Valuation	Aswath Damodaran	Wiley	Second edition,2006
3	Corporate Valuation: an easy guide to measuring value	David Frykman and Jakob Tolleryd	Financial Times/ Prentice Hall	First edition,2003
Reference Books				
1	Corporate Valuation: A Guide for Managers and Investors	Phillip R. Daves ,Michael C. and Ehrhardt Ron E. Shrieves	Cengage Learning	First edition,2003
2	The Valuation Handbook: Valuation Techniques from Today's Top Practitioners	Rawley Thomas and Benton E. Gup	Wiley	First edition,2009
3	Corporate Valuation: Tools for Effective Appraisal and Decision-Making	Bradford Cornell	McGraw-Hill	First edition,1993
Web links/Video Lectures/MOOCs				
1. https://www.classcentral.com/course/company-valuation-8826 (MOOCs)				
2. https://www.valuadder.com/free-business-valuation-resources.html				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBF306.1	-	2	-	-	-	-	-
21MBF306.2	-	2	-	-	-	-	-
21MBF306.3	2	-	-	-	-	-	-
21MBF306.4	-	2	-	-	-	-	-
21MBF306.5	2	-	-	-	-	-	-
21MBF306.6	-	2	-	-	-	-	-

1: Low 2: Medium 3: High

RISK MANAGEMENT AND INSURANCE			
Course Code	21MBF307	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:2:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To explain the concept of risk and loss exposure 2. To trace the history and regulations of insurance industry in India 3. To explain the basics of life insurance plans 4. To appraise the significance of general insurance policies 			
Module-1 Introduction to Risk Management			10 hours
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, Human Assets, Legal Liability and Work-Related Injury			
Module-2 Risk Measurement & Insurance			10 hours
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. 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			
Module-3 Life Insurance			10 hours
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-Unit Linked Plans. Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities. Laws Related to General Insurance-General Insurance			
Module-4 General Insurance			10 hours
Health Insurance- Individual Medical Expense Insurance – Long Term Care Coverage – Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy - 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. Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing			
Module-5 Management of Insurance Companies			10 hours
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. Marketing of insurance products – distribution channel, Critical Success factors for Insurance Players			

Course Outcomes:	
At the end of the course the student will be able to:	
21MBF307.1	Analyse the concept of risk management and loss exposure
21MBF307.2	Explain the framework and regulations of the insurance industry in India
21MBF307.3	Compare life insurance policies
21MBF307.4	Examine general insurance policies
21MBF307.5	Explain the management of insurance companies
21MBF307.6	Examine claims settlement process

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Principles of Risk Management and Insurance	George E Rejda	Pearson Education	Twelfth edition, 2009
2	Insurance and Risk Management	P.K. Gupta	Himalaya Publishing House	2010
3	Introduction to Risk Management and Insurance	Mark S. Dorfman,	Prentice Hall India	Tenth edition, 2008
Reference Books				
1	Risk Management and Insurance	Scott E. Harrington and Gregory R Niehaus	McGraw Hill Education	Second edition, 2017
2	Principles and Practice of Insurance	P. Periasamy	Himalaya Publishing House	2018
3	Risk Management and Insurance	C. Arthur Williams, Jr. Peter Young and Michael Smith	McGraw Hill Education	Eighth edition, 1997
Web links/Video Lectures/MOOCs				
1. https://www.youtube.com/watch?v=mktNDebfF3o				
2. https://www.youtube.com/watch?v=Z7Mo5TjqyDQ				
3. http://www.technofunc.com/index.php/domain-knowledge/insurance-domain/item/principles-of-insurance				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBF307.1	2	-	-	-	-	-	-
21MBF307.2	-	2	-	-	-	-	-
21MBF307.3	2	-	-	-	-	-	-
21MBF307.4	2	-	-	-	-	-	-
21MBF307.5	-	2	-	-	-	-	-
21MBF307.6	-	2	-	-	-	1	-

1: Low 2: Medium 3: High

RECRUITMENT AND SELECTION (HR SPECIALISATION)			
Course Code	21MBH301	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
<p>Course Objectives</p> <ol style="list-style-type: none"> 1. To assess methods and techniques of Job analysis. 2. To appraise internal hiring and its significance in the industry. 3. To classify external hiring source based on the job position and specification. 4. To analyse resume/CV/Biodata and shortlist the suitable candidates 5. To enable students with testing, reference checking and appointment orders in job recruitment and selection. 			
Module-1 Workforce Planning and Recruitment Analytics			10 hours
<p>Concept of Work, Organisation's Work and Jobs; Millennials at the work place; Key Characteristics of Millennials; Types of Millennial; The Evolution of Work Structure; Organising the Work; Strategic Job Redesign and Its Benefits; Strategic Issues in Recruitment; What make Bad Recruitment; Overview of the Hiring Process; Recruitment Metrics; Factors Affecting Recruitment; Recruitment Strategy: An Internal Approach; Recruitment Strategy: An External Approach; Legal and Ethical Considerations; Organisational Best Practices, Focus on organization culture for attracting talent.</p>			
Module -2 Job Analysis, Job Description and Job Design			10 hours
<p>Identify the Job to Examine; Determine Appropriate Information Sources and Collect Job-Related Data; Job Description; Competency and Competency Ice Berg Model; Why Competency Based Recruitment; Sources of Recruitment; Different steps of job search; Motivational Job Specification; Creation of Functional Specification; Creation of Behavioural Specification; Employer branding; social media; Job Design.</p>			
Module -3 Job Evaluation			10 hours
<p>The Job Evaluation Process; Obtain Job KSAOs, Qualifications, Working Conditions, and Essential Duties; Examine Compensable Factors Using the Rating/Weighting Evaluation Method; Determine Overall Job Value; Hay Group—Pioneer in Job Evaluation; Determining Compensation using Job Evaluation Data; Legal and Ethical Considerations for Job Evaluation; Online Salary Survey.</p>			
Module -4 Selection and Interview Strategy			10 hours
<p>Interview Strategy and Process; Millennials shaping the Recruitment landscape in the organizations; Strategies for recruiting and selecting Generation Y into the workforce Developing Effective. Interviewers; Interviewing Techniques; Legal and Ethical Considerations in the Interview Process; The overall BEI Process; Assessment Centre's; Simulations.</p>			
Module -5 Testing and Assessment			10 hours
<p>Testing in Occupational Selection; Test related to Assessment of Knowledge, Skills, and Abilities; Personality Assessment; The Birkman method and MBTI® comparison; FIRO-B; Honesty and Integrity Assessment; Non-Interviewing Methods; Graphology; Skills Assessment; Games and Group Activity for Leadership Assessment; Administration of Tests and Assessments; Key Interviewer Skills. Making the Hire; Assessment of Candidate and Job Fit: Unique Recruitment strategies; Biodata and Application Forms; Implications of Using Social Media Content in Hiring Decisions; Background Checks; Reference Checks; Pre-employment Testing; Making a Job Offer; Transitioning from Job Candidate to Employee; Induction; Placement.</p>			

Course Outcomes: At the end of the course the student will be able to:	
21MBH301.1	Develop a greater understanding about strategies for workforce planning and assessment
21MBH301.2	Compare the methods and techniques of Job analysis and Job design
21MBH301.3	Analyse the process and methods of job evaluation
21MBH301.4	Assess Selection and Interview Strategy for effective selection
21MBH301.5	Plan necessary assessment test and hiring decisions
21MBH301.6	Assess the organization culture for attracting talent.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	How to Recruit, Incentivize and Retain Millennials.	Dheeraj Sharma	Sage Publications	2019
2	Recruitment and Selection- Strategies for Workforce Planning & Assessment	Carrie A. Picardi	Sage Publications	2019
3	Human Resource Management: Theory and Practice	R. C. Sharma and Nipun Sharma	Sage Publications	2018
Reference Books				
1	Human Resource Management	Amitabha Sengupta	Sage Publications	2018
2	Leadership: Theory and Practices	Peter G. Northouse	Sage Publications	Seventh edition 2016
3	Performance Management and Appraisal system	T. V Rao	Response Books	2004
Web links/Video Lectures/MOOCs				
1. http://www.icmrindia.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB044.html				
2. https://hr.ucr.edu/recruitment/guidelines/process.html				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBH301.1	2	-	-	-	-	-	-
21MBH301.2	-	2	-	-	-	2	-
21MBH301.3	-	-	-	-	2	-	-
21MBH301.4	2	-	-	-	-	-	-
21MBH301.5	-	2	-	-	-	-	-
21MBH301.6	-	-	-	2	-	-	-

1: Low 2: Medium 3: High

HUMAN RESOURCE ANALYTICS			
Course Code	21MBH302	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. Gain an understanding of the different analytical approaches used by HR professionals to solve real business problems 2. Assess human resource management activities such as forecasting requirements and availability of numbers and types of skill sets needed by an organization. 			
Module-1 Introduction			10 hours
Evolution of Business Analytics, Motivation for Studying Business Analytics, Emergence of Business Analytics, Understanding Business Analytics, Managing a Business Analytics Project, Advantages of Business Analytics, Making the Best Use of Business Analytics, Challenges to Business Analysts, Analytics in Different Domains of Business, Levels of Analytics Maturity.			
Module -2 Rise of Human Resource(HR)Analytics			10 hours
Meaning of HR Analytics; Pitfalls of HR Analytics; What is not HR Analytics; Evolution of HR Analytics, Levels of Analysis, Conducting HR Analytics, Who Are Applying HR Analytics, Future of HR Analytics, The Scope of Big Data in HR Analytics, Scope of Text Analytics in HR Analytics.			
Module -3 Applications of HR Metrics and Creating HR Dashboards			10 hours
HR Metrics, Types of HR Metrics, Staffing Metrics, Training and Development Metrics, HR Accounting measures-HEVA, HCVA, HCROI, Application-oriented exercises, Dashboards: Few Key Excel Add-ins/Functions to Help Create Dashboards, Name Range, The Developer Tab, Form Controls, Important Excel Formulas Useful for Creating Dashboards, VLOOKUP, INDEX, SUMIF, AVERAGEIF and COUNTIF, Application of Excel Functions in Creating HR Dashboards, Storyboarding: Connecting the Dots and Integrating the Findings.			
Module -4 Correlation and Regression for HR Analytics			10 hours
Correlation Analysis, Output of Correlation Analysis, The Case of Outlier, Software for Statistical Analysis 1GNU PSPP, Plotting Scatter Plot in PSPP, Conducting Correlation in PSPP , Software for Statistical Analysis 2: R and R Commander, The Advantage of Free OSS over Closed Software, Simple Linear Regression Analysis, Co-variation of the Cause and Effect, Temporal Precedence, Plausible Alternative Explanations, Assumptions of Regression Analysis, Interpretation of the Output of Simple Linear Regression Analysis, Conducting Simple Linear Regression Analysis in PSPP, Conducting Simple Linear Regression Analysis in R Commander, Multiple Regression Analysis, Interaction Effects.			
Module -5 ANOVA and HR Valuation			10 hours
One-Sample T-test, Null and Alternate Hypotheses, One-Sample T-Test, Assumptions of One-Sample T-test , Conducting One-Sample T-Test in PSPP, Conducting One-Sample T-Test in R Commander, Interpreting the Output of One-Sample T-Test, Paired Sample T-Test, Conducting Paired-Sample T-Test in PSPP, Conducting Paired-Samples T-Test in R Commander, Independent-Sample T-Test, Conducting Independent-Sample T-Test in PSPP, Conducting Independent-Sample T-Test in R Commander, Analysis of Variance, Conducting Independent One-Way ANOVA in PSPP, Conducting Independent One-Way ANOVA in R Commander, Steps to Analyse the Output of ANOVA. HR Valuation Methods- Historical Cost Method, Replacement Cost Method, Economic Value Method, Standard Cost Method, Present Value Method, Current Purchase Power Method, Opportunity Cost Method.			

Course Outcomes: At the end of the course the student will be able to:				
21MBH302.1	Appraise the role of HR Analytics in the Organisational system			
21MBH302.2	Interpret the scope and challenges of HR Analytics in organization.			
21MBH302.3	Identify HR metrics and design dashboard for maximum utilization of HR resources.			
21MBH302.4	Compile data sources to connect HR Analytics to Business benefit			
21MBH302.5	Analyse HR analytics applications in Business decisions.			
21MBH302.6	Examine HR contribution through HR valuation.			
Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Practical Applications of HR Analytics	Pratyush, Banerjee, Jatin Pandey and Manish Gupta	Sage Publications	2019
2	HR Analytics- Understanding Theories and Applications	Dipak Kumar Bhattacharya	Sage Publications	2017
3	Winning on HR Analytics- Leveraging Data for Competitive Advantage	Ramesh, Soundarajan and Kuldeep Singh	Sage Publications.	2016
Reference Books				
1	Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives and Improving Collaboration	James C Sesil	Pearson Education	2017
2	Predictive Analytics- Mastering the HR Matrix	Martin Edwards and Kirsten Edwards	Kogan Page	2019
3	Fundamentals of HR Analytics: A Manual on Becoming HR Analytical	Fermin Diez, Mark Bussin and Venessa Lee	Emerald Publishing Limited	2019
Web links/Video Lectures/MOOCs				
1. https://www.aihr.com/				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBH302.1	-	2	-	-	-	-	-
21MBH302.2	-	2	-	-	-	-	-
21MBH302.3	2	2	-	-	-	-	-
21MBH302.4	2	-	-	-	-	-	-
21MBH302.5	2	-	-	-	-	-	-
21MBH302.6	2	-	-	-	-	-	-

1: Low 2: Medium 3: High

INDUSTRIAL RELATIONS AND LEGISLATIONS			
Course Code	21MBH303	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To discuss the principles of IR and develop an awareness of the significance of industrial peace. 2. To explain the concept of Industrial Relations. 3. To assess the components and meaning of sustaining Industrial peace anchored on harmonious Employee-Management relations. 4. To discuss the various Industrial acts. 			
Module-1 Fundamental Aspects of Industrial Relations			10 hours
<p>Introduction: Background of Industrial Relations - Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India. Government policies relating to labour, ILO and its influence on Legal enactments in India. Developing sound IR. Ethical approach to IR: Idea of trusteeship-Principles & features, Code of conduct – Diversity and gender sensitivity</p> <p>Evolution of Labour Legislation in India - History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers</p>			
Module-2 Factories Act, 1948			10 hours
<p>Introduction, Objectives, Scope and Important Definitions, Approval, Licensing and Registration of Factories, Health and Safety of Workers, Provisions Related to Working Conditions, Hazardous Processes, Employee Welfare and Working Hours, Employment of Young Persons and Women, Annual Leaves with Wages, Penalties and Contingence of Offences</p> <p>Contract Labour (Regulation and Abolition) Act, 1970 Introduction, Objectives, Scope and Important Definitions, Registration of Establishments Employing Contract Labour, The Advisory Boards, Prohibition of Employment of Contract Labour, Appointment of Licensing Officer and Licensing of Contractors, Welfare and Health of Contract Labour, Offences by Companies</p> <p>Recent amendments – salient features of the occupational safety, health and working conditions code 2020</p>			
Module-3 Social Security Act			10 hours
<p>The Employees' Compensation Act, 1923 Introduction, Objectives, Scope and Important Definitions of the Act, Eligibility, Rules for Workmen's Compensation, Amount and Distribution of Compensation, Notice, Claims and Other Important Provisions, Enforcement of Act and Provisions for Penalty</p> <p>The Employees' State Insurance Act, 1948 Introduction, Objectives, Scope and Important Definitions, Administration of the Act, Finance and Audit, Contribution, Benefits, Obligations of Employers under the Act, Adjudication of Disputes, Claims and Penalties, Exemptions</p> <p>The Maternity Benefit Act, 1961 Introduction, Objectives, Scope and Important Definitions, Provisions Related to Maternity, Benefits, Enforcement of the Act, Penalties and Offences, Miscellaneous Provisions of the Act</p> <p>The Employees' Provident Funds and Miscellaneous Provisions Act, 1952 Introduction, Objectives, Scope and Important Definitions, Administration of the Schemes under the Act, Administration of the Act, Calculation of Money Due from Employers, Their Recovery and Employees', Provident Funds Appellate Tribunal, Enforcement of the Act, Penalties and Offences, Miscellaneous Provisions of the Act</p>			

<p>The Payment of Gratuity Act, 1972 Introduction, Objectives, Scope and Important Definitions, Payment and Forfeiture of Gratuity and Exemption, Compulsory Insurance and Protection of Gratuity, Determination and Recovery of Gratuity, Enforcement of the Act, Penalties and Offences.</p> <p>Recent amendments – salient features of code on social security 2020</p>	
<p>Module-4 Wages Act 10 hours</p>	
<p>The Payment of Wages Act, 1936 Introduction, Objectives, Scope and Important Definitions, Provisions for Payment of Wages, Deductions from Wages, Enforcement of the Act, Penalties and Offences, Miscellaneous, Provisions of the Act</p> <p>The Minimum Wages Act, 1948 Introduction, Objectives, Scope and Important Definitions, Fixation and Revision of Wages, Payment of Page 64 of 123 Minimum Wages, Enforcement of the Act, Penalties and Offences, Miscellaneous, Provisions of the Act</p> <p>The Payment of Bonus Act, 1965 Introduction, Objectives, Scope and Important Definitions of the Act, Eligibility, Disqualification and Amount of Bonus, Calculation of Bonus, Special and Miscellaneous Provisions, Dispute, Penalties and Offences</p> <p>Recent amendments – salient features of the code on wages 2019</p>	
<p>Module-5 Regulating Employer-Employee Relations Act 10 hours</p>	
<p>The Industrial Disputes Act, 1947 Introduction, Objectives, Scope and Important Definitions, Procedure for Settlement of Industrial Disputes and Authorities under the Act, (Chapter II), Notice of Change in Conditions of Service (Chapter II-A), References of Disputes to Boards, Courts or Tribunals and Voluntary References (Chapter III) Award and Settlements, Strikes and Lockouts (Chapter V), Layoff and Retrenchment (Chapters V-A and V-B), Transfer and Closing Down of Undertakings, Special Provisions Related to Layoff, Retrenchment and Closure (Chapter V-B), Unfair Labour Practices (Chapter V-C), Miscellaneous Provisions of the Act (Chapter VII)</p> <p>The Industrial Employment (Standing Orders) Act, 1946 Introduction, Objectives, Scope and Important Definitions of the Act, Procedure for Certification of Standing Orders, Other Provisions Relating to Standing Orders, Miscellaneous Provisions of the Act, Penalties and Offences</p> <p>The Trade Unions Act, 1926 Introduction, Objectives, Scope and Important Definitions, Registration and Cancellation of Registration of Trade Unions, Rights and Duties of Registered Trade Unions, Amalgamation and Dissolution of Trade Union, Penalties</p> <p>Recent amendments – salient features of the industrial relations code 2020.</p>	
<p>Course Outcomes:</p> <p>At the end of the course the student will be able to:</p>	
21MBH303.1	To explain the background of industrial relation
21MBH303.2	To analyze the concepts of Factories Act 1948
21MBH303.3	To explain the various concepts of Social Security Act
21MBH303.4	To dissect the elements of Wages Act
21MBH303.5	To explain the various Employer-Employee Relations Act
21MBH303.6	To examine the effectiveness of labor laws in India

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Industrial Relations and Labour Laws for Managers	Parul Gupta	Sage Publications	2019

2	Managing Human Resources/Personnel Management in Indian enterprises,	R.S. Dwivedi	Galgotia Publishing	2002
3	Employee Relations Management	P N Singh and Neeraj Kumar	Pearson Education	2011
4	Dynamics of Industrial Relations	Mamoria & Mamoria,	Himalaya Publishing House	2012
5	Economic Environment of Business	S. K Misra and V. K.Puri	Himalaya Publishing House	2012

Reference Books

1	Industrial Relations, Trade Unions & Labour Legislation	P R N Sinha et al	Pearson Education	2004
2	Industrial Relations and Labour laws	Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj	McGraw Hill Education	Second edition 2017
3	Fundamentals of Industrial Relations	Shyam Boregowda Ramu, N K Ramachandra Gowda, Y T Krishne Gowda	New Age International Publishers	2019
4	Bare Acts, Ministry of Labour	Ministry of Labour and Employment, Government of India	Ministry of Labour and Employment, Government of India	2019

Web links/Video Lectures/MOOCs

- <https://www.google.co.in/search?q=case+study+on+industrial+relations&oq=case+study+on+Industrial+&aqs=chrome.2.69i57j0l5.11303j0j8&sourceid=chrome&ie=UTF-8>
- <http://sdmimd.ac.in/SDMRCMS/cases/CIM2012/9.pdf>
- <https://www.scribd.com/doc/44064570/Case-Studies-Industrial-Relations>

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBH303.1	2	-	-	-	-	-	-
21MBH303.2	-	-	-	2	-	-	-
21MBH303.3	2	-	-	-	-	-	-
21MBH303.4	-	-	-	2	-	-	-
21MBH303.5	-	-	-	2	-	-	-
21MBH303.6	2	-	-	-	-	-	-

1: Low 2: Medium 3: High

COMPENSATION & REWARD SYSTEM			
Course Code	21MBH304	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To know the theoretical and practical developments in the area of compensation and benefits. 2. To discuss the strategic importance of compensation for the achievement of organizational goals. 3. To understand the relationship between compensation objectives and business strategy. 4. To discuss the role of compensation in attracting, motivating, and retaining a high-quality workforce. 			
Module-1 Compensation			10 hours
Compensation, Meaning of compensation, Total Compensation/Reward and Its Components and Types, Importance of the Total Compensation Approach, Wages/Salaries, Some Other Terms, Theories of Wages, Compensation and Motivation - Compensation Philosophy, Compensation Strategy, Compensation Policy, Base of Compensation Management, The Psychological Contract, Compensation and Legal Issues in Compensation Management, Factors Affecting Employee Compensation/Wage Rates/Wage Structure/Levels of Pay.			
Module-2 Compensation Management			10 hours
Meaning of Compensation Management, The Pay Model, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organizational Level, Wage Problems in India, Components/Functions of Compensation Management/W&S Admin.			
Module-3 Wage Determination Practices			10 hours
Introduction, Management's Strategy, Reward Policy, Reward Management Processes, Reward Management Procedures, Pay Reviews, Planning and Implementing Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Evaluation of Reward Processes, Some Other Trends, Boardroom Pay; Divergent Systems and Institutions for Wage Fixation in Practice in India, Management Strategy; Fringe Benefits, Fringe Benefits and Current Practices, Internal Audit of Compensation and Benefits; Different types of Direct and Indirect compensation include: Base Pay / Base pay; Commissions; Overtime Pay; Bonuses, Profit Sharing, Merit Pay; Stock Options; Travel/Meal/Housing Allowance; Benefits including: dental, insurance, medical, vacation, leaves, retirement, taxes; Merit pay; Incentive Pay; Deferred Pay ; Pay for time; Recreational facilities.			
Module-4 Contingent Pay, Pay for Performance, Competence			10 hours
Competency-Based Pay, Skill-Based Pay, Team-Based Rewards, Gainsharing, Profit-Sharing Profit-Related Pay and Beyond Other Cash Payments and Allowances Overtime Payments Attendance Bonuses, Shift Pay, Clothing Allowances, Honoraria, Payments for Qualifications, Pay for Person, Pay for Excellence, Managerial Compensation and Rewards, Sales Force Incentive Programmes, Competency based Pay- Framework, Model and Challenges; Pay for Performance : Steps involved in the design for pay for performance – Intent ; Eligibility; Participation; Performance and Goal Criteria-Measurements ; Funding; Pay Outs and Timing; Benefits Impact & Administration; Evaluation.			
Module-5 Administration & Controlling Salary Costs			10 hours
The purpose of a survey, Salary Survey data, Salary Costs, Salary Planning, Salary Budget, Salary Control, Salary Reviews, Guidelines for Salary Review Process, Responding to Negative Salary Review, Five Key Steps: Manager's Guide to Annual Salary Review, Fixing of Salary, Method of Paying Salary, Flexibility, Process of Wage and Salary Fixation.			

Operating, Non-financial Benefits (Intrinsic and Relational Rewards)

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

Course Outcomes:

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

21MBH304.1	Analyze the various conceptual aspects of Compensation and Benefits to achieve organizational goals.
21MBH304.2	Determine the performance-based compensation system for business excellence and solve various cases.
21MBH304.3	Evaluate the wage determination practices in India.
21MBH304.4	Appraise the Legal & Administrative Issues in global compensation to prepare compensation plan, wage survey and calculate various bonuses.
21MBH304.5	Analyze Administration & Controlling Salary Costs and Salary Review
21MBH304.6	Evaluate the Pay Model.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Compensation Management	R. C. Sharma, Sulabh Sharma	Sage Publications	2019
2	Compensation and Benefit Design	Bashker D Biswas	Pearson FT Press	2013
3	Managing Employees Performance and Rewards	John Shields, Jim Rooney, Michelle Brow and Sarah Kaine	Cambridge University Press	Third edition, 2020
Reference Books				
1	Human Resource Information Systems: Basics, Applications, and Future Directions	Michael J. Kavanagh, Mohan Thite and Richard D. Johnson	Sage Publications	Third edition, 2015
2	Competency-Based Human Resource Management	Anindya Basu Roy and Sumati Ray	Sage Publications	2019
3	Compensation and Reward Management	B D Singh	Excel Books	2007
4	Compensation	George T Milkovich	McGraw Hill Education	Ninth edition, 2009
Web links/Video Lectures/MOOCs				
https://www.aonhumancapital.co.in/Home/Aon-Best-Employers-India/insights/Insights-from-2016/Case-studies https://india.oup.com/productPage/5591038/7421214/9780199456543				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBH304.1	2	-	-	-	-	-	-
21MBH304.2	-	-	2	-	-	-	-
21MBH304.3	-	2	-	-	-	-	-
21MBH304.4	-	-	-	2	-	-	-
21MBH304.5	-	2	-	-	-	-	-
21MBH304.6	2	-	-	-	-	-	-

1: Low 2: Medium 3: High

ORGANISATIONAL LEADERSHIP			
Course Code	21MBH305	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. The student will be able to describe and Identify the application of Leadership styles and practices followed in the Organisation 2. The student will be able to describe and explain in her/his own words, the relevance and importance of various Leadership practices and style followed in the Organisation 3. The student will be able to apply and solve the workplace problems through Leadership practices 4. The student will be able to classify and categories different Leadership practices and styles followed in the Organisation 5. The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organisation 6. The student will be able to appraise and judge the practical applicability of Leadership practices followed in the Organisation 			
Module-1 Introduction			10 hours
Concept of Leadership, Ways of Conceptualizing Leadership, Definition and Components, Leadership Described, Trait Versus Process Leadership, Assigned Versus Emergent Leadership. Leadership and Power, Leadership and Coercion, Leadership and Management			
Module -2 Model of Leadership - Part A			10 hours
Trait Approach			
Description, Intelligence, Self-Confidence, Determination, Integrity, Sociability, Five-Factor Personality Model and Leadership, Emotional Intelligence, How Does the Trait Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
Skills Approach			
Description, Three-Skill Approach, Technical Skill, Human Skill, Conceptual Skill, Summary of the Three-Skill Approach, Skills Model, Competencies, Individual Attributes, Leadership, Outcomes, Career Experiences, Environmental Influences, Summary of the Skills Model, How Does the Skills Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
Behavioral Approach			
Description, The Ohio State Studies, The University of Michigan Studies, Blake and Mouton's Managerial (Leadership) Grid, Authority-Compliance (9,1), Country-Club Management (1,9) Impoverished Management (1,1), Middle-of-the-Road Management (5,5), Team Management (9,9), Paternalism/Maternalism, Opportunism, How Does the Behavioral Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
Situational Approach			
Description, Leadership Styles, Development Levels, How Does the Situational Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
Module -3 Model of Leadership - Part B			10 hours
Path-Goal Theory			
Description, Leader Behaviors, Directive Leadership, Supportive Leadership, Participative Leadership, Achievement-Oriented Leadership, Follower Characteristics, Task Characteristics How Does Path-Goal Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
Leader-Member Exchange Theory			

Description, Early Studies, Later Studies, Leadership Making, How Does LMX Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument	
Transformational Leadership	
Description, Transformational Leadership Defined, Transformational Leadership and Charisma, A Model of Transformational Leadership, Transformational Leadership Factors, Transactional Leadership Factors, Non- leadership Factor, Other Transformational Perspectives Bennis and Nanus, Kouzes and Posner, How Does the Transformational Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument	
Authentic Leadership	
Description, Authentic Leadership Defined, Approaches to Authentic Leadership, Practical Approach, Theoretical Approach, How Does Authentic Leadership Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument	
Psychodynamic Approach	
Description, The Clinical Paradigm, History of the Psychodynamic Approach, Key Concepts and Dynamics Within the Psychodynamic Approach, How Does the Psychodynamic Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument	
Module -4 Leadership Instrument	10 hours
Description, Culture Defined, Related Concepts, Ethnocentrism, Prejudice, Dimensions of Culture, Uncertainty Avoidance, Power Distance, Institutional Collectivism, In-Group, Collectivism, Gender Egalitarianism, Assertiveness, Future Orientation, Performance Orientation, Humane Orientation, Clusters of World Cultures, Characteristics of Clusters, Anglo, Confucian Asia, Eastern Europe, Germanic Europe, Latin America, Latin Europe, Middle East, Nordic Europe, Southern Asia, Sub-Saharan Africa, Leadership Behavior and Culture, Clusters, Eastern Europe Leadership Profile, Latin America Leadership Profile, Latin Europe Leadership Profile, Confucian Asia Leadership Profile, Nordic Europe Leadership Profile, Anglo Leadership Profile, Sub-Saharan Africa Leadership Profile, Southern Asia Leadership Profile, Germanic Europe Leadership Profile, Middle East Leadership Profile, Universally Desirable and Undesirable Leadership Attributes, Strengths, Criticisms, Application, Case Studies on Leadership Instrument	
Module -5 Ethical Leadership & Leadership Practices	10 hours
Description, Ethics Defined ;Level 1. Preconventional Morality ;Level 2. Conventional Morality;Level 3. Postconventional Morality; Ethical Theories, Centrality of Ethics to Leadership, Heifetz’s Perspective on Ethical Leadership; Burns’s Perspective on Ethical Leadership, The Dark Side of Leadership, Principles of Ethical Leadership, Ethical Leaders Respect Others, Ethical Leaders Serve Others, Ethical Leaders Are Just, Ethical Leaders Are Honest, Ethical Leaders Build CommModuley, Strengths, Criticisms, Application, Case Studies, Leadership Instrument.	
Leadership Practices: Select Case of Successful Leadership Practices; TATA Group; Reliance; Infosys; WIPRO; and Organisations which are listed as Fortune Companies. NHRD; NIPM; CII; FICCI; Conference Board; CCL - Centre of Creative Leadership.	
Course Outcomes:	
At the end of the course the student will be able to:	
21MBH305.1	Appraise leadership theory and traits of effective leaders
21MBH305.2	Analyse leadership behavior, motivation and situational leadership approach
21MBH305.3	Elaborate leadership theories and types
21MBH305.4	Evaluate leadership profile across various cultures
21MBH305.5	Analyze ethical leadership and morality
21MBH305.6	Discuss leadership practices followed by successful leaders

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Leadership: Theory and Practices Leadership for Organisations	Peter G. Northouse	Sage Publications	Seventh edition, 2016
2	Management: Leading People and Organisations in the 21st Century	Gary Dessler	Prentice Hall	2001
3	Charismatic Leadership in Organisations	Jay A. Conger and Rabindra N. Kanungo	Sage Publications	1998
Reference Books				
1	Leadership: Theory and Practice	Peter G. Northouse	Sage Publications	2010
2	Management: Leading People & Organisations in the 21st Century	Gary Dessler	Prentice Hall	2001
3	The Leadership Code: Five Rules to Lead	Dave Ulrich, Norm Smallwood and Kate Sweetman	Harvard Business Pres	2008
Web links/Video Lectures/MOOCs				
1. https://www.notredameonline.com/resources/leadership-and-management/how-leaders-emerge-during-challenging-times/				
2. https://www.allencomm.com/resources/use-cases/case-study-leadership-organizational-development/				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBH305.1	-	2	-	-	-	-	-
21MBH305.2	-	-	-	-	-	-	-
21MBH305.3	2	-	-	-	-	-	-
21MBH305.4	-	-	-	2	-	-	-
21MBH305.5	-	-	2	-	-	-	-
21MBH305.6	2	-	-	-	-	-	2

1: Low 2: Medium 3: High

PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS			
Course Code	21MBH306	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. The student will be able to describe and identify the application of various PG and IE framework 2. The student will be able to describe and explain in her/his own words, the relevance and importance of various PG and IE to be adopted in the Organisation 3. The student will be able to apply and improve the workplace effectiveness through various PG and IE 4. The student will be able to classify and categorise different PG and IE practices and to be followed in the Organisation 5. The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organisation 6. The student will be able to appraise and judge the practical applicability of various PG and IE practices to be followed in the Organisation 			
Module-1 Dynamics of Personal Growth			10 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 Interpersonal Trust			10 hours
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 Understanding Human Personality & Neuro Functioning			10 hours
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 Attitudes, Beliefs, Values and their impact on Behaviour			10 hours
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 Interpersonal relations and personal growth			10 hours
Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, time management and honouring the commitments			
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)			
Course Outcomes:			
At the end of the course the student will be able to:			
21MBH306.1	Have in-depth understanding the various personality traits which promotes personal growth.		

21MBH306.2	Develop the greater insight of self, and others through various theories			
21MBH306.3	Apply the psychometrics tests in understanding the personality traits and analyze the concepts of human behaviour and functioning of mind			
21MBH306.4	Analyze attitudes, beliefs and habits of highly effective people.			
21MBH306.5	Prepare the developmental plan for interpersonal effectiveness.			
21MBH306.6	Discuss transaction analysis and experiential learning			
Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Organisational Behaviour: Human Behaviour at work	John W. Newstrom and Keith Davis	McGraw Hill Education	Eleventh edition, 2003
2	Human Relations in Organisations	Robert N. Lussier	McGraw Hill Education	Twelfth edition, 2021
3	Development of Management Skills	David Whetten and Kim Cameron	Pearson Education	Ninth edition, 2015
4	Competency Mapping and Assessment	Indranil Gupta	Notion Press	2022
Reference Books				
1	Understanding Organisation Behaviour	Udai Pareek	Oxford University Press	Fourth edition, 2018
2	Theories of Personality	Calvin S Hall	Wiley	Fourth edition, 1997
3	Seven Habits of Highly Effective People	Stephen R Covey	Simon & Schuster	Twelfth edition, 2019
4	Training in Interpersonal Skills	Stephen Robbins	Pearson Education	Fifth edition, 2008
Web links/Video Lectures/MOOCs				
1. https://www.benzinga.com/money/best-personal-development-courses/				
2. https://mcpt.co.uk/transactional-analysis-and-ego-states/				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBH306.1	-	2	-	-	-	-	-
21MBH306.2	-	-	-	-	-	-	-
21MBH306.3	2	-	-	-	-	-	-
21MBH306.4	-	-	-	-	2	-	-
21MBH306.5	-	-	2	-	-	-	-
21MBH306.6	2	-	-	-	-	2	-

1: Low 2: Medium 3: High

ORGANIZATION CHANGE AND DEVELOPMENT			
Course Code	21MBH307	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To understand the concepts of change management and to acquire the skills required to manage any change effectively. 2. To understand the various components and constraints involved in Change management. 3. To understand the different OD interventions and its effectiveness. 4. To learn the various tools & techniques for Organization Development. 5. To discuss the human process interventions and future of organization development 			
Module-1 Changing Organisations			10 hours
Nature of 21st Century Organisation, Defining Organisational Change, The Roots of Organisation Change, Environmental Forces, Driving Change Today, The Implications of Worldwide Trends for Change Management, Four Types of Organisational Change, Planned Changes and Intended Results, Organisation Change Roles, Change Initiators, Change Implementers, Change Facilitators, Change Recipients, The Requirements for Becoming a Successful Change Leader, Application of Lewin's Model of Change, OD Practitioners.			
Module -2 Building and Energising the Need for Change			10 hours
Organisations as Systems, Levels and Characteristics of Organisational Change, Models of Organisational Change, Systems Theory and Social Construction Approaches, Developing a Knowledge for the Need for Change, Seek Out and Make Sense of Internal - External Data, The Organisations' Readiness for Change, Creating Awareness of the Need for Change, Factors That Block People From Recognising the Need for Change, Creating a Powerful Vision for Change, The Difference Between an Organisational Vision and a Change Vision.			
Module -3 Measuring Change: Designing Effective Control System			10 hours
Using Control Processes to Facilitate Change, Selecting and Deploying Measures, Use Measures that Lead to Challenging but Achievable Goals, Use Measures and Controls that are Perceived as Fair and Appropriate, Ensure Accurate Data, Control Systems and Change Management, Controls During Design and Early Stages of the Change Project, Measurement Tools to use in Change Process, Strategy Maps, The Balanced Scorecard, Risk Exposure Calculator, Organisational Change Agent, Orienting Yourself to Organisation Change, Data Gathering, Diagnosis and Feedback.			
Module -4 Models of Change			10 hours
Kurt Lewin's Three-step Model (1950–1952), Six-box Model of Marvin Weisbord, The McKinsey 7-S Model, Huse's Model of Planned Organizational Change, Action Research Model, David Nadler and Michael Tushman Model, Porras and Silvers Model (1991), The Burke–Litwin Causal Model, John Kotter's Eight-step Theory, Organizational Intelligence Model (2004), Managing Change with ADKAR Model, Integrated Model of Change, Comparison and Critical Analysis of Change Models Plan the Work, Selecting the Correct Path, Engage Others in Action Planning, Working the Plan Ethically and Adaptively, Developing a Communication Plan, Key Principles in Communicating for Change, Transition Management. Ensure Alignment in Your Action Planning, Action Planning Tools: 1) To-Do Lists; 2) Responsibility Charting; 3) Contingency Planning; 4) Surveys and Survey Feedback; 5) Project Planning and Critical Path Methods; 6) Force Field and Stakeholder Analysis; 7) Leverage Analysis and 8) Other Change-Management Tools.			
Module -5 Organisation Development(OD) Practitioner & Process			10 hours
Concept of O D, History of O D, OD in India, OD Activities, Values, Beliefs and Assumptions of OD, Laboratory Training and T-Groups, Employee Involvement,			

Organisational Culture, Reengineering Organisational Learning, Organisational Effectiveness and Employee Engagement, Defining Values, Values Important to the OD Practitioner, Core Values of O D, Changes to OD Values, Values Statement of O D, Ethical Issues of OD.

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

Future of organization development

Course Outcomes:

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

21MBH307.1	Plan change management and acquire the skills required to manage any change effectively
21MBH307.2	Gain insights of change management components, process and its functions.
21MBH307.3	Enable with various OD diagnosing models.
21MBH307.4	Ability to handle various OD interventions.
21MBH307.5	Analyze the role of OD Consultant.
21MBH307.6	Appraise human process interventions and future of organization development.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
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Textbooks

1	Change Management and Organisational Development	Ratan Raina	Sage Publications	2018
2	Organisational Change- An Action- Oriented Toolkit	Gene Deszca, Cynthia Ingols and Tupper F. Cawsey	Sage Publications	2019
3	Organisation Development: The process of Leading Organisational Change	Donald L. Anderson	Sage Publications	Second edition, 2012

Reference Books

1	Organisation Development	Donald L. Anderson	Sage Publications	2013
2	Toolkit for Organisational Change	T. F. Cawsey and Gene Deszca	Sage Publications	2007
3	Organisation Development and Organisational Change	Donald L. Anderson and Tupper F. Cawsey	Sage Publications	2014

Web links/Video Lectures/MOOCs

1. <https://changedesignsportal.worldsecuresystems.com/public/case-studies/OD-case-study-morale.html>
2. <https://www.youtube.com/watch?v=VDduIzjAjWE>

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBH307.1	2	-	-	-	-	-	-
21MBH307.2		2	-	-	-	-	2
21MBH307.3	2	-	-	-	-	-	-
21MBH307.4	2	-	-	-	-	2	-
21MBH307.5	-	-	2	-	-	-	-
21MBH307.6	-	-	-	-	2	-	-

1: Low 2: Medium 3: High

SERVICES MARKETING (MARKETING SPECIALISATION)			
Course Code	21MBM301	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
1. To understand the increasing significance of services in the economies worldwide			
2. To appraise the challenges faced by service managers working in diverse service situations			
Module-1 Introduction to services			10 hours
Introduction to services: Concepts and Scope of Service, contribution, and reasons for the growth of services sector, Goods and Services Categorization, characteristics of services, concept of service marketing triangle, service marketing mix, 7Ps of service marketing, service gaps framework. Consumer behaviour in services: Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services-Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception			
Module -2 Market Research for Customer Expectation			10 hours
Understanding customer expectation through market research: Key reasons for GAP1, using marketing research to understand customer expectation, Types of service research, building customer relationship through retention strategies –Relationship marketing, Evaluation Of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services.			
Module -3 Customer defined service standards			10 hours
Customer defined service standards: “Hard” & “Soft” standards, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand. Yield management-balancing capacity utilization, pricing. Waiting line strategies- four basic Waiting line strategies. Leadership & Measurement system for market-driven service performance- key reasons for GAP-2 service leadership- Creation of service vision and implementation, Service quality as a profit strategy, Role of service quality in offensive and defensive marketing.			
Module -4 Employee role in service designing and delivery			10 hours
Employee role in service designing: Boundary spanning roles, Emotional labour, Source of conflict, Quality- productivity trade-off, Strategies for closing GAP 3. Customer’s role in service delivery-Importance of customer & customer’s role in service delivery, Strategies for enhancing-Customer participation, Delivery through intermediaries- Key intermediaries for service delivery, Intermediary control strategies.			
Module -5 Role of services marketing communication			10 hours
Role of marketing communication- Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery. Pricing of services- Role of price and value in provider GAP 4, Role of non- monetary cost, Price as an indicator of service quality –Approaches to pricing services, pricing strategies. SERVQUAL Model. Physical evidence in services: Importance of Physical Evidence, Elements of Physical Evidence, Physical Evidence Strategies, Guidelines for Physical Evidence. Service scapes: Types of service scapes-Objective and Goals of service scapes Role of service scapes, Approaches for understanding service scapes effects, Framework for understanding services capes.			

Course Outcomes:	
At the end of the course the student will be able to:	
21MBM301.1	Analyse the service gaps in an organization
21MBM301.2	Explain customer retention strategies for a service-based organisation
21MBM301.3	Examine the elements to overcome the service gaps in the service sector
21MBM301.4	Analyse the role of employees in service delivery
21MBM301.5	Evaluate the role of marketing communication in delivering the services.
21MBM301.6	Assess the importance of careful planning and implementation of physical evidence in service sector.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Services Marketing	Valarie A Zeithmal and Mary Jo Bitner	McGraw Hill	Fifth edition, 2011
2	Services Marketing	Bitner Christopher Lovelock	Pearson Education	2014
3	Services Marketing	Rajendra Nargundkar	McGraw Hill	2015
4	Marketing Research	V. Kumar	Sage Publications	2015
Reference Books				
1	Services Marketing	Parasuraman	Sage Publications	2018
2	Services Marketing	Hoffman and Bateson	Cengage Learning	2017
3	Services Marketing: Operation, Management and Strategy	Kenneth E Clow and David L. Kurtz	Biztantra	2016
Web links/Video Lectures/MOOCs				
1. http://www.icmrindia.org/Short%20Case%20Studies/Short%20Case%20Studies.asp?cat=Services%20Marketing				
2. http://www.ibscdc.org/services-marketing-case-studies.asp				
3. https://nptel.ac.in/courses/110/105/110105038/				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBM301.1	-	2	-	-	-	-	-
21MBM301.2	2	-	-	-	-	-	-
21MBM301.3	-	-	-	-	2	2	-
21MBM301.4	-	-	2	-	-	2	-
21MBM301.5	-	-	2	-	-	2	-
21MBM301.6	-	-	-	-	2	-	-

1: Low 2: Medium 3: High

MARKETING RESEARCH AND ANALYTICS			
Course Code	21MBM302	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. Equip students with the key concepts and methods of marketing research. 2. Learn the application of research tools to solve real-life business problems. 3. Provide students with an overview of career opportunities in Marketing research 			
Module-1 Marketing Research Dynamics			10 hours
Marketing Research Dynamics- Introduction, Meaning of Marketing research, when marketing research is unnecessary, Nature and Scope of Marketing Research, Marketing Research in the 21st Century (Indian Scenario), limitations of Marketing Research, threats to marketing research. Introduction to marketing intelligence: what is marketing intelligence (MI), components, need for MI, Domains of MI. Ethics in marketing research. Design of consumer experiments using Conjoint Analysis. Case Study on Marketing Research Dynamics			
Module -2 Marketing Research Projects			10 hours
Design and implementation of Marketing Research Projects, defining research questions, identifying respondents, sampling accuracy and sufficiency. Issues around studying human subjects, Product Research- Analysis of Diffusion of products, Lab on socially acceptable responses- managing			
Module - 3 Decision Support System			10 hours
Marketing Decision Support System-meaning, Use of Decision Support Systems in Marketing Research, Data base & Data warehousing. The three Vs: Volume, Velocity & Variety, The Fourth V: Value. Elements of data base, types of data base, using marketing data base for marketing intelligence, ways to gather consumer data			
Module -4 Applications of Marketing Research			10 hours
Applications of Marketing Research: Introduction, Consumer Market Research, Business-to Business Market Research, Product Research, Product Adoption decisions, Pricing Research, Motivational Research, Distribution Research, Advertising Research, Media research, Sales Analysis and Forecasting, Product prototypes, evaluating prototypes, Luxury and Lifestyle products.			
Module -5 Predictive Analytics			10 hours
Meaning of predictive analytics, how good are models at predictive behavior, benefits of predictive models and applications of predictive analysis, reaping the benefits, avoiding the pitfalls, importance of predictive model, process of predictive analytics. Predictive Analytics, Data Mining and Big Data_ Myths, Misconceptions and Methods by Steven Finlay. Lab sessions in predictive analytics			
Course Outcomes:			
At the end of the course the student will be able to:			
21MBM302.1	Explain the importance of marketing intelligence in addressing a specific research problem		
21MBM302.2	Formulate a marketing research problem and apply analytics to predict customer behaviour		
21MBM302.3	Utilise tools of data mining, database management and apply analytics for strategy development and the strategic implementation		
21MBM302.4	Apply marketing research to solve a marketing/ advertising problem		

21MBM302.5	Utilise predictive analytics to identify customer segments, buying intentions and online behaviour for marketing and customer targeting
21MBM302.6	Apply predictive and big data analysis for effective management of marketing information for decision making

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Marketing Research- An Applied Orientation	Naresh K Malhotra and Satya Bhushan Dash	Pearson Education	Seventh edition, 2019
2	Marketing Analytics Using Excel	Ajithab Dash	Sage publications	2019
3	Essentials of Marketing Research	Barry J. Babin and William G Zikmund	Cengage Learning	Sixth edition, 2016
4	Marketing Research	V Kumar	Sage Publications	2015
Reference Books				
1	Market Research: Text and cases	Rajendra Nargundkar	McGraw Hill Education	Fourth edition, 2019
2	The Effective Use of Market Research: How to drive and focus better business decisions	Robin J Birn	Kogan Page Ltd.	Fourth Edition, 2004
3	Marketing Research: Methodological Foundations	Gilbert A Churchill and Dawan Lacobucci	Amazon Digital Services	Twelfth edition, 2015
Web links/Video Lectures/MOOCs https://nptel.ac.in/courses/110107113/				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBM302.1	2	-	-	-	-	-	-
21MBM302.2	-	2	-	-	-	-	-
21MBM302.3	-	2	-	-	-	-	-
21MBM302.4	2	-	-	2	-	-	-
21MBM302.5	-	2	-	-	-	-	-
21MBM302.6	2	-	-	-	-	-	-

1: Low 2: Medium 3: High

CONSUMER BEHAVIOR			
Course Code	21MBM303	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To appraise the concept of consumer behaviour, decision making by consumers, behavioural variables and its influences on consumer behaviour. 2. To elaborate the social and cultural dimensions of consumer behaviour. 3. To develop insight of internal and external influences of consumer behaviour. 4. To infer the consumer behavior for service and manufacturing sectors 			
Module-1 Introduction			10 hours
Meaning of Consumer Behaviour; Difference between Consumer & Customer; Nature & characteristics of Indian Consumers; Consumerism: meaning; Rights & Responsibilities of consumers in India; Benefits of consumerism. Consumer Behaviour and Society. Factors influencing consumer behavior- Marketing Campaigns, Economic Conditions, Personal Preferences, Group Influence, Purchasing Power			
Module -2 Models of Consumer Behaviour			10 hours
Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour, Internal Influences, External Influences. Consumer Decision Making: Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages. Situational Influences- Nature of Situational Influence, Situational Characteristics and consumption behaviour.			
Module -3 Individual Influences on Consumer Behaviour and CRM			10 hours
a) Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals. Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs, McGuire's Psychological Motives. b) Personality: Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Brand Personality, Self and Self-Image. c) Perception: Basics of Perception & Marketing implications, Elements of Perception, Influence of perception on CB, Consumer Imagery, perceived price, perceived quality, price/quality relationship, Perceived Risk, Types of risk, how to consumers' handle risk.			
Module -4 Individual Influences on Consumer Behaviour and CRM			10 hours
d) Learning: Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model, Neo-Pavlovian Model, Instrumental Conditioning. e) Attitude: Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, Tri-component Model of attitude, Cognitive-Affective-Conative components			
Module -5 External Influences on Consumer Behaviour & Opinion Leadership			10 hours
Social Class: Social Class Basics, What is Social Class? (Social class & Social status, the dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India. Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures.			

Groups: Meaning and Nature of Groups, Types Family: The changing structure of family, Family decision making and consumption related roles, Dynamics of husband-wife decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications, Reference Groups: Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference group, Reference Group Opinion Leadership: Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy
 Diffusion of Innovations: Diffusion Process, Adoption Process: Stages, categories of adopters, Post Purchase Processes. Appeals.

Course Outcomes:

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

21MBM303.1	Analyse the nature and characteristics of Indian consumers
21MBM303.2	Describe the models of consumer behaviour
21MBM303.3	Appraise individual influences on consumer behaviour
21MBM303.4	Assess the marketing applications of learning and attitude of consumers
21MBM303.5	Summarise external influences on consumer behaviour
21MBM303.6	Comprehend Opinion leadership and Diffusion of innovation

Sl.No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Consumer Behavior	Leon Schiffman and Lesslie Lazar Kanuk	Pearson education	Eleventh edition, 2017
2	Consumer Behaviour: A Managerial Perspective	Dr Dheeraj Sharma, Jagdish N Sheth and Banwari Mittal	Cengage Learning	2015
3	Consumer Behaviour in Indian Perspective	Suja Nair	Himalaya Publications	2016
Reference Books				
1	Consumer Behavior: Building Marketing Strategy	David L Mothersbaugh, Del I. Hawkins and Amit Mookerjee	McGraw Hill Education	Thirteenth edition, 2019
2	Consumer Behaviour	Satish K. Batra and S H H Kazmi,	Excel Books	Second edition, 2014
Web links/Video Lectures/MOOCs				
1. https://nptel.ac.in/courses/110105029/				
2. https://nptel.ac.in/content/storage2/nptel_data3/html/mhrd/ict/text/110105054/lec1.pdf				
3. https://www.digimat.in/nptel/courses/video/110105074/L01.html				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBM303.1	-	2	-	-	-	-	-
21MBM303.2	2	-	-	-	-	-	-
21MBM303.3	2	-	-	-	-	-	-
21MBM303.4	-	2	-	-	-	2	-
21MBM303.5	-	-	-	2	-	-	-
21MBM303.6	-	2	2	-	-	-	-

RETAIL MANAGEMENT			
Course Code	21MBM304	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. To provide an understanding of the concepts, techniques and approaches in Sales Management 2. To appraise an understanding of the contemporary retail management, types, theories and trends. 3. To assess the importance of retail location and retail pricing and its role in the success of modern business. 4. To adapt with the insights of design for store layout and store manager. 5. To analyze the importance of relationship marketing and international retailing, its key activities and relationships. 			
Module-1 Sales Management			10 hours
Meaning, Personal Selling, the sales management process Emerging Trends in Sales Management, Qualities and Responsibilities of a sales manager. Selling skills & selling strategies: selling and buying styles, selling situations, selling skills, selling process.			
Module -2 Management of Sales Territory & Sales Quota			10 hours
Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota. Recruitment and selection of sales force, Training of salesforce			
Module -3 Retail Management			10 hours
Introduction and Perspectives on Retailing World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) – Multichannel Retailing -Customer Buying Behaviour, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario. Assignment: History and current trends including Indian retail FDI Policy.			
Module-4 Setting up Retail organization			10 hours
Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good Store Design. Retail Market Strategy - Financial Strategy Human Resource Management, Information Systems and supply chain management & Logistics. Store Layout and Space planning: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors. Store Management: Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of modern retails stores. Assignment: <i>Merchandise Planning and Category Management, Mall Management-key aspects</i>			
Module -5 Retail Pricing & Internationalization of Retailing			10 hours
Retail Pricing: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies. Relationship Marketing in Retailing: Management & Evaluation of Relationships in Retailing, Retail Research in Retailing: Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Customer Audits, Brand Management in retailing Retail Audit and ethics in Retailing Undertaking an audit, responding to a retail Audit, problems in conducting a retail audit. Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological and issues in international retailing. Online Retailing-Challenges and opportunities <i>Retail Analytics Case Study: Customer Analytics at Big Basket.</i>			

Course Outcomes:	
At the end of the course the student will be able to:	
21MBM304.1	Assess sales management skills and methods of defining sales territory
21MBM304.2	Discuss meaning, characteristics, types and theories of Retailing
21MBM304.3	Outline the strategies for retail location and factors influencing retail pricing
21MBM304.4	Outline the responsibility of store manager and design for store layout
21MBM304.5	Evaluate retail audit, retail ethics and importance of international retailing.
21MBM304.6	Analyze the pros and cons of online retailing

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Sales & Distribution Management	Tapan K. Panda and Sunil Sahadev,	Oxford University Press	Sixth edition, 2012
2	Managing of Sales Force	Rosann Spiro, William J Stanton, Gregory A. Rich	McGraw Hill Education	Eleventh edition, 2003.
3	Sales Management	Charles M. Futrell	Dryden Press	2012
4	Retailing Management	Michael Levy, Barton Weitz and Dhruv Grewal	McGraw Hill	Eleventh edition, 2023
5	Retail Management-A Global Perspective: Text and Cases	Harjit Singh	S.Chand Publishing	Third edition, 2014
Reference Books				
1	Sales & Distribution Management	S. L Gupta	Scholar Tech Press	2020
2	Retail Marketing Management	Dravid Gilbert	Pearson Education	2006
3	Retail Management: A Strategic Approach	Barry Berman, Joel R Evans , Patrali Chatterjee, Ritu Srivastava	Pearson Education	Thirteenth edition, 2017
Web links/Video Lectures/MOOCs				
1. http://www.icmrindia.org/case%20volumes/Case%20studies%20in%20Retail%20Management%20Vol%20II.htm				
2. http://www.ibscdc.org/indian-retailing-case-studies.asp				
3. http://diesl.in/casestudies/DIESL%20Case%20Study_Retail%20Sector.pdf				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBM304.1	-	-	-	-	2	-	-
21MBM304.2	2	-	-	-	-	-	-
21MBM304.3	-	-	2	-	-	-	-
21MBM304.4	-	-	2	-	-	2	-
21MBM304.5	-	-	-	2	-	-	-
21MBM304.6	2	-	-	-	-	-	-

1: Low 2: Medium 3: High

B2B MARKETING MANAGEMENT			
Course Code	21MBM305	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
1. Develop an understanding of the basic principles of B2B marketing 2. Explain the marketing mix elements in a B2B corporate strategy			
Module-1B2B Marketing			10 hours
B2B-Introduction, significance and concept of B2B Marketing. Business Markets, characteristics. Classification of Business Products and Markets. Elements of B2B offering, strategic tools for managing product offerings, managing innovation in the B2B context			
Module -2 Purchasing Behaviour			10 hours
Factors affecting purchasing decisions, purchasing orientation, Segmenting purchase. Process-. 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. Case Study			
Module -3 B2B strategy and Market Segmentation			10 hours
Process, approach. Responsible strategy-CSR and sustainability, Green Management Practices in B2B, 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. Social selling, Personalization, and Gamification Case Study.			
Module -4 Market Communication			10 hours
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. Personalized communications, Latest Trends in Digital Marketing Communication- Augmented Reality concepts with illustrations, Value selling and consequences- order fulfilment-relationship building.—Case Study.			
Module -5 Relationship Portfolio & Pricing strategies			10 hours
Principles of Portfolio management, identifying key accounts, Classification criteria. Relationship life cycle, declassification, managing loyalty. 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			
Course Outcomes:			
At the end of the course the student will be able to:			
21MBM305.1	Discuss the applications, challenges, and the dynamic environment of B2B marketing, including the unique nature of organizational buying behaviour.		
21MBM305.2	Design marketing strategies and structures to effectively serve the B2B market.		
21MBM305.3	Identify and select suitable market segments for selling business products/services		
21MBM305.4	Plan marketing communication in B2B media		
21MBM305.5	Examine Profitable Customer Relationships.		
21MBM305..6	Plan strong pricing strategies for the products/services offered		

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Business to Business Marketing	Ross Brennan, Louise Canning and Raymond McDowell	Sage Publications	Third edition, 2014
2	B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement	Heidi Taylor	Kogan Page	2017
Reference Books				
1	Innovative B2B Marketing: New Models, Processes and Theory	Simon Hall	Kogan Page	2017
2	Product and Brand Management	Michael Baker and Stuart Hart	Pearson Education	Fourth edition, 2014
Web links/Video Lectures/MOOCs https://onlinecourses.swyam2.ac.in/cec20_mg12/preview				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBM305.1	2	-	-	-	-	-	-
21MBM305.2	-	2	-	-	-	-	-
21MBM305.3	2	-	-	-	-	-	2
21MBM305.4	-	-	-	2	-	2	-
21MBM305.5	2	-	-	-	-	-	-
21MBM305..6	-	2	-	-	-	-	-

1: Low 2: Medium 3: High

LOGISTICS AND SUPPLY CHAIN MANAGEMENT			
Course Code	21MBM306	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To gain an understanding of the management components of supply chain management 2. To learn the tools and techniques useful in implementing supply chain management. 3. To be aware of the professional opportunities in supply chain management. 			
Module-1 Supply Chain			10 hours
<p>Concept, significance and key challenges. Scope of SCM- historical perspective, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits. Definition and scope of Logistics. Elements of Logistics, types, incremental value delivery through Logistics management. Innovations in Supply Chain. Estimating customer demand, forecasting in Supply Chain. Metrics of supply Chain, Drivers of supply chain, Bull whip effect, Overview National Logistics Policy.</p>			
Module -2 Warehouse Management System			10 hours
<p>Warehousing – scope, primary functions. Efficient Warehouse Management. Types of warehouses. Warehouse Layout Design, criteria. Warehouse Management System, Distribution Management, Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice, network design in the supply chain, factors affecting the network design decisions. HUB & SPOKE vs Distributed Warehouses.</p>			
Module -3 Inventory Management			10 hours
<p>Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point re-order level fixation, ABC analysis, SDE/VED Analysis. Goals, need, impact of inventory management on business performance. Types of Inventories, Alternative approach for classification of inventories, components of inventory decisions, inventory cost management, business response to stock out, replenishment of inventory, material requirements planning. Dealing with demand uncertainty in Supply Chain-managing uncertainty in Supply Chain, (Bullwhip Effect), Impact of uncertainties.</p>			
Module -4 Transportation			10 hours
<p>Role, functions, mode of transportation and criteria of decision. Transportation Infrastructure. Factors impacting road transport cost, hazards in transportation, State of Ocean Transport, global alliances. Packaging Issues in Transportation, role of containerisation.</p> <p>International Logistics: Logistics and Environment, Methods and tools facilitating International Logistics, challenges, Integrated Supply Chain and Logistics Value Chain, Supply Chain Security Initiatives in the USA, Logistics Industry in India.</p> <p>Sourcing Decisions in Global SCM- Logistics, trends, Key issues in Global sourcing, Factors influencing Outsourcing. Performance Management in Supply Chain.</p>			
Module -5 Logistics Management			10 hours
<p>Logistics of part of SCM, logistics costs, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, distribution and warehousing management. Demand Management and Customer Service: Demand Management, CPFRP, customer service, expected cost of stock outs. Reverse logistics</p> <p>Recent Issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing – basic concepts, value</p>			

addition in SCM. Case Study The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management.	
Course Outcomes:	
At the end of the course the student will be able to:	
21MBM306.1	Dissect the concept of supply chain management, trends, theories and apply the practices in real-life situations.
21MBM306.2	Examine transportation network for the business and able to recommend areas of improvement.
21MBM306.3	Analyse effective inventory management policy based on the demand variability and plan lead time inventory levels.
21MBM306.4	Apply operational purchasing methods and techniques on supplier management and supply in specific business contexts.
21MBM306.5	Examine the role of demand management and customer service in SCM.
21MBM306.6	Assess the role of E-Commerce in Supply Chain Management.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	A Logistic approach to Supply Chain Management	John Joseph Coyle and Robert A. Novack	Thomson Press	2009
2	Integrated Supply Chain and Logistics Management	Rajat K. Baisya	Sage Publications	2020
3	Supply Chain Management- Text and Cases	Janat Shah	Pearson Education	2009
4	Supply Chain Management- Strategy, Planning and Operation	Sunil Chopra, Peter Meindl and D.V.Kalra	Pearson Education	Sixth edition, 2016
5	Marketing Channels	Anne Coughlan, Anderson, Stern and El-Ansary	Pearson Education	Seventh edition, 2006
Reference Books				
1	The Box	Marc Levinson	Princeton University Press	Second edition, 2016
2	Essentials of Supply Chain Management	Michaael H Hugos	Wiley	Fourth edition, 2018
3	Logistics and Supply Chain	Martin Christopher	FT Publishing International	Fifth Edition 2016
Web links/Video Lectures/MOOCs				
<ol style="list-style-type: none"> https://nptel.ac.in/courses/110106045/ https://www.coursera.org/lecture/supply-chain-principles/welcome-to-supply-chain-management-w5Gzu 				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBM306.1	2	-	-	-	-	-	-
21MBM306.2	-	2	-	-	-	-	-
21MBM306.3	2	2	-	-	-	-	-
21MBM306.4	2	2	-	-	-	-	-
21MBM306.5	2	-	-	2	-	2	-
21MBM306.6	-	2	-	2	-	-	-

1: Low 2: Medium 3: High

RURAL MARKETING			
Course Code	21MBM307	CIE Marks	50
Teaching Hours/Week (L: T:P)	4:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To provide a conceptual understanding on the Rural Marketing with special reference to Indian context. 2. To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context. 3. To familiarize with the special problems related to sales in rural markets. 			
Module-1 Introduction to Indian Rural Marketing			10 hours
Scope of rural marketing, concepts, classification of rural markets, rural vs. urban markets. Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, rural demand and rural market index, problems in rural marketing.			
Module -2 Rural Consumer behaviour			10 hours
Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural Consumer-Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre-purchase Evaluation, Rise of Consumerism, Brand Loyalty. 60 Researching Rural Market: Sensitizing rural market, Research design- reference frame, Research approach, Diffusion of innovation, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection.			
Module -3 Rural Marketing of FMCG's			10 hours
Rural Marketing of FMCG's: Indian FMCG industry, characteristics of Indian FMCG sector, Challenges in the FMCG industry, Rural Marketing of FMCG's: Select case studies Rural Marketing of Consumer durables: Issues related to consumer durables in the rural market, Rural Marketing of Consumer durables: Select case studies Rural marketing of financial services: Marketing objectives and approaches, Evolution of rural banking after independence, Challenges in marketing for banking services in rural, opportunities for banking in rural areas, marketing strategies for banking services.			
Module -4 Marketing of agricultural inputs and products			10 hours
Indian tractor industry: A brief overview, Challenges for Indian tractor industry, factors suggesting better future prospects for tractor industry, marketing strategies for tractor industry Fertilizer industry in India: Marketing of fertilizer industry, classification of fertilizer industry, Challenges for marketing of fertilizer industry, marketing strategies for fertilizer industry. Profiling of Indian agricultural produces marketing, challenges in marketing of agricultural produce, Strategies to promote marketing of agricultural product. Corporate sector in agri-business: Reasons for increased interest of corporate sector in agribusiness, opportunities in the agri-business, benefits of corporate driven agri-business system involvement of corporate sector in agri-business			
Module - 5 Distribution and Communication Strategy			10 hours
Distribution Strategy: Introduction Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies Behaviour of the			

<p>Channel, Prevalent Rural Distribution Models- Distribution Models of FMCG Companies, Distribution Model of Durable Companies, Distribution of fake products, Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC's Distribution Model, Petrol pumps and Extension counters.</p> <p>Communication strategy: Challenges in Rural Communication, A view of Communication Process, Developing Effective- Profiling the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences rural media- Mass media, Non-Conventional Media, Personalized media, Rural Media: The importance of the two-step flow of communication Media Typology, The Media Model, Media innovation</p> <p>Live Project: Visit a Rural santhe in village setting (Producer market) and submit a report</p>	
<p>Course Outcomes: At the end of the course the student will be able to:</p>	
21MBM307.1	Elaborate the characteristics of Indian rural markets and describe the differences between rural and the urban economy.
21MBM307.2	Analyze the roadblocks of Indian rural market and advocate solutions for the problems of rural markets.
21MBM307.3	Emphasize the different strategies adopted by Indian companies for rural markets
21MBM307.4	Determine the strategies to be adopted for influencing the rural consumers.
21MBM307.5	Analyze the distribution and communication strategies in Agri-business.
21MBM307.6	Examine the role of Rural Media

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Rural Marketing	Pradeep Kashyap	Biztantra	2018
2	Rural Marketing :Challenges and Opportunities	Dinesh Kumar and Punam Gupta	Sage Publications	2017
3	Rural Marketing	T.P Gopalaswamy	Vikas publishing	2018
Reference Books				
1	Rural Marketing	Dogra and Karminder Ghuman	McGraw Hill Education	2018
2	Rural Marketing	Sanal Kumar Velayudhan	Sage Publications	2014
3	Agricultural Marketing in In India	S.S. Acharya and N.L. Agarwal	CBS Publishers & Distributors	Seventh edition, 2021

Web links/Video Lectures/MOOCs

1. https://youtu.be/DUSE7FkD_Ug
2. <https://youtu.be/TxyOFTkrjnU>

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBM307.1	2	-	-	-	-	-	-
21MBM307.2	-	2	-	-	-	-	-
21MBM307.3	2	-	-	-	-	2	-
21MBM307.4	-	2	-	-	-	-	-
21MBM307.5	-	-	-	2	-	-	2
21MBM307.6	-	-	-	2	-	-	-

1: Low 2: Medium 3: High

PROJECT PHASE I			
Course Code	21MBP307	CIE Marks	50
Teaching Hours/Week (L:T:P)	0:0:4	SEE Marks	50
Credits	02	Duration	4 weeks
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To explore and identify areas of business research in a systematic and scientific manner 2. To collect primary/secondary data related to the problem identified 			
Guidelines for Project phase - I			
<ul style="list-style-type: none"> • The project phase - I shall be for a period of 4 weeks immediately after the completion of 2nd Semester Examinations but before the commencement of the 3rd semester classes. • The project phase - I shall be compulsory for all the students opting for all specializations. • The students shall identify a research problem/area from their respective specialization. • Each student shall be assigned an internal guide based on the specialization. • 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. • The project phase - I examination shall be conducted during 3rd semester and the prescribed credit shall be included in the 3rd semester. • The student shall present the synopsis of the project work before the commencement of project phase –I. The expert committee consisting of the Dean – MBA, domain expert and the internal guide shall review the synopsis and may: a. Approve b. Approve with modification or c. Reject for fresh synopsis. If rejected, the student shall prepare a fresh synopsis and present the same to the expert committee for approval. • The project phase - I shall be considered as a head of passing and shall be considered for the award of degree. Those who do not take up/complete the project phase I shall be declared fail and shall have to complete during subsequent examinations after satisfying the project phase I requirements. • On completion of the project phase I, the student shall prepare a report 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 report shall not exceed 100 pages. • The report shall be hardbound with facing sheet of royal blue colour indicating the title, name of the college and month & year of admission (spiral binding not permitted) • The student shall submit three hard copies of the report along with electronic copy in pdf format before the commencement of 3rd semester examinations. • The student shall enclose a certificate by the guide, Dean – MBA and the Principal indicating the bonafide performance of the project. • An declaration shall be given by the student to the effect that the work is independently carried out by him/her. 			
Evaluation			
<ul style="list-style-type: none"> • Internal assessment (CIE) by the internal guide. • Internal evaluation will be done by the internal guide. • External valuation shall be done by a faculty member of other institute with minimum of 10 years' experience/industry expert. • The viva –voce examination will be conducted by the Guide and an external examiner drawn from other Institute with minimum of 10 years of experience/expert from the 			

<p>industry.</p> <ul style="list-style-type: none"> • Project phase - I carries 100 marks consisting of 50 marks for internal assessment (CIE) 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 industry internship is 50% in each of the components such as internal assessment (CIE), report evaluation and viva-voce examination. • Plagiarism: It is compulsory for the student to get the plagiarism check done before submission of the capstone project report. Plagiarism of up to 25% is allowed in the project work and report should consist 75% of original content/work. 	
Contents of the Project Phase – I Report	
<ul style="list-style-type: none"> • Cover page • Certificate from the guide, Dean – MBA and Principal indicating the bonafide performance of Project phase – I by the student • Declaration by the student • Acknowledgements • Table of contents • List of tables and graphs • Executive summary 	
Chapter 1: Introduction	
Introduction, conceptual background of the study	
Chapter 2: Literature review	
Literature review with research gap	
Chapter 3: Research Design	
Statement of the problem, Need for the study, Objectives, Scope of the study, Research methodology, Hypotheses, Limitations.	
Chapter 4: Data collection	
Presentation of the data collected	
Chapter 5: Conclusion	
Bibliography	
Annexure relevant to the projects such as figures, graphs, photographs etc.,	
Course Outcomes:	
At the end of the course the student will be able to:	
21MBP307.1	To identify the research area
21MBP307.2	To review the literature pertaining to the topic
21MBP307.3	To identify the research gap
21MBP307.4	To list the objectives of the study
21MBP307.5	To develop the research methodology
21MBP307.6	To list the limitations of the study

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBP307.1	2	-	-	-	-	-	-
21MBP307.2	-	2	-	-	-	-	-
21MBP307.3	-	2	-	-	-	-	-
21MBP307.4	-	-	-	2	-	-	-
21MBP307.5	-	2	-	-	-	-	-
21MBP307.6	-	-	-	2	-	-	-

1: Low 2: Medium 3: High

Allotment of marks for Project Phase -1

Sl.No	Particulars	Marks Allotted
1.	Internal Assessment by the Guide based the presentations by Students (CIE)	50
2.	Project phase - I Report Evaluation by the Guide & External Examiner -Average of the marks awarded by the two Examiners shall be the final evaluation marks for the capstone project-I	25
3.	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute (Joint Evaluation)	25
Total		100

Rubrics for Project Phase -I Evaluation and Viva voce Examination

A. Internal Assessment by the Guide (based on presentation by the students)

Sl.No	Aspects	Marks Allotted
1	Presentation mechanics	5
2	Presentation content	5
3	Presentation-Supporting materials	5
4	Initiative, independence in problem solving.	5
5	Review of literature	5
6	Identification of research gap	5
7	Statement of the problem	5
8	Objectives of the study	5
9	Details of data collected	5
10	Limitations and conclusion	5
Total		50

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

Sl.No	Aspects	Marks Allotted
1	Introduction and Review of literature	5
2	Research gap and Statement of the problem	5
3	Objectives of the study	5
4	Details of data collected	5
5	Limitations and conclusion	5
Total		25

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

Sl.No	Aspects	Marks allotted
1	Presentation Skill	5
2	Communication Skill	5
3	Introduction, review of literature and research gap	5
4	Statement of the problem and objectives of the study	5
5	Data collected, limitations and conclusions	5
Total		25

Note: Formats are given below

Project Phase - I Report

Title of the Project

Submitted by

Student Name

(USN)

Submitted to

St. Joseph Engineering College

(An Autonomous Institution)

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

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

INTERNAL GUIDE

(Name & Designation)



Department of Business Administration

St. Joseph Engineering College, Mangaluru – 575 028

Month, Year

DECLARATION

I, (Student Name), hereby declare that the Project Phase - I Report is prepared by me under the guidance of (Internal Guide Name) (Department) (Institute). I also declare that this Project Phase - I is towards the partial fulfillment of the university/college Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I further declare that this Project Phase - I is based on the original work undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place:

Signature of the Student

Date:

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Sl. No	Contents	Page Nos.
	Certificate from College Declaration Contents List of Tables List of Figures Executive Summary	
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Chapter-2	Literature review	XXX
Chapter-3	Research Design	XXX
Chapter-4	Data collection	XXX
Chapter-5	Conclusion	XXX
Bibliography		
Annexures		

List of Tables

Sl.No	Particulars	Page Nos
1	Table showing ABC Analysis	XXX
2	Table showing FSN Analysis	XXX
3	Table showing EOQ	XXX
4	Table showing stock of Raw materials	XXX

List of Figures

Sl.No	Particulars	Page Nos.
1	Figure showing ABC Analysis	XXX
2	Figure showing FSN Analysis	XXX
3	Figure showing EOQ	XXX
4	Figure showing stock of Raw materials	XXX

IV SEMESTER			
FINANCIAL DERIVATIVES (FINANCE SPECIALISATION)			
Course Code	21MBF401	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	50
Credits	03	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To provide an overview of financial derivatives 2. To explain the functioning of commodity derivative markets 3. To describe credit derivatives and value at risk 			
Module-1: Financial Derivatives		10 hours	
Financial Derivatives: Concept - types of financial derivatives - features of financial derivatives - exchange-traded vs OTC derivatives - Factors causing the growth of derivatives-functions of the derivatives market- Derivative market players - Hedgers, speculators and arbitragers – Uses of derivatives, Derivatives market in India. Commodity derivatives-Commodity derivative exchanges (with commodities traded) in India- Trading sessions – delivery and settlement system of commodity derivatives – Forward market commission - functions			
Module-2: Forwards and Futures		10 hours	
Forwards and Futures: features, Forwards vs Futures - types of futures contract –Contract specification- futures trading process - Marking-to-market process – types of margins - valuation of forwards/futures – valuation of stock /forwards futures - valuation of index futures valuation of commodity forwards/futures – convenience yield, valuation of currency futures – cost of carry model – hedging strategies: short and long hedge, cross hedging – hedge ratio			
Module-3: Option Contracts		10 hours	
Option Contracts: Features – contract specifications - types of option contracts- intrinsic value and time value of options – covered and naked calls – payoff function of call and put options – valuation of options – factors affecting option prices - Binomial model - Black Scholes model Put-call parity – valuation of currency options – valuation of options on futures – option greeks (Theory and Problems).			
Module-4: Option Trading Strategies		10 hours	
Option Trading Strategies: Hedging using call and put options – hedging with writing call and put options - Spread strategies, bull spread using calls and puts, bear spread using call and put options – butterfly spread – combination strategies – straddle – strangle – strip and strap (illustrative problems) Credit Derivatives-Total Return Swap (TRS)-Credit Default Swap (CDS)-Types of CDS-Asset Backed Securities (ABS)-Collateralized Debt Obligation (CDO), Credit Spread Options			
Module-5: Financial Swaps		10 hours	
Financial Swaps: Meaning, features and advantages of financial Swaps-Types of financial swaps: Interest rate swap, currency swap, equity swap and commodity swap - Mechanics of interest rate swaps–valuation of interest rate swaps (Theory and Problems). Forward Rate Agreement (FRA)-Interest Rate Caps/Floors/Collars-Types of Interest Rates-Zero Rate-Forward Rate-Value-at-Risk- VaR Models-Stress testing and backtesting (Theory and Problems).			

Course Outcomes:	
At the end of the course the student will be able to:	
21MBF401.1	Discuss the functions of derivatives markets
21MBF401.2	Analyse the risk management using forwards and futures
21MBF401.3	Discuss the options contract and valuation
21MBF401.4	Analyse the option trading strategies and credit derivatives
21MBF401.5	Explain the financial swaps
21MBF401.6	Analyse forward rate agreements and value at risk

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Options Futures and Other Derivatives	John C.Hull and <u>Sankarshan Basu</u>	Pearson Education	Tenth edition,2018
2	Derivatives and Risk Management	Rajiv Srivastava	Oxford University Press	Second edition,2014
3	Futures and Options	N.D.Vohra and B.R.Bagri	McGraw Hill Education	Second edition,2017
Reference Books				
1	Commodity and Financial Derivatives	S. Kevin	Prentice Hall India	Second edition,2014
2	Futures, Options and Swaps	<u>Robert W. Kolb</u> and <u>James A. Overdahl</u>	Wiley-Blackwell	Fifth edition,2007
3	Financial Derivatives: Text and Cases	<u>Prakash B. Yaragol</u>	Vikas Publishing	First edition,2018
Web links/Video Lectures/MOOCs				
1. https://www.classcentral.com/course/swayam-financial-derivatives-risk-management-14056 (MOOCs)				
2. https://www.khanacademy.org/economics-finance-domain/core-finance/derivative-securities				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBF401.1	-	2	-	-	-	-	-
21MBF401.2	-	2	-	-	-	-	-
21MBF401.3	2	-	-	-	-	-	-
21MBF401.4	-	2	-	-	1	-	-
21MBF401.5	2	-	-	1	-	-	-
21MBF401.6	-	2	-	-	-	-	-

1: Low 2: Medium 3: High

INDIRECT TAXATION			
Course Code	21MBF402	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:0:0	SEE Marks	50
Credits	03	Exam Hours	03
Course Learning Objectives:			
1. To give the students a general understanding of the GST law in the country 2. To provide an insight into practical aspects of GST 3. To determine the value of taxable supply and GST Levy 4. To enable the students to learn different aspects of customs duty.			
Module-1 Introduction to Goods and Services Tax (GST)			10 hours
Goods and Services Tax Act & Rules, Need for GST in India, Dual GST Model - Central Goods and Services Tax Act, 2017 (CGST) State Goods and Services Tax Act, 2017 (SGST) Union Territory Goods and Services Tax Act, 2017 (UTGST) Integrated Goods and Services Tax Act, 2017 (IGST) Goods and Services Tax Network (GSTN), GST Council Guiding principle and Functions of the GST Council. (Theory).			
Module -2 Levy and Collection of Tax			10 hours
Scope of Supply, Composite and Mixed Supplies, Levy and Collection, Composition Levy, Exemptions Person Liable to pay GST, Exemption from tax. (Simple problems on calculation of value of taxable supply and GST Levy). (Theory and Problems).			
Module -3 Time and Value of Supply			10 hours
Time of Supply, Change in Rate of Tax in respect of Supply of Goods or Services, Place of Supply and Value of Supply. Place of Supply under GST- Need for determination of Place of Supply, Place of Supply in case of Goods, Place of Supply in case of Services (Simple problems on Time of supply, place of supply and value of supply) (Theory and Problems).			
Module -4 Input Tax Credit			10 hours
Introduction and Eligibility to avail Input Tax Credit (ITC). Input Tax Credit - Eligibility for taking Input Tax Credit (ITC) -Blocked Credits -Method of Reversal of Credits-Registration under GST: Persons not liable for Registration, Compulsory Registration in Certain Cases, Procedure for Registration, Deemed Registration. Returns under GST: Furnishing of Returns, First Return, Revision of Returns and Penalty/Late Fee. (Theory).			
Module -5 Customs Duty			10 hours
Concept, Meaning of Customs Duty, Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty. Valuation under customs: Valuation of Imported Goods and Valuation of Export Goods.. (Problems on Valuation of Imported Goods). Provisional Assessment of Duty, Due Dates for Payment of Duty, Penalties under Customs, Seizure of Goods, Confiscation of Goods (Theory and Problems)			
Course Outcomes:			
At the end of the course the student will be able to:			
21MBF402.1	Evaluate Goods and Services Tax Act		
21MBF402.2	Determine the value of taxable supply and GST Levy)		
21MBF402.3	Explain Place of Supply and Value of supply		
21MBF402.4	Evaluate Introduction and Eligibility to avail Input Tax Credit (ITC) and Registration under GST		
21MBF402.5	Determine value Export Goods and Imported Goods		
21MBF402.6	Explain penalties under Customs, Seizure of Goods		

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Indirect Taxes Law and practices	V S Datey	Taxmann	Forty fourth edition, 2020
2	GST & Customs Law (University Edition)	K.M Bansal	Taxmann	Fourth edition, 2020
Reference Books				
1	Principles of GST & Customs Law	S. Datey and Krishnan V Sachdeva,	Taxmanns	2018
2	Goods & Services Tax (GST) in India	B. Viswanathan	New Century Publications	2016
Web links/Video Lectures/MOOCs				
1. https://cleartax.in/s/all-about-gst-gov-in-gst-portal 2. https://www.gstn.org.in/ 3. http://www.cbic.gov.in/htdocs-cbec/customs				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBF402.1	2	-	-	-	-	-	-
21MBF402.2	-	2	-	-	-	-	-
21MBF402.3	-	2	-	-	-	-	-
21MBF402.4	-	-	-	2	-	-	-
21MBF402.5	-	-	-	2	-	-	-
21MBF402.6	2	-	-	-	-	-	-

1: Low 2: Medium 3: High

INTERNATIONAL FINANCIAL MANAGEMENT			
Course Code	21MBF403	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:0:0	SEE Marks	50
Credits	03	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To explain the components of balance of payments 2. To examine the functions, structure and instruments in foreign exchange markets 3. To study the theories of exchange rate movements 4. To examine foreign exchange exposure 			
Module-1 International financial Environment			10 hours
International financial Environment- the Importance, rewards & risk of international finance- Goals of MNC- International Business methods. Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Equilibrium & Disequilibrium, International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU). Illustrative Problems			
Module-2 Foreign Exchange Market			10 hours
Foreign Exchange Market: Function and Structure of the 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 behavior-Cross Rates- Bid- Ask – Spread (Theory & Problems).			
Foreign exchange risk management: Hedging against foreign exchange exposure – Forward Market- Futures Market			
Module-3 International Financial Markets and Instruments			10 hours
Foreign Portfolio Investment. International Bond & Equity market. GDR, 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			
Module-4 International Parity Relationships & Forecasting Foreign Exchange rate			10 hours
Measuring exchange rate movements-Exchange rate equilibrium -Factors affecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity & International Fisher effects, Arbitrage, Types of Arbitrage – Locational, Triangular and Covered Interest Arbitrage. (Theory & Problems).			
Module-5 Foreign Exchange exposure			10 hours
Foreign Exchange exposure: Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure. International Capital Budgeting: Concept, Evaluation of a project.			
Course Outcomes:			
At the end of the course the student will be able to:			
21MBF403.1	Compile the balance of payments		
21MBF403.2	Appraise the functions, and structure of forex markets		
21MBF403.3	Explain international financial markets and instruments		
21MBF403.4	Explain theories of exchange rate movements		
21MBF403.5	Appraise the management of foreign exchange exposure		
21MBF403.6	Evaluate international capital projects		

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	International Corporate Finance	Jeff Madura	Cengage Learning	Tenth edition, 2012
2	International Financial Management	Cheol Eun, Bruce Resnick and Tuugi Chuluun	McGraw Hill Education	2021
3	International Financial Management	Vyuptakesh Sharma	Prentice Hall	Sixth edition, 2012
Reference Books				
1	International Financial Management	P G Apte and Sanjeevan Kapshe	McGraw Hill Education	Eighth edition, 2020
2	International Financial Management	Madhu Vij	Taxmann	Fourth edition, 2021
3	International Finance	Rajiv Srivatsava	Oxford University Press	2014
Web links/Video Lectures/MOOCs				
1. https://www.youtube.com/watch?v=XZtezOUYV1g 2. https://slideplayer.com/slide/7812417/ 3. https://www.tutor2u.net/economics/reference/balance-of-payments-1 4. https://www.youtube.com/watch?v=4EgLykxTSz8				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBF403.1	2	-	-	-	-	-	-
21MBF403.2	-	-	-	2	.	-	-
21MBF403.3	-	2	-	-	-	-	-
21MBF403.4	2	-	-	-	-	-	-
21MBF403.5	-	2	-	-	-	-	-
21MBF403.6	-	2	-	-	-	-	-

1: Low 2: Medium 3: High

INTERNATIONAL HUMAN RESOURCE MANAGEMENT (HR SPECIALISATION)			
Course Code	21MBH401	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:0:0	SEE Marks	50
Credits	03	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To discuss the impact of contemporary issues and global imperatives on Human Resource concepts, policies and practices in multinational organizations. 2. To compare, contrast and explain a variety of strategic approaches to the management of Human Resources in multinational organizations. 3. To evaluate concepts and knowledge about the range of Human Resource functions to the deployment of expatriate employees and expatriate failures on international assignments. 4. To develop knowledge regarding performance management practices for international; assignees 5. To perceive the International Industrial Relations strategies adopted by multinational international organizations operating in various regions of the world. 			
Module-1 Introduction			10 hours
Meaning and Definition IHRM: Evolution, Challenges, Objectives, IHRM Versus Single Nation-centric HRM IHRM: Approaches Emergence of Global HR Manager IHRM; Culture and Cross-Cultural Management- Introduction, Studies on culture in management Positivist views: 'Culture and values' Interpretive views: 'Culture and meanings' Critical views: 'Culture and power'; Comparative Human Resource Management - Globalisation and HRM, The importance of context, Differences in HRM practice; Approaches to International Human Resource Management - Review of IHRM approaches.			
Module -2 Managing Knowledge in Multinational Firms			10 hours
Managing Knowledge in Multinational Firms: Introduction, Different types of knowledge, Factors influencing knowledge sharing How to stimulate knowledge sharing Gaining access to external knowledge, Knowledge retention From the management of knowledge to innovation Training and Development: Developing Global Leaders and Expatriates Training and Development: Domestic Versus International Organisations International Training Management: Global skill management-Current scenario in international training and development,			
Module -3 Global Performance Management			10 hours
Global Performance Management Introduction, Key components of PMSs Factors affecting PMSs Culture and PMSs, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA, PMS for expatriates Total Rewards in the International Context Differentiating between PCNs, TCNs and HCNs Introduction: the current state of total rewards Complexities faced by IHR managers, International total rewards, Key components of global total rewards programs. Approaches to international compensation.			
Module -4 International Assignments And Employment Practices			10 hours
Introduction Staffing policies, Motives for international transfers, Alternative forms of international assignments. The international assignment process Dimensions of international assignment success, cultural integration for merged entities, Repatriation issues. Varieties of host country environments, Sustainability of divergent, employment arrangements environments Host country effects on IHRM practices of MNC subsidiaries.			

Module -5 Global Employment Relations & HR practices in different countries		10 hours
Regulation and Multinational Corporations: The Changing Context of Global Employment Relations, Importance of regulation and political context, Political and institutional drivers of de-regulation, Problems with de-regulation in a global context, Equal opportunities, Diversity management, Work-Life Balance, Human Resource Management in Cross-Border Mergers and Acquisitions. Cultural differences and cross-border M&A performance, Managing cross-border integration: the HRM implications. HR practices of USA, Japan, India, China.		
Course Outcomes: At the end of the course the student will be able to:		
21MBH401.1	Appraise the significance of IHRM in the context of globalization	
21MBH401.2	Analyse managing knowledge in multinational Firms	
21MBH401.3	Examine the key components of global performance management	
21MBH401.4	Describe international assignments and employment practices	
21MBH401.5	Interpret Changing Context of Global Employment Relations	
21MBH401.6	Describe HR practices of different countries	

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	International Human Resource Management	Srinivas R. Kandula	Sage Publications	2018
2	International Human Resource Management	Anne-Wil Harzing and Ashly H. Pinnington	Sage Publications	Fourth edition, 2015
3	Diversity at Work	Arthur P Brief	Cambridge University Press	2008
Reference Books				
1	International Human Resource Management: Policies and Practices	Dennis Briscoe, Randall Schuler and Ibraiz Tarique	Taylor and Francis	Fourth edition, 2015
2	International Human Resource Management	Anne-Wil Harzing and Joris Van Ruysseveldt	Sage Publications	2004
3	International Human Resource management: Think Globally, Act Locally	Derek Torrington	Prentice Hall	1994
Web links/Video Lectures/MOOCs				
1. https://www.digimat.in/nptel/courses/video/110105069/L01.html				
2. https://www.cengage.com/resource_uploads/downloads/0324580347_217594.pdf				
3. https://harzing.com/publications/international-human-resource-management				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBH401.1	2	2	-	2	-	-	-
21MBH401.2	2	2	-	2	-	2	-
21MBH401.3	2	2	-	2	-	-	-
21MBH401.4	2	-	2	2	-	2	-
21MBH401.5	2	-	2	2	-	-	-
21MBH401.6	2	2	-	2	-	-	-

1: Low 2: Medium 3: High

HUMAN RESOURCE AUDIT			
Course Code	21MBH402	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:0:0	SEE Marks	50
Credits	03	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To discover the need for HR Accounting and HR Auditing 2. To develop a conceptual understanding of HR Audit and approaches to measuring HR 3. To discuss the concepts of Internal and External Audit 4. To design workplace policies using scorecard approach 			
Module-1 Human Resource Development(HRD)			10 hours
H R D -Strategies and Systems; HR as Strategic Partner ; Need for HR Accounting and HR Auditing; Good Industrial Relation Index; Components of HRD Audit; Elements of good HRD; Role of HR Manager in HRD,			
Module -2 Human Resource(HR) Audit			10 hours
The Audit System; Need; Advantage and Challenges; Basic concepts and components; Understanding the concept of HR Audit; Identifying goal of HR Audit; Forming Audit team; Approaches to measuring HR; Audit Strategies; HR Systems; HR Competencies; Benefits of HR Audit; Process; Preparation of Audit Report; Methodology of Conducting Audit; Documents for HR Audit; Competency required for HR Audit.			
Module -3 Areas for HR Audit			10 hours
Audit of HR Planning; Training and Development; Industrial Relations; Managerial compliance and Corporate strategies; Culture; Quality; Communication; Competencies; Decision Making; Engagement; Relational Audit; Task; Systems; HRIS System; Measuring impact of HR policies on the corporate goals.			
Module -4 HR Audit process			10 hours
Audit Methodology- Planning questions; Interview; Observation; Questionnaire; Collecting Audit data; Analysing and interpreting data; Assessing organisation ability to change; Action Plan; Audit Report; Developing Credibility of HR Dept; Internal - External Audit; Attitude Survey; Job Satisfaction Survey; Approaches to HR Audit - (i) Cooperative approach, (ii) Outside authority approach, (iii) Statistical approach, (iv) Compliance approach and (v) Management by objectives (MBO)			
Module-5 HR Scorecard approach & HR Audit for Legal Compliance			10 hours
Measuring Business Impact; Components of HR scorecard; How to use HR Scorecard for Audit; Measuring HR effectiveness through HR Scorecard; Balanced scorecard; HR Research; HRD Audit as OD Intervention. Using scorecard approach in formulating workplace policies; Recruitment and Selection: Formulating FIR Audit for Start-up companies; HR Audit in practice: Cases in manufacturing industry, Service industry; Extracts of an Illustrative Audit Report.			
Assessment and Development Centre: concepts, importance and uses of assessments centre in selecting employees, difference between assessment and development centre			
Course Outcomes: At the end of the course the student will be able to:			
21MBH402.1	Examine Need for HR Accounting and HR Auditing		
21MBH402.2	Analyze the competency required for HR Audit		
21MBH402.3	Assess the areas for HR Audit		
21MBH402.4	Appraise HR Audit process		
21MBH402.5	Discuss HR score card approach for HR audit		
21MBH402.6	Perceive the importance and uses of assessments centre in selecting employees		

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	HRD Audit: Evaluating the Human Resource Function for Business Improvement	TV Rao	Sage Response	Second edition, 2014
2	HR Audit	Durdana Ovais Rajni Gyanchandani	Everest Publishing House	2017
3	The HR Scorecard: Linking People, Strategy and Performance	Mark Huselid, Brian Becker and Dave Ulrich	Harvard Business Review Press	2001
Reference Books				
1	Auditing Your Human Resources Department: A Step-by-Step Guide to Assessing the Key Areas of Your Program	John McConnell	AMACOM	Second edition, 2011
2	HRD Score Card 2500: Based on HRD Audit	TV Rao	Sage Response	2005
3	7 Easy Steps to Conduct a Human Resources Audit and Protect Your Company!	Vanessa Nelson	Lulu.com	Kindle edition, 2016
Web links/Video Lectures/MOOCs				
1. https://smude.edu.in/smude/programs/mba/human-resource-management/hr-audit.html 2. https://www.vskills.in/certification/hr-audit-certification 3. https://www.hrremedyindia.com/hr-audit-training-courses-pune/ 4. https://www.researchgate.net/publication/289056028_HRD_Audit_Evaluating_the_Human_Resources_Function_for_Business_Improvements				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBH402.1	2	2	-	-	-	-	-
21MBH402.2	2	2	-	-	2	-	-
21MBH402.3	2	2	-	-	-	-	-
21MBH402.4	2	2	-	-	2	-	-
21MBH402.5	2	2	-	-	-	-	-
21MBH402.6	2	2	-	-	2	2	-

1: Low 2: Medium 3: High

MANAGEMENT CONSULTING FOR BUSINESS EXCELLENCE			
Course Code	21MBH403	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:0:0	SEE Marks	50
Credits	03	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. To prepare professionals for a career in Management Consulting 2. To impart basic understanding of the requirements of the profession 3. To equip professionals with knowledge, skills and attitude desirable for a career in Management Consulting 4. How to Scale the business and transform it into established firm 5. To prepare professionals working in industry, service sector, development sector and Not for Profit Organisations for Internal Consulting Roles 			
Module-1 Introduction			10 hours
<p>Management Consultancy in India- Indian Management Consulting Scenario, Concept, Nature, Dynamics, Opportunity Modules, Challenges, Consultancy as Profession, Strategic planning process for long-term success through Consultancy; Proactive client relationships for repeat business; Organisational Study and Consultancy- Align organisational vision and strategy; Changing Business Models and Business Strategy; Consultancy Agenda; Economics of Consulting; Client development, Client engagement, Basic and Advanced tools, techniques and frameworks used by management consultants- simulation analysis, decomposition analysis, feasibility analysis and sensitivity analysis/ rankings, scenario analysis, representative element analysis, decision tree, Theory of constraints, Critical chain; issue tree, bottom-up approach, top-down approach, backward reasoning, 80/20 rule, benchmarking, cost drivers, opportunity tree; Ethics of Consulting; Pre requisite needed for Consultancy as Profession.</p>			
Module -2 Consultancy Areas - Part A			10 hours
<p>Corporate Governance: Role of Management Consultants Play; Consulting Experience in Brand Management; Experience in M and A Consulting; E-Governance and its Relevance to India; Information Technology Consulting: Bytes of Reality; Management Consultancy in Infrastructure Projects; Implications for Management Consultants.</p>			
Module -3 Consultancy Areas - Part B			10 hours
<p>Project Finance: New Investment, Diversification and Growth; Mentoring In Entrepreneurship; Strengthening Contribution of NGOs in Social Development: Consultancy in Communication Research; Developing strategy for financial restructuring; Management consulting in investment banking, legal, real estate, accounting, financial services, advertising, IT consulting, engineering consulting, HR consulting, R&D, education, architecture, AI,Block chain; Customer relations' management.</p>			
Module -4 Consulting Services			10 hours
<p>Consulting Services to design and implement policies, systems and processes in functional and cross-functional areas of business. Project Feasibility studies and appraisal; Performance measurement and evaluation of public and corporate sectors; Designing project planning, monitoring and control systems; Designing and implementing manufacturing execution system; Designing and implementing supply chain models; Total quality management; System analysis and design; Enterprise Resource Planning (ERP); Information Technology strategies and architectures; Business Process Reengineering (BPR); E-Governance; Strategic restructuring through alliances and Joint ventures.</p>			
Module -5 Careers and Firms in Consultancy & HR consultancy			10 hours
<p>Career in Consulting - Future Jobs; Top consulting firms McKinsey, BCG, Bain and AT Kearney, PwC, EY, Accenture, Career Growth for Management Consultants area like-</p>			

Strategy Consulting; Operations Consulting; Financial Advisory Consulting; Risk & Compliance Consulting; Business Coach; Industry-Specific Consulting like steel, FMCG, supply-chain, public sector, etc.; Legal Management Consultancy; Skills and Competency-Research and analysis, Industry analysis, Project preparation, Strategic and design thinking, Technology, current affairs in the industry and general news around the world, problem solving, business-analytics skills, writing proposals, managing projects, pricing strategy, initiating relationship, growing client organisation relationship, corporate valuation and integration, sharp knowledge and strong networking skills, global culture.

HR Consultancy

Creating Winning People Strategy; Strategy Maps; Structure, Process and Governance; HR Service Delivery Design; Consulting in Executive Search and Building a Management Team; HR Audit; HR Annual Survey; HR Systems Design; HR Process Re-engineering; Creating HPWS- High Performance Work System and Culture; Developing leadership, Succession, Assessment and development Centre's, Value and culture building, Human potential utilisation, Organisational restructuring, Developing heterogeneous HR policies, Managing Gen Y and Gen Z employees, Attrition control and employee retention management,

Course Outcomes:

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

21MBH403.1	Gain the practical insight of various principles and practices of Consultant and Consultancy.
21MBH403.2	Acquire knowledge of latest conceptual framework used by Consultant and Consultancy process and procedure applied in various sectors.
21MBH403.3	Ability to understand knowledge of latest conceptual framework used by Consultant and Consultancy process and procedure applied in services
21MBH403.4	Develop consulting services for designing and implementing policies, systems and processes.
21MBH403.5	Illustrate careers in Consultant and Consultancy in various sectors.
21MBH403.6	Develop a greater understanding about strategies adopted by Consultant and Consultancy.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Management consulting in India-Practice & Experience for Business Excellence	U. K. Srivastava and Pramila Srivastava	Sage Publications	2012
2	An Introduction to Management Consultancy	Marc Baaij	Sage Publications	2013
3	Management Consultancy Insights and Real Consultancy Projects	Graham Manville	Routledge	2018
Reference Books				
1	The McKinsey way	Ethan M. Rasiel	KOBO	1999

2	The Boston Consulting Group on Strategy: Classic Concepts and New Perspectives	Carl W. Stern, Michael S. Deimler	John WILEY and Sons	2006
3	Competitive Strategy: Techniques for Analyzing Industries and Competitors	Michael E. Porter	The Free Press	1980
Web links/Video Lectures/MOOCs https://www.rocketblocks.me/guide/career-path.php				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBH403.1	2	-	-	-	-	-	-
21MBH403.2		2	-	-	-	-	-
21MBH403.3	2	-	-	-	-	-	-
21MBH403.4	2	-		-	-	-	2
21MBH403.5	-	-	-	-	-	-	-
21MBH403.6					2	-	-

1: Low 2: Medium 3: High

DIGITAL MARKETING MANAGEMENT (MARKETING SPECIALISATION)			
Course Code	21MBM401	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 1. To explain the important concepts related to e-marketing 2. To assess the use of different electronic media for designing marketing activities. 3. To analyze the latest techniques of e-marketing. 4. To assess the impact of social media marketing 			
Module-1 Introduction to Digital Marketing			10 hours
Concept of Digital Marketing, Origin, traditional versus Digital Marketing. Digital Marketing Strategy- The P-O-E-M Framework, Segmenting and customising Messages, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Plan Online marketplace analysis: microenvironment, E-Marketing Plan: Overview of the E-Marketing Planning Process – Creating an E-Marketing Plan– A Seven-Step E-Marketing Plan The E-Marketing Environment			
Module-2 Display Advertising			10 hours
Concept of Display Advertising, types of display ads, buying models, display plan Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging, demographics, mobile, other targeting methods. Programmatic digital advertising, You Tube Advertising.			
Module-3 Search Engine Advertising			10 hours
Search Advertising: Introduction, Key terms and concepts. Advertising in search. The elements of a search ad. Targeting options. Bidding and ranking for search ads. Tracking. Advantages and challenges. Understanding Ad Placement, Understanding Ad Ranks, Creating First Ad Campaign, Performance Reports. Social Media Marketing: Building a successful Strategy Live Project: Create a digital marketing plan Search Engine Optimization Search Engine Optimization: How search engines work, concept of search engine optimisation (SEO), On Page Optimisation, Off Page Optimisation, Social media Reach, Maintenance- SEO tactics, Google Search Engine, Web Analytics- Key Metrics- concepts only			
Module-4 Social Media Marketing			10 hours
Face Book Marketing: Facebook for business & Facebook insights LinkedIn Marketing: LinkedIn Strategy, LinkedIn Analytics Twitter Marketing: Building Content Strategy, twitter usage , Twitter Analytics Instagram & Snapchat: Objectives of Instagram, Hashtags. What is Snapchat. Digital Public Relation			
Module-5 Mobile Marketing			10 hours
Mobile Usage, Mobile Advertising- Mobile Advertising Models, advantages of Mobile advertising, Mobile Marketing Toolkit, Mobile Marketing features- Location based services, Social marketing on mobile, QR Codes, Augmented Reality, Gamification. Tracking mobile campaigns- Mobile Analytics. Live Project: Create a mobile advertising project.			
Course Outcomes:			
At the end of the course the student will be able to:			
21MBM401.1	To examine the concept of an Digital Marketing		

21MBM401.2	To analyze the elements of Digital Advertising
21MBM401.3	To assess the base of Search Engine Advertising
21MBM401.4	To examine the concept of SEO and its elements
21MBM401.5	To analyze the various channels of Social Media
21MBM401.6	To analyze the components of Mobile Marketing

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year			
Textbooks							
1	Digital Marketing: Strategy, Implementation and Practice	Chaffey D. Ellis-Chadwick	Pearson Education	Fifth edition, 2012			
2	E-Marketing	Judy Strauss and Raymond Frost	Prentice Hall	Sixth edition, 2013			
3	Internet Marketing: Integrating Online and Offline Strategies.	M. L. Roberts and Debra Zahay,	Cengage Publishing	Third edition, 2013			
4	Economic Environment of Business	S. K Misra and V. K. Puri	Himalaya Publishing House	Sixth edition, 2010			
5	Digital Marketing	Seema Gupta	McGraw Hill Education	2017			
6	Marketing 4.0: Moving from Traditional to Digital	Philip Kotler, Hermawan Kartajaya and Iwan Setiawan	Wiley	2017			
Reference Books							
1	The Essential Guide to Online Marketing	Rob Stokes	Quirk eMarketing	Fifth edition, 2014			
2	E-Commerce: An Indian Perspective	P. T. Joseph	Prentice Hall	Fourth edition, 2013			
3	E-Commerce: A Simplified Approach	Munesh Chandra Trivedi	Jaico Publishing House	2011			
Web links/Video Lectures/MOOCs							
https:// www.redandyellow.co.za/content/uploads/woocommerce_uploads/2017/10/emarketing_textbook_download.pdf .							
Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBM401.1	2	-	-	2	-	-	-
21MBM401.2	-	2	-	-	-	-	-
21MBM401.3	2	2	-	-	-	-	-
21MBM401.4	-	2	-	-	-	-	-
21MBM401.5	2	-	-	2	-	-	-
21MBM401.6	-	-	-	2	-	-	-

1: Low 2: Medium 3: High

STRATEGIC BRAND MANAGEMENT			
Course Code	21MBM402	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:0:0	SEE Marks	50
Credits	04	Exam Hours	03
Course Learning Objectives:			
1. Provide an overview of the role of brands in consumers' daily experiences and in creating shareholder value			
2. Enhance students' ability to think creatively and critically about the strategies and tactics involved in building, leveraging, defending, and sustaining inspired brands			
Module-1 Brand Management			10 hours
Brand –Meaning, Definition, (Basic Concepts of Brand including terminologies) Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand, Branding- Meaning, Creation of Brands through goods, services, people, Organisation, Retail stores, places, online, entertainment, ideas, challenges to Brand builders Brand Management-Meaning & Definition. Strategic Brand Management Process-Meaning, Steps in Brand Management Process Strong Indian Brands.			
Module -2 Customer Based Brand Equity (CBBE)			10 hours
Customer-Based Brand Equity-Meaning, Model of CBBE Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning – Meaning, Point of parity & Point of difference, positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding.			
Module -3 Choosing Brand Elements to Build Brand Equity			10 hours
Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging. Leveraging Brand Knowledge: Meaning of Brand Knowledge, Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process.			
Module -4 Brand Value chain			10 hours
Designing Brand Tracking studies, Establishing brand Equity Management Systems. 58 Methods for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Comparative methods- Brand based comparisons, marketing-based comparisons Conjoint Analysis, Holistic methods. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis.			
Module -5 Designing and sustaining branding strategies			10 hours
Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands overtime. Brand Architecture and brand consolidation. Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers' advantages, Free rider effects, Benefits for later entrants, Imitation Strategies. Assignment: Measuring Brand Strength, Brand rejuvenation and re-launch. Geographic extension, sources of opportunities for a global brand, single name to global brand, consumers & globalization, conditions favouring marketing, barriers to globalization, managerial blockages, organization for a global brand, pathways to globalization			
Course Outcomes:			
At the end of the course the student will be able to:			
21MBM402.1	Explain the concept of brand and brand building process.		
21MBM402.2	Apply the concept of brand equity, brand performance and key principles of strategic brand management		

21MBM402.3	Analyse brand elements that help build brand identity, positioning and equity.
21MBM402.4	Evaluate a brand value chain for obtaining the outcomes of brand equity
21MBM402.5	Plan brand strategies to differentiate the products, services, and globalization of branding
21MBM402.6	Create a brand development strategy for a startup business

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Strategic Brand Management	Kevin Lane Keller, M.G.Parameswaran and Isaac Jacob	India GupShup Store	2014
2	Brand Equity Brand Management -The Indian Context	Y L R Moorthi	Vikas Publication	2020
3	Strategic Brand Management	Jean- Noel, Kapferer	Kogan Page India	Fifth edition, 2012
Reference Books				
1	Compendium Brand Management	Chunnawalla	Himalaya Publishing House	2011
2	Strategic Brand Management	Richard Rosenbaum-Elliott, Larry Percy, and Simon Pervan	Oxford University Press	Fourth edition, 2018
3	Creating powerful brands	Leslie de Chernatony, Malcolm McDonald and Elaine Wallace	A Butterworth-Heinemann Title	Fourth edition, 2010
Web links/Video Lectures/MOOCs https://swayam.gov.in/nd2_imb19_mg04/preview				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBM402.1	2	-	-	-	-	-	-
21MBM402.2	-	2	-	-	-	-	-
21MBM402.3	-	2	-	-	-	-	-
21MBM402.4	-	2	-	-	-	-	-
21MBM402.5	-	-	2	-	-	-	-
21MBM402.6	-	-	-	-	2	-	2

1: Low 2: Medium 3: High

INTERNATIONAL MARKETING MANAGEMENT			
Course Code	21MBM403	CIE Marks	50
Teaching Hours/Week (L: T:P)	3:0:0	SEE Marks	50
Credits	03	Exam Hours	03
Course Learning Objectives:			
1. To introduce students to the international marketing management process, design and theories			
2. To make students develop skills relating to international trade			
3. To get familiarized with the steps involved in import export documentation			
Module -1 Introduction to International Marketing			10 hours
Scope, Challenges, Reasons and Motivations, Concepts to the management of international marketing function, differences between international marketing and domestic marketing – transition from domestic to international markets - Impact of Global pandemic on international marketing			
Module -2 International Trade Theories and Market research			10 hours
International Trade Theories- Absolute cost-comparative Cost- H-O Theorem- New Trade Theories- Porter’s Diamond Theory- Managerial Implications. Developing a global vision through market research : Breadth and scope of international marketing research , problems in availability and use of secondary data, problems in gathering primary data , multi cultural research – a special problem , research on internet – a new opportunity , estimating market demand, responsibility for conducting marketing research, communicating with decision makers. Identifying foreign markets – classification based on demand , based on the stage of development.			
Module -3 Planning and organization			10 hours
Planning and organization: Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies – organizing for global competition. Global marketing environment – cultural Environment Political and Legal Environment, Economic Environment- Modes of entry in to foreign business.			
Module -4 International Product Policy for Consumers			10 hours
Quality – green marketing and product development, products and culture – analyzing product components for adaptation – products for consumers in global markets, product development, product adaptation, product standardization, Cross country segmentation, Product life cycle in International Marketing, International Packaging. Product and services for businesses. Demand in global business to business markets- Quality and global standards – business services – tradeshows crucial part of business to business marketing – relationship markets in business to business context.			
Module -5 International Pricing, Promotion and Import –Export procedure and documentation			10 hours
Pricing decision: global pricing frame work, pricing basics, marginal cost pricing and its importance. Transfer pricing, counter trade, systems pricing, pricing and positioning price quotation-INCO terms.			
Promotion decision: International Advertising, Sales promotion in International, direct mailing, personal selling, exhibition – generic promotion in international marketing.			
Global Distribution decision - Introduction, distribution as competitive advantage, rationalizing local channels, global channel design, Channel alternatives – Importance of Channel decision – Factors influencing the Channel decision – Channel Selection decision.			
Import policy – procedure and Documentation - balance of trade and payments, Institutional infrastructure for exports promotions in India-India’s trade policy- export assistance- exports documentation and procedures including different stages of documentations. International Retailing.			

Course Outcomes:	
At the end of the course the student will be able to:	
21MBM403.1	Assess the transition from domestic to international markets
21MBM403.2	Interpret International Trade Theories from the perspective of competition
21MBM403.3	Predict the global marketing environment from the perspective of entry into foreign business
21MBM403.4	Discuss international product policy in International Marketing
21MBM403.5	Develop skills relating to International Pricing, Promotion and distribution decision
21MBM403.6	Elaborate the procedure and documentation in international trade

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	International Marketing	Philip R. Cateora, John Graham and Mary C. Gilly	McGraw Hill Education	Eighteenth edition, 2019
2	International Marketing	Varshney R.L. and Bhattacharya B.	Sultan Chand And Sons	2015
3	Global marketing management	Warren J. Keegan	Pearson education	Eighth edition, 2013
Reference Books				
1	International marketing: analysis and strategy	Sak Onkvisit and John Shaw	Routledge	Fifth edition, 2008
2	International marketing	Rakesh Mohan Joshi	Oxford University Press	2014
3	International marketing	Michael R. Czinkota and Ilkka A. Ronkainen	Cengage Learning	Tenth edition, 2013
Web links/Video Lectures/MOOCs				
1. https://www.classcentral.com/course/swayam-global-marketing-management-129902 .				
2. https://nptel.ac.in/courses/110107112/				
3. https://www.wtamu.edu/~sanwar.bus/otherlinks.htm				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBM403.1	2	2	-	2	-	-	-
21MBM403.2	2	2	-	2	-	-	-
21MBM403.3	2	2	-	2	-	-	-
21MBM403.4	2	2	-	2	-	-	-
21MBM403.5	2	2	-	2	-	-	-
21MBM403.6	2	2	-	2	-	-	-

1: Low 2: Medium 3: High

PROJECT WORK			
Course Code	21MBP404	CIE Marks	50
Teaching Hours/Week (L:T:P)	0:0:8	SEE Marks	50
Credits	04	Duration	6 weeks
Course Learning Objectives:			
3. To analyse the data collect in project phase - I 4. To present the findings of the study			
Guidelines for Project Work			
<ul style="list-style-type: none"> ▪ The project work shall be for a period of 6 weeks in the 4th semester. ▪ The project work shall be compulsory for all the students opting for all specializations. ▪ The students shall analyse the data and present the findings of the problem identified in project phase – I. ▪ Each student shall be assigned an internal guide based on the specialization. ▪ 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. ▪ The project work examination shall be conducted during 4th semester and the prescribed credit shall be included in the 4th semester. ▪ On completion of the project work, the student shall prepare a report 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 report shall not exceed 100 pages. ▪ The report shall be hardbound with facing sheet of royal blue colour indicating the title, name of the college and month & year of admission (spiral binding not permitted) ▪ The student shall submit three hard copies of the report along with electronic copy in pdf format before the commencement of 4th semester examinations. ▪ The student shall enclose a certificate by the guide, Dean – MBA and the Principal indicating the bonafide performance of the project. ▪ An declaration shall be given by the student to the effect that the work is independently carried out by him/her. 			
Evaluation			
<ul style="list-style-type: none"> • Internal assessment (CIE) by the internal guide. • Internal evaluation will be done by the internal guide. • External valuation shall be done by a faculty member of other institute with minimum of 10 years' experience/industry expert. • The viva –voce examination will be conducted by the Guide and an external examiner drawn from other Institute with minimum of 10 years of experience/expert from the industry. • Project work carries 100 marks consisting of 50 marks for internal assessment (CIE) 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 industry internship is 50% in each of the components such as internal assessment (CIE), report evaluation and viva-voce examination. • Plagiarism: It is compulsory for the student to get the plagiarism check done before submission of the project work report. Plagiarism of up to 25% is allowed in the project work and report should consist 75% of original content/work. 			

Contents of the Project Work Report	
<ul style="list-style-type: none"> • Cover page • Certificate from the guide, Dean – MBA and Principal indicating the bonafide performance of Project work by the student • Declaration by the student • Acknowledgements • Table of contents • List of tables and graphs • Executive summary • 	
Chapter 1: Introduction	
Introduction, Objectives, Scope of the study, Research methodology, Hypotheses, Limitations.	
Chapter 2: Data Analysis - I	
Chapter 3: Data Analysis - II	
Chapter 4: Findings	
Chapter 5: Summary, Recommendations and Conclusion	
Bibliography	
Annexure relevant to the project work	
Course Outcomes:	
At the end of the course the student will be able to:	
21MBP404.1	To present the hypotheses
21MBP404.2	To present the data using charts and figures
21MBP404.3	To analyse the data using statistical tools
21MBP404.4	To test hypotheses using relevant tests
21MBP404.5	To summarise the findings
21MBP404.6	To list recommendations from the study

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21MBP404.1	2	-	-	-	-	-	-
21MBP404.2	-	2	-	-	-	-	-
21MBP404.3	-	2	-	-	-	-	-
21MBP404.4	-	2	-	2	-	-	-
21MBP404.5	-	-	-	2	-	-	-
21MBP404.6	-	-	-	-	2	-	-

1: Low 2: Medium 3: High

Allotment of marks for Project Work

Sl.No	Particulars	Marks Allotted
1.	Internal Assessment by the Guide based the presentations by Students (CIE)	50
2.	Project work report Evaluation by the Guide & External Examiner -Average of the marks awarded by the two Examiners shall be the final evaluation marks for the project work	25
3.	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute (Joint Evaluation)	25
Total		100

Rubrics for Project Phase -I Evaluation and Viva voce Examination

A. Internal Assessment by the Guide (based on presentation by the students)

Sl.No	Aspects	Marks Allotted
1	Presentation mechanics	5
2	Presentation content	5
3	Presentation-Supporting materials	5
4	Initiative, independence in problem solving.	5
5	Presentation of hypotheses	5
6	Presentation of data using charts and figures	5
7	Analysis of data using statistical tools	5
8	Hypotheses testing using relevant tests	5
9	Summary of findings	5
10	Recommendations and conclusion	5
Total		50

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

Sl.No	Aspects	Marks Allotted
1	Presentation of hypotheses	5
2	Analysis of data using statistical tools	5
3	Hypotheses testing using relevant tests	5
4	Summary of findings	5
5	Recommendations and conclusion	5
Total		25

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

Sl.No	Aspects	Marks allotted
1	Presentation Skill	5
2	Communication Skill	5
3	Analysis of data using statistical tools	5
4	Presentation of hypotheses and testing	5
5	Summary, Recommendations and conclusion	5
Total		25

Note: Formats are given below

Report of Project Work

Title of the Project

Submitted by

Student Name

(USN)

Submitted to

St. Joseph Engineering College

(An Autonomous Institution)

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

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

INTERNAL GUIDE

(Name & Designation)



Department of Business Administration

St. Joseph Engineering College, Mangaluru – 575 028

Month, Year

DECLARATION

I, (Student Name), hereby declare that the Project Work Report is prepared by me under the guidance of (Internal Guide Name) (Department) (Institute). I also declare that this Project Work is towards the partial fulfillment of the university/college Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I further declare that this Project Work is based on the original work undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place:

Signature of the Student

Date:

Table of Contents

Sl. No	Contents	Page Nos.
	Certificate from College Declaration Contents List of Tables List of Figures Executive Summary	
Chapter-1	Introduction	XXX
Chapter-2	Data Analysis - I	XXX
Chapter-3	Data Analysis - II	XXX
Chapter-4	Findings	XXX
Chapter-5	Summary, Recommendations and Conclusion	XXX
Bibliography		
Annexures		

List of Tables

Sl.No	Particulars	Page Nos
1	Table showing ABC Analysis	XXX
2	Table showing FSN Analysis	XXX
3	Table showing EOQ	XXX
4	Table showing stock of Raw materials	XXX

List of Figures

Sl.No	Particulars	Page Nos.
1	Figure showing ABC Analysis	XXX
2	Figure showing FSN Analysis	XXX
3	Figure showing EOQ	XXX
4	Figure showing stock of Raw materials	XXX

INDUSTRY INTERNSHIP			
Course Code	21INT405	CIE Marks	50
Teaching Hours/Week (L:T:P)	0:0:2	SEE Marks	50
Credits	12	Duration	6 weeks
Course Learning Objectives: <ol style="list-style-type: none"> 1. To expose the students to the work culture and interpersonal dynamics of the organisation 2. To study the structure, processes, products, services and financial position of an organisation 3. To apply theoretical concepts in the real-life situation at the workplace 4. To develop interpersonal skills 			
General Guidelines			
<ul style="list-style-type: none"> • The Industry Internship shall be for a period of 6 weeks during the 4th Semester • The student shall seek the guidance of the internal guide and external guide from the organization on a continuous basis. 			
Contents of the Internship Report			
<ul style="list-style-type: none"> • Cover page • Certificate from the Organization • Certificate from the guide, Dean – MBA and Principal indicating the bonafide performance of Industry Internship by the student. • Declaration by the student • Acknowledgements • Table of contents • List of tables and figures <p>Executive Summary</p> <p>Chapter 1: Introduction to the Organisation</p> <ul style="list-style-type: none"> • Establishment of the company • Position in Industry • Types of services/products given/produced • Mission statement and aim of the company • Policy of the Company (policies concerning customer services, HR, production, advertising/promotion, environment etc.) • SWOT Analysis of the company/organisation <p>Chapter 2: Organisation Structure and Financial Analysis</p> <ul style="list-style-type: none"> • Departments and functions of each department • Organizational chart of the company • Key Personnel • Analysis of financial statements <p>Chapter 3: Description of Work Responsibilities</p> <ul style="list-style-type: none"> • Describe the department you worked in • Layout of the office • Project/experiential learning/organizational analysis • Machines, Computer programmes used <p>Chapter 4: Experience Gained and Problems Faced</p> <ul style="list-style-type: none"> • What did you learn? How will this experience help you in the future? • Problems faced • What was missing/lacking? 			

<ul style="list-style-type: none"> • How could you have done your work better? • How could you have gained more experience? <p>Chapter 5: Summary, Recommendations and Conclusion, Your thoughts, views and comments in general about the company and your work experience Bibliography Annexures relevant to the industry internship such as figures, graphs, photographs, financial statements etc.</p>												
<p>Course Outcomes: At the end of the course the student will be able to:</p>												
<table border="1"> <tr> <td>21INT405.1</td> <td>Explain the details of the establishment and mission of the organisation</td> </tr> <tr> <td>21INT405.2</td> <td>Examine the organisation structure</td> </tr> <tr> <td>21INT405.3</td> <td>Analyze the financial statements of the organization</td> </tr> <tr> <td>21INT405.4</td> <td>List the work responsibilities in the organisation</td> </tr> <tr> <td>21INT405.5</td> <td>Discuss the experience gained and problems faced in the organisation</td> </tr> <tr> <td>21INT405.6</td> <td>Summarise the thoughts, views and comments about the internship experience</td> </tr> </table>	21INT405.1	Explain the details of the establishment and mission of the organisation	21INT405.2	Examine the organisation structure	21INT405.3	Analyze the financial statements of the organization	21INT405.4	List the work responsibilities in the organisation	21INT405.5	Discuss the experience gained and problems faced in the organisation	21INT405.6	Summarise the thoughts, views and comments about the internship experience
21INT405.1	Explain the details of the establishment and mission of the organisation											
21INT405.2	Examine the organisation structure											
21INT405.3	Analyze the financial statements of the organization											
21INT405.4	List the work responsibilities in the organisation											
21INT405.5	Discuss the experience gained and problems faced in the organisation											
21INT405.6	Summarise the thoughts, views and comments about the internship experience											

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
21INT405.1	-	-	-	2	-	-	-
21INT405.2	-	-	-	-	2	-	-
21INT405.3	-	2	-	-	-	-	-
21INT405.4	-	-	-	-	2	-	2
21INT405.5	-	-	-	2	-	2	-
21INT405.6	-	-	-	-	2	2	-

1: Low 2: Medium 3: High

Industry Internship Evaluation:

- Internal assessment (CIE) by the internal guide
- Internal evaluation will be done by the internal guide.
- External valuation shall be done by a faculty member of other institute with minimum of 10 years experience/industry expert.
- The viva –voce examination will be conducted by the Guide and an external examiner drawn from other Institute with minimum of 10 years of experience/expert from the industry.
- Industry internship carries 100 marks consisting of 50 marks for internal assessment (CIE) 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 industry internship is 50% in each of the components such as internal assessment (CIE), report evaluation and viva-voce examination.
- The 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 report shall not exceed 100 pages.
- Submission of Report: Students should submit three hard copies of the Industry

Internship Report along with an electronic copy in PDF format.

- The report shall be hard bound with facing sheet of **White colour**

Allotment of marks for Industry Internship

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

Rubrics for Industry Internship Evaluation and Viva voce Examination

A. Internal Assessment by the Guide.

Sl.No	Aspects	Marks Allotted
1	First Presentation	5
2	Second Presentation	5
3	Third Presentation	5
4	Details of the establishment of the company	5
5	SWOT analysis of the organisation	5
6	Organisation structure	5
7	Financial statement analysis	5
8	Work responsibilities in the organisation	5
9	Learning experience	5
10	Summary, Recommendations and Conclusion	5
Total		50

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

Sl.No	Aspects	Marks Allotted
1	Details of the establishment of the company and SWOT analysis	5
2	Organisation structure	5
3	Financial statement analysis	5
4	Work responsibilities in the organisation	5
5	Learning experience and conclusion	5
Total		25

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

Sl. No.	Aspects	Marks allotted
1	Presentation Skill	5
2	Communication Skill	5
3	Establishment of the company and SWOT analysis	5
4	Financial statement analysis and work responsibilities	5
5	Learning experience and conclusion	5
Total		25

Note: Formats are given below

Industry Internship Report

Submitted by
Student Name
(USN)

Submitted to

St. Joseph Engineering College
(An Autonomous Institution)

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

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

INTERNAL GUIDE
(Name & Designation)

EXTERNAL GUIDE
(Name & Designation)



Department of Business Administration
St. Joseph Engineering College, Mangaluru – 575 028

Month, Year

DECLARATION

I, (Student Name), hereby declare that the Industry Internship Report is prepared by me under the guidance of – (Internal Guide Name) and (External Guide Name). I also declare that this Industry Internship is towards the partial fulfillment of the university/college Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I further declare that this Industry Internship is based on the original work undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place:

Signature of the Student

Date:

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