



MOOGAMBIGAI CHARITABLE AND EDUCATIONAL TRUST
RAJARAJESWARI COLLEGE OF ENGINEERING
An Autonomous Institution

Under VTU, Approved by AICTE, UGC & GoK
No. 14, Ramohalli Cross, Kumbalagodu, Mysore Road, Bengaluru

SCHEME & SYLLABUS

PG PROGRAM

MBA

3rd and 4th Semester



Academic Year
2025-26
(2024 Scheme)

For more information
www.rrce.org





MOOGAMBIGAI CHARITABLE AND EDUCATIONAL TRUST

Rajarajeswari College of Engineering

(An Autonomous Institution under Visvesvaraya Technological University, Belagavi)

#14, Ramohalli Cross, Kumbalagodu, Mysore Road, Bengaluru-560074



Master of Business Administration

Scheme and Syllabus of III & IV Semester

(2024 Scheme)

VISION

To empower young minds through technology, research and innovation, to produce technically competent and socially responsible professionals in higher education.

MISSION

1. To deliver excellence in education through innovative teaching, impactful research, and continuous skill development, preparing students to meet global challenges with technical expertise and ethical responsibility.
2. To foster a transformative learning environment that integrates technology, research and practical experience, empowering students to become skilled professionals and socially conscious leaders.
3. To cultivate a culture of lifelong learning and professional excellence by encouraging creativity, research, and community engagement, equipping students with the skills to thrive in a dynamic world.
4. To provide a holistic educational experience that combines advanced technology, hands-on research, and community-focused learning, shaping students into competent, ethical professionals who contribute positively to society.

QUALITY POLICY

Rajarajeswari College of Engineering is committed to imparting quality technical education that nurtures competent, ethical professionals with global relevance. We ensure academic excellence through a dynamic, outcome-based curriculum, experienced faculty, and cutting-edge infrastructure. Continuous improvement is driven by innovation, research and strong industry collaboration. We foster holistic development and a progressive environment that supports lifelong learning, teamwork, and professional growth.

CORE VALUES

Academic Excellence, Integrity, Innovation, Global Competence, Continuous Improvement.

Master of Business Administration

DEPARTMENT VISION

To be a center of excellence in emerging areas of business through teaching, learning and research.

DEPARTMENT MISSION

1. To transform life through excellence in education, research and consultancy.
2. To develop necessary competencies in students by providing exposure to advanced areas of knowledge through teaching, research and consultancy.
3. To help transform entrepreneurial ideas into sustainable economic and social organizations.
4. To enhance employability and provide adequate opportunities for better employment.
5. To promote moral and value based learning.
6. To inculcate multiculturalism and accommodate diversity.

PROGRAM OUTCOMES (POs)

PO1: Engineering Knowledge: Apply knowledge of mathematics, natural science, computing, engineering fundamentals and an engineering specialization as specified in WK1 to WK4 respectively to develop to the solution of complex engineering problems.

PO2: Problem Analysis: Identify, formulate, review research literature and analyze complex engineering problems reaching substantiated conclusions with consideration for sustainable development. (WK1 to WK4)

PO3: Design/Development of Solutions: Design creative solutions for complex engineering problems and design/develop systems /components / processes to meet identified needs with consideration for the public health and safety, whole-life cost, net zero carbon, culture, society and environment as required. (WK5)

PO4: Conduct Investigations of Complex Problems: Conduct investigations of complex engineering problems using research-based knowledge including design of experiments, modeling, analysis & interpretation of data to provide valid conclusions. (WK8).

PO5: Engineering Tool Usage: Create, select and apply appropriate techniques, resources and modern engineering & IT tools, including prediction and modeling recognizing their limitations to solve complex engineering problems. (WK2 and WK6)

PO6: The Engineer and The World: Analyze and evaluate societal and environmental aspects while solving complex engineering problems for its impact on sustainability with reference to economy, health, safety, legal framework, culture and environment. (WK1, WK5, WK7).

PO7: Ethics: Apply ethical principles and commit to professional ethics, human values, diversity and inclusion; adhere to national & international laws. (WK9)

PO8: Individual and Collaborative Team work: Function effectively as an individual, and as a member or leader in diverse/multi-disciplinary teams.

PO9: Communication: Communicate effectively and inclusively within the community and society at large, such as being able to comprehend and write effective reports and design documentation, make effective presentations considering cultural, language, and learning differences

PO10: Project Management and Finance: Apply knowledge and understanding of engineering management principles and economic decision-making and apply these to one's own work, as a member and leader in a team, and to manage projects and in multidisciplinary environments.

PO11: Life-Long Learning: Recognize the need for, and have the preparation and ability for i) independent and life-long learning ii) adaptability to new and emerging technologies and iii) critical thinking in the broadest context of technological change.
(WK8)

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

PEO1: To assist students to shape them in to business leaders, entrepreneurs and to meet social, managerial and business challenges.

PEO2: To assist students to show high levels of creativity, critical thinking, responsibility, teamwork and leadership in their careers to adapt themselves to rapidly changing environment.

PEO3: To equip students with necessary knowledge and managerial skills to occupy positions of management and administration in business and Industry.

PEO4: To inculcate appropriate ethical values and attitudes among students.

PEO5: To provide leadership skills, understand group and individual dynamics, and enable to work in teams.

PEO6: To mentor the students towards professionalism.

PEO7: To meet to the requirements of industry.

PEO8: To enable the students to meet the global standards.

PROGRAM SPECIFIC OUTCOMES (PSOs)

PSO1: Nurturing industry ready professionals with business and management acumen, who shall hold high degree of human values and social consciousness in their professional and personal lives.

PSO2: Enhance skills to lead digital transformation in your organization

PSO3: Strengthen interpersonal effectiveness and the ability to manage large teams

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Master of Business Administration

Scheme of Teaching and Examinations – 2024

(Effective from the Academic Year 2024-25)

Semester: III

S. No	Course Category and Course Code					TD / PSB	Teaching Hours / Week			Examination			
							Lecture	Practical /Seminar	Credit	SEE Duration in Hours	CIE Marks	SEE Marks	Total Marks
	Course Category	Human Resource	Marketing	Finance	Business Analytics								
1	PCC	P24MBA301	P24MBA301	P24MBA301	P24MBA301	MBA	4	0	4	3	50	50	100
2	PCC	P24MBA302	P24MBA302	P24MBA302	P24MBA302	MBA	4	0	4	3	50	50	100
3	PEC	P24MBAH313	P24MBAM313	P24MBAF313	P24MBAB313	MBA	4	0	4	3	50	50	100
4	PEC	P24MBAH314	P24MBAM314	P24MBAF314	P24MBAB314	MBA	4	0	4	3	50	50	100
5	PEC	P24MBAH315	P24MBAM315	P24MBAF315	P24MBAB315	MBA	4	0	4	3	50	50	100
6	PEC	P24MBAH316	P24MBAM316	P24MBAF316	P24MBAB316	MBA	4	0	4	3	50	50	100
7	PCC	P24MBAI317	Internship			MBA	-	8	4	-	50	50	100
8	SDA/AEC	P24	Value added Certification Course & Soft skills Training			MBA	Audit Course Without Any Credits						
Total							24	8	28	18	350	350	700

PCC: Professional Core Course, PEC: Professional Elective Course. Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. SDA- Skill Development Activity, AEC- Ability Enhancement Course



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Semester: III

Core Courses

Subject code	Title of the Subject	Subject code	Title of the Subject	Subject code	Title of the Subject	Subject code	Title of the Subject
P24MBA301	Logistics & Supply Chain Management	P24MBA301	Logistics & Supply Chain Management	P24MBA301	Logistics & Supply Chain Management	P24MBA301	Logistics & Supply Chain Management
P24MBA302	Emerging Technologies for Business	P24MBA302	Emerging Technologies for Business	P24MBA302	Emerging Technologies for Business	P24MBA302	Emerging Technologies for Business

Specialization Courses

Marketing Professional Elective Courses		Finance Professional Elective Courses		Human Resource Professional Elective Courses		Business Analytics Professional Elective Courses	
P24 MBAM313	Consumer Behaviour	P24 MBAF313	Strategic Cost Management	P24 MBAH313	Recruitment & Selection	P24 MBAB313	Introduction to Python data and Control systems
P24 MBAM314	Sales & Retail Management	P24 MBAF314	Investment Analysis & Portfolio Management	P24 MBAH314	Industrial Relations & Legislations	P24 MBAB314	Data Visualization
P24 MBAM315	Services Marketing	P24 MBAF315	Advanced Financial Management	P24 MBAH315	Organizational Change & Development	P24 MBAB315	Business Analytics and Intelligence
P24 MBAM316	Rural Marketing	P24 MBAF316	Banking & Financial Services	P24 MBAH316	Compensation & Reward Management	P24 MBAB316	Big Data Analytics
P24 MBAI317	Internship	P24MBAI317	Internship	P24 MBAIN317	Internship	P24 MBAIN317	Internship

HOD

Dean-Academics

Principal



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Master of Business Administration

Scheme of Teaching and Examinations – 2024

(Effective from the Academic Year 2024-25)

Semester: IV

S. No	Course Category and Course Code					TD / PSB	Teaching Hours / Week			Examination			
							Lecture	Practical / Seminar	Credit	SEE Duration in Hours	CIE Marks	SEE Marks	Total Marks
	Course Category	Human Resource	Marketing	Finance	Business Analytics								
1	PCC	P24MBA401	P24MBA401	P24MBA401	P24MBAB401	MBA	2	2	3	3	50	50	100
2	PCC	P24MBA402	P24MBA402	P24MBA402	P24MBAB402	MBA	2	2	3	3	50	50	100
3	PEC	P24MBAH413	P24MBAM413	P24MBAF413	P24MBAB413	MBA	2	2	3	3	50	50	100
4	PEC	P24MBAH414	P24MBAM414	P24MBAF414	P24MBAB414	MBA	2	2	3	3	50	50	100
5	PEC	P24MBAH415	P24MBAM415	P24MBAF415	P24MBAB415	MBA	2	2	3	3	50	50	100
6	PEC	P24MBAH416	P24MBAM416	P24MBAF416	P24MBAB416	MBA	2	2	3	3	50	50	100
7	PCC	P24MBAP417	Project Work			MBA	-	12	6	-	50	50	100
8	SDA/ AEC		Value added Certification Course & Soft skills Training			MBA	Audit Course Without Any Credits						
Total							12	24	24	18	350	350	700

PCC: Professional Core Course, PEC: Professional Elective Course. Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload, SDA- Skill Development Activity, AEC- Ability Enhancement Course



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Master of Business Administration

Scheme of Teaching and Examinations – 2024

(Effective from the Academic Year 2024-25)

Semester: IV							
Core Courses							
Subject code	Title of the Subject	Subject code	Title of the Subject	Subject code	Title of the Subject	Subject code	Title of the Subject
P24 MBA401	International Business	P24 MBA401	International Business	P24 MBA401	International Business	P24 MBA401	International Business
P24 MBA402	Innovation & Design Thinking	P24 MBA402	Innovation & Design Thinking	P24 MBA402	Innovation & Design Thinking	P24 MBA402	Innovation & Design Thinking
Specialization Courses							
Marketing Professional Elective Courses		Finance Professional Elective Courses		Human Resource Professional Elective Courses		Business Analytics Professional Elective Courses	
P24 MBAM413	Strategic Brand Management	P24 MBAF413	Tax Management	P24 MBAH413	Conflict & Negotiation Management	P24 MBAB413	Machine Learning
P24 MBAM414	Integrated Marketing Communication	P24 MBAF414	International Financial Management	P24 MBAH414	International HRM	P24 MBAB414	Predictive Analytics
P24 MBAM415	Digital & Social Media Marketing	P24 MBAF415	Risk Management & Insurance	P24 MBAH415	Personal Growth & Interpersonal Effectiveness	P24 MBAB415	Digital Analytics
P24 MBAM416	B2B Marketing	P24 MBAF416	Mergers, Acquisitions & Corporate Restructuring	P24 MBAH416	Strategic Talent Management	P24 MBAB416	Strategy Analytics
P24 MBAP417	Project Report	P24 MBAP417	Project Report	P24 MBAP417	Project Report	P24 MBAP417	Project Report

HOD

Dean-Academics

Principal



III - Semester MBA syllabus for AY 2024-25 onwards

SEMESTER-III					
LOGISTICS AND SUPPLY CHAIN MANAGEMENT					
Course Code	:	P24MBA301	CIE	:	50 Marks
Teaching Hours L:T:P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

Course Objectives	
1.	To understand the basic concepts of logistics and supply chain management
2.	To provide insights for establishing efficient, effective and sustainable supply chains.
3.	To comprehend the role of Information Technology in warehousing, transportation and Inventory management in SCM.
4.	To gain knowledge about international logistics and environment

Module- 1	No. of Hours
Introduction to Logistics Management: Meaning of Logistics, Definition of Logistics, Objectives of Logistics, Types of Logistics, Need for Logistics Management, Evolution of logistics toward Supply chain Management, Logistics Industry in India. Logistical Activities, Logistics Costs, Expected cost of stock outs. Logistical Informational Requirements.	8
Module- 2	No. of Hours
Strategic Logistic plan, Operating objectives of logistics planning, Flow of logistics planning, Developing Logistic strategy, Logistics System Design and Administration, logistic environment assessment, Pricing in logistics, Warehousing- scope, primary functions. Efficient Warehouse Management System, Types of Warehouses. Logistics and Environment, Methods and tools facilitating International Logistics and its challenges.	9
Module- 3	No. of Hours
Introduction to Supply chain Concepts, significance and key challenges. Scope of SCM-historical perspective, essential features, Drivers of SCM, decision phases-process view, supply chain frame work, key issues in SCM and benefits. Managing uncertainty in Supply Chain, (Bullwhip Effect), Impact of uncertainties, forecasting in Supply Chain, Innovations in Supply Chain. Sourcing Decisions in Global SCM, Key issues in Global sourcing, Outsourcing. Network design in the supply chain, factors affecting the network design decisions.	10
Module- 4	No. of Hours
Introduction to Inventory Concepts: various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis. Goals, need, impact of inventory management on business performance. Types of Inventory, Alternative approach for classification of inventories, components of inventory decisions, inventory cost management, business response to stock out, replenishment of inventory, material requirements planning.	10
Module- 5	No. of Hours
Introduction to Distribution Management: Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice. HUB & SPOKE V/S Distributed Warehouses. Mode of transportation and criteria of decision. Transportation Infrastructure .Factors impacting road transport cost, Packaging Issues in Transportation, role of containerization, Hazards in transportation, State of Ocean Transport, global alliances.	10
Module-6	No. of Hours
Introduction IT in SCM: Role of computer/ IT in supply chain management, Benchmarking concept, features and implementation. Vendor Managed Inventory, CPFRP, and Customer Service, Integrated Supply Chain and Logistics. Value addition in SCM.	8

Course Outcomes: At the end of the course, the students will be able to	
CO1	Demonstrate knowledge of the functions of logistics and supply chain management.
CO2	Relate concepts and activities of the supply chain to actual organizations.
CO3	Analyze the role of technology in logistics and supply chain management.
CO4	Evaluate cases for effective supply chain management and its implementation.

**Text Books**

1.	A Logistic approach to Supply Chain Management, Coyle, Bardi, Longley, Cengage Learning, Latest edition.
2.	Supply Chain Management- Strategy, Planning and Operation, Sunil Chopra, Peter Meindl, D.V.Kalr, Pearson Latest edition.

Reference Book

1.	Supply chain Logistics Management, Donald J Bowersox, Mc Graw Hill, 4th Edition.
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Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gI7Te7HAX.;_ylu=Y29sbwNzZzMEcG9zAzM c2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.researchgate.net%2fpublication%2f270876147_Supply_Chain_Management_4th_edition/RK=2/RS=15xJm6fL0veF5TOaSQK.2R1Giqo-
- https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gI7je7HAX.;_ylu=Y29sbwNzZzMEcG9zAzQ EdnRpZAMec2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.oracle.com %2fwebfolder%2fs%2fassets%2fbook%2fscm-complete-guide%2fpdf%2fscmguide.pdf/RK=2/RS=ztnJiPlSXhKgq3LJKrxE5MspDo-
- https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gI7ze7HAX.;_ylu=Y29sbwNzZzMEcG9zAzU EdnRpZAMec2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=http%3a%2f%2ftrainingtancang.com %2fupload%2fnews%2fbook-principles-of-supply-chain-management-9010.pdf/RK=2/RS=Drwv0C_5itZTS4CPsIKgOZLYxQM
- www.proquest.com

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

ASSESSMENT DETAILS BOTH (CIE AND SEE)

The weightage of continuous Internal Evaluation (CIE) is 50% and for the Semester End Examination (SEE) is 50%. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50). The minimum passing mark for SEE is 35% of maximum marks (18 marks out of 50). A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each course. Student has to secure a minimum 40% (40 marks out of 100) in the total of the CIE and SEE together.

CONTINUOUS INTERNAL EVALUATION (CIE)**CIE FOR THE THEORY:**

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
3. Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
4. Total marks scored (30+20 = 50 marks).
5. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50).

SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and carries 20 Marks.
4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.



SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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Department of Master of Business Administration

SEMESTER-III					
EMERGING TECHNOLOGIES FOR BUSINESS					
Course Code	:	P24MBA302	CIE	:	50 Marks
Teaching Hours L:T:P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	3	SEE Duration	:	3Hrs

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

Module- 1	No. of Hours
Introduction to Emerging Technologies for Business: Evolution of technologies; Introduction to Industrial revolution; Historical background of the Industrial Revolution; Introduction to Fourth industrial revolution (IR 4.0); Role of data for Emerging technologies; Enabling devices and networks for emerging technologies (programmable devices); Human to Machine Interaction; Future trends in emerging technologies.	10
Module- 2	No. of Hours
Data Science: Overview for Data Science; Definition of data and information; Data processing cycle, Data types and representation; Data Value Chain; Data Acquisition; Data Analysis; Data Curating; Data Storage; Data Usage; Basic concepts of Big Data.	10
Module- 3	No. of Hours
Artificial Intelligence (AI): Concept of AI, meaning of AI, History of AI, Goals of AI, Need for AI, Levels of AI, Types of AI, Techniques of AI, Applications of AI in Agriculture, Health, Business (Emerging market), Education, AI tools and platforms (eg: scratch/object tracking), Advantages and limitations of AI.	10
Module- 4	No. of Hours
Internet of Things (IoT): Overview of IOT; meaning of IOT; History of IOT; Advantages of IOT; Challenges of IOT; IOT working process; Architecture of IOT; Devices and network; Applications of IOT at Smart home; Smart grid; Smart city; Wearable devices; Smart farming; IOT tools and platforms.	7
Module- 5	No. of Hours
Augmented Reality (AR) and Virtual Reality (VR): Introduction to AR, Virtual reality (VR), Augmented Reality (AR) V/S mixed reality (MR), Architecture of AR systems. Application of AR systems (education, medical, assistance, entertainment).	8
Module-6	No. of Hours
Ethics, Professionalism and Other Emerging Technologies: Technology and ethics, Digital privacy, Accountability and trust, Treats and challenges. Other Technologies: Block chain technology, Cloud and quantum computing, Autonomic computing, Computer vision, Cyber security, Additive manufacturing (3D Printing).	10

Course Outcomes: At the end of the course, the students will be able to	
CO1	Select appropriate technology and tools for a given task.
CO2	Identify necessary inputs for application of emerging technologies.
CO3	Understand the latest developments in the area of technology to support business.

Text Books	
1.	Designing for Emerging Technologies: UX for Genomics, Robotics, and the Internet of Things: Follett, J. , O'Reilly Media, 2014.
2.	Emerging Technologies for Emerging Markets: Vong, J., & Song, I., Springer Singapore, 2014.

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



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

Web links and Video Lectures (e-Resources):

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

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CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
3. Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
4. Total marks scored (30+20 = 50 marks).
5. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50).

SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part -A is Compulsory** and carries 20 Marks.
4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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



CO-PO Mapping

PO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1	-	-	-	2	3	-	-	-
CO2	-	-	2	-	-	-	2	-	-
CO3	-	-	-	3	-	-	-	2	-

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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Department of Master of Business Administration

III - Semester MBA Marketing Electives Syllabus

SEMESTER-III					
CONSUMER BEHAVIOUR					
Course Code	:	P24MBAM313	CIE	:	50 Marks
Teaching Hours L:T:P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

Course Objectives	
1.	To develop an understanding of consumer behaviour theories and apply this understanding in a marketing decision making context.
2.	To identify the multitude of factors influencing consumers so that each of us will be able to apply this knowledge to improve market strategy.
3.	To Create better marketing programs and strategies basing on the knowledge of consumer behaviour.

Module- 1	No. of Hours
Introduction to Consumer Behaviour: Meaning, Nature and Importance of Consumer Behaviour; Difference between Consumer & Customer; Nature & characteristics of Indian Consumers; Consumer Movement in India; Rights & Responsibilities of consumers in India; Consumerism: Meaning and benefits of consumerism. Consumer Research process.	8
Module- 2	No. of Hours
Consumer Decision Making: Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages. Situational Influences- Nature of Situational Influence, Situational Characteristics and consumption behaviour. Models of Consumer Behaviour: Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour, Class Exercise: Conducting consumer experiments.	10
Module- 3	No. of Hours
Individual Determinants of Consumer Behaviour: Perception: Process, Consumer Imagery, Perceived Risk. Learning: Principles and Theories Personality: Nature, Theories, Self-Concept, Psychographic and Life Style. Attitude: Structural model of attitude, attitude formation & change. Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories.	7
Module- 4	No. of Hours
Group Determinants of Consumer Behaviour: Groups: Meaning and Nature of Groups, Reference Group Influence: Types of consumer relevant groups, factors affecting group influence, Application of reference group concept. Family: Functions of family, family decision making, Family Life Cycle (FLC). Dynamics of husband-wife decision making, Opinion Leadership and Personal influence. Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders. Diffusion of Innovation: Adoption process, Diffusion process.	12
Module- 5	No. of Hours
Environmental Influences on Consumer Behaviour: Social Class: Social Class Basics, Social class and Social status, The dynamics of status consumption, Life style profile of social class, Features of Social Class, Five Social-Class Categories in India. Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures. Cross Culture - Cross-cultural consumer analysis - Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problem.	10
Module-6	No. of Hours
Customer Relationship Management: CRM Concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs. CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing.- CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.	8



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Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand the background and concepts of consumer behavior.
CO2	Identify the dynamics of consumer behaviour and the basic factors that influence the consumer's decision process.
CO3	Demonstrate how concepts may be applied to marketing strategy.
CO4	Apply and demonstrate theories to real world marketing situations by profiling and identifying marketing segments.

Text Books	
1.	Consumer Behaviour, Schiffman Kanuk and S. Ramesh Kumar- Pearson, Latest Edition.
2.	Consumer Behaviour: A Managerial Perspective, Dr. Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal, Cengage Learning, latest Edition
3.	Consumer Behaviour, Sethna, Sage Publications, 4/e, 2018

Reference Books	
1.	Consumer Behaviour in Indian Perspective, Himalaya Publications-latest Edition
2.	Consumer Behavior, Blackwell and Engel, Cengage Publication, Indian Edition
3.	Indian Consumers, S.C.Mehta– Tata McGraw Hill

Web links and Video Lectures (e-Resources):

1. <https://youtu.be/ctMpHpJouoU>
2. <https://youtu.be/jSrC-EWYIJQ>
3. <https://youtu.be/dptzjrKRAm8>
4. <https://youtu.be/60eRK7Awgwm>
5. https://youtu.be/KILsxmXUm_M
6. <https://youtu.be/0srjdRDh99Y>
7. <https://youtu.be/AGYxSskyuq0>
8. <https://books.mec.biz/tmp/books/NXHQRTHBQ2L87NIU6YVN.pdf>
9. https://www.oup.com.au/__data/assets/file/0025/131983/9780195597080_SC.pdf
10. <https://www.pdfdrive.com/consumer-behaviour-books.html>

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

ASSESSMENT DETAILS BOTH (CIE AND SEE)

The weightage of continuous Internal Evaluation (CIE) is 50% and for the Semester End Examination (SEE) is 50%. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50). The minimum passing mark for SEE is 35% of maximum marks (18 marks out of 50). A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each course. Student has to secure a minimum 40% (40 marks out of 100) in the total of the CIE and SEE together.

CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
3. Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
4. Total marks scored (30+20 = 50 marks).
5. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50).



SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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SEMESTER-III					
SALES AND RETAIL MANAGEMENT					
Course Code	:	P24MBAM314	CIE	:	50 Marks
Teaching Hours L:T:P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

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

Module- 1	No. of Hours
Introduction to Sales Management: Meaning, Evaluation, Importance, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of sales manager. Selling skills & selling strategies: Selling and business Styles, selling skills, situations, Personal Selling: Meaning and definition, selling process, sales presentation, Handling customer objections, Follow- action.	
Module- 2	No. of Hours
Management of Sales Territory & Sales Quota: Sales territory: meaning, factors affecting in designing size of Sales territory, steps in designing Sales territory, Sales quota, procedure for sales quota. Types of sales quota, Methods of setting sales Quota. Recruitment and selection of sales force, Training of sales force.	
Module- 3	No. of Hours
Sales force Motivation and Compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process. Sales management job: Standard sales management process- International sales management - International market selection, market survey approach or strategy.	
Module- 4	No. of Hours
Retail Management: Introduction and Perspectives on Retailing, World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing – Types of Retailers (Retail Formats) - Multichannel Retailing - role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing- Ethics in retailing- Current Scenario.	
Module- 5	No. of Hours
Setting up Retail organization: Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design. Retail Market Strategy - Financial Strategy Human Resource Management, Information Systems and supply chain management & Logistics. Store Layout and Space planning: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors. Store Management: Responsibilities of Store Manager, Store Security, Parking Space. Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of modern retails stores.	
Module-6	No. of Hours
Relationship Marketing & International Retailing: Management & Evaluation of Relationships in Retailing, Retail Research in Retailing: Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Customer Audits, Brand Management in retailing, Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment and issues in international retailing.	

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand the selling techniques in an organization.
CO2	Develop a plan for organizing, staffing & training sales force.
CO3	Organize sales territories to maximize selling effectiveness.
CO4	Evaluate sales management strategies.



CO5	Find out the contemporary retail management issues and strategies.
CO6	Evaluate the recent trends in retailing and its impact in the success of modern business.
CO7	Understand relate store management and visual merchandising practices for effective retailing.

Text Books

1.	Sales & Distribution Management: Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press, 2012
2.	Sales Management by Charles, Futrell, 6/e, Thomson South Western, 2003
3.	Retail Management - Levy & Weitz, TMH, latest edition.
4.	Retail Management - Chetan Bajaj, Oxford University press
5.	Retail Management-A Global Perspective: Text and Cases, Dr.Harjit Singh, S.Chand, 2018.

Reference Books

1.	Sales & Retail Management, an Indian perspective by Dr.S.L Gupta, 1/e, Excel Books, 2007.
2.	Salesmanship and Sales Management-P.K Sahu & K C Raut, 3/e, Vikas Publishing House.
3.	Integrated Retail Management - James R. Ogden & Denise Trodden, Biztantra, Latest Edition.
4.	Retail Marketing Management - Dravid Gilbert, 2/e, Pearson Education
5.	Retail Management: A Strategic Approach - Barry Berman, Joel R. Evans, Pearson. Latest Edition

Web links and Video Lectures (e-Resources):

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

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ASSESSMENT DETAILS BOTH (CIE AND SEE)

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CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
3. Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
4. Total marks scored (30+20 = 50 marks).
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SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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SEMESTER-III					
SERVICES MARKETING					
Course Code	:	P24MBAM315	CIE	:	50 Marks
Teaching Hours L:T:P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

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

Module- 1	No. of Hours
Introduction: Meaning and Definition of services Marketing, Reasons for the growth of services sector and its contribution; difference in goods and service marketing; characteristics of services; concept of service marketing triangle; service marketing mix; Consumer behavior in services: Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services, Factors influencing customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.	8
Module- 2	No. of Hours
GAP models of service quality: Key reasons for gap using marketing research to understand customer expectation, Types of service research, building customer relationship through retention strategies-Relationship marketing, Evaluation Of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services. "Hard"&"Soft" standards.	10
Module- 3	No. of Hours
Yield management: balancing capacity utilization, pricing. Waiting line strategies-four basic Waiting line strategies. Matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand. Key reasons for GAP-2 service leadership- Creation of service vision and implementation, Service quality as profit strategy	10
Module- 4	No. of Hours
Boundary spanning roles: Emotional labour, Source of conflict, Quality- productivity trade off, Strategies for closing GAP3. Customer's role in service delivery-Importance of customer & customer's role in service delivery, Strategies for enhancing-Customer participation,-Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery.	10
Module- 5	No. of Hours
Pricing of services: Role of price and value in provider GAP 4, Role of non-monitory cost, Price as an indicator of service quality-Approaches to pricing services, pricing strategies, Key intermediaries for service delivery, Intermediary control strategies. Role of services marketing communication SERVQUAL Model.	10
Module-6	No. of Hours
Physical evidence in services: Importance of Physical Evidence, Elements of Physical Evidence, Physical Evidence Strategies, Guidelines for Physical Evidence. Service scapes: Types of service scapes-Objectives and Goals of service scapes, Role of service scapes, Approaches for understanding service scapes effects, Frame work for understanding service scapes& its effect on behavior-Guidance for physical evidence strategies.	7

Course Outcomes: At the end of the course, the students will be able to	
CO1	Develop an understanding about the various concepts and importance of services marketing.
CO2	Enhance knowledge about emerging issues and trends in the service sector.
CO3	Learn to implement service strategies to meet new challenges.



CO4	Analyzing services blue print and SERVQUAL model.
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Text Books	
1.	Services Marketing, Valarie A Zeithmal & Mary Jo, McGraw Hill, 6/e 2018
2.	Services Marketing, Christopher Lovelock, Pearson Education, 2014

Reference Book	
1.	Services Marketing, Parasuraman, Sage Publications 2018

Web links and Video Lectures (e-Resources):	
https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IV9i7HAX.;_ylu=Y29sbwNzZzMecG9zAzEEdnRpZAM2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2fbooks.lpu.edu.in%2fmanagement%2fmba%2fterm_4%2fDMGT510_SERVICES_MARKETING.pdf/RK=2/RS=rz8XYyCSOhGnU6JznbgcyVS_8NM- https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IWNi7HAX.;_ylu=Y29sbwNzZzMecG9zAzIEdnRpZAMc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2fwww.coursehero.com%2ffile%2f27673829%2fServices-Marketing-5th-Edition-pdf%2f/RK=2/RS=Ric3RoGnmc212j6Xe5dA6FmlStA- https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IY9i7HAX.;_ylu=Y29sbwNzZzMecG9zAzQEdnRpZAMc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2finfolearners.com%2febooks%2fessentials-ofservices-marketing-3rd-edition-pdf-free-download%2f/RK=2/RS=eUc.stCHtWkAmoi3H7VQ_mdeFT0-	
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- Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
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- Total marks scored (30+20 = 50 marks).
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SEMESTER END EXAMINATION (SEE)

- The question paper shall be set for 100 marks and duration of SEE is 3 hours.
- The question paper will have two parts: Part-A and Part-B.
- Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.



4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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SEMESTER-III					
RURAL MARKETING					
Course Code	:	P24MBAM316	CIE	:	50 Marks
Teaching Hours L:T:P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

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

Module– 1	No. of Hours
Introduction to Rural Markets: Definition, Concept, Nature, Size and Scope of Indian Rural markets, Rural Demand, Buying Characteristics, Rural Market Structure: Demographic, Physical, Economic Environment. Rural Infrastructural Facilities – Warehousing, Cold Storage, Logistics. Indian Rural Market: Profile, Rural Vs Urban Market, Importance of Branding, Problems of Rural Consumers: Adulteration, Short Weight and Measures, Unfair Warranties and Guarantees, Unreasonable Pricing, Challenges and Future of Rural Marketing.	8
Module– 2	No. of Hours
Understanding the Rural Consumer: Rural Community in India. Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Rural Consumer Behavior, Rural Buyer Characteristics, Consumer Buying Decision Process, Factors Affecting Consumer Behavior –Cultural, Social, Technological, Economic and Political.	10
Module– 3	No. of Hours
Marketing Mix in Rural Markets: Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems.	10
Module– 4	No. of Hours
Innovation in Rural Markets: Significance of innovation in rural markets, The intervention of IT in Rural Markets: Importance and Initiatives, The emergence of Organized retailing in Rural India, Key Drivers of Organized Retail, Cases in organized retail: Operative Models adopted by Indian Companies.	10
Module– 5	No. of Hours
Initiatives of Rural Marketing: Improvement measures taken by the Government –Initiatives by Co-operative and Private Sector, Present Scenario-Rural Female Empowerment, Micro Financing, Mobility in Emerging Markets, Growing Rural Tourism. E- Commerce: Importance of E-Commerce and Impact of E-Marketing on rural consumers, Concept of Digital Village, Role of Social Media in rural marketing. Information Technology: Impact of IT in Agricultural Marketing, E Chaupal, Project Shakti, Web-casting-online training and guidance to farmers.	10
Module-6	No. of Hours
Future of Rural Marketing: Changing Role of Rural Sector in India; Rural Income and Demand, Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers, Certified seeds and Agricultural Equipments, Tractors, Engines, Pump Sets, Marketing of Agricultural products. Online Marketers: Role of Online Marketers, Growth and Challenges.	7

Course Outcomes: At the end of the course, the students will be able to	
CO1	Recognize appropriate Rural marketing objectives.
CO2	Knowledge on consumer buying behavior and influencing factors on consumer buying behavior at rural market and the decision process appreciate the e-commerce and innovation in rural marketing.
CO3	Illustrate the promotional mix in rural markets rural marketing and marketing startegies.



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CO4	Knowledge of premise underlying in rural markets.
CO5	To comprehend the initiatives and future of rural markets.

Text Books

1.	Rama Bijapurkar (2007), We are Like That Only, the logic of Consumer India, Penguin Books
2.	Prahalad C.K (2008), Fortune at the Bottom of the Pyramid, Pearson Publication

Reference Books

1.	R V Badi, N V Badi, Rural Marketing, 2008, Himalaya Publishing House
2.	U C Mathur, Rural marketing, Text and Cases, 2008, excel books
3.	CSG Krishnamacharyulu, Lalitha Ramakrishnan, Cases in Rural marketing, An Integrated Approach, 2006, Pearson Publication

Web links and Video Lectures (e-Resources):

- <https://youtu.be/fB3D131FE4I>
- https://youtu.be/Hguauxu_0bM
- <https://youtu.be/d8-k2LbP-y4>
- <https://youtu.be/WttNQX5cyA>
- <https://youtu.be/OpU33j9wVss>
- <https://youtu.be/jpqZb0ZhA2s>
- <https://youtu.be/5sDNYnhbq9A>
- <https://youtu.be/hih1rLTJbWM>
- <https://youtu.be/DzZCVqrtXYw>

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

ASSESSMENT DETAILS BOTH (CIE AND SEE)

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CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
3. Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
4. Total marks scored (30+20 = 50 marks).
5. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50).

SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.



6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

Skill Development Activities Suggested

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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



III - Semester MBA Finance Electives Syllabus

SEMESTER-III					
STRATEGIC COST MANAGEMENT					
Course Code	:	P24MBAF313	CIE	:	50 Marks
Teaching Hours L:T:P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

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

Module-1	No. of Hours
Introduction to Cost Management -Cost Accounting to Cost Management- Objectives and functions of Cost Accounting , Cost accounting and Financial Accounting , Elements of costs- Classification of costs-Methods of costing-Cost Management Tools- A Strategic View to Cost Management- Inventory systems , Average cost methods, Preparation of a cost sheet . Target Costing, features, steps, Advantages (Problems on cost sheet).	9
Module-2	No. of Hours
Overheads: Meaning of Overhead Cost, Classification and Collection, Difference between Cost Allocation and Cost Apportionment, (Full-fledged Problems on Primary and secondary distribution, Simultaneous equations, Absorption of Overhead, Theory on Under and Over absorption of Overhead). Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC (Unit level, Batch Level and Product Sustaining Activities), Benefits and weaknesses of ABC. (Theory & Problems).	9
Module-3	No. of Hours
Marginal Costing – Nature and Scope- Applications-Break even charts and Point, Decision-making (all types with full problems) Differential Cost Analysis, Advantages and Disadvantages of Marginal Costing Process Costing: introduction to Process Costing, Cost accumulation in process costing (Problems).	10
Module-4	No. of Hours
Budgetary Control - Essentials of Effective Budgeting, Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor Problems on Production Budgets and Flexible Budgets. Standard Costing:- Comparison with Budgetary control, analysis of Variances, Simple Problems on Material and Labour variances only, Performance Budgeting , Zero base Budgeting (ZBB) (Problems).	10
Module-5	No. of Hours
Cost Audit & Reporting to Management -objectives and advantages of Cost Audit, Cost Audit report. Management Audit- Objectives and Scope. Reporting to Management – Purpose of reporting- Requisites of a good report, Classifications of Report, Segment reporting, Cost Reduction and Cost Control, Target Costing – its Principles, Balanced Scorecard: Features and Purpose, Back-flush accounting, The Variants of Back flush Accounting, Lean Accounting, Cost Control vs. Cost Reduction (theory only).	10
Module-6	No. of Hours
Responsibility Centers: Revenue and Expense Centers Responsibility Centers, Revenue Centers. Transfer Pricing – Meaning, Principles of Transfer Pricing, Methods of Transfer of Pricing expense Centers, Administrative Centers. Cost Management for Specific Sectors – Gold, Agriculture, IT sector, Pharma and others (theory only).	7



Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand the goals and strategies of business units.
CO2	Determine standard costing and variance analysis cost control in Business decision marketing.
CO3	Applications of Management accounting and control systems in Corporate.
CO4	Critically evaluate all traditional and non-traditional costing methods such as absorption costing; marginal costing and activity based costing.

Text Books	
1.	Cost Accounting (2e) by M.Y. Khan and P.K. Jain (2017). McGraw Hill Education
2.	Management Control Systems (4e) by Kenneth Merchant and Wim Van Der Stede. Pearson Education (2019).

Reference Books	
1.	A Text book of Cost and Management Accounting: Arora M. N, 11th Edition, Vikas
2.	Managerial Accounting: James Jiambalvo, 4th Edition, Wiley India Pvt. Ltd
3.	Cost Accounting: Jawaharlal & Seema Srivastava, 4th Edition, TMH

Web links and Video Lectures (e-Resources):	
• https://journal.ump.edu.my/ijim/article/view/5983/1166 • http://indianresearchjournals.com/pdf/APJMMR/2013/April/7.pdf • https://www.youtube.com/watch?v=fWPPfUiPdHA • https://www.coursera.org/lecture/construction-cost-estimating/introduction-to-cost-estimatingand-cost-control-xXOyj • https://www.icsi.edu/WebModules/Publications/FULL_BOOK_PP-CMA-2017-JULY_4.pdf • https://www.pdfdrive.com/cost-management-e20763553.html • https://www.academia.edu/31736202/Cost_Management_Accounting_and_Control	
Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.	

ASSESSMENT DETAILS BOTH (CIE AND SEE)

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CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
3. Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
4. Total marks scored (30+20 = 50 marks).
5. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50).

SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
4. **Part-B** contains total 10 questions.



5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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SEMESTER-III					
INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT					
Course Code	:	P24MBAF314	CIE	:	50 Marks
Teaching Hours L:T:P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

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

Module- 1	No. of Hours
Introduction to Investment: Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives. Securities Market: Trading & Settlement Procedure, Stock Market Indicators- Indices of Indian Stock Exchanges. Mutual Funds: Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Types of Mutual funds. (Only Theory).	9
Module- 2	No. of Hours
Return and Risk Concepts: Concept of Risk, Causes of Risk, Types of Risk- Systematic risk- Market Price Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk- Business risk, Financial Risk, Insolvency Risk, Risk-Return Relationship, Concept of diversifiable risk and non-diversifiable risk. Calculation of Return and Risk of Individual Security & Portfolio (Theory & Problems).	9
Module- 3	No. of Hours
Valuation of Securities: Bond – Meaning, features, types, determinants of interest rates, Bond Valuation, Bond Duration, Bond Management Strategies. Preference Shares- Concept, Valuation. Equity Shares- Concept, Valuation, Dividend Valuation Models, P/E Ratio valuation model. (Theory & Problems).	10
Module- 4	No. of Hours
Fundamental & Technical Analysis: Macro-Economic and Industry Analysis: Fundamental analysis- EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis- Financial Statement Analysis. Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Technical Analysis – Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators –Moving Average Convergence-Divergence, Relative Strength Index (Theory only).	10
Module- 5	No. of Hours
Modern Portfolio Theory: Markowitz Model- Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Sharpe's Single Index Model, Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML V/s SML. Sharpe's Optimum Portfolio Construction, Optimum Portfolio with Short sales (Theory & Problems).	10
Module-6	No. of Hours
Portfolio Management Strategies and Performance Evaluation: Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans. Measure of Mutual Fund Performance. Portfolio performance Evaluation: Sharpe's Performance Index, Treynor's Performance Index and Jensen's Performance Index (Theory & Problems).	7

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand the capital market and various Instruments for Investment.
CO2	Assess the risk and return associated with investments and methods to value securities.
CO3	Analyze the Economy, Industry and Company framework for Investment.
CO4	Learn the theories of portfolio management and also the tools and techniques for efficient portfolio management.



Text Books	
1.	Investment Analysis and Portfolio management, Prasanna Chandra, Tata McGraw Hill, 3 rd edition, 2010
2.	Security Analysis & Portfolio Management, S Kevin, Tata McGraw Hill, 2014
3.	Security Analysis & Portfolio Management, Punithavathy Pandian, Vikas Publications, 2 nd edition, 2018

Reference Books	
1.	Security Analysis & Portfolio Management – Fisher and Jordan, 6 th edition Pearson, PHI.
2.	Investments –Zvi Bodie, Kane, Marcus & Mohanty, TMH, 8 th Edition, 2010
3.	Investment management (Security Analysis and & Portfolio Management), Bhalla V.K., Vikas Publications, 19 th edition, 2018

Web links and Video Lectures (e-Resources):

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

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CIE FOR THE THEORY:

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1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
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4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.



SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

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CO1	1	-	-	-	2	3	-	-	-
CO2	-	-	2	-	-	-	2	-	-
CO3	-	-	-	3	-	-	-	2	-
CO4	-	2	-	2	-	-	-	-	3

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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SEMESTER-III					
ADVANCED FINANCIAL MANAGEMENT					
Course Code	:	P24MBAF315	CIE	:	50 Marks
Teaching Hours L:T:P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

Course Objectives	
1.	To understand 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 it's financing.
4.	To understand the techniques of managing different components of working capital.
5.	To evaluate the impact of financial decisions on the strategic direction of the organization.
6.	To evaluate complex investment appraisal situations and appreciate the importance of the cost of capital to the organization and how the capital structure chosen will impact upon this.

Module– 1: Cash Management	No. of Hours
Facets of Cash Management, Motive for holding cash, managing cash collection and disbursement investing surplus, cash in marketable securities, forecasting cash flows, Cash budgets-long-term cash forecasting, optimal cash balances, Baumol model-Miller-Orr Model-Strategies for managing surplus fund. (Theory and Problems)	9
Module– 2: Receivables Management & Factoring	No. of Hours
Receivables Management & Factoring: Nature and objectives of Receivables Management – Credit management through credit policy variables- marginal analysis- Credit evaluation of individual accounts and its monitoring receivables - Numerical credit scoring- Control of accounts receivables. Problems on credit granting decision. (Theory and Problems) Factoring: Meaning, definition, types & its benefits (Theory only) Recent Developments in Advanced Financial Management-Crypto currency, Block chain technology, Cloud funding, Digitization of financial transactions-Big data project finance.	9
Module– 3: Inventory Management	No. of Hours
Inventory Management: Purpose and functions of inventories -Types of inventory (Raw-materials, work-in-progress (WIP), finished goods & Maintenance, Repairs and Operations (MRO). Determination of inventory control levels: ordering, reordering, danger level. Techniques of inventory management- Economic Order Quantity (EOQ model). Pricing of raw material - Monitoring and control of inventories- ABC Analysis. (Theory and problems)	10
Module– 4: Capital Structure Decisions	No. of Hours
Capital structure & market value of a firm, Factors determining capital structure, Credit agency ratings debt ratio-debt to equity ratio-long term debt to capitalization ratio. Theories of capital structure: Net Income approach, Net Operating Income approach, Modigliani Miller approach, Traditional approach. (Theory only)	10
Module– 5: Dividend Policy	No. of Hours
Dividend policy, Theories of dividend policy: Theory of irrelevance, Bird- in –the hand theory & Tax preference theory, Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies, stable dividend, stable payout and growth. Bonus shares and stock split -corporate dividend behaviour. (Theory and Problems).	10
Module-6: Value Based Management	No. of Hours
Value Based Management: Methods and Key premises of VBM - Marakon approach-Alcar approach- Mckinseyapproach-Stern Stewart approach-BCG approach-Lessons from the experiences of VBM adopters. (Theory and Problems).	7

Course Outcomes: At the end of the course, the students will be able to	
CO1	Demonstrate the applicability of the concept of financial management to understand the managerial decisions and Corporate Capital Structure.
CO2	Apply the leverage and EBIT EPS Analysis associate with Financial Data in the corporate & Analyze the



	complexities associated with management of cost of funds in the capital Structure.
CO3	Demonstrate how the concepts of financial management and investment, financing and dividend policy decisions could integrate while identification and resolution of problems.
CO4	Be aware of the techniques of inventory and receivables management.
CO5	Demonstrate how the concepts of cash management work in the respective organization.

Text Books

1	Financial Management, M.Y. Khan & P.K. Jain, TMH 7 th edition, 2017
2	Financial Management, Prasanna Chandra, TMH 10 th edition, 2019

Reference Books

1	Financial Management and Policy: Text and Cases, Bhalla. V. K Anmol Publications Pvt. Ltd, 9 th edition
2	Financial Management & Policy, James C Vanhorne, Sanjay Dhamija, Pearson, 12 th edition

Web links and Video Lectures (e-Resources):

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

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4. **Part-B** contains total 10 questions.



5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

PO \ CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
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CO2	-	-	2	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	-
CO4	-	2	-	2	-	-	-	-	-
CO5	1	-	2	-	2	-	-	-	-

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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SEMESTER-III					
BANKING & FINANCIAL SERVICES					
Course Code	:	P24MBAF316	CIE	:	50 Marks
Teaching Hours L:T:P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

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

Module- 1	No. of Hours
Banking System and Structure in India: Types of banks –Public Sector, Regional Banks, Credit creation and Deployment of Funds. Role of Reserve Bank and GOI as regulator of banking system, Banking sector reforms, Provisions of Banking Regulation Act & Reserve Bank of India Act, Quantitative and Qualitative Measures of Credit Control, Recent trends in Banking- Banking Technology, Neo banking, Payment banking, Fintech, Crypto currency, Integration of AI in Banking, Bank Performance analysis and Future of Banking. (Theory)	9
Module- 2	No. of Hours
Commercial Banking: Structure, Functions - Primary & Secondary functions, Services rendered. Concept of Universal Banking, Analysis of Banks' Financial statements, Financial statement of Banks, Comparison of bank ratios of Public sector banks, Private sector and Foreign banks operating in India. (Theory)	9
Module- 3	No. of Hours
Merchant Banking: Categories, Services offered, Issue management – Pre and Post issue management, Issue pricing, Preparation of Prospectus, Underwriting, Private Placement, Book Building Vs. Fixed price issues. (Theory)	10
Module- 4	No. of Hours
NBFCs-Micro-finance- Leasing & Hire Purchase: NBFCs: An Overview -Types of NBFCs in India- Growth, Functions and Regulatory framework.(Theory) Micro-finance: The paradigm-NGOs and SHGs-Micro-finance delivery mechanisms, Models Services, Challenges. -Future of Micro finance(Theory) Leasing & Hire Purchase: Nature and scope of leasing, Types of leasing, Problems in Evaluation of Leasing. Nature and forms of Hire purchase agreements, Problems in Evaluation of Hire Purchase. (Theory and Problems)	10
Module- 5	No. of Hours
Credit Rating- Venture Capital- Depository System- Securitization of Debt: Credit Rating: Meaning, Process, Methodology, Agencies And Symbol Venture Capital: Concept, features, Process, Stages. Private equity- Investment banking perspectives in private equity. Performance of Venture Capital Funded Companies in India.(Theory) Depository System: Objectives of Depository System, Activities, NSDL& CDSL. Process of Clearing and Settlement. Securitization of Debt: Meaning, process, Types, Benefits. (Theory)	10
Module-6	No. of Hours
Mutual Funds: Meaning, Structure, Functions, Participants, Types of Funds, Types of Schemes, Performance of Mutual Funds, Factors contributing for the growth of mutual funds in India, Marketing of mutual funds. (Theory)	8



Course Outcomes: At the end of the course, the students will be able to	
CO1	The Student will be acquainted to various Banking and Non-banking financial services in India.
CO2	The Student will understand the activities of Merchant Banking and credit rating.
CO3	The Student will be equipped to understand micro financing and other financial services in India.
CO4	The Student will understand how to evaluate and compare leasing & hire purchase.

Text Books	
1..	Financial services by Khan M.Y, McGraw Hill Education, 6 th Edition, 2011.
2.	Banking and Financial Services by Mukund Sharma, Himalaya Publishing House, 2015

Reference Books	
1.	Management of Banking and Financial services by Padmalatha Suresh & Justin Paul, Pearson. 3 rd Edition
2.	Financial Markets and Services by K. Natarajan, E. Gordan, Himalaya Publishing House, 2009.
3.	Merchant Banking and Financial Services by Madhu Vij, Swati Dhawan, McGraw Hill Education, 2 nd Edition

Web links and Video Lectures (e-Resources):

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

ASSESSMENT DETAILS BOTH (CIE AND SEE)

The weightage of continuous Internal Evaluation (CIE) is 50% and for the Semester End Examination (SEE) is 50%. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50). The minimum passing mark for SEE is 35% of maximum marks (18 marks out of 50). A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each course. Student has to secure a minimum 40% (40 marks out of 100) in the total of the CIE and SEE together.

CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
3. Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
4. Total marks scored (30+20 = 50 marks).
5. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50).

SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.



SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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Department of Master of Business Administration

III - Semester MBA HR Electives Syllabus

SEMESTER-III					
RECRUITMENT AND SELECTION					
Course Code	:	P24MBAH313	CIE	:	50 Marks
Teaching Hours L:T:P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

Course Objectives	
1.	To recite the theories and various steps involved in Recruitment and Selection.
2.	To describe and explain in her/his own words, the relevance and importance of Recruitment and Selection in the Organization.
3.	To apply and solve the workplace problems through Recruitment and Selection intervention.
4.	To classify and categorize in differentiating between the best method to be adopted by organization related to Recruitment and Selection.
5.	To compare and contrast different approaches of Recruitment and Selection frame work for solving the complex issues and problems.
6.	To design and develop an original framework and framework in dealing with the problems in the organization.

Module- 1	No. of Hours
Workforce Planning and Recruitment Analytics: Concept of Work, Organization's Work and Jobs; Millennials at the work place; Key Characteristics of Millennials; Types of Millennial; The Evolution of Work Structure; Organizing 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; Organizational Best Practices. Manpower Planning: Macro Level Scenario of manpower planning, Process of manpower planning, requisites for successful manpower planning.	8
Module- 2	No. of Hours
Job Analysis, Job Description and Job Design: Identify the Job to Examine; Determine Appropriate Information Sources and Collect Job- Related Data; Job Description; Competency and Competency Ice Berg Model; Why Competency Based Recruitment; Sources of Recruitment; Different steps of job search; Motivational Job Specification; Creation of Functional Specification; Creation of Behavioral Specification; Employer branding; Social Media; Job Design.	10
Module- 3	No. of Hours
Job Evaluation: The Job Evaluation Process; Obtain Job KSAOs, Qualifications, Working Conditions, and Essential Duties; Examine Compensable Factors Using the Rating/Weighting Evaluation Method; Determine Overall Job Value; Hay Group—Pioneer in Job Evaluation; Determining Compensation using Job Evaluation Data; Legal and Ethical Considerations for Job Evaluation; Online Salary Survey.	10
Module- 4	No. of Hours
Selection and Interview Strategy: Interview Strategy and Process; Millennials shaping the Recruitment landscape in the organizations; Strategies for recruiting and selecting Generation Y into the workforce Developing Effective. Interviewers; Interviewing Techniques; Legal and Ethical Considerations in the Interview Process; The overall BEI Process; Assessment Centre's; Simulations.	10
Module- 5	No. of Hours
Testing and Assessment: Testing in Occupational Selection; Test related to Assessment of Knowledge, Skills, and Abilities; Personality Assessment; The Birkman method and MBTI® comparison; FIRO-B; Honesty and Integrity Assessment; Various Non-Interviewing Methods; Graphology; Skills Assessment; Games and Group Activity for Leadership Assessment; Administration of Tests and Assessments; Key Interviewer Skills.	10
Module-6	No. of Hours



Making the Hire; Assessment of Candidate and Job Fit: Unique Recruitment strategies; Bio data and Application Forms; Implications of Using Social Media Content in Hiring Decisions; Background Checks; Reference Checks; Pre- Employment Testing; Making a Job Offer; Transitioning from Job Candidate to Employee; Induction; Placement.	7
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Course Outcomes: At the end of the course, the students will be able to	
CO1	Gain the practical insight of various principles and practices of recruitment and selection.
CO2	Acquire knowledge of latest conceptual framework used in recruitment and selection process and procedure applied in various industries.
CO3	Illustrate the application of recruitment and selection tools and techniques in various sectors.
CO4	Develop a greater understanding about strategies for workforce planning and assessment, analyse the hiring management system followed in various industries.

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

Web links and Video Lectures (e-Resources):	
1.	https://www.pdfdrive.com/employee-recruitment-selection-and-assessment-e47851497.html
2.	https://asiajobsinc.com/ebook/1202894721.pdf
3.	https://core.ac.uk/download/pdf/29818879.pdf
4.	https://www.youtube.com/watch?v=NcGtVXmcfTQ
5.	https://www.youtube.com/watch?v=Z3lOca6YVSc
6.	https://www.youtube.com/watch?v=IeabqeaBTbY
Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.	

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CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

- Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
- Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
- Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
- Total marks scored (30+20 = 50 marks).
- The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50).



SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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SEMESTER-III					
INDUSTRIAL RELATIONS AND LEGISLATIONS					
Course Code	:	P24MBAH314	CIE	:	50 Marks
Teaching Hours L:T:P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

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

Module- 1	No. of Hours
Introduction to Industrial Relations: Industrial Relations: Overview, Importance, Approaches to IR, Parties to IR, System Model of IR, Industrial Employees of India, Problems of Industrial Workers (Absenteeism, Commitment, Work Ethics), Contemporary Issues in Employee Relations, Managing IR Changes.	8
Module- 2	No. of Hours
Evolution of Labour Legislation in India - History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers; The Present Labour Laws and Codes. Concept and steps of Grievance , Need for a Grievance Redressal procedure, Legislative aspects of the grievance redressal procedure in India, Model of Grievance redressal Procedure.	10
Module- 3	No. of Hours
Collective Bargaining: Concept – Function and Importance – Principles and forms of Collective bargaining, importance of Collective Bargaining, Process of Collective Bargaining, Negotiation, form of negotiation Workers’ Discipline Management, causes of indiscipline, disciplinary Action - service rules, misconduct, investigation of allegations, show cause notice, charge sheet, domestic enquiry, Report of findings, punishments to be imposed. Workers participation In Management.	10
Module- 4	No. of Hours
Introduction to Employee Relations: meaning and significance of employee relation in industry, Advantages and limitations of maintaining employee relations through unions. Legal provisions to maintain employee relation- works committee, conciliation, board of conciliation, voluntary arbitration, and adjudication.	10
Module- 5	No. of Hours
Factory Act 1948 , Contract labour Act (Regulation and Abolition) Act 1970, The Payment of Wages Act 1936, The Minimum Wages Act 1948.	9
Module-6	No. of Hours
Industrial Dispute Act 1947 , Trade Union act 1926. Employee State Insurance Act 1948, Employee Compensation Act 1923, Maternity Benefit Act 1961, Employee provident Fund and Miscellaneous Provisions Act 1952 , Gratuity Act 1972, Bonus Act 1965.	8

Course Outcomes: At the end of the course, the students will be able to	
CO1	Gain practical experience related to labour legislations in India across various sectors.
CO2	Acquire conceptual knowledge of Industrial relations and labour laws followed within industries.
CO3	Develop the greater understanding of IR concepts and its application in solving various issues in IR.
CO4	Apply the IR and labour laws concepts in various industries in India.

**Text Books**

1.	Industrial Relations, S. Venkata Ratam and Manoranjan Dhal, Oxford Publication, 2017 (2 nd edition).
2.	Essentials of HRM and Industrial Relations, Rao, P Subba, Himalaya Publishing House, 2013 (5 th edition).

Reference Books

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

Web links and Video Lectures (e-Resources):

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

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

ASSESSMENT DETAILS BOTH (CIE AND SEE)

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CONTINUOUS INTERNAL EVALUATION (CIE)**CIE FOR THE THEORY:**

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
3. Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
4. Total marks scored (30+20 = 50 marks).
5. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50).

SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.



SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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SEMESTER-III					
ORGANISATIONAL CHANGE AND DEVELOPMENT					
Course Code	:	P24MBAH315	CIE	:	50 Marks
Teaching Hours L:T:P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

Course Objectives	
1.	Describe and identify the application of OC/D framework.
2.	Describe and explain the relevance and importance of various OC/D interventions to be adopted in the Organization.
3.	Apply and improve the workplace effectiveness through various OC/D Interventions.
4.	Classify and categories different OC/D practices and intervention followed in the Organization.
	Create and reconstruct OC/D intervention and process required to manage the Organization.
5.	Appraise and judge the practical applicability of various OC/D intervention, process and practices to be followed in the organization.

Module– 1	No. of Hours
Changing Organizations: Nature of 21st Century Organization, Defining Organizational Change, The Roots of Organization Change, Environmental Forces, Driving Change Today, The Implications of Worldwide Trends for Change Management, Four Types of Organizational Change, Planned Changes and Intended Results, Organization 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.	8
Module– 2	No. of Hours
Building and Energizing the Need for Change: Organizations as Systems, Levels and Characteristics of Organizational Change, Models of Organizational 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 Organizations’ Readiness for Change, Creating Awareness of the Need for Change, Factors That Block People From Recognizing the Need for Change, Creating a Powerful Vision for Change, The Difference Between an Organizational Vision and a Change Vision	10
Module– 3	No. of Hours
Measuring Change: Designing Effective Control Systems: Using Control Processes to Facilitate Change, Selecting and Deploying Measures, Use Measures that Lead to Challenging but Achievable Goals, Use Measures and Controls that are Perceived as Fair and Appropriate, Ensure Accurate Data, Control Systems and Change Management, Controls During Design and Early Stages of the Change Project, Measurement Tools to use in Change Process, Strategy Maps, The Balanced Scorecard, Risk Exposure Calculator, Organizational Change Agent, Orienting Yourself to Organization Change, Data Gathering, Diagnosis and Feedback.	10
Module– 4	No. of Hours
Models of Change: Kurt Lewin’s Three-step Model (1950–1952), Six-box Model of Marvin Weisbord, The McKinsey 7-S Model, Huse’s Model of Planned Organizational Change, Action Research Model, David Nadler and Michael Tushman Model, Porras and Silvers Model (1991), The Burke–Litwin Causal Model, John Kotter’s Eight-step Theory, Organizational Intelligence Model (2004), Managing Change with ADKAR Model, Integrated Model of Change, Comparison and Critical Analysis of Change Models Plan the Work, Selecting the Correct Path, Engage Others in Action Planning, Working the Plan Ethically and Adaptively, Developing a Communication Plan, Key Principles in Communicating for Change, Transition Management. Ensure Alignment in Your Action Planning, Action Planning Tools: 1) To-Do Lists; 2) Responsibility Charting; 3) Contingency Planning; 4) Surveys and Survey Feedback; 5) Project Planning and Critical Path Methods; 6) Force Field and Stakeholder Analysis; 7) Leverage Analysis and 8) Other Change-Management Tools.	10



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Module- 5	No. of Hours
Organization Development (OD): 7 hours Concept of O D, History of O D, OD in India, OD Activities, Values, Beliefs and Assumptions of OD, Laboratory Training and T-Groups Action Research and Survey Feedback, Employee Involvement, Organizational Culture, Reengineering Organizational Learning, Organizational 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.	9
Module-6	No. of Hours
OD Practitioner and Consulting Process: Changing Workforce Demographics, Changing Nature of Work, The Consulting Relationship and Types of Consulting, Consulting Model, OD Practitioners, The Organization 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, Organizational Health, OD Association in India	8

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

CO1	Gain conceptual insight of change management models, OD Processes and inventions.
CO2	Develop the understanding of OD to apply OD aspects in private and public sectors in India.
CO3	Analyze the tools and techniques available to implement changes in the organization environment.
CO4	Handle the OD interventions by analyzing the role of OD consultant.

Text Books

1.	Change Management and Organizational Development Ratan Raina SAGE Texts 2018
2.	Organizational Change- An Action Oriented Toolkit Gene Deszca, Cynthia Ingols, Tupper F. Cawsey SAGE Publications, Inc 2019
3.	Organization Development: The process of Leading Organizational Change Donald L. Anderson Sage Publication India Pvt. Ltd. 2 nd edition, 2012

Reference Books

1.	Organization Development Donald L. Anderson SAGE South Asia 2013
2.	Toolkit for Organizational Change T. F. Cawsey, Gene Deszca SAGE Text 2007
3.	Organization Development and Organizational Change Donald L. Anderson and Tupper F. Cawsey SAGE Publications 1 st edition, 2014

Web links and Video Lectures (e-Resources):

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

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ASSESSMENT DETAILS BOTH (CIE AND SEE)

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CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
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SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
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3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



MOOGAMBIGAI CHARITABLE AND EDUCATIONAL TRUST
Rajarajeswari College of Engineering
 (An Autonomous Institution under Visvesvaraya Technological University, Belagavi)
Department of Master of Business Administration

SEMESTER-III					
COMPENSATION & REWARD MANAGEMENT					
Course Code	:	P24MBAH316	CIE	:	50 Marks
Teaching Hours L:T:P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

Course Objectives	
1.	To describe and identify the application of Compensation Management in the Organization
2.	To describe and explain in her/his own words, the relevance and importance of Compensation Management in the Organization
3.	To apply and solve the workplace problems through application of Compensation Management
4.	To classify and categories different models and approaches of Compensation Management adopted in the Organization
5.	To formulate and prepare Compensation Management to be adopted in the Organization
6.	To design and develop an original framework and model in dealing with compensation problems in the organization.

Module- 1	No. of Hours
Compensation: Compensation, Meaning of compensation, Total Compensation/Reward and Its Components and Types, Importance of the Total Compensation Approach, Wages/Salaries, Some Other Terms, Theories of Wages, Does Compensation Motivate Behaviour?, Compensation Philosophy, Compensation Strategy, Compensation Policy, Base of Compensation Management, The Psychological Contract, Compensation and Legal Issues in Compensation Management, Factors Affecting Employee Compensation/Wage Rates/Wage Structure/Levels of Pay.	8
Module- 2	No. of Hours
Compensation Management: Meaning of Compensation Management, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organizational Level, Wage Problems in India, Components/Functions of Compensation Management/Wage and Salary Administration, Divergent Systems and Institutions for Wage Fixation in India.	10
Module- 3	No. of Hours
Wage Determination Practices: Divergent Systems for Wage Determination in Practice in Indian Organizations 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	10
Module- 4	No. of Hours
Contingent Pay, Pay for Performance, Competence: Competency-Based Pay, Skill-Based Pay, Team- Based Rewards, Gain sharing, Profit-Sharing Profit-Related Pay and Beyond Other Cash Payments and Allowances Overtime Payments Attendance Bonuses, Shift Pay, Clothing Allowances, Honoraria, Payments for Qualifications, Pay for Person, Pay for Excellence, Managerial Compensation and Rewards, Sales Force Incentive Programmes, Competency based Pay- Framework, Model and Challenges; Pay for Performance: Steps involved in the design for pay for performance - Intent; Eligibility; Participation; Performance and Goal Criteria-Measurements ; Funding; Pay Outs and Timing; Benefits Impact & Administration; Evaluation.	10



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Module- 5	No. of Hours
Administration & Controlling Salary Costs and Salary Review: Salary Survey data, Salary Costs, Salary Planning, Salary Budget, Salary Control, Salary Reviews, Guidelines for Salary Review Process, Responding to Negative Salary Review, Five Key Steps: Manager's Guide to Annual Salary Review, Fixing of Salary, Method of Paying Salary, Flexibility, Process of Wage and Salary Fixation.	9
Module-6	No. of Hours
Operating, Non-financial Benefits(Intrinsic and Relational Rewards: Role of Non-financial Benefits/Rewards on Employee Motivation, Types of Non-financial Benefits/Rewards, Planning the Nonfinancial Benefits/Rewards, A Few Most Effective Non-Financial Benefits/Rewards to Motivate Employees, Heineken's Refreshing Approach to Reward, Non-financial Metrics Intellectual Capital Assessment and Market Implications of Human Capital, Recognition, Praise, Learning and Development, Achievement, Value Addition in Personality Others.	8

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

CO1	Gain insights of various conceptual aspects of Compensation and benefits to achieve organizational goals.
CO2	Determine the performance-based compensation system for business excellence and solve various cases and can compose the business letters in English precisely and effectively.
CO3	Designing the compensation strategies for attraction, motivation and retaining high quality workforce.
CO4	Understand the legal & Administrative Issues in global compensation to prepare compensation plan, CTC, survey and calculate various bonus.

Text Books

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

Reference Books

1.	Human Resource Information Systems: Basics, Applications, and Future Directions: MichaelJ. Kavanagh, Mohan Thite, Richard D. Johnson, Sage Publication India Pvt. Ltd, 3 rd edition, 2015.
2.	Competency-Based Human Resource Management: AnindyaBasu Roy, SumatiRaym, Sage

Web links and Video Lectures (e-Resources):

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

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

ASSESSMENT DETAILS BOTH (CIE AND SEE)

The weightage of continuous Internal Evaluation (CIE) is 50% and for the Semester End Examination (SEE) is 50%. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50). The minimum passing mark for SEE is 35% of maximum marks (18 marks out of 50). A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each course. Student has to secure a minimum 40% (40 marks out of 100) in the total of the CIE and SEE together.



CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
3. Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
4. Total marks scored (30+20 = 50 marks).
5. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50).

SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



III - Semester MBA Business Analytics Electives Syllabus

SEMESTER-III					
INTRODUCTION TO PYTHON DATA AND CONTROL SYSTEMS					
Course Code	:	P24MBAB313	CIE	:	50 Marks
Teaching Hours L:T:P	:	3:1:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

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

Module 1: Introduction to Python Programming	No. of Hours
Python Basics: Syntax, data types, variables, operators. Control Flow: Conditionals (if, elif, else), loops (for, while). Functions: Defining and calling functions, scope, and arguments. Data Structures: Lists, tuples, dictionaries, and sets.	10
Module 2: Data Manipulation and Analysis	No. of Hours
Libraries and Tools: Introduction to Python libraries like Pandas, NumPy, and Matplotlib. Data Import and Export: Reading from and writing to files (CSV, Excel). Data Cleaning: Handling missing values, data transformation. Data Analysis: Basic operations, aggregation, and summarization. Data Visualization: Creating plots and charts with Matplotlib and Seaborn.	10
Module 3: Advanced Python Techniques	No. of Hours
Object-Oriented Programming: Classes, objects, inheritance, and polymorphism. Error Handling: Try, except blocks, and custom exceptions. Modules and Packages: Importing libraries, creating custom modules. Introduction to Jupyter Notebooks: Writing and running Python code in Jupyter.	10
Module 4: Introduction to Control Systems	No. of Hours
Basic Concepts: Definition of control systems, open-loop vs. closed-loop systems. Components of Control Systems: Sensors, actuators, controllers. System Response: Time-domain and frequency-domain analysis.	10
Module 5: Python for Control Systems	No. of Hours
Simulation of Control Systems: Using Python for system simulation. Libraries for Control Systems: Introduction to libraries such as SciPy for control system analysis.	8
Module 6: Applications of Python in data and control systems	No. of Hours
Mathematical Models: Transfer functions, state-space representation. Plotting System Responses: Analyzing step responses, frequency responses using Python.	7

Course Outcomes: At the end of the course, the students will be able to	
CO1	Develop fundamental python programming skills.
CO2	Understand data manipulation and analysis using python.
CO3	Gain a basic understanding of control systems and their applications.
CO4	Apply python to solve problems related to data and control system.

Text Books	
1.	"Python for Data Analysis" by Wes McKinney
2.	"Introduction to Control Systems" by K. Ogata

Reference Books	
1.	"Automate the Boring Stuff with Python" by Al Sweigart. Tools and Software: Python Programming Environment: Anaconda, Jupyter Notebooks
2.	Libraries: Pandas, NumPy, Matplotlib, SciPy. Control Systems Tools: SciPy library for control systems analysis



Web links and Video Lectures (e-Resources):

- <https://www.studocu.com/in/course/visvesvaraya-technologicaluniversity/introduction-to-python-and-data-control-system/6711099>
- <https://www.youtube.com/watch?v=eWRfhZUzrAc>
- <https://www.youtube.com/watch?v=aIXZ6wJJqV0>

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ASSESSMENT DETAILS BOTH (CIE AND SEE)

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CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
3. Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
4. Total marks scored (30+20 = 50 marks).
5. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50).

SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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SEMESTER-III					
DATA VISUALISATION					
Course Code	:	P24MBAB314	CIE	:	50 Marks
Teaching Hours L:T:P	:	3:1:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

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

Module 1: Introduction To Data Visualizations And Perception	No. of Hours
Introduction of visual perception, visual representation of data, Gestalt principles, Information overload. Value of Visualization – What is Visualization and Why do it: External representation – Interactivity – Difficulty in Validation. Data Abstraction: Dataset types – Attribute types – Semantics.	
Module 2: Visual Representations	No. of Hours
Creating visual representations, visualization reference model, visual mapping, visual analytics, Design of visualization applications. Task Abstraction – Analyze, Produce, Search, Query. Four levels of validation – Validation approaches – Validation examples. Marks and Channels.	
Module 3: Classification Of Visualization Systems	No. of Hours
Classification of visualization systems, Interaction and visualization techniques misleading, Visualization of one, two and multi-dimensional data, text and text documents. data structures used in data visualization.	
Module 4: Visualization Of Groups	No. of Hours
Visualization of groups, trees, graphs, clusters, networks, software, Metaphorical visualization. Overview of tools like Tableau, Power BI, and their applications. Dashboards and Reporting: Creating and interpreting dashboards to support strategy. Data Visualization: Best practices for visualizing strategic data insights.	
Module 5: Visualization Of Volumetric Data And Evaluation Of Visualizations	No. of Hours
Visualization of volumetric data, vector fields, processes and simulations, Visualization of maps, geographic information, GIS systems, collaborative visualizations	
Module 6: Evaluating Visualizations, Arrange Networks And Trees	No. of Hours
Connections, Matrix views – Containment. Map color: Color theory, Color maps and other channels. Rules of thumb – Arrange tables: Categorical regions – Spatial axis orientation – Spatial layout density. Arrange spatial data: Geometry – Scalar fields – Vector fields – Tensor fields.	

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand the key techniques and theory behind data visualization.
CO2	Use effectively the various visualization structures (like tables, spatial data, tree and network etc.)
CO3	Evaluate information visualization systems and other forms of visual presentation for their effectiveness.
CO4	Design and build data visualization systems.

Text Books	
1.	Tamara Munzner, Visualization Analysis and Design, A K Peters Visualization Series, CRC Press, 2014
2.	Scott Murray, Interactive Data Visualization for the Web, O'Reilly, 2013

Reference Books	
1.	Alberto Cairo, The Functional Art: An Introduction to Information Graphics and Visualization, New Riders, 2012
2.	Nathan Yau, Visualize This: The FlowingData Guide to Design, Visualization and Statistics, John Wiley & Sons, 2011



3.	Ward, Grinstein, Keim, Interactive Data Visualization: Foundations, Techniques, and Applications. Natick, 2nd edition, A K Peters, Ltd 2015
	Tools and Software: Power BI, Tableau

Web links and Video Lectures (e-Resources):

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

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CIE FOR THE THEORY:

- Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
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- The question paper shall be set for 100 marks and duration of SEE is 3 hours.
- The question paper will have two parts: Part-A and Part-B.
- Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
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CO2	-	2	2	-	-	-	2	-	-
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CO4	-	2	-	2	-	-	1	-	2

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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SEMESTER-III					
BUSINESS ANALYTICS AND INTELLIGENCE					
Course Code	:	P24MBAB315	CIE	:	50 Marks
Teaching Hours L:T:P	:	3:1:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

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

Module 1: Introduction to Business Analytics and Intelligence	No. of Hours
Definition and scope of business analytics and intelligence. Evolution and importance in modern business. Key concepts and terminologies. Data Collection and Management: Sources of business data (internal vs. external, structured vs. unstructured). Data collection methods and tools.	10
Module 2: Descriptive Analytics	No. of Hours
Basic statistical concepts (mean, median, mode, standard deviation). Data management best practices and data warehousing. Data visualization techniques (charts, graphs, dashboards). Tools for descriptive analytics (Excel, Tableau, Power BI).	9
Module 3: Prescriptive Analytics	No. of Hours
Optimization and simulation techniques. Decision trees and scenario analysis. Tools for prescriptive analytics (Excel Solver, optimization software). Predictive Analytics: Introduction to predictive modeling. Regression analysis (linear and logistic regression). Time series analysis. Machine learning basics (classification, clustering).	10
Module 4: Business Intelligence	No. of Hours
Key components of Business Intelligence systems. Data warehousing and ETL processes. BI tools and platforms (SAP BI, Oracle BI, Microsoft Power BI).	9
Module 5: Data Ethics and Governance	No. of Hours
Data privacy laws and regulations (GDPR, CCPA). Ethical considerations in data use. Data quality and governance frameworks. Case Studies and Real-world Applications: Industry specific case studies. Hands-on projects involving real business data	9
Module 6: Emerging trends in analytics	No. of Hours
(AI, big data, IoT)(8 hours) key concepts and techniques. Future developments in business analytics. Real-time analytics and reporting.	8

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand the role of business analytics and intelligence in decision-making.
CO2	Learn key techniques and tools for analyzing business data.
CO3	Develop skills to interpret and present data insights effectively.
CO4	Apply analytical methods to real-world business scenarios.

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

Reference Books	
1.	"Data Science for Business" by Foster Provost and Tom Fawcett.
	Tools and Software: Microsoft Excel



	• Tableau or Power BI • R or Python • SQL Database
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Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=wjILmMxantI>
- https://www.youtube.com/watch?v=_4NOeykig4E

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SEMESTER END EXAMINATION (SEE)

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2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
4. **Part-B** contains total 10 questions.
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7. Question papers to be set as per the Blooms Taxonomy levels.

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CO3	-	-	-	3	-	3	-	2	-
CO4	-	2	-	2	-	-	1	-	2

Level 3 - High, Level 2 - Moderate, Level 1 - Low



SEMESTER-III					
BIG DATA ANALYTICS					
Course Code	:	P24MBAB316	CIE	:	50 Marks
Teaching Hours L:T:P	:	3:1:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

Course Objectives	
1.	Understand the fundamental concepts of big data and analytics.
2.	Learn key technologies and tools used in big data processing and analysis.
3.	Develop skills to manage, analyze, and interpret large datasets.
4.	Apply big data analytics techniques to real-world business problems

Module 1: Introduction to Big Data	No. of Hours
Definition and Characteristics: Volume, velocity, variety, veracity, and value. Big Data Ecosystem: Overview of big data architecture. Business Implications: How big data transforms business decision-making.	8
Module 2: Big Data Technologies and Tools	No. of Hours
Hadoop Ecosystem: Hadoop Basics: Introduction to Hadoop, HDFS (Hadoop Distributed File System), and MapReduce. Hadoop Tools: Pig, Hive, and HBase. Apache Spark: Introduction to Spark: Spark architecture, RDDs (Resilient Distributed Datasets), Data Frames. Spark SQL and MLlib: Basics of querying and machine learning with Spark.	9
Module 3: Data Management and Processing	No. of Hours
Data Storage Solutions: NoSQL Databases: Overview of Mongo DB, Cassandra, and Redis. Data Lakes and Warehouses: Concepts and architectures. Data Processing Frameworks: Batch vs. Stream Processing: Introduction to tools like Apache Kafka and Apache Flink.	10
Module 4: Data Analytics and Visualization	No. of Hours
Data Analytics Techniques: Exploratory Data Analysis (EDA): Techniques and tools. Predictive Analytics: Introduction to machine learning algorithms. Data Visualization Tools: Visualization with Python: Using libraries like Matplotlib, Seaborn. BI Tools: Introduction to Tableau, Power BI for interactive dashboards.	10
Module 5: Advanced Topics in Big Data	No. of Hours
Machine Learning and Big Data: Algorithms and Models: Supervised vs. unsupervised learning. Scalable Machine Learning: Implementing algorithms at scale with Spark MLlib. Big Data Security and Privacy: Data Privacy Issues: GDPR, CCPA. Security Best Practices: Protecting big data assets.	10
Module 6: Real-world Applications and Case Studies	No. of Hours
Industry Use Cases: Big data applications in finance, healthcare, retail, and other sectors. Case Studies: Analyzing and discussing real-world big data projects and solutions.	8

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand the fundamental concepts of big data and analytics.
CO2	Learn key technologies and tools used in big data processing and analysis.
CO3	Develop skills to manage, analyze and interpret large datasets.
CO4	Apply big data analytics techniques to real-world business problems.

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



Reference Books	
1.	"Hadoop: The Definitive Guide" by Tom White.
	Tools and Software: • Hadoop: Hadoop ecosystem components. • Apache Spark: Spark for data processing and machine learning. • Python Libraries: Pandas, NumPy, Scikit-learn. • Data Visualization Tools: Tableau, Power BI

Web links and Video Lectures (e-Resources): • https://www.youtube.com/watch?v=aeHqYLgZP84 • https://www.youtube.com/watch?v=5G3WJpiyMDs • https://www.youtube.com/watch?v=FSIxMKGfpvM Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.
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ASSESSMENT DETAILS BOTH (CIE AND SEE)

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CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
3. Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
4. Total marks scored (30+20 = 50 marks).
5. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50).

SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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

SEMESTER-III					
INTERNSHIP					
Course Code	:	P24MBAIN387	CIE	:	50 Marks
Teaching Hours L:T:P	:	0:8:0	SEE	:	50 Marks
Total Hours	:	00	Total	:	100 Marks
Credits	:	4	SEE Duration	:	00

OBJECTIVE

To provide industry insights to the students in order to get acquainted with the industry environment and to apply theoretical concepts in real life situation at the work place for various functions of the organization.

STRUCTURE

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

GENERAL GUIDELINES

- The Internship shall be for a period of 4 weeks immediately after the completion of 2nd Semester Examinations but before the commencement of the 3rd semester classes.
- The Course code of the Internship shall be MBA IN387 and shall be compulsory for all the students.
- No two students of an institute shall work on the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance. Student need to identify an external guide (Working in the organization) and seek guidance from him/her.

SUBMISSION OF REPORT

Students shall submit one hard copy of the report to the college with hard bound color of royal blue and a soft copy in PDF file (Un-editable Format).

EVALUATION

Internal evaluation will be done by the internal guide. Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective institution where a student is expected to give a presentation of his/ her work. The viva – voce

Examination will be conducted by the respective HOD or Senior Professor or Internal Guide of the department and The external guide will be from the industry/ faculty from VTU PG Centers or faculty from affiliated institutions of VTU as examiner for the viva voce of Internship. The affiliated institutions can have the external guide from the industry/ faculty from other VTU affiliated institutions/ VTU PG Centers. Viva-Voce on internship shall be conducted at the college and the date of Viva-Voce shall be fixed in consultation with the external Guide. The Examiners shall jointly award the Viva - Voce marks. In case of non-availability of industry professional, a senior professor or a faculty with more than 10 years of experience may be invited to conduct the viva-voce examination. Internship carries 100 marks consisting of 50marks for Internship report (evaluated by internal guide) and 50 marks for viva-voce examination.

CONTENTS OF THE INTERNSHIP REPORT

- Cover page
- Certificate from the Organization (scanned copy)
- Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonafide performance of Internship by the student.
- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents



- List of tables and graphs

Executive summary

Chapter 1: Introduction about the Organization & Industry.

Chapter 2: Organization Profile

i. Back ground,

ii. Nature of business,

iii. Vision, mission, quality policy

iv. Workflow model

v. Product/service profile

vi. Ownership pattern

vii. Achievements/awards if any

viii. Future growth and prospects

Chapter 3: Mckensy's 7S framework and Porter's Five Force Model with special reference to Organization under study.

Chapter 4: SWOT Analysis

Chapter 5: Analysis of financial statements

Chapter 6: Learning experience.

BibliographyAnnexure relevant to the Internship such as figures, graphs, photographs, Financial statementsetc.,

FORMAT OF THE INTERNSHIP REPORT

Report shall be prepared using the word processor viz., MS Word, Times New Roman font sized12, on a page layout of A4 size with 1" margin all sides (1.5" on left side due to binding) and1.5line spacing. The Internship report shall be minimum of 50 pages.

RUBRICS FOR INTERNSHIP MBAIN 387

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

MARK SHEET FOR VIVA VOCE EXAMINATION (SEE)

Visvesvaraya Technological University

Name of the Institution

Name of the Department

Course Code: MBA IN 387 and Course Title: Internship

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



Marks Sheet for Internship Viva Voce examination

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



MOOGAMBIGAI CHARITABLE AND EDUCATIONAL TRUST
Rajarajeswari College of Engineering
 (An Autonomous Institution under Visvesvaraya Technological University, Belagavi)
Department of Master of Business Administration

4th Semester MBA syllabus for AY 2024-25 onwards

SEMESTER-IV					
INTERNATIONAL BUSINESS					
Course Code	:	P24MBA401	CIE	:	50 Marks
Teaching Hours L:T:P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	45	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

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

Module- 1	No. of Hours
Introduction to International Business: Evolution, Meaning, Importance, Nature and Scope of International Business, Characteristics of International Business, Factors affecting International Business, Changing scenario of International Business, Advantages of International Business, challenges in International business, Modes of entry into International Business, Internationalization Process.	8
Module- 2	No. of Hours
International Business Environment: Introduction, Meaning and Components of International Business Environment, Political Environment, Legal Environment, Economic Environment, Technological Environment, Socio and Cultural Environment, Ethics in International Business and CSR in International Business.	7
Module- 3	No. of Hours
Theories of International Business: Introduction, Mercantilism, Theory of absolute cost advantage, Comparative cost advantage theory, Comparative cost advantage with money, Relative factor endowment theory, Product life cycle theory, Global strategic rivalry theory, Porter's National Competitive Advantage Theory.	8
Module- 4	No. of Hours
International Institutions: UNCTAD- Introduction, Principles and achievements, IMF-Role and objectives, WTO-Role and advantages, TRIMS, TRIPS Features, Economic Integration-Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, USA, ASEAN, SAARC, SAPTA.	7
Module- 5	No. of Hours
Multi-National Corporations: Definition and Meaning, factors that contributed to positive growth of MNCs, Importance of MNCs, Advantages and disadvantages of MNCs, MNCs in India, Organizational structure of MNCs, Transfer of Technology, Global Competitiveness, Indicators of competitiveness, Technology of Global competitiveness.	8
Module-6	No. of Hours
Basics of International Marketing- Environment and cultural dynamics of global markets, functions of International Marketing, determining International Marketing strategies in different stages of PLC, Major actors in International Marketing, Competitive Global Marketing Strategies. Global HRM- Characteristics, Nature and factors of IHRM, Functions of IHRM, Global Finance- Features of Global Capital Market, Growth of Global Capital Market, Global equity market. International Production Management- Coordinating Global Manufacturing System.	7

Course Outcomes: At the end of the course, the students will be able to	
CO1	Defining international business and describe how it differs from domestic business with respect to laws, regulations and taxation.
CO2	Identify and describe factors and forces that affect an organization's decision to international its business.
CO3	Describe and compare strategies for internationalization.
CO4	Identify and analyze challenges in working, communicating and negotiating in a cross-cultural context.
CO5	Discuss the role of corporate social responsibility (CSR) in international business practice.



Text Books	
1.	International Business (text and cases): P Subba Rao, HPH, 4 th edition, 2017.
2.	International Business: competing in the global market place, Charles W L Hill, Tata McGraw-Hill., 5 th Edition, 2005.
3.	International Business, Justin Paul, PHI Learning, 2010.
4.	International Business: V. K. Bhalla, S Chand, 1 st edition, 2013.

Reference Books	
1.	The International Business Environment: Anant K. Sundaram/ J. Stewart Black-Prentice Hall.
2.	International Business environments and Operations John D Daniel, Lee H Radebaugh, Daniel P Sullivan- Pearson Education, 10th edition, 2004.
3.	The International Business Environment Janet Morrison Mac Millan Palgrave, 2004
4.	International Business Environment by Francis Cherunilam- Himalaya Publishing House, 2004.

Web links and Video Lectures (e-Resources):

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

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

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CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
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4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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Department of Master of Business Administration

SEMESTER-IV					
INNOVATION & DESIGN THINKING					
Course Code	:	P24MBA402	CIE	:	50 Marks
Teaching Hours L:T:P	:	2:2:0	SEE	:	50 Marks
Total Hours	:	45	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

Course Objectives	
1.	To familiarize students with Design Thinking (DT) and its phases
2.	To make students aware of the evolution, concepts & models of Design Thinking
3.	To provide learners with the context, methods and mindsets related to Design Thinking
4.	To equip students with the opportunities to ideate and find solutions by applying DT

Module- 1	No. of Hours
Introduction , Design Thinking as a Solution, The Value of Design Thinking, A Look at the History of Design Thinking, A Look at the History of Design Thinking, Four Core Principles of Successful Innovation, A Model of the Design Innovation Process, Seven Modes of the Design Innovation Process, Understanding Methods.	8
Module- 2	No. of Hours
Sense Intent: Mindsets, Sensing Changing Conditions, Seeing Overviews, Foreseeing Trends, Reframing Problems, Forming an Intent, Sense Intent: Methods, Buzz Reports, Popular Media Scan, Key Facts, Innovation Sourcebook, Trends Expert Interview, Keyword Bibliometrics, Ten Types of Innovation Framework, Innovation Landscape, Trends Matrix, Convergence Map, From To Exploration, Initial Opportunity Map, Offering-Activity-Culture Map, Intent Statement. Know Context: Mindsets, Knowing Context History, Understanding Frontiers, Seeing System Overviews, Understanding Stakeholders, Using Mental Models, Know Context: Methods, Contextual Research Plan, Popular Media Search, Publications Research, Eras Map, Innovation Evolution Map, Financial Profile, Analogous Models, Competitors-Complementors Map, Ten Types of Innovation Diagnostics, Industry Diagnostics, SWOT Analysis, Subject Matter Experts Interview, Interest Groups Discussion.	7
Module- 3	No. of Hours
Know People: Mindsets, Observing Everything, Building Empathy, Immersing in Daily Life, Listening Openly, Looking for Problems and Needs. Know People: Methods, Research Participant Map, Research Planning Survey, User Research Plan, Five Human Factors, POEMS, Field Visit, Video Ethnography, Ethnographic Interview, User Pictures Interview, Cultural Artifacts, Image Sorting, Experience Simulation, Field Activity, Remote Research, User Observations Database, Case studies in industries such as technology, healthcare, education, etc.	8
Module- 4	No. of Hours
Frame Insights: Mindsets, Exploring Systems, Looking for Patterns, Constructing Overviews, Identifying Opportunities, Developing Guiding Principles. Frame Insights: Methods, Observations to Insights, Insights Sorting, User Observation Database Queries, User Response Analysis, ERAF Systems Diagram, Descriptive Value Web, Entities Position Map, Venn Diagramming, Tree/Semi-Lattice Diagramming, Symmetric Clustering Matrix, Asymmetric Clustering Matrix, Activity Network, Insights Clustering Matrix, Semantic Profile, User Groups Definition, Compelling Experience Map, User Journey Map, Summary Framework, Design Principles Generation, Analysis Workshop.	7
Module- 5	No. of Hours
Explore Concepts: Challenging Assumptions, Standing in the Future, Exploring Concepts at the Fringes, Seeking Added Value, Narrating Stories about the Future. Explore Concepts: Methods, Principles to Opportunities, Opportunity Mind Map, Value Hypothesis, Persona Definition, Ideation Session, Concept-Generating Matrix, Concept Metaphors and Analogies, Role-Play Ideation, Ideation Game, Puppet Scenario, Behavioral Prototype, Concept Prototype, Concept Sketch, Concept Scenarios, Concept Sorting, Concept Grouping Matrix, Concept Catalog.	8
Module-6	No. of Hours
Frame solutions: Mindsets, Conceiving Holistic Solutions, Conceiving Options, Making Value Judgments, Envisioning Scenarios, Structuring Solutions, Frame solutions: Methods, Morphological Synthesis, Concept Evaluation, Prescriptive Value Web, Concept-Linking Map, Foresight Scenario, Solution Diagramming, Solution Storyboard, Solution Enactment, Solution Prototype, Solution	



Evaluation, Solution Roadmap, Solution Database, Synthesis Workshop. Realize Offerings: Mindsets, Reiterating Prototypes, Evaluating in Reality, Defining Strategies, Implementing in Reality, Communicating Vision, Realize Offerings: Methods, Strategy Roadmap, Platform Plan, Strategy Plan Workshop, Pilot Development and Testing, Implementation Plan, Competencies Plan, Team Formation Plan, Vision Statement, Innovation Brief.	7
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Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand the Design Thinking process from a business management perspective.
CO2	Apply the knowledge and skills of Design Thinking in prototype development for product and service innovations.
CO3	Analyse sustainable and societal challenges and find solutions.
CO4	Evaluate the pros and cons of sustainable development by applying Design Thinking.

Text Books	
1.	Design Thinking for Strategy – Innovating towards Competitive Advantage by Claude Diderich, Springer, 2020.
2.	101 Design Methods – A Structured Approach to Driving Innovation in Your Organization by Vijay Kumar, John Wiley & Sons, 2013.
3.	The Design of Business – Why Design Thinking is the Next Competitive Advantage by Roger Martin, Harvard Business Press, 2009.

Reference Books	
1.	Design Thinking – Integrating innovation, Customer experience, & Brand Value by Thomas Lockwood, Allworth Press, 2009.
2.	Design Thinking Methodology by Emrah Yayici, ArtBizTech, 2016.

Web links and Video Lectures (e-Resources):	
https://onlinecourses.nptel.ac.in/noc22_mg75/preview	
https://www.ideo.com/pages/design-thinking-resources	
https://www.innovationtraining.org/stanford-design-thinking-resources/	
https://www.teachthought.com/pedagogy/45-design-thinking-resources-for-educators/	
https://theaccidentaldesignthinker.com/design-thinking-tools-resources/	

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4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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Department of Master of Business Administration

4th Semester MBA Marketing Electives Syllabus

SEMESTER-IV					
STRATEGIC BRAND MANAGEMENT					
Course Code	:	P24MBAM413	CIE	:	50 Marks
Teaching Hours L:T:P	:	2:2:0	SEE	:	50 Marks
Total Hours	:	45	Total	:	100 Marks
Credits	:	3	SEE Duration	:	3Hrs

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

Module- 1	No. of Hours
Introduction: Meaning of Brand, Concepts, Evolution of Brands, Functions of Brand to consumer, Role of Brand-Advantages of Brand, Product Vs Brand. Branding- Meaning, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas, challenges to Brand builders. Brand Management- Meaning & Definition. Strategic Brand Management-Meaning, Strategic Brand Management Process, Strong Indian Brands.	8
Module- 2	No. of Hours
Concept of Brand Equity and Positioning: Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks Resonance, Judgments, Feelings, performance, imagery, salience- Brand Building Implications, David Aaker's Brand Equity Model. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism. Brand positioning: Meaning, Point of parity & Point of difference, positioning guidelines, Brand Value: Definition, Core Brand values, Brand mantras, Internal branding.	7
Module- 3	No. of Hours
Meaning of Brand Knowledge: Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process. Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging. Leveraging Brand Knowledge.	8
Module- 4	No. of Hours
Designing and sustaining branding strategies: 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.	7
Module- 5	No. of Hours
Brand Value chain and Establishing brand Equity Management Systems. Meaning of Brand Value, Stages in Brand Value Chain, Designing Brand Tracking studies. Methods for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques. Measuring Outcomes of Brand Equity- Comparative methods: Brand based comparisons, marketing based comparisons Conjoint Analysis, Holistic methods: Residual approaches, Valuation approaches.	8
Module-6	No. of Hours
Making Brands go Global: Global Branding: Meaning, benefits and potential drawbacks of global branding, How do you make brands go global?, Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing. Guidelines for a global branding, pathways to globalization, barriers to globalization, managerial blockages. Making brands Luxury: Luxury definition and relativity, luxury goods and luxury brands, Luxury Brand Management, Significance of luxury brands in the global market, basic psychological phenomena associated with luxury purchase.	7



Course Outcomes: At the end of the course, the students will be able to	
CO1	Comprehend & correlate all the management functions to brand creation.
CO2	Ability to develop the branding strategies.
CO3	Demonstrate their acumen in applying managerial and behavioral concepts in creating brand equity.
CO4	Ability to analyse the global brands and their SWOT.

Text Books:	
1.	Strategic Brand Management, Building Measuring & Managing, Kevin Lane Keller, Pearson Education Latest Edition
2.	Strategic Brand Management Jean, Noel, Kapferer Kogan Page India, Latest Edition

Reference Books	
1.	Brand Building and Advertising Concepts and Cases, M B Parameswaran, Tata McGraw Hill Publication Latest Edition.
2.	Brand Imitations, Dr.S S Kaptan, Dr.Pandey, HPH, 1 st edition, 2004.

Web links and Video Lectures (e-Resources):	
• https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGS9u7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2finfolearners.com%2febooks%2fstrategic-brand-management-keller-4th-edition-pdf-freownload%2f/RK=2/RS=U5OgBIEUZ62VbrTFMU6vraNPfSU- • https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGTdu7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2finfolearners.com%2febooks%2fstrategic-brand-management-kevin-lane-kellerpdf%2f/RK=2/RS=sD1VpREzcn0kxS0pjXk6qwLD8Y- • https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGVdu7HAX.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2fsites.google.com%2fsite%2fonlineamazonbookdownload%2f-pdf-download-strategic-brandmanagement-pdf-by-kevin-lane-keller/RK=2/RS=z1m_wwr1.oNfn.v1DhFqibGa90ENote	
The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.	

ASSESSMENT DETAILS BOTH (CIE AND SEE)

The weightage of continuous Internal Evaluation (CIE) is 50% and for the Semester End Examination (SEE) is 50%. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50). The minimum passing mark for SEE is 35% of maximum marks (18 marks out of 50). A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each course. Student has to secure a minimum 40% (40 marks out of 100) in the total of the CIE and SEE together.

CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
3. Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
4. Total marks scored (30+20 = 50 marks).
5. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50).

SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.



3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



MOOGAMBIGAI CHARITABLE AND EDUCATIONAL TRUST
Rajarajeswari College of Engineering
 (An Autonomous Institution under Visvesvaraya Technological University, Belagavi)
Department of Master of Business Administration

SEMESTER-IV					
INTEGRATED MARKETING COMMUNICATIONS					
Course Code	:	P24MBAM414	CIE	:	50 Marks
Teaching Hours L:T:P	:	2:2:0	SEE	:	50 Marks
Total Hours	:	45	Total	:	100 Marks
Credits	:	3	SEE Duration	:	3Hrs

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

Module- 1	No. of Hours
Integrated Marketing Communication: Role of IMC in marketing process, IMC planning model, Marketing and promotion Process model. Communication Process, steps involved in developing IMC programme, Effectiveness of marketing communications Advertising: Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC Relevant Case Study	8
Module- 2	No. of Hours
Advertising Agency: Type of agencies, Services offered by various agencies, Criteria For selecting the agencies and evaluation. Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used. Relevant Case Study	7
Module- 3	No. of Hours
Media planning: Factors considered in Media Planning, Developing Media plan, Importance, Problems encountered, Advertising Media, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy. Relevant Case Study	8
Module- 4	No. of Hours
Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies. Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity Public relation/ Publicity:- Meaning, Objectives, tools of public relations, Public Relation strategies, Goals of publicity Corporate Advertising – Role, Types, Limitations, PR Vs Publicity Relevant Case Study	7
Module- 5	No. of Hours
Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing. Relevant Case Study	8
Module-6	No. of Hours
International Advertising: Global environment in advertising, Decision areas in international advertising. Industrial advertising: B 2 B Communication, Special issues in Industrial selling. Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI Relevant Case Study	7

Course Outcomes: At the end of the course, the students will be able to	
CO1	The students will be able to define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.
CO2	The students will be getting an idea to explain the role of IMC in the overall marketing & Use effectiveness measures to evaluate IMC strategies.
CO3	The students will get the ability to create an integrated marketing communications plan which includes promotional strategies.
CO4	The students will get trained in the art of drafting , prepare advertising copy and design other basic IMC tools ethically situations.
CO5	

Text Books	
1.	Advertising and Promotions IMC Perspectives: Belch and Belch, 9 th edition, Tata McGraw Hill, 2012.
2.	Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, Cengage Learning, 2008



3.	Integrated Advertising, Promotion, and Marketing Communications, Global Edition, Kenneth E Clow, Donald E Baack , 9 th edition Published by Pearson, Copyright © 2022
4.	Advertising an IMC Perspective, S.N. Murthy & U Bhojanna, Excel Books, 2007

Reference Books	
1.	Integrated Marketing Communications – Niraj Kumar, HPH, 2013.
2.	Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press
3.	Advertising & Promotions: An IMC perspective, Kruti Shah and Alan, Souza, Tata Mc Graw Hill
4.	Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning

Web links and Video Lectures (e-Resources):

Weblinks for Video lectures:

1. <https://www.digimat.in/nptel/courses/video/110107158/L04.html>
2. https://www.academia.edu/13180608/E_Book_IMC_Integrated_Marketing_Communication
3. <https://www.pdfdrive.com/integrated-marketing-communications-d41011351.html>
4. <https://www.digimat.in/nptel/courses/video/110107158/L03.html>
5. <https://www.youtube.com/watch?v=GyxdlocMSpY>
6. <https://www.youtube.com/watch?v=dQNRWF1BaTc>
7. <https://www.youtube.com/watch?v=joyTZ15isp4>
8. <https://www.youtube.com/watch?v=iGZZqpytetE>
9. <https://www.youtube.com/watch?v=-WXxxR-Ry3E>
10. <http://www.gurukpo.com>
11. <https://www.youtube.com/watch?v=uuFGD7eCrhc>

Web links for Additional e-Resources:

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

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ASSESSMENT DETAILS BOTH (CIE AND SEE)

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CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.



- Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
- Total marks scored (30+20 = 50 marks).
- The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50).

SEMESTER END EXAMINATION (SEE)

- The question paper shall be set for 100 marks and duration of SEE is 3 hours.
- The question paper will have two parts: Part-A and Part-B.
- Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
- Part-B** contains total 10 questions.
- Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
- Students should answer five full questions, selecting one full question from each module.
- Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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Rajarajeswari College of Engineering
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Department of Master of Business Administration

SEMESTER-IV					
DIGITAL AND SOCIAL MEDIA MARKETING					
Course Code	:	P24MBAM415	CIE	:	50 Marks
Teaching Hours L:T:P	:	2:2:0	SEE	:	50 Marks
Total Hours	:	45	Total	:	100 Marks
Credits	:	3	SEE Duration	:	3Hrs

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

Module-1	No. of Hours
Digital Marketing Overview: Concept of Digital Marketing, Traditional Vs Digital Marketing, Understanding Digital Marketing Process, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Planning and Strategy.	
Module-2	No. of Hours
Display Advertising: Concept of Display Advertising, types of display ads, buying models, display plan, Segmenting and customizing Messages, Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging. Programmatic digital advertising, You Tube Advertising. The P-O-E-M Framework.	
Module-3	No. of Hours
Digital Advertising (PPC, Digital Display and YouTube campaign): Google Ad Words Overview; Understanding AdWords Algorithm; Creating Search Campaigns; Understanding Ad Placement, Understanding Ad Ranks, Types of Search Campaigns - Standard, All features, dynamic search & product listing. Tracking Performance/Conversion: conversion tracking and its importance, setting up of conversion tracking, Optimizing Search Ad Campaigns. Display ads and its features, Types of display campaigns, Creating Display Campaign, Optimizing Display Campaign and Re-marketing, customer engagement on eportals. Concept of Online Advertising: Types of Online Advertising, Contextual advertising, Payment Modules, Different Online advertising platforms Creating Banner Ads Using Tools	
Module-4	No. of Hours
Emerging trends in Digital Marketing: Affiliate Marketing- Affiliate marketing history, Affiliate marketing scenario in India, Different ways to do affiliate marketing. Email Marketing- email marketing and process. Types of email marketing- Opt-in & bulk emailing; Setting up email marketing account, creating a broadcast email. auto responders, Setting up auto responders; Tricks to land in inbox instead of spam folder; Social Media Marketing- Concept of social media marketing, Understanding Facebook marketing, LinkedIn Marketing, Twitter Marketing, Video Marketing and VIDEO & AUDIO (PODCASTING) marketing; and Content Marketing- Introduction to content marketing, Objective of content marketing, Content marketing 7 step strategy building process, writing a great compelling content, optimizing content for search engines, opt-in email list with content marketing examples.	
Module-5	No. of Hours
Search Engine Optimization (SEO): Introduction to SEO. Search engine Major functions and operating algorithm, Introduction to SERP, search engine keywords and types, Google keyword planner tool; Keywords research process; Understanding keywords; On page optimization; Off Page optimization; Top tools for SEO; Monitoring SEO process; Preparing SEO reports, creating SEO Strategy, link juice, Importance of domain and page authority, Optimize exact keywords for impactful search. Google Panda Algorithm, Google Penguin and Google EMD Update. How to save your site from Google Panda, Penguin and EMD Update, how to recover your site from Panda, Penguin and EMD.	
Module-6	No. of Hours
E-Commerce and Payment Gateway: Concept of e-commerce, Top ecommerce websites around the world, software Payment Gateways, Merchant Accounts & Logistics for physical goods. Integrating	



Woo-commerce and setting up an ecommerce store on Word Press. Case studies on ecommerce websites. Google Product Listing Ads (PLA) for ecommerce websites. Practical Process of SEO for an ecommerce website.	
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Course Outcomes: At the end of the course, the students will be able to	
CO1	Illustrate the knowledge about digital marketing strategy and planning.
CO2	Describe and/or improve a strategy for measuring and improving digital media effectiveness.
CO3	Describe online advertising including ad networks and behavioural targeting.
CO4	Evaluate Emerging trends in digital marketing.
CO5	Analyze how to create search engine optimization strategy for own business.

Text Books	
1.	Marketing 4.0: Moving from Traditional to Digital by P. Kotler. Wiley Publication.
2.	The Essentials of E-Marketing, 4th edition by Quirk Education (E-Book)
3.	Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, by Damian Ryan and Calvin Jones. Kogan Page Publication, 3 rd edition

Reference Books	
1.	Digital Marketing Insights 2017, Social Beat Digital Marketing LLP, Kindle Edition.
2.	Social Media for Business – Stories of Indian Brands, By Sorav Jain
3.	Total E-mail Marketing: Maximizing your results from Integrated E-marketing (E-marketing essentials): Dave Chaffey.

Web links and Video Lectures (e-Resources):	
• https://onlinecourses.nptel.ac.in/noc22_mg104/preview • https://onlinecourses.nptel.ac.in/noc22_mg78/preview • https://learninglink.oup.com/access/king-lawley3e-student-resources#tag_all-chapters • https://openstax.org/details/books/organizational-behavior • https://www.classcentral.com/course/introduction-organisational-behaviour-11892	
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CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
3. Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
4. Total marks scored (30+20 = 50 marks).
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SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.



4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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Department of Master of Business Administration

SEMESTER-IV					
B2B MARKETING					
Course Code	:	P24MBAM416	CIE	:	50 Marks
Teaching Hours L:T:P	:	2:2:0	SEE	:	50 Marks
Total Hours	:	45	Total	:	100 Marks
Credits	:	3	SEE Duration	:	3Hrs

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

Module- 1	No. of Hours
B2B Marketing: B2B-Introduction, significance and concept of B2B Marketing. Business Markets, characteristics. Classification of Business Products and Markets.	8
Module- 2	No. of Hours
Organizational Buying Behaviour: Factors affecting purchasing decisions, purchasing orientation, Segmenting purchase categories. Purchase Process-variations. Buying situations and marketer actions. Online buying. Traditional marketing approach-uncertainties of buyer and supplier/marketer. Supplier uncertainties. Relationship variables. Impact of IT. Inter-firm Relationships and Networks. Research on B2B markets: Marketing Information System; Research facilities; Analysis of competition - Benchmarking. Case Study.	7
Module- 3	No. of Hours
B2B strategy and Market Segmentation: Process, approach. Responsible strategy-CSR and sustainability, Customer value and strategy. Researching B2B markets. Standard industrial classification. B2B Market Segmentation- Significance of segmentation. Basis of segmentation. Challenges of segmentation in B2B markets. B2B positioning. Case Study.	8
Module- 4	No. of Hours
Market Communication: Brand expression, Communication mix and customer acquisition process. Relationship Communication, sales responsibilities. The relationship communication process, call preparation, selling to low-priority and high priority customers. Value selling and consequences order fulfillment-relationship building. Vertical specialization: Choosing industry; specialization; Expanding to other verticals in the industry. Case Study.	7
Module- 5	No. of Hours
Relationship Portfolio & Key Account Management: Principles of Portfolio management, identifying key accounts, Classification criteria. Relationship life-cycle, declassification, managing loyalty. Case Study. Assignment: Implementing Key Account Management.	8
Module-6	No. of Hours
B2B product Offerings and Price Setting: Elements of B2B offering, strategic tools for managing product offerings, managing innovation in the B2B context. Price setting in B2B markets- 3 C's of pricing-cost, customer and competition-Pricing- strategy, price positioning, role of sales force in pricing, bid pricing, internet auctions, ethical aspects of B2B pricing. Product Policy of established products: Classification of the product types; The life cycle of the product; Management products; Strategies for established products. Pricing: Price on the Internet; Financial marketing. Case Study	7

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand significance of B2B marketing.
CO2	Ability to create an integrated marketing communications plan which includes promotional strategies.
CO3	Effectively use marketing communication for customer acquisition.
CO4	Define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.



Text Books	
1.	Business to Business Marketing, Ross Brennan, Louise Canning & Raymond McDowell Sage Publications , 3 rd edition -2014
2.	B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement, Heidi Taylor Kogan Page, 1 st edition, 2017.

Reference Books	
1.	Innovative B2B Marketing: New Models, Processes and Theory, Simon Hall, Kogan Page, 1 st edition, 2017

Web links and Video Lectures (e-Resources):

- https://r.search.yahoo.com/_ylt=AwrKDaS_rvNiJ.UIUwi7HAX.;_ylu=Y29sbwNzZzMecG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660165952/RO=10/RU=https%3a%2f%2fcollegelearners.com%2fbooks%2fb2b-marketing-pdf-freownload%2f/RK=2/RS=BcuoM9EM5UHUTDADPHqdt_amyLY-
- https://r.search.yahoo.com/_ylt=AwrKDaS_rvNiJ.UIVQi7HAX.;_ylu=Y29sbwNzZzMecG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660165952/RO=10/RU=https%3a%2f%2fbibleandbookcenter.com%2fread%2fb2bmarketing%2f/RK=2/RS=Q6Tqbed4LYKcVncCHVw3.picYIMNote:

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SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
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4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

- Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession.



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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



4th Semester MBA Finance Electives Syllabus

SEMESTER-IV					
TAX MANAGEMENT					
Course Code	:	P24MBAF413	CIE	:	50 Marks
Teaching Hours L:T:P	:	2:2:0	SEE	:	50 Marks
Total Hours	:	45	Total	:	100 Marks
Credits	:	3	SEE Duration	:	3Hrs

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

Module– 1: Introduction to Direct Tax	No. of Hours
Income Tax Act, 1961, Basic Concepts and definitions, Basis of charge and scope of total income, Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), Tax Evasion, Tax avoidance, Tax Planning (Problems on residential Status and incidence of tax of an Individual Assessee).	8
Module– 2: Income from Salaries & House property	No. of Hours
Income from House Property (Theory only), Meaning of Salary, Leave Salary, HRA, Gratuity, Rent Free Accommodation, PF, Pension, Allowances and Perquisites, Death cum Retirement benefits, Deductions against Salary. (Problems on Leave Encashment, HRA, Gratuity and Taxable salary), Income from other sources (Theory only).	7
Module– 3: Income from Business or Profession	No. of Hours
Income under the head Profit and Gains of Business or Professions and its computation. Problems on computation of income from business/ profession of Individual Assessee and Simple Problems on Depreciation on Block of Assets.	8
Module– 4: Income under Capital Gain	No. of Hours
Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains. (Problems on computation of Income from capital gain). Permission deductions under Sec 80C to 80U, Problems on computation of taxable income and tax liability under both old and new regime.(Only Deductions u/s 80C, 80CCC, 80CCD, 80D, 80DD, 80E, 80U to be covered)	7
Module– 5: Computation of Total Income of Company under Minimum Alternative Tax	No. of Hours
Residential Status of a Company and Computation of taxable income with special reference to MAT. (Problems on MAT).	8
Module-6: Overview of Indirect Taxation	No. of Hours
Basic concepts of GST, Features, Taxes subsumed and not subsumed in GST, Rates of GST, CGST, SGST and UTGST. Goods and Services Tax Network (GSTN)-Features, functions Goods and services exempted from GST. GST Registration -Meaning, Persons liable and not liable for Registration, Types of Registration. Procedure for Registration, GSTIN. Customs Act -Meaning of Customs Duty, Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty. (Theory only)	7

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand the basic concepts of Direct tax and determining residential status.
CO2	Apply the provisions of income from salary and compute taxable salary.
CO3	Analyze the business or professional income and computing taxable profit.
CO4	Evaluate the capital gain, taxable income of an individual and company under MAT.
CO5	Understand the concepts of GST, registration process and customs duty.

Text Books	
1.	Direct Taxes Law and practice, Vinod Singhania and Kapil Singhania, Taxman Publication, Latest Edition.
2.	Students Guide to Income Tax, Vinod Singhania and Kapil Singhania, Taxman Publication, Lates Edition



Reference Books

- | | |
|----|---|
| 1. | GST & Customs Law (University Edition), K.M Bansal, Taxmann's, Latest Edition |
| 2. | Indirect Taxes Law and practices, V S Datey, Taxmann's, Latest Edition. |

Web links and Video Lectures (e-Resources):

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

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

ASSESSMENT DETAILS BOTH (CIE AND SEE)

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CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
3. Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
4. Total marks scored (30+20 = 50 marks).
5. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50).

SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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



CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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SEMESTER-IV					
INTERNATIONAL FINANCIAL MANAGEMENT					
Course Code	:	P24MBAF414	CIE	:	50 Marks
Teaching Hours L:T:P	:	2:2:0	SEE	:	50 Marks
Total Hours	:	45	Total	:	100 Marks
Credits	:	3	SEE Duration	:	3Hrs

Course Objectives	
1.	To understand the risk in International Financial Environment and the Foreign Exchange market
2.	To describe the international monetary system and the foreign exchange markets
3.	To examine the Balance of Payments (BOP) data and determine its implications for international competition
4.	To forecast exchange rates based on the parity conditions that should apply between spot rates, forward rates, inflation rates, and interest rates
5.	To evaluate portfolios and apply the capital asset pricing model and other multifactor Models in financial decision making

Module- 1	No. of Hours
International Financial Environment: An overview of IFM- Importance, rewards & risk of international finance- Goals of MNC- Balance of Payments (BoP)- Fundamentals of BoP-Accounting components of BOP- Equilibrium & Disequilibrium (Basic problems on BoP). International Monetary System: Evolution-Gold Standard- Bretton Woods system- flexible exchange rate regime- recent developments in exchange rate arrangements-recent changes and challenges in IFM- the Economic and Monetary Union (EMU).(Only Theory).	8
Module- 2	No. of Hours
Foreign Exchange Market: Characteristics, Functions and Structure of Forex Markets-Foreign exchange market participants- Types of transactions and Settlements Dates-Exchange rate quotations-Determination of Exchange rates in Spot markets- Exchange rates determinations in Forward markets- Exchange rate behaviour-Cross Rates, Bid, Ask, Spread. Overview of international money markets (Theory & Problems).	7
Module- 3	No. of Hours
Foreign Exchange Risk Management: Foreign exchange risk and its types(transaction risk, translation risk & economic risk) - Hedging against foreign exchange exposure – Forward Market- Forward contract Vs Future contracts- Futures Market- Options Market(call option, put option, American option, European option & Asian option)(Theory only) - Currency Swaps-Interest Rate Swap- problems on both two-way and three-way swaps. Overview of international stock market (Theory & Problems).	8
Module- 4	No. of Hours
International Financial Markets and Instruments: Foreign Portfolio Investment- International Bond & Equity market-Global Depositary Receipt (GDR)- American Depositary Receipt (ADR)- International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes- Zero coupon Bonds- International Money Markets. International Banking services –Correspondent Bank- Representative offices- Foreign Branches. Forward Rate Agreements. (Theory Only).	7
Module- 5	No. of Hours
Forecasting Foreign Exchange Rate: International Parity Relationships- Measuring exchange rate movements-Exchange rate equilibrium –Factors effecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity (IRP), Purchasing Power Parity Theory (PPP) & International Fisher Effects (IFE) - Comparison of IRP, PPP and IFE. Arbitrage-Types of Arbitrage – locational, triangular and covered interest arbitrage. (Theory & Problems).	8
Module-6	No. of Hours
Foreign Exchange Exposure: Management of Transaction exposure, Translation exposure, Economic exposure, Political Exposure- Management of Interest rate exposure. International Capital Budgeting: Concept- Factors affecting international capital budgeting- International budgeting partnership- Inputs for international capital budgeting- Evaluation of a project for international capital budgeting (Theory only).	7

Course Outcomes: At the end of the course, the students will be able to	
CO1	The student will have an understanding of the International Financial Environment.
CO2	The student will learn about the foreign exchange market, participants and transactions.



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CO3	The student will be able to use derivatives in foreign exchange risk management.
CO4	The student will be able to evaluate the Firm's Exposure to risk in International environment and various theories environment and various theories associated with it.

Text Books	
1.	International Corporate Finance, Jeff Madura, Cengage Learning, 10 th edition, 2012
2.	International Financial Management, Cheol Eun & Bruce Resnick, McGraw Hill, 7 th edition, 2014
3.	International Financial Management, Binoy Mathew & G. Nagarajan, Jayvee Digital Publishing, 2 nd edition, 2022.
4.	Financing International Trade: Banking Theories and Applications, Gargi Sanati, Sage Publication, 1 st edition, 2017

Reference Books	
1.	International Financial Management, Apte P.G & Sanjeevan Kapshe, McGraw Hill, 8 th edition, 2020.
2.	Fundamentals of Multinational Finance, Moffett, M. H., Stonehill, A. I., & Eiteman, D. K. Global Edition: Vol. 5 th edition, Global edition. Pearson, (2016).
3.	International Financial Management, Jeff Madura, & Roland Fox. 5 th Edition, Cengage Learning. (2020)

Web links and Video Lectures (e-Resources):	
• https://www.youtube.com/watch?v=Og-EOTRz7XA • https://www.youtube.com/watch?v=jr1t1lzsx-A • https://www.youtube.com/watch?v=BLTz_y7obGw • https://www.youtube.com/watch?v=eciQ3sTftBs • https://www.youtube.com/watch?v=rE0JVR0Nm1I • https://www.digimat.in/nptel/courses/video/110105057/L01.html • https://www.ravisonkhiya.com/product/ca-inter-financial-management-video-lectures-by-ca-ravi-sonkhiya-download-with-hard-copy-books/ • https://www.pdfdrive.com/international-finance-books.html • https://www.pdfdrive.com/the-handbook-of-international-trade-and-finance-the-complete-guide-to-risk-management-international-payments-and-currency-management-bonds-and-guarantees-credit-insurance-and-trade-finance-e184245062.html • https://www.youtube.com/watch?v=KvRBST1o0RE	
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ASSESSMENT DETAILS BOTH (CIE AND SEE)

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CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
3. Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
4. Total marks scored (30+20 = 50 marks).
5. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50).



SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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Department of Master of Business Administration

SEMESTER-IV					
RISK MANAGEMENT AND INSURANCE					
Course Code	:	P24MBAF415	CIE	:	50 Marks
Teaching Hours L:T:P	:	2:2:0	SEE	:	50 Marks
Total Hours	:	45	Total	:	100 Marks
Credits	:	3	SEE Duration	:	3Hrs

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

Module- 1	No. of Hours
Introduction to Risk Management: Risk Identification: Risk-Risk and Uncertainty-Types of Risk- Burden of Risk-Sources of Risk-Methods of handling Risk-Degree of Risk-Management of Risk. Risk Identification-Business Risk Exposures-Individual Exposures-Exposures of Physical Assets - Exposures of Financial Assets -Exposures of Human Assets - Exposures to Legal Liability – Exposure to Work-Related Injury. (Theory).	8
Module- 2	No. of Hours
Risk Measurement: Evaluating the Frequency and Severity of Losses-Risk Control-Risk Financing Techniques-Risk Management Decision Methods-Pooling Arrangements and Diversification of Risk. Advanced Issues in Risk Management: The Changing Scope of Risk Management-Insurance Market Dynamics-Loss Forecasting-Financial Analysis in Risk Management -- Decision Making Other Risk Management Tools. (Theory).	7
Module- 3	No. of Hours
Introduction to Insurance: Risk and Insurance- Definition and Basic Characteristics of Insurance-Requirements of an Insurable Risk-Adverse Selection and Insurance-Insurance vs. Gambling Insurance vs. Hedging Types of Insurance-Essentials of Insurance Contracts. Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India. IRDA-Duties and powers of IRDA-IRDA Act 1999. (Theory).	8
Module- 4	No. of Hours
Life Insurance: Basics of Life Insurance-Growth of Actuarial Science-Features of Life Insurance-Life Insurance Contract-Life Insurance Documents-Insurance Premium Calculations. Life Insurance Classification-Classification on the Basis –Duration-Premium Payment Participation in Profit- Number of Persons Assured-Payment of Policy Amount-Money Back Policies-Module Linked Plans. Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities. (Theory).	7
Module- 5	No. of Hours
General Insurance: Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation (GIC). Health Insurance-Individual Medical Expense Insurance – Long Term Care Coverage – Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy – Child Welfare Policy-Employee Group Insurance – Features of Group Health Insurance –Group Availability Plan. Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage. Marine Insurance-Types of Marine Insurance – Marine Insurance principles Important Clauses in Marine Insurance– Marine Insurance Policies –Marine Risks-Clauses in Marine Policy. Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing. (Theory).	8
Module-6	No. of Hours
Management of Insurance Companies: Functions and Organization of Insurers- Types of Insurance Organization, Organizational Structure of Insurance Companies-Functions of Insurers. Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance. Claims Management-Claim Settlement in General Insurance-Claim Settlement in Life Insurance. (Theory).	7



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

CO1	Understand various types of risks.
CO2	Assess the process of identifying and measuring the risk.
CO3	Acquaint with the functioning of life insurance in risk management.
CO4	Understand general insurance contract.

Text Books

1.	Principles of Risk Management and Insurance, George E Rejda, Pearson, 12 th edition, 2009.
2.	Insurance and Risk Management, P.K. Gupta, Himalaya, 1 st edition, 2010

Reference Books

1.	Introduction to Risk Management and Insurance, Dorfman, Mark S., Prentice Hall India, 10 th edition, 2008.
2.	Risk Management and Insurance, Scott E. Harrington, Gregory R Niehaus, TMH, 2 nd edition, 2007.

Web links and Video Lectures (e-Resources):

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

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ASSESSMENT DETAILS BOTH (CIE AND SEE)

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CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

- Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
- Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
- Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
- Total marks scored (30+20 = 50 marks).
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SEMESTER END EXAMINATION (SEE)

- The question paper shall be set for 100 marks and duration of SEE is 3 hours.
- The question paper will have two parts: Part-A and Part-B.
- Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
- Part-B** contains total 10 questions.
- Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
- Students should answer five full questions, selecting one full question from each module.
- Question papers to be set as per the Blooms Taxonomy levels.



SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

PO \ CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	-	-	-	-	2	-	-	-
CO2	1	-	-	-	-	-	2	-	-
CO3	1	2	-	-	-	1	-	-	-

Level 3 - High, Level 2 - Moderate, Level 1 - Low



SEMESTER-IV					
MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING					
Course Code	:	P24MBAF416	CIE	:	50 Marks
Teaching Hours L:T:P	:	2:2:0	SEE	:	50 Marks
Total Hours	:	45	Total	:	100 Marks
Credits	:	3	SEE Duration	:	3Hrs

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

Module- 1	No. of Hours
Mergers and Acquisitions (M&A): Introduction of M & A, Meaning-types of mergers-Merger Motives-Theories of Mergers-Mergers and industry life cycle, Reasons for failures of M & Asynergy-types of synergy-value creation in M&A (Theory).	
Module- 2	No. of Hours
Merger Process: Procedure for effecting M & A-Five-stage model-Due diligence-Types, process and challenges of due diligence-HR aspects of M & A-Tips for successful mergers-Process of merger integration (Theory).	
Module- 3	No. of Hours
Financial Evaluation of M & A Merger as a capital budgeting-Business valuation approaches-asset based, market based and income based approaches-Exchange Ratio (Swap Ratio)-Methods of determining exchange rate. (Theory and Problems).	
Module- 4	No. of Hours
Accounting aspects of Amalgamation: Types of amalgamations (Amalgamation in the nature of merger and amalgamation in the nature of purchase)-Methods of Accounting-Pooling of interest method and Purchase method)-Calculation of purchase consideration-Journal entries in the books of transferor & transferee company-Ledger accounts in the books of transferor and transferee companies. (Theory and Problems).	
Module- 5	No. of Hours
Acquisitions/Takeovers & Post acquisition integration: Meaning and types of acquisition/takeovers (Friendly, Hostile, Reverse, Backflip and Bailout takeovers)-Anti-takeover strategies-Anti-takeover amendments-Legal and human framework of M & A-Combination and Competition Act-2002, Competition Commission of India (CCI)-The SEBI Substantial Acquisition of Shares and Takeover (Takeover code-2011). Post- acquisition integration: Organization and human aspect of post-acquisition – Stages in the integration process (Theory).	
Module-6	No. of Hours
Corporate Restructuring Meaning, significance and forms of restructuring-sell-off, spin-off, divestitures, demerger, Equity Carve Out (ECO), Leveraged Buy Outs (LBO), Management Buy Out (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) and joint ventures. (Theory). Introduction to cross-borders mergers and acquisitions.	

Course Outcomes: At the end of the course, the students will be able to	
CO1	To describe the process of value creation under different forms of M&A.
CO2	To understand M&A with its different classifications, strategies, theories, synergy, etc.
CO3	To conduct financial evaluation of M&A.
CO4	To analyze and demonstrate the accounting aspects of Amalgamation.
CO5	To critically evaluate different types of M&A, takeover and anti-takeover strategies.
CO6	To explain the major forms and objectives of corporate restructuring.

Text Books	
1.	Mergers Acquisitions & Corporate Restructuring - Strategies & Practices, Rabi Narayan Kar and Minakshi, Taxmann's, 3 rd edition, 2017.



2.	Mergers and Acquisitions, Sheeba Kapil and Kanwal N. Kapil, Wiley, 2 nd edition, 2017
3.	Mergers, Acquisitions and Corporate Restructuring: Text and Cases, Chandrashekar, Krishnamurti & Vishwanath S, Sage Publications, 2 nd edition, 2018.

Reference Books	
1.	Mergers, Acquisitions and Takeovers, H.R.Machiraju, New Age International Publishers, 1 st edition, 2010.
2.	Mergers, Acquisitions and Corporate Restructuring, Patrick A. Gaughan, Wiley, 7 th edition 2017

Web links and Video Lectures (e-Resources):

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

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5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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



CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



4th Semester MBA HR Electives Syllabus

SEMESTER-IV					
CONFLICT & NEGOTIATION MANAGEMENT					
Course Code	:	P24MBAH413	CIE	:	50 Marks
Teaching Hours L:T:P	:	2:2:0	SEE	:	50 Marks
Total Hours	:	45	Total	:	100 Marks
Credits	:	3	SEE Duration	:	3Hrs

Course Objectives	
1.	To understand the nature of various dimensions of conflict
2.	To learn various strategies and techniques to manage conflicts.
3.	To understand the importance and role of negotiation in conflict resolution.
4.	To understand the importance of cross-cultural and gender dimensions of negotiation.

Module-1	No. of Hours
Introduction: Conflict: Definition, Meaning, Theories, Types of Conflicts - Productive (functional) and Destructive (dysfunctional). Levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, Process and Structural Models. Myths about conflicts - of conflicts: cognitive (Pseudo conflict), process (simple conflict) and Inter-personal conflict (ego conflict), causes of conflict: common causes, organizational and interpersonal of conflict: traditional, Contemporary and Integrationist, Causes for work place conflicts – Harassment and discrimination.	8
Module-2	No. of Hours
Analogy of Conflict: Stages of conflicts: grievances- personal needs, lack of monetary benefits and Incentives, promotion and recognition, harassment, discrimination, prejudice and Bias, identity, unconcern attitudes of administration, frustration, escalation of Conflicts, and violence, Cost and effects of conflicts. Perspectives of conflict - organizational and individuals. Spectrum of conflicts- Personal conflicts, group conflicts, labour conflicts, social and political conflicts, Contingency conflict management process, Cost of Workplace Conflict, conflict mapping and tracking.	7
Module-3	No. of Hours
Conflict Management: Nature of conflict Management, Managing conflict: Thomas conflict resolution approach (Avoiding, Accommodating, Compromising, Competing, Collaboration) behavioural style and conflict handling, Cosier Schank model of conflict resolution. Strategies for resolving Individual, Team and organizational level conflict, Conflict Resolution Process – Persuasion, Counselling and Reconciliation Skills, Negotiation and Arbitration, Skills for conflict management – Listening, Mentoring, Mediating, Negotiating, Counselling, Diplomacy, EI (Emotional Intelligence). Conflict Regulation Reduction, Resolution, Transformation	8
Module-4	No. of Hours
Negotiation: Negotiations/ Negotiation strategies –Meaning , Six Foundations of Negotiation, Negotiations, negotiation process, Principles for successful negotiations, Factors and essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations. Negotiation strategies: Strategy and tactics for distributive bargaining	7
Module-5	No. of Hours
Negotiation - Resolving Disputes: Dispute Settlement Negotiation (DSN) and Deal Making Negotiation (DMN), importance of BATNA (Best alternative to a negotiated agreement) and ZOPA (Zone of possible agreement) in Dispute Settlement, Negotiation Strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Implications of Negotiation on Policy making, Ethics in negotiation	8
Module-6	No. of Hours
Managing Impasse and difficult negotiations Impasse - Meaning, Definition Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.	7

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand the concepts of conflict and negotiation and its role.
CO2	Learn various contemporary methods of conflict and negotiation.



CO3	Gain insights of various conflict handling mechanisms.
CO4	Demonstrate the cross-cultural and gender dimensions of negotiation.

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

Reference Books	
1.	Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3 rd edition, Polity publishers, ISBN 0745649734, 9780745649733, 2011
2.	Managing conflict and negotiation, B.D. Singh, 1 st edition, Excel books, 2008.
3.	Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426
4.	Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258, 9781412844253

Web links and Video Lectures (e-Resources):

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

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

ASSESSMENT DETAILS BOTH (CIE AND SEE)

The weightage of continuous Internal Evaluation (CIE) is 50% and for the Semester End Examination (SEE) is 50%. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50). The minimum passing mark for SEE is 35% of maximum marks (18 marks out of 50). A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each course. Student has to secure a minimum 40% (40 marks out of 100) in the total of the CIE and SEE together.

CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
3. Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
4. Total marks scored (30+20 = 50 marks).
5. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50).

SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.



SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



MOOGAMBIGAI CHARITABLE AND EDUCATIONAL TRUST
Rajarajeswari College of Engineering
 (An Autonomous Institution under Visvesvaraya Technological University, Belagavi)
Department of Master of Business Administration

SEMESTER-IV					
INTERNATIONAL HRM					
Course Code	:	P24MBAH414	CIE	:	50 Marks
Teaching Hours L:T:P	:	2:2:0	SEE	:	50 Marks
Total Hours	:	45	Total	:	100 Marks
Credits	:	3	SEE Duration	:	3Hrs

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

Module-1	No. of Hours
IHRM- Meaning and Definition, Objectives, The drivers of internationalization of business. HR Challenges in a global workforce, Difference between IHRM and Domestic HRM, Functions of global HRM, Emergence of Global HR Manager, approaches to International Human Resource Management, Culture and Cross-Cultural Management, Models of IHRM.	8
Module-2	No. of Hours
Concept of culture, International Culture Management, Role of culture in International business, Models of Culture- Hofstede's Four Cultural Dimensions, Globe's Nine Cultural Dimensions, Edgar Schein's Model of Culture, Schneider's Culture Model, cultural uniqueness vs. pan-culturalism, Diversity Management-The paradox of diversity.	7
Module-3	No. of Hours
Staffing for international operations, Selection strategies for overseas assignments, Differentiating between PCNs, TCNs and HCNs, International transfers, Expatriation and Repatriation, Expatriate management, Repatriation Process, Challenges of repatriation and support practices.	8
Module-4	No. of Hours
Training and development: Training and development for expatriates; Training and development for international staff. Compensation: Compensation in international perspective, Approaches to international Compensation, International total rewards objectives for MNC's, Key components of global total rewards programs, Complexities faced by IHR managers.	7
Module-5	No. of Hours
Performance management cycle, Key components of PMS, Performance Management of International Assignees, Issues and challenges in international performance management, PMS for expatriates, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA.	8
Module-6	No. of Hours
Equal opportunities, Diversity Management, Work-life balance: practices and discourses; International Culture Management: Model Organizational Culture and Innovation, Models of Culture, Hofstede's Four, Cultural Dimensions, Trompenaer's Seven Cultural Dimensions, Ethics and corporate social responsibility International labour standards.	7

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand various practices within the field of global HRM.
CO2	Describe HR concepts, policies and practices to deal with issues in an international context.
CO3	Appraise the impact of global factors in shaping HR practices.
CO4	Apply the concepts of HR in global perspective.
CO5	

Text Books	
1.	International Human Resource Management, Srinivas R. Kandula, Sage Publication India Pvt. Ltd., 2018
2.	International Human Resource Management, Anne-Wil Harzing, Ashly H. Pinnington, Sage Publication
Reference Books	



1.	India Pvt. Ltd., 4 th edition, 2015
2.	International Human Resource Management - Peter J. Dowling, Denice E. Welch, CengageLearning

Web links and Video Lectures (e-Resources):

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

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CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
3. Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
4. Total marks scored (30+20 = 50 marks).
5. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50).

SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

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

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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Department of Master of Business Administration

SEMESTER-IV					
PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS					
Course Code	:	P24MBAH415	CIE	:	50 Marks
Teaching Hours L:T:P	:	2:2:0	SEE	:	50 Marks
Total Hours	:	45	Total	:	100 Marks
Credits	:	3	SEE Duration	:	3Hrs

Course Objectives	
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 Organization
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 categories different PG and IE practices and to be followed in the Organization
5.	The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organization
6.	The student will be able to appraise and judge the practical applicability of various PG and IE practices to be followed in the Organization

Module- 1	No. of Hours
Dynamics of Personal Growth Meaning, nature and scope of personal growth. Self-awareness and self-esteem, life roles, social roles and organizational roles, role clarity and role boundaries. Ego states- Id, ego and super ego and defense mechanism. Developing a self-improvement plan.	
Module- 2	No. of Hours
Interpersonal Trust: Openness, confidentiality, blind spot and unknown part of personality. Self disclosure, seeking feedback, self-reflection and practicing new behaviors. Discovering facets of interpersonal trust through Johari Window.	
Module- 3	No. of Hours
Understanding Human Personality and Neuro Functioning: Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, PF 16 and Type A and B, Emotional intelligence. Basic functions of mind: Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming.	
Module- 4	No. of Hours
Attitudes, Beliefs, Values and their impact on Behaviour: Personal change meaning, nature and requisites. Social adjustments and habit formation. Locus of control. Habits of personal effectiveness. Seven habits of highly effective people.	
Module- 5	No. of Hours
Interpersonal relations and personal growth: Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, time management and honoring the commitments.	
Module-6	No. of Hours
Transactional Analysis: Ego states, types of transactions and time structuring. Life position, scripts and games; T-group sensitivity training, encounter groups, appreciative enquiry and group relations conference (students may go through three days personal growth lab for experiential learning)	

Course Outcomes: At the end of the course, the students will be able to	
CO1	Have in-depth understanding the various personality traits which promotes personal growth.
CO2	Analyze the concepts of human personality, behavior and functioning of mind.
CO3	Learn and apply the psychometrics tests in understanding the personality traits.
CO4	Develop the greater insight of self, and others through various theories and prepare the development plan for impersonal effectiveness.

Text Books	
1.	Organizational Behaviour: Human Behaviour at work John W. Newstrom and Keith Davis, Tata McGraw Hill, 11 th edition, 2003



2.	Human Relations in organizations , Robert N. Lussier, Mc- Graw Hill Education, 6 th edition
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Reference Books	
1.	Development of Management Skills, Whetten & Cameron, PHI, 7 th edititon
2.	Competency Mapping Assessment and Growth, Naik G. P, IHRM, 2010

Web links and Video Lectures (e-Resources):	
	• https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYleIW7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fidoc.pub%2fdocuments%2fpersonal-growthand-interpersonal-effectiveness-ylx3eompqnm/RK=2/RS=n8xZOt_T_bFC68F4X7UAwxMwkv4- • https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYleoW7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fwww.tppl.org.in%2f2020%2fall-streambooks%2f6244-personal-growth-and-interpersonal-effectiveness-.html/RK=2/RS=rpRdeJi7et9M8tFNBcBdlaXNTdI- • https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIhoW7HAX.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fwww.scribd.com%2fpresentation%2f318352003%2fPersonal-Growth-and-Interpersonal-Effectiveness-PPT/RK=2/RS=2IWkxWYX9qUIPdMH461FNs0M1FINote
The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.	

ASSESSMENT DETAILS BOTH (CIE AND SEE)

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CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
3. Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
4. Total marks scored (30+20 = 50 marks).
5. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50).

SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

- Students are expected to conduct an in-depth study about various personality traits & TA and submit a detailed report.
- Students must undergo psychometric test like MBTI, FIRO-B, Big Five etc, conduct SWOT analysis and prepare a personal growth plan based on the results



- Ask the individual students to seek multisource feedback about their interpersonal effectiveness from peers, teachers, and parents; understand and reflect the feedback and prepare a development plan for interpersonal effectiveness.
- Discuss a Johari Window case in the class to identify how it can help each individual student to promote his/ her personal growth.
- Organize a workshop on MBTI for the students to know their type and to understand the type dynamics.
- Organize a Neuro linguistic programming workshop for the participation of all HR students

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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Department of Master of Business Administration

SEMESTER-IV					
STRATEGIC TALENT MANAGEMENT					
Course Code	:	P24MBAH416	CIE	:	50 Marks
Teaching Hours L:T:P	:	2:2:0	SEE	:	50 Marks
Total Hours	:	45	Total	:	100 Marks
Credits	:	3	SEE Duration	:	3Hrs

Course Objectives	
1.	To make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization
2.	To develop a conceptual understanding of the management of talents in the competitive environment
3.	To understand how important is to develop and retain the best talents in the industry
4.	To understand the concepts of competency and its usage in evaluating a person's work
5.	To get an idea about different tools in identifying required competencies in a person

Module- 1	No. of Hours
Basics of Talent Management: Talent- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process, Talent Management System – Components and benefits of Talent Management System; creating TMS, challenges of TMS, Building blocks of talents management: competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.	
Module- 2	No. of Hours
Talent Planning: Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning.	
Module- 3	No. of Hours
Developing and Retaining Talent – Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management ,employee retention- motivation and engagement, Return on talent; age of analytics, making outplacement as a part of talent strategy, developing talent management information system.	
Module- 4	No. of Hours
Competency mapping: Concepts and definition of competency; types of competencies, competency based HR systems, competency and performance, 5 level competency model, developing various competency models, how competencies relate to career development and organizational goals.	
Module- 5	No. of Hours
Methodology of competency mapping : competency model development ,competency models, people capability maturity model ,developing competency framework , competency profiling , competency mapping tools , use of psychological testing in competency mapping , competency based interviewing.	
Module-6	No. of Hours
Measuring Performance, Assessment and Development Centre: performance assessment, diagnosing reasons for performance problems, designing an effective performance management system, sources of errors in performance measurement. Assessment and Development Centre : concepts , importance and uses of assessments center in selecting employees , difference between assessment and development center, assessment center approach to competence building , profile of the assessors, steps in assessment center, designing the assessment center.	

Course Outcomes: At the end of the course, the students will be able to	
CO1	Acquire knowledge and the various challenges of acquisition and retention of talents for competitive advantage of the organization.
CO2	Gain insights to develop and retain best talents in the industry.
CO3	Learn the concepts of competency and its usage in evaluating a person's
CO4	Adhere knowledge in the identified competencies.

**Text Books**

- | | |
|----|--|
| 1. | Talent Management – Gowri Joshi, Veena Vohra, Cengage Learning, 2018. |
| 2. | The Talent Management Hand Book – Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill. |

Reference Books

- | | |
|----|---|
| 1. | Competence at work – Lyle M. Spencer, Signe M. Spencer. John Wiley, 1993. |
| 2. | A Handbook of Competency Mapping – Seema Sangi, Response BOOKS, 2004 |

Web links and Video Lectures (e-Resources):

- <https://www.pdfdrive.com/the-talent-management-handbook-e33563313.html>
- https://www.researchgate.net/publication/228672156_Strategic_Talent_Management_A_review_and_research_agenda
- <https://hvtc.edu.vn/Portals/0/files/635834387511001885talent-management-a-focus-onexcellence.pdf>
- https://www.youtube.com/watch?v=Pk8hN7lw_RA
- <https://www.youtube.com/watch?v=ZG8coejZoSg>
- https://www.tutorialspoint.com/talent_management/talent_management_tutorial.pdf

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CONTINUOUS INTERNAL EVALUATION (CIE)**CIE FOR THE THEORY:**

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
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1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
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6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

SKILL DEVELOPMENT ACTIVITIES SUGGESTED

- Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Discussion on “How to have/ evaluate the performance of the MBA students”.
- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.



- Identify the important positions in your college or any other organization and ascertain the measures if any taken to develop second line of leadership.
- Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions.
- Presentation by students about the competency directory profiling of various positions.
- Ask the students to role play the behavioural event interview to collect data for competency mapping for the position of management professor.

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



MOOGAMBIGAI CHARITABLE AND EDUCATIONAL TRUST
Rajarajeswari College of Engineering
 (An Autonomous Institution under Visvesvaraya Technological University, Belagavi)
Department of Master of Business Administration

4th Semester MBA Business Analytics Electives Syllabus

SEMESTER-IV					
MACHINE LEARNING					
Course Code	:	P24MBAB413	CIE	:	50 Marks
Teaching Hours L:T:P	:	2:2:0	SEE	:	50 Marks
Total Hours	:	45	Total	:	100 Marks
Credits	:	3	SEE Duration	:	3Hrs

Course Objectives	
1.	Understand the core concepts and algorithms of machine learning
2.	Apply machine learning techniques to solve business problems
3.	Gain practical experience with machine learning tools and technologies
4.	Interpret and communicate machine learning results effectively

Module-1	No. of Hours
Definition and Scope: What is machine learning? How it differs from traditional programming. Types of Machine Learning: Supervised, unsupervised, and reinforcement learning. Applications in Business: Use cases and impact on various industries.	
Module-2	No. of Hours
Data Collection and Cleaning: Importance of data quality, handling missing values, and outliers. Feature Selection and Engineering: Techniques for selecting and creating relevant features. Data Splitting: Training, validation, and test datasets.	
Module-3	No. of Hours
Regression Analysis: Linear Regression: Simple and multiple linear Regressions. Evaluation Metrics: Mean Absolute Error (MAE), Mean Squared Error (MSE), R-squared. Classification: Logistic Regression: Basics of logistic regression and its applications. Decision Trees and Random Forests: Understanding and implementing decision trees and ensemble methods. Support Vector Machines (SVM): Introduction to SVM and its applications.	
Module-4	No. of Hours
Clustering: K-Means Clustering: Algorithm, implementation, and evaluation. Hierarchical Clustering: Basics and applications. Dimensionality Reduction: Principal Component Analysis (PCA): Technique and use cases. t-Distributed Stochastic Neighbor Embedding (t-SNE): Introduction and application.	
Module-5	No. of Hours
Evaluation Metrics: Accuracy, precision, recall, F1-score, ROC curve, AUC. Model Selection Techniques: Cross-validation, Grid Search, and Hyper parameter Tuning. Bias-Variance Tradeoff: Understanding and balancing overfitting and underfitting. Ethics and Bias in Machine Learning: Addressing ethical considerations and biases in models.	
Module-6	No. of Hours
Python for Machine Learning: Introduction to Python libraries such as Scikit-learn, Pandas, and NumPy. Building and Training Models: Hands-on exercises in building, training, and evaluating machine learning models. Introduction to Neural Networks and Deep Learning: Basics of neural networks and their applications.	

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand the core concepts and algorithms of machine learning.
CO2	Apply machine learning techniques to solve business problems.
CO3	Gain practical experience with machine learning tools and technologies.
CO4	Interpret and communicate machine learning results effectively.

Text Books	
1.	"Pattern Recognition and Machine Learning" by Christopher M. Bishop
2.	"Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow" by Aurélien Géron.

Reference Books	
1.	"Machine Learning Yearning" by Andrew Ng (available online).



Tools and Software:

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

Web links and Video Lectures (e-Resources):

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

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

ASSESSMENT DETAILS BOTH (CIE AND SEE)

The weightage of continuous Internal Evaluation (CIE) is 50% and for the Semester End Examination (SEE) is 50%. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50). The minimum passing mark for SEE is 35% of maximum marks (18 marks out of 50). A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each course. Student has to secure a minimum 40% (40 marks out of 100) in the total of the CIE and SEE together.

CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
2. Average of best two internal assessment tests each of 50 marks, scale down to 30 marks.
3. Any two assessment methods as per regulations i.e. Two assignments / Two Quizzes/ Weekly test / project work for 40 marks, scaled down to 20 marks.
4. Total marks scored (30+20 = 50 marks).
5. The minimum passing mark for the CIE is 40% of maximum marks (20 marks out of 50).

SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
3. **Part-A** should contain minimum **Two or Four** quiz questions from each module of 02 marks/ 01 marks each. **Part-A is Compulsory** and it carries 20 Marks.
4. **Part-B** contains total 10 questions.
5. Two questions of 16 marks (with minimum of 3 sub questions) from each module with internal choice.
6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

CO-PO Mapping

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

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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Department of Master of Business Administration

SEMESTER-IV					
PREDICTIVE ANALYTICS					
Course Code	:	P24MBAB414	CIE	:	50 Marks
Teaching Hours L:T:P	:	2:2:0	SEE	:	50 Marks
Total Hours	:	45	Total	:	100 Marks
Credits	:	3	SEE Duration	:	3Hrs

Course Objectives	
1.	Understand the principles and applications of predictive analytics in business
2.	Develop skills to build, evaluate, and apply predictive models
3.	Use tools and techniques to make data-driven business decisions
4.	Analyze real-world case studies to apply predictive analytics concepts

Module– 1: Introduction to Predictive Analytics	No. of Hours
Definition and significance. Predictive vs. Descriptive vs. Prescriptive Analytics. Overview of the predictive analytics process. Applications in Business Case studies from various industries (e.g., finance, marketing, operations) Discussion on the impact of predictive analytics on decision-making.	
Module2: Data Collection and Preparation	No. of Hours
Data Sources and Collection: Types of data (structured vs. unstructured)/ Data collection methods and tools. Data Cleaning and Preparation: Handling missing data. Data transformation and normalization. Data Preparation Using Excel or Python/R for data cleaning and preparation.	
Module 3: Statistical Foundations	No. of Hours
Statistical Concepts: Probability distributions. Hypothesis testing. Regression analysis basics Building Statistical Models: Simple and multiple linear regression. Model assumptions and diagnostics.	
Module 4: Predictive Modeling Techniques	No. of Hours
Regression Models: Advanced regression techniques (e.g., polynomial, ridge, lasso regression). Model evaluation metrics (R^2 , RMSE, MAE). Classification Models: Logistic regression. Decision trees and random forests. Model evaluation metrics (accuracy, precision, recall, F1 score). Time Series Analysis: Components of time series data. ARIMA models.	
Module 5: Machine Learning Basics	No. of Hours
Introduction to Machine Learning: Supervised vs. unsupervised learning. Key algorithms (k-means clustering, support vector machines). Model Evaluation and Validation: Cross-validation techniques. Bias-variance trade-off.	
Module 6: Big Data and Predictive Analytics	No. of Hours
Introduction to Hadoop and Spark. Handling large datasets. Predictive Analytics Tools: Overview of software (e.g., SAS, SPSS, Tableau). Comparison of different tools and their applications. Ethical Issues in Predictive Analytics: Data privacy and security. Bias and fairness in predictive models.	

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand the principles and applications of predictive analytics in business.
CO2	Develop skills to build, evaluate and apply predictive models.
CO3	Use tools and techniques to make data-driven business decisions.
CO4	Analyze real-world case studies to apply predictive analytics concepts.
CO5	

Text Books	
1.	"Data Science for Business" by Foster Provost and Tom Fawcett
2.	"Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die" by Eric Siegel
3.	"Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst" by Dean Abbott

Reference Books	
1.	"Hands-On Predictive Analytics with R: Build effective predictive models with R" by Ashish Kumar and Amit S. Ranjan
2.	"The Elements of Statistical Learning: Data Mining, Inference, and Prediction" by Trevor Hastie, Robert Tibshirani, and Jerome Friedman
	Tools and Software: Excel, Python (Pandas, Scikit-learn), R, Tableau



Web links and Video Lectures (e-Resources):

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

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CONTINUOUS INTERNAL EVALUATION (CIE)

CIE FOR THE THEORY:

1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
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SEMESTER END EXAMINATION (SEE)

1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
2. The question paper will have two parts: Part-A and Part-B.
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CO2	-	2	2	-	-	-	2	-	-
CO3	-	-	-	3	-	3	-	2	-
CO4	-	2	-	2	-	-	1	-	3

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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SEMESTER-IV					
DIGITAL ANALYTICS					
Course Code	:	P24MBAB415	CIE	:	50 Marks
Teaching Hours L:T:P	:	2:2:0	SEE	:	50 Marks
Total Hours	:	45	Total	:	100 Marks
Credits	:	3	SEE Duration	:	3Hrs

Course Objectives	
1.	Understand key concepts and metrics in digital analytics
2.	Develop skills to analyze and interpret digital marketing data
3.	Utilize digital analytics tools to derive actionable insights
4.	Apply digital analytics to real-world business scenarios

Module- 1	No. of Hours
Definition and importance in the digital age. Overview of the digital analytics landscape Key Concepts and Metrics: Key Performance Indicators (KPIs) Metrics vs. dimensions. Funnel analysis and customer journey mapping.	
Module- 2	No. of Hours
Overview of Analytics Tools: Google Analytics, Adobe Analytics, and other platforms. Comparison of features and capabilities. Tool Demonstrations: Basic navigation and functionality. Setting up dashboards and reports. Hands-on Lab: Tool Exploration: Setting up a Google Analytics account. Navigating the interface and basic features.	
Module- 3	No. of Hours
Data Collection Methods: Website tracking and tagging. Event tracking (e.g., clicks, downloads, video views). Integrating Data Sources: Combining data from multiple platforms (e.g., CRM, social media). Data import/export techniques.	
Module- 4	No. of Hours
Website Performance Metrics: Traffic sources, user behaviour, and engagement metrics. Conversion tracking and attribution models. Analysing Website Performance: Analyzing traffic patterns and user flow. Identifying and interpreting key metrics.	
Module- 5	No. of Hours
Introduction to Social Media Analytics: Key metrics and KPIs for social media. Tools for social media analysis (e.g., Facebook Insights, Twitter Analytics). Analysing Social Media Campaigns: Engagement metrics, reach, and sentiment analysis. Influencer and brand performance evaluation	
Module-6	No. of Hours
Introduction to Mobile Analytics: Key metrics for mobile apps (e.g., app installs, user retention). Tools for mobile app analytics (e.g., Firebase, Flurry). Analysing Mobile User Behavior: User flow, in-app events, and lifetime value. Optimizing app performance and user experience.	

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand key concepts and metrics in digital analytics.
CO2	Develop skills to analyze and interpret digital marketing data.
CO3	Utilize digital analytics tools to derive actionable insights.
CO4	Apply digital analytics to real-world business scenarios.

Text Books	
1.	"Digital Analytics 101" by Jason Burby and Shane Atchison
2.	"Google Analytics: How to Measure Digital Marketing & Analytics in an Easy Way" by Nikolas R. Reichenbach
3.	"Data Science for Business: What You Need to Know about Data Mining and Data- Analytic Thinking" by Foster Provost and Tom Fawcett

Reference Books	
1.	"Measuring Marketing: 110+ Key Metrics Every Marketer Needs" by John A. Davis
2.	"Advanced Web Metrics with Google Analytics" by Brian Clifton
Tools and Software: Google Analytics, Google Data Studio, Tableau, social media analytics tools	



Web links and Video Lectures (e-Resources):

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

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CIE FOR THE THEORY:

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1. The question paper shall be set for 100 marks and duration of SEE is 3 hours.
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CO2	-	2	2	-	-	-	2	-	-
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CO4	-	2	-	2	-	-	1	-	2

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SEMESTER-IV					
STRATEGY ANALYTICS					
Course Code	:	P24MBAB416	CIE	:	50 Marks
Teaching Hours L:T:P	:	2:2:0	SEE	:	50 Marks
Total Hours	:	45	Total	:	100 Marks
Credits	:	3	SEE Duration	:	3Hrs

Course Objectives	
1.	Understand the role of analytics in strategic decision-making
2.	Learn analytical techniques to support strategic planning and execution
3.	Develop skills to interpret data and generate actionable insights for business strategy
4.	Apply analytics to real-world strategic scenarios

Module– 1: Introduction to Strategy Analytics	No. of Hours
Concept of Strategy Analytics: Definition, scope, and importance. Role of Data in Strategy: How data drives strategic decision-making. Overview of Analytics Types: Descriptive, diagnostic, predictive, and prescriptive analytics.	8
Module– 2: Strategic Management Fundamentals	No. of Hours
Strategic Planning Process: Mission, vision, goals, and objectives. SWOT Analysis: Strengths, weaknesses, opportunities, and threats. Porter’s Five Forces: Industry analysis and competitive strategy.	7
Module– 3: Data-Driven Strategy Formulation	No. of Hours
Data Collection and Sources: Internal and external data sources relevant to strategy. Market and Competitive Analysis: Using data to analyze market trends and competitors. Customer Insights: Leveraging customer data to inform strategic decisions.	8
Module– 4: Analytical Tools and Techniques	No. of Hours
Descriptive Analytics: Techniques for summarizing and visualizing historical data. Predictive Analytics: Forecasting models and trend analysis (e.g., regression analysis). Prescriptive Analytics: Optimization and scenario analysis for strategic decision-making.	7
Module-5 : Strategic Performance Measurement	No. of Hours
Key Performance Indicators (KPIs): Designing and using KPIs to track strategic goals. Balanced Scorecard: Integrating financial and non-financial performance metrics. Benchmarking: Comparing performance against industry standards	8
Module-6: Advanced Analytical Methods	No. of Hours
Big Data Analytics: Techniques for handling and analyzing large datasets. Machine Learning for Strategy: Basic concepts and applications in strategic analysis. Simulation and Scenario Analysis: Using simulations to evaluate strategic options	7

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand the role of analytics in strategic decision-making.
CO2	Learn analytical techniques to support strategic planning and execution.
CO3	Develop skills to interpret data and generate actionable insights for business strategy.
CO4	Apply analytics to real-world strategic scenarios.

Web links and Video Lectures (e-Resources):
• https://www.youtube.com/watch?v=uX8Oaew4pDs • https://www.youtube.com/watch?v=NPuX6VdvQZ0 • https://www.youtube.com/watch?v=AZMBtRgmRJA • https://www.businessofgovernment.org/sites/default/files/Strategic%20Analytics.pdf • https://onlinelibrary.wiley.com/doi/10.1002/9781119519638.ch1 • https://www.igi-global.com/book/using-strategy-analytics-measure-corporate/265459
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1. Three tests each of 50 marks, after the completion of the syllabus 40%, 70% and 100% respectively.
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6. Students should answer five full questions, selecting one full question from each module.
7. Question papers to be set as per the Blooms Taxonomy levels.

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CO3	-	-	-	3	-	3	-	2	-
CO4	-	2	-	2	-	-	1	-	2

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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

SEMESTER-IV					
PROJECT REPORT					
Course Code	:	P24MBAPR487	CIE	:	50 Marks
Teaching Hours L:T:P	:	0:12:0	SEE	:	50 Marks
Total Hours	:	0	Total	:	100 Marks
Credits	:	6	SEE Duration	:	0

OBJECTIVE

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

STRUCTURE

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

GENERAL GUIDELINES

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

Project Report Evaluation:

- Internal evaluation will be done by the internal guide.
- External valuation shall be done by faculty members of PG centers of VTU and affiliated institutions of VTU with minimum of 10 years' experience.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective Institution where a student is expected to give a presentation of his/ her work.
- The viva –voce examination will be conducted by the respective HOD / Senior faculty of the department and an expert drawn from the VTU affiliated institutes/ VTU PG Centers with minimum of 10 years of experience as appointed by the University.
- Project work carries 100 marks consisting of 50 marks for internal marks by the internal guide, average of 25



marks from both internal and external evaluation and 25 marks for viva-voce examination. Minimum passing marks of the Project work is 50% in each of the components such as Internal Marks, report evaluation and viva-voce examination.

- Format of the project report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1inch margin all sides(1.5inch on left side) and 1.5 line spacing. The Project report shall not exceed 100 pages.
- Submission of Report: Students should submit the Project Report in electronic data form only, in PDF file (Un-editable Format) to the Institute. The Institute in turn shall submit all the CD's of their students along with a consolidated master list as per specialization containing USN, Name of the student, and Title of the Report to Registrar Evaluation) one week before the commencement of the Theory Examinations or as per notification given for this purpose.
- Plagiarism: Plagiarism is considered as academically fraudulent, and an offence against University academic discipline. The University considers plagiarism to be a major offence, and subject to the corrective procedures. It is compulsory for the student to get the plagiarism check done before submission of the project report. Plagiarism of up to 10 % is allowed in the project work and report should consist of original content/work.
- Publication of Research Findings: Students are expected to present their research findings in Seminars/ Conferences/ Technical/ Management Fests or publish their research work in Journals in association with their Internal Guide. Appropriate Weightage should be given to this in the internal evaluation as well as in the viva voce examination of the project report.

CONTENTS OF THE INTERNSHIP REPORT

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

Chapter 1: Introduction

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

Chapter 2: Conceptual background and Literature review

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

Chapter 3: Research Design

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

Chapter 4: Analysis and Interpretation

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

Chapter 5: Findings, Conclusion and Suggestions

Summary of findings, Conclusion and Suggestions / Recommendations **Bibliography:** Books, Articles names, etc. to be mentioned as per APA style.

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



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

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

Rubrics for Project Evaluation and Viva voce Examination

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

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

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

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

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



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

MARKS SHEET FORMATS**1. Internal Assessment by the Guide- Based on three Presentations by Students**

Visvesvaraya Technological University

Marks Sheet for MBA Project Work (MBAPR487)

Name of the College:

College

Code:

Internal Marks Allocation for Project Work (MBAPR487)

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

Marks Sheet

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

Signature of the Internal Guide with Name, Address & Date

Note:

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

**2. Report Evaluation by the Guide & External Examiner.**

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

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

Name of the College:

College

Code:

External Evaluation Marks Allocation for Project Work (MBAPR487)

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

Marks Sheet

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

Signature of External Examiner with affiliation

Note:

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

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

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

Name of the College:

College Code:

Viva voce Marks Allocation for Project Work (MBAPR487)
(Viva voce conducted by HOD/Internal Guide and an Expert from VTU.)



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

Marks Sheet

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

Signature of Internal Examiner
affiliation

Signature of External Examiner with

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

Schedule to be followed before commencement of Project

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

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

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

**Schedule to be followed during Project work**

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

Formats for Project Report and Evaluation

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

(Title of the Report)**Submitted by****(Student Name)****(USN)****Submitted to****VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELGAVI****In partial fulfillment of the requirements for the award of the degree of****MASTER OF BUSINESS ADMINISTRATION****Under the guidance of****INTERNAL GUIDE EXTERNAL GUIDE****(Name & Designation) (Name & Designation)****(Institute Logo)****Department of MBA****(Institute Name with Address)****(Month & Year of submission)**



CERTIFICATE

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

Signature of Internal Guide

Signature of HOD

Signature of Principal

DECLARATION

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

Place:

Signature of the Student

Date:

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Chapter-3	Theoretical Background of the Study	XXXXXXXXXXXX
Chapter-4	Data Analysis and interpretation	XXXXXXXXXXXX
Chapter-5	Summary of Findings, suggestions and Conclusion	XXXXXXXXXXXX
Bibliography		
Annexures		

List of Tables

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

List of Figures/ Charts/ Graphs

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